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27 JUL 2025

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ETHICS ENHANCER 2025

(To be filled by candidate)

TEST CODE - EEF2506

Name of Candidate: Sugandha Mobile No. [redacted]

Roll No. : 0C2CD1B4T027 Start Time 9:00 End Time 11:15

Date of Examination: 27-7-25 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


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Candidates must not write on this margin

खण्ड–A / Section–A

Q.1 (a) सत्यनिष्ठा, समानुभूति (Empathy) और निष्पक्षता (Impartiality) जैसे आधारभूत लोक सेवा मूल्य प्राय: किसी व्यक्ति के सिविल सेवा में प्रवेश से बहुत पहले ही आकार ले लेते हैं।

भावी लोक सेवकों के नैतिक विकास में परिवार, समाज और शैक्षणिक संस्थाओं की भूमिका का विश्लेषण कीजिए। स्पष्ट कीजिए कि ये प्रारंभिक प्रभाव किस प्रकार लोक प्रशासन में नैतिक आचरण को आकार दे सकते हैं।

(उत्तर 150 शब्दों में दीजिए) 10 अंक

Core public service values such as integrity, empathy, and impartiality are often shaped well before an individual enters the civil service.

Analyse the role of family, society, and educational institutions in the moral development of future public servants. Illustrate how these early influences can shape ethical conduct in public administration.

(Answer in 150 words) 10 Marks

Family is the first institution of moral learning and society and educational institutions further build on it to build ethical microcosm

ROLE OF FAMILY IN MORAL DEVELOPMENT

① Family supposed to truth, empathy and honesty builds child's emotional and ethical framework to act in similar way

② Family reinforces these values in child by repeated display, emotions formulation etc

ROLE OF SOCIETY

① The society builds the social narrative

Candidates must not write on this margin

of empathy, harmony, trust being the foundation of social contract.

(2) Acceptance of fallacies and ostracism of deviants nudges the child to act in similar way.

(3) ROLE OF EDUCATIONAL INSTITUTIONS

(1) Schools and colleges broaden child's mental horizon to make him understand not only social but national objective of these values.

(2) Conduct among peers builds integrity, harmony and compassion.

SHAPING ETHICAL CONDUCT

(1) An officer who comes from a family upholding women's justice would be impartial to male and females.

(2) An officer who has learnt practice of teamspirit in school would be empathetic to concerns of his team.

Thus these institutions shape the basic core of a future civil servant.

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Q.1 (b) मानवीय अभिवृत्ति (Attitudes) और व्यवहार प्राय: विवेकपूर्ण तर्क की बजाय सामाजिक संदर्भ से अधिक प्रभावित होते हैं। लोक सेवक प्रतिरोध को नियंत्रित करने और लोक कल्याणकारी कार्यक्रमों में नागरिकों की भागीदारी बढ़ाने के लिए किन प्रभाव और अनुनय (Persuasion) रणनीतियों का उपयोग कर सकते हैं? सोदाहरण अपने उत्तर की पुष्टि कीजिए।

(उत्तर 150 शब्दों में दीजिए) 10 अंक

Human attitudes and behaviours are often shaped more by social context than by rational argument. What influence and persuasion strategies can public servants use to overcome resistance and increase citizen participation in public welfare programs? Support your answer with examples.

(Answer in 150 words) 10 Marks

"Man is social animal and thus, social approval and disapproval and not only logic shapes overall conduct and behaviour."

INFLUENCE AND PERSUASION STRATEGIES

(1) Influencing citizen support and promoting their coordinated participation can be through 2 major routes

Central route

Peripheral route to persuasion

(2) The central route seeks logic and rational to guide public opinion and help them understand program's details and then form opinion as per merit.

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(2) This strategy works with educated gentry and helps form knowledgeable, long lasting impact on influencing

(3) Eg | PM Jan Dhan Yojana

- Guidance to public to open bank accounts
- Detailing about need of financial inclusion
- Grassroot level outreach
- Long term transformation (More than 3 crore accounts)

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(4) Peripheral route includes use of emotions and social contacts to guide opinion and conformity and compliance.

(5) This works well with emotionally charged, less educated audience but can be temporary in effect

(6) Eg | Fit India Movement } + Slogans and celebrity involvement to persuade

Government usually employs both routes to ensure holistic participation

Candidates must not write on this margin

Q.2 (a) एक जटिल और भावनात्मक रूप से आवेशित प्रशासनिक परिवेश में, भावनात्मक बुद्धिमत्ता एक महत्त्वपूर्ण कौशल के रूप में उभर रही है। लोक प्रशासन में, विशेष रूप से संघर्ष समाधान और हितधारक सहभागिता में, नैतिक निर्णय-निर्माण और संबंध-निर्माण में इसकी प्रासंगिकता पर चर्चा कीजिए। (उत्तर 150 शब्दों में दीजिए) 10 अंक

In a complex and emotionally charged administrative environment, emotional intelligence is emerging as a critical skill. Discuss its relevance to ethical decision-making and relationship-building in public administration, particularly in conflict resolution and stakeholder engagement.

(Answer in 150 words) 10 Marks

Emotional intelligence refers to identification and utilization of one's and others' emotions to solve complex dilemmas.

RELEVANCE TO ETHICAL DECISION MAKING

① Emotional intelligence by leaders helps them to understand ~~need of public grievances~~ to solve conflicts

② It also helps boost team's morale in a complex environment by building on positive emotions

③ It enables moral sensitivity and aptitude to engage with all stakeholders to coordinate

Eg An emotionally intelligent officer sees public anger over loss of land to road project as justified.

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RELEVANCE TO RELATION BUILDING

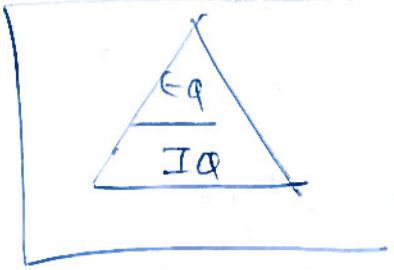
(1) Ethical conduct among stakeholders comes from emotional flexibility and adaptability to changed situations

(2) Emotional awareness builds a long lasting trust amidst only logic based transparency

(3) It helps to foster team spirit coaction and pull up any falling member for holistic development

(4) Eg An emotionally aware officer understands fear of team to serve in naxalite villages and helps build engagement by local interaction

Thus, knowledge of emotions has more worth than intelligence in complex situations of administration.



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Q.2 (b) सरकारी अधिकारी केवल बजट के निष्पादक नहीं, बल्कि करदाताओं के संसाधनों के संरक्षक भी होते हैं। लोक निधि के उपयोग को निर्देशित करने वाले नैतिक सिद्धांतों पर चर्चा कीजिए। लोक सेवक व्यय लक्ष्यों को प्राप्त करने के दबाव और पारदर्शिता, जवाबदेही एवं दीर्घकालिक सार्वजनिक मूल्य की आवश्यकता के बीच संतुलन किस प्रकार स्थापित सकते हैं?

(उत्तर 150 शब्दों में दीजिए) 10 अंक

Public officials are stewards of taxpayer resources, not mere executors of budgets.

Discuss the ethical principles that should guide the utilisation of public funds. How can public servants balance pressure to meet expenditure targets with the need for transparency, accountability, and long-term public value?

(Answer in 150 words) 10 Marks

Public authorities are accountable to citizens not only in governmental action but also in fiduciary allocations

ETHICAL PRINCIPLES FOR FUND UTILISATION

(1) The core principle should be realisation of Gandhi's idea of TRUSTEESHIP - Government is only a trustee and not owner of public resources.

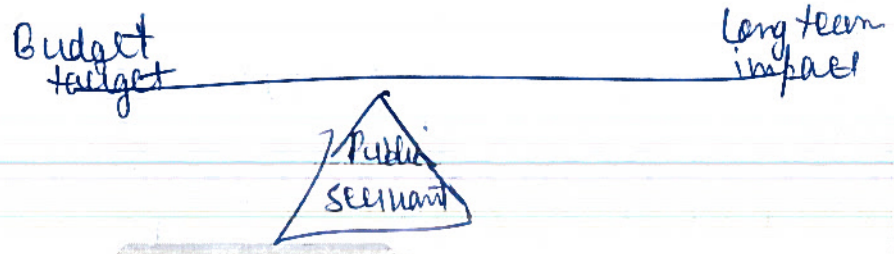
(2) Fiduciary awareness and tact to judiciously allocate minimum resources for maximum ~~governance~~ benefit is what is propagated by Mills.

(3) The official calling to serve public and not self with public funds should be there

Candidates must not write on this margin

④ Further, Accountability to uphold and accept any lapses and will to correct the mistakes helps in effective utilization.

BALANCE OF EXPENDITURE TARGET WITH LONG TERM PUBLIC COMMITMENT



① Public servants must ensure that not only meeting allocation target but also meeting ground level accomplishments is priority.

② A transparent mechanism for public to share grievances and check utilisation will ensure long term public value.

③ An outcome based utilisation will prevent fiscal profligacy and build trust.

