

RECEIVED

14 SEP 2024

NEXT IAS

Ethics Enhancer Test 2024

(To be filled by candidate)

TEST CODE : EE2402

Test No. : 02

Name of Candidate: Ajink Mobile No. [REDACTED]Roll No. : GSMCT 24A 1023 Start Time 11:25AM End Time 02:40PMDate of Examination: 12/09/2024 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। अस्पष्ट/गलत लेखन से बचें।
7. QCAB में अप्रासंगिक तथ्यों को न लिखें / न ही चिह्नित करें।

REMARKS:

FOR OFFICE USE ONLY

Student Concerns / Query

1

2

3

Evaluator's Feedback / Response

1

2

3

MARKING SCHEME *

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

* Subject to change without prior notice.

IMPORTANT QR CODES

Topper's Copy



Common mistake and Correct Filled QCAB



Copy Scanner App



Next IAS Test Centre Location

MACRO COMMENTS

The Purpose of evaluation@nextias.com is to provide constructive suggestions on 'How to improve Answer Writing and thereby score better marks.

STRENGTHS OF THE CANDIDATE

AREAS OF IMPROVEMENT



IMPROVEMENT SUGGESTIONS

खण्ड-A / Section-A

1. (a) एक लोक सेवक, लोक सेवक होने के अलावा नागरिक भी हैं और उनका व्यक्तिगत जीवन भी होता है। कई बार, भूमिकाओं के बीच एक अंतर्निहित तनाव होता है। एक लोक सेवक व्यक्तिगत हितों और आधिकारिक कर्तव्यों के बीच तथा निजी इच्छाओं और सार्वजनिक दायित्वों के बीच आंतरिक तनाव को प्रभावी ढंग से कैसे पार कर सकता है? व्याख्या कीजिए (150 शब्दों में उत्तर दीजिए) 10 अंक

Besides being public servants, they are also citizens and have personal lives. At times, there is an inherent tension among the roles. How can a public servant effectively navigate the intrinsic tension between personal interests and official duties and between private inclinations and public obligations? Explain (Answer in 150 words) 10 Marks

Public and personal lives are two sides of the same coin.

There can't be a water tight separation between these two lives. So, a public servant needs to follow a balanced approach.

Navigation of intrinsic tension b/w personal interest and official duties

- ① By upholding strong character in both these spheres.

(eg) → A person may like posting photo on social media but civil services require anonymity. Either not posting or private account

- ② By learning from both spheres of life like some values like accountability is necessary in both.

Similarly, compassion can be reflected in public service after learning from private life

- ③ Strong communication channel with life partner, family and being transparent.

⑧ → Going through a turmoil in office; communicating may reduce some pressure.

④ Practising meditation and other habits to control emotions.

Private inclination and Public Obligation

① Upholding always the strong ethical standards and code of conduct. ⑧ → A BPS officer suspended as he married one of his niece.

② Privacy of private life to be maintained and for this lesser usage of social media or private accounts.
As private inclination may cause some controversy.

③ Public obligation may take precedence over private life many a-time. ⑧ → late night work, extreme working condition etc.

④ As public servants are leader and leader are watch by many. So, always maintain highest standards of discipline etc.

As, we know that it is tough to balance between private and public life for an official. As per All India Civil Services Association Survey (72%) of our bureaucrats face tension, anxiety etc.

- (b) "विचार, वैश्विक स्तर पर एक मजबूत सार्वजनिक सेवा ढांचे (फ्रेमवर्क) को आधारशिला हैं।" इस कथन के संदर्भ में, उस एक दार्शनिक के विचारों पर चर्चा कीजिए जिनके विचारों को आप भारत में सिविल सेवाओं के लिए सर्वाधिक प्रासंगिक मानते हैं। (150 शब्दों में उत्तर दीजिए) 10 अंक

"Ideas are the cornerstone of a strong public service framework globally." In the context of this statement, discuss the ideas of a philosopher whose ideas you believe are most pertinent to the civil services in India. (Answer in 150 words) 10 Marks

Ideas lead to innovation and innovation lead to inclusion, progress, growth and development.
If Ideas are required for a public servant.

Ideas which are pertinent for Civil Services in India are:-

① Immanuel Kant

①.① Means >> Ends (Deontology)

This is very much required in our civil services because means to an end is the cornerstone of a humane life.

Ex → Completion of a project (end) but providing adequate rehabilitation, resettlement,

EIA, SIA (Means). So Means >> Ends.

①.② Reciprocity :- Always do an action which you think you can take on.

Ex → Civil Services provides a lot of authority and

always we should look from the lens that what if we were at the same place then our actions would be similar or not. (eg) → Tribal Displacement & their Nature Man spirit complex.

2. Gautam Buddha

Idea of Madhyama Marg :- This idea is very much pertinent because many a time situation would arise to follow middle path. (eg) - Resolution of a conflict.

3. John Rawls

Theory of Justice → In which like should be treated alike and not same with unlike. (eg) - Concept of positive discrimination for vulnerable. IAS P. Narkar construction of differently abled infrastructure in Gwalior.

4. Gandhiji

Idea of Sarvodaya → Inclusive development is at the core of civil services. 'Sabka Bath Sabka Vikas' should be the pillar of policy execution.

5. Bhagvad Gita

Yogakshema Varnahyem :- Your welfare is my responsibility. This should be the motto of our civil services.

2. (a) "सत्ता की चुनौती इसके गैर-जिम्मेदारता और भोगवादी उपयोग के बजाय इसके जिम्मेदारपूर्ण अनुप्रयोग में निहित होता है - विशेष रूप से, सत्ता में बैठे लोगों को जनता का शोषण करने के बजाय उसकी सेवा करने के लिए कैसे प्रेरित किया जाए।" सत्ता और लोक सेवा के बीच संबंधों का विश्लेषण कीजिए। क्या आप मानते हैं कि सत्ता की अवधारणा, सेवा के आदर्श के साथ टकराव करती है, या वे एक दूसरे के पूरक हैं? अपने दृष्टिकोण की पुष्टि कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

"The challenge of power lies in its responsible application rather than its irresponsible and indulgent use - specifically, how to motivate those in power to serve the public rather than exploit it." Analyse the relationship between power and public service. Do you believe that the concept of power conflicts with the ideal of service, or do they complement each other? Substantiate your viewpoint. (Answer in 150 words) 10 Marks

There is a saying that "power corrupts and absolute power corrupts absolutely". So, responsible usage of power is required.

Steps to motivate those in power to serve public

- ① Identification of goal should be the priority that why these goals are important. (Eg) Magisterial power to SDM to curb unforeseen situation.
- ② Maintaining highest ethical standards and this can be inculcated through training, sensitization and instilling values like tolerance, integrity and dedication to public service.
- ③ Analysing and realising why the power has been provided and associating that [Power is] because of position and after retirement

Relationship between power & public service

① Power provides us the authority to do good for maximum no. of people. (eg) → DM's discretionary power.

② Power → Public Service

- Justice ✓
- Service Delivery ✓
- Grievance Redressal ✓
- Good for people.

③ Power gives us the ability to reach to the last mile and help. (eg) → During COVID-19, many DM's done exemplary work to help destitute (No ration card still grains) ✓

Power and service ^{are} complementary to each other or they are conflicting

Conflicting

① Corruption :→ Collusive or Coercive corruption.
(eg) - Lala-Beta-Babu (Nk Vohra)

② Avoiding public interest :→ No grievance redressal

Only rule bound and no focus on outcome.

(eg) → Several instances of no construction of civic amenities.

③ Feeling of "Mai Baap" Culture that one is the lord and others are subordinate.

④ Status Quoist and license Raj bureaucracy.
(eg) → Non proliferation of business houses.

Thus, we need an atmosphere where power is used for public service.

- (b) 'मानवीय मूल्य' लोक सेवकों के मानवीय पहलुओं पर जोर देते हैं, जबकि 'लोक सेवा मूल्य' सेवा वितरण की पारदर्शिता और प्रभावशीलता पर ध्यान केंद्रित करते हैं। क्या आपको लगता है कि ये मूल्य प्रणालियाँ एक दूसरे के साथ टकराव करती हैं या एक दूसरे की पूरक हैं? प्रासंगिक उदाहरणों के साथ अपने दृष्टिकोण की पुष्टि कीजिए।
(150 शब्दों में उत्तर दीजिए) 10 अंक

Human values emphasise the humane aspects of public servants, whereas public service values focus on the transparency and effectiveness of service delivery. Do you think these value systems conflict with or complement each other? Justify your perspective with relevant examples.

(Answer in 150 words) 10 Marks

Human values are considered as the most priced values like justice, fair opportunity, love etc. whereas public service values refer to the values that a public servant should uphold for better service delivery etc. like Transparency, Accountability etc.

Complementary value with each other

- ① Values like justice is related to both sphere

(eg) → Providing opportunity to the most vulnerable like Dalits, Tribals etc.

- ② Helps in solving conflicting situation as it can help a person to come to a solution.

(eg) → During a conflict; Human values = Justice, Helping others. Public Service values = Riot control, Peace, Status Quo maintenance.

Human + Public Service = Helping others (Ambulance) + Status Quo (Tear Gas)

③. Coming out of ethical dilemmas.

④ → Doing developmental project; environment conservation
 Human Value = Ecocentricism ; Public Service Value = Timeliness
 Conflict
 ↓
 CAMPA fund ✓

Conflicting Role with each other

④. Confidentiality is required in some public service

④ → In some national security projects; but 'transparency' are of human values. Conflict

②. Doing good for larger people in such situation both have conflicting role. ④ → Tribal displacement for constructing Hydro Power. Tribal (NMS complex) disturbance.

