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**UPDATED**

# **ANSWER WRITING WORKBOOK**

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## **Ethics Case Study**

**GS PAPER 4**

**50 PRACTICE  
QUESTIONS**

**With Model Hints**

Edited by:  
**Manoj K. Jha**

# TESTIMONIALS

“ Being in job of IRS, time management was extremely challenging. I express my immense gratefulness towards GS Score and Manoj Jha Sir for providing me best possible support in my success journey



**Pratibha Verma**  
Rank 3

“ I am highly obliged towards GS SCORE for its best evaluation and assessment mechanism which helped me to crack UPSC in first attempt.



**Mandar Patki**  
Rank 22

“ Answer writing is always considered as a vital part for success in UPSC. GS Score helped me in building a strong and solid foundation for development of answer writing skills. Thank You!



**Hinanshu Gupta**  
Rank 27

“ Cracking UPSC was my childhood dream and I am highly thankful towards GS Score for guiding me in this journey. And special thanks to Manoj Jha Sir



**Chandarjyoti Singh**  
Rank 28

“ I am very much Thankful to GS Score for building my capacity of Answer Writing Skills. Value addition, mentoring and personal evaluation by Piyush Choubey Sir did help a lot.



**Pari Bishnoi**  
Rank 30

“ Managing sincere attempt while being in service of IPS was very tedious job. But GS Score helped me a lot in my smart preparation. I will always be thankful to Manoj Jha Sir for his mentoring.



**Dipankar Chaudhary**  
Rank 42

“ History Optional was not an easy nut to crack. I express my sincere gratitude towards GS SCORE and Piyush Yadav Sir who helped me to sail through the rough water of UPSC.



**Ashutosh Kulkarni**  
Rank 44

“ Being from family of Civil Servants, UPSC was a childhood dream for me. I express my humble gratitude towards Manoj Jha Sir for building my confidence in Ethics Paper.



**Aranyak Saikia**  
Rank 59

“ UPSC style mock papers coupled with evaluation by faculty members of GS SCORE themselves enhanced my confidence to write answers as per the demand. I am thankful.



**Chandrima Attri**  
Rank 72

“ I would always find lack of substance to fill my pages in Ethics and Essay. Manoj Jha Sir squarely took care of this. Thank you Sir!



**Madhumita**  
Rank 86

“ Cracking UPSC in first attempt is considered as achievement within achievements. Thank You GS SCORE for the right guidance at right time.



**Muskan Jindal**  
Rank 87

“ I am extremely grateful to GS SCORE for the guidance in improving my MCQs solving temperament which helped me to crack UPSC in my first attempt.



**Shikhar Choudhary**  
Rank 97

# ETHICS CASE STUDIES

## MAINS WORKBOOK (GS 4)

Ethics and Integrity under General Studies 4 holds immense significance in UPSC mains preparation. It gives candidate scope to ponder over the various ethical rules and principles, dilemmas, rightful conduct, justice, honesty etc. UPSC demands understanding and practical application of such concepts related to Ethics as well as implementation in real life situations where a bureaucrats faces dilemmas

GS Score Ethics Workbook covers both these aspects; it helps in conceptual understanding of various concepts and issues as well as case studies to cover most crucial aspect of syllabus.

### ● How will the workbook help students?

It will help in proper understanding of the subject and in addressing the demands of the question skillfully. It is designed in a manner that student will learn application of concepts and effective coverage of syllabus through question and answer format. To gain maximum out of it student must first attempt each of the set on own and then compare with model hints given. Such an exercise will help in answer writing practice and in enrichment of answers.

