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## GENERAL STUDIES (Test Code : 303)

Name of Candidate: Gaurav Agrawal Registration No. 1684  
 Schedule:  Module:   
 Place: Jaipur Time:  Date: 7-Oct-2013  
 Classroom:  Distance Learning:  Classroom & Distance Learning:

### INDEX TABLE

Q. No.	Maximum Marks	Marks Obtained
1.(a)	20	30
1.(b)	20	
1.(c)	20	
2.(a)	15	22½
2.(b)	15	
2.(c)	15	
3.(a)	10	60
3.(b)	10	
4.(a)	20	90
4.(b)	20	
4.(c)	20	
4.(d)	20	
5.(a)	15	22½
5.(b)	15	
5.(c)	15	

### EVALUATION INDICATORS

1. Alignment Competence
2. Context Competence
3. Content Competence
4. Language Competence
5. Introduction Competence
6. Structure - Presentation Competence
7. Conclusion Competence

### INSTRUCTIONS

1. Do furnish the appropriate details in the answer sheet (viz. Name, ID Number and Test Code).
2. Candidates should attempt answer to the part/sub-part of a question strictly within the pre-defined space. Any attempt outside the pre-defined space shall not be evaluated.
3. The candidate need not write anything in his/her answer that derogates the dignity of an individual or an organization.
4. Candidates should attempt all questions strictly in accordance with the instruction given under each question.
5. The candidate should respect the instructions, given by the invigilator.

Total Marks Obtained 250

Remarks:

Signature of Examiner Kapil

103, 1<sup>st</sup> Floor B/1-2, Ansal Building, Behind UCO Bank, Dr. Mukherjee Nagar, Delhi-09

75, 3<sup>rd</sup> Floor, Old Rajinder Nagar Market, Near AXIS Bank, New Delhi - 110060

14/10 2013

K.C.

**GENERAL STUDIES (Test Code : 303)**

**Overall Macro comments / feedback / suggestions on Answer Booklet:**

1. your answers are well organised and structured
2. There is no problem in your answers
3. you will fetch good marks atleast (50%) if you
4. follow the current approach and way of writing
5. All the best!

**All The Best**

1. Answer the following in about 250 words each

3 x 20 = 60

(a) Two systems of thought have mainly been debated by thinkers on the idea of morality of actions. One system argues that the means are of paramount importance and with means all right, the ends will surely come. On the other hand, other system believes that the ends justify the means. Which view do you think is more appropriate for administrative setup/government in India? Give reasons.

- ◆ These two systems are deontological and utilitarian / consequential ethics
- Deontological ethics: One must do the right thing not because of its consequence but because it is the right thing to do and one's duty to do. Kant championed it and believed they are universal.
- Consequential / Utilitarian ethics: One must do <sup>the</sup> a thing which brings maximum good to maximum number of people. Ends justify means and ethical action will depend on the situation. Bentham and Mill were philosophers behind it.
- ◆ Characteristic features of Indian Setup
  - we have democracy which means rule of majority and majority will prevail.
  - we have lot of marginalised people who can't be overlooked by any humane system.
  - we have diverse society and minorities. Their rights must be protected.
- ◆ Is consequential ethics approach better?



- One can argue democracy is rule by majority will and hence consequential ethics system is more suited since it seeks to achieve maximum good for maximum people.
- But we cannot allow the tyranny of the majority. The minority rights must be protected and weak protected.
- Rule of law has to be upheld and for that means are as important as ends.  
 .eg. take the Ishrat Jahan encounter case. Even if she was a terrorist, is it correct to stage fake encounters of terrorists? A utilitarian may agree, but this is wrong. Moreover, in the long term, it is harmful.
- Protection of minority rights: To enhance our security from Islamic terrorism, a utilitarian may support arrest of muslim youth ~~or~~ even on slightest suspicion. But denying natural justice and discriminating against them is clearly wrong and we cannot support such a policy.
- Mining in tribal areas: While such activities may increase economic growth

and benefit larger population (and hence winning utilitarian approval), we cannot approve of it unless tribals are properly rehabilitated and <sup>environ-</sup>ment protected.

