

## EDITORIAL

*“Good management is the art of making problems so interesting and their solutions so constructive that everyone wants to get to work and deal with them.” - Paul Hawken.*

The Royal Institute of Management is the only government owned management institution in the country. More than 50,000 trainees have graduated from the institute since its establishment in 1986. These graduates have either undergone short term or long term training. The institute's vision *‘To be a premier centre of excellence in management development and policy research in the region’* saw a renewed focus and enthusiasm towards research with the introduction of three new research hubs as a result of the research retreat held on Januray.

The 2014 academic session began with yet another milestone for the institute with the commencement of the full-time international Master of Business Administration course at RIM. This is the third masters course apart from Master of Management and the Master of Public Administration which were introduced in 2012. Another milestone initiative of the institute under process is raising the program's quality and standards at par with the international standards. This was done by reviewing all the course structures, unit outlines, and revising and re-visiting relevant policies and systems. The courses were revised under the guidance of Prof Carole Kay-rooz, Professor Emeritus from the University of Canberra, Australia, and a new academic wheel of law was framed after its endorsement by the Academic Committee.

The institute has played a crucial role in inculcating management education in the human capital of Bhutanese civil ser-

vice. RIM is the cardinal branch when it comes in developing human resources of the nation. The research activities and consultations provided by the institute have assisted the government, private and non-governmental organizations.

The first half of the year 2014 saw orientation of the new Post-Graduate trainees; Philip Jesup Moot Court Session before Bhutanese team left to Washington DC for the event; Bhutan Development Update by World Bank; appointment of Mr. Indraman Chhettri, Asstt. Professor and the Chief Planning Officer of the institute as a Commissioner of the Royal Civil Service Commission (RCSC) and honoring him with white scarf and patang; kick-off of first ever league cum knockout interclass soccer tournament; diploma certificates awarding day; annual rimdo; and renovation of the old ILCS hostels. Many big events such as inauguration of the biggest Multi-purpose Hall in the country and the Convocation are scheduled to be conducted in the second term.

Young and energetic authors have come forward to share their thoughts, knowledge and literary works, elucidating Plato's concept 'knowledge is not a private property.' This issue covers various topics such as Dechen Rabgyal's 'Transformation in Bhutanese Society: A Layman's View,' highlighting the changes in the contemporary Bhutanese society; 'Fundamental skills required for entrepreneurship' by Phuntsho Wangdi revealing the basic tenets of entrepreneurial knowledge; a special featuring of the top two essays of Climate Change essay competition organized by QED; Jigme Thinley's 'Stick to Strategy: A small reminiscence of transition in motivating' different motivation in different times; Menuka Chhettri's 'Creating literates or truly educated?' illuminating the existing line between the two terms; brief campus events; Sonam Jamtsho's 'Bhutanese Scholar' giving his views on how Bhutanese people should stand; Dorji Phuntsho's 'My Wish' sharing his wishes of perfect world; Tashi Tenzin's 'Drunkard's Lecture' revisiting the wisdom gain in the public transport from the whiskey; Sherub Phuntsho's 'Thank You Teachers' thanks the teachers for their hard work and dedication in educating us. RIM Campus events in brief; and RIM in the Lens of Canon giving a photo journalistic view of RIM events. The second part of the newsletter brings Dzongkha articles written by some of the trainees.

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*Transformation in Bhutanese Society: A Layman's View*

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**Author:** Dechen Rabgyal

The waves of development have turned the tide in Bhutan. Interpreting development as an improvisation and advancement of a certain thing, its impact has been felt in all areas, viz. politics, economy, culture and the society as a whole. From democracy to mixed economy, and the changing habits of daily lives in the areas of foods habits, dresses and expressions, forces of development have reached in all spheres and in all walks of Bhutanese life.

On the political front, the institution of democracy has opened up a system of governance, bringing rulers ever closer to the ruled. Transparency and accountability have been the hallmark of the system while ensuring maximum people's participation starting from voting to decision making. On the other hand, party politics and hunt for votes have divided communities, neighbors, friends and families on party lines, thus, building foes in place of fraternity.

Our economy has transformed in form as much as in its size. Bhutan's transition from being a pastoralist and barter economy to a modern economy is testified by its transactions of recent decades in Information Communication and Technology (ICT) products and hospitality services. The reverse effect, though, has come in the form of the closure of the household production of goods, say, mustard oil and a dwindling of the fate of cottage and small indigenous industries and local delicacies.

In the sphere of culture and aesthetic expressions, change has been significant. The constant modification of the Gho and the Kira to fit the Bhutanese perception and changing times, coupled with our involvement in festivals and rituals, can hardly be attributed to our civic responsibility to preserve or be part of them; instead, the historical significance the culture

and traditions play has led to such modification and change. As the rural setting gives way to urban structure, the biggest change is seen in our architectural design-from dovetail techniques and mud houses to quality-tested concrete buildings. The growing popularity of night clubs in the urban centres, the decreasing practices of night hunting in some rural pockets and a reduction in the number of people speaking the lingua franca, Dzongkha, among the literate lot are viewed as some of the changes which have come about over the years.

Telecommunication and transportation have been the biggest driver of development. Mobile phone connectivity, access to the internet and the installation of telex and postal services-coupled with road and aviation connectivity-have sped up the delivery of goods and services both within and outside the country. With the exception of few remote parts of the country, the olden-day practices of messengers running errands of their lord and using ponies as a means of transportation have also declined. Specifically, television-through news, entertainment programs and advertisements- has brought the outside world ever closer. One immediate effect we see is the obsession of our kids to cartoon series and video games, while folktales of ageing grandparents go unrecorded.

Our consumption pattern over the last decade has seen a significant shift. The increasing consumption of fast foods and fizzy drinks has resulted in the near-extinction or non-existence of our traditional consumption habits like foods made using the flour of barley, wheat and buckwheat; also, the usage of traditional cookeries like pots, Zaru and Zencha has declined in rural corners, let alone in urban centers. The immediate impact has been a decline in the number of blacksmiths and artisans across the country. The ever-convenient plastics have dislodged the role of fig and banana leaves, which were once commonly used for rolling butter and cheese. In a similar vein, hot cases, flasks, plates and mugs have made the usage and utility of Bangchung, Torey and Dapa obsolete.

Much has been changed in the sphere of games and sports, too. While archery continues to be the dominant game-partly due to it being the national game

*Fundamental skills required for entrepreneurship*

of the country-the zest for football is on the rise, particularly among urban dwellers and those coming through the modern education schooling system. Other games that have found its place among the Bhutanese include basketball, badminton, tennis, volleyball, carom, snooker and cards. On the other hand, games such as Doegor, Soksum, Jigdum and Pungdo (shotput) are left on the fringes; Khuru, though, is still an exception to this. Archery also has undergone considerable change, as the number of people using compound bows and arrows has increased exponentially.

