



IASBABA'S TLP CONNECT/ TLP PLUS 2020

MAINS TEST - 30

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Q1. Don't you think a legal and not an ethical compliance mechanism for corporate governance is more suited in the India case? Critically comment. (150 words) (10)

Introduction

Corporate governance is the system of rules, practices, and processes by which a firm is directed and controlled. Corporate governance essentially involves balancing the interests of a company's many stakeholders, such as shareholders, senior management executives, customers, suppliers, financiers, the government, and the community.

Body

Legal compliance is more suitable in India's case:

- Nepotism in the management- It is common for friends and family of promoters (a uniquely Indian term for founders and controlling shareholders) and management to be appointed as board members.
- Performance Evaluation of Directors – Although performance evaluation of directors has been part of the existing legal framework in India, Evaluation is always a sensitive subject and public disclosures may run counter-productive.
- True Independence of Directors – Independent directors' appointment is biggest concern in the corporate governance.
- The independence of promoter appointed independent directors is questionable as it is unlikely that they will stand-up for minority interests against the promoter.
- Removal of Independent Directors – In India there are instances of independent directors not siding with promoter decisions have not been taken well and they were removed from their position by promoters.
- Accountability to Stakeholders – Various general duties have been imposed on all directors, directors including independent directors have been complacent due to lack of enforcement action.
- Executive Compensation – Executive compensation is a contentious issue especially when subject to shareholder accountability.
- Risk Management – Indian companies certainly don't have a clear idea about the risk management and predictions.
- Non-compliance- Despite several regulations in place, we often see non-compliance of those by the companies.

For above mentioned reasons, The Companies Act, 2013 has been enacted. Also, provisions have been laid down under the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (Sebi LODR) for enhancing transparency in transactions or dealings of a company. Penalties have also been put in place under the Companies Act and Sebi LODR, thereby ensuring compliance with corporate governance provisions a mandatory affair.

Ethical compliance, however, is required too as without having the required ethical framework or value system in a person or organization, we cannot expect the laws to be followed, as given the legal expertise companies can hire, there can always be a way around the existing laws. Also, we have seen, many companies did have ethical governance before enactment of the law.

Conclusion

India requires a robust legal mechanism to avoid lapses in corporate governance while having ethically correct members on board of corporations. Also, the recommendations of various committees like Uday Kotak Panel, Narayana Murthy committee and Kumarmangalam Birla committee be followed.

Q2. Define attitude and expand upon the tri-component model of attitudes. (150 words) (10)

Introduction

Attitudes are views, beliefs, or evaluations of people about something (the attitude object). The attitude object can be a person, place, thing, ideology, or an event. Attitudes can be positive or negative. Thus attitude is subjective individual interpretation of objective outside world.

Body

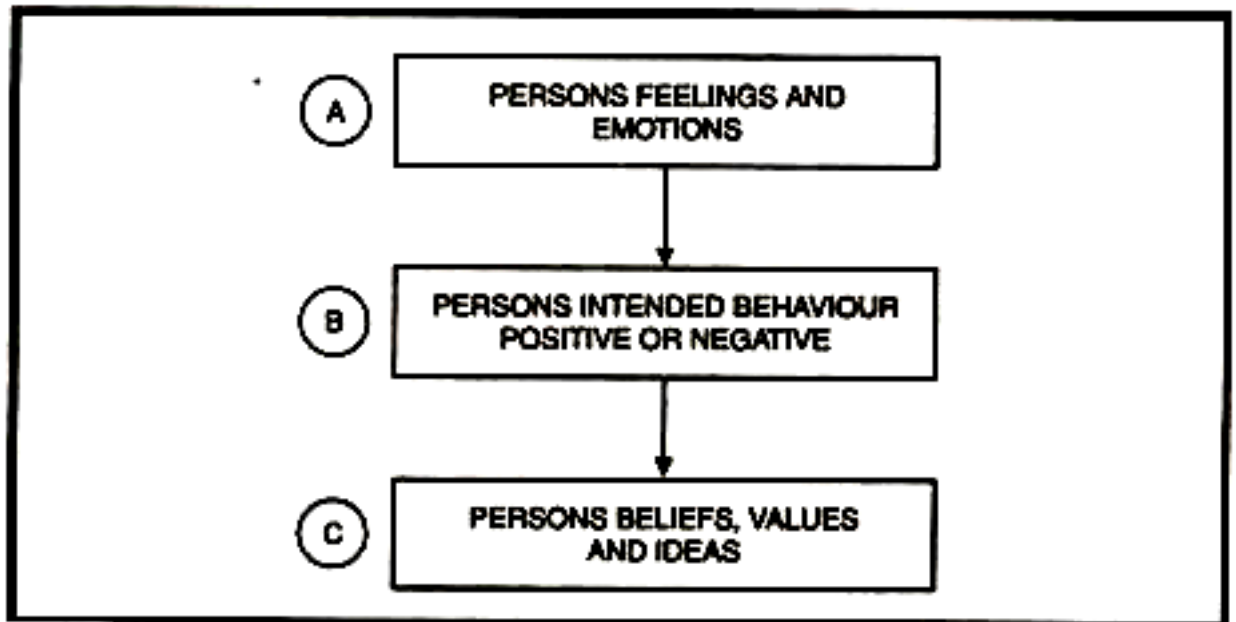
Components of attitude

Cognitive Component- The informational component consists of beliefs, values, ideas and other information a person has about the object. It makes no difference whether or not this information is empirically correct or real. For example, a person seeking a job may learn from his own sources and other employees working in the company that in a particular company the promotion chances are very favourable. In reality, it may or may not be correct. Yet the information that person is using is the key to his attitude about that job and about that company.

Affective Component- The informational component sets the stage for the more critical part of an attitude, its affective component. The emotional components involve the person's feeling or affect-positive, neutral or negative-about an object. This component can be explained by this statement." I like this job because the future prospects in this company are very good".

Behavioural Component- The behavioural component consists of the tendency of a person to behave in a particular manner towards an object. For example, the concerned individual in the above case may decide to take up the job because of good future prospects. Out of the three components of attitudes, only the

behavioural component can be directly observed. One cannot see another person's beliefs (the informational component) and his feelings (the emotional component). These two components can only be inferred. But still understanding these two components is essential in the study of organisational behaviour or the behavioural component of attitudes.



All the three components of attitude explained above constitute, what is OF called the ABC model. Here, in the ABC model, the alphabet A stands for Affective component, B for Behavioural and C for the cognitive component. The importance of this model is that to have a proper and thorough understanding of the concept of attitude, all the three components mentioned above must be properly assessed. It is only the behavioural component which can be directly observed, the other two components: affective and cognitive can however only be inferred.