"Public service is not just to serve more numbers but to serve them qualitatively

- 2nd ARC"

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Q.3 (a) लोक सेवा में नैतिक वैधता न केवल इस बात पर निर्भर करती है कि क्या प्रदान किया जाता है, बल्कि इस बात पर भी निर्भर करती है कि उसे कैसे प्रदान किया जाता है।

लोक सेवाओं के वितरण को किन नैतिक मूल्यों से निर्देशित होना चाहिए? प्रभावी और नैतिक रूप से उत्तरदायी सेवा वितरण को आकार देने में इनके महत्त्व की व्याख्या कीजिए। (उत्तर 150 शब्दों में दीजिए) 10 अंक

In public service, ethical legitimacy depends not only on what is delivered, but how it is delivered. What ethical values should guide the delivery of public services? Explain their significance in shaping effective and morally responsible service delivery. (Answer in 150 words) 10 Marks

4

In public service, good governance delivers results but great governance delivers results ethically" – 2nd ARC.

ETHICAL VALUES FOR SERVICE DELIVERY

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(1) Service delivery can be effective by upholding true allegiance to constitutional and ethical mandate to serve people.

(2) Quantity of service in numbers is less significant than quality of service provided.

(3) Principle of transparency and responsibility to minimise gap between what is delivered and aspired.

(4) Allowing dissent and grievance redressal

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infoundation of public trust on services delivered

③ Eg An officer analysing that a public health scheme not reaching the tribal sections and taking subsequent actions to modify implementation and future approach to welfare

SIGNIFICANCE IN RESPONSIBLE SERVICE DELIVERY

① Upholding ethical legitimacy with service delivery ensures that service is neither delayed, nor denied neither hurried, nor buried.

② It maintains a precedence for others to follow to achieve maximum welfare out of limited resources (@ Mills)

③ It also stems public trust in government and ensures active citizen participation. An ethical delivery mechanism, keeps citizens not only as consumers but creators of good governance.

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Q.3 (b) जलवायु उत्तरदायित्व केवल एक पर्यावरणीय अनिवार्यता नहीं है, बल्कि वैश्विक नैतिक विवेक की परीक्षा भी है। असमान ऐतिहासिक योगदान और वर्तमान क्षमताओं वाले देशों के बीच जलवायु भार के बँटवारे को निर्देशित करने वाले नैतिक विचारों पर चर्चा कीजिए। (उत्तर 150 शब्दों में दीजिए) 10 अंक

Climate responsibility is not just an environmental imperative but a test of the global moral conscience. Discuss the ethical considerations that should guide how climate burdens are shared among nations with unequal historical contributions and current capabilities.

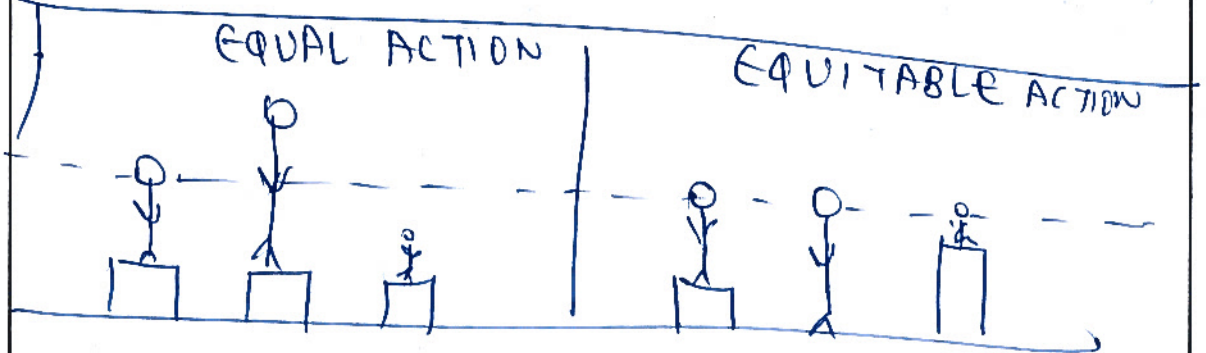
(Answer in 150 words) 10 Marks

"Climate action and burden sees no boundaries and requires a multistakeholder approach to prevent humans from their own sabotage.

CLIMATE RESPONSIBILITY - ETHICAL ASPECTS

(1) Climate responsibility as enshrined in UN Charter depends on collaborative action of states to conserve environment for future.

(2) However, every protocol from kyoto, Montreal, Paris agreement realises that climate burden can't be equal but equitable



(3) It stems from historic injustice done by Colonising nations who developed depleting

Candidates must not write on this margin

resources and new demand equal share from developing nations in climate building.

④ This puts double burden on developing nations

- To cope from past misused global commons
- To adapt for future.

ETHICAL CONSIDERATIONS

① True implementation of CBDR-RC (combined but Differentiated Responsibilities - Respective Capabilities to ensure equitable action.

② Developed nations must contribute more to capacity building to compensate for exploitation and build trust in global action.

③ Developing nations must be helped in finance and technology to ensure development is practical and not only on paper.

④ Involvement of humanitarian principles build accountability to reduce climate burden.

Climate action, thus involves not only ecological awareness but global ethical sensitivity.

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Q.4 (a) लोक सेवकों से प्राय: संस्थागत निर्देशों का पालन करने की अपेक्षा की जाती है। किंतु क्या होगा यदि इन निर्देशों के परिणाम अनैतिक हों?

जब आधिकारिक आदेश व्यक्तिगत नैतिक निर्णय के विपरीत हों, तो एक लोक सेवक को क्या प्रतिक्रिया देनी चाहिए? पदानुक्रमिक प्रणालियों में नैतिक उत्तरदायित्व के संदर्भ में चर्चा कीजिए। (उत्तर 150 शब्दों में दीजिए) 10 अंक

Public servants are often expected to follow institutional directives. But what if those directives lead to unethical outcomes?

How should a civil servant respond when official orders conflict with personal moral judgment? Discuss with reference to ethical responsibility in hierarchical systems.

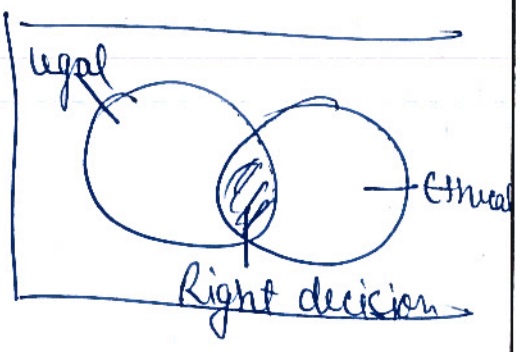
(Answer in 150 words) 10 Marks

"It is an legal and moral duty to abide by just laws. Conversely, it is our moral duty to not abide by unethical laws" - Martin Luther King Jr.

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RESPONSE TO CONFLICT OF OFFICIAL ORDERS AND MORAL JUDGEMENT

(1) A civil servant is often torn between what is legally directed and what is right to do.



(2) He/she must analyse the impact of any such directive on the supreme power authority - PUBLIC

Candidates must not write on this margin

③ Following inner Conscience is the right duty as per Kant even if it results in official backlash.

④ Counbalancing righteousness with self or arbitrary benefits leads to erosion of public office's accountability.

⑤ The officer must try to engage with senior authorities proactively & utilise internal channels to highlight any moral discrepancy in directive given.

⑥ Conscience to righteousness should be upheld firmly above fear of career loss

Eg: Australia's Robo Debt Scheme

↓

Used arbitrary automated systems to sanction debt notifications

↓

lack of timely moral action led to many citizen suicides

Thus, as Kant suggests - Duty to serve should be the guiding light for ethical actions

Candidates must not write on this margin

Q.4 (b) "सरकारी अधिकारियों का मूल्यांकन प्रायः नैतिक इरादे की तुलना में परिणामों के आधार पर अधिक किया जाता है।"

परिणामवादी और कर्त्तव्य-आधारित नीतिगत संरचनाओं की तुलना करके इस दृष्टिकोण का समालोचनात्मक परीक्षण कीजिए। इनमें से कौन-सा लोक प्रशासन में आचरण के मूल्यांकन के लिए अधिक उपयुक्त आधार प्रदान करता है?

(उत्तर 150 शब्दों में दीजिए) 10 अंक

"Public officials are often evaluated more on outcomes than on ethical intent."

Critically examine this approach by comparing consequentialist and duty-based ethical frameworks. Which of these offers a more appropriate basis for assessing conduct in public administration?

(Answer in 150 words) 10 Marks

More often in administrative delivery, early display of results is upheld over ethical conduct of procedure. This can give short term benefits but is a weak foundation for long term governance.

CONSEQUENTIALIST AND DUTY FRAMEWORKS TO PUBLIC ADMINISTRATION

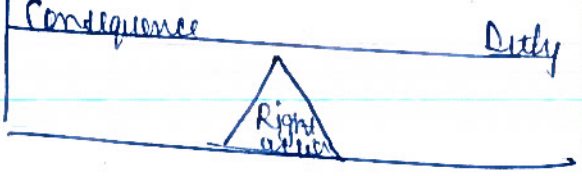
DUTY BASED	CONSEQUENTIALIST
① It promotes that ethical action is the one that follows right duty to serve public	① It follows ethical action should be directed to achieve maximum good for all

Candidates must not write on this margin

② Focuses on adherence to procedure	② Adherence to consequences obtained
③ Important for a universalistic mandate to public justice	③ Important for a welfare based governance
④ Eg Halting any scheme if it lapses procedures even if it benefits people	④ Eg Directing limited welfare funds only to extremely marginalised

MORE APPROPRIATE FRAMEWORK

① An efficient administration must balance both duty laid and outcomes achieved by its actions.



② This ensures balance between uplifting the masses and maintaining public accountability over the means of achieving it.