The introduction of modern education has brought about changes in societal views and ideologies. Individualism, capitalism and feminism have found their roots in the country. Individualism and capitalism, for example, have instilled in values like self-confidence vis-à-vis entrepreneurial instincts. Similarly, the drive for profit-making has also resulted in rural folks venturing into Hazelnut plantations. The increasing emphasis on equal rights and the empowerment of women have resulted in women coming forward in all spheres, from academia, diplomacy and politics to sports. Conversely, individualism-in a way- has loosened ties among families, neighbors and communities; the ubiquitous sighting of street beggars and the unattended elderly in bus stations and similar areas are a case in point.

From schools, hospitals and Renewable Natural Resources (RNR) centres in far flung rural areas to well-maintained cowshed, toilets and dust bins put in place in hamlets, the transformation has been unprecedented. This has contributed to increased life expectancy and literacy rates, higher living standards and quality of life. However, with the growth of urban centres-accompanied by forces of development-social evils in the form of pollution, unemployment, migration and rural depopulation (the phenomenon which is best described as Goongtong) are on the upward spiral.



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Entrepreneurship is a process involved in starting business ventures or any independent initiative alike to make profit, gain self-employment and to survive in competitive markets. It is for the goodness of both large and small firms, an identification, evaluation and exploitation of previously unexploited opportunities in the external environment (Brock and Evans, as cited in Welborne & Pardo-del-Val, 2008). Bohemian Guitar Company (a guitar from a vintage oil can) in Georgia to Karma Yonten's 'Greener Way' are typical examples of entrepreneurship ventures. Entrepreneurship, in relative terms, would mean creation of employment through creative business ideas. And, in this light, entrepreneurship can be seen as the answer to the current unemployment problem in the country. However, the fact that entrepreneurship demands hefty tasks, idea generation, planning, implementation, fund-raising and risk-taking, possessing some fundamental skills like self-motivation, communication and negotiation are a must.

In a clichéd statement it is often said that we do not get the real taste of the chili without biting a piece of it. According to Shane et al (2003), the same is the case with entrepreneurship, where success depends entirely on one's willingness to be a dedicated entrepreneur or not. And, it is said that an innovative entrepreneurial firm is the result of people's willingness to explore opportunities, wherein varying levels of self-motivation decide the individual's willingness. Self-motivation is a force within, which should drive entrepreneurs to wake up early and work sustainably to the better end. To this end, the individual's differential perception to take risk in entrepreneurship is driven by self-motivation. Self-motivation can determine a person's guts to negotiate and communicate fluently. Therefore, self-motivation, an ability to boost

one-self, is seen as a pioneering skill required for successful entrepreneurship.



Motivation alone cannot aid the individual to become a successful entrepreneur. One should equally be able to sell one-self through various channels of communication. Communication is defined as the process of sending messages from the sender to the receiver via a use of media. However, the mere transaction of messages between the sender and the receiver is not enough for innovative tasks like entrepreneurship. The most effective communication skills will play a vital role in taking entrepreneurial ideas beyond the confinement of our limited thinking capacity. The number of important tasks before entrepreneurship will just be in paper without skills to communicate and sell business ideas to a large and hungry world waiting for creativity and innovation. We are social animals and we need constant interactions to justify our stand in the society. The interpersonal or communication skills are very important to solve business problems and to cater to the needs of the consumer (spring library, 2013). With changing times, our communication skills should not be limited to speaking and listening. The digital communication involving use of computers, its accessories, the internet, telephone, video conferencing and teleconferencing equally plays a vital role in a globalized business world. Thus, communication skills are also one of the foremost skills required to become a successful entrepreneur.

Along with the ability to communicate well, negotia-

tion is another important skill required to any successful entrepreneur. According to Ulijn et al (2004), negotiations are involved in many aspects of everyday life-from personal relationships to complex business dealings. And, it plays an essential role in business communication, too. There is always a multitude of issues arising in the business and corporate world; consumer satisfaction, profound competition from business counterparts, marketing, advertising and public relations are some of them. In all of these issues, negotiation skills are like appropriately powered spectacles to a myopic business entrepreneur. A business person should be able to negotiate competently to save your firm's costs by thousands or millions in few hours or minutes (Anlacan, 2013). People easily start up businesses, but the biggest challenge they confront is their ability to sell their products or services. Negotiation should help understand that sales are simply asking questions to find out what consumer needs and, subsequently, presenting them with the best options that they can afford (Germaine, 2011).

Most people, at first glance, conclude that making profits out of self-employment is just a matter of getting started. But, after exploring the aforementioned unexploited opportunities, we found out that entrepreneurship demands possession of a host of skills like negotiation and communication skills. Drawing a force of inspiration (getting self-motivated), iden-



tifying opportunities and exploring them, communicating your strategic plans, solving problems, and selling goods and services through professional negotiation skills are few but very important skills one ought to possess before one can declare oneself a successful entrepreneur. Therefore, it is no longer appropriate to say entrepreneurship a matter of starting a business; rather, it is seen as a strategic phenomenon, where business is taken to a newer height of professionalism and beyond.

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*The dissenting view holds that climate change has always occurred in response to a multitude of factors, most of which have little to do with human activity. Therefore, blaming humans for the current state of affairs and trying to curb economic growth as a response to climate change distracts attention from more pressing problems such as poverty and disease.*<sup>1</sup>



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“Humans are a tough and adaptable species. People live on the equator and in the Arctic, in the desert and in the rainforest. We survived the ice ages with primitive technologies. The idea that climate change poses an existential threat to humankind is laughable.”

-Richard Tol

The crops of a farmer residing in one of the remotest villages under Zhemgang, Bhutan, have been stunted by recent drought. Without proper diet, a child in Darfur, Sudan, has been afflicted with malnutrition. A lady in South Africa is living with HIV/AIDS without medications. What is that the farmer in Zhemgang, the mother of a child afflicted with malnutrition in Darfur, and the South African lady with HIV/AIDS worry about the most? I suppose, it is “survival,” or, that persistent scorn for one’s fate. For the farmer, his primary concern would be the fear of his family being struck by famine and, consequently, succumbing to destitution. And, in the case of the mother of the malnourished child, her utmost worry would be giving the best medical care for her malnourished child. So is the case with the South African lady; her top concern would be living another more year or so if she can have access to some basic care and treatment. Their problems are existential in nature. But, would the farmer, the South African lady and the mother

<sup>1</sup>This essay won the first prize in QED’s open essay competition on Climate Change

be concerned about global warming and the threats it imposes on humanity? I suppose climate change or global warming would be the least of their concerns; perhaps, they have not even heard about it. Be that as it may, one thing that we cannot deny is we can change the fate of these three beings if the right policy actions are taken. Thus, in this essay, I will be arguing on why climate change or global warming is not a real threat to our planet's survival and more focus and attention should be given to other socio-economic imperatives such as alleviating poverty, economic growth, eradicating malnutrition and diseases and the like. My arguments will be substantiated on the following grounds: debunking myths surrounding global warming and providing factual evidence, presenting some of the benefits brought in by global warming, and prioritizing solutions to global problems by using cost-benefit analysis as a tool.

