PAPER IV MOCK TEST

Max. Marks: 250 Duration: 3 hrs.

Explain the following:

Q1. Positive Silence Sanctions.

Q2. Difference between Social Audit & Financial Audit.

Q3. Rokeach classification of values.

Q4. Kohlberg's stages of Moral Development.

Q5.Value-Expressive function of attitude.

(5*5=25)

LONG QUESTIONS

Q1. "The Independent directors have to do Moral Policing in a company". Discuss

Q2. How is the hierarchical structure of political attitudes related to personality traits of the individual?

Q3. Do you find any link between theoretical values framework & development of Moral reasoning?

Q4. Is Plato's Theory of Cardinal virtues related to the DNA of Governance i.e., Emotional Intelligence.

Q5. Explain the applicability of the Doctrine of Golden Mean in the field of Administrative Reforms.

Q6. CAG should report on financial improprieties, but should not talk about national losses or report large figures & sensationalize the report. Comment.

Q7. What is the significance of Utilitarian Theory of Punishment in reducing Corruption?

Q8. "Man is born free & everywhere he is in chains". Comment.

Q9. Function of governance requires statesmanship which is a science as well as an art. Elaborate.

Q10.Preverted form of government is responsible for unethical behavior. Explain how?

(10*10=100)

CASE STUDY 1

Margaret is the president of her student government. She supervises an executive council with 9 members, and each one has significant responsibilities on student government. Recently, Jamie, on of the council members, has been very distant. He sporadically attends weekly meetings, which are required, but has a legitimate excuse each time. He responds to emails late, if at all, making it difficult to compensate for his absences. Without the consultation that occurs at weekly meetings, Jaime is missing the feedback of other executive council members, who have expressed concerns about serious problems in the initiatives being implemented by his branch.The conversations she has had with Jaime about these behaviors have not created any change. Student government is a serious commitment, and Margaret thinks it is important to hold Jaime accountable to his commitment. Margaret knows that Jaime has had a challenging quarter, with very hard classes and an overwhelming amount of work for another position he holds at the university and debates whether or not she should discipline him further.

Q1.If you were Margaret, how would you balance accountability, discipline, and understanding?

CASE STUDY 2

Mozilla, the makers of the popular web browser Firefox, is facing a media firestorm in protest of their recent promotion of Brendan Eich to CEO. Eich was an internal promotion for the company, having been CTO since 2005, but it's Eich's $1000 contribution to the 2008 anti-gay marriage "Proposition 8" that sparked the controversy. Mozilla, a nonprofit organization, is heavily committed to "keeping the web open" as well as values such as equality and inclusivity. In response to Eich's promotion a number of key employees and developer groups called for his resignation on Twitter and other social media sites. Eich responded in a personal blog post that he would continue Mozilla's effort of "commitment to equality in everything we do." Critics are largely unsatisfied by the response, demanding either a retraction and apology from Eich or his resignation. Complicating matters, three of Mozilla's six board members resigned this week, citing their desire to hire an outsider with expertise in mobile computing.

Q1. Can a CEO have personal values that conflict with the values promoted by the organization?

CASE STUDY 3

George is a junior at a small university in Washington State. He is a frequent user of Amazon to purchase materials for college including textbooks and school supplies. In fact, George has an Amazon Prime account to save money on shipping, since he uses the site so often. George has recently started to take advantage of his prime account by purchasing almost everything on Amazon, from clothing to books to head massagers. On average, George uses the website three to four times a month.One day, George is perusing the Internet and notices an article headline that shocks him: workers. George reads that Amazon is not only scientifically managed to the T, but that the employees are treated more as cogs in a machine than as human beings. He reads that Amazon uses monitoring technology to track movements and performance of employees. The company has conducted several studies to find the fastest way to perform tasks in the warehouse. All employees are instructed to follow the "one best way" of completing tasks for maximum

efficiency. The logic behind this strategy is to ensure that employees are customer centric, creating a "cult of the customer."George goes on to read that workplace pressure at Amazon pushes up employee productivity while keeping hourly wages at a barely livable rate. The speed required to complete tasks causes many employees to struggle to meet targets and less skilled employees often fail. If an employee fails three times, Amazon uses a three-strike policy and fires him or her.George is shocked by this article, but at the same time he doesn't know what to do. He has already paid for his Amazon prime membership and relies on the website for most of his purchases now.

Q1. Should customer satisfaction be held with utmost regard, even if that means that employees are treated as robots and pushed to unrealistic limits?

CASE STUDY 4

"Chief executives should be challenged for explanations and even have their pay cut if they fail to appoint women to senior positions," said the Business Council of Australia in a letter this week to its members. The BCA, the representative body of the chief executives of Australia's 100 largest companies, is urging its members to adopt a "checklist of reforms" aimed at addressing the underrepresentation of women in senior positions, and to consider docking CEO pay if they do not implement the reforms. In Australia, women have been outpacing men in earning college degrees since 1985 and make up 46% of the workforce, but hold only 16% of board positions and 3.5% of chief executive roles. The BCA aims to double the number of women in senior positions in the next 10 years, and claims this isn't just an equality issue, but also an economic issue: "We risk not getting the best talent for the job."

Q1.Even if we take for granted that equal opportunity for women in senior positions is a laudable goal, is tying executive compensation to the promotion of women ethically problematic?

CASE STUDY 5

Mr. Chen, a 40 year-old patient originally from China, has had lumbar problems for one year. The condition includes dull pain in his right leg and the inability to sit still for long periods. X-ray examination reveals a prolapsed lumbar disc. He has been treated with conventional pain medication with minimal effect.His physician, Dr. Robert Olson, recommends back surgery, but Mr. Chen is reluctant to take this option. Instead, he asks the doctor to refer him to an acupuncturist because his insurance coverage requires physician's approval for "alternative" therapy. He mentions to the physician that he has tried acupuncture before, and it has helped him.But Dr. Olson is skeptical about any kind of alternative therapy. This derives partly from his belief that allopathic medicine, the approach taught in Western medical schools, is the most efficacious because it has been scientifically proven through clinical trials. He has also had extensive positive experience with surgical treatment for Mr. Chen's condition. In his view, other forms of medicine are at best placebos, and he does not see it as his duty to recommend them. He refuses to order the acupuncture.

Q1. Did the physician acts ethically? **(5* 25= 125)**