

Eg: Imagine a DC, while awarding a road contract prefers the bid submitted by a young civil engg. from IIT whose firm is new but whose credential and competence appear the best to the DC and whose bid is also the best in terms of material quality promised & the rates. However, he is not meeting one of the desirable criteria, namely; minimum 5 years of experience, the collector takes a bonafide decision to relax this non-mandatory criteria by exercising his discretion on non " clause. He does this with best intention for his district & ppl but even this **intelligent** **transgression** of existing ^{rule and} criteria, rather than being appreciated tends to get punished in (B). The collector may face a transfer, suspension order, motivated enquiries launched against them, media slander and sometimes even personal threats.

Another thinker, **Alvin Gouldner** has given another manifestation of trained incapacity of (B) in the form of "**safety first approach**" i.e (B)s tend to act in such a manner that they save their own skin first i.e they fear mistakes and want to avoid mistakes at all cost bcz even bonafide actions @ bonafide transgression rules may be regarded as a **mistake**.

That is, often, (B)s start **'working to rule'** i.e their only emphasis is on rigidly meeting the existing rules, criteria & hierarchical protocol even if that goes against statisticalion @ public interest; atleast it doesnot go against me. No discussion of rules,