③. Not going beyond rules as in some situation

public servants are bounded by rules and can't do much. ④ → Unable to help elderly if not having Vridha Pension card. (Conflict). But can be resolved using other methods.

④. Strategic autonomy to be maintained

④ → Despite knowing war is unjust (Human Value); bounded by strategic autonomy (Public Service value).

Both these values have a deep influence on a civil servant. We need to balance between both these. Some values are common in both.

3. (a) "जब किसी भी समाज में अच्छे व्यक्ति आत्मसंतुष्ट हो जाते हैं और अपनी सतर्कता और संघर्ष बंद कर देते हैं, तो द्वेषपूर्ण ताकतें प्रबल हो जाती हैं।" भ्रष्टाचार और आधिकारिक कदाचार को रोकने में नागरिक समाज की भूमिका और महत्व पर चर्चा कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक
- "When good individuals in any society become complacent and cease their vigilance and struggle, malevolent forces prevail." Discuss the role and significance of civil society in curbing corruption and official misconduct. (Answer in 150 words) 10 Marks

As per Griffin - "To expose corruption is the highest form of patriotism". But many - a time situation arises where people just accept it and become complacent.

Why complacency emerge?

- ① Chalta hai attitude instilled in the citizenry and it became normal. (Ex) - Bribing a traffic hawldar.
- ② No action after complaining i.e. no strong grievance redressal mechanism. (Ex) - Vacant post of doctor, delhapurita etc.
- ③ Corruption acting as a grease when giving money work is happening. (Ex) - Nazrana to Bureau crats.

Role and significance of civil society in curbing corruption are:-

- ① Advocacy against the rising cases of corruption in the country. (Ex) India Against Corruption

- ② Report and Research work by the NGOs exposing the ills in the society. (Eg) ADR on criminalization of plicity - (40%) MP with criminal antecedent.
- ③ Lobbying for the interest of the people at the last and exposing corruption & in the schemes for their welfare. (Eg) → CHAYA Foundation.
- ④ Information collection from public offices and exposing corruption. (Eg) → 2G Scam, Adarsh Scam through RTI.
- ⑤ Protest and Drama against the official misconduct by the bureaucrats or public officials.
- ⑥ Lobbying for a law to curb corruption.
 - (Eg) → RTI by MKSS.
 - Lokpal Act in UPA-II by IAC protest.

Thus, civil society plays a vital role in curbing corruption. But sometimes they are too part of corruption & foreign funded activism (IB Report)

- (b) क्या आप नारीवादी नीतिशास्त्रियों से सहमत हैं कि महिलाएं "अधिक भावुक" होती हैं और नियमों से अधिक रिश्तों को प्राथमिकता देती हैं, जो एक भिन्न किंतु समान रूप से मूल्यवान नैतिक दृष्टिकोण को दर्शाती हैं? उपयुक्त उदाहरणों के साथ अपने दृष्टिकोण की पुष्टि कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

Do you agree with feminist ethicists that women are 'more emotional' and 'prioritise relationships over rules' reflecting different yet equally valuable ethical perspectives? Justify your viewpoints with suitable examples. (Answer in 150 words) 10 Marks

Women are 'more emotional' and prioritise relationship over rules can't be generalised. Women are also humans only with some physiological differences. However, ^{being} emotional can be helpful too in many situations.

Women → Relationship >> Rules

① Can be useful in current situation when

- Society is in flux and disintegrating.
- Single parenting on rise.
- Mother-father-child bond is decreasing.

Soln :- Better workplace rule which helps to increase the bond. Better maternity policies. This would help in improving productivity & diversity.

② Can help in making workplaces more diverse by coming with policies favourable to women.
 Gen - Inclusive development of all section.

③ Can help to increase their participation in decision making role.

eg → creche facility in parliament, state legislative assembly → more women → decision making.

Women → Relationship → Rules

① Helps in maintaining the sanctity of public offices. eg → No biasness in assigning tender;

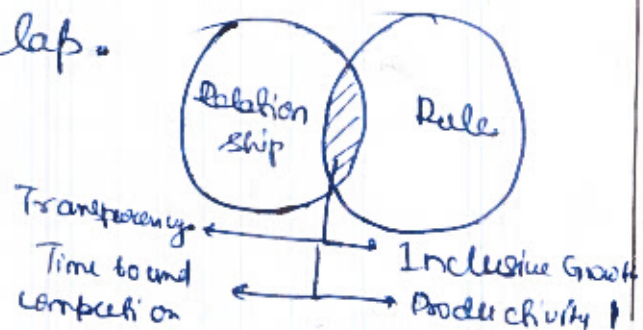
② Helps in upholding public service values.
eg → Transparency, Accountability.

③ Helps in completing the project on time without delay. eg - Tribal displacement.

④ Taking fast & quick decision during conflict.
eg Lathi charge.

⑤ Always result oriented with outcome > output.

Thus, both these values are important and there shall be overlap.



4. (a) आदर्श रूप से, प्रशासन के संदर्भ में नैतिकता और कानून सामंजस्यपूर्ण होने चाहिए, फिर भी उनके बीच टकराव पैदा हो सकता है। एक प्रशासक को कानूनी निर्देशों और नैतिक विचारों के बीच टकराव को कैसे संभालना चाहिए, खासकर जब निर्देश अवैध हों और कानून अन्यायपूर्ण हों? चर्चा कीजिए (150 शब्दों में उत्तर दीजिए) 10 अंक
- Ideally, ethics and law should be harmonious in the context of administration, yet conflicts between them can arise. How should an administrator handle conflicts between legal directives and ethical considerations, particularly when directives are illegal and laws are unjust? Discuss

(B)

(Answer in 150 words) 10 Marks

Both ethics and laws are important for public service delivery and better administration. Law should be ethical and should represent the conscience of the society.

Harmonious law and ethics

- ① POAA due to harassment of SC/ST.
- ② POSH Act due to increasing sexual harassment.
- ③ Amendment in Juvenile Justice Act after Nirbhaya case.
- ④ Rehabilitation & Settlement Policy for the tribal people.

These laws were brought due to change in societal ethics and so harmony is maintained.

Administrators to maintain legal directives & ethical consideration in following ways:-

- ① Asking and giving a note for some amendment required as administrator

know the ground reality and they can influence the legislators.

- ② Directives are illegal then the administrator should try to not implement it and seek guidance from senior. Requirement of directives in writing if at all to implement.
- ③ If laws are unjust than giving some feedback for some amendment.
- ④ Upholding constitutional morality in letter & spirit is the only option ~~left~~ with the administrator. (eg) → Fundamental Rights etc.
- ⑤ Upholding values of dedication to public service, neutrality and impartiality before taking any decision.
- ⑥ Larger good for large people is also the corner stone. (eg) - Use of Suspensive Veto by Dr. APJ Abdul Kalam in Office of Profit Amendment Bill.

Thus, both ethics and laws are important, so, best solution is ethical law.

- (b) सिविल सेवकों के नैतिक मूल्यों को आकार देने में परिवार और शैक्षणिक संस्थानों की भूमिका का आलोचनात्मक मूल्यांकन कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

Critically evaluate the role of family and educational institutions in shaping ethical values among civil servants. (Answer in 150 words) 10 Marks

Both family and educational institutions are very helpful in shaping ethical values. Family is considered as primary social institution, whereas educational institutions as secondary institution.

Role of family in shaping ethical values

- ① Instilling values such as discipline, compassion and respecting elders.
- ② Instilling values when child is like a wet mud can be easily moulded.
- ③ Religious teachings like Bhagvad Gita, Ramayana, Bible can be instilled (moral values)
- ④ Operant Conditioning like reward & punishment for any act. ⑤ - Telling lie - Punishment
Helping others - Reward.

Critical Analysis

- ① Disintegration of family like single parenthood.

working parent and democracy unable to instill values.

② Nuclear family with no grand parents too destroy the moral values. (eg) - values through allegory.

③ Prejudices & biasness → (eg) Patriarchy in a family & treating women as an object.

Role of Education Institutes

① Instilling values like Team Spirit, Discipline, Punctuality.

② Avoiding prejudices and biasness by giving a wider perspective & world view.

③ Role playing exercises for a better understanding
(eg) Chinese School.

④ Social awareness through drama, Plays, Nukkad Natak.

⑤ Whole school approach where pedagogy, curriculum, management all are in coherence.

⑥ Moral lesson to children like Tokebetsu in Japan, Dotoke etc.

Critical Analysis

① Mass cheating sponsored by educational institutes.

② Case of sexual harassment.

③ Feeling of hatred. (eg) MU33 after Nagan slapping incident.
Thus, the above is a vital topic in this incident.

5. (a) सिविल सेवक समाज के कमजोर वर्गों के प्रति सकारात्मक दृष्टिकोण कैसे विकसित कर सकते हैं? कुछ कार्यान्वयन योग्य और व्यावहारिक कदमों का सुझाव दीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक
- How can civil servants cultivate a positive attitude towards the weaker sections of society? Suggest some implementable and practical steps. (Answer in 150 words) 10 Marks

Civil Servants are permanent executive who are there to implement policy measures. They are responsible for the effective service delivery.

