Prelims Qualified
0848698

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28 JUL 2025

NEXT IAS

ETHICS ENHANCER 2025

(To be filled by candidate)

TEST CODE : EEF2505 **Test No. : 05**

Name of Candidate: Aman Thanwani Mobile No. [redacted]

Roll No. : GS25D1B39001 Start Time ..... End Time.....

Date of Examination: 28/7/25 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	1 .....
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2	2 .....
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3	3 .....
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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

"The moral imperative is to act responsibly in response to need of other"
~ Nel Noddings

Ethics of care argues that morality derives out of relational care & not logic or reason.

Challenges Utilitarian & Kantian ethics

① Ethics based on emotions & not logic
→ logic alone is too cold to drive morality

② Context sensitive — no universal laws as assumed by Kantian ethics

③ Argues that people are not numbers that can ~~get~~ be quantified for cost-benefit analysis

④ Argues that cold proceduralism may lead to injustice & unfairness

Candidates must not write on this margin

Eg: Blind rule following based on duty in PDS distribution may ignore marginalised people not enrolled under the scheme due to technical issues.

Context Sensitive approach specially in elder care & education

(1) Promotes responses as per individual needs

Eg: An old age person may lost his finger imprints — making him ineligible for Government schemes.

(2) Not blind rule following but discern ethical ~~dilem~~ dimension behind policies

(3) Humanises Governance

Eg: A public servant inspects a cyclone hit village, though reports suggest no casuality which stands true, but people are suffering, the officer launched rehab programme not because of rules but because of ethics of care.

Ethics of care ensures public trust in governance — ~~prevents rules becoming~~ inscribe compassion, care & fairness in governance.

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 refers to evaluation of various aspects of social world – People, ideas, objects" ~ Brans combe & Baron

Factors contributing to Formation of attitudes

① Personal experience

Eg: A person harassed by police officer may form negative attitude towards police

② Cultural norms

Eg: Culture over inter-caste marriage avoidance

③ Social learning: Learning from social environment

Eg: Others feedback over a restaurant's taste

④ Media influence:

Eg: ~~Trolling of~~ Newspaper article on certain subject may influence one's attitude

Candidates must not write on this margin

Enable Public administrators to transform regressive social attitudes

① Helps in understanding how attitudes are formed & can be influenced.

Eg: Fit India campaign used media influence to change social outlook towards health.

② Make people engagement – non arrogant

A positive attitude official can politely influence public attitude without provoking law or confrontation

③ Provides Moral Motivation

often social transformation are results of long-sustained efforts

Eg: Success of Swacchh Bharat Mission

④ Builds positive attitude towards public institutions in public inculcating trust.

Attitudes not just influence what we do, it also influence what we see, how we understand — making it important for effective governance.

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Q.2 (a) "लोक सेवकों को प्राय: 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

Ethical decision making refers to conscious reasoned choice between conflicting values in a particular context.

Ethical Dilemmas in Public Service

(1) Conscious and reason based decisions to solve ethical dilemmas.

(2) Requires justification as public officers are accountable to public & institution

(3) Require moral courage & moral reflection → competency to comprehend the consequences of actions.

(4) Involves personal risk as personal values & moral laws may conflict

(5) Require public servants to go beyond mere rule-following to

Candidates must not write on this margin

attain Ultimate goal of governance.

Eg: A teenager does petty crime, putting him jail may destroys his career & future, while ignoring him may motivate him to repeat deviant acts. ~~An ath~~ A public servant faces conflicting values. but an ethically efficient public servant may punish him by giving community service work (Shramdaan) — ~~power~~ protecting his career as well as teaching him a lesson

Eg: A public servant may face issues when an ~~a~~ vulnerable citizen lose on social welfare benefits due to lack of ~~complete~~ documents. Kantian ethics & utilitarianism may conflict in such cases, complicating decision making

A public servant often face such ethical dilemmas, however understanding the ethical dimensions properly and prioritising collective benefits may pave a way for officers.

