



SPM IAS ACADEMY
SHAPING BRILLIANCE

APSC MAINS TS_2024 TEST 2 (GS PAPER 4)

Duration: 3 Hours

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(Please fill your details correctly)

Medium: English ☐

Assamese ☐

INDEX NUMBER			INSTRUCTIONS
Q.NO.	Maximum Marks	Marks Obtained.	Please read each of the following instruction carefully before attempting the questions: - There are NINETEEN questions divided in TWO SECTIONS and printed in ENGLISH. - All questions are compulsory. - The number of marks carried by a question/part is indicated against it. - The answers must not exceed 250 words for 15 marks and 150 words for 10 marks. - Answers must be written in the medium authorised in the Admission Certificate which must be stated clearly on the cover of this Question-cum-Answer (QCA) Booklet in the space provided. No marks will be given for answers written in medium other than the authorised one. - Checking to be done with main aim of evaluating a candidate's ability of express ideas in lucid manner. - Any page or portion of the page left blank in the Question-cum-Answer Booklet must be clearly struck off
SECTION A			
1	10		
2	10		
3	10		
4	10		
5	10		
6	10		
7	10		
8	10		
9	10		
10	10		
11	10		
12	10		
13	10		
SECTION B			Remarks:
14	20		
15	20		
16	20		
17	20		
18	20		
19	20		
TOTAL:	250		Signature of the Student: NOTE: EVALUATION PERIOD FOR THE MAINS TEST SERIES COPY IS 10 DAYS.



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Brief report of Performance Evaluation of student in the paper

	Poor	Average	Good	Very good	Excellent
Understanding the context and demand of the questions					
Relevancy of the content					
Structure and flow of the answer					
(a) Introduction					
(b) Body					
(c) Conclusion					
Subject knowledge					
Language of the answer					
Presentation					
(a) Underline to the keywords					
(b) Use of flowcharts or diagrams					
(c) Paragraph limits and overall					
Understanding of directives					
Factual correctness					
Overall performance					

Detail Feedback

Section A

Q1. Discuss the ethical challenges involved in policing in India. Also, highlight the reasons behind corruption in the police force. (10 marks/150 words)

Ans - Police force is an integral
part of a country to run the
 administration smoothly. For ethical
 governance policing should be ethical
but in india's policing system
there are many challenges such as -

① Abuse of discretionary power

② - False encounter.

② Corruption in police department

③ - Bribe.

③ Nexus with politicians.

→ legal protection to criminal
 even after disclosure of evidence.

④ Political pressure to involve

in corruption and protect criminals.

⑤ Weak whistleblower protection.

Reasons behind corruption in police force —

- ① Historical — Unquestioned authority of police without check.
 - ② Moral — low moral values among many police.
 - ③ Administrative — lack of transparency in the action of police.
 - ④ Institutional → Strong hierarchy in police department.
 - ⑤ Social acceptance — corruption acts as quasi in police department.
- Way forward

- ① Strengthen values like honesty, integrity
- ② Administrative reforms of police
- ③ Protection of whistleblowers.

Q2. "Assam is facing ethnic struggles and clashes which are between the ethnic groups of Bodo and Adivasi, Bodo and Muslims, Karbi and Kuki, Karbi and Dimarsa e.t.c. This has claimed more than thousands of lives, and lakhs of people got displaced". In the above Context explain the Ethical issues which causes such Struggle.

(10 marks/150 words)

Ans - Assam is home of diverse

ethnic, religious and linguistic group. Hence ethnic struggles are common in Assam.

Ethical issues behind such

struggle —

① Lack of tolerance

↳ intolerance among different group due to lack of understanding of cooperative ethics.

② Degenerated social fabric

↳ - lack of compassion and love in society.

③ Ignorance of constitutional values

↳ constitution talks about fraternity.

② - Preamble, Fundamental duty.

④ Narrow interpretation of religion

→ Every religion promote universality
and brotherhood. Neglect of such
values leads religious conflict.

⑤ Vested interest of politicians

leads to riots, tension among
different groups.