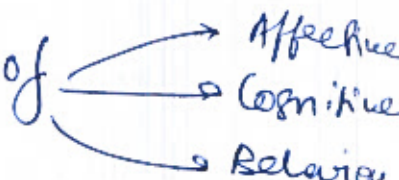
Cultivation of positive attitude towards weaker section of society:→

- ① Training and sensitization of bureaucrats.
 (E)→ Bharat Darshan program.
- ② Interaction with the Vulnerables and their problems. (E)→ Session with Physically Challenged.
- ③ Role Playing exercises done by the civil servants itself to understand the situation.
- ④ Upholding the true meaning of 'Sarvodaya'
 (E)→ Inculcating values like Sarvodaya in civil servant.
- ⑤ Linking their performance

Implementable & Practical Steps are

- ① Linking their performance appraisal with work
on inclusive development and growth.
(eg) 360° appraisal mechanism.
- ② GI training given to civil servant by the
academy & on field senior. (Affective)
(eg) Role Playing in SUNPA.
- ③ All the acts like Transgender Act, PWD Act
and provision should be very clear on their
mind. (eg) IAS P Naxhari Differently abled intro in
(Cognitive) Gwalior.
- ④ Identification of problems faced by them by
field visit and strong feedback mechanism.
(Cognitive)
- ⑤ Implement projects to help them for their
inclusive development.
(eg) IAS Sandeep Nandwari Cafe Able.

Thus, through this positive attitude can be
developed in the civil servant. Working on

all 3 aspects of  Affective
Cognitive would give
Behavioural result.

- (b) व्यावसायिक नीतिशास्त्रियों का मानना है कि बाह्य और आंतरिक विनियम कॉर्पोरेट (निगम) कदाचार को कम करने या रोकने के लिए अपर्याप्त हैं; वे कॉर्पोरेट कुशासन के खिलाफ जाँच के रूप में व्हिसलब्लोइंग (मुखबिरी) तंत्र की उपस्थिति की पुरजोर वकालत करते हैं। क्या आपको लगता है कि व्हिसलब्लोइंग के बिना कॉर्पोरेट प्रशासन अधूरा है? क्यों/क्यों नहीं? समझाइए (150 शब्दों में उत्तर दीजिए) 10 अंक

Business ethicists believe that external and internal regulations are insufficient for curtailing or preventing corporate malpractices; they strongly advocate the presence of whistleblowing mechanisms as a check against corporate misgovernance. Do you think corporate governance is incomplete without whistleblowing? Why/Why not? Explain (Answer in 150 words) 10 Marks

Ethical Corporate Governance is the cornerstone of a healthy corporate culture. It encompasses welfare of all stakeholders = Shareholders, Employees, Govt, Environment, Country's image, Promoter etc.

Need of Whistleblowing

- ① Several cases of unchecked malpractices.
 - ② - Satyam Computer Scandal.
- ② Insider Trading at a larger scale in the corporates.
- ③ Work Culture of several corporates are under scanner.
- ④ Collusive corruption with the higher authorities. (eg) - Environmental Clearance.
- ⑤ Malpractices like fraudulent beneficiary,

⑥ Cases of non-compliance of ICC and sexual harassment

No need of whistleblowing

① Strong corporate governance with current laws, rules, regulation can be sufficient if implemented in letter & spirit. (eg) SEBI Act. Companies Act etc.

② Life threat for the whistleblower can't be outrightly rejected.

③ Loss of work and opportunity to whistleblower.

④ Fraudulent & vexatious attitude of whistleblower, to complaint against the companies etc.

⑤ Rise in ~~no.~~ no. of cases and backlog on the judiciary. (eg) Bangalore employee fraudulent complaint against manager.

Thus whistleblowing is important but with several provisions like protection of life of whistleblower, securing identity and strict provisions against fraudulent complaint.

6. वर्तमान समय में निम्नलिखित उद्धरणों की प्रासंगिकता पर चर्चा करें।

Discuss the relevance of the following quotes to the present times.

- (a) "नैतिक कार्य बाहरी और आंतरिक अदालत, नागरिक और घालू शासक दोनों के अधिकार क्षेत्र से संबंधित हैं; मेरा मतलब मजिस्ट्रेट और विवेक दोनों से है।" - लॉक (150 शब्दों में उत्तर दीजिए) 10 अंक

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

Moral actions are required for everyone in the current scenario. It helps in shaping our conscience with no cognitive dissonance.

Relevance

With growing atrocities against the deprived where cases of rape, bullying, public flashing, urinating on toilets, withstanding on rise. It is the moral actions which will shape our conscience and will keep us on righteous path.

Similarly, when war and conflict is leading to uricide, deteriorating condition of children,

elderly & poor it is our moral action like war relief effort, stopping war through diplomatic efforts etc.

Thirdly, the rise of climate change ill effects this is also due to our immoral actions. Moral actions would be climate finance, climate justice, protocols, reducing emission, avoiding conspicuous consumption etc.

Thus, in today's scenario moral action is required. Moral Action $\neq$ Cognitive Dissonance $\Rightarrow$ Crisis of Conscience

- (b) "अच्छे लोगों को जिम्मेदारी से कार्य करने के लिए कानून की आवश्यकता नहीं होती, जबकि बुरे लोग कानून को दरकिनार करने का कोई रास्ता निकाल ही लेते हैं।" - प्लेटो (150 शब्दों में उत्तर 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

Laws are called the codified collective conscience of the Society. But these laws are followed by good people and are bypassed by violators.

Relevance

Individual level

- ① Bypassing of traffic signals when at night no one is watching →
Lack of Integrity & Conscience.
- ② Cheating in exam also implies lack of conscience.

International level

- ① Cases of money laundering and

Organised crime.

② Case of Greenwash by some Companies. (Q) Diesel Gate Volkswagen.

③ Cases of war and Uranium enrichment.

This is all because those who have

Integrity & Conscience are always morally Upright. But those who are not integral & there is crisis of conscience then they will look for a window to come out for violation.

- (c) "कर्तव्य की भावना कार्य में उपयोगी होती है, लेकिन व्यक्तिगत संबंधों में आपत्तिजनक होती है।" -रसेल
(150 शब्दों में उत्तर दीजिए) 10 अंक

"A sense of duty is useful in work, but offensive in personal relations." Russell

(Answer in 150 words) 10 Marks

Duty is work and work is worship. But work is worship should not be the case in personal relation because it is governed by different emotions & values.

Relevance

Duty in work is very important because it leads to:

- Completion of work ✓
- Sense of achievement ✓
- Greater Promotional Avenue ✓
- Better Career prospects ✓
- Upholding Karma hi
Puja concept

However, sense of duty in personal relationship is not in

Just a mundane relationship with
no emotion. Only a mechanical
kind of relationship. Such relation-
ship may lead to disenchantment
and often lead to separation.

In present scenario due to excessive
work load & pressure such cases
are on rise. We need to follow
a balanced approach. Australia's
Right to Disconnect can be an
enabler in this regard.

खण्ड-B / Section-B

7. एक दुखद घटना में, जिसने समुदाय को गहराई से प्रभावित किया, शहर के परिवहन विभाग द्वारा संचालित एक सार्वजनिक परिवहन बस ब्रेक फेल होने के कारण खाई में गिर गई। इस भयावह घटना के परिणामस्वरूप कई यात्रियों और चालक की मृत्यु हो गई। सुरक्षा प्रमुख के रूप में, इस दुर्घटना के अंतर्निहित कारणों की जाँच करने और उनका समाधान करने की जिम्मेदारी आप पर है। यह दुर्घटना एक खड़ी ढाल वाली पहाड़ी मार्ग पर हुई, जो बस संचालन के लिए एक नाजुक और चुनौतीपूर्ण क्षेत्र है। शुरुआती जाँच में दो प्राथमिक कारण सामने आए:

1. चालक शराब के नशे में पाया गया।
2. रखरखाव टीम ने बस की ब्रेकिंग प्रणाली की पर्याप्त रूप से मरम्मत/सर्विस नहीं की थी।

इन निष्कर्षों ने परिवहन प्रणाली के मानवीय और यांत्रिक दोनों पहलुओं में गंभीर खामियों को उजागर किया।

जाँच पूरी होने पर आपको स्थिति की जटिलता का एहसास हुआ। कई अनिश्चितताएँ और अस्पष्टताएँ थीं, जो जिम्मेदारी के सीधे निर्धारण या किसी निश्चित निष्कर्ष को रोक रही थीं। अगर रखरखाव टीम ने अपने कर्तव्यों का ईमानदारी से पालन किया होता तो दुर्घटना को टाला जा सकता था। इसी तरह, अगर बस चालक नशे में नहीं होता, तो वह बस को खाई में गिरने से बचा सकता था।

सुरक्षा प्रमुख के रूप में, आपकी रिपोर्ट के निष्कर्षों के महत्वपूर्ण परिणाम होंगे। सबसे पहले, यदि चालक को उसके नशे के कारण दोषी माना जाता है, तो उसके परिवार को मृत्यु के बाद मिलने वाले लाभों की एक बड़ी राशि खोनी पड़ सकती है क्योंकि वह ड्यूटी के दौरान नशे के प्रभाव में था। दूसरे, यदि आप चालक के नशे को छिपाते हैं और घटना के लिए केवल खराब रखरखाव को जिम्मेदार ठहराते हैं, तो रखरखाव दल को नौकरी से निकाल दिया जाएगा। इस स्थिति में रिपोर्ट को अंतिम रूप देने से पहले गहन आत्मनिरीक्षण की आवश्यकता थी।

- (a) उपर्युक्त मामले में निहित नैतिक मुद्दों और दुविधाओं की पहचान कीजिए।
- (b) उपर्युक्त मामले में आपके पास क्या विकल्प उपलब्ध हैं?
- (c) आपको क्या लगता है कि नशे में धुत ड्राइवर की व्यक्तिगत जिम्मेदारी पर ध्यान केंद्रित करना अधिक नैतिक है या रखरखाव विफलताओं के व्यापक प्रणालीगत मुद्दे पर? प्रासंगिक नैतिक सिद्धांतों के साथ अपने उत्तर की पुष्टि कीजिए।

(250 शब्दों में उत्तर दीजिए) 20 अंक

In a tragic incident that profoundly impacted the community, a public transport bus operated by the city's transportation department plummeted into a ravine due to brake failure. This catastrophic event resulted in the fatalities of several passengers and the driver. As the Head of Safety, the responsibility to investigate and address the underlying causes of this accident is incumbent upon you.