Conclusion

“Attitude decides one’s Altitude”. Our attitude is what influences all our actions. Attitude can be understood as the factor that shapes our goals. It also corresponds to how to perceive, view and approach the different aspects of life. Attitudes speak of an individual’s personality. Constructive or right attitudes make a strong and commendable personality, while destructive or wrong attitudes make a weak and deplorable personality. It is only the right attitude, which gets us good results.

Q3. (a) Describe ‘Kant’s Deontological Theory’. (150 words) (10)

As per deontological theory, an action is considered morally good because of some characteristic of the action itself, not because the product of the action is good.

Deontological ethics holds that at least some acts are morally obligatory regardless of their consequences for human welfare.

Descriptions of such ethics are expressions like 'Duty for duty's sake' and 'Virtue is its own reward.' Under this form of ethics you can't justify an action by showing that it produced good consequences, which is why it's sometimes called 'non-Consequentialist'.

These duty-based ethics teaches that some acts are right or wrong because of the sorts of things they are, and people have a duty to act accordingly, regardless of the good or bad consequences that may be produced. For example, according to Gandhiji, in order to get freedom, using tools such as truth, non-violence and Satyagraha was essential. He waited for the masses to absorb his philosophy rather than throwing an outright violent struggle during the first mass movement.

This is generally the philosophy of most of the organized religions. Bhagwat Geeta says that your duty is important rather than the consequences.

Merits of Deontology

- By applying ethical duties to all people in all situations the theory is readily applied to most practical situations.
- By focusing on a person's intentions, it also places ethics entirely within our control – we can't always control or predict the outcomes of our actions, but we are in complete control of our intentions.
- There are absolute principles, like do not cheat, do not steal etc. which apply to everyone

Limitations of Deontology

- It is seen as strongly opposed to utilitarianism as it ignores what is at stake in terms of consequences. Kant, for example, argued it would be unethical to lie about the location of our friend, even to a person trying to murder them!
- Bioethical decisions in areas such as abortion, euthanasia, cloning, organ harvesting, end-of-life decisions, etc. are against the ethics of a medical practitioner, yet practiced for the greater good.

Conclusion

The rigidity of deontology can be done away by using threshold deontology, which argues we should always obey the rules unless in an emergency situation, at which point we should revert to a consequentialist approach.

(b) Define the following virtues and describe their significance in civil services: (200 words) (10)

(i) Goodwill

Definition: Goodwill is a benevolent interest or concern for others. It also makes it important to affirm others appropriately; to empathize with others, and to respect the dignity of all human persons.

Significance: To effectively implement the public policy, active participation of citizenry is imperative. Goodwill ensures the civil servants are true to the service of citizens and this virtue when recognized by citizens can help persuade them in bringing changes by acting on the sheer goodwill of the bureaucrat.

Example: Kerala's Kannur became India's first plastic-free district, that too in just five months through efforts of District Collector, Mir Mohammed Ali who initiated a focused campaign towards phasing out plastic carry-bags and disposables.

(ii) Altruism

Definition: Altruism means acting in the best interest of others rather than in one's own self-interest. Altruism, in ethics, a theory of conduct that regards the good of others as the end of moral action. The term was coined in the 19th century by Auguste Comte, the founder of Positivism, and adopted generally as a convenient antithesis to egoism.

Significance: The virtue of Altruism in Civil Servant ensures that he serves the public unconditionally without any expectation in return. It motivates a person to even overlook the dangers posed to him by his actions which are intended to benefit others

Altruism ensures a civil servant works for the welfare of the people and it is the core value that derives one towards effectively performing their duty. The welfare schemes that we have to require our Civil Service to be sensitive, compassionate and generous which is the crux of altruism.

Example: It was the virtue of altruism, which motivated IAS officer Surendra Singh Solanki for his unique solar lamp project that turned the poor and lesser educated tribal women of Rajasthan into green entrepreneurs.

(iii) Dispassion

Definition: Dispassion is the ability to think clearly or make good decisions because of not being influenced by emotions. It involves being rational and impartial.

Significance: Dispassion helps civil servants be upright and not be swayed either in case of conflicts of interest, or political pressure, or ethical dilemmas and help them make the right choice based on the merits of the situation.

Example: Water sharing by different villages from the same pond/lake can turn into violence, a dispassionate civil servant will try to reason with all the stakeholder to come up with an amicable solution to the problem and will be able to persuade everyone to desist violence, he will prevent a water-sharing problem turn into a law and order problem.

(iv) Objectivity

Definition: Objectivity is decision making based on merit, facts, and figures rather than personal opinion, affinities or emotions.

Significance: It helps in taking right decisions when confounded with ethical issues, in maintaining situational awareness while discharging duties, inculcating honesty and impartiality among personnel and helps in building consensus among stakeholders like citizens and civil society on issues.

Objectivity ensures that governance is inclusive in nature and that there is no bias based on religion, caste, gender or region in provision of public services.

Objectivity ensures that the government schemes are continued even if the government changes as the decision to provide public welfare measures are made on merit and not on any particular political ideology

Example: Preparing a Statistical analysis on Poverty in India by Tendulkar Committee based on a basket of items and certain parameters and drawing conclusions based on it is Objective evaluation of Poverty.

Q4. Given below are two quotations. For each of these, bring out what it means to you in the present context:

(a) "We should never forget that everything Adolph Hitler did in Germany was "legal" and everything the Hungarian freedom fighters did in Hungary was "illegal"."
(150 words) (10)

The above statement is made by **Martin Luther King**. It highlights the interlinkage between ethics and laws and the possible conflicts which may arise from it.

Legality or illegality of an action is defined as per the prevalent laws. An action that is legal in one country might be illegal in another, legality, is thus subjective to the place where it is being enforced.

Ethics often drive the law and that is why laws are justified and their breach amounts to penalty or punishment that is acceptable to the society at large. However, if the intention behind laws is not ethical, then even though the action will be legal but it will still be unjust as in the case of Hitler.

Germany passed laws which circumscribed Jewish citizenship, their means of livelihood and access to legal remedies. It was "illegal" to aid and comfort a Jew in Hitler's Germany

The Nuremberg Laws of 1935 completed the social and economic segregation and stigmatisation of an entire community. Though all these were considered legal, it is regarded as gross violation of Human dignity and ethical values of brotherhood, humanity & fraternity. The state-sponsored intimidation, impoverishment and alienation succeeded in driving out about Jewish people and ultimately their extermination in concentration camps.