⑥ Materialism over spiritualism

↳ Habit for materialistic gain,
Ethnic struggles and clashes
are so strong in Assam that
it challenges the basis of the
society. So it should be curb
with proper legal and administrative
reforms.

Q3. "A well-developed Emotional intelligence is not only an instrumental tool in accomplishing goals, but has a dark side as a weapon for manipulating others by robbing them of their capacity to reason." Analyse. (10 marks/150 words)

Ans - Emotional intelligence is the ability to understand one's own emotion and regulate it to desired direction. Emotional intelligence also helps in understanding emotions of others.

Emotional intelligence can be used as tool to achieve desired outcome in the society.

(eg) - Sriemanta Sankardeva use emotional intelligence for a harmonious society.

But emotional intelligence has its dark side when used for manipulation. (eg) -

Hitler used his emotional intelligence to impart racial supremacy among Germans.

Terrorist like Osama Bin Laden uses emotional intelligence to radicalize muslim youth.

When emotional intelligence is used for manipulation it leads cheating and benefit to the user.

Q4. Institutional and Legislative control systems to curb corruption have been impressive on paper but have largely failed on ground. Comment. Also discuss various reasons behind them. (10 marks/150 words)

Ans - As per World Bank corruption is use of public authority for private gain. India ranked 85th in corruption index published by Transparency International.

Reason behind corruption despite institutional and legislative control system to curb corruption

- ① Root cause of corruption -
- ② Rationalisation of corruption
- ③ Supply side of corruption
→ every capitalism.

Other reasons behind corruption

- ① Historical - colonial legacy of authority with no checks.

② Moral

↳ lack of honesty, integrity and accountability.

③ Administrative and legal

↳ lot of decretion to bureaucrats.

④ Constitutional

↳ lack of independent institution to curb corruption. (Eg) - CBI termed as paper parrot by SE.

⑤ lack of protection to whistle blowers. (Eg) Murder of Ladysandra Dubey

⑥ Social acceptance of corruption.

↳ corruption acts as grease in running administration,

corruption leads to poverty,
flight of capital and democracy

deficit. So, it should be curb
 with more stringent rules.

Q5: What is Jainas philosophy of Anekantavada? Explain its importance in the present world. (10 marks/150 words)

Ans - Jainism is one of the oldest philosophical branches in India. Anekantavada is one of the important philosophy of Jainism.

Anekantavada

↳ There is no absolute truth.

↳ It means there may be different truth for different perspective.

↳ Anekantavada refers to relative talking.

Importance of Anekantavada in the present world

① Anekantavada increase tolerance in the society ② - helps

in promoting it.

② Increase mutual respect

Ex - Respect the different opinion.

③ Anekantavada prevent clashes

between two diverse groups.

④ It helps in realisation of worth

of lives of others. It leads

to prevent commodification of
other entities.

⑤ Defend right to speech of others

⑥ Develop temperance

⑦ Develop listening capacity.

In today's world of
intolerance teaching of Anekanta-
vada may bring tolerance.

Q6. Companies adhering to the norms of corporate governance emerge as winners in the long run. Evaluate with the help of suitable examples. (10 marks/150 words)

Ans = Companies should adhere to some set of system, process to run it which ensures that the company is governed to ensure the interest of all stakeholders.

Companies with ethical norms will emerge as winners in long run in the following ways —

① Brand equity

→ Companies like Apple, KFC etc have high brand value.

→ Starbucks closed its 8000 shops to give training to its 1,75,000 employees after the incident of racial discrimination to customer by its employee in the USA.

② Strong employ - employer relations

→ New-a-days company has separate HR department to address the grievances of its employees.

③ Strong relation with customers

→ In London KFC was closed due to shortage of chicken supply. Its customers wait without wanting other option.

④ Social responsibility

→ JRD Tata and sons came up with the concept of CSR (Corporate social responsibility). It is one of the reason behind their brand value.

Companies maintaining above norms become successful.

Q7. How can organisational culture impact public service motivation and sustain values in administration? (10 marks/150 words)

Ans - Organisation culture refers to the work environment and ethical standard of an organisation.