The accident occurred on a steep mountainous route, a critical and challenging area for bus operations. Initial investigations revealed two primary causes:

1. The driver was found to be under the influence of alcohol. ✓ ①
2. The maintenance team had not adequately serviced the bus's braking system. ②

These findings highlighted severe lapses in both the human and mechanical aspects of the transport system. ✓ ③

Upon concluding the inquiry, you realized the complexity of the situation. There were numerous uncertainties and ambiguities preventing a straightforward assignment of responsibility or a definitive conclusion. The accident might have been averted if the maintenance team had performed their duties diligently. Similarly, if the bus driver had not been intoxicated, he might have been able to prevent the bus from falling into the ravine. ④

As the Head of Safety, the conclusions of your report carry significant consequences. Firstly, if the driver is deemed culpable due to his intoxication, his family may lose a substantial amount of post-death benefits because he was under the influence while on duty. Secondly, if you conceal the driver's intoxication and attribute the incident solely to poor maintenance, the maintenance crew would face job termination.

This situation required extensive introspection before finalizing the report.

- Identify the ethical issues and dilemmas in the above case.
- What are the options available to you in the above case?
- What do you think is more ethical to focus on the personal responsibility of the driver, who was intoxicated, or on the broader systemic issue of maintenance failures? Justify your answer with relevant ethical theories.

(Answer in 250 words) 20 marks

The above case study highlights the situation where a bus has fallen into a ravine. There are multiple reasons and being the safety head my role is to investigate the matter.

(a) Ethical Issues

- Intoxicated driver → failure of system to check.
- Maintenance not properly → failure of the system.
- Loss of lives of the passenger and driver.
- Family of driver suffering.
- Families of all the person who lost lives suffering.
- Corruption and irresponsibility in the system.

Ethical dilemmas

- ① Driver's family benefit V/s Maintenance staff jobs.
- ② Family of relatives who lost life V/s Inefficient transport department.
- ③ Safety of passengers V/s Department Negligence.
- ④ Short term relief V/s Long Term impacts of strong check - balances.

Options available

- ① Intoxicated driver ~~was~~ should be punished as he lost his life. So, family may suffer.
- ② Maintenance staff to be reprimanded.
- ③ Both intoxicated driver and maintenance staff should bear the responsibility.

Long Term

- ① Devising a strong check & Balance

Method like

- (1.1) Breathe Analyser test for the drivers before driving.
↓
- (1.2) Fail → Suspension
Pass → Okay ✓
- (1.3) Maintenance staff proper training and equipment (Capacity Building).
- (1.4) Check book with what to check & how to check like CLRI Standards.
- (1.5) Safety audit of buses by high rank officials randomly and on violation strict actions
- (1.6) Surprise check by the head of Safety dept. twice a month on any day of any bus.

③ I think we should focus on both the issues.

① Intoxicated driver

Theories

①.1 Alcohol drinking during office hour → lack of dedication to public service, irresponsible behaviour.

• End >> Mean

- Charaka Theory imbibed by him
- Moral corruption.

② Systemic issues

Theory

②.1 Failure to address the intoxication of driver and reason behind the intoxication and the no. of times he had done it before.

Means >> Ends

Immanuel Kant

②.2 Systemic failure on the account of maintenance staff.

Reasons :-

- Lack of expertise.
- Lack of spare parts.
- Lachadical Approach.
- No guidance from senior.

• Means >> Ends

- Going to the root cause of problem

⇓

Buddha's Philosophy.

I think both these cases are of systemic failure only ; in both system fails to

8. रक्षा मंत्रालय के सूचना के अधिकार (आरटीआई) प्रभाग में एक अधिकारी के रूप में, आपकी प्राथमिक जिम्मेदारी प्रासंगिक विवरण प्रस्तुत करके आरटीआई प्रश्नों का जवाब देना है। इनमें से अधिकतर आरटीआई आवेदन निविदा जानकारी और खरीद अनुबंधों से संबंधित होते हैं। हालाँकि, कभी-कभी, संवेदनशील मामलों से संबंधित आवेदन भी आते हैं, जिनमें आपको जवाब देने से पहले कानूनी सलाह लेने और अपने वरिष्ठ से अनुमोदन प्राप्त करने की आवश्यकता होती है।

हाल ही में, एक आरटीआई आवेदन प्राप्त हुआ जिसमें संवेदनशील विभागीय पहल शामिल थी। प्रोटोकॉल का पालन करते हुए, आपने कानूनी सलाह माँगी, और कानूनी अधिकारी ने आपके जवाब को मंजूरी दे दी। हालाँकि, आपके वरिष्ठ ने उत्तर को मंजूरी नहीं दी और आपको अपने जवाब में अपारदर्शी रहने का निर्देश दिया। कमांड की श्रृंखला का सम्मान करते हुए, आपने अपने वरिष्ठ के निर्देश का पालन किया और एक अस्पष्ट और गैर-सूचनात्मक उत्तर दिया।

प्रारंभिक जवाब से विचलित हुए बिना, आवेदक ने दृढ़ता का परिचय देते हुए आवेदन को पुनः प्रस्तुत किया। एक बार फिर, आपने अपने वरिष्ठ के निर्देशों का पालन किया और जवाब को जानबूझकर अस्पष्ट रखा। यह सिलसिला जारी रहा और आवेदक लगातार आवेदन करता रहा।

एक दिन, इस आरटीआई मामले से जुड़ा पूरा ईमेल लीक हो गया और मीडिया तक पहुँच गया। यह पता चला कि लगातार आवेदन करने वाला व्यक्ति एक आरटीआई कार्यकर्ता था, जो सरकारी विभागों में पारदर्शिता और जवाबदेही सुनिश्चित करने के लिए समर्पित था। मीडिया कवरेज ने रक्षा मंत्रालय द्वारा आरटीआई अनुरोधों, विशेष रूप से संवेदनशील जानकारी से संबंधित मामलों से निपटने के तरीके पर महत्वपूर्ण सार्वजनिक ध्यान और जाँच को आकर्षित किया।

मीडिया में आने के बाद, आपके वरिष्ठ अधिकारी ने आपको अस्पष्ट प्रतिक्रियाओं की जिम्मेदारी लेने का निर्देश दिया। आप अपने कार्यों और निर्णयों पर सवाल उठाते हुए रह गए, यह सोचते हुए कि आपसे कहाँ गलती हुई।

- उपर्युक्त मामले में निहित नैतिक मुद्दों और दुविधाओं की पहचान कीजिए।
- उपर्युक्त मामले में आपके पास क्या विकल्प उपलब्ध हैं?
- आरटीआई कार्यकर्ता की दृढ़ प्रकृति और जनता के सूचना के अधिकार को ध्यान में रखते हुए, आपको राष्ट्रीय सुरक्षा चिंताओं और पारदर्शिता और जवाबदेहिता के सिद्धांतों के बीच तनाव को कैसे दूर करना चाहिए? स्पष्ट कीजिए

(250 शब्दों में उत्तर दीजिए) 20 अंक

As an officer in the Right to Information (RTI) division of the Defence Ministry, your primary responsibility is to respond to RTI queries by furnishing relevant details. Most of these RTI applications pertain to tender information and procurement contracts. However, occasionally, applications concerning sensitive matters arise, requiring you to seek legal advice and obtain approval from your senior before responding.

Recently, an RTI application was received that involved sensitive departmental initiatives. Following protocol, you sought legal advice and the legal officer cleared the response. However, your senior did not approve the reply and instructed you to be opaque in your response. Respecting the chain of command, you adhered to the senior's directive and provided a vague and non-informative reply.

Undeterred by the initial response, the applicant resubmitted the application, demonstrating persistence. Once again, you followed the senior's instructions and kept the response deliberately vague. This cycle continued, with the applicant becoming increasingly relentless.

One day, the entire email trail related to this RTI case got leaked and found its way to the media. It was revealed that the persistent applicant was an RTI activist, dedicated to ensuring transparency and accountability within government departments. The media coverage brought significant public attention and scrutiny to the Defence Ministry's handling of RTI requests, particularly those concerning sensitive information.

In the aftermath of the media exposure, your senior officer instructed you to take responsibility for the opaque responses. You were left questioning your actions and decisions, pondering where you might have gone wrong.

- (a) What are the ethical issues and dilemmas in the above case?
- (b) What are the options available to you in the above case?
- (c) Considering the persistent nature of the RTI activist and the public's right to information, how should you navigate the tension between national security concerns and the principles of transparency and accountability? Explain

(Answer in 250 words) 20 marks

The above case study highlights the issue of RTI which is very significant for information to be disseminated to the public. However, in some instances it is difficult to reveal the information due to opacity & confidentiality.

a) Ethical Issues

- ① Maintaining chain of command by not dispensing information.
- ② Not following advice of legal officers.
- ③ Medial trials being initiated.
- ④ Senior asking to take the accountability for the situation.

b) RTI Activism Ethical dilemmas

- ① Confidentiality V/S Right to know.
- ② RTI Activism V/S National Security.
- ③ Chain of command V/S Information sharing.