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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

"Accountability involves answerability of one's actions" ~ Bovens

Ethical accountability refers to taking responsibility of one's decisions & correcting issues if any caused.

Ethical accountability must go beyond institutional audits & legal compliance because :

(1) Institutional audits & legal compliance may not be complete always & may have loopholes

(2) Upholds Human Dignity & accountability to humanity & society.

(3) Accountability to ~~o~~ ourself : Personal values & ethics ~~& ...~~

(4) Develops virtuous man featured with honesty, transparency & humility.

Candidates must not write on this margin

Informal accountability can shape ethical conduct in offices

① Informal accountability towards colleagues of staffs

Eg: A public servant may take responsibility over a misconduct to protect one's staffs

② Exemplary behaviour

Eg: A military commander often heads ahead in an operation not bound by laws but out of moral accountability towards his team.

③ Institutionalised Public trust

Eg: A government officer may prefer disclosing all important information in public domain not because rules tell him to do but out of uncodified accountability towards people.

Accountability is not bound by codified laws it emerge out of personal answerability due to personal values & virtues.

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

Code of Ethics & conducts are documents involving codified norms over conduct of behaviour of Public servants. However they often fail to imbibe ethical conduct.

Limitations of Codes of Ethics & Conduct

① One size fits all approach

→ currently mere copy-paste approach

→ Must be departments as well as role specifics

② No codes can ever be complete

always will miss something or other

③ Such codes can be biased politically

④ ~~to~~ Codes ~~make~~ becomes effective only if combined with effective training

⑤ Codes may not provides solutions in case of conflicting values

Candidates must not write on this margin

causing ethical dilemmas.

How can ethical competence be cultivated?

① Exemplary office culture

Eg: Newcomers often learn being ethical or unethical based on existing work culture.

② Training based on Pragmatism of not theory

Eg: Real-life case studies

③ Awareness of Moral reflection

Eg: ~~A to A~~ If a public servant can ~~not~~ comprehend consequences of one's action, he may not take unethical decisions.

④ Virtue development rather than blind rule following as argued by Aristotle

⑤ Ethical leadership

Often observed, an ethical leader always have ethical team of colleague.

Ethical competency is not peripheral but core in public service, It must go beyond codes of ethics of conduct.

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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

A public administrator often faces ~~politics~~ dilemmas ~~or~~ between political pressure or administrative rules.

Impact of Political pressures on ethical autonomy

① Political compromise v/s Integrity

A public servant may be pressurised politically to authorise ~~ille~~ unauthorised residency, however integrity rejects such orders.

② Career opportunity v/s moral isolation

Agreeing with political pressure may provide career benefits and rejecting may lead to isolation in workspace

③ Long term goals v/s short term gains

as politically biased orders often aim for short term gains compromising long term vision

Candidates must not write on this margin

How to maintain integrity

(1) Know Policy direction

Follow political leadership if orders are legal.

(2) Loyalty to Constitutionalism & not any party agenda

(3) Remaining Non-partisan : avoiding allegiance to any caste group or political ideology — foundational value

(4) Refering Ethical frameworks like code of Ethics & conduct and universal moral laws like Justice & fairness

(5) Speak up when lines are ~~to~~ crossed

Reject to obey illegal orders as officers are public servant, — not political servants.

Public officers can not separate out from political pressure — however they must ~~keep~~ remained anchored in ethical values & morality.

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 are often shaped by ethical traditions which are set of principles followed in a society to discern what is right & wrong.

Role of Ethical traditions

① Upholds social order & co-hesion

Public officers must align with social norms to avoid disturbing social order unless extreme cases.

② Provides Public Trust & legitimisation

Public perceiving public administration as alligned with social principles, bridge trust deficit & provides public validation

③ Ethics often shaped by moral society

Public administrator must know what is right in one society, may not be right in another.

Eg: Deforestation may cause public backlash

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in tribal society – while inaction in urban areas.