Organisation culture impact public service motivation and sustain values in the following way —

① Healthy work environment

↳ High organisational value leads to healthy work culture.

② Good employ - employer relation

↳ No Deviation -

③ Compliance with law

↳ (Eg) - No corruption, nepotism in organisation

- ① Transparency and accountability
- ② Eg - No insider trading and information leak.
- ③ Interest of all stakeholders preserved
- ④ Eg - No biasness.
- ⑤ Promote honesty and integrity among employees.
- ⑥ Non partiality among stakeholders.
- ⑦ Effective service delivery.

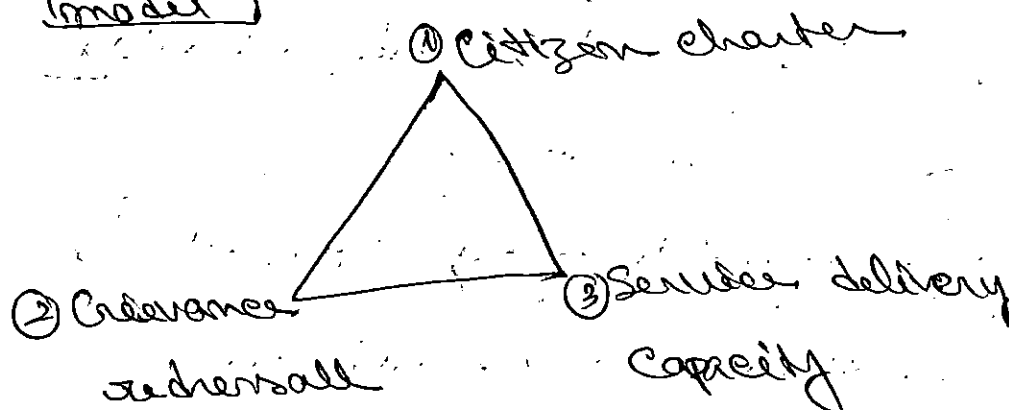
Above values of an organisation helps in smooth running of it.

Q8. Explain what is the Sevottam model.

(10 marks/150 words)

Ans - Sevottam model is brought by 2nd AAR to effective delivery of public service.

Three component of Sevottam model



→ Sevottam model set norms for service delivery which is more effective than citizen charter.

→ This model aims to ensure standard of service delivery for public

Seven steps of Sevottom model

- ① Define service and identify its client.
- ② Set standard for each service.
- ③ Develop capacity to meet the set standard.
- ④ Perform to achieve the target
- ⑤ Monitor performance of set standard.
- ⑥ Evaluate performance with independent mechanism.
- ⑦ Continuous evaluation based on monitoring and performance.

Sevottom model is expected to deliver better service for public.

**Q9. The way a company operates and is perceived by both the public and competitors often comes down to workplace ethics. Discuss with suitable examples.
(10 marks/150 words)**

[Faint handwritten notes in Hindi, mostly illegible due to fading and bleed-through.]

Q10. Why is it important to be a person of probity in Administration? Explain with suitable examples. (10 marks/150 words)

Ans = Probity is combination of many values like integrity, honesty, impeccability etc.

A man with integrity do the right things which is just for him. But a man of probity do things which is right for all including him.

Importance of a person with probity in administration —

① Effective delivery of service

(eg) - E Shreedharan, Minister of India complete govt. project with time, as he is a man of probity.

② End corruption

→ Probity works as antidote to corruption.

→ (Eg) - Ashok Khanna got 45 transfers in 23 years due to his uncompromised with corruption.

③ Public Aethos

(Eg) - Armstrongy Pame constructed 100 km road in Manipur.

④ Dedication to public service

Kannan Coperath carries sacks of rice during Kerala flood.

⑤ Set good precedence for generation

to come. (Eg) - Karan Bede

As public servant work for the betterment of society so man of ~~person~~ probity is necessary in administration.

Q11. It is not only public servants, but also the common citizens who play a key role in institutionalising high standards of ethical conduct and good governance. Elaborate. (10 marks/150 words)

Ans - Ethical conduct in governance refers to set of norms which is accepted as right in the society.