④ Transparency V/s ~~or~~ Opaqueness.

⑤ Options available with me

① ~~1~~ Giving information through the RTI.

② Asking seniors to give permission to share information.

③ If denied permission asking him in writing the reason for denial.

④ To enhance accountability, disseminate information.

⑥ To navigate tension between national security concerns and principles of transparency and accountability

Actions

Ethical Justification

① Information Sharing on a legal advice

Bring about accountability & transparency.

Upholding Right to Information, a fundamental

Right U/a 19(1).

② Not giving information if jeopardizing national security.

- Upholding the national security first because

Fundamental Rights also come with reasonable restriction.

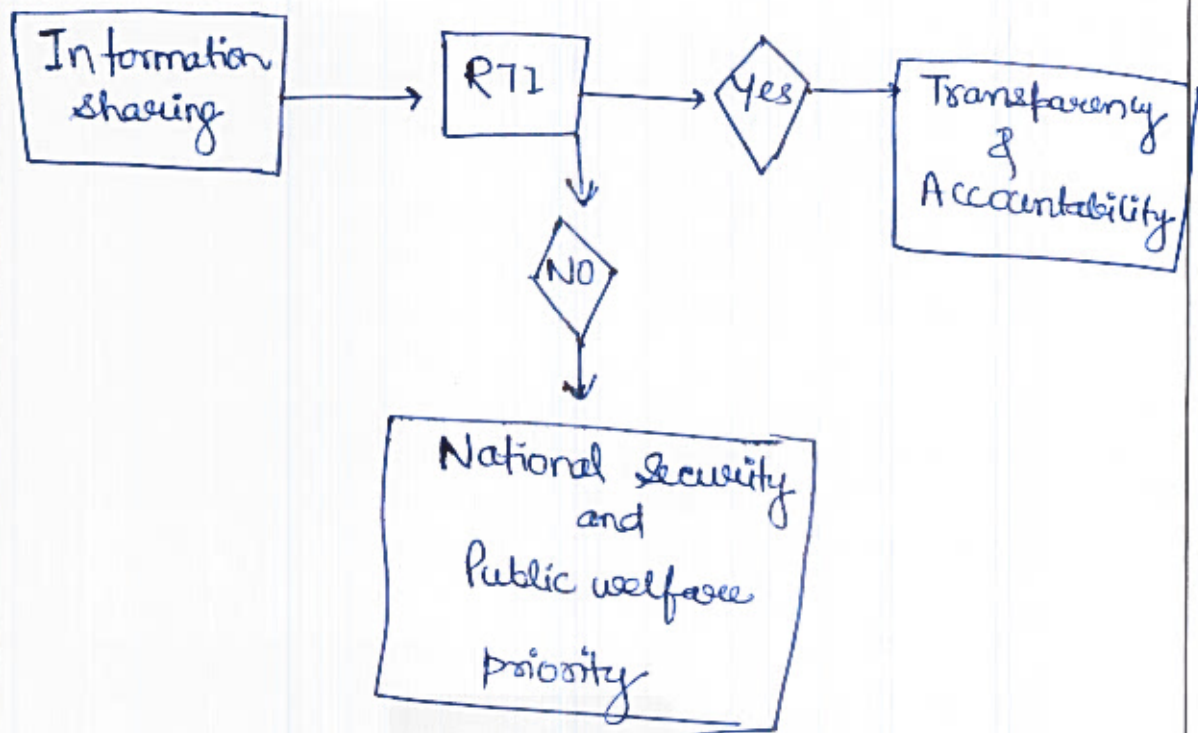
- Secondly, follow Utilitarian principle Maximum good for maximum number of people.

Nation's security for maximum good.

③ Always seeking advice from legal team

- Technical knowhow better known by them.

- Subject matter experts.



Thus, a balance is required to maintain.

However, even in RTI Act it is said that

if the information confidentiality << Public welfare

then it should be shared without any doubt.

9.

एक समर्पित खंड विकास अधिकारी (बीडीओ) के रूप में, आपके कर्मचारियों द्वारा आपका बहुत सम्मान किया जाता है और आपके रचनात्मक कार्यों के लिए आपके वरिष्ठों द्वारा आपकी सहायता की जाती है। राज्य सरकार ने सूचना और संचार प्रौद्योगिकी (आईसीटी) का उपयोग करते हुए एक महिला स्व-रोजगार योजना के संचालन के लिए आपके अधिकार क्षेत्र में कई गाँवों का चयन किया है। परियोजना को एक गैर-सरकारी संगठन (एनजीओ) द्वारा कार्यान्वित किया जाना है, और आपको लॉजिस्टिक और अन्य आवश्यक सहायता प्रदान करने का निर्देश दिया गया है। एनजीओ स्टाफ ने उन युवतियों से मुलाकात और पहचान करके अपना काम शुरू किया जो प्रशिक्षण और कौशल विकास के लिए उपयुक्त उम्मीदवार थीं। पहचान के बाद, इन युवतियों को एक स्टार्टर किट प्रदान की गई, जिसमें एक ब्रॉडबैंड डोंगल, एक 10 इंच का टैबलेट और कुछ पढ़ने की सामग्री शामिल थी। प्रशिक्षण गंभीरता से शुरू हुआ और चयनित युवतियों ने सीखने के लिए बहुत उत्साह और उत्सुकता दिखाई। प्रारंभ में, इस परियोजना में सफलता के आशाजनक संकेत दिखे।

हालाँकि, एक दिन, गाँव के बुजुर्ग इस पायलट योजना को रोकने के अनुरोध के साथ आपके पास आए। उन्होंने चिंता व्यक्त की कि ये उपकरण और ऑनलाइन शिक्षण युवा महिलाओं को भ्रष्ट कर रहे हैं। उनका मानना था कि लड़कियाँ सीखने के बजाय टैबलेट पर केवल वीडियो देख रही थीं। बुजुर्गों ने सुझाव दिया कि सिलाई या खाना पकाने जैसे व्यावसायिक कौशल प्रशिक्षण, डिजिटल कौशल से अधिक फायदेमंद होगा। उनकी चिंताओं को सुनने के बाद, आपने उन्हें आश्वासन दिया कि आप मामले की जाँच करेंगे।

एनजीओ कर्मचारियों से पूछताछ करने पर, उन्होंने स्पष्ट किया कि देखे जा रहे वीडियो शैक्षिक थे, और वे उचित उपयोग सुनिश्चित करने के लिए बैकएंड सिस्टम के माध्यम से प्रशिक्षुओं के ब्राउजिंग व्यवहार की निगरानी कर रहे थे। एनजीओ कर्मचारियों ने यह भी बताया कि गाँव के कुछ पुरुष इस प्रक्रिया से खुद को अलग महसूस कर रहे हैं और महिलाओं को प्रशिक्षण सत्र में भाग लेने से रोकने का प्रयास कर रहे हैं। एक बीडीओ के रूप में, आप गाँवों में महिलाओं के लिए इस योजना के महत्व और संभावित लाभों को समझते हैं। हालाँकि, आप यह भी जानते हैं कि यदि पुरुषों की अंतर्निहित मानसिकता के मुद्दों को तुरंत संबोधित नहीं किया जाता है, तो संपूर्ण कौशल विकास प्रयास कमजोर हो सकता है। एक प्रतिबद्ध लोक सेवक के रूप में, आपने कुछ निवारक कार्रवाई करने का निश्चय किया क्योंकि आपने देखा कि लोगों के बीच तनाव बढ़ रहा है।

- उपयुक्त मामले में निहित नैतिक मुद्दों और दुविधाओं की पहचान कीजिए।
- उपयुक्त मामले में आपके पास क्या विकल्प उपलब्ध हैं?
- एनजीओ कर्मचारियों से प्राप्त फीडबैक पर विचार करते हुए कि गाँव के पुरुष खुद को उपेक्षित महसूस कर रहे हैं और महिलाओं को प्रशिक्षण सत्रों में भाग लेने से रोकने का प्रयास कर रहे हैं, आप कार्यक्रम में उनके समावेशन और समर्थन को सुनिश्चित करने के लिए क्या रणनीतियाँ लागू करेंगे? (250 शब्दों में उत्तर दीजिए) 20 अंक

As a dedicated Block Development Officer (BDO), you are highly respected by your staff and appreciated by your superiors for your constructive work. The state government has selected several villages within your jurisdiction to pilot a women's self-employment scheme utilising Information and Communication Technology (ICT). The project is to be implemented by a Non-Governmental Organization (NGO), and you have been instructed to provide logistical and other necessary support.

The NGO staff commenced their work by meeting and identifying young women who appeared to be suitable candidates for training and skill development. Following identification, these young women were provided with a starter kit, which included a broadband dongle, a 10-inch tablet, and some reading material. The training began in earnest, and the selected young women exhibited great enthusiasm and eagerness to learn. Initially, the project showed promising signs of success.

However, one day, village elders approached you with a request to halt the pilot scheme. They expressed concerns that the devices and online learning were corrupting the young women. They believed that the girls were merely watching videos on the tablets instead of learning. The elders suggested that vocational

skills training, such as stitching or cooking, would be more beneficial than digital skills. After listening to their concerns, you assured them that you would investigate the matter.