Thus, public administration is not only delivering results but ensuring a just rule based delivery too

Candidates must not write on this margin

Q.5 (a) औपचारिक तंत्र के विफल होने पर व्हिसलब्लोइंग प्राय: अंतिम नैतिक उपाय होता है।

1. कॉरपोरेट और लोक सेवा संदर्भों में व्हिसलब्लोअर्स के समक्ष आने वाली नैतिक दुविधाओं के बीच अंतर बताइए।
2. व्हिसलब्लोअर्स और सार्वजनिक हित, दोनों की रक्षा के लिए कौन-से कानूनी या संस्थागत उपाय किए जा सकते हैं?

(उत्तर 150 शब्दों में दीजिए) 10 अंक

Whistleblowing is often the final ethical recourse when formal mechanisms fail.

1. Distinguish between the ethical dilemmas faced by whistle-blowers in corporate and public service contexts
2. What measures, legal or institutional, can be put in place to protect both whistle-blowers and the public interest?

(Answer in 150 words) 10 Marks

Whistleblowing refers to utilisation of external means to expose any undue action, when all internal mechanisms fail.

(1) ETHICAL DILEMMAS TO WHISTLE BLOWERS

IN CORPORATE	IN PUBLIC SERVICE
(a) Upholding corporate development model as public welfare	(a) Official image of administration as true picture of governance
(b) Risk of self life over public right to justice	(b) Risk of ostracism from own colleagues
(c) Lack of support due to lobby pressure	(c) Official muffling of the truth

Candidates must not write on this margin

(2) MEASURES TO PROTECT WHISTLEBLOWERS AND PUBLIC INTEREST

(a) Strengthening institutional mechanisms like CVC, CBI, ED so that officials can report the issue within the system.

(b) Protecting whistleblowers identity by Strengthening Whistleblowers Protection Act

(c) Judiciary proactive role / RTI, citizen charter, Suo-motu model to uphold public interest

(d) Grievance redressal and media transparency mechanisms to maintain trust

(e) Speedy justice to whistleblowers actions and official lapses.

This will promote freedom of speech and Right to Information among public and whistleblowers

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Q.5 (b) लोक सेवा में तटस्थता निष्पक्षता सुनिश्चित करती है, किंतु लोक सेवकों को न्याय, समानता और समावेश जैसे संवैधानिक मूल्यों को भी बनाए रखना चाहिए।

तटस्थता के संवैधानिक मूल्यों के साथ टकराने पर उत्पन्न होने वाली नैतिक दुविधाओं की विवेचना कीजिए। ऐसे तनावों से जिम्मेदारीपूर्वक किस प्रकार निपटा जा सकता है? (उत्तर 150 शब्दों में दीजिए) 10 अंक

Neutrality ensures fairness in public service, but public servants must also uphold constitutional values such as justice, equality, and inclusion.

Discuss the ethical dilemmas that arise when neutrality conflicts with constitutional values. How can such tensions be navigated responsibly? (Answer in 150 words) 10 Marks

"Silence ~~Neutrality~~ in face of justice is not neutrality but failure of democratic and constitutional principles - Justice Sanyasen, Supreme Court.

ETHICAL DILEMMA OF NEUTRALITY V/S CONSTITUTIONAL VALUES

(1) Higher calling ethic - The dilemma is to uphold public faithness an allegiance to Constitution.

(2) Equality V/s Equity - The conflict may lead to deterrance to ~~pro~~ Saamodaya and Antyodaya in public service delivery.

Candidates must not write on this margin

(3) Exclusion of empathy - A neutral Attitude may exclude compassion while constitutional path may calls for equitable treatment

(4) Procedure V/s Care Ethics - Impartiality may not be conducive to care ethics based welfare

NAVIGATION OF TENSIONS

(1) A harmonious construction of both procedural neutrality and constitutional values to Uphold justice.

(2) Higher allegiance to the means to serve public welfare

(3) Constitutional values should serve as ultimate calling to prevent only red book bureaucracy.

This balance of procedure and constitutional Compassion by wise discretion serves as responsible action.

Candidates must not write on this margin

Q.6 महान विचारकों के तीन उद्धरण नीचे दिए गए हैं। वर्तमान संदर्भ में इनमें से 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?

(a) "नैतिकता वास्तव में यह सिद्धांत नहीं है कि हमें स्वयं को कैसे खुश रखना चाहिए, बल्कि यह है कि हमें खुशी के योग्य कैसे बनना चाहिए।" कांट (उत्तर 150 शब्दों में दीजिए) 10 अंक

"Morality is not properly the doctrine how we should make ourselves happy, but how we should become worthy of happiness." Kant (Answer in 150 words) 10 Marks

Kant here stresses on the cause of morality and its interplay with our inherent desire to happiness. He highlights that moral actions are not what seek as joy but those that build our character to attract happiness eventually.

He counters the consequentialist view by this quote which focuses merely on achieving ultimate ends of benefit and happiness. However, for a morally upright conduct and nation building, what is important is to follow deety to do actions that are right as per the procedure laid.

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Any means to achieve self satisfaction is not justified as it breeds a culture of putting self benefit over the mandated protocol of conscience and ethical sensitivity.

An officer who may use unfair means to show updated records of a scheme/beneficiary to get institutional praise, risks the true protocol and ultimate citizen dignity for ephemeral happy moments.

Thus, as Kant highlights it should be our conduct and character building that should be morally sound and of that will eventually lead to joy and contentment.

"Focus should not be getting the fish but on learning how to catch it everyday"

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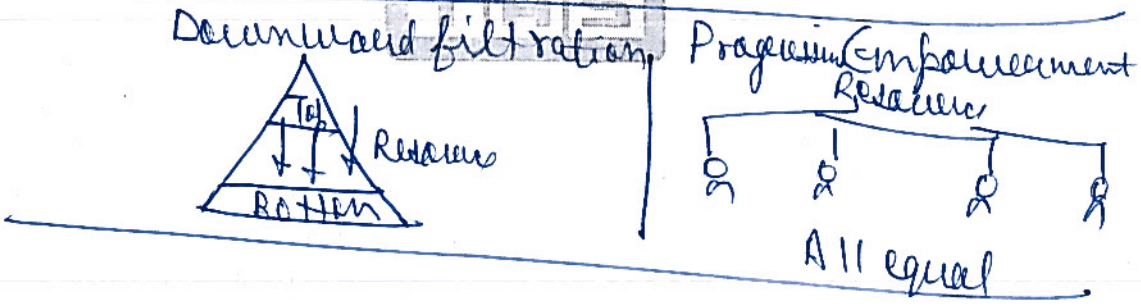
Q.6 (b) "हमारी प्रगति की परीक्षा यह नहीं है कि हम उन लोगों की बहुतायत में और वृद्धि करते हैं, जिनके पास बहुत कुछ है; बल्कि यह है कि हम उन लोगों के लिए पर्याप्त प्रदान करते हैं, जिनके पास बहुत कम है।" फ्रैंकलिन डी. रूजवेल्ट

(उत्तर 150 शब्दों में दीजिए) 10 अंक

"The test of our progress is not whether we add more to the abundance of those who have much; it is whether we provide enough for those who have too little." Franklin D. Roosevelt

(Answer in 150 words) 10 Marks

Here Roosevelt highlights the ultimate test of progression and development - not leading to accumulation of resources in upper strata but rather welfare of those who are most marginalised



Roosevelt highlights that development make true sense only when the most needy are uplifted as serving the upper class is easy but not ethical.

In today's world of rising disparities, this holds more significance as development

Candidates must not write on this margin

shouldn't be just forward progressing but also equitable, inclusive and sustainable.

A lack of such inclusive attitude can stem further disparities and violate human dignity of the marginalised section - thus depriving the state of true progress - Progress of human resource building.

Thus, any nation that invests not only in building of corporates but in provisioning of deprived is the one truly progressing as per Roosevelt.

As Gandhi says - "Judge a nation not by how it treats its rich, but by how it treats its poor".

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Q.6 (c) "खुश रहना बहुत आसान है, लेकिन सरल रहना बहुत मुश्किल है।" – रवींद्रनाथ टैगोर

(उत्तर 150 शब्दों में दीजिए) 10 अंक

"It is very simple to be happy, but it is very difficult to be simple." - Rabindranath Tagore

(Answer in 150 words) 10 Marks

Tagore underlines the summary of human life in this quote that how the mere achievement of happiness is easier than a humble, down to earth living. He showcases that simplicity may seem trivial but is the actual hunt to achieve.

In today's consumeristic world, where focus has shifted on showoff and excessive overutilization of resources to achieve status and happiness, Tagore portrays that these possessions of wealth, status, prestige are not the true happiness indicators. He highlights that true happiness is simple to be achieved - by living a content and helping others' life and not seeking fame

Candidates must not write on this margin

and glory. At same time he highlights how achievement of simplistic attitude has become difficult due to eroded mentality of seeking happiness in materialism and self good over welfare of all.

This is the underlined message of Sustainable Development - a living pattern to be content with use for need and not greed to meet the future generations' aspirations.

Thus, Tagore calls for diversion to simple lifestyles of past - away from greed, theft, crime - and that will eventually be the easiest way to achieve happiness and satisfaction.

"Simple living high thinking" should be the need of the hour.