- Crony capitalism: A utilitarian may argue its OK to bribe someone to get even the legitimate work done. But no. Such a thing is wrong. It'll discredit govt. itself.

### ◆ CONCLUSION

Thus we cannot follow "end justify means" blindly. It will erode public faith & threaten unity.

1. (b) Listed below are few qualities which a public servant should possess. Justify their relevance in public life and explain how they are necessary for ethical governance? 20
  - i. Selflessness
  - ii. Integrity
  - iii. Objectivity
  - iv. Accountability
  - v. Openness
  - vi. Honesty
  - vii. Leadership

The Nolan Committee in UK listed the above qualities. expected of a civil servant. These are:

- (i) Selflessness: Governance is for public service. A civil servant <sup>has</sup> must to take decisions and exercise much discretion. So, in order to serve public interest, <sup>she</sup> ~~it is~~ has to keep aside all her selfish interests and conflicts. Public welfare can then only be served.

10  
good answer



- ii) Integrity: This involves consistency of conscience, thoughts, moods and actions. A civil servant's actions must be consistent with her conscience. And they must remain consistent across situation. She cannot be seen as deviating from the right path in a situation apparently to favor someone.
- iii) Objectivity: While taking a decision, she should base it entirely on the hard facts and decide rationally. She can't let her prejudices / stereotypes come in. This is essential to maintain public trust in govt.
- iv) Accountability: A civil servant must take responsibility for her actions - legally, organisational and general public. The govt. structure must be reformed so that accountability is clearly fixed. This is essential to ensure quality of governance is maintained. Else administration failure will keep on happening, the oppressed will be forced to run from here to there and he would lose faith.
- v) Openness: subject to the secrecy

demanded by national / public interests, a civil servant and organisation must disclose as much as possible. This transparency will ensure that decisions were not taken in malafide intent.

This will also increase citizen participation.

vi) Honesty: A civil servant is a trustee of public interest. The public can't act all the time in all the matters collectively, hence they appoint agents (here civil servants) who are supposed to look after their welfare. Though laws, rules are framed to control their conduct, yet they can't be made specific to each situation. That is why we need honesty in civil servants.

It ensures public interest is protected.

vii) Leadership: A civil servant is a leader. She has to lead her staff, interact and persuade general public, modify their behavior, rally them behind on many occasions to achieve the desired goals. Hence leadership is essential. Without it, governance will fail.

Thus, the above qualities are all needed for an ethical governance.



1. (c) Administrative corruption is rooted in administrative as well as non-administrative sources. Explain. 20

Corruption in India is so deep rooted. The factors behind it range from socio-cultural, economic, administrative - all spheres. Let us evaluate them.

#### • ADMINISTRATIVE REASONS

- Politicisation of bureaucracy: The relationship between ministers and civil servants is not defined. No guidelines exist for transfers and postings. Recent Durga Shakti Nagpal case shows they can be suspended on whims of local politicians as well. In such a case, integrity & honesty is easily compromised.
- Discretionary powers: Govt. officials enjoy a lot of discretionary powers. No guidelines, rules exist for their discharge. One can allocate coal mines and spectrum at will, and there is nothing to check in time.
- Lack of accountability: Govt. systems are notorious for lack of accountability. Even in new schemes, structures from top to bottom are created, but no single person / institution is held responsible for success / failure.
- Non involvement / empowerment of citizens



- No Code of ethics: There is no legally backed code of ethics which states the principles and values to be followed by civil servant. A PSU chief got the rules of PSU modified, allocated himself additional bungalows, and yet we can't do anything.
- Poor incentive system: There are no performance linked incentives - monetary or non monetary. Salaries are poorer in general.
- work culture: Corruption is not frowned upon. In fact there is a general acceptance or at least tolerance for it in most govt offices.
- Transparency: RTI has just come in, yet there are many problems in implementation. The recent political parties under RTI controversy.
- e-Governance: is just catching up. yet many crucial processes remain uncovered, project delays.
- Departmental enquiry, Lokpal & independent CBI: Dept. inquiries are painfully slow. Lack of effective Lokpal / Lokayuktas & independent CBI, removes the deterrence effect.
- Painfully slow criminal justice system.