**The GS SCORE Ethics Workbook consist of questions from the following topics:**

#### ● Section A: 10 Sets

- ▶ Ethics and Human Interface: Essence, determinants and consequences of Ethics in-human actions; dimensions of ethics; ethics - in private and public relationships. Human Values - lessons from the lives and teachings of great leaders, reformers and administrators; role of family society and educational institutions in inculcating values.
- ▶ Attitude: content, structure, function; its influence and relation with thought and behaviour; moral and political attitudes; social influence and persuasion.
- ▶ (Aptitude and foundational values for Civil Service, integrity, impartiality and non-partisanship, objectivity, dedication to public service, empathy, tolerance and compassion towards the weaker-sections.
- ▶ Emotional intelligence-concepts, and their utilities and application in administration and governance.
- ▶ Contributions of moral thinkers and philosophers from India and world.
- ▶ Public/Civil service values and Ethics in Public administration: Status and problems; ethical concerns and dilemmas in government and private institutions; laws, rules, regulations and conscience as sources of ethical guidance; accountability and ethical governance; strengthening of ethical and moral values in governance; ethical issues in international relations and funding; corporate governance.
- ▶ Probity in Governance: Concept of public service; Philosophical basis of governance and probity; Information sharing and transparency in government, Right to Information, Codes of Ethics, Codes of Conduct, Citizen's Charters, Work culture, Quality of service delivery, Utilization of public funds, challenges of corruption.

#### ● Section B: 11 Sets

- ▶ Case Studies on above issues.

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# **ETHICS CASE STUDY WORKBOOK**

**SET: 1-11**

**QUESTION & ANSWER**



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# ETHICS CASE STUDY (SET-1)

## QUESTIONS & ANSWERS

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- Q1.** One of your friend, a mid-level bureaucrat, is highly upset because of his job-related stress and family problems and often expresses his disenchantment with life. He gave an application for 3-week leave, which was sanctioned by his boss. However, a senior officer (placed higher than his boss), called him during his leave period to the office for handling a sudden exigency and this was not the first time when such a thing had happened to him. It happens very often because the officer is very efficient and reliable. The officer has a feeling that those who work honestly are overused while those who work less but keep a personal liaison with seniors work less and get various rewards and privileges. He is disillusioned. He is unable to give reasonable time to his aging sick mother, his wife who is under depression and children who are going to face their 10th and 12th board examinations. The officer is very upset and broken because of his inability to reconcile his official duties and family responsibilities. He seems to be very disturbed and broken. Despite being an honest and efficient officer he has not been given adequate rewards and recognition and space for looking after his personal needs; he displays signals of suicidal tendencies.

What would be your suggestions to him? Discuss the merits and demerits of each suggestion.

- Q2.** The issue of displacement is seen as a necessary evil in order to construct industries, infrastructures such as dams, mining, roads, and power projects, which are intended to serve the “greater good”. The protests by civil society and peoples against land acquisition have been growing in recent years. These protests and violence increasingly question the so-called “greater good”. In fact, whether it is Bhatta-Parsaul in UP, Nandi gram in West Bengal, Chhattisgarh, Jharkhand, Andhra Pradesh, Kerala and recently in Tamil Nadu, all point the need to examine the matter differently.

You are part of a big MNC and facing such protest against the expansion of your plant. You are the CEO of a company, which is involved in the manufacturing of products. It has created a good employment opportunity for the locals. But the local residents are not happy with the management of the company and a big group of local residents are protesting continuously. Actually, as part of expansion spree your company needed more land to increase the manufacturing base. Opening a new plant at a different location will increase the production cost. Government has allocated a few acres of

land to increase the manufacturing capacity of the plant as this will also give a boost to the local employment. Government has assured for the rehabilitation package for the displaced people. However, there is a huge protest against this allotment as few people get displaced from their roots. They are demanding closure of the plant. Your father is a Minister placed in the concerned Ministry. He is influential and very well networked. Company's management is pushing you to manage the situation and local authority through your father, as relocating new unit at new place will increase the cost of production, and the company may lose market share in terms of sales if the cost goes high. Based on the above situation answer the following questions:

- (a) What are the options available to you and also discuss the merits & demerits of each option.
- (b) What will be your final call? Justify.