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खण्ड–B / Section–B

Q.7 आप एक प्रमुख ग्रामीण आवास योजना की देख-रेख करने वाले उप-खण्ड मजिस्ट्रेट (SDM) के पद पर तैनात हैं। नागरिक अधिकार-पत्र के अनुसार, सभी आवेदकों को 7 दिनों के भीतर पावती (Acknowledgment) और 30 दिनों के भीतर अंतिम निर्णय प्रदान किया जाना आवश्यक है। हालाँकि, आपके जिले में लंबित मामलों की संख्या बहुत अधिक है। कर्मचारियों की कमी, हाल ही के चुनावों और क्षेत्रीय सत्यापन के लिए जिम्मेदार पंचायत कार्यालयों के साथ कम समन्वय के कारण, 1,000 से ज़्यादा मामले समय-सीमा के बाद भी लंबित हैं।

एक स्थानीय गैर-सरकारी संगठन (NGO), बार-बार की गई जन शिकायतों का हवाला देते हुए, एक RTI आवेदन दाखिल करता है, जिसमें निम्नलिखित जानकारी माँगी गई है:

- लंबित आवेदनों की सूची,
- विलंब के कारण,
- जिम्मेदार अधिकारियों के नाम, और
- विलंब से संबंधित आंतरिक फाइल नोटिंग।

यह जानकारी मौजूद तो है, लेकिन यह एक चिंताजनक तस्वीर पेश करती है: कुछ कनिष्ठ कर्मचारी आवेदनों पर कार्रवाई करने में विफल रहे; कुछ मामलों में, फाइलें गुम हो गईं; और ऐसा प्रतीत होता है कि एक निर्वाचित प्रतिनिधि ने भी प्रतिद्वंद्वी राजनीतिक समूहों के आवेदकों के लिए प्रक्रिया में विलंब करने के लिए प्रभाव डाला। यह NGO प्रेस में अधिकारियों के नाम उजागर करने और उन्हें शर्मिंदा करने के लिए जाना जाता है और RTI के खुलासे से मीडिया में आक्रोश और अनुशासनात्मक कार्रवाई हो सकती है, जिससे पहले से ही तनावग्रस्त कर्मचारियों का मनोबल और भी गिर सकता है।

आपके जिला मजिस्ट्रेट ने अनौपचारिक रूप से आपको सलाह दी है कि "जब तक हम आंतरिक रूप से मामले को सुलझा नहीं लेते, तब तक खुलासा न करें।" इसी बीच, आपके कार्यालय के बाहर नागरिकों का विरोध प्रदर्शन शुरू हो गया है और राज्य सूचना आयोग (SIC) ने आपको 48 घंटों के भीतर जवाब देने के लिए एक रिमाइंडर भेजा है।

आप खुद को एक गंभीर स्थिति में पाते हैं, जिसका कोई स्पष्ट समाधान नहीं है।

प्रश्न

(a) उपर्युक्त मामले में नैतिक मुद्दों और प्रशासनिक चुनौतियों की पहचान कीजिए।

(b) नैतिक और प्रशासनिक चुनौतियों के समाधान के लिए आपके पास कौन-कौन-से विकल्प उपलब्ध हैं?

(c) आप कार्रवाई करने के लिए कौन-से तरीके अपनाएँगे? औचित्य सिद्ध कीजिए। (उत्तर 250 शब्दों में दीजिए) 20 अंक

You are posted as the Sub-Divisional Magistrate (SDM) overseeing a flagship rural housing scheme. The Citizen's Charter mandates that all applicants must receive acknowledgment within 7 days and a final decision within 30 days. However, your district is facing a significant backlog, over 1,000 cases pending beyond the deadline, due to staff shortages, recent elections, and weak coordination with the panchayat offices responsible for field verification.

A local NGO, citing repeated public complaints, files an RTI request asking for:

- A list of pending applications,
- Reasons for delay,
- Names of responsible officers,
- And internal file noting's related to the delays.

The information exists, but it paints a troubling picture: some junior staff failed to act on applications; in a few cases, files were misplaced; and one elected representative appears to have exerted influence to delay processing for applicants from rival political groups. The NGO is known for naming and shaming officials in the press, and the RTI disclosure could lead to media outrage and disciplinary action, possibly demoralising already strained staff.

Candidates must not write on this margin

Your District Magistrate informally advises you to delay the disclosure "until we sort things out internally." At the same time, citizen protests have begun outside your office, and the State Information Commission has sent a reminder to respond within 48 hours.

You find yourself in a serious situation with no clear way out.

Questions:

(a) Identify the ethical issues and administrative challenges in the above case.

(b) What are the options available to resolve the ethical and administrative challenges?

(c) What would be your chosen course of action? Justify. (Answer in 250 words) 20 Marks

a) The above situation presents a dilemma to uphold public's right to information (RTI) or official harmony with juniors or colleagues to keep the institution run smoothly.

ETHICAL ISSUES

① Lapse of public trust - Withholding or delaying information stands against public mandate

② Motivating / demotivating work culture - The action of disclosure may demoralise functioning of staff.

③ Public audit and accountability - The NGO and citizens deserve to know and hold the person accountable for delays.

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④ Duty to office - The duty asks for upright obedience to law to disclose the information about public funds being used for public.

ADMINISTRATIVE CHALLENGES

① Shame to office and officials - Disclosure may lead to citizens proactively demeaning the work ethic of office

② Duty pressure from seniors - The State Information Commission asks to respond as against District Magistrate's advice

③ Procedural lapses - Covering the pending backlog requires huge staff coordination which seems missing

④ Risking office's mandate - Arbitrary delays or wrong disclosure may invite further sanctions to office

Candidates must not write on this margin

b) Options available to resolve ethical and administrative challenges are:

1) Full disclosure of information so as to set up precedence among citizens about allegiance to public duty by office.

2) Comprehensive disclosure with reasons for delays along with steps being taken. Discretion of phased/partial disclosure being used.

NEXT IAS

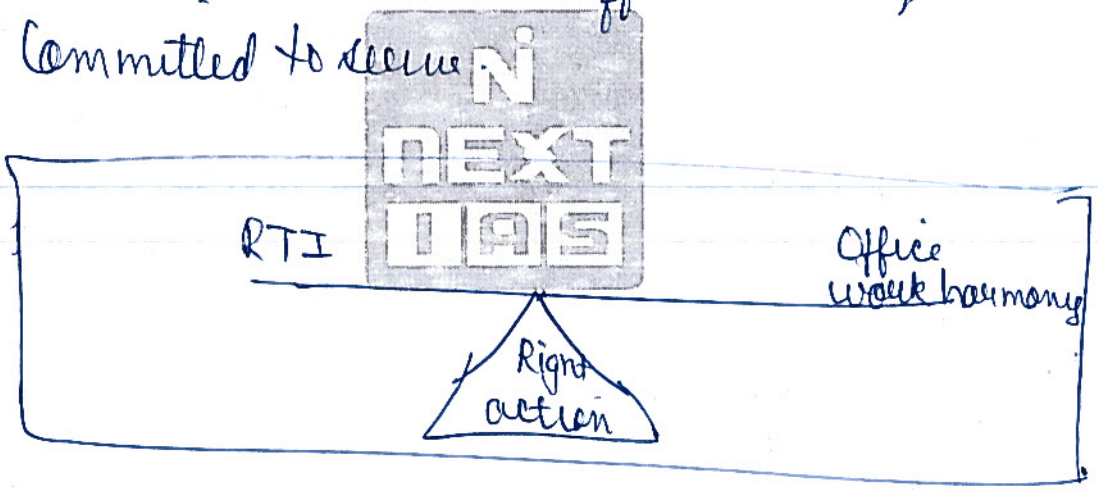
3) Reporting the higher authorities to deal with on ground situation and ignoring the ongoing protests.

4) Working on reducing the backlog as much as possible to attempt to reduce the burden and then disclose the working of the officials.

Candidates must not write on this margin

c) Course of action by me would be option ② of showed, comprehensive disclosure indicating acceptance of lapses alongside responsibility to clear the burden.

It would show that office is truly committed to secure



Meanwhile working with officials and juniors to reduce the backlog will build a sense of accountability among them too and would prevent any further pile up

Accountability to public use requires not only will to act but also will to accept inaction"

Candidates must not write on this margin

Q.8 आप एक जिले के मुख्य विकास अधिकारी (CDO) के रूप में तैनात हैं, जो एक ग्रामीण रोजगार और बुनियादी ढाँचा योजना के तहत अनुबंधों को मंजूरी देने के लिए उत्तरदायी है। इनमें से एक अनुबंध एक दूर-दराज के गाँव में सड़क निर्माण परियोजना से संबंधित है। इसकी अनुमानित लागत ₹80 लाख है और मानक निविदा प्रक्रिया के माध्यम से बोलियाँ आमंत्रित की गई हैं।

चुने गए ठेकेदारों में आपके साले/बहनोई (Brother-in-Law) भी शामिल हैं, जो एक मध्यम आकार की निर्माण कंपनी चलाते हैं। उनकी बोली तकनीकी रूप से मजबूत और आर्थिक रूप से प्रतिस्पर्धी है- हालाँकि उन्होंने बोली लगाने वालों में दूसरी सबसे कम बोली लगाई है, लेकिन इस क्षेत्र में उनका कार्य-निष्पादन रिकॉर्ड भी मजबूत है। उनकी भागीदारी पर कोई कानूनी रोक नहीं है, क्योंकि उनकी कंपनी पंजीकृत है, पूर्व-योग्य है, और आप निविदा मूल्यांकन समिति का हिस्सा नहीं हैं।

हालाँकि, अनुमोदन प्राधिकारी होने के नाते, अंतिम निर्णय पर आपके हस्ताक्षर होने आवश्यक हैं। आपके जिला मजिस्ट्रेट ने सहजता से टिप्पणी की कि "तकनीकी रूप से समिति को निर्णय लेने दें-जब तक कोई ख़तरा न हो, व्यक्तिगत संबंधों पर ज्यादा विचार करने की आवश्यकता नहीं है।"