Upon inquiring with the NGO staff, they clarified that the videos being viewed were educational, and they were monitoring the trainees' browsing behaviour through backend systems to ensure appropriate usage. The NGO staff also pointed out that some village men felt excluded from the process and were attempting to dissuade the women from participating in the training sessions.

As a BDO, you recognize the scheme's importance and potential benefits for the women in the villages. However, you are also aware that if the men's underlying mindset issues are not addressed promptly, the entire skill development effort could be undermined. As a committed public servant, you were determined to take some preventive action as you noticed tensions brewing among the men.

- What the issues that you notice in the above case?
- What are actionable options available to you?
- Considering the feedback from the NGO staff about village men feeling left out and attempting to dissuade women from attending training sessions, what strategies would you implement to ensure their inclusion and support for the program?

(Answer in 250 words) 20 marks

The above case study highlights the issue of empowerment of women. But the patriarchal mindset comes in between to make a halt in the process.

(a) Ethical issues in the above case are:-

- Patriarchal mindset of the men and it is shown by
 - False allegation by them
 - Brewing tension.

(2) Women empowerment

(3) Backend surveillance of browsing behaviour of women. (Right of Privacy - Art. 21 Puttaswamy case)

④ Potential halting of the project due to Village men tension.

⑤ Options available with me

For Patriarchal mindset

① Calling all the male members and giving Gender sensitization training.

② Role models (girls) who have done exceptionally well to be called and male members ~~to be~~ should look at them.

③ Eliminating prejudices by successful implementation of project.

④ Tangible benefits to be counted like increase source of income, better standard of living and education to the next generation.

- ⑤ Secondly, launching or trying some ventures for male members too to make them productive.

For NGO

- ① Privacy issue asking them not to violate privacy of girls.
- ② If possible ~~and~~ allow only those apps which would provide educational content and this could be done.

For Girls

- ① Reminding them that it is for educational purpose and full use must be done of this tablet & internet.
- ② Strategies to be included to engage them
 - ① After consulting higher authorities.
 - ② Coming up with a plan ~~to~~ with a NGO to start co-operative of men

related to dairy farming, agriculture etc.
so that they are engaged.

③ This would augment the girl's effort
and also a better future for all in
the village.

④ For attitude change,

- Cognitive effort : → Girls are equal as boys.
- Affective effort : → They are our daughter,
sister and we are one
family
- Their growth is our
growth.
- Behavioural : - Supporting them in their
daily chores if possible.

Through all this effort we can achieve
women led development. McKinsey gender
parity in work would fuel GDP to rise \$18tr

10. वरिष्ठ आईएस अधिकारी श्री राजेश कुमार, शहरी विकास विभाग के प्रमुख सचिव के पद पर तैनात हैं। श्री कुमार घनी आबादी वाले शहरी झुग्गी-झोपड़ियों को बेहतर सुविधाओं के साथ आधुनिक आवासीय क्षेत्र में बदलने के लिए एक प्रमुख अवसंरचना परियोजना की देखरेख करते हैं।

श्री कुमार की "शहरी नवीनीकरण पहल" परियोजना में एक बहु-चरणीय योजना शामिल है। पहले चरण में निवासियों को अस्थायी आवास में स्थानांतरित करने पर ध्यान केंद्रित किया जाता है तथा नए अपार्टमेंट परिसरों पर निर्माण शुरू होता है। इस परियोजना में आधुनिक सीवेज सिस्टम, स्वच्छ पेयजल सुविधाएँ, सामुदायिक स्वास्थ्य केंद्र और स्कूल स्थापित करना भी शामिल है। इसका व्यापक लक्ष्य झुग्गी-झोपड़ियों में रहने वाले लोगों की सामाजिक-आर्थिक स्थिति को ऊपर उठाना, उन्हें बेहतर अवसर और जीवन स्तर के लिए मार्ग प्रदान करना है।

हालाँकि, इस परियोजना को एक स्थानीय राजनीतिक नेता, श्री शर्मा, जिनका क्षेत्र में काफी प्रभाव है, के कड़े विरोध का सामना करना पड़ रहा है। श्री शर्मा का तर्क है कि पुनर्विकास से कई निवासी विस्थापित हो जायेंगे और उनका जीवन अस्त-व्यस्त हो जायेगा। हालाँकि ये चिंताएँ जायज हैं, लेकिन यह भी स्पष्ट है कि श्री शर्मा का विरोध झुग्गी बस्ती में वोट बैंक पर अपना नियंत्रण बनाए रखने के उनके निहित स्वार्थ से प्रेरित है। परियोजना के प्रति उनका विरोध इस डर से उपजा है कि अगर निवासियों के जीवन स्थितियों में सुधार हुआ और वे उनके संरक्षण पर कम निर्भर हो गए तो वे अपनी शक्ति खो देंगे।

एक निजी बैठक में, श्री शर्मा ने श्री कुमार को एक समझौते का प्रस्ताव दिया। यदि सरकार श्री शर्मा के सहयोगियों और परिवार के सदस्यों द्वारा नियंत्रित कंपनियों को निर्माण का अनुबंध देती है, तो वह अपना विरोध वापस ले लेंगे और परियोजना का समर्थन करेंगे। इस समझौते से परियोजना में तेजी आएगी और यह सुनिश्चित होगा कि निवासियों को वादा किए गए लाभ तुरंत मिलें। हालाँकि, श्री शर्मा की शर्तों से सहमत होने का मतलब सार्वजनिक खरीद में पारदर्शिता और निष्पक्षता के नैतिक सिद्धांतों से समझौता करना होगा।

श्री कुमार नैतिक रूप से बंधे हुए थे। श्री शर्मा की शर्तों से सहमत होने का मतलब भ्रष्ट आचरण में शामिल होना होगा, और सौदे को अस्वीकार करने से परियोजना में देरी हो सकती है या यहाँ तक कि परियोजना पटरी से उतर सकती है, जिससे झुग्गी-झोपड़ी के निवासी अपनी जीवन स्थितियों में बहुत जरूरी सुधार से वंचित हो सकते हैं।

- उपर्युक्त मामले में निहित नैतिक मुद्दों और दुविधाओं की पहचान कीजिए।
- उपयोगितावादी दृष्टिकोण को ध्यान में रखते हुए, क्या आपको लगता है कि श्री कुमार को झुग्गी-झोपड़ियों के निवासियों की बेहतरी के लिए परियोजना में तेजी लाने के श्री शर्मा के प्रस्ताव को स्वीकार कर लेना चाहिए था? क्यों अथवा क्यों नहीं?
- गुण नीतिशास्त्र (virtue ethics) के संदर्भ में, श्री कुमार जैसे वरिष्ठ सिविल सेवक के लिए नैतिक चरित्र और सत्यनिष्ठा के महत्व पर चर्चा कीजिए। इस दुविधा को हल करने में इन गुणों को उनके कार्यों का मार्गदर्शन किस प्रकार से करना चाहिए?

(250 शब्दों में उत्तर दीजिए) 20 अंक

Mr. Rajesh Kumar, a senior IAS officer is posted as Principal Secretary of the Department of Urban Development. Mr. Kumar oversees a major infrastructure project to transform a densely populated urban slum into a modern residential area with improved amenities.

Mr. Kumar's "Urban Renewal Initiative" project involves a multi-phase plan. The first phase focuses on relocating residents to temporary housing while construction begins on new apartment complexes. The project also includes the installation of modern sewage systems, clean drinking water facilities, community healthcare centres, and schools. The overarching goal is to uplift the socio-economic conditions of the slum dwellers, offering them a path to better opportunities and living standards.

However, the project faces stiff opposition from a local political leader, Mr. Sharma, who has considerable influence in the area. Mr. Sharma argues that the redevelopment will displace many residents and

disrupt their lives. While these concerns are valid, it is also evident that Mr. Sharma's opposition is motivated by his vested interest in maintaining control over the vote bank in the slum. His opposition to the project stems from a fear of losing this power if the residents' living conditions improve and they become less reliant on his patronage.

In a private meeting, Mr. Sharma proposes a deal to Mr. Kumar. If the government awards construction contracts to firms controlled by Mr. Sharma's associates and family members, he will withdraw his opposition and support the project. This deal would expedite the project, ensuring the residents receive the promised benefits immediately. However, agreeing to Mr. Sharma's terms would mean compromising on the ethical principles of transparency and fairness in public procurement.

Mr. Kumar was in a moral bind. Agreeing to Mr. Sharma's terms would mean engaging in corrupt practices, and rejecting the deal could delay or even derail the project, depriving the slum residents of much-needed improvements to their living conditions.

- What are the ethical issues and dilemmas in the above case?
- Considering the utilitarian perspective, do you think Mr. Kumar should have accepted Mr. Sharma's proposal to expedite the project for the greater good of the slum residents? Why or why not?
- In the context of virtue ethics, discuss the importance of moral character and integrity for a senior civil servant like Mr. Kumar. How should these virtues guide his actions in resolving the dilemma?

(Answer in 250 words) 20 marks

The above case study is related to the development of a slum. A project hinderance by local politician because of fear of losing clout. Secondly, asking for a favour to revoke its protest.

① Ethical issues

① Slum re-development plan getting delayed and derailed.

② Sharma, the politician protest for the project.

③ Backward socio economic conditions of the

Slum dweller.

- ④ Slum dwelling leading to health condition deteriorating etc.
- ⑤ Collusive corruption to provoke protest by Mrs. Sharma.