Ethical governance is key for the success of democracy.

Besides the public servant common citizen also responsible in setting high ethical standard of good governance. Example,

① Awareness of common citizen

about the service delivery makes administration ethical.

② Curb corruption

→ corruption happens due to

supply side of it.

→ public can stop it by cutting
 the supply side.

③ Duty based society

Gandhi said "if everyone perform
their duty, can right is far
to seek"

④ Accountable administration

eg) Use of RTI by public to

hold administration accountable,

⑤ People's participation in governance
 makes it ethical.

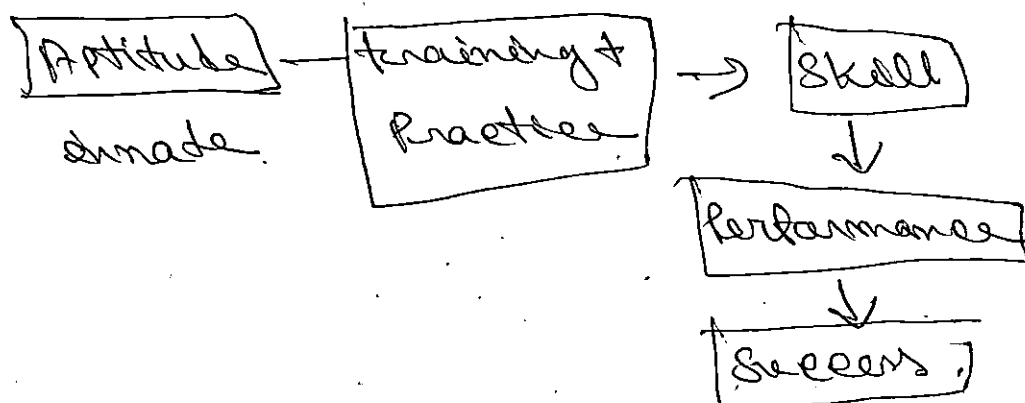
eg) - Success of Sachin Bhatt

Aarjan through people participation.

So, it is evident that people's
 participation can set high
 standard for governance.

Q12. What do you understand by aptitude? How is it different from attitude? Which among the two is more important?
(10 marks/150 words)

Ans - Aptitude refers to the skill of an individual to do something. Aptitude is one of the important determinants of success.



Aptitude is different from attitude. Because aptitude is innate while attitude is learned.
Main difference

<u>Aptitude</u>	<u>Attitude</u>
→ innate	→ learned
→ Biological component	→ Social component

Attitude and aptitude both
 are important in determining
the character of an individual
which leads to success.

It is said - 'aptitude without
attitude is blind, where attitude
with aptitude is lamb!'

To conclude we can say
 that attitude is more important
than aptitude because 'it is attitude
not aptitude which determines
one's attitude'

Q13. What is international ethics? Explain its significance with the help of examples. (10 marks/150 words)

Ans - International ethics offers an insight to how a nation and its entity deals with other nation and its people.

Significance of international ethics

① Promote international peace and harmony - International ethics talks about peaceful coexistence and 'peace for all'

② Preserve human rights.

(Eg) - Universal Declaration of human rights

③ Cooperation in lesser climate change. (Eg) - UNFCCC

④ Protection of environment

International studies talks about protection & environment.

② CLTES, Boon conversation

③ Prast development

↳ ② - cooperation in the field of medical and space.

④ Promotion of world trade

⑤ WTO.

Today's world is very complex in nature. One nation has to depend on another for material. So, promotion of international studies is important for peaceful co-existence.

Section B

Q14. Records show that there have been numerous cases of custodial deaths in the last years in India. Very few policemen have been convicted so far in such cases. Recently you came across the case of custodial death of a youth in one of the backward districts of the country. It has been reported that the youth was detained on frivolous grounds of kidnapping a girl from another community. As a young graduate student, preparing for the Civil services examination conducted by the UPSC, answer the following-

- Why is there frequent violation of code of conduct and abuse of authority by law enforcement officers at various levels in India?
- Is the use of violence and show of 'quick justice' by the policemen increasingly becoming acceptable by the society? Justify your stand with relevant arguments.
- What can be done to comprehensively deal with issue of torture and custodial deaths in India?

