

Section A:

English Section

Section B:

Dzongkha Section

If you would like to make any contributions to the RIM Newsletter please contact a member of the literary committee. We appreciate your input.

Happy Reading!

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The Royal Institute of Management

Editorial

The concept and practices of political democracy are still relatively new to most citizens. Many do not know who to vote for, what to do and wait comfortably numb in anticipation of 2008. A new era is unfolding. Democracy is new. Mistakes are unaffordable at this point. Since we start on a clean slate, the pace for a successful democracy must be set. The question then is how will people vote? Are people ready and capable of educated voting? Will we put the right people in the right place? As highlighted by one of the contributors in this edition, the choice will be between voting based on ideology and manifestos or voting based on specific personalities. Current trends show that people will vote according to the party leader and not necessarily the ideology. Although some may see democracy being guided by ideologies as the established norm, in the case of Bhutan, this kind of scenario may evolve as the democratic system of government matures with time. In the meanwhile, voting based on leadership seems to be the best option for the present time. People are comfortable with

the current situation and given that this new system is not a result of civil strife or discontentment, most would prefer to see a continuation of the wise policies that we have seen under the monarchy. A lot will depend on the seeds that are sowed in this very first stage and leadership is key to its success. Now with the stark difference between the role of politicians and that of the civil servants, maintaining stability is essential for the success of democracy in Bhutan. In such a setting, if the executive branch of government, which is primarily supported by the civil service, is competent and professional, the threat of instability and drastic change possibly occurring due to bad leadership and bad policies can be avoided. Career development, a phenomenon mentioned by one of our contributors, will play a tremendous role in building up a strong and professional civil service. At the end of the day, no matter what government comes to power, it is the civil service that is there to stay to ensure that development of the country progresses.

Of People, Politics and Policies

The Election Day is drawing nearer. We, even the civil servants who are apolitical, have the responsibility to vote. The question is “Which Party?” I was curious on this issue and asked a couple of my acquaintances this question. It is interesting to hear their responses. They want to vote and support the party with a good leader. The idealist and the normative among us would say “we should vote for the party which has the best manifesto or ideology aligned to ours.” In reality this is not the case.

Many have registered even before the parties were born. The manifesto was not out. The parties had not registered. Still many pitched in their worth with one party or the other. Strange but true! The manifesto is still being crafted. The ideology is in the offing. Yet people have started drawing their battle lines.

How do we make decisions on which party to follow or vote for? Definitely not the manifesto or the ideology as many would like us to believe. It is the leader. It is the people, both the leader and his associates. This has become more evident with time. People are heard to inquire “who is the leader? Who is there? Whose party?” Thus it seems that the choice of leadership has become the deciding factor and not the “important” things like the content of the manifesto or the ideology. Why? Isn't it wrong to base our major decision on leaders? Many so called intellectuals would like us to believe that it is indeed wrong.

It cannot be wrong. The leader steers the party and gives credence to the party. Manifesto and ideologies will naturally follow.

If we have good leaders, we will have good manifestos and ideologies. Good leaders have good followers and they in turn build a good party. A good leader with good followers will base their manifesto on good ideology. When all is good, implementation simply can not be anything but good. It makes sense in the most obvious way. This leads us to the next issue. Who is a leader? How do we choose the leader?

Gauging from the way things are moving and the way people make decisions, leaders are people who have led. They are the ones who have had experience. People who have made their marks and have performed well. How do we know these? Without any exception, the leaders in the present political scenario are the recently resigned ministers. Many were waiting for the ministers to choose a side. Even the party which had “renegades” leading them and had originally opposed the idea of an ex-minister as their leader, realizing that the people who matter would look for a “proven leader.” Now, it is obvious that the people want leaders who have proven their worth. The leaders of both the parties are ex-ministers. It could simply not be otherwise. They are the ones who have come through the systems and risen. They were found worthy enough to be nominated by His Majesty the King and endorsed by the National Assembly. So, they must be the leaders. In them the will of the monarch and the people merge. They are a culmination of the vision and the wisdom of the throne, and the will of the people.