Likewise, revolutions and uprisings often come up against the state and the laws. These are mostly illegal but not always unethical. In 1956, thousands of Hungarians took to the streets demanding a more democratic political system and freedom from Soviet oppression. These protests were considered as illegal and thus were severely crushed by the Soviets. But one has to understand that the act of these people was not unethical for they were demanding for better welfare measures in a peaceful manner

If Indian freedom fighters would have given up the courage to stand against the British just because it was illegal, we could have never achieved our freedom. Similarly, many social reforms in the present day hinge on this factor.

The ultimate yardstick for a law should be the ethical underpinnings which it is going to uphold. A law that cannot be justified as ethical under any circumstances must be changed to bring about reforms in the society

Thus, one has to make distinction between "just laws" and an "unjust laws," St. Augustine that "an unjust law is no law at all." Therefore, One has not only a legal but a moral responsibility to obey just laws. Conversely, one has a moral responsibility to disobey unjust laws.

(b) "Many emotions are products of evolutionary wisdom, which probably has more intelligence than all human minds together." (150 words) (10)

Emotions can be defined as psychological states that comprise thoughts and feelings, physiological changes, expressive behaviours, and inclinations to act.

Many actions purposely taken with full knowledge of their consequences are irrational. If people did not perform them, they would be better off and they know it. It is here that emotions can play a dominant role in our decision making.

Derailed emotions can lead to irrational and sometimes pathological consequences. However, emotions as such are not necessarily irrational. Aristotle, for example, saw anger as a reasonable response to an insult.

Importance of emotions in making decisions cannot be emphasized more. Human has developed Artificial intelligence by using its mind. The AI can surely replicate the logical process of the brain but logic alone cannot take the correct decisions involving humans, which clearly indicates the wisdom of emotions.

Emotional intelligence also culminates from this and can be defined as the aspect of human intelligence that governs our ability to recognize, understand, control and use emotions in solving problems of a personal and interpersonal nature. It plays an important role not just in our relationships but also in other spheres of life.

The basic emotions of anger, fear, and sadness made successful leaders from Nelson Mandela to Martin Luther King and many others. It was Gandhi's mastery over emotions of the masses, which gave a climax to the Indian National Movement ultimately leading to independence, the final goal of his life.

Emotions thus need not be suppressed, but rather be used for our advantage, as these possess greater wisdom than the logic can provide. However, care must be taken to control them and not become getting in control of those.

5. (a) What do you understand by 'conflict of interests'? How can conflict of interests be managed? Suggest a strategy. (150 words) (10)

INTRODUCTION

A conflict of interest is a situation that has the potential to undermine the impartiality of a person because of the possibility of a clash between the person's self-interest and professional interest or public interest.

BODY

A conflict of interest (COI) is a situation in which a person or organization is involved in multiple interests, financial interest, or otherwise, one of which could possibly corrupt the motivation of the individual or organization. The presence of a conflict of interest is independent of the occurrence of impropriety. Therefore, a conflict of interest can be discovered and voluntarily defused before any corruption occurs.

Conflict of Interest comes under the principle of Natural Justice and is not codified. According to the Supreme Court, the rules of Natural Justice are not embodied, yet must be applied based on the facts and evidence of individual cases.

It can be managed in the following manner:

- Identification: First and foremost, thing is to identify that there is a conflict of interest.
 - Like if a person's relative is appearing for a job interview in which he is the interviewer then he can abstain from it or at least take steps to

make the procedure fair. This identification and recognition needs objectivity, courage, selflessness, integrity.

- Codification: to codify the principles which needs to be followed by officials in case of conflict of Interest
 - For e.g. Canada has laid down a Conflict of Interest and Post Employment Code while in the UK, MPs need to declare Pecuniary interests in a 'register of financial interest.'
- Recusal- A person can recuse himself/ herself from such situations to avoid conflict of interest like a father can ask another judge to step in if the case involves his son so that any biases can be avoided.
- Self-control – Most conflict of interests doesn't come out due to human greed and favoritism. To avoid such things we need to build character of the individual who can take a stand and be truthful to the job.
- Selection- A person with strong moral character and high emotional intelligence must be selected who can avoid such temperance.
- Pain – Conflict of interest might lead to short term pleasure but strong legal measures should also indicate the pain that it might cause. This might create a deterrence effect to avoid such things in future. Moreover the code of conduct and code of ethics should specifically mention that a person should make a self disclosure.

CONCLUSION

Thus conflict of interest is a situation in which personal and professional interest clashes and it might lead to corruption. The best strategy to avoid conflict of interest and its negative outcome is to make a self-disclosure and build the moral fabric of persons in power. SC in Tansi Land Deal case (2003) has recommended for 'self-imposed discipline', where persons in public life are expected to maintain high standards of probity.

(b) What do understand by 'cooling off period' in the Indian administrative context? How does it help in reducing corruption? Discuss. (150 words) (10)

INTRODUCTION

Cooling off period in Indian administrative context refers to the situation in which a person or officer cannot take position of responsibility so as to avoid favouritism and conflict of interest or corruption during his terms of services to the nation

BODY

Cooling off period becomes important for persons holding high offices as their one decision could be a game changer for the entire country. It is for this reason that certain offices in India are debarred from further employment. This cooling off period is considered more important for judges and other constitutional posts in India because they enjoy people's trust and their decisions shape public opinion.

It helps in reducing corruption by:

- Reducing favouritism- An official can give unbiased decisions as well as take on the government of the day if he knows that his job is secure and that he cannot take job or any position in the near future.
- Lobbying- Cooling off periods reduces the lobbying efforts by several parties on the decision makers
- Conflict of interest – Cooling off periods help in avoiding conflict of interest situations. considering the resource access which one has he could misuse them and the power in his next job.
- Poaching -Considering their position, power and authority, they could be an asset for any private company as well as a political party.
- Ethics- Cooling off period is ethical in nature since it allows individual to recollect himself and cool off all grudges and vices. Even if not explicitly mentioned it is in line with the principles of impartiality and non-partisanship

CONCLUSION

Cooling off period as a measure is adopted by many countries such as Australia, UK, Poland to avoid corruption and conflict of interest. It becomes all the more important in India especially in the judiciary because it is the last resort available with the masses and it is seen as a temple of justice.