### Factual evidence surrounding global warming

The first attempt, when arguing that climate change is not a major concern and more attention should be given to other socio-economic imperatives, is to question the evidence and debunk those myths surrounding global warming and the exaggerated threats it poses on humanity. It is common knowledge nowadays that the earth's temperature is warming and every expert agrees on this. But the claim that the present global warming is due to human-emitted CO<sub>2</sub> and other greenhouse gases is without any rock-solid evidence. To the contrary, a study carried out on the history of the earth's temperatures found out that the current global warming is merely part of a natural trend with a cycle that results in elevated climate temperatures every 1,500 years.<sup>2</sup> This reveals that climate events are too long-term in nature and it is impossible to correctly grasp the change in climate merely by analyzing the data of climatic events of 2 decades. Those proponents of greenhouse gas climate warming argue that the extreme warming which started since 1976 must be caused by humans.<sup>3</sup> But, the problem with this argument put forward by the proponents of

greenhouse gas climate warming is that the earth experienced almost the same level of warming between 1916 to 1940, the period which is not dominated by global industrialization and increases in the burning of fossil fuels. What is even more contradictory to the case made by the proponents of greenhouse gas climate warming is that from 1940-1975, when emissions of CO<sub>2</sub> were rising, global temperatures trended down. Evidence says that the trend of present global warming started around two centuries and half ago; so, clearly, we cannot put blame on human-emitted greenhouse gases for its contribution to the present warming.

The good news is today there is consensus world-wide that the present global warming will not pose a catastrophic threat to our planet. The Global Warming Petition Project or the Oregon Petition, which urges the United States government to reject the Kyoto Protocol of 1997, is a quintessential example of the consensus that global warming does not pose catastrophic levels of threats as churned out by the mainstream media and other global warming alarmists. The petition was signed by 31, 487 scientists and an excerpt of the petition speaks volumes about the current status of global warming:

“There is no convincing scientific evidence that human release of carbon dioxide, methane, or other greenhouse gasses is causing or will, in the foreseeable future, cause catastrophic heating of the Earth's atmosphere and disruption of the Earth's climate. Moreover, there is substantial scientific evidence that increases in atmospheric carbon dioxide produce many beneficial effects upon the natural plant and animal environments of the Earth.”<sup>4</sup>

Similarly, effects of global warming are often exaggerated; so, there is a need to set the record straight about the degree to which climate change will impact the planet. A claim which is often made by pessimists and alarmists is that global warming will result in millions and millions of human deaths. But, to the contrary, climate change skeptics argue that, even on the most

<sup>2</sup>Dennis T. Avery, *Global Warming Every 1,500 Years: Implications for an Engineering Vision*, (American Society of Civil Engineers, 2008), 153.

<sup>3</sup>Dennis T. Avery, *Global Warming Every 1,500 Years: Implications for an Engineering Vision*, (American Society of Civil Engineers, 2008), 153.

<sup>4</sup><http://www.petitionproject.org/>

pessimistic estimates, deaths due to global warming will be no closer to deaths which occur as a result of air pollution exposure for another 100 years. According to the estimates of the World Health Organization, air pollution exposure causes 7 million deaths annually.<sup>5</sup> However, climate change causes only 140,000 deaths annually.<sup>6</sup>

It is a known-fact that cold is more dangerous than heat, and in the last three decades, the number of deaths in the United States due to heat waves was less than the deaths due to extreme cold.<sup>7</sup> The cold wave which claimed 92 lives in Uttar Pradesh, India, in 2012 is a case in point.<sup>8</sup>

In a similar vein, people with heart attacks and high blood pressure have more chances of dying when exposed to cold than heat. Another claim made by alarmists is that the unprecedented warming would force species to go extinct. But no species has gone extinct as of now as a result of increasing temperatures; instead, the present warming is contributing to the growth of trees, thus, extending their vegetation. So, the entire aforementioned facts stand as a testament to my argument that global warming is not the biggest problem we are facing and, therefore, more attention should be paid toward other socio-economic imperatives.

### *What we usually don't hear about global warming? The Benefits!*

The main problem with climate change is, almost every discussion ends up talking about how bad or disastrous impacts of global warming will be on us. Hardly, do we hear about the benefits that global warming brings in for the planet. An excerpt of an article published by Patrick Michaels for The World Street Journal aptly describes the issue: "Why is the news on global warming always bad? Perhaps because there's little incentive to look at things the other way. If you do, you're

liable to be pilloried by your colleagues."<sup>9</sup> Many claim that the mainstream media ignores almost all those studies which reveal net benefits of climate change.<sup>10</sup> Although CO<sub>2</sub> is claimed as the major contributor to global warming it is not without a silver lining. That is, for example, warmer temperatures and higher levels of CO<sub>2</sub> benefit the plant's growth and make plants more resistant to pests and droughts.<sup>11</sup> It is often claimed that global warming will hit the poor hardest and this is supported by the Intergovernmental Panel on Climate Change's "Climate Change 2001" report which stated that "the impacts of climate change will fall disproportionately upon developing countries and the poor persons within all countries."<sup>12</sup> A decade or more after it presented the report it has proven wrong; increased rainfall-as a result of moderate warming-and increased concentrations of CO<sub>2</sub> have resulted in reduction of famines in the Sahel region.<sup>13</sup> Similarly, rising temperatures reduce death rates due to extreme cold; and it has been found out that the odds of people dying as a result of extreme cold is more than that of people dying due to extreme hot. In Germany, it was discovered that heat waves have been instrumental in reducing overall mortality, while extreme cold resulted in a rise in deaths.<sup>14</sup>

<http://archive.indianexpress.com/news/cold-wave-disrupts-life-in-north-india-death-toll-reaches-92-in-up/1052444/>

<sup>9</sup>Patrick Michaels, *Our Climate Numbers Are a Big Old Mess*, (World Street Journal, 2008).

<sup>10</sup> Michael Ridley, *Why Climate Change is good for the World*, (The Spectator, 2013). <http://www.spectator.co.uk/features/9057151/carry-on-warming/>

<sup>11</sup>Jim Lakely, *Benefits of Global Warming Greatly Exceed Costs, New NIPCC and Heartland Institute Study Says*, (Chicago, IL, 2014). <http://www.prweb.com/releases/2014/03/prweb11697365.htm>

<sup>12</sup>Climate Change 2001: Synthesis Report, (Intergovernmental Panel on Climate Change, 2001). <http://www.ipcc.ch/ipccreports/tar/vol4/index.php?idp=36>

<sup>13</sup>Michael Ridley, *Why Climate Change is good for the World*, (The Spectator, 2013).