Ethical Dilemmas

- ① Project delayed / delayed vs Consensus on giving contract to Mrs. Sharma's associate.
- ② Slum dwelling vs Corruption.
- ③ Larger good of larger people vs Corruption.
- ④ In my opinion, Mrs. Kumar should not accept to Mrs. Sharma's offer because.
- ① Slipper slope for Mrs. Kumar and he may succumb to such pressure in future.
- ② Wrong Precedence for the whole department and the administration.

- ③ Increasing influence of Mr. Sharma in the locality again.
- ④ Means < Ends if he succumbed to the pressure of Mr. Sharma, which should not be the case in public administration.
- ⑤ Constitutionalism and being fair and transparent is violated in such case.
- ⑥ Other's rightful claims of proper bidding, following procedure & getting the project is violated.
- ⑦ Crisis of Conscience for Mr. Kumar.

If he would have accepted the deal then

- ① Project timely completion.
- ② Socio economic conditions improved.
- ③ Mr. Sharma would become more powerful.

- ③ Virtue ethics says that if we uphold certain values for a longer time it becomes our personality trait.

Moral Integrity plays a vital role for

senior bureaucrat like Mr. Kumar as :-

For individual

- ① Helps in beating the crisis of conscience.
- ② Upholding constitutionalism in letter & spirit.
- ③ Always sticking to the principle of satyameva Jayate.
- ④ No cognitive dissonance for such bureaucrat.

For Political Party

- ⑤ Helps in being neutral & non-partisan towards any ideology.

For colleagues

- ⑥ Showing leadership trait and leading by example.

- ⑦ Influencing others' to follow such trait in the future.

For Public

- ⑧ Trust and Confidence building.
- ⑨ Believing in constitutional principles.

Thus, moral uprightness and strong ethics are required for a civil servant. Ability of not succumbing to political pressure is another advantage.

11. सुश्री अनन्या राव महाराष्ट्र में एक जिला कलेक्टर के पद पर कार्यरत हैं। जिला एक महत्वाकांक्षी बुनियादी ढांचा परियोजना, ग्रामीण संपर्क परियोजना पर काम कर रहा है, जिसे दूरदराज के गाँवों और मुख्य शहरों के बीच सड़क संपर्क में सुधार के लिए डिज़ाइन किया गया है। यह परियोजना ग्रामीण आबादी के लिए बाजारों, स्वास्थ्य देखभाल और शिक्षा तक आसान पहुँच सहित कई महत्वपूर्ण लाभों का वादा करती है।

हालाँकि, यह परियोजना विवादों में घिरी हुई है। पर्यावरणविदों का तर्क है कि इसके निर्माण से स्थानीय जंगलों और वन्यजीव आवासों को अपूरणीय क्षति होगी। स्थानीय कृषक समुदाय सड़क विस्तार के कारण कृषि भूमि खाने को लेकर चिंतित हैं। प्रभावित परिवारों के लिए अपर्याप्त मुआवजे और अपर्याप्त पुनर्वास योजनाओं के भी आरोप हैं।

जैसे-जैसे परियोजना आगे बढ़ती है, पर्यावरण, कृषि और लोक निर्माण विभाग (पीडब्ल्यूडी) सहित विभिन्न विभाग निर्णय लेने की प्रक्रिया में शामिल होते हैं। प्रत्येक विभाग की अपनी विशिष्ट जिम्मेदारियाँ हैं। पर्यावरण विभाग को पर्यावरणीय प्रभाव का आकलन करने का काम सौंपा गया है, कृषि विभाग किसानों के अधिकारों को सुनिश्चित करने के लिए जिम्मेदार है, और लोक निर्माण विभाग निर्माण कार्य को निष्पादित करने के लिए जिम्मेदार है।

सुश्री राव, अपनी क्षमता में, इन विभागों के बीच समन्वय की देखरेख करती हैं। हालाँकि, परस्पर विरोधी प्राथमिकताओं और जवाबदेहिता की कमी के कारण इस परियोजना में देरी हो रही है और सार्वजनिक आलोचना बढ़ रही है। पर्यावरण प्रभाव मूल्यांकन अधूरा है, किसानों की चिंताओं का समाधान नहीं हुआ है, और निर्माण की समय सीमा समाप्त हो गई है। एक महत्वपूर्ण बैठक में, राज्य के मुख्य सचिव श्री विक्रम पटेल ने परियोजना को आगे बढ़ाने की तात्कालिकता पर जोर दिया और देरी, प्रगति की कमी और समग्र गैर-प्रदर्शन के लिए सुश्री राव को जिम्मेदार ठहराया। सुश्री राव निराश होकर बैठक से बाहर निकलीं और उन्हें लगा कि देरी के लिए उन्हें जवाबदेह ठहराना अनुचित था क्योंकि परियोजना में अन्य लोग भी शामिल थे।

- उपरोक्त मामले में निहित नैतिक मुद्दों और दुविधाओं की पहचान कीजिए।
- सुश्री राव के पास उपलब्ध विकल्प क्या हैं?
- आप सुश्री राव के लिए किस प्रकार की कार्रवाई का सुझाव देंगे? क्यों?
- क्या आपको लगता है कि देरी के लिए सुश्री राव को जवाबदेह ठहराना उचित था? क्यों/क्यों नहीं?

(250 शब्दों में उत्तर दीजिए) 20 अंक

Ms. Ananya Rao serves as a District Collector in Maharashtra. The district is embarking on an ambitious infrastructure project, the Rural Connectivity Project designed to improve road connectivity between remote villages and main towns. This project promises significant benefits, including easier access to markets, healthcare, and education for the rural population.

The project, however, is mired in controversy. Environmentalists argue that the construction will cause irreparable damage to local forests and wildlife habitats. Local farming communities are concerned about losing agricultural land due to road expansion. There are also allegations of inadequate compensation and resettlement plans for affected families.

As the project progresses, various departments, including the Environment, Agriculture, and Public Works Department (PWD), are involved in the decision-making process. Each department has specific responsibilities. The Environment Department is tasked with assessing environmental impact, the Agriculture Department is responsible for ensuring farmers' rights, and the PWD is responsible for executing construction.

Ms. Rao, in her capacity, oversees the coordination among these departments. However, the project faces delays and mounting public criticism due to conflicting priorities and lack of accountability. Environmental assessments are incomplete, farmers' concerns remain unaddressed, and construction deadlines are missed.

In a critical meeting, the state Chief Secretary, Mr. Vikram Patel, emphasized the urgency of advancing the project and held Ms. Rao accountable for the delays, lack of progress, and overall non-performance. Ms. Rao left the meeting disappointed and felt holding her accountable for delay was unfair as there were others also involved in the project.

- What are the ethical issues and dilemmas involved in the above case?
- What are the options available to Ms. Rao?
- What course of action would you suggest for Ms. Rao? Why?
- Do you think holding Ms. Rao accountable for the delays was justified? Why/Why not?

(Answer in 250 words) 20 marks

The above case highlights the delay in a mega project. Due to co-ordination issue among the various stakeholders. Accountability issue leading to disenchantment of Ms. Rao.

a) Ethical Issues

1. Farmer's Rights due to loss of field.
2. Environmental concern due to destruction of forest.
3. Delay in the project.
4. Lack of co-ordination among the members/ departments.

Ethical dilemmas

1. Project completion (V) vs Farmer Rights.
2. Project completion (V) vs Environment.

③ Project delay ④ Co-ordination issues
among dept.

④ Accountability issues ⑤ Escape govt.

⑥ Options available

① Taking the full responsibility of delay
because a leader should take the
charge of glory / failure.

② Chalking out plan on how to solve the
issue of delay.

③ Resigning or seeking transfer from
the post.

⑦ Course of Action for Ms. Rao

① Identification of Problem

①.1 Delay in project

①.2 Co-ordination issue b/w different
department.

①.3 Problem of people.

- ② Setting targets to solve problem like the time
- ③ Root cause analysis of the problem and drawing Pareto (80-20 principle).
- ④ After finding the highest frequency problem
- ⑤ Going for solutions like ⑤.1 Technological integration for co-ordination
- ⑤.2 Inter departmental meetings to be conducted.
- ⑤.3 Setting responsibility within department.
- ⑤.4 Daily reporting through MIS
on e-mail.
- ⑤.5 Weekly zoom meeting.
- ⑥ Monitoring and Evaluation of the progress of the project through field visit & Zoom meeting.

(7) Grievance Redressal Mechanism for the people for their complaint either e-mail or phone number.

(d) Alone holding Ms Rao is justified

(a) She is the leader and she is answerable.

(b) She should lead from the front.

But.

(a) If there is some problem among the department & she is bounded by chain of command then there

must be proper review mechanism

(b) Other department heads should also be questioned for inefficiency.

Thus, a civil servant should always be ready to take the hit as they are the leaders. Therefore, before taking any action, the

12.