Affecting coherence of consistency in ethical decision making

① Ethical traditions may promote culture of obedience leading to ignorance of social evils

② May cause moral paralysis – affecting consistency in ethical decision making

Eg: Sati – ~~was~~ socially moralised lead to inconsistent ethical decision making

③ ~~Changing~~ Bringing reforms may lead to public outcry & political attention causing pressure to pause & continue with ~~ethical~~ ethical traditions.

A public servant does not have responsibility to follow rules but to align such rules to existing ethical traditions to uphold social order, bring reforms gradually & build public trust.

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

Conflict of Interest refers to competing interest of two groups, ideas or values. It often undermine ethical integrity in Public Administration

How it undermine integrity

① Show bureaucracy as biased towards certains groups

Eg: ~~Often partis~~ Often ≠ admn is perceived as biased against vulnerables

② Allegation over politically compromised

Eg: Bureaucrats perceived as ~~to~~ loyal towards political leaders during election campaigning

③ Erodes Public Trust & legitimacy

Loss of public trust due to conflict of interest

Eg: Tribal groups & administration often

Candidates must not write on this margin

have trust deficit due ~~to~~ to conflict between tribal culture of economic development.

Institutional Mechanisms

① Strengthening Sevottam Model
- Citizen Charter
- Grievance Redressal
- Public Participation

② ~~B~~ Strengthening Administration – interest groups dialogue to bridge gap as interest group play major influential role.

③ Reforming bureaucracy ~~for~~ to role-based from rule based – Making responsive to people's need

④ Ensuring proper transparency mechanism

Eg: Revamping RTI mechanism as iterated by Apex courts.

Public administration is not just rule following but also involves public trust of fairness.
Active approach to ~~eliminate~~ minimise conflict of interest especially perceived ones must be taken as Public trust is central to admn.

Candidates must not write on this margin

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 servants are not rulers but Public agents having power sourced from Public " ~ Gandhiji

However, Public service often becomes means for self-promotion rather than ~~selfless~~ Nishkama Karma (selfless service)

Cultivating culture of Ethical restraint & selfless service

① Building ethical environment

Creating ethical workspace ~~to~~ as institutional practice — will make newcomers ethical

② Developing virtue & not ~~from~~ just preventing misconduct.

Eg: A public servant rejecting bribe not out of fear of law but out of virtue ~~from~~ of integrity.

Candidates must not write on this margin

③ Inbibing Nishkama Karma

as uphold by Bhagvad Gita, ~~set~~ service must be selfless — with no desire for results.

④ Institutional practices like ethical workshops of trainings.

⑤ Institutional audits by 3rd independent party to inbibe ethical accountability.

⑥ Administrative competency

"Moral public servant must also be ~~ethically~~ administratively competent" ~ Rohr

⑦ Following Dharma : Kautilya ethics emphasise on Righteousness in conduct

Cultivating a culture of ethical restraints is not a function of ~~institutional~~ only institutional practices or individual values alone, it involves values, practices, domain knowledge, society - content sensitivity and compassion.

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

The ultimate goal of ethical public service is effective governance and efficient public service delivery and not only preventing misconduct like corruption.

Meaning of Quality

① Quality in ~~to~~ individual sense

Standard of living & public well being through effective governance.

② Quality in collective sense

Upholding social harmony & continuous effort for social progress.

Eg: A public office is not only obliged to deliver services ~~but~~ timely but also to ~~two~~ widen horizon of efforts to improve service delivery.

Key Components of ethical service delivery

UN has provided certain components:

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① Responsiveness : Responding to public needs

Eg: Jan Sunwai to understand public concerns

② Participatory : Involving citizens in policy making Eg: My GOV app : ~~taking~~ Platform to people to express opinion

③ Efficiency & Effectiveness : Public office must be effective as well as timely in service deliver

④ Accountability : Answerability to Public

Eg: Mandating social audits

⑤ Transparency : Openness to public advise & disclosure of information

Eg: Strengthening culture to disclose info without RTI application

⑥ Consensus-oriented

Eg: Applying bottom-up approach in policy implementation & formulation.