Going by the trend, the people have once again endorsed the past. Hence, we are in

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a sense, flowing into the future with nearly the same leaders intact. People trust the leaders of the past (the Lyonpos) to lead them into the new

era. One would expect the people to want to change and go for new leaders. This is simply not true. The future of the country is at stake and in a way the people's future is too. Who

would you trust your future with? Of course, with someone whom you know. Someone who has already walked the path. Individuals who have led in the past and have enjoyed the

confidence of both the throne and the people. Trust comes from knowing the person and

“Would we have ideological wars?” his (her) past achievements. The implication of this is that people would vote for whom they know. If they do not know, then the votes would be

Would the battle lines be drawn on ideologies or the cast for those whom their revered relatives and friends know and recommend. This is clear as the Bhutan Times reports (July 22). If this true,

difference in the then our campaign strategies would also be different. In such a scenario, the major portion and the most effective form of campaigning in the Bhu-

approach for the tanese landscape is bound to be of the one to one style. The close knit society calls for personalized campaigning for effective results as people

people and the country's future?” rely on people. They would trust the message passed by their close kith

and kin more. Personal touch matters. This is a good sign as people matter more and people will be treated with more respect. More time will be spent on relationship building and

interacting with the people. The people (at least those who have requested the Lyonpos to lead) have passed their verdict in ensuring that the former ministers lead the parties.

Would we have ideological wars? Would the battle lines be drawn on ideologies or the difference in the approach for the people and the country's

future? In many countries, political parties fight on ideologies. For some time to come, this will not be true in Bhutan. No parties will risk putting forward a change in the policies of the new government. This is too risky. People are satisfied with the policies of the government. People are all praise for the policies pursued by the past government under the visionary leadership of His Majesty the King. To promise for “change,” is seen as suspect. To propose for change would tantamount to pointing an accusing finger to the previous policies. To do so would be political suicide. No one would like to break away from the past but would like to continue on with the peace and prosperity of the past and the present.

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So the war between the parties would not be on major ideological basis nor for major changes. The parties would have to fight on the basis of the leaders and the candidates, namely judging from their personalities and their characters. How they carry themselves along and how they deal with the people. While the leaders may “walk the talk” and represent a “return of the native,” it will ultimately be up to the voters to figure out if the “walk” is worth the “talk” and if the “native” is someone we can relate to.

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Introducing “Career” concept

Traditionally, a career was understood as a series of work one does over his/her working life and to earn a livelihood. It was looked at as a series of past events and activities that one undertook. In the working life, it was viewed as a vertical climb in the organizational hierarchy. However, with the paradigm shift in organization design and a preferred movement away from traditional hierarchical structures to flatter structures, it is increasingly difficult for all supposedly good employees to move up the pre-defined career ladder. Therefore, modern day understanding of career is more forward looking and encompasses a series of work that one may choose to do over his/her life which gives satisfaction, a sense of achievement and self-fulfillment. It is “ a lifestyle concept that involves a sequence of work or leisure activities in which one engages throughout a lifetime. Careers are unique to each person and are dynamic, unfolding throughout life. It includes not only occupations, but pre-vocational and post vocational concerns as well as how persons integrate their work life roles” (Herr and Cramer). It includes different jobs done in the organizational context but is not limited to horizontal as well as vertical movement in the hierarchy.

Career Planning and Development

Career planning and development, therefore, involves a process of identifying what one likes to do which gives satisfaction, a sense of achievement and fulfillment and subsequently

is a process of identifying job related knowledge, skills, attitudes and experiences that employees need to be effective in their jobs and identification and supporting development needs of the person that supports both his/her career goals as well as organizational objectives. This view supports that increasingly employees need to learn on a continuing basis, use newer skills and be creative to identifying ways to move along in their career. Such career movements may not necessarily be restricted to vertical moves up the hierarchy but also lateral moves, learning or experiential opportunities or even career changes that will broaden their experiences or help leverage them into different areas. Career development, therefore, is not merely investing in people to fulfilling individual development needs which are isolated from the needs of the organization in terms of its knowledge and skill base. It is balancing individual employee's needs as well as organizations developmental needs. It helps both organizations as well as employees, and the intrinsic benefits of career development program are critical to success to both parties concerned.

It is often argued if it is worth investing to give employees the extra edge in terms of knowledge, skills and experiences which may not be immediately required in the job context. However, it has been found that both organizations as well as individual employees benefit through this activity in a number of ways and the long-term impact is significant. As individual employees, it enables them to develop new skills and competencies and remain employable throughout their lives. It helps them derive increased job satisfaction through more challenging work, greater variety etc. It also helps them in aligning work with personal values and motivations provide a map to see how they might be able to move laterally or vertically in the organization, influence and control over the direction of their careers and an ability to identify and plan their development.