**Q3.** You are head of a charitable trust that takes care of education, clothing, food and other basic needs of children from the marginalized community. Your organization also offers health services to the members of the weaker section. You find it difficult to serve qualitatively because of the crunch of funds. The trust runs on donations and contributions from donors only. There has been a regular fall in contribution from several eminent persons who were prime donors previously. The response to your decision to go for a small advertisement to get a donation for the good cause is not very encouraging. However, a prominent local politician albeit with a criminal record offers a hefty donation. You are in dire need of money to keep running the charitable trust.

- (a) What are the options available? Analyze.

**Q4.** You are working in a big government organization as a head. Under you, there is a team of seven people. A senior administrative officer has recently joined it. He is very short tempered and yells at his subordinates even on small issues. Due to his position no one utters a word and feels very humiliated. You have noticed the lack of participation of the subordinates in the project due to his behavior. Also, you know that your subordinates and colleagues expect something from you.

- (a) What are the options available to you?
- (b) Evaluate each of these options and choose the option, you would adopt, giving reasons.

**Q5.** You are a senior civil servant. One of your officer friend is hard working, completes her work on time but always demoralizes her subordinates by blaming them for one or the other thing. She keeps everyone on toes. Often she shouts in her office and wants to just follow the blue book while working. She also insults the junior officers if one fails to get the things done. Her only mantra to work is to "get the things done -whatever it takes". Due to this bossy attitude, your friend is not liked by the

subordinates and because of her uneven relation with her team members, she fails to portray a good office culture. Most of the colleagues know about this case but no one wants to discuss it because of your proximity with that lady officer. However, one day one close friend who happens to be your colleague briefed about the problem the subordinate officers are facing.

Answer the following questions based on the above case:

- (a) What are the options available to you?
- (b) Bring merits and demerits related to each option and discuss the best option.

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# **ETHICS CASE STUDY WORKBOOK**

**SET: 1-11**

**QUESTION & ANSWER**



# ETHICS CASE STUDY (SET-1)

## QUESTIONS & ANSWERS

- Q1.** One of your friend, a mid-level bureaucrat, is highly upset because of his job-related stress and family problems and often expresses his disenchantment with life. He gave an application for 3-week leave, which was sanctioned by his boss. However, a senior officer (placed higher than his boss), called him during his leave period to the office for handling a sudden exigency and this was not the first time when such a thing had happened to him. It happens very often because the officer is very efficient and reliable. The officer has a feeling that those who work honestly are overused while those who work less but keep a personal liaison with seniors work less and get various rewards and privileges. He is disillusioned. He is unable to give reasonable time to his aging sick mother, his wife who is under depression and children who are going to face their 10th and 12th board examinations. The officer is very upset and broken because of his inability to reconcile his official duties and family responsibilities. He seems to be very disturbed and broken. Despite being an honest and efficient officer he has not been given adequate rewards and recognition and space for looking after his personal needs; he displays signals of suicidal tendencies.

What would be your suggestions to him? Discuss the merits and demerits of each suggestion.

### HINTS

Following options are available:

#### ■ Follow Pragmatic Approach

##### ◦ Merits:

- ▶ One should generally give priority to “duty” over “family” and be happy to know that s/he has capabilities to deliver and the seniors recognize this and depend on her or him. That is positive thinking.
- ▶ If plan “A” does not work, we should think about plan “B”. Expecting that others would understand our “situations” and “case” is not a sin, but one should be courageous and strong enough to accept “setbacks”, “rejections” and “heartbreaks”. Life never ends due to setbacks; there are always next options available.
- ▶ Adaptability is the key to live life without unwarranted frictions and move forward in life. The approach and attitude to adjust to the situations is called adaptability, which is the key to finding practical ways in order to solve our problems. The confronting approach towards exogenous the situations and people. Confrontation creates stress and strife and becomes counter productivity.
- ▶ Responding rather than reacting to the “present” and “adjustment to the ground realities” is what is called intelligence. We must try to be intelligent.