6. (a) What are the changes to public services in the contemporary era? (150 words) (10)

INTRODUCTION

Public service is intended to serve all the members of a community, usually it is from government to its citizens. Public service in the contemporary era is impacted by global values, awareness, technology as well as changing fabric of society

BODY

Contemporary era has shifted the attention from officials to public. It has given an entirely new dimension and meaning to public services. It has brought the following changes:

- Official to Public centric – Contemporary era has shifted the focus from official raj to Janta raj. Now schemes are made for people and the approach is shifting from top down to bottom up approach
- Emotionless to Emotionally Intelligent public servant – Public servant used to work only on reason and not emotions as emotions were considered as a sign of weakness and inefficiency. In the contemporary era public officials are required to be emotionally intelligent so that they can be good decision makers
- Transparency and Responsibility- With global values and rise of scientific temperament and objectivity in the masses, public servant have become more cautious. Transparency and responsibility are seen as hallmark of

power and people understand and exercise their rights via various mechanisms such as RTI

- Passive to active governance – Earlier opinion of masses were not taken into account while framing policies and implementing them, now their viewpoint becomes important.
- Secrecy to openness – The main cause of corruption and lack of accountability was hiding of information. In the contemporary era with e governance and rising awareness the main focus of public servant is on giving information so as to maintain credibility.
- Multidisciplinary approach – Modern day public service require the public servant to wear many hats and be a generalist. A policeman can't be just about law and order he should know about technology, governance, culture etc. Similarly even a Chief Minister should know International Relations and world economy as well.

CONCLUSION

The contemporary changes are in line with changing society and culture. With growing awareness about rights and power of masses the responsibility of public servant is increasing. Now public servants are required to be more efficient more accountable and more empathetic.

(b) Probity is a much broader concept than merely 'honesty' or 'financial rectitude'. Do you agree? Substantiate. (150 words) (10)

INTRODUCTION

Probity means having high standards of morality. In simple terms it means being incorruptible. It is the quality of having integrity and wavering ethical standards

BODY

Honesty means being truthful and expressing the facts or information as it is. Probity on the other hand is about the character of the individual of which honesty is just a part. Probity means being incorruptible, it goes beyond avoiding dishonest conduct.



Probity is regarded as strict adherence to code of conduct especially in monetary manners. Probity also includes several other civil services values such as efficiency, transparency, fairness, objectivity, accountability. Second ARC mentions that adherence to the highest Std of Probity Integrity and Conduct is a must for civil servant.

Example1- If bribe is given to an individual an honest person will refuse it no matter what his needs are , even if his heart says to take the bribe he will refuse it because of his honesty. A person with probity will not even think of taking it , for him the act of corruption is wrong and he will go beyond honesty to root out the evil of corruption.

Example 2- Money lying in open in an ATM- an honest person will not take it but a person with probity will inform the authority and ensure that it is not stolen

CONCLUSION

Thus honesty is a significant part of Probity but probity is a very broad concept. Probity defines the character of an individual. It is the sync of what a person thinks believes and act. He maintains his values and character even when no one is watching

7. Given below are two statements. Bring out their significance in the present context. (150 words) (10)

(a) "A lack of transparency results in distrust and a deep sense of insecurity."

Introduction

Openness, accountability, and honesty define government transparency. In a free society, transparency is government's obligation to share information with citizens.

It is at the heart of how citizens hold their public officials accountable. Transparency is broadly accepted as a major principle of good governance (World Bank (2000) the UNDP has perceived that transparency means “sharing information and acting in an open manner” (1997).

Body

Absence of transparency results into:

The public is only able to truly participate in the democratic process when they have information about the activities and policies of government, and when people can see what benefits and services they are entitled to and whether they are receiving what should be expected. Absence of, or inaccessibility to, information often creates a sense of disempowerment, mistrust and frustration.

Importance of transparency:

Improved governance:

- Transparency represents that decisions taken and their enforcement are done in a way that follows rules and regulations. It also entails that information is easily available and directly accessible to those who will be affected by such decisions and their enforcement.
- Transparency is required to make the system of public service delivery effective. It allows ready information to the citizens in a manner that they may be able to claim their entitlements. Sheer knowledge of what entitlements are, and who is responsible for fulfilling them ensures that public services are passably and effectively delivered to the ‘intended’ recipients.
- Excessive secrecy can undermine the quality of public decision-making and prevent citizens from checking the abuses of public power. This can have a corrosive effect on virtually all aspects of society and governance.

Increased efficiency and effectiveness:

- Transparency is also considered to be a key component of public policy and efficiency.
- The knowledge that decisions and processes are open to public scrutiny can make government bodies work better, by imposing on them a constant discipline.
- Government effectiveness is improved: even the most competent and honest decision-makers need feedback on how policies are working in practice;
- Efficiency in the allocation of resources can also be improved: By ensuring that the benefits of growth are redistributed and not captured by the elite, transparency reforms can result in substantial net savers of public resources and improved socioeconomic and human development indicators.

A weapon against corruption:

- As noted by Transparency International “information is perhaps the most important weapon against corruption.” Having access to information plays a key role in efforts to curb corruption and control its impact.
- Free and guaranteed access to information enables citizens, the media and law enforcement agencies to use official records as a means to uncover cases of corruption and maladministration;
- Increasing transparency increases the risk of detection of corrupt practices and this can act as a deterrent to future corruption.
- Transparency allows stakeholders to collect information that may be critical to uncovering abuses and defending their interests.

Conclusion

Transparency is thus critical for good governance as it ensures to hold government and/or key decision-makers to account, improve public policy and efficiency and combat corruption. The International Human Rights NGO Article 19 has rightly described information as “the oxygen of democracy”.

(b) “If a country is to be corruption free and become a nation of beautiful minds, I strongly feel there are three key societal members who can make a difference. They are the father, the mother and the teacher.”

Introduction

These famous lines taken from “Wings of Fire” by Dr.Kalam bear great significance in the life of every individual , many great personalities like Gandhi, Shivaji, Ambedkar has often spoke about roles of their parents and teachers in their personality development, character build up and their eventual success in life.

Body

Father

- A child imbibes the values of everyone and tries to emulate them in real life. If father has a virtuous character and is optimistic the child will bear the same ideals.
- Father’s dedication to hard work over sycophancy at office, payment of taxes on time, not jumping the queue to pay electric bills or bribing the temple chief for easy entry are some of the examples by which the male member precariously teaches important civic values to his child.
- Social standards and customs demarcated mainly by the father like discipline, fear of law, honesty, strong sense of morality to differentiate between right and wrong provide the emotional and physical basis for a child.
- Mahatama Gandhi shows what values a father hold.