#### NON ADMINISTRATIVE REASONS

- Socio-cultural factors
  - Poor, illiterate, unaware people.
  - Asymmetry of power with most power

- concentrated ~~to~~ <sup>with</sup> govt officials vis a vis citizens.
- culture of secrecy. - culture of behaving like elites and treating ordinary people with disdain.
  - Growing administrative - business nexus:  
PPP, natural resource auctions, land acquisition.
  - Plethora of rules & laws - imposing huge compliance and delay costs.
  - communalism and caste based voting by people which allow corrupt people to divide general public while they enjoy power.

10  
End with  
concluding  
remarks  
like answer  
is well  
structured  
and organized

2. Answer the following in about 200 words each 3 x 15 = 45

(a) Discuss the common motivating and de-motivating factors in development of a positive attitude within an organization.

Employee motivation is the key to success / failure of an organization. The various factors influencing it are:

1. Nothing can demotivate employees more than seeing good people getting punished or bad people getting rewarded. After the Dunga Shakti case, the demoralisation of UP administrative machinery can be imagined.
2. Undue external interference demotivates.
3. Incentive structure: If <sup>the right</sup> employees structure rewards the employees for developing the



- required positive attitude.
4. Leadership by example: If employees can look up to their leader with pride, they will be motivated to follow.
  5. Clear Communication: The goals, objectives, mission, strategy should be clearly communicated. The necessity of the new task needs to be made clear. Employees will be motivated only if they understand.
  6. Ownership: Motivation is higher if the employees feel the ownership of the project. If they feel someone else is imposing the change on them, they resist.
  7. Clarity & Significance of Role: Positive attitude development will be easy if the employee clearly understands her role and the significance of her contribution in the overall scheme of things.
  8. Lack of infrastructure/resources: This can lead to frustration and thus resistance on employees' part to change.
  9. Organisational Inertia: Every organisation has long standing procedures and ways of doing things. The more deep rooted they are, the higher the resistance.

- 7½
10. Cultural factors: for eg. govt. officials may feel they are superior than ordinary citizens. So a change for increased citizen participation would be resisted.
  11. Fear of job loss / prestige loss: This can be a great demotivating factor
  12. Recognition / Awards: If the positive attitude is recognised and rewarded meaningfully, it serves as motivating factor.
  13. Basic grievance: Employees are demotivated if their genuine demands are not met.
2. (b) Can you think of some effective persuasion techniques that could influence others by using their values, priorities and contextual demands? Elaborate with examples. 15

Following are important parts in persuasion.

#### 1. AUDIENCE ANALYSIS: This is the first step.

We must understand their real concerns and needs. Very often what they may be saying may not be the real point. So we must step deeper. examples:

- In Telangana, on surface the opposition could be because of love for united Andhra, but in reality the seemandhra people may be worried about job and revenue loss, sharing of Godavari waters.



Thus their opposition can be peacefully tackled by a suitable package.

- In Gorkhaland, the surface demand may be for a statehood out of ethnic concerns but in reality they may be dissatisfied over the control exerted <sup>from</sup> by the writer's Building even over the GATA affairs. So an appropriate administrative and financial devolution can prevent a showdown.

2. The message: It has to be suitably structured to appeal to the values and priorities of the audience. examples;

- Vivekananda asked us to be kind to everybody, abolish caste discrimination and help poor. The Young Bengal of Derozio also asked for the same. But while they based their arguments on western thoughts of enlightenment (reason & humanism), Swami Vivekananda based his plea on the age old Bhakti tradition - we all are children of God. Naturally he was more successful.
- Saving the Girl Child. Basing the plea on the perfectly valid reason that less girls alter demographic balance, so society needs more girls has little appeal to parents.

This is because they see girl child as a cost - a burden. But in Bangladesh, the situation rapidly changed for good after the govt. introduced a scheme allowing every school going girl to take home one bag of rice each month!

