

**MILLENNIA INSTITUTE**  
**2015, PRELIMINARY EXAMINATION ,**  
**PU3, GENERAL PAPER**

1. Explain what the author means by 'trust makes the world go round' (line 1)? **Use your own words as far as possible..** [2m]

From passage	Paraphrase
Almost everywhere we turn, Trust in our culture at large, in our institutions, and in our companies is significantly lower than a generation ago	He means that trust is very important/critical/essential/crucial (1m) in all aspects of our lives OR from our society in general, organisations to businesses. OR systems and relationships (1m)

2. According to the author, what are the questions we need to ask about the 'crisis of trust' (line 4)? **Use your own words as far as possible.** [3m]

From passage	Paraphrase
First, <b>can we measure in tangible terms</b> , the <b>costs</b> and <b>benefits</b> of trust, or the <b>lack</b> thereof? Second, what are the <b>factors</b> that could <b>influence the amount of trust</b> we enjoy? Third, how can the <b>best leaders</b> build trust?	1) Can we quantify the value and advantage of trust or its absence Or the possibility of analysing statistically (Ref. Script C) 2) Dynamics/considerations that impact the extent of trust (we love) 3) In what ways can the finest/greatest leaders/ bosses/heads/managers shape/mould trust (*intensity of <b>best</b> NOT required due to context) Acceptable lift: leaders

3. Why do many people see trust as a 'soft' factor (line 10)? **Use your own words as far as possible.** [2m]

From passage	Paraphrase
trust is <b>intangible</b> and <b>unquantifiable</b> . There is <b>little evidence</b> to show its importance.	- Trust is insubstantial /vague/ not concrete (*non-physical of Script D accepted as remaining sentence showed some understanding of 'intangible' – penalise for language) - and cannot be measured - There is not much proof/data/substantiation of its significance/value (*'importance' NOT required) <b>All 3 points for 2 marks; 2 points for 1 mark; 1 point = no marks</b>

4. According to the author, what are the consequences when trust is 'abused' (line 17)? **Use your own words as far as possible.** [3m]

From passage	Answer
When trust is abused, <b>companies</b> , and by extension, its <b>customers</b> , <b>pay</b> actual dollars to <b>compensate</b> for it.  In personal relationships, trust issues chalk up <b>millions of dollars in therapy and mediation procedures</b> . Spouses spend <b>big dollars</b> on <b>private investigations</b> to <b>catch their cheating partners</b> and  still end up in expensive <b>divorce</b> proceedings because the <b>broken trust cannot be mended</b> .	(A) Firms and consumers/clients have to bear real <b>financial costs</b> . (*both 'companies' and 'customers' required)  (B) 1: Among couples, despite <b>extravagant /excessive/large/huge amounts of bills</b> are accumulated in trying to <b>repair</b> or <b>deal with</b> the loss of trust but OR (B) 2: Extravagant /excessive/large/huge amounts of bills are accumulated from <b>treatment/ remedy/ rehabilitation and arbitration/ intervention</b> OR (B) 3: Married couples have to <b>pay lots of/ huge sums of money</b> to <b>capture adulterous wife or husband/ other half</b>  (C) 1: Marriages will end. OR (C) 2: Relationships cannot be saved  (Any 3 points)

5. What do the examples in Paragraph 3 suggest about the importance of trust? [1m]

From passage	Paraphrase
The missed appointment between lovers, forgetting to buy bread home and the promises parents make but fail to keep – such incidences of trust being broken accumulate to shake the foundation of our relationships.	They show that trust is important even in the little things / matters that do not seem very significant / day-to-day matters / insignificant/trivial/minor matters.

6. What does the author mean '[t]rust is not a matter of technique but of character' (lines 30-31)? **Use your own words as far as possible.** [1m]

From passage	Paraphrase
We are trusted because of <b>our way of being</b> , not because of our <b>polished exteriors</b> or our <b>expertly crafted communications</b> .	Trust is about who we are rather than how we present ourselves in a refined/sophisticated manner.  *both points must be addressed although one can be understood from context (Ref. Script E)

7. What should leaders do instead of 'mak[ing] assumptions about what they think their subordinates are capable of' (lines 35-36)? **Use your own words as far as possible.** [1m]

From passage	Inference
Leaders must <b>communicate all the information</b> their teams need in order to be successful.	They must give their subordinates every required <u>data/ideas/things they need to know</u> (in order to achieve).