At the end of the day it helps maximize satisfaction in doing what they do and give them a sense of fulfillment. For organizations, the process enables a retention of a pool of highly talented employees, an improvement in employee morale, increased job satisfaction and thereby increasing work performance. Further, such efforts make organizations versatile in managing changes, as the employees are willing to learn and use new skills, which are critical for organizational growth and success.

Career Stages

While career planning and development is important both for individuals as well as employing organizations, deciding on what to do to develop one's career is often difficult. In organizational context, studies have shown that, professional careers often do not have such a structured career ladder to follow. Recognizing the unique characteristics of professional careers, Dalton, Thompson, and Price introduced a career stage model for professional growth that identifies and describes four distinct stages of professional careers. Based on this, there are a number of career development models being used today in professional career. Rennekamp and Nell identify four stages in Extension careers and label them as "entry," "colleague," "counselor," and "advisor." Similarly, Oestreich, L identifies the stages as "apprentice," "independent," "mentor" and "visionary."

These are similar to the four stage Career Management Model developed by Kurt Sandholtz which comprises of stages like depending on others, contributing independently, contributing through others and leading through vision. It is argued that each stage includes a distinct set of motivators that can drive professional development at that point. These mo-

tivators provide both the impetus for participating in and the criteria for selecting from among various professional development opportunities.

Career Development Process

Developing a career is not merely developing knowledge and skills for moving up in the organizational hierarchy. It is about achieving flexibility and continuously evaluating and developing one's skills in order to remain employable and fulfilled over the long term, regardless of who one is working for, and what industry or sector one is working in. Despite its significance in achieving organizational excellence and ensuring greater individual satisfaction and fulfillment, the process of developing people in their career often gets buried in the debate. Firstly, who is responsible for taking initiatives and investing in the process? On one hand there are individual employees who are directly affected by it and on the other hand there are organizations that get affected by how these people work. Secondly, different people have different aspirations and are motivated by different things. So how can organizations take cognizance of these and create contexts in which such variations can be accommodated and people helped in their career.

There now seems to be an agreement on the fact that career development is important both for individual employees as well as the organizations where they work. Each one has a role in the process and hence no one party can be singled out for such responsibility.

Both individuals as well as organizations (employers) have to work in tandem and strike out congruence. In context of creating such a balance, Edgar Schein proposes that people generally prioritize from amongst eight themes in their work lives and they stay anchored in one of these areas which their career will echo. The themes are technical competence, general managerial competence, autonomy/independence, security/stability, and entrepre-

neurial creativity, service/dedication to a cause, pure challenge and life style. In this framework, he proposes that developing careers would need identification of

career anchors and their priorities and subsequent interventions along such lines.

In the organizational context, this implies that both individuals as well as organizations employing them have to jointly identify what are the career anchors. They need to know more than what one enjoys doing. There has to be a clear understanding of why one likes to do it. They need to figure out what the underlying characteristics of the work are that make the task enjoyable, interesting and stimulating to the individuals. This gives the organization basis to encourage, support, remove obstacles and provide resources so that appropriate contexts can be created that are conducive to inspire people to excel in what they do and derive satisfaction and fulfillment throughout in their working lives. More specifically, it comprises of identifying motivating factors at work, provision of training and development opportunities, providing necessary encouragement and support, and providing right balance between work and life.

At the individual level, career development, generally involves four stages. The first stage involves internal diagnosis of oneself and identification of what is most important in life. The second stage involves in determining suitable job clusters (occupation), suitable educational and training programs that will help prepare for the job, suitable environment and life-style that one prefers. These stages comprise of various activities. They include preparing interests inventories, surveying vocational interests, conducting personality assessment, general aptitude tests, workplace personality index and tests of basic skills like reading, writing and comprehension. These give a good basis to derive what career or job clusters would be suitable. Subsequently, stage three involves in deciding on career that suits one in

Page 10 context of his personal traits and preferences and the final stage comprises of matching actions against decision taken in the third stage. This may require devel-

oping required knowledge, skills and attitudes, getting appropriate jobs and creating environments where one likes to work and derives satisfaction and sense of achievement.