सुश्री शर्मा एक बड़े भारतीय राज्य में स्वास्थ्य और परिवार कल्याण विभाग की निदेशक हैं। यह विभाग स्वास्थ्य नीतियों को लागू करने, सार्वजनिक स्वास्थ्य सुविधाओं का प्रबंधन करने और स्वास्थ्य सेवाओं की डिलीवरी सुनिश्चित करने के लिए जिम्मेदार है। कार्यक्षेत्र में वरिष्ठ अधिकारी, मध्य-स्तरीय प्रबंधक और अग्रिम पॉस्ट के स्वास्थ्य कार्यकर्ता शामिल हैं। पिछले कुछ महीनों में, सुश्री शर्मा को श्री अरविंद गुप्ता के बारे में कई शिकायतें मिली हैं, जो अपनी आधिकारिक प्रबंधन शैली के लिए जाने जाने वाले एक वरिष्ठ अधिकारी हैं। श्री गुप्ता एक प्रदर्शन-संचालित अधिकारी हैं जो कभी-कभी सार्वजनिक रूप से अधीनस्थों को डांटते हैं और काम करवाने के लिए कर्मचारियों को धमकाते हैं।

ऐसी ही एक शिकायत मध्य-स्तरीय प्रबंधक सुश्री अनीता वर्मा की ओर से आई, जिन्होंने बताया कि श्री गुप्ता ने एक विभागीय बैठक के दौरान सार्वजनिक रूप से उन्हें डांटा था और उनके साथियों के सामने उन्हें "अक्षम" और प्येकारण कहा था। सुश्री वर्मा ने कहा कि इस घटना ने उनके मानसिक स्वास्थ्य और कार्य प्रदर्शन को गंभीर रूप से प्रभावित किया, जिससे उन्हें काफी परेशानी हुई।

अन्य कर्मचारियों ने भी इसी तरह के अनुभव साझा किए। एक कनिष्ठ अधिकारी, श्री रवि कुमार ने एक उदाहरण सुनाया, जहाँ श्री गुप्ता ने एक अवास्तविक कार्यभार को एक निश्चित समय सीमा के भीतर पूरा करने में विफल रहने पर नौकरी से निकाल देने की धमकी दी थी। उन्होंने श्री गुप्ता के व्यवहार को कठोर और अपमानजनक बताया, जिसमें अक्सर गुस्सा और अनुचित आलोचना का भाव होता था, जिससे कार्यस्थल में भय और चिंता का माहौल बन जाता था।

अपने व्यवहार के बावजूद, श्री गुप्ता को उनके असाधारण कार्य प्रदर्शन के लिए जाना जाता है। उन्होंने कई सफल स्वास्थ्य पहलों को लागू करने में महत्वपूर्ण भूमिका निभाई है, जिससे जिलों में स्वास्थ्य सेवा वितरण में काफी सुधार हुआ है। उनकी विशेषज्ञता और समर्पण ने उन्हें विभाग के लिए एक अपरिहार्य संपत्ति बना दिया है, जिससे उनके खिलाफ शिकायतों का समाधान करने का निर्णय जटिल हो गया है।

सुश्री शर्मा को एक कठिन निर्णय लेना पड़ा। वह जानती थी कि उसे सख्त होना होगा, लेकिन वह श्री गुप्ता के खिलाफ कार्रवाई के कारण कार्यप्रवाह में व्यवधान के बारे में भी चिंतित थी।

- सुश्री शर्मा के सामने मौजूद मुद्दे और दुविधाएँ क्या हैं?
- अपने विभाग में उत्पन्न और धमकाने की शिकायतों को संबोधित करने में सुश्री शर्मा को किन नैतिक सिद्धांतों द्वारा मार्गदर्शित होना चाहिए?
- सरकारी विभागों में उत्पन्न और धमकाने को रोकने के लिए कौन-सी दीर्घकालिक रणनीतियाँ लागू की जानी चाहिए? ये रणनीतियाँ सम्मान और समावेशिता की संस्कृति को कैसे बढ़ावा दे सकती हैं?

(250 शब्दों में उत्तर दीजिए) 20 अंक

Ms. Sharma is the Director of the Department of Health and Family Welfare in a large Indian state. The department is responsible for implementing health policies, managing public health facilities, and ensuring the delivery of healthcare services. The workforce comprises a mix of senior officials, mid-level managers, and frontline health workers.

Over the past few months, Ms. Sharma has received multiple complaints about Mr. Arvind Gupta, a senior official known for his authoritative management style. Mr. Gupta is a performance-driven officer who sometimes publicly berates subordinates and intimidates staff to get work done.

One such complaint came from Ms. Anita Verma, a mid-level manager who reported that Mr. Gupta publicly berated her during a departmental meeting, calling her "incompetent" and "useless" in front of her peers. Ms. Verma stated that this incident severely impacted her mental health and work performance, causing her considerable distress.

Other employees shared similar experiences. Mr. Ravi Kumar, a junior officer, recounted an instance where Mr. Gupta threatened to terminate his employment if he failed to complete an unrealistic workload within a tight deadline. He described Mr. Gupta's behaviour as harsh and demeaning, with frequent outbursts of anger and unwarranted criticism that created a climate of fear and anxiety in the workplace.

Despite his behaviour, Mr. Gupta is recognized for his exceptional work performance. He has been instrumental in implementing several successful health initiatives, significantly improving healthcare delivery in districts. His expertise and dedication have made him an indispensable asset to the department, complicating the decision to address the complaints against him.

Ms. Sharma had a tough decision to make. She knew she had to be strict, but she was also worried about the workflow disruption that action against Mr. Gupta could cause.

- What are the issues and dilemmas that confront Ms. Sharma?
- What ethical principles should guide Ms. Sharma in addressing the harassment and bullying complaints in her department?
- What long-term strategies should be implemented to prevent harassment and bullying in government departments? How can these strategies promote a culture of respect and inclusivity?

(Answer in 250 words) 20 marks

The above case study highlights the work culture within an organization. The ill effects of toxic work culture. Also if a competent officer is authoritative then it is tough to take decision.

① Ethical issues

- ① Work culture - Toxic.
- ② Mental health & distress among employees.
- ③ Disruption in workflow due to action over Mr. Gupta.
- ④ Excessive work load and micromanagement.

Ethical Dilemmas

- ① Work culture
- ② Indispensable Record.

② Efficiency and public service delivery (V/S) Public basking of subordinate

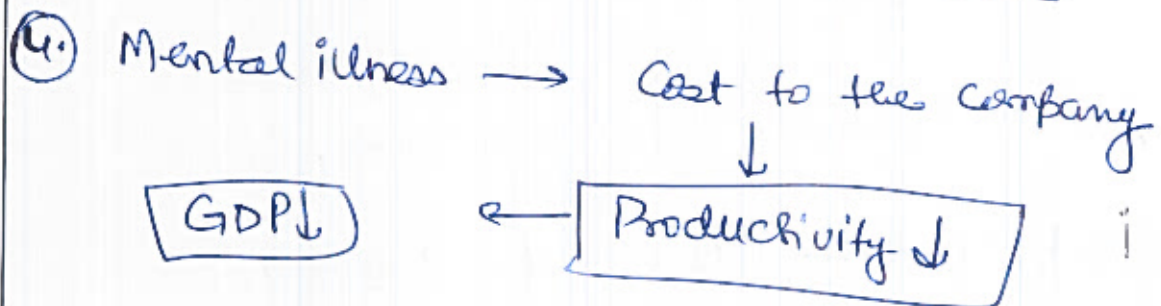
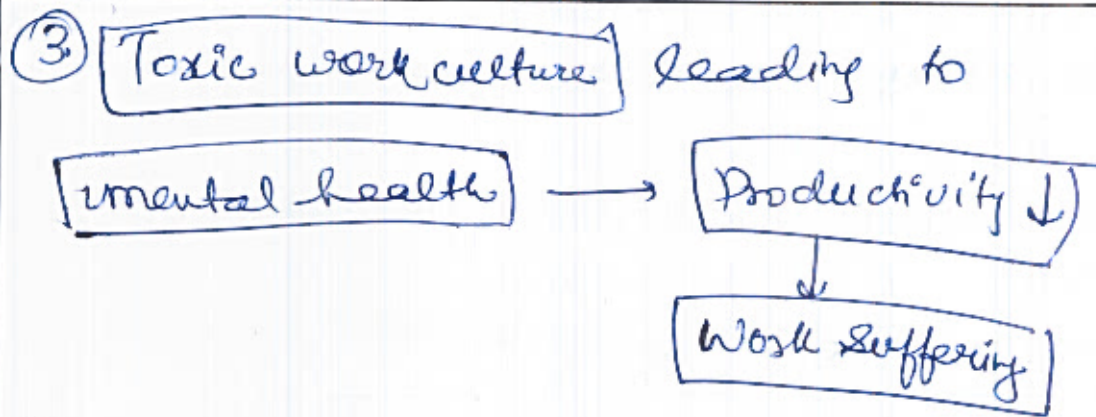
③ Mental Health (V/S) Disruption in work flow.

④ Ethical Principles that should guide Ms. Sharma are :-

① Means >> Ends :-> Team health is very much important in delivering any project.

② Team's mental well being as due to work pressure case of Quiet Quitting

Ex) A survey done by Team Leases in which only 14% workforce in India thriving, rest only doing their job over and over.



⑤ People should be happy while working.

⑥ As per ILO report, South Asia
India has lowest GDP/Capita with
highest labour working hours.

⑦ Long Term Strategy

⑧ Open office culture with a
stronger feedback culture ←
Strong GRM. (e) Google

- ② Fun Fridays and activities like these
- ③ Team bonding exercise for better
knowing each other, pros & cons etc.
- ④ Small gestures like thank you, better
food quality pump up employees.
- ⑤ Training & Sensitization for people
who are responsible for toxic work
culture.
- ⑥ Counsellor & Psychiatrist in the
organisation's medical facilities.

Thus, positive work culture is required
in today's time where we are
moving towards knowledge based
economy. But these all are limited to
formal communication.

NEXT IAS

Space for Rough Work

NEXT IAS

Space for Rough Work

NEXT IAS

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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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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.
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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 SCANNER) 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 को जाँच करें। सुनिश्चित करें कि यह उसी के भौतिक संस्करण के अनुरूप है।