Mother

- Mother is in absolute terms a source of pure love. She provides compassion and an emotional outlook to child.
- Mother teaches value of truth and hardwork – by supporting his child to repeat a year instead of cheating and passing an examination. Further when the child sees her mother juggling between work and home, it builds in him the value of hard work over the easy way out. Easy and simple living (no extravagance) builds in him the value of need over greed.
- Mother is the first teacher of the child, the strong bonding between parents and the children determines the personality of the child. Family is the basis on which values are built. From their mothers, children acquire self-knowledge, self-confidence, learn self-satisfaction, self-worth and the capacity for self-sacrifice.
- Mother Teresa is the finest example.

Teacher

- Teacher is a guiding light. The shaping of knowledge of society is done by the teacher.
- Teacher, By teaching civic values, teaching history and civics which contains the nobles and ideals of our freedom fighters, also the fundamental duties. The way the government functions and inevitability of occasional lapses builds values of trust and good faith towards the government and governance
- By imparting value education they remove impurities of mind like thoughts of corruption, violence, crime etc and help in personality and character development.
- They also help control one's impulses, infuse civic consciousness and patriotism so that acts like corruption can be nipped in the bud and can transform a land of ordinary men into a Nation of great leaders.
- Dr. S Radhakrishnan stands as an epitome.

Conclusion

A child's mind is like a clay and parents along with teachers are the potters who can give the shape in a way only they want.

8. What are the institutional mechanisms available in India to ensure proper utilization of public funds? Discuss. (150 words) (10)

Introduction

Effective utilization of funds for welfare services is one of the key tenets to ensure social and economic justice and meet developmental goals. It includes avoiding under- utilization of funds, over-expenditure leading to fiscal deficit and preventing corruption.

Body

Institutional mechanisms to ensure proper utilization of public funds:

- CAG- It audits the government accounts to match receipts and expenditure and see for any kind of misappropriation of funds.
- Parliamentary Committees- Committees like Public Account Committee or estimate committee oversee the effective utilization of funds.
- Finance Commission- It divides the total receipts between Centre and states based on rational calculations.
- Central Vigilance Commission- It has been established to address governmental corruption and ensure public funds are utilized effectively.

Conclusion

No matter how good the policy we frame, its impact drastically depends on the allocation and effective utilization of funds. Therefore, we need strong and independent institutions to ensure the funds are utilized for public welfare.

Part- B

Q1. Your younger brother has got influenced by a radical religious outfit that promotes hatred for the minority and aspires to build a nation based not on territoriality but on religion. You have tried to make him understand the fallouts of such thinking and even reprimanded him for joining such groups. However, the conviction with which he debates and counters your arguments has forced you to rethink about your own notions. He presents gory details of the atrocities committed in the past by the minority community and also gives an account of the appeasement policy pursued by various governments since independence. He argues as to why can't the majority assert its identity in its own country. He seems perturbed by the fiction that the minority community is trying to outnumber the majority in the near future by exploding a population bomb and also through forced conversions. You get to realise that even though his fears are real, their basis is rather absurd and illogical. In a situation like this, how would you convince your brother to abandon the path of radicalism? (250 Words) (20)

Misreading of the history, fear of being outnumbered in the society, the urge to take revenge on the present innocent people for the sins committed by ancestors along with Politicization of religion have led some groups to chose the path of radicalism.

The present situation is complex and involves the following stakeholders:

- Me
- My brother
- Minority community
- Majority community
- Societal peace and harmony

- The Idea of Nation and concept of Citizenship

The arguments put by my brother are valid to an extent, but the basis of these is flawed and being a radical is no way of addressing those concerns. I will present following arguments to convince my brother to abandon path of radicalism.

- Political- Minority appeasement has been done by political parties in the past, but they were directed towards votes. And even after the appeasement social status of minorities is way below the majority and even politically, it is majority that holds influence.
- Legal- In case of forced conversions, there are legal measures and those are being enforced in any case that comes to light. However, not all conversions are entirely forced, sometimes the other party does it on their own will, it could be due to ignorance but not forced. For this awareness can be created. Also, atrocities by minority were paid back, by similar atrocities by majority. Violence does not know any religion; it just caters to the will of a powerful few.
- Social- Being a population bomb might increase number of minorities, but it does not provide them with an equal social standing in terms of social or economic or political influence which still majority holds. Also, show him the abject poverty, deteriorating health conditions which minority faces.
- Historical- Make him understand the history of India, how various communities peacefully co-existed and the rift came only to gain some benefits. Earlier it was done by some rulers, then by Britishers and now by certain groups. The people are however the same people of our land sharing a common ancestry.
- National- Our constitution as well as the spirit of our nation lies in Unity in diversity, which can only be preserved if we all stay peacefully together despite our differences.
- Religious- Show him how all religions have similar teachings and all show a common path for life.
- International examples- In Sri Lanka and Pakistan majority tried to assert its identity, and see the domestic situation of both these countries.
- Real life examples- Show how a person from minority community helped him, or how he uses services of a minority member without realizing any difference.

To reason my brother with the above arguments, I will take help of my family and his friends so that he can better understand the arguments.

Only knowledge and right kind of persuasion can help him abandon his radical outlook and understand that even minorities face problems living with majority, and it is better for both to accept each other so as to lead a peaceful & harmonious life.

Q2. You are posted as the block development officer in a district. Menstruation is a taboo in one of the villages of the district and people hardly talk about it. In fact, menstruating women aren't even allowed to enter temples and are forced to sleep on the floor. Women use clothes as they can't afford sanitary napkins or are too

shy to buy it from the general store. When a renowned NGO attempted to spread awareness towards hygiene during menstruation by talking to the local women, the villagers created ruckus and forced the representatives of the NGO to leave. Further attempts by the NGO to approach the women was thwarted by the Gram Panchayat. The women of the village have been warned by their family members to stay away from such discussions and maintain their dignity. The NGO brings the issue to your notice and asks for your support. Now answer the following questions:

(i) What in your opinion is the main reason behind villagers protesting?

(ii) What steps would you take to address the issue? (250 Words) (20)

Stake holders in this issue:

- BDO: Block Development Officer.
- Villagers: Includes both Male and Female along with Gram Panchayat.
- NGO: NGO, who is involved in spreading awareness.

What in your opinion is the main reason behind villagers protesting?

There is no one single reason but a combination of reasons behind villagers protesting:

- Purity: Menstruating women are seen as impure due to several social and cultural customs.
- Patriarchy: In a society where patriarchy exists, women are required to stay inside house and not discuss anything related to their health or body with outsiders.
- Cultural norms: In parts of India, menstruating women are not supposed to enter Kitchen or temple and sleep on floor during those days due to cultural norms.
- Awareness: Lack of awareness about need for hygiene and related infections which are detrimental to health of women and children in house.