Conclusion

Career development is important for individuals as well as for organizations. At the individual level, it enables right choice of career, enhances satisfaction and gives a sense of fulfillment in what one does. At the organizational level, it enhances effectiveness by enabling it to quickly adapt to organizational changes, continued higher performance through empowered and motivated people. Career planning and development involves identification of a suitable career and the stage where one is and subsequent interventions to support in that particular career stage. Without doubt, there are many benefits of career planning and development. Relating to his business success Joshua Yim, Managing Director, Achieve Career Consultant Company, in Singapore which is a growing entity with aim of becoming premium service provider in manpower management states, “...treat people well, give them the opportunity to be a star and your company will become a team of winners.” Conscious and planned career development programs enable people to be stars in the organizations. This seems to be one of the many success formulas for organizations to stay in the competitive race and excel in their endeavors.

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LEGAL SECTION

RIM Newsletter

Civil Court Proceedings



Life today has become more complex and a morbid experience with so much turmoil. With the growing percentage of the literacy in the country, public is more conscious of the violation of their rights. The numbers of cases being brought in the courts are increasing every day. Therefore, it has become important for every individual to familiarize themselves with the court proceedings. This is an attempt to bring the basic awareness to non legal people on the proceedings in a civil case.

Court Procedure which is followed by the Courts in Civil cases carries with the nature of the case. The broad concept which is similar in almost all the civil proceedings is given hereunder:

In order to set the machinery of the Civil Courts in motion, one of the contending parties must approach the court with its case; this is commonly known as a 'suit'. It is only upon the filing of the suit the courts swing into action and the judicial process takes the course.

Registration of a Plaintiff (Suit)

A plaintiff can be filed by an aggrieved party against the other in the appropriate court. The case shall be registered with the Registry of the court. The registration may be done by an aggrieved party, victim's next-of-kin or a registered Jabmi.

Preliminary or Miscellaneous Hearing

Upon the receipt of the plaintiff, if the suit is found in order, the same is ordinarily listed for preliminary hearing. However if there is any deficiency in the suit filed the same is returned with objection which are to be compiled.

Assignment of the case

Once the petition is admitted, the case is distributed to the bench and clerk. All persons and legal entities must appear and provide evidence or participate in any legal process or procedure when summoned by the court.

Hearing

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A Copy of the plaintiff's statement and any other relevant document (if available) is given to the defendant. Adequate time is given to the defen-

dant for rebuttal or written statement. The defending party is at liberty to raise various technical objections. The defendant gives its rebuttal to the plaintiff's statement. The parties are given sufficient time to reach a mutual settlement. However if this fails, the plaintiff is then required to give its rebuttal to the defendant's submissions. Thereafter the defendant is required to give its final rebuttal to the submissions made by the plaintiff. The court has to inform the parties regarding penalty for appeal.

Evidence

Evidence includes physical exhibits, the testimony of witnesses or expert opinion. When either party adduces its evidence, the other side is given a fair opportunity by the court to examine the evidence. After the plaintiff has adduced its evidence, the defendant is called upon to adduce its own evidence according to the same procedure.

Cross Examination

When either party presents its witness, the other party has the right to cross examine the witness in presence of all. In the cross-examination, the party crossing the witness can confront it with any document on his previous submission or testimony.

Closing Arguments

Both the parties are given the opportunity to summarize their case and evidence.

Pronouncement of Judgment

The court after the case has been heard shall pronounce judgment and a copy each is given. In the last paragraph of the judgment the exact terms of the relief which is granted is indicated.

Appeal

If either party is not satisfied with the judgment they have a right to file an appeal to a higher court within 10 days.

Execution

Execution is the final stage of the suit. It is the means employed in the process of law to make a decree or order of a court effective.

LEGAL MAXIMS



According to the Black's Law Dictionary, legal maxim is a traditional legal principle that has been frozen into a concise expression. There is an element of fun in legal maxims; they express surprising insights of from ancient writers. Though they will not clinch arguments, they will delight many readers who have a historical bent.

1. *Accusare nemo debet se, nisi coram Deo.* No one is obliged to accuse himself, except before god

2. *Actus Legis nemini est damnosus-* An act of law prejudices no one.

3. *Aequitas non facit jus, sed juri auxiliatur* – Equity does not create a right, but aids the right.

4. *Arbor dum crescite; lignum dum crescere nescit* – It is a tree while it is growing; wood when it cannot grow

5. *Audi alteram partem* – Hear the other side. No one should be condemned unheard.