3. The Messenger: The audience have to connect with the messenger, they must find him credible. eg: - to prevent smoking in youth, it would be better if leading cricketers campaign against it, than say the ministers

2. (c) Does emotional intelligence have anything to offer in the conventional environment of formality, order, and firm bureaucracy? 15

Despite all the rules and formality, the govt. departments are still staffed with humans. And so long as that remains, emotions and emotional intelligence will continue to play a key role. <sup>Some</sup> examples, - civil servant - minister relationship: This relationship is not codified. So EI is all the more imp. here. The civil servant must understand her minister's anxieties, compulsions etc. in order to give the most effective advice in a situation. eg. while advising on say land acquisition Bill



if the civil servant knows the minister can't ignore the interests of industry beyond a point, then she can incorporate suitable provisions without diluting the bill.

- Relationships with superiors: To be effective, one must have a good rapport with her seniors. And in this relationship, one can't command her seniors, one can only persuade them. This becomes easier if one has good working relationship where EI plays a key role.
- Relationship with colleagues: At the horizontal level too, persuasion is the key where again EI can lead to success.
- Relation Managing other departments: A bureaucrat often has to work with other departments where frictional resistance tends to be high. Though decisions can only be taken as per rules, but very often this resistance for cooperation is grounded in the emotions of people there. for eg. they may be 'protecting their own space' or feel 'who are we to interfere'. To tackle such emotions, EI is necessary. Else if one tries to push through without seeking their cooperation,

- the work can get stalled in files & rules.
- Relationship with juniors: Though one can command obedience here, very often the lack of resources in govt. dept. means, we need them to go 'that extra mile' <sup>for</sup> success. And they will go that extra mile only if we <sup>can</sup> understand & manage their emotions.
  - Relationship with general public: To bring about success of many schemes, particularly which require social change (eg. women liberation), we must address emotions.

3. Answer the following in about 150 words each 2 x 10 = 20  
(a) Probity in public life is the key to stability and growth of India. Examine.

- Presently, many argue, our growth is stalled because of stalled land acquisition and delays in govt. clearance.
  - Land acquisitions don't happen because people don't trust govt. to make good on rehabilitation promises
  - clearances don't come because many people can sit on the file until they get monetary or other favors.
- Industrial houses collude with govt. at all levels to get policies made in their



- favor with an utter disregard for public interest.
- They also collude with local administration to undermine the people friendly rules (e.g. public hearings), resort to corrupt practices with utter disregard for law (e.g. illegal eviction of tribals & farmers).
  - They get land use plans changed, get natural resources allocated for free, they virtually undermine every aspect of governance.
  - Most govt. schemes fail at the ground level because there is no accountability or oversight.
  - All this undermines public trust in the govt. This leads to protests and even armed rebellion. The credibility of govt. is undermined, there is a general atmosphere of suspicion & the govt. can't undertake many reforms to promote growth.
  - Probity in public life is what we need to change this. All relevant facts of the matter need to be made public, the officers and ministers must disclose the reason for taking actions and take responsibility. Only then we can have good governance.

3. (b) What are the internal and external factors that can help the Citizen's Charter to have a significant impact? 10

Citizen charters can have a significant impact on quality of service delivery. For that, below factors are imp:

Internal factors to the organisation

- 1) Clarity: - The charter must clearly define what services the organisation will provide.
  - It should clearly specify objective, measurable standards of quality of service parameters, time in which service will be provided, who will provide, what documents are needed etc.
- 2) Simplicity: - The charter must use simple language. - The charter must be in local languages as well.
- 3) Monitoring & review: - Strong mechanism must exist for regular monitoring of operations (that they are happening as per charter).
  - The charter must be dynamic & reviewed periodically with citizen feedback.
- 4) Enforceability: - The charter must be legally enforceable.
  - the charter must be backed by easy, single window, time bound and strong grievance redressal mechanism.
- 5) Organizational capabilities:
  - while forming charter, thought should be given to appropriately enhancing organis<sup>n</sup> capability.



- Modern technology should be encouraged.
- In the reviews, the processes of organisation must be constantly improved.

### External factors to the organisation

1. Citizen awareness campaigns: Proper budget be allocated to make citizens aware of their rights.

- the charter & grievance redressal mechanism should be prominently displayed in offices.