<sup>14</sup>G. Laschewski and G. Jendritzky, *Effects of the thermal environment on human health: an investigation of 30 years of daily mortality data from SW Germany*, (Deutscher Wetterdienst, Business Unit Human Biometeorology, 2002), 91-103.

<sup>5</sup><http://www.who.int/mediacentre/news/releases/2014/air-pollution/en/>

<sup>6</sup><http://www.who.int/mediacent/factsheets/fs266/en/>

<sup>7</sup>Goklany Goklany, I., and Straja, S. R, "U.S. trends in crude death rates due to extreme heat and cold ascribed to weather, 1979-1997." 165-173.

<sup>8</sup>Cold wave disrupts life in north India; death toll reaches 92 in UP.

Moreover, as a result of the impact of global warming, during the 20th century energy consumption has been positive; the reduction in the demand for heating in winter in the 20th century was able to offset the increased demand for cooling. Thus, annual savings on energy worth 0.4% of GDP was achieved by the end of the 20th century.<sup>15</sup> The positive impact of global warming on the agriculture sector was the greatest in the 20th century, contributing to 0.8% of GDP by 2000.<sup>16</sup> Global warming, through carbon dioxide fertilization, enables crops grow faster; due to carbon dioxide fertilization of agriculture, poorer countries see more benefits than richer countries.

### *Prioritization of solutions to global problems based on cost-benefit analysis*

Having presented my argument that socio-economic imperatives should take precedence over global warming-by juxtaposing facts which challenged those claims asserting that climate change is a global crisis and the present warming is due to human-emitted CO<sub>2</sub> and other greenhouse gases-now I will substantiate it by using prioritization of global problems and solutions and cost-benefit analysis as tools.

Of course, the consensus today is that global warming is real: sea level is rising, the atmosphere and the ocean are getting warmed, the concentration of greenhouse gases has increased, and huge amounts of ice and snow have melted. The last three decades have been the warmest period since 1850.<sup>17</sup> But, no matter how big or global a problem might be, the most effective way to deal with it will be based on prioritizing solutions to problems; put differently, global problems should be prioritized by predicating on the ratio of costs to benefits. To this end, I will provide arguments to my claim that socio-economic imperatives should take precedence over global warming in terms of pri-

oritization and cost-benefit analysis. While discussing about prioritizing solutions to global questions, though, the fundamental issue we need to take into consideration is 'it is not about what we wish to do but about what we are capable of doing'.

Against the backdrop of the increasing surges of warming experienced by the planet in the last few decades, the international community proposed several solutions with the aim of reducing carbon emissions. But, if you deal them in cost-benefit terms, such proposals are seen highly inefficient and Utopian; thus, climate skeptics argue that such proposed solutions are not worth the effort. Likewise, if CO<sub>2</sub> is not a significant cause of the present warming, measures like the Kyoto Protocol and emissions trading seem like a sheer waste of time and money and, therefore, the huge amounts of resources spent on inefficient measures should be invested on finding solutions to problems which have higher returns and which matter the most, say, providing sufficient intake of macro and micro-nutrients to malnourished children like the Darfurian baby and increasing investment in food production and providing aid to the poor like the family in Zhemgang to get out of the vicious cycle of famine and poverty. For example, in 2012 only 6.6 million children under the age of five died, which could have otherwise prevented with access to affordable interventions.<sup>18</sup> So, 140,000 deaths annually due to global warming are insignificant compared to 6.6 million deaths due to only one global problem, malnutrition. Lomborg- the author of the book "*The Skeptical Environmentalist*-" shares the same view.<sup>19</sup> He argues that those billions and billions of money spent on reducing carbon emissions via the Kyoto Protocol would only reduce the global temperature by 0.3 degree Fahrenheit by 2100. Instead, the amount of money spent on the Kyoto Protocol would be better spent on poverty, malnutrition, AIDS and

<http://www.int-res.com/articles/cr2002/21/c021p091.pdf>

<sup>15</sup>Richard S J Tol, *The economic impact of climate change in the 20th and 21st centuries*, (University of Sussex, 2013), 10.

<http://sro.sussex.ac.uk/44043/>

<sup>16</sup>Richard S J Tol, *The economic impact of climate change in the 20th and 21st centuries*, (University of Sussex, 2013), 10.

<sup>17</sup>*Climate Change 2013: The Physical Science Basis*, (Intergovernmental Panel on Climate Change, 2013), 3.

<sup>18</sup>*Children: reducing mortality*, (World Health Organization, 2013). <http://www.who.int/mediacentre/factsheets/fs178/en/>

<sup>19</sup>Mary J. Bortscheller, *Cool It: The Skeptical Environmentalist's Guide to Global Warming* by Bjørn Lomborg, (Washington College of Law, 2008), 77.

<http://digitalcommons.wcl.american.edu/cgi/viewcontent.cgi?article=1190&context=sdlp>

other diseases in order to receive higher returns.

A study carried out by the Copenhagen Consensus Center will provide some insight into this issue.<sup>20</sup> The center focuses on this question: “Imagine you had \$75bn to donate to worthwhile causes. What would you do, and where should we start?” To this end, eight renowned economists had looked into the question and have identified ten major problems facing the planet. They are, namely, air pollution, conflict, diseases, education, global warming, malnutrition and hunger, sanitation and water, subsidies and trade barriers, terrorism, women and development.<sup>21</sup> And, in order to solve these problems, they have identified thirty solutions and have prioritized them on the basis of maximum returns. The study found out that the biggest problem in the world is air pollution; air pollution causes 7 million deaths annually and in the 20th century 260 million deaths occurred in the developing world from indoor air pollution.<sup>22</sup> Thus, improving the quality of indoor and outdoor air was a cost-effective way to improve the quality of life. On the other hand, global warming causes only about 140,000 deaths annually. No doubt, the proposed solution to mitigate global warming by cutting emissions is ranked 30th; according to Nobel laureate and economist Thomas Schelling, this low ranking is that spending \$75 billion on cutting emissions achieve nothing and, for that matter, spending \$800 billion until 2100 would only yield climate change benefits of 685 billion.<sup>23</sup>

The second major global problem, according to the priority list identified by the Copenhagen Consensus Center, is conflicts, followed by diseases and education. And, by basing solutions on their costs and ben-

efits, the report ranked providing “micronutrients for children” on top of the priority list for the problem “malnutrition and hunger.” It was ranked very high considering its high ratio of benefits to costs. The second solution on the priority list is “The Doha development agenda” for the threat “trade.”<sup>24</sup> The solution “Research and Development in low-carbon energy technologies” for the threat “Global Warming” is ranked 14th due to its poor benefit/cost ratio.