6. *Beneficium invito non datur* – A privilege or benefit is not granted against a person's will.

7. *Causa patet* - the reason is obvious.

8. *Cogitationis poenam nemo meretur* - no one deserves punishment for his thoughts.

9. *Communis error non facit jus* – A common error (one often repeated) makes law.

10. *culpa poena par esto* – let the punishment be equal to the crime.

11. *Decipi quam fallere est tutius* – it is safer to be deceived than to deceive.

12. *Debet esse finis litium* – there ought to be a limit to litigation.

14. *Fraus meretur fraudem* - Fraud deserves fraud.

15. *Injuria non excusat injuriam* – a wrong does not excuse a wrong.

Highlight of Campus Events

Eleventh Convocation

The convocation ceremony for the eleventh batch of trainees who graduated from RIM was held on 15 July 2007. 123 trainees comprising 5 PGDNL, 39 PGDPA, 40 PGDFM, 24 DIMS, 30 DFM, 25 DTCA and attended the ceremony. The then Prime Minister, Lyonpo Khandu Wangchuk graced the ceremony as the chief guest.



Arrival of New Diploma trainees

A total of 92 Diploma trainees have been freshly enrolled in various Diploma courses comprising of DFM, DIMS, DNL and DRC. The courses for a Diploma in Revenue and Customs, National Law, Information Management Systems and Financial Management have 19, 20, 24 and 29 new students respectively.

Welcome Soccer Match

A soccer match was organized to welcome the new Diploma trainees into the RIM family. The match was played between new trainees and the Post Graduate trainees with the latter group winning with a score of 1:0.

Talk on 'Diagnosing Anti-Corruption'

Professor from Australian National University, Dr. Peter Larmour shared his academic insight on definitions of corruption, various explanations from different perspectives and remedies to cure such practices. The talk was followed by a Q&A session to an audience comprising of faculty, PG trainees, members of the press and the Anti-Corruption Commissioner, Aum Neten Zangmo.



Welcome Show

In line with the tradition of welcoming new trainees at RIM, senior trainees from PGDPA, PGDFM, DIMS II year and Trainee Gewog Accountants staged a cultural show. The show comprised of a variety of Dzongkha songs and dances tuned to the melodies of traditional musical instruments and also included a unique nomadic dance, *Lama Lopen* by the PG men.