2. Citizen feedback: - <sup>Institutional</sup> ~~the feedback~~ mechanism should be put in place to solicit, encourage & incorporate citizen feedback.
  - steps for improvement be carried out on its basis.

### 3. External Audit.

4. Read the following case studies and answer accordingly with proper justifications. Answer should not exceed 250 words each 4 x 20 = 80

(a) You and Romi are the respective in-charge of two subunits in a government organization, with both working under the General Manager Thakur Seth. Your organization contracts out work to two private sector firms: Shreya Services and Aziz Services. Both of them are fully competent and have done good work.

Both you and Romi have encouraged Thakur Seth to spread the work between these two contractors equitably to create some beneficial competition. But over the last 3 years, only Shreya Services has received the larger contracts, which transcends the level of your subunits and thus are out of your purview. Thakur Seth insists that Shreya Services has done fine work and there is no need to change. He talks about continuity and proven performance, and argues that stability serves the good of the department by reducing transaction costs and thereby increasing efficiency.

You and Romi have argued for including Aziz Services in the major contracts, not only because it does good work but because it is a smaller firm that needs government contracts to get well established. You believe that a combination of equally excellent performance and compensatory justice for smaller firms that are struggling to compete, make Aziz Services even more deserving of a share in the big contracts. However, Thakur Seth is not willing to budge from his seemingly unreasonable position.

Aziz Services being a firm held by the minority community, you and Romi discuss the possibility that Thakur Seth may be biased in consistently rejecting Aziz Services out of hand for the bigger contracts. The two of you try to find out an alternative explanation for Thakur Seth's conduct, but it is difficult not to interpret his actions as being motivated on communal grounds.

Design an approach to address this serious problem of apparent inequity and perhaps communal bias. Keep in mind that this is not just an isolated incident; it represents a pattern of practice with potentially serious consequences for the organization and the contractors and implications for cultural norms of the organization. List the steps that you would take to address the problem.

The present situation is certainly unethical and harmful to everyone on the following grounds:

- The justice and fairness ethics warrant that we protect the weak and respect equity. Hence give contracts to Aziz.
- The basic rights approach warrant we ensure minority rights and not discriminate against them.
- The virtue ethics ask us if we want to be a person who discriminates against the weak & is narrow communal minded? NO
- The deontological ethics demand it's our duty to protect efficiency <sup>in</sup> organisation by enhancing fair competition; also to establish a healthy work culture and respect equity.



The consequential ethics too warrant contracts to be given to Aziz on following grounds:

- by limiting competition on arbitrary grounds we are setting a bad precedent.
- if we don't bring transparency & fair play; organisation may be harmed tomorrow. Someone can cite this precedent to limit competition in exchange of personal favors
- this ~~will~~ <sup>may</sup> increase inefficiency & cost ahead
- this will spoil work culture. Values such as integrity, openness, objectivity, impartiality, accountability are compromised here and this will harm the organis<sup>n</sup>.
- If this case is exposed in future, it may cause a serious crisis to organis<sup>n</sup>.

• Taking no action citing it is out of our purview is not ethical because this practice has to be stopped for reasons above. So below approach be followed.

1. Prepare a full case with all relevant facts and rules. Highlight:

- how we think the discrimination is happening. (cite data to prove the)

- excellent service record of Aziz and how no large contracts are awarded).
- Cite govt. policies, rules and regulations which warrant non discrimination against minorities and protection of smaller companies.
  - Give our opinion on how we think this is unethical, sets bad precedent and is harmful for the organisation. We can use arguments cited earlier.
  - Cite any guidelines to be followed while awarding such contracts. informally show
  - Once ready, we should submit the or him the report and formal case in writing to Mr. Seth. We should also verbally tell him the trouble personal ramifications for him if such discrimination is alleged in public. He may face enquiry and criminal charges.
  - If he doesn't listen to us, we formally present the case to him.
  - If he doesn't take any action on our complaint, we should write to head of department or the vigilance commission or any other govt mechanism established for this purpose.