To attain Viksit Bharat @2047, public offices must envision beyond avoidance of corruption & must implement high standards for better quality of public service.

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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

Plato has highlighted the limitation of laws in the above quote. He has emphasised on moral values above codified laws for a better society.

In contemporary polarised world, it is important to inculcate & develop virtues of integrity, fairness & objectivity. As argued by Plato — laws alone can not enforce social cohesion as there will always be some loopholes in laws which will be misused by bad (immoral) people to escape legal scrutiny.

A virtuous public servant disclose information beforehand & often provide info as required by RTI application, however an immoral officer will use the

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same law to ignore application of wide information using section - 8.

Similarly a ~~perso~~ Moral person will avoid doing deviant acts while an immoral person will ~~use~~ abuse social welfare schemes ~~di~~ as observed in MGNREGA where ~~fake~~ ghost beneficiaries are enlisted due to legal limitations.

This shows the importance of developing a moral society where people's conduct is motivated due to personal values & not legal compliance. As reiterated by Albert Camus too

"Integrity requires no laws"

The development of a good person starts from family & education, thus we need to strengthen education system & family ethics because that's the only solution to enforce social order as law alone is not enough.

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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

Gandhiji has highlighted the dichotomy between love & power. He emphasised that it is the love & brotherhood that will create peace and not power dynamics.

In a contemporary world where authoritarian regimes are on rise, Gandhiji's quote reminds us of the ultimate power i.e. love.

Gandhiji argues that in absence of love, and in race to attain power, the world will become blind as iterated by him "An eye for an eye will make the whole world blind"

The classical example — How an old man with no gun, no arms just standby by the support of stick defeated a global colonial power, it was his power of

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love which defeated the british love ~~of~~ for power to control Indians.

The quote reminds us ~~of~~ the power of humanity, compassion & humility. In absence of love, the world will become vengeful, in quest of power to control ~~& not~~ man who has never been under control as history proves, it will only lead to fight, blood & war.

Gandhiji quote reminds us of deep inscribe values in Indian culture which provides love for even animals & environment — encouraging harmony among beings.

Thus, it is only the power of love which can make world peaceful, socially harmonised & free ~~for~~ from vengeance.

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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 's quote talks about how ~~conflicting~~ virtue is a function of conflicting values and how with changing time, virtues ~~change~~ evolves within one's ~~self~~ with evolving values.

Rousseau argues that virtues develops due to conflict between values, what one prefers over other. Eg: A public servant may be comfortable to bend rules for greater good, while this violates objectivity but may uphold integrity - this shows the virtue developed the public servant.

However, this conflict is not static but dynamic, virtue is shaped by evolving social norms, context-specific and time specific.

Eg: A person 10 years ago may had

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stand against inter-caste marriages but today he may not oppose them as social norms has changes and caste consciousness has weakened.

So Rousseau argues that with change of time, a person has to fight within himself / herself to decide what he/she values more of according he/she showcase their virtue. It is a never ending process. From micro to macro decisions, all are result out of this combat within ourselves.

Thus Rousseau's quote reminds us to evolve within ourselves of time, to develop virtue based on the reasoning between the conflicting values. As right virtues will help individual as well as society progress.

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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."

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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

The case ~~shows~~ highlights the political & bureaucratic pressure to show results irrespective of quality & genuine public service delivery

Ethical issues involved

1. Showing results while quality of public service may get compromised
2. Unethical conduct by seniors of institutionalised unethical workspace
3. Administrative efficiency over compromise of personal values

Ethical Dilemmas involved

1. Political pressure & Bureaucratic pressure against genuine public service delivery

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② Personal career risk v/s ultimate goal of governance to ~~for~~ give selfless service

③ Administrative inefficience (lack of documtd & coordination) v/s Unpragmatic policy targets.