ཉ་བསམ་པ་པར་པའི་སྒྲིབ་ལམ།

༣ མངས་རྒྱས་སེལ་བརྟན་སེལ། ལྷ་སེལ་ཡང་འདྲེ་སེལ་བྱེད།

བཟང་པོ་སེལ་པར་པའི་སྒྲིབ་ལམ། འཇིག་རྟེན་འདི་ཡི་རང་བཞིན་མས།

དེ་བཞིན་འཇམ་བུ་གྲིང་འདི་ནང་། མི་རྣམས་ལ་ལྷ་བཟང་པོ་དང་།

ལ་ལྷ་པར་པའི་རང་བཞིན་འདུག། དེ་ཚུ་རང་གི་གཤམ་ལྷགས་མས།

གཞི་སྒྲིབ་ལྷ་བཟང་པོ་འདི་ཚུ་ནི། བསམ་པ་བཟང་ཞིང་སྤྱིང་ཇེ་ཅན།

རང་དང་གཞན་ལྷ་སྒྲིབ་སེལ་མེད། བརྟན་སྒྲིབ་སེལ་པར་པའི་སྒྲིབ་ལམ།

རྩ་གཞུང་གཞན་ལྷ་པར་པའི་ལམ། གྲོགས་རམ་མཐུན་ལམ་ལ་སོགས་པ།

སེམས་ལས་བཟང་དེ་མེད་པའི་ལམ། རྩ་གཞུང་སེམས་ལའང་རྟོག་པོ་དཔལ་མས།

འམས་གསུམ་འཁོར་བ་འདི་ནང་ལ། མི་ཡི་ལྷས་རྟེན་ཐོབ་ཅུང་རང་།

མཚོ་མེད་ཚུ་གསེལ་མི་ལྷས་ཡིན་མ། དེ་ཚུ་མེད་ཀྱིས་ལྷས་སོང་ལུག།

བསམ་པ་པར་པའི་སྒྲིབ་ལམ། བཟང་པོ་སེམས་ལའང་མི་དྲན་པར།

གཞན་ལྷ་གཞོན་པའི་བསམ་པ་དང་། སེམས་ལའང་ཕོག་པའི་གྲུ་མ་སྤང་མས།

ལྷ་ལས་ཉ་ཉ་ཉི་ཉེས། རྣང་རྣང་དོན་ཉིང་རྣང་ལྷོ་ལྷོ།

རྩ་གཞུང་སྤང་བའི་སྒྲིབ་ལམ། ཡག་པ་དང་རོ་ལྷོས་མི་བཟོང་།

ཀླུ་ལས་ལྷོ་གྲམ་སྤང་ལྷ། ལ་ལྷ་སང་ལྷ་ཕྱང་ཉེས་བ།
ལ་ལྷ་གཞན་ལས་བརྒྱད་དེས་བ། བདེ་ཤིང་མེད་པའི་ཤོ་བ་རྒྱུ་མས།

ལོ་ལྷ་ཕྱང་མི་སང་ཕྱང་པ་ཅིན། གཞན་གྱིས་བརྒྱན་གྲམ་བཤད་ཕྱང་སང་།
སང་ལྷ་གཞོན་པ་མི་འོང་ཟེ། གོང་མ་ཚུ་གིས་གསུངས་བཞག་ལྷག།

བསོད་ནམས་རྗེ།

མི་དམངས་བདག་སྐྱོང་མཚོ་རིམ་གོང་མའི་སྐབ་སྐྱོང་པ།



ཉམ་མཁའ་སྐྱོད་གི་ཡན་ཟབས་སྟོན།

འཇིག་རྟེན་པའི་གྲུ་མ་དཔེ་ལས་ རྒྱལ་པོ་ལྷ་གཤེས་པ་འབངས། །འབངས་ལྷ་རེ་བ་བདེ་སྟོན། །བདེ་སྟོན་གྱི་ཅ་བ་ཉམ་མཁའ། །ཟེར་སྤང་སྲོལ་ཡོད་དོ་བཟུམ་སྐྱེང་བཅས་
སའི་ལོན་ཕྱོད་རྒྱལ་བ་གོང་མ་ཚུ་དང་ བཀྱིན་ཅན་གྱི་ཡམ་ཚུ་གིས་བྱུགས་བསྟེན་དང་མོན་ལམ་རྒྱ་ཆེས་ལས་བརྟམ་གནང་མ་ལས་བརྟེན་ ལྷ་ཡི་ཉིང་ཁམས་དང་འདྲ་བའི་
མན་ལོངས་འབྲུག་གི་རྒྱལ་ཁབ་འདི་སྤིང་སྤིང་སྤེལ་བཟུང་ལེན་འཇིན་འབྲུག་ལྟེ་ ང་བཅས་བུ་བརྒྱན་ཚུ་གི་ལག་པས་སྤོད་གནང་མིའི་རང་དབང་རང་བཅོན་གྱི་རྒྱལ་ཁབ་འདི་
འཕུལ་གྱི་བདེ་ཟབས་དང་ཡུགས་གྱི་བཅོན་ཟབས་ཚུ་ རང་ལས་ལྷག་ཏུ་སྤིང་སྤིང་བཟོ་ནི་དང་ འཇོམ་གྱིང་རྒྱལ་ཁབ་གཞན་ལྷ་མེད་པའི་རང་སྲོལ་བཟང་པོའི་ལྷན་ཚོས་
ཚུ་ག་མི་ཉམས་གོང་འཕེལ་དང་ཉམས་པ་སོར་ཚུན་འབད་ཟབས་གྱི་དོན་ལས་ དྲང་ཉམས་ལྷན་དེ་གི་ཁ་བྱུག་ལས་ འབྲུག་གི་ཅ་བ་གསུམ་ལྷ་དད་དམ་ཉོད་མེད་གྱི་
སྐོ་ལས་ཡུག་ལུ་བའི་བསྐྱང་རང་ཡོད་ཟེར་ལྷ་ནི་ཨིན།

མཁའ་པོང་ག་དབང་སྤོ་གོས།
ལེགས་སྦྱར་བ་གོང་མ།
རྒྱལ་ཡོངས་ཉམ་མཁའ་དོན།



ཟླ་མེ་མའི་འཕྲོ་མཐུན་དེ་གཟིགས་གནང་།

ཚོས་ཀྱི་རྣམ་གྲངས་ལས་ ལག་ཆེ་ཤོས་དང་ ཉེན་ཉར་བཞིན་དུ་བཅས་ཀྱིས་ལག་ལུན་འཐབ་མི་ཚུ་
 ཟླ་མེ་མའི་འཕྲོ་མཐུན་དེ་གཟིགས་ཐོག་ལྷན་གྱི་འཐད་དེ་འཕུལ་གྱི་ཡིན།