आपको एक वरिष्ठ राजनीतिक व्यक्ति का एक अप्रत्यक्ष संदेश भी मिलता है, जिसमें कहा गया है कि "सही समय पर सही लोगों का समर्थन" प्राय: सुचारू रूप से पदस्थापन सुनिश्चित करने में मदद करता है। लगभग उसी समय, एक स्थानीय पत्रकार आपके कार्यालय में आता है और पूछता है कि क्या किसी वरिष्ठ अधिकारी का कोई रिश्तेदार इस निविदा में शामिल है, और वह जिले में भाई-भतीजावाद की पिछली घटनाओं का हवाला देता है।

आपके साले/बहनोई को ठेका देना प्रक्रियात्मक रूप से तो साफ-सुथरा हो सकता है, लेकिन इससे पक्षपातपूर्ण लगने और जन-विश्वास को ठेस पहुँचने का संकट है। स्वयं को इस प्रक्रिया से अलग करने के कारण क्रियान्वयन में विलंब हो सकता है और संबंधों की ओर ध्यान आकर्षित हो सकता है। यदि मामला बाद में सार्वजनिक हो जाता है, तो आपका अभी चुप रहना, बाद में अनैतिक माना जा सकता है।

प्रश्न

(a) उपर्युक्त मामले में नैतिक मुद्दों और नैतिक दुविधाओं की पहचान कीजिए।

(b) मुद्दों का समाधान करने के लिए आपके पास क्या विकल्प उपलब्ध हैं?

(c) आप कार्रवाई के लिए कौन-से तरीके अपनाएँगे? प्रासंगिक 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) of a district, responsible for approving contracts under a rural employment and infrastructure scheme. One of the contracts involves a road construction project in a remote village. The estimated cost is Rs 80 lakh, and bids have been invited through the standard tender process.

Among the shortlisted contractors is your brother-in-law, who runs a mid-sized construction firm. His bid is technically sound and financially competitive—second-lowest among the bidders, but backed by a stronger execution record in similar terrain. There is no legal bar to his participation, as his firm is registered, pre-qualified, and you are not part of the tender evaluation committee.

However, as the approving authority, your signature is required on the final award. Your District Magistrate casually remarks, "Let the committee decide technically—no need to overthink personal links unless there's a red flag."

You also receive an indirect message from a senior political figure, noting that "supporting the right people at the right time" often helps in ensuring smooth postings. Around the same time, a local journalist approaches your office asking whether any relatives of senior officials are involved in the tender, referencing past incidents of cronyism in the district.

Awarding the contract to your brother-in-law may be procedurally clean, but it risks appearing biased and damaging public trust. Recusing yourself could delay implementation and draw attention to the relationship. Remaining silent could later be seen as unethical if the issue becomes public.

Candidates must not write on this margin

Questions:

(a) Identify the ethical issues and dilemmas in the above case.

(b) What are the options available to resolve the issues?

(c) What would be your chosen course of action? Justify your response using relevant public service values. (Answer in 250 words) 20 Marks

a) Here the officer faces the dilemma of keeping impartiality and public's perception at balance.

ETHICAL ISSUES

NEXT IAS

① Personal v/s Professional commitments - Personal relations may lead to professional duty following being subdued to benefit own brother-in-law

② Public trust - The public may see this as a form of crony capitalism against social welfare

③ Equity among the Candidates - Debarring own brother-in-law's firm maybe harmful for his firm as it is technically upright.

Candidates must not write on this margin

④ Transparency in public work - Any delay or hiding the true information will be non-conducive for people's welfare and Officer's public image.

b) Options available to solve the issues -

1) Allowing the passage of file by giving the signatures as the contract is clean

2) Recusing from signature citing personal dilemma involved.

3) ~~Clear~~ Asking brother-in-law to withdraw out of contract to save public image

4) Actively supporting his contract for familial benefits

5) Coming out to journalist about actual information of contract biddings but denying any corruption motive.

Candidates must not write on this margin

c) Chosen action according to me would be a mix of option ① and option ⑤

JUSTIFICATION

Since the contract is clean, there's nothing wrong in forwarding the file as ultimate decision will be taken by committee.

The uprightness of firm and financial competitiveness make the firm eligible to be allowed for contract and thus any counter action may actually harm government-contractors' relationship

This can be deleterious for future PPP projects.

Meanwhile coming out to journalist with true information about contracts and bidders and all the technical details

Candidates must not write on this margin

will showcase office's commitment to fair and clean use of public funds - This would also deny any corruption linkages as the firm itself is financially competitive.

The final decision should be accepted as per Committee's selection as they would be unbiased and most appropriate to decide the best contract

NEXT IAS

This may balance between personal relations and public commitments would be made

Candidates must not write on this margin

Q.9 आप एक ऐसे राज्य में उद्योग विभाग के प्रमुख सचिव के पद पर कार्यरत हैं, जो निजी निवेश को आक्रामक रूप से बढ़ावा देने के लिए विख्यात है। एक प्रसिद्ध समूह ने पिछले पाँच वर्षों में आपके राज्य में कई बड़ी परियोजनाएँ स्थापित की हैं-जिनमें विनिर्माण केंद्र, लॉजिस्टिक्स पार्क और खनन कार्य शामिल हैं। इन परियोजनाओं को रोजगार संवर्धन के लिए त्वरित स्वीकृति और सार्वजनिक प्रशंसा मिली है।

हाल ही में, आपको एक मध्यम-स्तरीय अधिकारी से एक गोपनीय रिपोर्ट प्राप्त हुई है, जिसमें गंभीर ख़तरे की आशंका जताई गई है: इस समूह के अंतर्गत कई इकाइयों ने श्रम कल्याण मानदंडों, अपशिष्ट निपटान नियमों और ठेकेदार भुगतान दायित्वों का उल्लंघन किया हो सकता है। रिपोर्ट में आंतरिक ईमेल, खराब अपशिष्ट प्रबंधन दर्शाने वाले स्थलों की तस्वीरें और विलंबित भुगतान का आरोप लगाने वाले ठेकेदारों की एक सूची शामिल है। इस रिपोर्ट में, आगामी निवेश अनुमोदन करने से पहले एक विवेकपूर्ण तथ्य-खोजने संबंधी अन्वेषण करने की सिफारिश की गई है।

हालाँकि, आपका राजनीतिक नेतृत्व उसी समूह से और अधिक निवेश कराने के लिए दबाव बना रहा है और आपसे व्यापार के लिए एक "सहायक परिवेश" सुनिश्चित करने की अपेक्षा कर रहा है। अनौपचारिक रूप से, आपको बताया गया है कि इन मुद्दों को अभी उठाने से निवेशकों को "गलत संकेत" मिलेगा और राज्य की व्यापार-हितैषी छवि को नुकसान होगा। आपको यह भी चेतावनी दी गई है कि इस समूह के उच्च-स्तरीय संपर्क हैं और इसने अतीत में "राज्य के लिए काम किया है"।

आपके विभाग के कुछ अधिकारी निजी तौर पर स्वीकार करते हैं कि इस तरह का समायोजन "सामान्य प्रथा" है और "निवेशकों को जाँच-पड़ताल पसंद नहीं आती है।" कुछ अन्य लोगों का मानना है कि 'चुप रहना' अनैतिक व्यवहार को बढ़ावा देने के समान है। यह मुद्दा अभी मीडिया या न्यायपालिका तक नहीं पहुँचा है-लेकिन आंतरिक रिपोर्ट आपके समक्ष मौजूद है।

अब आप एक दुविधा का सामना कर रहे हैं: निवेश-का-माहौल-बनाए-रखने के लिए शुरुआती चेतावनियों को नजरअंदाज करें या पहले से ही कार्रवाई करके राजनीतिक और संस्थागत प्रतिरोध का जोखिम उठाएँ।

प्रश्न

(a) उपर्युक्त मामले में शामिल नैतिक चिंताओं और मूल्य-संबंधी तनावों की पहचान कीजिए।

(b) आपके पास संभावित कार्यवाही करने के लिए क्या विकल्प उपलब्ध हैं?

(c) आप क्या कार्यवाही करने के लिए कौन-से तरीके अपनाएँगे, और जनहित व नैतिक शासन के आलोक में आप इसका औचित्य कैसे सिद्ध करेंगे? (उत्तर 250 शब्दों में दीजिए) 20 अंक

You are posted as the Principal Secretary of Industries in a state known for its aggressive promotion of private investment. A well-known conglomerate has set up multiple large projects in your state over the past five years—including manufacturing hubs, logistics parks, and mining operations. The projects have received fast-tracked approvals and public praise for boosting employment.

Recently, you receive a confidential report from a mid-level officer raising serious red flags: several units under this conglomerate may have flouted labour welfare norms, waste disposal regulations, and contractor payment obligations. The report includes internal emails, site photographs showing poor waste management, and a list of contractors alleging delayed payments. It recommends a discreet fact-finding inquiry before the next round of investment approvals.

However, your political leadership is pushing for more investment from the same group and expects a "supportive environment" for business. Informally, you're told that raising these issues now would "send the wrong signal" to investors and damage the state's image as business-friendly. You're also warned that this conglomerate has high-level connections and has "delivered for the state" in the past.