- **Demerits:**

- ▶ There is a danger in the “adaptability approach” or “pragmatism” to turn a person into “permissive” or “un-assertive” persona, always surrendering in front of an adverse situation rather than trying to “have her or his own way or say” or stand firm on her/his “principles and convictions.”
- ▶ Adjustments and compromises are good, but diluting “oneself” and “one’s preferences and priorities” robs us from happiness and satisfaction.
- ▶ Sacrifices which we make for any reason should be led by our reasoned “choices”, it should not be out of fear. We must assert where adjustments mean moral and ethical degeneration or involve issues of self-respect and dignity. However, we are prone to believe our “false egos” as “self-respect and dignity. “We need to be careful and wise, which we are not very often.

- **Do not try to change others**

- **Merits:**

- ▶ The exogenous situations and stimuli are not under our control; however, we can control how we respond. It is easy to change ourselves than trying to change others. Much easier in this case is to change your plan and strategy with regard to making space for personal and family’s well-being and happiness even while meeting the official responsibilities.
- ▶ It takes variety of people and situations to make our world and environment in which we live. We should change ourselves as per the ever evolving situations that is one of the meanings of “intelligence”.

- **Demerits:**

- ▶ Accepting the prevalent authoritarian “norms” and ‘conventions” even if these are contrary to principles of justice and fairness and human values, would perpetuate the “wrongs.” If everybody would be silent in “submission” against wrongs of authorities, who will bell the cat?
- ▶ If everybody would just be afraid or confined only to self-good, there will not be any leaders leading change and improvement.

- **Pursuit of Excellence**

- **Merits:**

- ▶ One should continue endeavors towards improvement and excellence with the realization that the people around you may or may not be as pure, perfectionist and enduring as you are.
- ▶ “Gradual incrementalism” is a better way to “change and progress” than “radicalism.” So excellence requires patience, perseverance and endurance. One should never be bogged down by adverse situations. We meet variety of situations and people in our life’s journey and we should handle all of them with reason, wisdom and equanimity, rather than getting perturbed or depressed.

- **Demerits:**

- ▶ Quest for excellence is a tough choice and the path is rocky.
- ▶ One needs to sacrifice many things in search of excellence.

- **The best path: Maintain work-life balance**

- I would provide counseling at my level and if need be I will take him to professional counselor. From the above options, we can derive the best path as follows:
- We should not hurt and punish ourselves for the follies of others. We cannot change others as easily as we can change ourselves. We should try to be adaptable and pragmatic.
- We must learn to live with some “imperfections”, which we cannot correct. We should move forward even when things are imperfect around us.

- We must remain positive amid odds and adversity. It is important for self-esteem and confidence that you are special and your family as well as society needs you because you are a role model of commitment and sacrifice. Your rewards may not be tangible, but deep inside everybody around you knows your contributions and loves you. Above all you should be happy and satisfied that you have fulfilled your duty and served selflessly.
- Work- life balance comes through constant practice and for every kind of situation; there is alternative arrangement, which should be explored. Life is less than perfect, but it is not a hopeless errand. We need to modulate and moderate our aspirations, expectations and speed depending upon our capacity, constraints and possibilities.
- Life is the most precious gift of god and we should believe in our self-worth. We are just an atom in the big super-structure of existence and many times exogenous factors determine our success and failure; therefore, we should take both in stride.
- At the level of spiritualism and meditation, we should take things as they happen nonchalantly and uncomplainingly rather than reacting we should respond with wisdom and detachment. Physical strength and means/wherewithal matter in life, but our spiritual fiber should be strong to face the vicissitudes of life- up and down, flow and ebb and sweet and bitter events.