Furthermore, a UNICEF report claims that immunization is one of the most cost-effective and successful investments. Vaccines save about 3 million lives annually. This is a huge success. But it is too early to be optimistic; we have about 22.6 million children who have missed out the vaccines which are necessary to make them stay healthy.<sup>25</sup> However, we cannot lose sight of things which are within our reach; that is, if the right focus is given, we might achieve universal immunization in less than a decade, thus, saving about 22 million lives.

The measures taken by the international community to reduce global warming by emissions trading and CO<sub>2</sub> emissions reduction have also come under heavy criticism from experts. The Kyoto Protocol, which commits toward setting internationally binding CO<sub>2</sub> emission reduction targets, has been blamed for trying to undermine economic growth world-wide.<sup>26</sup> The ICCF (International Council for Capital Formation) made several claims about the impact the Kyoto Protocol will have on the economies of the participating countries; they are, namely, high rates of unemployment, weakening GDPs world-wide and skyrocketing

<sup>20</sup>The Copenhagen Consensus Center is a non-profit organization which focuses on “the international community’s effort to solve the world’s biggest challenges and how to do this in the most cost-efficient manner.”

<sup>21</sup><http://www.copenhagenconsensus.com/copenhagen-consensus-2008/research>

<sup>22</sup>Bjorn Lomborg, *Always look on the bright side of life*, (The Times, 2013). <http://www.thegwpf.org/bjorn-lomborg-bright-side-life/>

<sup>23</sup>Jeff Bradley, *The Copenhagen Consensus and Global Warming: Refreshing Winds of Change*.

<http://www.scoop.co.nz/stories/HL0806/S00345.htm>

<sup>24</sup>The Doha Development Agenda was ranked second because it would “yield such exceptionally large benefits, in relation to comparatively modest adjustment costs.”

[http://www.copenhagenconsensus.com/sites/default/files/cc08\\_results\\_final\\_0.pdf](http://www.copenhagenconsensus.com/sites/default/files/cc08_results_final_0.pdf)

<sup>25</sup><http://www.unicef.org/immunization/>

<sup>26</sup>Kyoto Protocol emissions targets to hamper economic growth, (ICIS, 2005).

of natural gas prices by an average of 41%. An IMF report says that trade liberalization has been a strong promoter of economic growth and development and have been instrumental at reducing poverty.<sup>27</sup> Ever since the creation of the General Agreement on Tariffs and Trade in 1947, world trade has grown at an average of 6% annually; at the same time, trade among developing countries has increased exponentially. Therefore, measures like removal of trade barriers and freeing up the movement of workers, globally, will indirectly tackle many of the global challenges.

### Conclusion:

Thomas Malthus in his book "An Essay on the Principle of Population" painted a bleak picture of the future about population growth and food supply, where he argued that there will be "too many mouths chasing too little food." But, Malthus got his predictions wrong, both economically and demographically. Today, the population growth rate has slowed down and as a result of the Green Revolution food supply has increased. This bleak view has a massive influence on the climate change movement today. But, now that we have looked at the evidence, we feel that things are not as bad as we are being told; to the contrary, things

are improving, all for the better, and there is reason to be optimistic about the future of our planet. Instead of pursuing ineffective policy measures like reducing CO2 emissions, investing in research and development aimed at developing low carbon technologies might be a better strategy to deal with global warming, though it is not seen as the biggest problem facing the planet.

There are more important global problems than climate change which are a matter of life and death. So, what do we do when we are faced with too many problems and have too limited resources to solve them? We prioritize the effort based on cost-benefit analysis and the magnitude of the problem. In 2012, malnutrition alone claimed about 6.6 million lives of children, while only 140,000 deaths have been identified due to global warming. Apart from malnutrition, there are many other global problems like poverty and hunger, HIV/AIDS, Tuberculosis, Malaria and others which claim millions and millions of lives on an annual basis. But the good news is we can solve these problems in the most cost-effective ways if we give the right focus on them and take the right policy measures. We better start acting now.

<sup>27</sup>Global Trade Liberalization and the Developing Countries, (IMF, 2001).

<http://www.imf.org/external/np/exr/ib/2001/110801.htm#i>

### *Bhutanese Scholar*



*The author is currently pursuing his Post Graduate Diploma in Public Administration (PGDPA)*

**Author:** Sonam Jamtsho

### *Where do Bhutan stands?*

My dear friends,

If we truly love our country, time has summoned us to show our patriotism to the nation. We are made lazy by the developed nations around the globe. We do not manufacture lot many things. We are but scavengers

feeding upon the waste of developed nations. For how long can we go like this? For how many years can we retain our sovereignty with such economic growth? Time has come for us to rethink our policies and do something different that can reduce our dependency on the imported goods. You and I cannot go like this, for this is 21<sup>st</sup> century, where innovation is placed at the top.

Who said that Bhutanese cannot create new things and stand on our own? Bhutan has resources, but Bhutanese are selfish. Do you agree with me here? If you don't, then what's about some Bhutanese people taking KishuThara to Jaigon town for Indians to manufacture same clothes at cheaper rates? Isn't this threat to the local economy from local people? If not us, then who will help Bhutan? Look at the present situation. We import almost everything from India and

the environment is full of waste imported from neighboring countries. Bhutan does not have that much literature, but this does not mean that Bhutan lacks creativity. What we lack is market, and the habit of cultivating good habits. If Bhutan lacks creativity, then what's about Dr. Sonam Kinga, Karma Ura, Kunzang Choden, Pema Yuden, and many more writers who have produced awesome creative art?

Friends, time has arrived. Let's wake up from the long sleep and try to convert the dreams that we enjoy in our sleep to reality. Let's not sleep to enjoy those dreams. Come on friends. Developed nations are once primitive land preoccupied by primitive nature. People shape it to a new world, they discovered diamond from lumps of clay and gold from stones. Bhutanese are also human beings, let us be the humans like that of the predecessors of present citizens in developed nations. Let us not be talkers but doers.

I do not mean to say that Bhutanese economy should dominate international market. We should know that "a journey of thousand miles begins with a single step." The foremost thing we should achieve in our economy is self-sufficiency. This will reduce the dependency on the imported waste. Time is the most important thing in development. We cannot directly do roofing of the house without even laying the foundation. Let us start with the self-sufficiency from our boundary before going to the international markets. Let us force policy makers to give further more emphasis on agricultural and education sector, for agriculture ensures food security and education, human resources needed for the development of the nation. Slowly the thing will take shape once we gain momentum.