What steps would you take to address the issue?

There is no particular way for this question. You can give your own ways but it should be practical. Don't go for superficial options.

For instance:

- ASHA Workers: Since majority of them are local women, you can ask ASHA workers to accompany the NGO people.
- Co-operative societies: If there any co-operative societies in the village which are primarily run by women, then making them the stakeholders in issue and going through them.

- Gram Panchayat Members: First meeting the gram panchayat members and trying to convince them. Take them into confidence and involve them in the issue. In case they are male then try to take help from women members of their family.
- Elders in village: Village has a mix of various castes and religions. So try to meet village elders and community leaders and convince them about the health issue and hygiene issue.
- School and Colleges: Try to reach out to schools and colleges in vicinity of village. Talk to teachers and female students and try to spread information through them. Also can involve them to carry out door to door awareness.

Q3. You have just been posted as the SP of a district known for its rich mineral resources. However, the abundance of natural resources also invites illicit trade and associated crimes. On the very first day of your induction, you are told by your superiors that the local mining mafia is really powerful there and you must be careful in your dealings with them. As disturbing the scenario in the district might be, you are more perturbed by the fact that no one seems to come up with a solution. You start getting the sense that the wrongdoings of the mining mafia largely go unnoticed as many senior bureaucrats and politicians are hand in gloves with them. The mafia enjoys heavy clout in the political circles as they are the prime source of electoral funding for the political parties. Similarly, bureaucrats enjoy their cut in the money that is extorted by the mafia from various stakeholders. Government regulations and institutional control don't seem to exist in your district. Environmental norms are flouted, innocent and honest people are targeted if they don't comply and crime is on the rise as the nexus of lawlessness and money power breeds criminals.

Being the determined officer you are, you start tightening the noose around the mafia. You start streamlining the systems hitherto kept in abeyance by your predecessors. You start a consultation process with the local landholders whose rights have been compromised to get a close view of the ground reality. You get to know that the youth in your district is largely jobless and gets infatuated by the money on offer by the mafia and take to criminal activities easily. Hardly any of the miners possess a valid license to operate and yet mining activities continue unabated. Immediately, you start a closure drive on the illegal mines and within a week, only licensed and authorised mine operators are running the mines in your district. You also convince the youth to stay away from criminal activities and rather participate constructively in the drive launched by the police to make the district a safer and better place. The local newspapers are praising your courage and dedication. There doesn't seem to be a problem and you start wondering- why was it so difficult in the past?

However, within a week, you and your family start receiving death threats from the mafia. Calls start pouring in from senior bureaucrats and politicians to turn a blind eye to the situation in your district. In fact, your office stops receiving the monthly allowance to maintain the police force. You are forced to spend from your

pocket to fund the diesel that goes into patrolling the disturbed areas of your district. The situation turns worse when your salary is stopped for a frivolous reason. All of a sudden, you find yourself alone. Everyone is against you- the colleagues in the department, the political masters and of course the mafia. You start thinking about the safety of your family and send them to your parents in your home state. All your good work has been rewarded with threats and fear. Now, answer the following questions:

(i) Does there remain any motivation for you to work for the betterment of the society?

(ii) Don't you think such things happen in reality? How do you suggest one deals with it?

(iii) Can a person single handily change a system? Critically analyse. (250 Words) (20)

Stakeholders involved in this case study

- Myself (SP of the district)
- My family
- Public at large
- Rule of Law
- Criminal Elements of Society - Mafia

Values Involved here are:

- Courage
- Integrity of an Officer
- Leadership
- Emotional Intelligence

(i) Does there remain any motivation for you to work for the betterment of the society?

As a public servant the motivation for the work has its roots in the inner conscience of a person to serve the society. These individuals are uninfluenced by external rewards for the work done. They are undeterred by the obstacles in their path to do service to society.

If a person derives validation from external sources, then they will be bound to get demotivated in such instances. They will not have the sufficient will to pursue the actions initiated and see to its logical end. They will succumb to the notions that system itself is corrupted and cannot be changed

Civil Servants should realize that the primary duty of civil servants is to serve without expecting anything in return but with a vision to build a stronger India.

A civil servant needs to recollect his Oath of Office which says that one has to abide by Constitution without fear or favour.

Therefore, Civil Servant must consider themselves as torch bearer of New India. Their commitment and dedication is must for betterment society.

b. Don't you think such things happen in reality? How do you suggest one deals with it?

We have often heard about such news and punishments about how sincere officers face issues while carrying out their day to day activities.

Indian constitution and laws have provided several ways to deal with such situations to protect honest civil servants:

- **Administrative tribunals:** These are specifically set up to deal with issues faced by civil servants.
- **Judiciary:** There are judicial courts till supreme court where in a person can approach to fight for right cause and get justice.
- **Public support:** Gather enough evidence, and take support of public to bring out the issues being faced in the region to strengthen you case.
- **Seniors:** Take help of seniors who have handled such cases before and take their advice on how to deal such issues in future too.
- **Activists and NGO's:** Since environmental norms are being floated, there are several regional, national and international organizations fighting for environmental protection, it can be brought to their notice which will help make it a national issue.
- **Media:** Bring it out in Media which will create huge uproar and get support from various quarters.

c. Can a person single handily change a system? Critically analyse

Yes, it is possible to single handily change the system:

History is the proof to show that nothing is impossible if a person is determined and focused, he can single handily bring about a change.

If everyone thinks that the system cannot be changed, then the society would not evolve & progress. It would stagnate and deteriorate. Every change in society will start with some or the other person. That single person is able to persuade & convince the fellow community members to rectify their wrong beliefs/actions. Thus, one needs to have a positive frame of mind and a conviction to bring about the change in system for the betterment of people, even if one is alone during the initial days of difficult journey.

One needs to believe that if there is truth in our beliefs/actions people will eventually recognize the efforts and the system will change. The motto of our emblem "Satyameva Jayate" inspires us to continue our fight to change the system.

You can give examples of Gandhiji, Ambedkar, Jyoti ba Phule, Basavanna, Adi Shakaracharya, Martin Luther King, Rosa Parks, Aung San Suu Kyi etc. who were all

determined to bring changes in the system especially when at times they were lonely in their fight.

No it is not possible to single handily change the system:

A person can single handily change the system only in movies but not in real life. He can take efforts but unless he gets support from his family, peers, colleagues and public, he cannot do anything especially in the country like ours.

You can take either of these positions and conclude your answer.