Options available with me as CDO

① Follow senior - show progress

merits	demerits
① Saves from political pressure	① Exclusion of genuine beneficiaries
② Good performance reviews	② uproots public trust
③ Falling in good books of senior	③ Failure to achieve real goal of policy

② Upholding legal process & following rule

merits	demerits
① Benefits to genuine people in need	① May lead to poor performance review
② Build public trust	② Tags of "non-cooperative"

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② Upholds personal & professional integrity.	③ Political & bureaucratic isolation.

③ Exploring alternative methods for coordination of co-ordination

Merits	Demerits
① Uphold ethical concerns ② Public service delivery	① May take time & risk of failure ② May not be appreciated by seniors

My Chosen Course of Action

Political compromise over public service delivery violates the ultimate goal of governance. Thus I will chose to explore alternative methods for documentation and coordination.

Phased Steps

① Using ASHA workers, to identify

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people with grievances, and allow community certified documents for quick documentation process and eliminating exclusion error.

② Organising workshops & training sessions to improve co-ordination among field-level staff

③ Avoid fabricate progress - rather enabling mission mode to attain goals faster

④ Using advance technology like Data under SVAMITVA scheme to clear land ownership disputes for quick implementation of policy.

Running behind numbers by overlooking quality must be avoided, the above solution may not achieve target of 90% in 45 days but it will not make my zone lowest-performing zone too. ~~Quality Quality~~

Quality public service must never be compromised as it leads to wastage of effort, public funds & loss of public trust.

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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 दबाव 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 परिस्थितियों" 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 दबाव 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**."

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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

The above case highlights the issue of resource allocation during disaster management & influence of political & media pressure over it.

(a) **Ethical issues involved**

① Accountability to CMO's order

② ~~Followers~~ ~~Cow~~ Politically compromised public servants

③ Prioritisation based on visibility rather than necessity.

Ethical Dilemmas

① Rule following v/s Political Pressure as written mandate says equitable distribution -

Candidates must not write on this margin

② Media influence v/s Moral integrity

To prioritise areas which are more impacted

③ Human life v/s Administrative orders

as inequal allocation will impede human dignity & may ~~lead~~ cause human lifes.

(b) Options available

① ~~Oxo~~ Follow CMO order

Merits	Demerits
① Prevents media scrutiny	① Violation of Professional integrity
② Loyalty to political leaders	② May lead to loss of life
③ Career opportunity in future	③ Injustice as allocation based on visibility

② Equitable allocation based on real need

Candidates must not write on this margin

Merits	Demerits
① Upholds human dignity	① May attract media scrutiny
② Uphold Rawlsian Justice	② Personal career risk
③ Upholds constitutional morality.	③ Political pressure of punishment

③ Inviting ~~CS~~ civil service organisations for external help

Merits	Demerits
① Protects from ~~public~~ Political pressure	① Moral violation : Diverting responsibility
② Upholds human dignity	② Risk of Media scrutiny ~~in case used~~

© My Course of Action

As Kantian ethics suggest, human dignity holds the prime responsibility and it can not be compromised,

I will chose allocating more resources

Candidates must not write on this margin

CBC as it ~~is~~ has been damaged & require prioritisation.

→ ~~As~~ This will uphold Rawlsian Justice theory — that marginalised must be prioritised for equity based governance

→ Principles of Public service like objectivity, impartiality, fairness guides my course of action.

→ However, I will also provide alternative to political issues.

(a) As state emergency in effect, elections can be postponed

(b) Encouraging CSO, to provide support to administration in both the districts.

~~Uphold~~ saving Human life impedes all other responsibilities & obligation.

As Kant iterated

"People must be treated as ends and not means"

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

~~Ex~~

The case highlights the lapse in consistency of quality in Pharma company and its unequal treatment between private & public healthcare.

(a) **Key Ethical issues & lapses**

(1) Quality inconsistency in certain specific batch

(2) Fulfilling Government orders to prevent panic v/s concerns over

Candidates must not write on this margin

effect of medicine on health

(3) No conclusive evidence of drug causing death

(4) ~~It~~ Discriminatory leadership prioritising urban private consumer base

(5) Suppressing ethical officers & Quality executives — immoral work space.