(20 marks/250 words)

Ans = The above case pertains to the issue of custodial death of a young boy who is convicted kidnapping a girl from another community.

Stakeholders → Police
 → the young boy
 → Me, as an aspirant of civil service
 → Society at large.

Ethical concern

→ Violation of fundamental right

② Right to life and personal

liberty.

② Deviation from natural justice

③ Deviation from code of conduct
by the police.

Reason behind violation of
code of conduct and abuse of
authority by law enforcement
officers in India

① Poor regards of ^{fundamental} human rights

→ The above case is clear example
of violation of constitutional
provision regarding fundamental
rights.

② Poor conviction rate

→ Poor conviction rate is case
of violation of code of conduct

leads to frequent violation of it

③ lack of ethical values like
honesty, integrity among officers

④ Poor regards to existing laws

⑤ ignorance of Evidence Act

Violence and show of "quick
justice" become acceptable by
society —

① Delay in justice makes people
support quick justice.

→ High pendency of cases in court
resulted into justice delay,

② Impatient among the people
develop a sense of quick justice
which support encounter and
custodial violence.

Measures to comprehensively deal with the issue of torture and custodial deaths in India

- ① Strengthen laws regarding violation of custodial norms.
- ② Increase the rate of conviction in case of violation of custodial rules.
- ③ Public awareness regarding fundamental rights in case of detention (Article 22)
- ④ Effective justice delivery system
 → No delay in conviction and justice delivery.

custodial death and violation is matter of concern as it violates human rights. So, it should be curb through institutional measures.

Q15. Indoo works in the audit department of a famous multinational company. She is known for her honesty and sharp eyes for irregularities. She has many times saved the company from heavy losses and breakdowns. Her husband Suresh works in the same firm as an accounts officer. He is a hardworking and diligent person. Suresh has stood with Indoo during her hard times and always supported her. Both have stood by each other through thick and thin and contributed to the welfare of the company. Many employees see them as a perfect couple balancing their professional and personal lives in a perfect manner.

While auditing the annual performance of the accounts department, Indoo finds that Suresh had made a minor mistake in accounting. This error was overlooked by the department and remained unrecognised. But this error had a cascading effect on the balance sheet of the company. As a result of this mistake, the company suffered a loss of nearly ₹25 lakhs. Indoo was able to pinpoint that Suresh made the mistake, but none of her other colleagues noticed it. Indoo decided to talk to Suresh before reporting the irregularity to the management. At dinner time, Suresh told Indoo that it was an honest mistake and there was no malafide intention behind it. Indoo has trust in Suresh and believes what he has told her. Suresh also asks Indoo not to report this mistake to the management as it can severely impact his career, and he may even be fired for this mistake. Suresh being jobless will also affect the household. Suresh makes an emotional appeal to Indoo and reminds her how he helped Indoo during her tough times.

Indoo realized that if she did not report the matter, the entire issue may not be noticed by anyone. However, if Indoo decides to report the irregularity, this will have a very negative impact on the career of Suresh. But her conscience and principles towards work are not letting her sleep. She is aware that it was an honest mistake, but the call towards her duty is hampering her. Indoo is confused about whether she should report the case or not. You are a good friend of Indoo. She shares her problem with you and asks you for your help to make a decision. Evaluate various courses of action available with Indoo and help her choose the best option? Also, justify the suggested course of action.

(20 marks/250 words)

Ans - The above case pertains the issue of a couple working in same MNC where the husband commits a minor mistake while accounting and ethical dilemma of the wife who is the auditor of the company in disclosing the mistake of her own husband who is very

supportive to her.

Stakeholders

- ↳ Andoo, as the audit officer.
- ↳ Her husband, as the account officer.
- ↳ Me, as friend of Andoo.
- ↳ The stakeholders of the company.