Some officers in your department privately admit that this kind of adjustment is "common practice" and that "investors don't like scrutiny." Others feel silence amounts to enabling unethical behaviour. The issue has not yet reached the media or judiciary—but the internal report is on your desk.

You are now faced with a dilemma: ignore the early warnings to maintain the investment climate, or act pre-emptively and risk political and institutional pushback.

Candidates must not write on this margin

Questions:

(a) Identify the ethical concerns and value tensions involved in the above case.

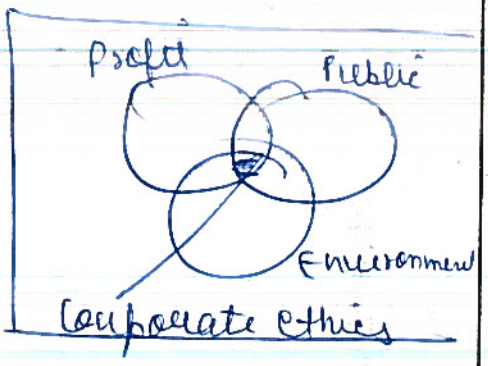
(b) What are the possible courses of action available to you?

(c) What would be your chosen course of action, and how would you justify it in light of public interest and ethical governance? (Answer in 250 words) 20 Marks

a) The tension here is to keep state's business friendly image at pace and let it be superseded by true corporate ethics required

ETHICAL CONCERNS

① Violation of Corporate responsibility



The conduct of firm towards employees and waste management and financial floatings is highly concerning

② Public dignity - Citizens and employees under the firm desire to know the truth and their lives not being treated as mere investments for profit

③ Political pressure - The "High level connections" and commands to "stay silent" go against the right duty.

Candidates must not write on this margin

(4) Environmental and labour concerns –

The firm is not upright in rule abiddance as per the norms set up for its functioning. This can lead to inappropriate fund utilisation and profit over welfare.

VALUE TENSIONS

(1) Corporate ethics v/s business friendliness

(2) Public accountability v/s ~~labour law dignity~~ industrial development in state.

(3) Labour laws v/s Corporate profit

(4) Political pressure v/s Internal conscience to duty

b) Possible courses of actions available –

(1) Flagging the concerns involved with corporate and stopping its further actions

Candidates must not write on this margin

① Ignoring the issue as political command suggests and maintaining business friendliness

② Using external sources to tip off the media or judiciary to bring the corruption in light

④ ~~Using~~ ~~sent~~ Setting up independent committee to check the accuracy of facts and weaning the corporate of deliberations of floating norms

c) Course of action as per me would be using options ① and ④ to flag the concerns internally and at the same time launching independent scrutiny to know real truth

JUSTIFICATION IN PUBLIC INTEREST AND ETHICAL GOVERNANCE

The situation requires timely intervention

Candidates must not write on this margin

by the officials to stop the unethical profit making mandate of corporate over public accountability to dignified labour and clean environment.

An independent committee would also help in restoring trust of genuine labour and contractors and meanwhile engagement with corporate to warn it of strict action.

Kantian ethics, guide that abiddance to duty to public service should be the guiding light for any action and not any personal benefit or external pressure

Candidates must not write on this margin

Q.10 आप एक ऐसे जिले के उपायुक्त हैं, जहाँ 40–65 वर्ष की आयु की अविवाहित महिलाओं और विधवाओं को मासिक प्रत्यक्ष नकद हस्तांतरण प्रदान करने के लिए एक नई सरकारी योजना–"सम्मान सहायता"–शुरू की गई है। इसका लक्ष्य आर्थिक गरिमा बढ़ाना और बिचौलियों व स्थानीय संरक्षण नेटवर्क पर निर्भरता कम करना है।

आरंभिक पंजीकरण सुचारू रूप से चलता है, लेकिन एक माह के भीतर, आपको क्षेत्र में बढ़ते प्रतिरोध संबंधी रिपोर्ट प्राप्त होती है: सैकड़ों पात्र महिलाएँ या तो नाम वापस ले रही हैं या नामांकन से इनकार कर रही हैं। आगे पूछताछ करने पर, आपको पता चलता है कि ग्रामीण इलाकों में एक वायरल ऑडियो क्लिप और कई व्हाट्सएप संदेश प्रसारित हो रहे हैं, जिनमें दावा किया जा रहा है कि यह योजना एक चाल है, जिसके उद्देश्य हैं:

- भविष्य में मिलने वाली पेंशन की पात्रता रद्द करना,
- बिना पुरुष उत्तराधिकारी वाली विधवा महिलाओं की संपत्ति जब्त करना, और
- असंबंधित निगरानी उद्देश्यों के लिए आधार और बैंक डेटा एकत्र करना।

यह गलत सूचना स्थानीय स्वयं सहायता समूह के नेताओं और पंचायत सदस्यों द्वारा फैलाई जा रही है, जिनमें से कुछ, पहले, अन्य योजनाओं के तहत आवेदन भेजने से कमीशन कमा रहे थे। उनका प्रतिरोध सूक्ष्म, लेकिन समन्वित है: इनमें बैठकों में चेतावनियाँ देना, सामूहिक संदेश देना और यहाँ तक कि नामांकन फॉर्म वितरित करने से इनकार भी शामिल है।

आपके क्षेत्रीय कर्मचारी हतोत्साहित हैं। आपके जनसंपर्क अधिकारी (PRO) का कहना है कि इस फर्जी क्लिप का सार्वजनिक रूप से खण्डन करना उल्टा पड़ सकता है और वे पिछले मामलों का हवाला भी देते हैं, जब इनकार करने से संदेह और भी गहरा गया था। राज्य नोडल अधिकारी ने अनौपचारिक रूप से सुझाव दिया है कि अगली तिमाही के आउटरीच चक्र तक इसे "शांत रहने दिया जाए"।

इस बीच, आपकी आंतरिक रिपोर्ट में तीन विशिष्ट अधिकारियों की पहचान की गई है, जो शुरुआती गलत सूचनाओं से निपटने में नरमी बरत रहे थे–और एक चौथे अधिकारी का इसके प्रसार से संबंध हो सकता है, हालाँकि इसका कोई प्रत्यक्ष प्रमाण मौजूद नहीं है।

अब आपको यह तय करना होगा कि क्या अभियान का सार्वजनिक रूप से सामना करना है, अनुशासनात्मक कार्रवाई शुरू करनी है और प्रशासनिक टकराव का जोखिम उठाना है–या समुदाय के साथ विश्वास बहाल करने के लिए चुपचाप, तृणमूल स्तर पर पुनः जुड़ने पर ध्यान केंद्रित करना है।

प्रश्न

(a) इस मामले में मुख्य नैतिक और प्रशासनिक चुनौतियाँ क्या हैं?

(b) संगठित गलत सूचनाओं के सामने सरकारी अधिकारियों को सच बोलने, जन-विश्वास और संचार रणनीति में कैसे संतुलन साधना चाहिए?

(c) ऐसे संदर्भों में चुप रहना या निष्क्रिय सुधार का चयन करने के नैतिक जोखिम क्या हैं?

(d) पारदर्शिता और संस्थागत सत्यनिष्ठा को बनाए रखते हुए योजना में विश्वास बहाल करने के लिए आपका दृष्टिकोण क्या होगा?

(उत्तर 250 शब्दों में दीजिए) 20 अंक

You are the Deputy Commissioner of a district where a new government scheme—"Samman Sahayata"—has been launched to provide monthly direct cash transfers to unmarried women and widows between ages 40–65. The goal is to increase economic dignity and reduce dependence on intermediaries and local patronage networks.

Initial registrations go smoothly, but within a month, you receive field reports of growing resistance: hundreds of eligible women are either withdrawing or refusing to enrol. On further inquiry, you learn that a viral audio clip and multiple WhatsApp forwards are circulating in rural areas, claiming that the scheme is a ploy to:

- Cancel future pension entitlements,
- Confiscate property of widowed women without male heirs, and
- Collect Aadhaar and bank data for unrelated surveillance purposes.

Candidates must not write on this margin

The misinformation is being amplified by local self-help group leaders and panchayat members, some of whom were earlier earning commissions from routing applications under other schemes. Their resistance is subtle but coordinated: warnings in meetings, group messages, and even refusals to distribute enrollment forms.

Your field staff are demoralized. Your Public Relations Officer says that publicly debunking the fake clip may backfire, citing past cases where denial reinforced suspicion. The state nodal officer unofficially suggests "letting it die down" until the next quarter's outreach cycle.

Meanwhile, your internal report identifies 3 specific officials who were lax in countering early misinformation—and a fourth who may be linked to its spread, though no direct evidence exists.

You must now decide whether to publicly confront the campaign, initiate disciplinary action, and risk administrative friction—or focus on quiet, grassroots re-engagement to rebuild trust over time.

Questions:

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

(b) How should public officials balance truth-telling, public trust, and communication strategy in the face of organised misinformation?

(c) What are the ethical risks of choosing silence or passive correction in such contexts?

(d) What would be your approach to restoring trust in the scheme while upholding transparency and institutional integrity? (Answer in 250 words) 20 Marks

a) The situation presents precarious challenge of managing brewing public resentment due to misinformation campaign.

ETHICAL CHALLENGES

① Sabotage of truth - The misinformation spread is leading to question on scheme's and office's true intent.

② Public trust - The eroding public trust needs to be built to ensure future government - public coordination.

Candidates must not write on this margin

(3) Official internal deviance - Overt officials spreading misinformation for own benefit flags concerns about work ethics.