My dear youths, what is there in Thimphu and Phuentsholing? There isn't any gold reserves. The gold reserves are at your home, sweet home. Rural areas are facing acute shortage of human capitals, and the number of houses remaining locked are increasing. Attending education does not really mean that you should have white collar job. Education is to learn what we haven't learned before. With education we can bring magic to the farmlands back at our home. Happiness will be there at home. You need not have to pay rents, water bills and many more. Environment is serene. If you are really looking for jobs with the education, then why not replace the Indian Labourers in the construction industries? Come on, friends.

Crime and unemployment rates in urban areas are increasing. There is an increasing number of youth violence. Stabbing, theft, substance abuse and fights are mounting like silica on the river banks. Already congested urban area is suffocating with increasing population. If this is the trend of Bhutanese Urbanization, Thimphu city will hardly have space to place our foot by 2020.

I am just student, but I think time has come for us to realize our nature. Bhutanese can do. Bhutanese should not depend for every bits and pieces on other nations. Let's be creative, innovative, and let's manufacture concrete future in terms of economy, literature, environment, peace and other branches of arts and sciences.

### *My Wish*



*The author is currently pursuing his Post Graduate Diploma in Public Administration (PGDPA)*

**Author:** Dorji Phuntsho

It was quarter to midnight. I was on my bed and was about to set off to my dreamland. When suddenly I remembered I have an article to prepare and the submission date was tomorrow. My mind was at the verge of shutting down and there was nothing left to think about. What am I going to do? What am I going to write? When all these formless thoughts crossed my sluggish mind, something beautiful, something that we all want, something that we all carry on the back of our head, something called My Wish bypassed my mind.

Well, we all have our own dreams and desires. Everyone has a wish, some may have two and for some, to have everything in their life might be their wish. I am a human too and I am not perfect, neither one of us. There are no boundaries for dreams, there are no ends to it and sky is the limit.

I wish there is no hunger. My friends, we are so fortunate to be born as a Bhutanese, we do not have to die hungry. In Africa, so many people die of hunger,

somewhere in a ghetto a child starved to death and a girl in India was seen begging for a loaf bread. We all know death is inevitable but it is cruel and sad to know that people have to die with grief and misery. I wish we could at least think about it and try not to take things for granted.

God gave us smile and tear too. I wish there were no tears, nothing to cry for. Why do we cry? We know life is harsh and we know at some point of time the reality of life and the sadness it brings will cross path with us but when things turn out dim, we unleash the never ending tears from our eyes. We should realize the ruthless truth and try to control our emotions. I wish we never cry.

I wish there were no boundaries, boundaries of territory, boundaries of religion, boundaries of rich and poor, boundaries of love and most importantly boundaries of self-actions.

I wish we are all same. I wish we all live with no regrets, I wish there was no sorrow, sadness, hatred, desire, killing, and I wish we are all always happy. I wish you all take some time out to think, act and make a difference.

We all know these things and we always carry these thoughts with us but we do nothing, nothing but to live on our own. I am not asking you to change the world but to change your ways.

### Thank You Teachers



*The author is currently pursuing his Post Graduate Diploma in Public Administration (PGDPA)*

**Author:** Tashi Tenzin

As I realized lately, May 2nd was at my threshold. The day is very special to every Bhutanese. History noted the date. We recall this date. And the celebration ensues paying tributes and gratitude – tribute to His Majesty the late third DrukGyalpo for opening the door of this tiny Himalayan nation to the outside world and gratitude to all the teachers in Bhutan for widen-



ing the intellectual horizon of Bhutanese youth.

Ever since we join schools, we are with our foster parents. Life started shaping in their presence. My ability to write and read this is purely given by my foster parents. ‘A’ for ‘Apple’ and ‘Z’ for Zebra, teacher taught us in elementary classes. From ‘Dechen and Dorji’ and ‘Momo Monkey’ to ‘what we should do’ and ‘what we shouldn’t do,’ we learnt as a part of English subject. ‘Water cycle is continuous movement of water,’ is learnt as a part of EVS in class 2. ‘BODMAS stands for bracket, of, divide, multiply, add and subtract,’ class 4 Math teacher conveyed to us. ‘Galileo Galilei invented telescope’ Class 5 Social Studies teacher told us. ‘Process of making alcohol is an example of distillation,’ class 6 Science teacher taught us.

འདས་ལ་འཕུལ་ཡོད་ཡང་འཕྲུག་ཡོད།། མ་འོངས་འཕུལ་ཡོད་ཡང་  
འཕྲུག་མེད།། ད་ལྟ་བུ་ལ་གཉིས་ཀ་མེད།།

Class 7 Dzongkha Lopon imparted to us. Class 8 History teacher communicated to us that ‘the Battle of Changlingmathang was fought in 1885.’ ‘Tethys Sea disappeared due to plate tectonic movement’ class 9 geography teacher uttered while teaching Bhutan Geography. Class 10 Physics teacher conveyed to us that ‘latent heat is heat needed to change solid to liquid, liquid to gas and gas to solid.’  $V_1/T_1 = V_2/T_2$  is formula for Charles Law’ learnt in the same class as in Chemistry. ‘Endocrine gland is a producer of chemical messenger in the body,’ biology teacher told us. ‘In economics, goods and services are abided by the law

of demand and supply but Giffen goods defy the law' taught Economics teacher.

Invincible! The knowledge we gained is profound. We learnt a lot. The knowledge of teacher flows like a water, never ending, though long and tiding, the final cause is efficient and effective. There will not be kings, politicians, doctors, engineers, architects, planners and policy makers had there being no teachers. They are the machines. They manufacture raw materials into fine products. Teacher is only profession where maximum dealing is made not to papers but with human beings.

The work of a teacher is not confined to a classroom teaching. They are the guide, advisor and friend. They spend hours of their precious time in preparing for the next lesson. Families are paid little concern. Hours of shouting in the class, hours of preparing lessons, hours of guiding and hours of motivating us, teacher devotes their time to us, sacrificing a lot for us.

Many people attribute education as a light in the darkness but what if there are no teachers to convey the content of education. Teachers should be given more credit for they are the middleman. Teachers make us wiser and broader in terms of thinking. They elevate our horizon of intellect.

Teachers hardly complains about the hardship they face. They merely assume to enjoy their profession. Teachers in the rural part of the country walks miles from the road point. They prepare lesson plans under the dim kerosene light, inhaling sooth and weakening their health. Though constraint by limited technologies, imparting knowledge is not hindered. Teachers bring all the best possible solutions to help the learners.

When we are wrong, they never ostracize us. Instead they correct us and encourage to change ourselves for a greater cause. When we are emotionally down, they provide us with walking stick. When there is a very tiny place to stand, they sacrifice for us. When we are alone, teachers walk by our side. When are in the darkness of misery, teachers come with the torch of solutions. When we are trapped in the chains of problems, teachers come to us with bunch of keys to unlock. When we are flying high, teachers never envies

us. Instead they watch us fly with a beautiful smile.