Q4. As an agent of the secret service of the armed forces, you have the responsibility of spying over the enemies and pass on vital strategic information to the government of your country. You have been trained and nurtured in a manner that you won't even hesitate to kill an innocent person if he/ she becomes an obstacle in your duty even unknowingly. For you, your country comes first and you regard your duty as the foremost service one can render to one's motherland.

On one occasion, you intercept a message that the enemy country is planning to bomb the pilgrimage base camps stationed at various locations in the bordering state. In fact, troops have been mobilised to give effect to the plan and it is a matter of hours that heavy bombings would start. It is not even possible to launch a counter offensive at such a short notice as major battalions of the army have already been sent to provide relief in the flood hit areas of the country. Waiting for the army to take command would mean severe loss of lives in the base camps.

When your commanding officer comes to know about the scenario, he chalks out a plan and deposes you to give shape to it. However, you are shocked to know his plans. In order to avoid the bombings, he wants you to immediately bomb a school in the enemy territory which lies in close proximity to the border. By doing this, the attention of the enemy would get diverted to the school and they might divert their troops to the school for immediate relief. This would buy some time for the armed forces of your country and they would be able to evacuate the base camps and also take positions to retaliate in case of eventual bombings.

What options do you have in this situation? Which one would you choose and why? Examine the pros and cons of each of the alternatives. (250 Words) (20)

Given case provides a picture of secret service agent who is likely to experience following dilemma while performing his duty

While his profession asks him to protect country men at any cost, the humanity present in him is likely to pose a question before him, at what cost? Are you going to kill other beings to perform your duty? Why innocent children and their parents have to be victimised? Even his inaction would cost lives of innocent civilians. This inner voice is likely to produce conflict between his professional value and personal value.

Stakeholders:

- Me as agent of secret service
- Pilgrims
- Children
- Commanding officer
- Enemy troops

Options available:

1. Follow order of commanding officer and bomb a school.

Pros:

- It would give valuable time for army to protect pilgrims.
- One's duty towards nation is performed.
- Acting according to the order of commanding officer.

Cons:

- Loss of lives of children.
- Negative image of nation.
- Likely to increase hatred against nation and chances of retaliation.
- Deep inner voice blaming 'self'.

2. Disobey commanding officer with regard to bombing school and take no action.

Pros:

- Innocent children saved.
- No self-guilt.

Cons:

- Failure to perform one's duty towards nation- not protecting people of his country.
- Likely to pose questions over agent's work credentials in future.

3. Refuse to bomb a school but take action with available force. Alert local police forces about the threat and take every possible measure to protect pilgrims.

Pros:

- Innocent children saved and thus no self-guilt.
- Sense of performing one's duty.

Cons:

- Uncertainty over results that is likely to happen. Not just pilgrims but it also puts involved personnel at risk.

- Refusing to obey orders of commanding officer.
- Likely to pose questions over agent's work credentials.

4. Refuse to bomb school but try convincing commanding officer on modifying plan to attack on strategic location or other areas causing lesser casualty and thus achieving objective of diverting enemy troops.

Pros:

- Saves children at the same time gives time to army to protect pilgrims.
- One's duty is performed.

Cons:

- Uncertainty on whether enemy troops will divert their action.
- Officer may not agree on modifying plan.

Best option in this scenario would be option 4. Though option 3, like option 4, helps me overcome duty vs moral value dilemma, but it risks lives of both pilgrims and local force involved. And there is also uncertainty that bombing school will divert actions of enemy troops. They might still proceed with their plan. So when our plan of action is based on probable outcome, it would be better to carry out bombing on strategic location or other infrastructure rather than on schools. This might give time for armed forces to save pilgrims.

Q5. It is said that a doctor performs the noblest profession. Doctors are considered God by many in different parts of the world. You were always attracted to this profession and wanted to become the best doctor in your area so that you also could save lives and feel good about it. You were lucky that your parents supported your aspirations. With their support and your hard work, you cracked the medical entrance examination, attended one of the most reputed medical colleges in the country and finally became a doctor. You joined a government hospital and it was nothing less than dream come true for you. You were ready to serve the people with all those life saving skills that you had learnt in the college. Meanwhile, you got married to a beautiful girl and had two lovely kids with her.

Work- life balance was going smooth until one day, the news of a new viral strain spreading in the southern most coastal state of the country broke out. The strain was so severe that even many doctors and nurses had succumbed to the infection and died. The situation had become so worse that no doctor was ready to treat the dying patients.

This troubled you a lot and you felt that the time had come to serve the people in the truest sense. You decided that you would visit the state and render your services to the ailing patients. However, your parents, wife and children are strictly against this decision. They fear that even you would get affected by the virus. You tried to convince them by telling them that the foremost duty of a doctor was to

save lives no matter what and if you didn't go, the guilt of turning your back towards the needy would haunt you forever. But your family members aren't ready to let you go. After all, you are the sole breadwinner and caretaker of the family. How can they simply let you be in danger? They love you so much and can't afford to lose you.

Now, you were in a complex situation that demanded a reasoned yet moral action from you. What would you have done in this situation? Examine the alternatives available to you and comment on the pros and cons of each one of them. Also, which alternative you would have chosen and why? (250 Words) (25)

Introduction

Personal and professional values often conflict each other for public servants where they have a responsibility to do their job on one hand and to fulfil the responsibilities as a father/mother, son/daughter and husband/wife on the other. The ethical dilemma created by them could be very hard to resolve especially in contemporary age which requires dynamism.

Body

Stakeholders

- Me as a doctor, Son and Husband
- My family
- People of the country
- Government
- Ailing patient

Issues

- Duty as a doctor vs Responsibility of relationships – I became doctor in the first place because I want to serve the society but my family is also dependent on me since I am the sole bread winner of the house
- Personal values vs Professional values – Love and duty are the two horses here pulling in opposite direction
- Ethics of self-interest vs deontology – Fulfilling interest of my family or doing the right thing, as many soldiers go to border despite having family
- Crisis of conscience – I have always thought that the duty of a doctor is the best profession because it can save lives, now when the situation demands how can I run from it.

Options available

- Do as the family says:
 - I have always dreamt to be a doctor but that was before I was married. After marriage I am also a father. Moreover, my parents are old and dependent on me now, if something happens to me then there is no one to take care of them.