**Q2. The issue of displacement is seen as a necessary evil in order to construct industries, infrastructures such as dams, mining, roads, and power projects, which are intended to serve the “greater good”. The protests by civil society and peoples against land acquisition have been growing in recent years. These protests and violence increasingly question the so-called “greater good”. In fact, whether it is Bhatta-Parsaul in UP, Nandi gram in West Bengal, Chhattisgarh, Jharkhand, Andhra Pradesh, Kerala and recently in Tamil Nadu, all point the need to examine the matter differently.**

**You are part of a big MNC and facing such protest against the expansion of your plant. You are the CEO of a company, which is involved in the manufacturing of products. It has created a good employment opportunity for the locals. But the local residents are not happy with the management of the company and a big group of local residents are protesting continuously. Actually, as part of expansion spree your company needed more land to increase the manufacturing base. Opening a new plant at a different location will increase the production cost. Government has allocated a few acres of land to increase the manufacturing capacity of the plant as this will also give a boost to the local employment. Government has assured for the rehabilitation package for the displaced people.**

**However, there is a huge protest against this allotment as few people get displaced from their roots. They are demanding closure of the plant. Your father is a Minister placed in the concerned Ministry. He is influential and very well networked. Company’s management is pushing you to manage the situation and local authority through your father, as relocating new unit at new place will increase the cost of production, and the company may lose market share in terms of sales if the cost goes high. Based on the above situation answer the following questions:**

- (a) What are the options available to you and also discuss the merits & demerits of each option.**
- (b) What will be your final call? Justify.**

### HINTS

- (a) In the above case, the manufacturing industry though provide employment to the locals but uprooting a sizable population. Thus, the options available are:**

**■ Convince management to stop expansion plan now:****◉ Merits:**

- This option is most preferred as this will de-escalate the protest. And it will not have impact on the overall operation of the company.
- It will also be beneficial in the long run for all the stakeholders as the brand image of the company would improve and people will have no point for protest and agitation.
- Further convincing the management would be easier as it is an internal affair whereas managing all other stakeholders will be difficult and complex because they are exogenous to the system having their own interests.

**◉ Demerits:**

- The management of companies is often more interested in profit margins and sales targets rather than compliance of rules.
- Further meeting demand of locals may increase the cost of production, reduce profit margins and even affect sales adversely. Hence, convincing the management of the company may prove out to be a herculean task.
- Insisting on to stop expansion may cost your job in the worst case on the allegation of incompetence on your part.

**■ Directly talk to local political leaders to influence situation temporarily:****◉ Merits:**

- The option of talking with local political leaders is needed immediately to dilute the crisis and keep the company going. This solution is better than calling police and taking coercive actions. It will help to clear the doubts and apprehensions of the people.

**◉ Demerits:**

- The local political leaders might have their own agenda in mind rather than public interest. They might be creating pressure on the company for donation for their party or personal gratification. They usually make mountain of a molehill to gain coverage in media and garner public support.
- In all these cases totally relying on them may not solve the crisis because the local political leaders may not give any guarantee of not waging protest again. Personal gratification of one leader may set a precedent for other leaders to use pressure tactics for the same in future.

**■ Request father to influence local people:****◉ Merits:**

- Management and administration are an art of 'the possible' and 'pragmatism'. You can use your influential father or any other influential contact to engage locals for better settlement.
- Since your father is a minister, he can use his position and authority to settle the issue by engaging them in dialogue also through use of police.

**◉ Demerits:**

- People may not easily trust your father because you are CEO of the company against which protest is going on.
- In the worst case this may cost the image of the CEO as well as his father if any unholy alliance for wrong doing comes in light, which may attract legal action.

**■ Use media to spread news that closing of plant may hamper local employment & growth opportunity.**

◉ **Merits:**

- This is an indispensable measure even if you explore the first two. Many of the protests happen because of misconception and suspicion. Making people aware through media is a good step to avoid confusion, suspicion and apprehension.

◉ **Demerits:**

- Using media for creating favorable public opinion based on facts/realities is one thing and simply using the platform for propaganda is other. Any move to force lies and befool people would severely damage the image of the company and spoil the chances of solving the problem. People may feel cheated and deceived. Creating misconception or pervading untruth is immoral and unethical as well.