༼གསུམ་ཚན༽༽

༡༽ ཀྱན་ཕྱོང་གསུམ།

བདག་པའི་ཀྱན་ཕྱོང་།

ཤེས་པའི་ཀྱན་ཕྱོང་།

བརྗོད་པའི་ཀྱན་ཕྱོང་ལོ།།

༢༽ བགྲིན་གསུམ།

དབང་བསྐྱར་བའི་བགྲིན།

རྒྱན་བཤད་པའི་བགྲིན།

མན་ངག་གནང་བའི་བགྲིན་ནོ།།

༣༽ རྒྱ་གསུམ།

ཚོས་རྒྱ།

ལོངས་རྒྱ།

སྤུལ་རྒྱའོ།།

༤༽ རྒྱེས་བྱ་གསུམ།

རྒྱེས་བྱ་རྩལ་ཅུ།

རྒྱེས་བྱ་འཐོང་པོ།

རྒྱེས་བྱ་ཆེ་པོའོ།།

༥༽ བསྐྱལ་པ་གསུམ།

མེས་ལུད་པའི་བསྐྱལ་པ།

ཚུས་ལུད་པའི་བསྐྱལ་པ།

རྒྱལ་གསེབ་ལུད་པའི་བསྐྱལ་པའོ།།

༦༽ བསྐོར་བའི་རྒྱན་གསུམ།

དོན་བསྐོར་བའི་རྒྱན།

ཚིག་བསྐོར་བའི་རྒྱན།

ཚིག་དོན་གཉིས་ཀ་བསྐོར་བའི་རྒྱན་ནོ།།

༧༽ ལམས་གསུམ།

འདོད་ལམས།

གཟུགས་ལམས།

གཟུགས་མེད་ལམས་སོ།།

༨༽ མཁུ་པོ་གསུམ།

རབ་བྱུང་གི་མཁུ་པོ།

དག་སྲོང་མའི་མཁུ་པོ།

དག་སྲོང་གི་མཁུ་པོའོ།།

༩༽ མཁས་པའི་བྱ་བ་གསུམ།

འཆད་པ།

ཕོད་པ།

ཕོམ་པོའོ།།

༡༠༽ རྫོག་གསུམ།

ལུས་ཀྱི་རྫོག།

ངག་གི་རྫོག།

ཡིད་ཀྱི་རྫོགོ།།

༡༡༽ ར་རྒྱལ་གསུམ།

རྣམ་པར་འགྲུབ་བཅད།

རྗེད་ལྱོ་བས་ཅད།

ལུན་པ་ཅད་ནོ།།

༡༢༽ ཚོས་གསུམ།

བཤད་བྱའི་ཚོས།

རྒྱུ་བྱའི་ཚོས།

འབྲས་བུའི་ཚོས་སོ།།

༡༣༽ རྣ་སོང་གསུམ།

དཔྱལ་བ།

ཡི་དྲགས།

དུད་འགྲོའོ།།

၅၉၂ ရဲလဲၤ ဖြူၤ ချီၤ ချီၤ ချီၤ

မၤ ဝဲၤ ချီၤ

ဇၢၤ ချီၤ

ဒၢၤ ချီၤ ချီၤ ချီၤ

၅၄၂ မၤ ချီၤ

၇ၤ

ဗျဲၤ

ဒၢၤ ချီၤ

၅၆၂ ကံၤ ချီၤ

မၤ ချီၤ ချီၤ

ဒၢၤ ချီၤ

ဝဲၤ ချီၤ

၅၈၂ ကဲၤ ချီၤ

မၤ ချီၤ

ဗျဲၤ

ဒၢၤ ချီၤ

၅၉၂ ချီၤ

၇ၤ

မၤ ချီၤ

ဒၢၤ ချီၤ

၅၉၂ ဒီၤ ချီၤ

မၤ ချီၤ

ဇၢၤ ချီၤ

ဒၢၤ ချီၤ

၆၀၂ ချီၤ

မၤ ချီၤ

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၆၁၂ ချီၤ

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၆၆၂ ချီၤ

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၆၈၂ ချီၤ

မၤ ချီၤ

မၤ ချီၤ