Ethical issues

- ↳ Deviation from the duty and norms.
- ↳ Escape from honesty and integrity.
- ↳ Breach the trust of partner.

Ethical dilemma

- ↳ Personal life vs. professional integrity
- ↳ Selfish interest vs. broader interest of the company.

Possible course of action for Andoo

- ① Not reveal the mistake of
her husband

Merits

- ↳ Maintain good relation with her husband
- ↳ No economic burden in the family in future due to jobloss by her husband

Demerits

- ↳ Deviation from honesty and duty towards the company.
- ↳ She will not pass sleep test due to crisis in her mind.
- ② Reveal the mistakes of her husband

Merits

- ↳ No deviation from duty.
- ↳ Set good precedences for colleagues and the company.
- ↳ Pass sleep test, meritor test.

Demerits

- ↳ It may affect her good married life.

→ May lead economic crisis in her family.

My suggestion to Indoo as her friend

→ I would suggest her to take step two.

→ But before disclosing the matter to the higher authority I would advise her to talk to her husband that she is going to reveal the matter.

→ She should convince her husband that her integrity does not allow her to conceal the matter.

→ Provide economic and moral support in case of job loss.

Justification

Falseness virtue ethics I could suggest her to reveal the mistake as virtue outcome can be achieved through virtuous path.

Q16. You have been working as a chief medical officer in a rural district of Uttar Pradesh. The health department of the state has asked you to implement a family planning project which involves free distribution of contraceptive pills and condoms in your district which has seen a large rise of population in the last two decades. However, the district is marred with low literacy rate and use of contraceptive techniques is considered tabooed and irreligious by the local population. Your administrative staff which includes a substantial number of local residents is also not very optimistic about the success of the project. What steps you will take in order to motivate your staff and persuade local people for the successful implementation of the project. (20 marks/250 words)

Ans = The above case is associated with challenges of a medical officers in implementing a family planning project in a rural society which has low literacy rate.

Challenges in implementing the project

- ① Little awareness about contraceptive pills and condoms.
- ② No family planning leading to rise of population.
- ③ Taboo associated with contraceptive means.
- ④ Less support from the staff.

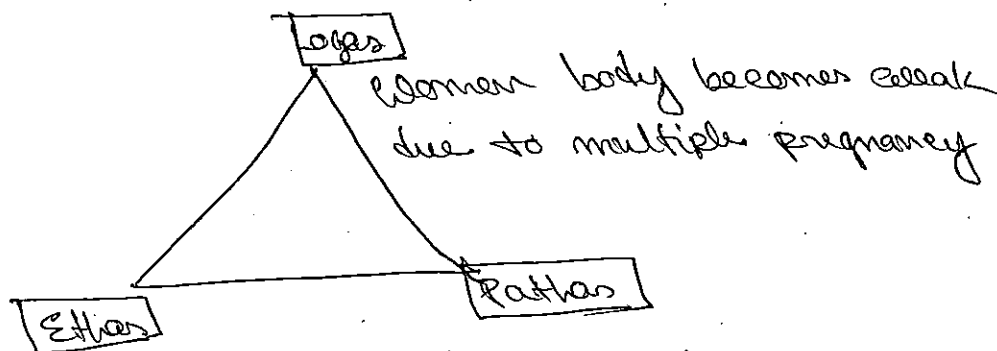
My course of action to motivate
my staff and persuade local
people

- ① First of all I will organise
a staff meeting to motivate my
staff about family planning.
- ② I will try to convince them
about the hardship of big family
and good things of small family.
- ③ After convincing my staff I
will plan to organise meetings
in every village panchayat
with the help of my staff
to generate awareness about the
use of contraceptive measure.
- ④ I will deliver persuasive
message like "small family, happy

family, "Them do, themare do", etc.

- ⑤ I will take help from doctors who will convince them about negative health impact of several pregnancy.

- ⑥ Being emotionally intelligent I will use LEP (Logos, Ethos and Pathos) model to persuade people



↳ threaten

to cut their

names from beneficiary

if they don't follow

family planning norms.

↳ Small family is

the base of happy

family.