**(b) Final course of action:**

The approach would be to coopt the opposition of people affected by displacement by making them participant and stakeholder in the process of expansion of the plant. People are opposed to this plan because their interests are not being catered to in this process. The idea would be to provide employment to the people based on their levels of skills in the company and provide for housing and education of their children. Dissatisfaction can be addressed only by sharing benefits of development process and not by brutal use of state machinery exploiting the links. It doesn't pass the test of either morality or strategy. For a peaceful functioning of the company, it is important that people around aren't disenchanted. CSR can also be a suitable mechanism to improve social status of the company.

**Q3. You are head of a charitable trust that takes care of education, clothing, food and other basic needs of children from the marginalized community. Your organization also offers health services to the members of the weaker section. You find it difficult to serve qualitatively because of the crunch of funds. The trust runs on donations and contributions from donors only.**

**There has been a regular fall in contribution from several eminent persons who were prime donors previously. The response to your decision to go for a small advertisement to get a donation for the good cause is not very encouraging. However, a prominent local politician albeit with a criminal record offers a hefty donation. You are in dire need of money to keep running the charitable trust.**

**What are the options available? Analyze.**

**HINTS**

**Following options are available:**

- ◉ Taking donation from the politician
- ◉ Rejecting offer of that politician as he has a criminal record
- ◉ Asking him to directly assist to those who are in need
- ◉ Reducing our operational scale to affordable level, so that we can sustain the charitable work

■ **Taking donation from the politician:**

◉ **Merits:**

There is no problem in taking "unconditional" donation for the noble cause irrespective of the background of the donor. Alfred Nobel earned his fortunes by supplying bombs during the war years on whose donated corpus/ funding and name, Nobel Prize is given. In a way it will be an opportunity for a wrong doer/criminal to work for the betterment of the society and beginning of mending his ways. The word unconditional is very important. If I read ulterior motives or vested interest, I should reject donation from a tainted politician.

- **Demerit:**

Receiving the funds from tainted politician will bring a bad name to the trust. In future, there can be investigations regarding money laundering done by the politicians using the NGOs. In that case, there will be humiliation faced by the trust and years of honest work will go in vain. Future sources of funding may also be threatened. It won't be wise as well as moral to jeopardise the future of children dependent on the trust. Over a period of time the fund providers would try to have greater say in the policies of charity. Involving people with tainted track records may absolve them from the image and guilt of wrong doing, but they may vitiate the institution for their own vested interests and the goal of serving the marginalized people may take a back seat.

- **Rejecting offer of that politician as he has a criminal record:**

- **Merit:**

There is a belief that "means to achieve a goal should be as "pure and untainted" as the "noble purpose" itself is. This is a thumb rule and very difficult to reject. So generally tainted money should not be accepted as it will not only ruin the image of charity, but also affect the nature and character of institution. It is, however, a matter of intelligent discretion to read any "heart change" in a tainted politician whose track record is about wrong doing. Nevertheless, people do change; but very rarely.

- **Demerit:**

The immediate needs of funds won't be met. The future of children may be under darkness if the trust doesn't resume work. It may also infuriate the politician who might have some calculations in donating to the trust. It would mean defending principles and ignoring hard material realities.

- **Asking the politician to directly assist to those who are in need:**

- **Merit:**

Although it will be a good idea to suggest him to directly help the marginalized people, the politicians may be angry on the trust and may hamper the working of charity for marginalized children. However, this is cost worth paying to stop dirty source of funding that may create a plethora of problems in future for the trust and even lead to exploitation of the marginalized people. If at all change has taken place in the man with a tainted background, it must be left on him to carry his Good Samaritan and philanthropic act on his own to establish his own credentials.

- **Demerit:**

Our purpose of getting funds to revamp the work of trust won't be served. We may be helping abstract human beings by guiding the politician to help people but that doesn't factor in the real people with whom the charitable trust has developed a relationship. This will help us to manage our conscience but will not be of much help to children dependent on our trust.