10  
Good reasoning  
and  
arguments



4. (b) Mr. X is the engineering manager for the County Road Commission (CRC), with the primary responsibility for county road safety. Along a given stretch of the road, many people have died over the course of last 5 years by crashing into roadside trees. Many other accidents have also occurred. Two law suits had been filed regarding the unsafe segment of the road, but were dismissed because the drivers were exceeding the 45 mph speed limit. Mr. X recommends that the road be widened, cutting down a large number of trees in the process. This leads to a protest by environmental groups and they file a petition to save the trees; and instead educate people about following the road safety rules like speed limit etc. The public sentiment is divided on the issue with no sight of a wide consensus. Discuss how Mr. X should proceed at this point. 20

This case poses multiple ethical dilemma.

- Not doing anything so as to save the trees is out of question as lives are being lost there. It is against our duty & hence unethical (deontological ethics)
- Widening the road will save lives,
  - but it will lead to loss of trees & thus degrade environment. This is against the common goods approach.
  - Also set a bad precedent that we can violate the minor laws (like speed limit) and then the govt. will help us.

So first we should conduct a scientific

Study to see if high speed is the main cause of accidents. ~~what if~~ If the vehicles travel at lower speed, will the road be safe? And is the lower speed ok considering the safety tradeoff with volume of traffic, congestion, ~~etc.~~ economic loss etc?

- If it is found that lower speeds is advisable and can meaningfully prevent accidents, then next step would be to determine the strategy. We can always run an awareness campaign. But if we need urgent action, then we can construct a series of speed-breakers around the danger zone. This way we can resolve the ethical dilemma between saving trees & lives.

- If however it is found that lower speed is not advisable ~~and~~ <sup>or</sup> cannot reduce accidents, then we will have to widen the road.

- But then we will have to



place the facts of the study fully in public domain. Also the credibility of the study has to be ensured by selecting only high quality, ~~new~~ independent experts.

- This would help reduce the opposition for road widening.
- Still the ethical dilemma of tree loss remains. So we can resolve this by either planting trees on some other equivalent land / ~~setting up~~ a compensation fund for this purpose.
- This way we can find an amicable solution.

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4. (c) You have just been appointed as a director of the city municipal corporation. A joint director, much senior to you in age and about to retire in six months, is passionately working on a very important urban planning project, successful completion of which would earn him a lasting reputation for the rest of his retired life. A new lady Civil Engineer has joined the corporation, having background from a leading premier institution in this field. This has made the Joint Director (JD) so insecure that he constantly fears that she would take all the credit. He has adopted a passive aggressive behavior towards her and is disrespectful in his communication to her. The lady engineer feels embarrassed when the Joint Director corrects her in front of other employees, raises his voice when speaking to her and leaves no chance to humiliate her. She may also be intimidated by him since he has had a long tenure in the office, has directly related experience in the functional area that she is working in, and was also favored by the previous Director. She may be feeling that she has no recourse in the matter. You are well aware of her outstanding academic and career record in previous organizations but fear this one sided ego clash from the side of the Joint Director would seriously compromise her much needed contribution in this important project and also, her emotional well-being. Latest, you come to know that she is planning to resign. How will you handle this situation? 20

#### ISSUES AT STAKE

- The project needs both - and both working harmoniously.
- Moreover, the larger work culture of the organisation is at stake. We should establish a culture where the young can contribute without fear and the experienced ones are also valued. A mistake here can set a very bad precedent.

#### BASIC REASONS FOR CONFLICT

- The basic reason is insecurity.
- The director feels insecure about



- losing all the credit. and
- the lady feels insecure that no one will help her.
  - we need to remove both insecurities in order to resolve the situation.

### WAYS TO TACKLE SITUATION

- we will talk to the lady first. We will hear out all the things she has to say, ask her to compile all instances of bad behavior as much as she can recall. Then we will assure her that ~~the~~ <sup>she</sup> is perfectly safe, the organisation ~~will~~ <sup>will</sup> ~~cannot~~ tolerate attempts to lower the dignity of an individual, she will get justice. ~~we~~ will assure her she can approach me for in case of any further misbehavior. I will assure her I would personally <sup>talk</sup> ~~meet~~ to the joint director. She should not resign and focus back on work.
- Next we address the joint director. I would praise his work, his outstanding contributions, how he ~~has~~ <sup>is</sup> going to leave a legacy. I would

make him realise how valuable his contributions have been and how this project has benefited from him.