(4) Silence on upfront action - The dilemma of strategic inaction on timely action to restore administrative accountability

ADMINISTRATIVE CHALLENGES

(1) Implementation of scheme - With mass withdrawals as resistance to enroll, the true purpose of welfare funds may lapse

(2) Derailed coordination - The lack of synergy among field staff working for people and some officials working for own benefit

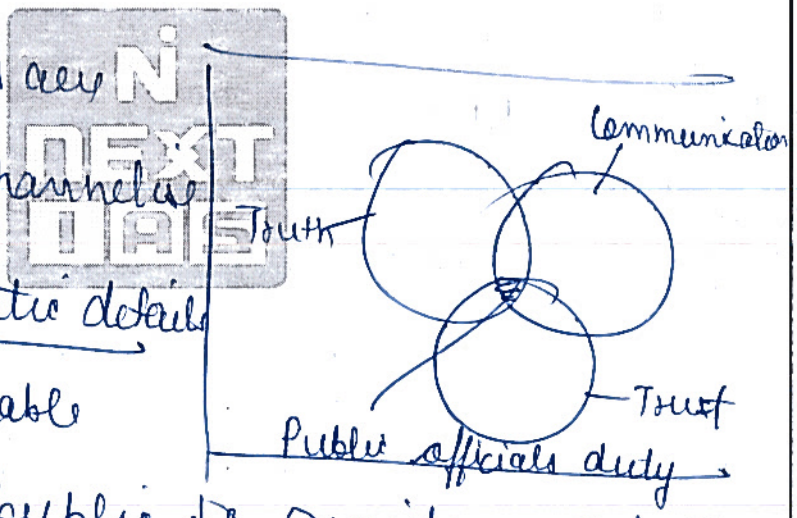
(3) Debunking the myths - Any delay in coming out with true information can be counter productive to public's right to truth

Candidates must not write on this margin

④ Administrative accountability holding - With such profuse misinformation spread, holding any one authority source as accountable is not possible.

b) Public officials are the true gatekeepers of public trust and right to information

① Public officials are required to channelize the bureaucratic details to understandable knowledge to public to avoid any gaps or confusion.



② Any bouncing of truth will erode public trust and amplify misinformation.

③ The officials must proactively come out to debunk the misinformation via various channels like official papers, media, advertisements, letters, surveys etc

Candidates must not write on this margin

(4) Denial of misinformation also requires engagement with local stakeholders to build trust as they can effectively communicate with the masses.

(5) Misinformation campaign should be countered by proactive truth disclosure to maintain public trust.

Balance of truth and trust is necessary to persuade public effectively amidst misinformation.

c) Silence or passive connection may seem an easy path to tread on but as Gandhi says, "Satya is not only telling the truth but also complete disclosure of intent and methodology for implementing any truthful action."

(1) Silence is only passive resistance and can lead to perception of casual or non-corresponding attitude of offic

Candidates must not write on this margin

② It will further bolster usage of misinformants

③ Derailing of public trust over the government authorities.

④ Justice to truth if delayed, would be no justice at all

d) My approach to restore trust would be -

① Official statement about true intent and full disclosure of details of scheme.

② Engaging with self help groups and panchayats to coordinate in welfare

③ Immediately calling back the misinformation spreading officials and warning them of suspension to set up precedence

④ Disclosure (proactively) of the registration and usage of collected data to address public grievances.

This would ensure that public trust and welfare intent is maintained.

Candidates must not write on this margin

Q.11 आप एक ऐसे क्षेत्र के जिला मजिस्ट्रेट (DM) हैं, जहाँ सरकार ने औद्योगिक विकास को बढ़ावा देने के उद्देश्य से एक विशेष आर्थिक क्षेत्र (SEZ) को स्वीकृति दी है। हालाँकि, यह परियोजना रोजगारों और बुनियादी ढाँचे का वादा करती है, लेकिन इसका कई कृषक समुदायों द्वारा प्रतिरोध किया जा रहा है, विशेषकर उन समुदायों से, जो अपर्याप्त मुआवजा, परामर्श की कमी और बटाईदार किसानों को बाहर करने का आरोप लगा रहे हैं।

आपके प्रशासन ने कई आउटरीच सत्र और क्षतिपूर्ति अभियान चलाए हैं। फिर भी, लगभग 200 छोटे और सीमांत किसानों ने अनुचित मूल्यांकन और प्रक्रियात्मक अस्पष्टता का हवाला देते हुए सहमति देने से इनकार कर दिया है।

तनाव कम करने के प्रयास में, आप व्यक्तिगत रूप से प्रतिरोध के लिए विख्यात एक प्रमुख गाँव का दौरा करते हैं। जैसे ही आप एकत्रित भीड़ से बात करना शुरू करते हैं, नारे लगने लगते हैं। किसान प्रशासन पर "उन्हें बेचने" का आरोप लगाते हैं। बातचीत के बीच में ही आक्रोश भड़क उठता है। पत्थर फेंके जाते हैं-एक पत्थर आपकी गाड़ी पर लगता है। आपके सुरक्षाकर्मी आपको वहाँ से निकल चलने का आग्रह करते हैं। बाद में, कुछ अधिकारी अपराधियों के खिलाफ FIR दर्ज करने की वकालत करते हैं। स्थानीय मीडिया "गुस्साए किसानों ने DM को भागने पर किया मजबूर" जैसी सुर्खियों के साथ फुटेज प्रसारित करता है।

आप दुविधा में हैं। आप आक्रोश के पीछे की भावना को समझते हैं, लेकिन आपको यह भी चिंता है कि बिना वार्ता के पीछे हटना, हार मानने के रूप में देखा जा सकता है। FIR दर्ज करने से अधिकार तो मजबूत हो सकते हैं, लेकिन समुदाय का विश्वास हमेशा के लिए समाप्त हो सकता है और परियोजना रुक सकती है। आपके कर्मचारी हताश हैं और उनका मनोबल गिरा हुआ है। राज्य नेतृत्व कोई सीधा-सपाट निर्देश नहीं दे रहा है, वह बस यही आग्रह कर रहा है कि इस मामले को "संवेदनशीलता के साथ, निवेश प्रक्रिया को विकृत किए बिना" निपटाया जाए।

अब आपको इस मामले के और अधिक बढ़ने से पहले शीघ्र कोई निर्णय लेना होगा।

प्रश्न

(a) नेतृत्वकारी भूमिका में एक लोक सेवक के लिए यह स्थिति कौन-सी भावनात्मक और नैतिक चुनौतियाँ पेश करती है?

(b) कृषक आक्रोश और आपकी टीम के भय व हताशा के प्रति आपकी प्रतिक्रिया को भावनात्मक बुद्धिमत्ता कैसे निर्देशित कर सकती है?

(c) विश्वास बहाल करने, व्यवस्था बनाए रखने और वार्ता-प्रक्रिया को आगे बढ़ाने के लिए आपका दृष्टिकोण क्या होगा?

(उत्तर 250 शब्दों में दीजिए) 20 अंक

You are the District Magistrate (DM) of a region where the government has approved a Special Economic Zone (SEZ) aimed at promoting industrial development. While the project promises jobs and infrastructure, it has faced resistance from several farming communities, particularly those alleging inadequate compensation, lack of consultation, and exclusion of tenant farmers.

Your administration has conducted multiple outreach sessions and compensation drives. Still, around 200 small and marginal farmers have refused to give consent, citing unfair valuation and procedural opacity.

In an effort to defuse tensions, you personally visit a key village known for resistance. As you begin speaking to the assembled crowd, slogans erupt. Farmers accuse the administration of "selling them out." Midway through the dialogue, tempers flare. Stones are thrown—one hits your vehicle. Your security detail urges you to evacuate. Later, some officers argue for lodging FIRs against the perpetrators. Local media circulates footage with headlines like *"DM forced to flee by angry farmers."*

You're torn. You understand the emotion behind the outrage, but you also worry that leaving without dialogue may be seen as retreat. Filing FIRs might reinforce authority, but could permanently erode community trust and stall the project. Your staff is shaken and morale is low. The state leadership provides no direct instruction, only urging that the matter be handled "sensitively, without derailing the investment process."

You must now take a quick call before the issue escalates.

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Questions:

(a) What emotional and ethical challenges does this situation present for a public servant in a leadership role?

(b) How can emotional intelligence guide your response to the farmers' anger and your team's fear and frustration?

(c) What would be your approach to rebuilding trust, maintaining order, and advancing the negotiation process? (Answer in 250 words) 20 Marks

a) The situation is a tough dilemma between trust maintainence efforts and security of self and officials :

EMOTIONAL CHALLENGES

① Turmoil of the farmers - loss of land and concerns of inadequate compensation can drive violent or emotionally charged actions.

② Real intent to help - The officer's conscious efforts to have a dialogue may get derailed if violence erupts

③ Action or inaction - Any coercive action may further fuel the tensions while inaction delays the development leading to moral dilemma

④ Aptitude to moral sensitivity - The situation requires patience and willingness to hear out

Candidates must not write on this margin

the grieved farmers side and understanding their perspective.

ETHICAL CHALLENGE

① Morale to serve - The violent resistance drives the officer's true morale to develop and serve the region.

② Loss of land and livelihood - Taking farmers' land without due compensation is unethical and illegal.

③ Eroding public trust - The claims of 'selling out' the public and unfair valuation show lack of trust on public.

④ Procedural transparency - Unfair valuation and opaqueness cites concerns of the openness of procedure and its legality.

b) Emotional intelligence involves understanding not only self but also other's emotions to effectively use them to manoeuvre ethical emotional dilemmas.