- **Reducing our operational scale to affordable level, so that we can sustain the charitable work:**

- **Merit:**

Charitable institutions should be moral and ethical and recourse to quick pragmatism or short cuts for fund raising is undesirable as it might have consequences for trust, image and even proper functioning of the trust. Reducing the size and operation level can ensure quality in whatever service the charitable trust provides. No service should be judged by its size. Serving the people is very noble work in itself and it is recognized by people over a period of time. They gradually start respecting such institutions and their leaders and have a desire to engage with such institutions by providing funds and doing errands including services. This situation may require adjusting the operation and services of the charity according to availability of funds and to maintain a smaller size so as to maintain quality of services and character of the institution. This is desirable and possible to save the character of the institution.

◉ **Demerit:**

This also sounds like shrugging off the responsibility. The idea should be to make all possible efforts to fulfil the unsaid commitment towards the dependent children. It will be against the virtue of responsibility.

**Final course of action:**

In medium to long-term, efforts should be made to broaden the donor base of the trust. That will secure the pool of funds raised as small contributions from large number of donors is preferable over huge donations from shady sources. This will also sensitise the people. Crowd funding is becoming an attractive source for civil society to raise funds and work without undue external pressures.

**Q4. You are working in a big government organization as a head. Under you, there is a team of seven people. A senior administrative officer has recently joined it. He is very short tempered and yells at his subordinates even on small issues. Due to his position no one utters a word and feels very humiliated. You have noticed the lack of participation of the subordinates in the project due to his behavior. Also, you know that your subordinates and colleagues expect something from you.**

- (a) What are the options available to you?
- (b) Evaluate each of these options and choose the option, you would adopt, giving reasons.

### HINTS

- (a) Leading a team as head requires ability to find pragmatic and workable solutions to problems arising due to differences and conflicts within the team members. Differences and conflicts are natural due to diversity among team members in terms of position, power and responsibilities in hierarchy, their capabilities and approaches, their socio-cultural backgrounds and perceptions, and finally their expectations and apprehensions. Personal liking or disliking among team members is a choice, but working chemistry between the team members is indispensable to deliver any administrative or managerial task efficiently. Thus, a team leader has no option to ignore “frictions” among the team members or “do inordinate delay” in addressing and resolving the issues within the team that affect performance and delivery of the team members at various ladders of hierarchy.
- (b) A team leader needs to explore the following options to resolve the issues pertains to team members, especially the aberrant administrative officer in the question above:
- Counselling
  - Re-aligning work allocation and redefining and clarifying respective roles in the team
  - Using disciplinary tools
  - Use of incentives and disincentives
  - Motivating and inspiring the team members of camaraderie
  - Counselling is necessary to understand the team members, the points of difference and reasons of frictions. The reasons of friction may be due to personal attributes and situations or problems related to executing and delivering the task. Since you are the head you need to understand the team members and their problems to provide workable and acceptable solutions. Counselling May first be done individually and thereafter collectively. It works most of the times.



- Re-alignment of work and assignments among team members is another important way to resolve such issues. A team leader must know the strengths and weaknesses of her/his team members in terms of personality and character. Based on behavioural and expertise/skill attributes the team members and their works may be re-aligned to improve working chemistry. This approach also works.
- If the above tools which are considered most expedient do not yield desired results then as a team leader one needs to use "carrot and stick" that comprises disciplinary actions, incentives and disincentives. As the head you can resort to "code of conduct" and various rules and regulations like giving memos and asking explanations for failure to work as a team and deliver the assigned task with quality and within time schedules. This would also require to "fix the accountability" for success and failures and based on this giving rewards and punishment or incentives and disincentives. There are provisions for reprimand, censure, suspension or even voluntary retirement or compulsory removal. These provisions, however, are to be used with great scruple and discretion. After all we are dealing with human beings.
- Motivating and inspiring the team members for change and improvement is also an important role of a team leader that develops mutual respect, trust and team spirit reflected in great camaraderie. If every member care for dignity and respect of the other and tries to adjust with other team members without making a great fuss about their strengths and weaknesses and make sacrifices for realising the institutional goals, it eventually leads to camaraderie and improvement in efficiency.
- The first three methods in the given order are resorted to in most of administrative and managerial set-ups as text book solutions. The fourth and last option should be adopted as an ongoing process. Usually the above mentioned tools work better in unison than isolation. Therefore, it is better to make a judicious blend of these. However, the approach should be "from softer to harder options" and that "you are dealing with humans" and not with "machines and gods."