- This would create a sense of security for him. Then I would raise the matter of the young lady with him.

I would emphasize he has nothing to fear from her; in fact he can leverage her skills for better execution of "his" project. On the other hand, if the ~~new~~ issue of his maltreating a new employee escalated, it would only bring him disrepute. Years of his good reputation can be lost in just this one scandal. So politely, I would ask him to ~~use~~ change his way of treating her.

- Simultaneously, to drive home to both, that I am serious about preserving the work culture of the organisation, I would issue an office circular creating a mechanism for employees to report their maltreatment by superiors or others. This would serve as assurance to the lady & a veiled warning to the joint director.

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4. (d) A state-of-the-art technology product is to be launched by a leading company on a widely advertised date, simultaneously at different locations in the country, for the first time. There is fantastic customer response and heavy bookings for the product.

A big event is planned in Pune for the launch to which a large number of dignitaries, customers and media have been invited, thus ensuring extensive press coverage. The manager's career hinges on the success of the event and the launch.

Three days before the scheduled launch date, the manager's deputy tells him that the trucks transporting the product have been detained at the octroi post outside Pune, ostensibly for want of some documents, and the octroi inspector is demanding a bribe for clearance of the consignment.

"Should we pay the bribe?" the deputy manager asks the manager. What should the manager do? Discuss the course of action he can take. Keep in mind, that this is not an isolated incident. These kinds of things happen a lot in the country where a bribe is demanded for "quick solutions". Discuss an approach which can be followed in such situations. 20

- A lot is at stake personally for the manager. And the temptation of paying the bribe is high.
- However it is temptations such as these which have contributed to this "culture" of bribe-paying.
- Paying the bribe is unethical on the following considerations:
  - Paying bribes worsens the "culture" for everybody. People like the octroi inspectors, will see it so easy to extract bribe and there is no fear of punishment. This will make things worse for everyone in the

country and thus the utilitarian and the common good approaches disapprove of it.

- Men it is our duty to be honest while doing our work and thus even deontological approach holds it unethical to bribe.

- Instead we should find a solution which not only punishes the inspector in this case but also creates a deterrent for others. And in the case our shipment is delayed, it should also not affect the manager adversely.

- Also, the manager should keep his superiors in loop.

- Perhaps what we need is to publicly shame the inspector. For this we will need some kind of evidence. Maybe we can have a meeting with him where he asks us for the bribe and discusses it and we record it on a hidden camera.

- Once we have a prima facie



evidence of his guilt, we can file a police complaint against him. We can also call a press conference and present the evidence. We can contact any political parties and NGOs which work against corruption and present the case against the inspector. We can upload the video on youtube and other social networking sites.

- This will have following effect:
- The inspector would be punished.
  - The expose would act as a deterrent for other bribe seekers. It would also inspire other oppressed people to employ similar techniques. More exposes would come and fear would set in the minds of bribe seekers.
  - We would also be arranging the documents asked. If the equipment is still not released in time; the positive publicity would outweigh the loss. In the meantime, <sup>manager</sup> we can <sup>talk</sup> ~~please~~ to ~~the~~ <sup>his</sup> boss, explain the situation and request the venue to be shifted out of Pune.

5. Read the following case studies and answer accordingly with proper justifications. Answer should not exceed 200 words each 3 x 15 = 45

(a) A junior member of staff has just returned to work after taking special leave to care for her elderly mother. For financial reasons she needs to work full-time. She has been having difficulties arranging proper care for her mother, which has led her to miss important team meetings (usually taking place at the beginning of each day) and to leave the office early. She is very competent in her work but her absence is putting pressure on her as well as her overworked colleagues. You being her manager are aware that the flow of work is coming under pressure due to this. One of her male colleagues is beginning to make comments such as "a woman's place is in the home", and is undermining her at every opportunity, putting her under even greater stress. How will you deal with the situation?