Thank you teachers for your wisdom, hard work and sacrifices you made for us. You make our world – lucid and firm, calm and enduring, bright and pleasant. Thank you teachers.

If you are reading this, it is because of the teachers. Please thank teachers for their efforts.

### *Drunkard's Lecture*



*The author is currently pursuing his Post Graduate Diploma in Public Administration (PGDPA)*

**Author:** Sherub Phuntsho

Hot, darn hot! I had just disembarked from a Mongar-Thimphu passenger-bus. Gangola, my favorite place to buy locally-produced vegetables was filled with ghastly air. The temperature could not be less than 30 degree Celsius. I was waiting for the Lhuntse-Mongar passenger-bus to complete the remaining 25kms of my journey to arrive at my destination. 13th May, 2014, the second day journey of my first term vacation, descended to the low foothills of Lingmathang from the snow-ridden hills of Thrumshingla. The roaring of the Khorlo Transport Bus signaled its arrival after 30 minutes of waiting. The bus, which was packed with passengers, smells nothing better than spilling diesel. Sheer luck or by virtue, a seat was vacant at the far end. I was asked by the conductor to accommodate on the empty seat tilting at 45 degrees.

As I embarked on the bus, I saw a huge man, almost drunk. I could smell ethanol from him. A very strong one, indeed. He was busy exchanging tshangmo with two young ladies and a middle-aged woman who was also in a drunken state. A lady whom he was exchanging tsangmo, claimed to be the wife a GNM brother

stationed at Pemagatshel hospital, admonished her opponent when he tried to hug her, “How dare you try to do this when I have somebody better than you?” I did not see anything wrong with the man – the way he dressed, his posture and many more. He could be the only drunkard I saw living the real life.

The lady’s remark had pinched him, in hindsight. He started his lecture on the Management of Life, a piece of wise wisdom which I have ever heard from drunkards. The lecture, indeed, was worth listening to and this added value to my journey. “There are different ways to lead our lives, beautiful or ugly, rich or poor,” he started.

“For instance, a mason will have to use his hands and hard tools to shape and polish rocks. He has to make a living by hammering rocks. The meagre income he earns will go to his family. Even a penny will be of much value to him, for he earned it through hard toil.”

“The monks and so-called lamas make their living by performing religious rituals,” he continued, pointing to the monk sitting next to me. “They will have to sit for a day or more at their patron’s house. They will be served with the best of the best food and will be paid handsomely at the end of the rituals. Though the mason likes to sit in the altar room with cozy cushions, have delicious food and handsome rewards at the end of the day, he cannot do that. He is not trained to do such things.”

“Those people who have easy means of earning money, their expenditure is more of lavish. These people will have little to care about the toil. Proper management and prioritization is what they care the least about. Situational factors are important in our life. People with hard life at their young age will definitely be more conservative toward the latter parts of their life. They know the value of things.”

“A birth has a reason and ways to lead life. Some people work hard, some do not. Some just earn their

day’s end by doing lip servicing. Some people remain poor throughout their lives even if they have ample resources at their disposal. Some people become rich with a penny. This is how people make effective and efficient use of the available resources. There is no pride if you do not know how to manage the resources, be it a doctor’s wife or a GNM’s wife.”

“There is a simple case that we should learn from the world we are living in. Women can be of the best example. They are fond of make-up. They are carried away by advertisements. Expenditure seems of nothing much to be pained about. My goodness! They apply cosmetics worth thousands to their beautiful faces.

However, they are least bothered about legs, an important part of the human body. When they can afford cosmetics worth thousands to apply on their face, how funny of women to avoid their legs. They cannot afford to apply even a Vaseline worth Nu. 5 on their legs.”

“How beautiful and smooth your face would look if you do not have legs to walk! Then what? You cannot go and show your beautiful face to the public. You, as a person, fails to manage your body properly. In our life, if you

are not in the position to manage activities properly and prioritize the expenditure, even if you have Bill Gates’ wealth, you are not a successful manager.”

The drunkard concluded his lecture by stating, “Whatever you do in life, there should be a proper channel. Management is needed in our lives for an effective and efficient use of resources.”

Descending from Palangphu to Galakpa, the mighty stupa at Autsho awaited my arrival. The journey of 25km was too short for me. If the distance was a bit longer I would have gathered more wisdom from that man. When I disembarked from the bus, I saw my friend Karma Wangdi, a Gaedu graduate who had taken a ride in the same bus with me. I was lost in the man’s lecture. Had my destination been a little longer I could have noticed my friend’s presence there.



*Creating literates or truly educated?*

*The author is currently working as faculty member*

**Author:** MenukaChhetri (Asst. Lecturer)

How proudly we call ourselves educated for having gone to schools and colleges and spending a quarter of our lives reading books in the process! Are we really educated?

Being literate is not the same as being educated, although the two are related. Through literacy, one can acquire skill-sets and learn ways to do things. But education is about how and when to apply these skills having the sense to do things right at the right time for the benefit of your organisation, society and country.

Across the world, people with management degrees think themselves to be superior and tend to disrespect those lower in the corporate hierarchy but who are senior in work and life experience. Although they possess higher educational qualifications they remain uneducated because they are dismissive of their juniors at work and thereby unable to absorb their work experience and combine it with academic learning. In other words, such managers are as good as uneducated, although literate or learned on paper.

Generally, people who acquire higher qualifications, command their subordinates by their positions, not by their leadership qualities. Despite studying in highly respected institutions, they may use abusive language or manhandle employees. Sometimes, managers misuse their position, indulge in unethical practices and do nothing for the good of society or the poor. Thus, even though they are superior in literacy, they are effectively inferior in education. That devalues their position in the company and costs them support.

Contrast this with businessmen who are comparatively illiterate or haven't had the privilege of higher edu-

cation, but are endowed with ample common sense, will and grit, with which they command respect and win the cooperation of others to make a success of their ventures. For them, education is doing the basics correctly, respecting their colleagues and keeping a broad vision. Thus, despite possessing no degrees from fancy colleges, they are competent enough to hold their place in the dynamic market.

Classroom learning gives a person ways and skills to tackle problems. But real education comes with the use of that knowledge for the betterment and wellbeing of the underprivileged in society and the organisations in their charge by performing duties responsibly and ethically.

Schools and colleges are teaching what the students need to get jobs – academic qualifications. But what about life lessons that make them to optimise that learning and make them not just employees or managers but also humane? What about values that make them care for their co-workers and in turn be loved and appreciated by seniors and juniors? The more learning one has, the more willing one should be to share it with colleagues.

Our educational institutions must create an environment where wholesome development of students as good human beings with good citizenship qualities is considered the benchmark of education, not merely academic excellence. It may be hard to define such behavioural learning in the curriculum as life lessons are best taught by example. This is a challenge for educationists, especially those in higher educational institutions to consider.