**Q5. You are a senior civil servant. One of your officer friend is hard working, completes her work on time but always demoralizes her subordinates by blaming them for one or the other thing. She keeps everyone on toes. Often she shouts in her office and wants to just follow the blue book while working. She also insults the junior officers if one fails to get the things done. Her only mantra to work is to "get the things done -whatever it takes". Due to this bossy attitude, your friend is not liked by the subordinates and because of her uneven relation with her team members, she fails to portray a good office culture. Most of the colleagues know about this case but no one wants to discuss it because of your proximity with that lady officer.**

**However, one day one close friend who happens to be your colleague briefed about the problem the subordinate officers are facing.**

**Answer the following questions based on the above case:**

- What are the options available to you?**
- Bring merits and demerits related to each option and discuss the best option.**

## HINTS

- **Directly talk to the subordinates and assure them about correcting the things in the future.**
  - Directly listening them will instill their confidence in the system that their views are properly heard. However, directly talking to the subordinates and bypassing the hierarchy system will set wrong precedence. Thus, before taking any action or consoling for any action, the senior civil servant should talk to the officer friend to get proper information about the factual situation.

- This may also lead to decrement in the trust of the subordinates as they may think that the above stated action as being impartial.
- **Transfer the lady officer as this case may bring a sorry figure for you in the future.**
- Transfer of the lady can act as a short-term measure, but without giving due chance to her to explain her position will set wrong precedence and it will also be against the essence of a good leadership quality.
- **Request the lady officer not to do so as this may hamper her personal relations with you also.**
- In public relationships the individual relations takes a back seat and interest of larger society takes over. This requires fair and reliable decision-making to create public trust and level playing field. Request can be done at personal level, but being a civil servant, the dignity and integrity of the post has to be maintained. He/she to act as role model for the other subordinates.
- **I will mentor her.**
- The benefits of mentoring are well known: It gives less experienced employees valuable feedback, insight and support, while passing down wisdom and institutional knowledge. But who can develop effective mentoring relationships with today's time pressures and revolving doors of employees?
- Mentoring demands to be a model. Just while observing you mentees pick up many things: ethics, values and standards; style, beliefs and attitudes; methods and procedures. They are likely to follow your lead, adapt your approach to their own style, and build confidence through their affiliation with you. As a mentor, you need to be keenly aware of your own behavior.
- I will motivate and inspire her as she is very hard working and competent in handling the task. Mentors support, validate and encourage their mentees. When you help your mentees link their own goals, values and emotions to the larger organizational agenda, they become more engaged in their work and in their own development.
- However the flip side about mentoring is that it always takes time to translate into result.

**Conclusion:**

The case highlights the need for emotional intelligence in senior managers in the government. Being result oriented, following a bull-headed approach towards one's work is indicative of sincerity and dedication. But it also amounts to very little if one cannot complement them with the basic work culture tenets of courteousness and reciprocity. Being respectful towards one's subordinates, prioritizing human relations over a machine-like manic pursuit of results and being accommodative towards a junior's unique circumstances are essential prerequisites for today's management related roles. Their fore, one should give someone a learning opportunity and then have a conversation about their performance. Subsequently, providing people with great feedback so they can improve the next time, and include the reasons why you would like it performed that way.

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