There are 3 main issues here :

1. What the male colleague is doing is not only cruel and unethical, but it has the potential to spoil the entire work culture of the organisation and bring the name of the organisation to disrepute. He needs to be checked firmly.
2. The woman is in distress. She needs help and support. She is so very competent and if we help her see through this crisis, her loyalty for the organisation would double and she would work even harder in future.
3. The work flow in the interim should not suffer. The colleagues



are already overworked.

### ACTIONS TO BE TAKEN

1. Issue a stern warning to the male colleague to ~~stop~~ check his behavior. Also issue an office circular ~~creating~~ a gender issues related committee to handle such cases.

This would convey our seriousness.

2. Should explore options to help the woman: It may include:

- If the company has work from home policy, then allow her.
- If the company can give her soft loans to help her financially during this period, then help her.
- If I can personally help her <sup>financially</sup> or via a colleague of hers, then do so.
- Talk to her, counsel her and encourage her. Express support.

3. To maintain the work flow:

- Appraise the general staff of her problems (after getting due approval)

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from her). Build support for her in the team. ~~Then so they~~ might willingly take a little of her work for some time. Also distribute some of her work among a few members. If need be, hire a junior temporary support.

5. (b) Consider that you are working in an organization. The Chairman of the organization has made it a practice even in good times to have his senior executives fire ten percent of their subordinates once every three years, and those at lower levels to do the same. "It's all about performance. Some think that it's cruel or brutal to remove the bottom 10 percent of our people. It isn't. It's just the opposite. What I think is brutal and false kindness is keeping people around who aren't going to grow and prosper", argues the Chairman. Do you agree with his views? Substantiate. 15

No, don't agree with his views.

- The performance appraisal system of the company ~~is~~ may not be full proof. It may ~~label~~ <sup>put</sup> some deserving candidates as well in bottom 10%. There may be subjectivity.
- Even if they are bottom 10% in this cycle, they may not always remain so. They must be adequately warned and given a genuine chance to improve their performance.
- His logic that "its false kindness to



keep people who won't grow" makes it sound as if he is doing them a favor by firing them!

If these ~~persons~~ ain't going to grow, it should be their choice to continue (fully aware they won't grow) or leave. Then only it can be called kindness on part of chairman.

Else he is acting purely in self interest and calling it ~~as~~ kindness.

- The concerns about efficiency in the company are genuine. To this extent firing ~~is~~ can be justified. But he can't drape it in the cloak of charity.
- Even though companies need to remain efficient, a job holds a very important place in a person's life. It's not like a shirt which can be changed everyday. His entire family, the future of his children may depend on it.

So before firing:

- adequate steps to improve the performance should be taken.
- management should talk to

- him, understand his concerns, try to redefine his goals etc.
- If he has to be fired, due notice and for sufficient severance package should be given.

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5. (c) In a state in India, government officials are regularly denying poor, illiterate workers, their statutory minimum wage under a government scheme ensuring a minimum level of employment for them. The actual quantity of work done is being routinely under measured. False entries in employment registers with bogus names, is enabling project foremen to pocket the payments. Other malpractices including inflated estimates for public works projects, use of poor quality materials, and over billing by suppliers are being followed. What can be done to resolve this problem? List the measures that can be taken to plug such loopholes. 15

Few steps which enable good governance may also be applied here:

1. People participation
  - Decentralisation and devolution, as far as practicable, should be carried out.
  - People Gram Sabha should be given



the task of overall monitoring.

- All relevant information should be kept before the gram sabha and the functionaries should be made responsible to the sabha.
- Social audit, NGO participation should be encouraged and institutionalised.
- Campaigns to increase public awareness about their entitlements need to be carried out.
- employment registers, wages paid etc. should be prominently displayed at public places for general inspection.

## 2. Use of technology

- Modern, real time MIS should be developed. ~~Att po~~
- All payments should be through aadhar linked bank accounts and can be seen on the MIS.
- All procurement should be by e-tendering process which ensures fair play.

## 3. Process restructuring

### 3. Capacity building & Audit

- CAG audit must be done. Training

- should be given to functionaries at ground level to ensure standardisation of accounts as per CAG guidelines.
- Adequate money should be made available for staff training.
  - Adequate money should be made available to ensure sufficient staff and resources to carry out the work measurement process, engineering advice etc.

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