(6) **Options available**

(1) Calling back the disputed batch

Merits	Demerits
(1) Upholding company's accountability towards public	(1) May cause panic in healthcare ecosystem
(2) ~~Upt~~ Saving human life & Dignity	(2) Question companies reputation
(3) ~~May~~ May improve trust on company in long run	(3) # Scrutiny by shareholders, media & Government authorities

Candidates must not write on this margin

② Continuing with current strategy

Merits	Demerits
① Prevent Public Panic	① May risk human lifes
② Saves reputation of company	② Risk of whistleblowing
③ Short-term relief	③ Impedes company's accountability to consumers

③ Bribing media person & other risks of whistleblowers

Merits	Demerits
① Saves company's public reputation	① wrong Precedent setting
② Prevent Public Panic	② creating corrupt ecosystem
	③ Risk of human life loss

⑥ CEO's course of Action

① Calling back the disputed batch ~~as~~ from Public hospitals too as

Candidates must not write on this margin

It may cause mass disruption

② Conducting proper laboratory tests over its quality.

③ Acquiring medicines from other companies to prevent supply hauttes & public panic

④ Asking for Administration support

Govt. often appreciate such responsible decisions & may provide financial assistance for the losses.

⑤ ~~Ip~~

This will develop ~~Good~~ Public trust on company's image (As Tata Motors called back one of its EV car batches over safety concern — causing positive image in public & media)

in long run, this also ensures personal & professional integrity and company's accountability towards people.

long term efforts to prevent such lapses in future must be taken and proper guidelines must be formulated by govt. in case of such incidences.

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 case shows conflict between administratively competent officer but doubts over his conduct of behaviour

(a) **Ethical issues involved**

(1) Administrative efficiency v/s institutional culture as conduct of Rajeev is damaging institutional culture

(2) ~~Sticking~~ Positive work culture v/s fear of losing an important resource as ~~Rajeev's conduct~~ scrutiny on Rajeev may impedes his efficience

(3) Rule compliance as no written complaints or trusting colleagues & go beyond rules.

Organisational culture concerns

(1) Dominant culture cultivation by Rajeev over juniors, field staff & SHGs

Candidates must not write on this margin

(2) Rising absenteeism of SHGs due to Rajeev's behaviour.

(3) Negative attitude building in work culture may slow down productivity

(5) Options as Project Director

(1) Ignore complaints as there is no documented evidence of prioritise Rajeev's efficience

Merits	Demerits
(1) Administrative efficiency	(1) Emotional tension of deprivation in institute
(2) Appreciation by state team	(2) Negatively effect inter-relations
(3) Good performance based ranking	(3) Showcase bad leadership example

(2) Take strict actions against Rajeev as per Departmental rules

Candidates must not write on this margin

Demerits	~~Demerits~~
① May lead to loss of important officer	① Ethical conduct of behaviour in institution
② ~~Dif~~ Emotional driven decision as ~~no~~ trust on complainants	② ~~Uphold~~ Punishing wrong of mallafide upload of Data

③ Counselling Rajeev of Mediating between complainants of Rajeev

Merits	Demeriks
① Retaining efficient resource	① Rajeev may find it humiliating of leave
② May inforce positive work culture	② His changed conduct may lead to poor performance
③ Rajeev may understand import of ~~this~~ emotional conduct	③ May ~~lead~~ cause emotional harm to Rajeev if counselling is not done properly.

Candidates must not write on this margin

Chosen Course of Action

(1) Counselling Rajeev over his conduct — while understanding his view point of taking his ~~perception~~ opinion into account

(2) Counselling other staff of SHG members ~~to~~ regarding balancing administral efficiency & emotional sensitivity.

(3) Conducting meet-ups between official staffs as well as SHG members for better co-ordination

(4) Strict orders to ~~By~~ Rajeev to not upload data ~~that~~ about projects that are not 100% implemented.