Pros	cons
○ It will save my life	○ Regret for the whole life

○ I can take care of my family	○ Running away from my professional duties
○ Fulfilling personal duties	○ Lack of courage to stand by the values I believe in

- Go to the location and serve patients:
 - I started this medical journey because I wanted to serve people, now when the time is there I cannot run away. It is like a soldier on duty, he cannot run away when his country needs him, especially during war. This is also in line with utilitarianism as well as deontology as by treating those patients I will be serving humanity as well as fulfilling my duties.

pros	cons
Fulfilling my duties	I might get infected
Serving the humanity	Injustice to my family
Avoiding crisis of conscience	Violating personal duties

- Take help of government and similar minded individuals
 - I can take help of government in this case, since no one is willing to go and I am ready to risk my life. I can ask for the following from the government
 - Support in the form of information about the virus, how it spreads what are the precautions I should take.
 - Support staff as well as any individual willing to go with me. The government can make an appeal to public so that individuals can come forward
 - Financial support or a job to one of my family members in case I die.

Pros	Cons
Fulfilling my personal and professional duties	I might die
Life security of my family	Emotional trauma to the family
Showing courage at the time of hour	Government support might be nill

- Starting a social media campaign to support me
 - I can take help of social media, NGOs to get like minded individuals and to know more about the virus before jumping in. I will take an informed decision as to how will I go about it because simply going and losing my life won't do any good, if can find a cure or at least help in the research, it will help humanity a lot. I can also ask for crowdfunding to support my family if my insurance amount is not proper. Getting public support will also help me in convincing my family and changing their attitude.

○ Pros	○ cons
public awareness	I might not get support

I can inspire others

Emotional trauma to family

○
My solution

As Buddha said Madhyama Marg is the best way out of a dilemma, moreover the principle of golden mean also says that wisdom lies in choosing between two extremes. Since going there without preparation amounts to foolishness and I might infect others too. It is important to gather information and take government help before going to serve the patients. The research will also help me in convincing my family as well as other doctors to join me. The support of government and public will also give a boost to my family. It is my duty to serve people especially during this time of crisis and I cannot run away from it. Getting insurance for my family and arranging for the fiscal needs will help me in fulfilling the personal duties and responsibilities as well.

Conclusion

One cannot shy away from his duties because of personal reasons as it is akin to cowardice. I have chosen this profession to serve patients and nation, not doing that will be injustice to myself, my principles. However it doesn't mean that one should completely ignore the personal duties. An emotionally intelligent person will try to find a balance between both rather than choosing one over the other.

Q6. You are the founding member of a political party that was born out of an agitation against corruption in the country. Even though you and your partners never wanted to contest elections, the circumstances were such that you were forced to enter the very same political system that you abhorred for its disconnect and corruption. But then, someone has to cleanse the system after all.

Your decision to form a political party has been welcomed by many and your supporters are eagerly waiting to witness the transformation that your party would bring about in the political discourse. However, as the days pass by, reality dawns at you and your partners. It is getting difficult to run the party and pursue its agenda without adequate money. Donations have thinned and the party workers are demotivated. A sense of despondency has crept in wherein everyone believes that it is impossible to bring about a change without money and muscle in Indian politics.

While you are deeply worried about the party and its followers, a business tycoon accompanied by a famous media honcho visits your party office. They have an offer. If you agree to twist the tender and procurement rules in the favour of the businessman after you come to power, they are ready to fund your party and become a mouthpiece of your ideology and agenda through various media.

This appears to be an offer that you can't resist. What are you going to lose? Literally nothing! Rather a symbiotic relationship with the gentlemen would ensure

the revival of your party and also a genuine shot at power. Your partners and party workers are infatuated by this offer and they insist that you accept it. Even though it would mean a compromise with the fundamental ideals of your party, sometimes stepping down from the moral plank can give you enough leeway to fulfil your aspirations.

Now answer the following questions:

(i) What options do you have in this situation?

(ii) Of all the options available to you, which one will you choose and why? Elaborate. (250 Words) (25)

Introduction

Integrity is the most important characteristic which defines the character of an individual, it is about doing what you believe in, to be consistent in what you believe, what you say and what you do. Political integrity is even more difficult because the lust of power makes people corrupt and adopt an unethical path. The following case study is also about the tussle, an easy path to power or to struggle with your values and ideals.

Body

Since the origin my political is from an agitation against corruption and the offer given by the businessman is nothing short of a corruption, accepting the offer is like turning my ideals upside down. Ethics and morality are a set of standards which one follow and chose the rights and wrong. It is the moral values and ideals which generates the trust, in politics money can give short term shot to power but in the long run ideology survives.

Options available to me:

- Accept the offer – practically it will help my party since we are short of funds and the motivation of party workers is also dying. It is getting difficult to run the party and if there is no party left who will spread our ideals. However it means moving down

• pros	• cons
• funds for the party	• compromising my ideals
• Motivation to workers	• Moving on the slippery slope
• Can fight elections	• Losing trust of public

- Reject the offer- I started the party to fight against the corruption, moreover the real intention was never to start a party but to fight corruption. Accepting the businessman’s offer is like throwing the movement down the drain and becoming a party to the corruption. It is like moving down a slippery slope where I am justifying the wrong thing.

• Pros	• cons
• maintaining integrity	• workers might be demotivated
• Trust of public	• Party might not survive
• Beneficial in the long run	• Cannot fight elections

- Reject the offer and approach public to get funding, increase social media campaigning and asking individuals to join the revolution. As compromising with the ideas will degrade the image of party in public and thus in longer run it might not even survive. Not accepting the corrupt money might slow down the movement but it will help us in the longer run.

○ pros	○ cons
○ making public aware about the ideals	○ delay in coming to power
○ Gaining public trust	○ Party workers might leave the party
○ Maintaining integrity	○ Delay in fighting corruption

- Of all the options available to me I will chose the third option because compromising with the ideals as well as the funds is wrong for the party and the movement. I cannot accept the offer because it is like a deal with the devil, moreover it a betrayal to the trust of many who joined the movement that is going to do something good to the nation. Accepting the money can boost the party in the shorter run but in the long term it is going to tarnish the image, as I will also be seen as a corrupt and opportunist who just wish to get power. As Gandhiji during India's freedom struggle said to the congressman when they were eager to enter politics and assume power after Government of India Act 1935, that you should hold the chair lightly and not tightly. He advised them not to compromise with their ideals and not to fall into the vicious trap of power. India has changed but the political ideals are still the same

Conclusion

Politics is a game of power but playing it dirty serves no purpose as it is against the basic principle of serving the masses. Politics is for welfare of masses where power has to be used for service not to rule. Compromising with the ideals and ideology means that the party is not based on ideals and ethics but it is based on opportunities where the party can do anything wrong to come to power. Politics without principles is a sin.