8. What is the writer implying by writing 'rewarded' in inverted commas (line 38)? [1m]

From passage	Paraphrase
Inferential	The writer means (the opposite/reverse as) it is in fact a punishment/ penalty/payback/disadvantage. (Do not accept 'negative' or 'bad'- too general)

9. What is the relationship between character and competence as shown in lines 45 and 46? **Use your own words as far as possible.** [1m]

From passage	Paraphrase
<b>two vital dimensions</b> that <b>must co-exist</b>	They are crucial/necessary areas/ extents/ facets AND should (*must shown in above point) be/subsist/work side by side/ together/ neither can be neglected  <i>Both points required.</i>

## 10. Summary Question

Using material from paragraphs 6 to 8, summarise the ways in which trust can be built by leaders and its value.

Leaders can build trust by ...

	From Text	Paraphrased Answer
A	(How trust can be built) recognise the real costs of low trust	Understand the actual value of trust or distrust
B	first framing trust in <b>economic</b> terms	Defining trust in monetary labels OR highlighting its relevance to business Acceptable lift: terms
C	(Value) organisation with low trust, everything will <b>take longer</b> and <b>cost more</b> .	Trust makes work processes less time consuming/faster and less expensive
D	Discussions must be <b>recorded</b> in detail	Because conversations need not be precisely <b>minuted/chronicled/documented</b>
E	and verified by everyone	And (need not be) validated/Corroborated by all
F	In extreme cases, <b>legal contracts</b> must be made	Trust avoids the need for law-binding agreements
G	and legal fees incurred	And (avoids the need) payment for lawyers.
H	(How trust can be built) we <b>quantify such costs</b>	By <b>putting a value / enumerate price/expenditure on trust</b> ,
I	organisations suddenly recognise how low trust is not merely a social issue, but that it is an <b>economic issue</b>	Leaders show corporations that trust/distrust is (not just a "people-problem" but) a <b>monetary/financial problem</b>
J	focus on making the creation of trust an <b>explicit objective</b>	Leaders can build trust by constructing/establishing trust as an overt/obvious goal
K	must become like any other goal that is <b>focused on</b> ... <b>measured</b> , and <b>improved</b>	, giving it due importance/ significance/ regard/ emphasis and monitoring and enhancing it. (any 2 of 3)
		<del>And monitoring and enhancing it.</del>
L	It must be <b>communicated</b> that trust <b>matters to management and leadership</b>	They(Leaders) can also convey how important trust is to the organisation/ administration/ superiors
M	must be expressed that it is the <b>right thing to do</b>	And articulate that it is <b>wise/appropriate</b> (Do NOT accept 'ethical')
N	it is the <b>economically sound thing</b> to do	And <b>financially sensible</b>
O	building <b>credibility</b> at the personal level	They (Leaders) can make/ <b>enhance</b> their own <b>integrity/reliability/reputation</b>
P	The job of a leader is to <b>go first, to extend trust first</b>	Leaders are to be the <b>forerunner to offer trust/initiates trust</b>
Q	with <b>clear expectations</b> and strong <b>accountability</b> built into the process	With <b>well-defined/precise requirements</b> and <b>systematic reporting/ updating/ answerability</b>
R	and used in <b>employee's performance evaluation</b>	And utilise it in assessing the worker / utilise it in the worker's work review
S	(Value) trust is beneficial in the <b>long term</b>	Trust's advantages are <b>lasting/ long run</b>
T	can reduce employees' <b>turnover</b>	Fewer workers will leave/quit OR decrease staff's attrition rate OR (Inferred) retain loyalty of their workers
U	easy for them to present a <b>united</b> front	Increase <b>bonding</b> OR <b>brings people together</b>
V	and work towards a <b>common goal</b> .	And strive for a <b>shared/collective</b>