မၤ ချီၤ

29 ། རྟོག་ལང་གསུམ།

སྐ་བ་དཔལ་བཅུགས།

ཅོག་རྟོག་ཀྱི་ལ་མཚན།

ལང་བྱ་ནམ་དྲི་མཐུད་འཛུམ་སོ།།

30 ། དག་སྲོང་གསུམ།

རྩ་གས་ཅམ་འཛིན་པའི་དག་སྲོང་།

མིང་གི་དག་སྲོང་།

ཡང་དག་པའི་དག་སྲོང་དོ།།

31 ། མཐོང་ཐོས་དོགས་གསུམ།

མིག་གིས་མཐོང་བ།

སྐ་བས་ཐོས་པ།

ཡིད་ཀྱིས་དོགས་པའོ།།

32 ། མཁན་ཆེ་ཡུག་དྲོ་བའི་གཉེན་པོ་ལྷ་གསུམ།

མ།

རྩ་མགོ།

ཡུག་དྲོ་བ།

ལྷ་དོ།།

33 ། དག་བཅོམ་པའི་རིགས་གསུམ།

ཐོག་ཆེན་གྱི་དག་བཅོམ་པ།

རང་རྒྱལ་གྱི་དག་བཅོམ་པ།

འདྲ་ཐོས་གྱི་དག་བཅོམ་པའོ།།

34 ། དཔལ་གསུམ།

དང་བའི་དཔལ།

ཡིད་ཆེས་པའི་དཔལ།

མདོན་པར་འདོད་པའི་དཔལ་འོ།།

35 ། མཁན་སྲོ་བ་ཚོས་གསུམ།

མཁན་ཆེ་བོ་རྩིས་རྩ།

སྲོ་བ་དཔོན་པད་མ་འབྲུང་གཞན།

ཚོས་རྒྱལ་ལྷོ་སྲོང་འདུ་བཅའ་འོ།།

36 ། ཚོས་རྒྱལ་མེས་དཔོན་རྣམས་གསུམ།

སྲོང་བཅའ་སྐྱམ་པོ།

ལྷོ་སྲོང་འདུ་བཅའ་འོ།།

མངའ་བདག་ལྷོ་རལ་པ་ཅན་འོ།།

37 ། རྩ་གསུམ།

འདོད་ཆགས།

ཞེ་དང་།

གཉེ་སྐྱུག་གོ།

38 ། འཁོར་གསུམ་རྣམ་དག་གི་བལོ་བ།

བལོ་ལུལ་ཉེ་ལེམས་ཅན།

བལོ་མཁན་ཉེ་བདག

བལོ་རྒྱ་ཉེ་དག་བའི་དངོས་པའོ།།

39 ། ཉེ་ཇེ་གསུམ།

ལེམས་ཅན་ལ་དམིགས་པའི་ཉེ་ཇེ།

ཚོས་ལ་དམིགས་པའི་ཉེ་ཇེ།

དམིགས་པ་མེད་པའི་ཉེ་ཇེའོ།།

40 ། རྩ་གྲོ་སྐོ་ནས་ཉེ་བའི་ལས་གསུམ།

མཐོང་ཚོས་ལྷོང་འབྲུང་གི་ལས།

སྐྱེས་ནས་ལྷོང་འབྲུང་གི་ལས།

ལན་གྲངས་གཞན་ལ་ལྷོང་འབྲུང་གི་ལས་སོ།།

41 ། དག་བའི་ཅ་བ་གསུམ།

འདོད་ཆགས་མེད་པ།

ཞེ་དང་མེད་པ།

གཉེ་སྐྱུག་མེད་པའོ།།

42 ། ཐོག་པ་གསུམ།

འདྲ་ཐོས་གྱི་ཐོག་པ།

རང་སངས་རྒྱལ་གྱི་ཐོག་པ།

ཐོག་པ་ཆེན་པོའོ།།

43 ། རྩ་གསུམ་རྒྱལ་བ་གསུམ།

འདས་པའི་སངས་རྒྱས་འཁོར་བ་འཛིན།

དུའི་སངས་རྒྱས་ཤུག་བྱུང་པ།

མ་འོངས་པའི་སངས་རྒྱས་བུམས་པ་མགོན་པོའོ།།

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