Candidates must not write on this margin

(1) An emotionally guided response would understand the farmers' anger and grievance as justified over loss of land and would seek direct or indirect measures of dialogue.

(2) It would give time to pacify the tensions and help farmers understand the office's intent and vice versa

(3) Strategic inaction and calm and phased actions would not display passivity but rather activeness in intent to bridge gap among office's team

(4) Guiding that FIR filing won't be the right action and rather strategic dialogue and inquiry into projects' working would benefit both sides.

c) My approach to rebuild trust and further advance the process would be -

Candidates must not write on this margin

(1) Phased action and inaction to let the violence pacify and meanwhile engagement with local leaders and media to clear the air.

(2) Coming out with official statement about officer's intent to seek grievances and readiness to hear farmers.

(3) Inquiry on allegation of unfair valuation and procedural opacity to build trust among farmers.

(4) Engaging in discussions deliberately with investors to retain confidence

(5) Staying vigilant of any law and order disruption.

Thus multi stakeholder engagement and action would help clearing the pending project deadlock.

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Q.12 आप एक प्रमुख शिक्षा और किशोर स्वास्थ्य पहल के मिशन निदेशक के रूप में कार्यरत हैं, जिसे राष्ट्रीय सरकार और एक अंतर्राष्ट्रीय स्तर पर प्रतिष्ठित परोपकारी संस्था द्वारा सह-वित्तपोषित किया जाता है। दाता के समर्थन-जो परियोजना बजट का लगभग 60% है-ने आपके राज्य को तेजी से विस्तार, मीडिया कवरेज और एक राष्ट्रीय मॉडल के रूप में मान्यता दिलाने में मदद की है।

क्रियान्वयन के 3 वर्षों के बाद, आपकी टीम सरकार द्वारा अनुमोदित एक शैक्षिक निकाय द्वारा किए गए पहले स्वतंत्र प्रभाव मूल्यांकन को जारी करने की तैयारी कर रही है। यह मसौदा रिपोर्ट दर्शाती है कि नामांकन और जागरूकता में सुधार तो हुआ है, लेकिन कुछ प्रमुख स्वास्थ्य संकेतक स्थिर बने हुए हैं। इसमें यह भी उल्लेख किया गया है कि संदेश भेजने और उसे प्रस्तुत करने में धारणा-जनित (Perceived) सांस्कृतिक असंवेदनशीलता के कारण कुछ जनजातीय क्षेत्रों में स्थानीय स्तर पर काफी विरोध हो रहा है।

सार्वजनिक प्रकाशन से पहले, दाता प्रतिनिधि एक निजी बैठक का अनुरोध करते हैं। उन्होंने रिपोर्ट के स्वरूप पर "चिंता" व्यक्त की है और सुझाव दिया है कि इससे वैश्विक वित्तपोषण की दृश्यता संकटग्रस्त हो सकती है तथा उसकी "गति मंद हो सकती है।" आपसे सकारात्मक संकेतकों को उजागर करने और प्रतिरोध के संदर्भों को हटाने के लिए "निष्कर्षों को पुनर्निर्मित" करने का आग्रह किया जाता है। बदले में, दाता बहु-वर्षीय नवीनीकरण और वैश्विक नवाचार अनुदान तक पहुँच का वादा करता है।

लगभग उसी समय, स्वास्थ्य मंत्री का कार्यालय आपसे अनौपचारिक रूप से संपर्क कर यह संकेत देता है कि "यह साझेदारी इतनी महत्त्वपूर्ण है कि इसे अकादमिक तकनीकी विषयों के कारण मंद नहीं होने दिया जा सकता।" आपको यह भी पता चलता है कि दाता अन्य राज्यों के साथ भी इसी तरह के समझौता ज्ञापनों पर वार्ता कर रहा है-आपके विरोध से आपके राज्य को भविष्य में लाभ और मान्यता से वंचित होना पड़ सकता है।

आपकी आंतरिक टीम विभाजित है: कुछ का मानना है कि "विकास कूटनीति" के लिए लचीलेपन की आवश्यकता होती है; अन्य का तर्क है कि कथात्मक (Narrative) नियंत्रण की अनुमति देने से डेटा की अखण्डता और सार्वजनिक जवाबदेही कमजोर होती है।

आप स्वयं को एक असामान्य निर्णय लेने की स्थिति में पाते हैं।

प्रश्न

(a) इस मामले में शामिल नैतिक मुद्दों की पहचान कीजिए।

(b) उपर्युक्त स्थिति में आपके पास क्या विकल्प उपलब्ध हैं?

(c) अपने विकल्पों का मूल्यांकन कीजिए और अपने द्वारा चयनित कार्रवाई का औचित्य सिद्ध कीजिए।

(उत्तर 250 शब्दों में दीजिए) 20 अंक

You are serving as the Mission Director for a flagship education and adolescent health initiative, co-funded by the national government and an internationally reputed philanthropic foundation. The donor's support—amounting to nearly 60% of the project budget—has enabled rapid scale-up, media coverage, and recognition for your state as a national model.

Three years into implementation, your team prepares to release the first independent impact assessment, conducted by a government-approved academic body. The draft report shows that while enrolment and awareness have improved, some key health indicators remain stagnant. It also notes significant local pushback in certain tribal regions due to perceived cultural insensitivity in messaging and delivery.

Before the public release, donor representatives request a private meeting. They express "concern" about the report's tone, suggesting it may jeopardize global funding visibility and "dampen momentum." You're urged to "reframe the findings" to highlight positive indicators and remove references to resistance. In exchange, the donor promises a multi-year renewal and access to a global innovation grant.

Around the same time, the Health Minister's office reaches out informally, hinting that the "partnership is too important to let academic technicalities slow us down." You also learn that the donor is negotiating similar MOUs with other states—your pushback could cost your state future leverage and recognition.

Your internal team is divided: some believe "development diplomacy" requires flexibility; others argue that allowing narrative control undermines data integrity and public accountability.

You found yourself in an unusual decision making situation.

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Questions:

(a) Identify the ethical issues involved in this case.

(b) What are the options available to you in the above situation?

(c) Evaluate the options and justify your chosen course of action.

(Answer in 250 words) 20 Marks

a) The situation have shame precarious dilemma in Upholding public's right to information on future development support and coordination

ETHICAL ISSUES

(1) Flagged inconsistencies - cultural insensitivity and allegations highlight that efforts of project are not reaching last mile - against the mandate of Antayodaya

(2) Global and private confidence - Any negative highlight in report can cause mistrust between government and investing foundation.

(3) Public's right to know - Similarly, hiding the truth would be against ultimate allegiance to public service

(4) Stagnant development - This shows inefficient fiduciary action by state.

Candidates must not write on this margin

b) The options available here are -

(1) Agreeing to the union to not bring up negative data points in reports

(2) Bringing out the true findings as it is despite any bureaucratic pressure.

(3) Local engagement with tribal sections and leaders to help them understand intent of the scheme.

(4) A balanced report highlighting the positives plus actions of government to meet the shortfalls.

c) Evaluation of each option shows the following pros and cons attached -

	PRO	CON
Option 1	Will help maintain funding momentum for future	Derails the truth and government's actions

Candidates must not write on this margin

Option 2	Demoralises future support and lack of leverage to the states	Upholds truth and public trust
Option 3	Most effective in reaching the last person standing	May not be practically easy
Option 4	Shows a balanced view of project	Can be seen as deterrent to future financial support

COURSE OF ACTION → I would choose option ③ and ④ as my course of action.

A balanced report after consultations with the philanthropist foundation to help them understand the need to ensure public trust by displaying true picture.

A positive way forward will highlight the scheme's aim of achieving long lasting development for all (Sarvodaya)

Candidates must not write on this margin

Engaging with local tribal leaders, ASHA workers, Gram panchayat members to seek their coordination in modified approach to enable outreach to tribal sections without violating their cultural autonomy.

This would ensure the benefits of healthcare reach all sections and awareness is spread.

As Rawls says, "any administrative action should be just for all, especially marginalised"

NEXT IAS

Space for Rough Work

Space for Rough Work

IMPORTANT INSTRUCTIONS

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

DONT'S

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

DO'S

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

SPECIAL REQUEST FOR CANDIDATE AVAILING ONLINE FACILITY

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

महत्वपूर्ण निर्देश

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

क्या न करें-

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

क्या करें-

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

ऑनलाइन सुविधा का लाभ उठाने वाले अभ्यर्थियों के लिए विशेष अनुरोध

1. QCA पुस्तिका को ठीक से स्कैन करें। हम चाहेंगे कि आप स्कैनिंग के लिए कैमस्कैनर ऐप (CAM SCANER) का प्रयोग करें। (यह कोई प्रमोशन नहीं है)।
2. कृपया QCA पुस्तिका को पर्याप्त रोशनी में स्कैन करें। कम रोशनी में स्कैन की गई पुस्तिकाएं, उनके मूल्यांकन की गुणवत्ता को बाधित कर सकती हैं।
3. स्कैन के दौरान छाया वाले किसी भी पृष्ठ/पीडीएफ को फिर से स्कैन किया जाना चाहिए। कृपया सुनिश्चित करें कि आपके द्वारा अपलोड की गई पीडीएफ यथा संभव स्पष्ट हो ।
4. QCA पुस्तिका का उपयोग नहीं करने वाले उम्मीदवारों को अपना विवरण पहले पृष्ठ पर देना चाहिए और पैक्रो 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।