⑦ I will also select some elder
persons from each village and
give them some responsibilities
to make people aware about
contraceptive measures and break
the taboo associated.

I hope my course of action
will help them to take family
planning measures which will help
them giving good education and
health facilities for their children
in future. In long run it
will help the district to come
out of poverty.

Q17. You are waiting at a red light at a traffic signal while driving a car. A poor teenage boy, who is looking sick and weak, approaches you and starts begging for money. Looking at his situation, you out of compassion take out your wallet and start looking for some money to give it to him. But suddenly the boy, who was standing very near to you, snatches your wallet and starts running. Another man standing next to your car watches this act and catches the boy. He starts beating him badly. Few other people also joined him.

- (a) What are the issues involved in this case?
 (b) What course of action will you take and why?

(20 marks/250 words)

Ans = The above case is about a beggar who turned a thief and some moral police punishing him on the spot.

Stakeholder in this case

→ the sick and weak teenage boy

→ me, who tries to help him out of compassion.

→ Public involved in punishing him.

Ethical issues involved in this case →

① Poverty which leads to distress

- ② Violation of human rights by public who involved in beating the boy.
- ③ Illegal means for survival by the boy.
- ④ Illegal way in punishing the boy by public.
- ⑤ Breach of trust by the boy may lead to end of compassion among people for the distressed class.
- ⑥ Rise of impatience among people.
- ⑦ Increased incidents of moral policing in the society.
- ⑧ Rise of greed among the teenage people for materialistic gain.

My course of action

- ① As my car is at a traffic signal I will park it accordingly along roadside to avoid any traffic jam.
- ② Immediately after parking I will go for rescue the boy from the claw of people.
- ③ I will try to convince them that their action is illegal which may lead legal repercussions.
- ④ I will take the boy to the police station as letting him go free may encourage him to indulge in such activities in future.

⑤ As the boy is a teenager of all
request the police to adopt
strategies available to arrest
and reform his behaviour.

⑥ Being a common man of all
write letter to the govt. in power
to bring some schemes for
the welfare of such distressed
people.

Justification of my course of action

My course of action is justified
as legal course of action as I
 have saved the boy from become
 victim of moral police and
 try to ~~give him~~ reform his
 behaviour in the best possible way.

Q18. Due to Covid pandemic an area was brought under night curfew and CrPC 144 was applied. A marriage ceremony was going on even after the permitted time limit. The district magistrate of the area barged into the ceremony and ordered arrest of the people participating in the marriage ceremony. Family claimed that they had sought permission from the DM office to conduct the marriage ceremony beyond the permitted night curfew limit. But the DM refused to even check the permission letter. He used slangs like bloody villagers for the people participating in the marriage ceremony. He forcefully stopped the marriage ceremony in the middle of the process itself. He ordered the arrest of everyone present at the ceremony including women and children.

a. What are the legal and ethical issues involved in this particular case?

b. What would you do in the situation if you were District Magistrate of the area?

(20 marks/250 words)

Ans = The mentioned case is about a marriage ceremony going beyond time limit during Covid pandemic and the order of the district magistrate to stop the marriage and the arrest of everyone including women and children.

Ethical and legal issues
in this particular case

Legal issues

① Violation of night curfew and
CrPC 144 by the organizers of

marriage.

② Misuse of power by the district magistrate who refused to see the permission letter.

③ Order of arrest of women during night is also illegal.

Ethical issues involved

① Ignorance of rules and laws of the higher authority.

② Disregard the consequences of pandemic.

③ Deviation from civil service code of conduct by the DM.

(Eg) - Deviation from dedication to public service.

- ③ Misuse of discretionary power
by the DM.
- ④ Deviation from moral duties
towards the vulnerable
eg. women and children.
- ⑤ Neglect the plea of the marriage
organizer to cross check the
permission letter.
- ⑥ Foretell stoppage of a sacred
ceremony of the society &
marriage in the middle of
the process.

My course of action of
were the District Magistrate
of the area.

- ① First of all I would begin to

the people and even check
the permission letter.