Taking strict actions will be an overreaction while ignoring ~~as~~ the issue may harm work culture. Applying Aristotle's Golden Mean of Madhyam Marg to take balanced approach to balance efficiency & emotional sensitivity.

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

The case highlights the issue of Fund rush due to coming end of fiscal year which will cause lapse of funds & underallocation next year.

(a) **Ethical issues involved**

1. Unlawful appropriation of funds for greater good
2. Holding funds may lead to loss to rural entrepreneurship in long run
3. Local representatives having no fault - may get punished
4. Performer Status of District v/s Professional Integrity of officers

Administrative issues

1. Delayed rollout of plan

Candidates must not write on this margin

② Shortage of staff in public office

③ Lack of proper linkage programme implementations

⑥ Options Available

① Holding back utilisation of Money

Merits	Demerits
① Professional integrity	① Underallocation next year
② Prevents misuse of public funds	② Negative impact on SHGs - entrepreneurship in long run

② Re-routing Money to matured SHGs

Merits	Demerits
① Proper allocation next year	① Risk of misuse of funds
② Long term interest of SHGs	② Unlawful as it erodes

Candidates must not write on this margin

③ Political favours in future	integrity ④ May set bad precedent for future

(c) Best course of Action balancing accountability, service values of long term program integrity

(d) In such ethical dilemma cases, Public servant may have to bend rules for greater good.

① Re-routing money to matured SHGs to ensure proper allocation of funds next year

② This will uphold public service of administrative efficiency of ~~public~~ competency.

③ However, certain mechanisms must be framed to check on use of

Candidates must not write on this margin

funds by SHGs
— However as such SHGs are natured, chances of misuse are less.

④ Using political representatives, SHGs leaders to ensure that funds are used effectively & regulate their management.

Such actions though sometimes looks wrong but will ensure long term programme integrity & will contribute to real goal of the policy i.e. rural micro-enterprise promotio

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

The case shows the issue of unregulated & unauthorised colonies & related issues ~~due~~ & caused due to it.

@ **Ethical issues**

① Violation of Right to Dignity of life u/a 21

② Human rights violation due to lack of sanitation

③ Drug addicts perceived as deviants rather than patients in need

④ Rising crime due to lack of youth outreach programmes

Ethical dilemmas

① Political pressure v/s Railway colony residential pressure

② Development of Human Resource v/s Tagging vulnerable sections as deviants

③ & Media Pressure & influence v/s

Candidates must not write on this margin

Moral integrity & Humility towards citizens concerns.

⑥ **Options as Police Officer**

① Strict law enforcement of arrest of deviants

Merits	Demerits
① Aligns with senior's order for "visible" action	① erodes human dignity & humility
② Punishing unlawful activities	② Exploitation of already marginalised (violation of Rawls Justice Theory)

② Aligning with Political leadership — supressing media & ignoring complaints

Merits	Demerits
① future career favours	① Ignorant to people's grievances
② Right to livelihood for marginalised	② Suppressing genuine concerns of media.

Candidates must not write on this margin

	③ Supporting Unlawful activities

③ Strategic Phased POA to uplift the workers (Antyodaya)

Merits	Demerits
① Constitutional morality u/a 21	① Risk of media scouting
② Human Dignity.	② Risk of actions by senior officers
③ Human resource development	

© Ethical course of Action

Immigrant workers, unemployed youths & Drug addicts must not be seen as deviants rather marginalised people in need of help.

① ~~Asking~~ requesting District Administration to provide rehabilitation under

Candidates must not write on this margin

PM- Awas Yojana (U) or any other scheme

(2) Encouraging NGO participation in vocal education for small earnings

(3) Counselling of youths & strict law implementation to prevent thefts.

(4) Appointing few police constables in the area to prevent gambling, thefts & other deviance while providing security to Railway colony.

(5) As there is NO FIR, releasing arrested workers ~~early~~

Dignified treatment, community & NGO participation & Bureaucratic compassion can transform & utilise such human resources for nation's growth & development.

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.

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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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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.
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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।