		<b>aim/objective</b>
W	Trust impacts us 24/7, 365 days a year	(Inferred) They are <b>perennial</b> ,
X	Undergirds and affects the quality of every relationship, every communication, every work project, every business venture, every effort in which we are engaged.	covers <b>all aspects/ areas</b> of our lives
Y	It changes every present moment and alters the outcome of every future moment in our lives – both personally and professionally.	And improves/benefits us <b>presently/now</b> and <b>in time to come</b> .  Acceptable lift: 'future'

#### Suggested mark allocation

Number of points	Number of marks	Number of points	Number of marks
1-2	1	8-9	5
3-4	2	10-11	6
5-6	3	12-13	7
7	4	14 or more	8

**11. According to the author, what is 'smart trust' (line 78)? Use your own words as far as possible.**  
[1m]

From passage	Paraphrase
smart trust' with <b>clear expectations</b> and strong <b>accountability</b> built into the process.	It is trust governed by precise requirements /defined roles AND systematic reporting/ updating/ answerability OR Utilised to assess the quality of work (Ref. Script D)

**12. Identify the word in paragraph 4 that describes how trust works according to the last line in Paragraph 9.** [1m]

From passage	Answer
Trust is reciprocal	Reciprocal

#### 13. Application Question: 19

In the passage, Stephen Covey discusses the importance of trust in various aspects of life.

How far do you agree with his observations? Relate your opinions to your society.

<b>P</b>	In personal relationships, trust issues chalk up millions of dollars in therapy and mediation procedures.
<b>EXP</b>	Spouses spend big dollars on private investigations to catch their cheating partners and still end up in expensive divorce proceedings because the broken trust cannot be mended.
<b>EV</b>	AWARE corroborates with the court findings that divorce rates for married residents have generally been increasing over the past 30 years.
<b>EG</b>	A divorce in Singapore can cost from \$2000-\$3000 at a minimum. There were 7,386 marital dissolutions in 2009, with more over the next few years. Just legal fees for these divorces and annulments can result in millions of dollars paid towards lawyers. This does not even include other fees and payments incurred, for example towards maintenance fees
<b>L</b>	Lack of trust and breaking of trust in marriages can indeed be a costly affair in Singapore.

<b>P</b>	With the increasing focus on ethics in our society, the character side of trust is fast becoming the price of entry in the new global economy.
<b>EXP</b>	A person might have great skills and talents and a good track record, but if he or she is not honest, you are not going to trust that person either.
<b>EV</b>	With society becoming more developed and as people are more conscious of their consumer rights, there is a greater need for businesses or workers to impress upon their clients how trustworthy they

	are.
<b>EG</b>	Sim Lim Square, a popular IT mall in Singapore puts up a list of errant and dishonest businesses in its premise to warn potential customers, especially since it is a famous tourist spot to purchase IT products. In fact, dishonest traders like Jover Chew are crucified on social media and are liable for legal prosecution. The 2015 Edelman Trust Barometer Singapore shows in a study of behaviour in Singapore that credibility plays a huge role in consumers patronising businesses and how it influences foreign partners to trade with these businesses. Likewise, the Singapore Accreditation Council reinforces its stand on the need for Singapore businesses to maintain Singapore's advantage and brand as most people around the world recognise that its name is synonymous with integrity and high international standards.
<b>L</b>	Therefore, it is critical for businesses to be trustworthy.
<b>P</b>	In an organisation with low trust, everything will take longer and cost more because of the checks put in place to compensate for it.
<b>EXP</b>	legal contracts must be made and legal fees incurred.
<b>EV</b>	However, this notion is outdated today, as the very need to be trustworthy requires proper documentation and legal procedures have to be fulfilled.
<b>EG</b>	In today's global economy, traders and businesses have to support their proceedings with legal documents as legal documents are a solid sign of credibility and avoid fraudulence. In purchasing homes in Singapore, buyers pay a stamp fee of 3-5% which goes towards legal fees. This is necessary to facilitate a clear and honest transaction
<b>L</b>	Low trust will not necessarily cost more, high trust also requires a similar price somewhat, to protect all parties involved.