② Regardless about the legality of
 the letter I would allow the
marriage ceremony to be
completed with its ritual as
soon as possible.

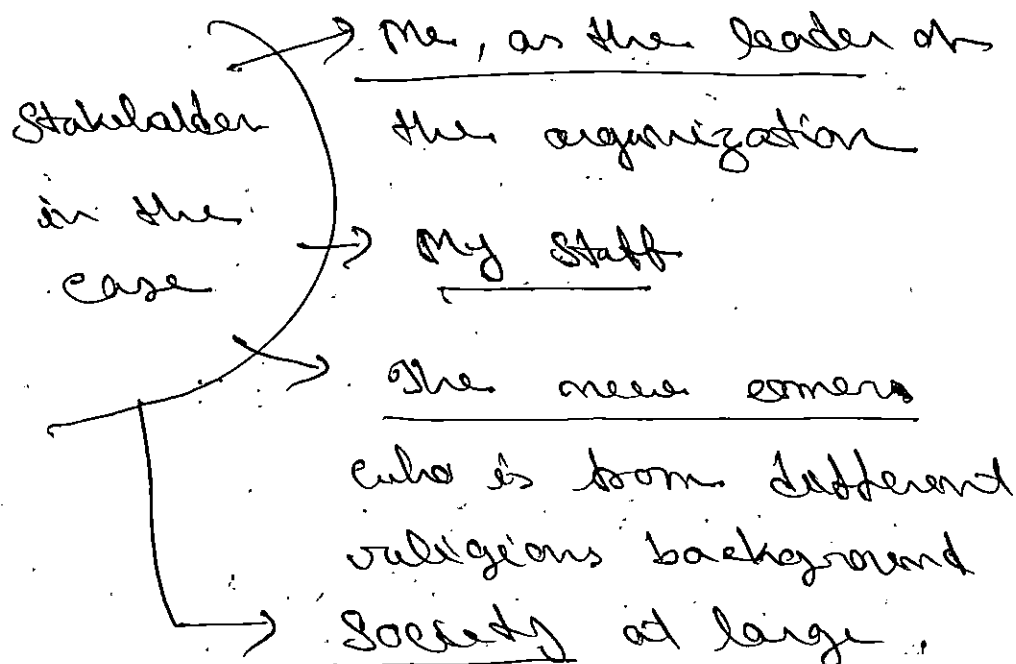
③ Instead of arresting the people
 I will make sure that they
 will undergo a covid test after
attending the ceremony.

④ I would not use any stomps
to the villagers which may
harm their dignity. Rather
 I would peacefully communicate
 them and convince them about
the illegality of their action.

Q19. You are the manager of a team in an organisation consisting of hardworking young individuals. The team has been consistently efficient with their deliverables this has also led to your increase reputation as an efficient leader and the poised for a greater role in leadership structure of the organisation. A new entry recently in the team belonging to a specific religious background has however been struggling to find an amicable and welcoming work environment due to social prejudice displayed by other team members. This has significantly brought down the efficiency and output of the team thus raising a question of your leadership skills. In this context what are the various choices available with you to increase the efficiency of the team what would be your force of action. Also justify your approach.

(20 marks/250 words)

Ans = The above mentioned case of the social prejudice of some team members towards a member of certain religious person which brings down the efficiency of work culture of an organization.



Ethical issues in this case

- ① Lack of tolerance due to lack of knowledge about comparative ethics.
- ② Disregard constitutional values which promotes equality among all religion.
- ③ Narrow interpretation of religion dogmatism.
- ④ As the prejudice of the team members bring down work efficiency which raise question on my ability of leadership I have the following options available to uphold the work efficiency of the organisation.

① Five the new comer as his only
source the work efficiency.

② Merit

- ↳ Uphold the work efficiency
- ↳ Maintain my reputation as an
efficient leader.

Demerit

- ↳ Against my conscience as a
believer in equality of every
religion.
- ↳ Against the constitutional norms.

② Neglect the matter

Merit - No specific merit in
 this action.

Demerits

- ↳ Further increase the tension
between the existing staff and
the new comer who is from