# Photo Story



MoWHS Participants and the trainers from MSM and the local counterpart RIM



RIM Board Meeting in Session



Launching of Ethics & Integrity for Judiciary and Parliamentarians



LOGIN Participants with two facilitators from New Delhi



HRH Ashi Sonam Dechan Wangchuck during the Launch of Ethics & Integrity for Judiciary and Parliamentarians



Genevieve Boyreau, the Bhutan Resident Representative of the World Bank during the Q&A session



MoWHS Participants and the trainers from MSM and the local counterpart RIM



Professor Mark Turner, Masters Class in Session



RCSC Commissioner Investiture Ceremony



Workshop on Social Media & Development



Sadag Thrug Choe Rimdro



2014 Teacher's Day



Bhutanese team (RIM Alumni) wins the Spirit of the Jessup Cup – "The World Cup of International Law"



Dr. Kathleen M. Quinlan  
(Second Eminent Speaker)



RIM Champion's League



Procurement Training



Return Show 2014



Masters Class in Session 2014



Bhutan Development Bank Ltd. Marketing Workshop

*Stick to Strategy: A small reminiscence of transition in motivating students*



*The author is currently pursuing his Post Graduate Diploma in Public Administration (PGDPA)*

Author: Jigme Thinley

“We would be whipped and thrown into the basket of nettle plants in our birthday-suit. We would yelp out of pain. Our feverish puffed red body, as we walked out of the bamboo basket, would stagger. Your punishment is nothing, you are LUCKY!”

So shared elders to me, a primary school student then, about their learning in school during their time. Picturing the scene, it was gross and inhuman. It immediately attested that he was true while he said “you are LUCKY”.

But when the next day dawns, though childish mind of playing “Am I right,” marble or walnut game would entice me to go to school, the thought that teacher would spank me drains away all the charm. However, I had to perfunctorily go.

It seemed like Stick was the Answer to Everything: be there a disciplinary problem, a student who failed to submit his impositions or a reminder to be made, sticks would be used.

Thus, though the elders saw me as a Lucky boy, when I actually entered the school campus, I knew that I was not.

My friend from another school would demonstrate how his Dzongkha Lopen would enforce calligraphy. “Our Lopen orders the student to join the fingers of the hand that he writes with and on that group of fingers, he hits with the edge of the wooden ruler. The student would writhe in pain.”

We would compare the extremes of practices as if we loved having such punitive measures because we compared as if it were a competition. However, deep inside, we knew how deeply we loathed it.

We would be forced to study with the fear that we would be beaten up ‘black and blue’. Almost all that we made effort were just to keep the sticks at bay. We would pray that the cane stick concealed at the back of gho doesn’t come to use and when it didn’t, the day would go in our mind as the best day.

Even the responsibility holders took in hand sticks to push their authority over commands. I too, even as a class captain, enforced class decorum using it, let alone House and School captains.



This seemed to change since I reached class IX. But this is not to state that there was no use of it; the use was much lower compared to before. Many teachers there had resorted in scolding and embarrassing emotion and moral of students. Students then were difficult to be brought under control. They wouldn’t do their delegated works well. It occurred to me like students felt liberated from the very stringent primary school practices.

Only when there was major breach of rules would the students be spanked. Teachers would have sticks dur-

ing the study hours, detention hours and other times when they deemed necessary for it, but usually they won't use it. This would hint that we students should not repeat the mistake and that they mean it.

When in college, there was neither stick nor scolding. Students were considered much grown to take care of themselves. Teacher who cared would be unjustly considered 'boring' and one who fed them with all that he/she seems enough without imposing home works would be illogically labelled 'best teacher'. Be it academics or any other fields, students mostly felt that they should be left on their own. What was outrageously funny was that they expected high marks without any guilt though a scintilla of an extra effort was not put. Irresponsibility appeared to have set in students mind.

Now reaching here in RIM, it is totally different. Substituting both the rude comments and sticks is the strategic approach. The approach of orienting the trainees about what RIM stands for besides Royal Institute of Management, i.e. vision, mission, values etc. Then the approach of revising the courses and making it of international standard, establishing sound unit outlines, refining the lecture sessions and so on. These are really invigorating and instilling optimism in learning, though the effects are yet to be understood.

In my memory, such is the transition from sticks to strategies in motivating students, where the corresponding responses are fear, freedom, irresponsibility and optimism.

However, the above narration is the general view. There were teachers and seniors who were kind, caring and inspiring in all levels of my schooling, so I cannot say that my early schools were devoid of strategies. I think that what we are today is the outcome of all that we came over, the sticks and strategies.



*The author is currently pursuing his Post Graduate Diploma in Public Administration (PGDPA)*

**Author:** Sherub Phuntsho

The primary objectives of the 11th five year plan is to achieve food self-sufficiency especially cereal and dairy products. This is a great move the government is taking and placing forth the people of the young democratic Bhutan. Attainment of such noble goal will not only reduce our imports of producible from the neighboring countries but also is a signaling of the attainment of self-reliance.

Food self-sufficiency has its own drawbacks in our country. Local produces are sold at huge price. Take an example of local rice at vegetable market. A kilo of rice is costing not less than Nu. 100. A ball of cheese is priced at Nu. 25 to 30. Everything local has high price tag. Local produces are seemingly meant for the elite and able ones. The local produce is not meant for layman and those employed with minimal income. Are they not Bhutanese people?

The government is trying every possible ways and means to achieve food self-sufficiency in the country. From mechanization of the farming to setting up of the market, farmers are placed at the top. So much has done to improve the agricultural productivity in the local communities but less is being done to regulate the price in the market. The concerned authorities have a great concern of the rural prosperity but seemingly seemed to have less concern about the urban poor.

If such is the condition in the near future, the consumers of the locally produce can determine one's class. The elites and the well-to-do middle class people will be able to enjoy so called organically produced and the less privileged has to live with the same imported so called inorganic produce from the neighboring states.



Picture Courtesy: [www.beontheroad.com](http://www.beontheroad.com)

Will people with lesser income be able to pay Nu.25 for a bunch of sag? The bunch of so big that it is not able to feed the whole family a meal. Remember that we need to have three meals a day. Excluding the ingredients in the curry, for a day we need to spend Nu.75 a day and Nu.2250 a month (if a person consumes sag only).

We are fond of talking and advocating GNH. How can there be happiness at the national level if people are at the mercy of skipping their meals because of the soaring market price? Are local produces not meant for local people?

Economic Development Policy of 2010 point outs the need to have Brand Bhutan. Is Brand Bhutan merely about price? I think that is not true. Our politicians, bureaucrats and policy-makers are paving road to World Trade Organization. The goods and services produced by the other countries are entering the market at reasonable price. Will our products which

are sealed at high cost gain market momentum in the global market? Today we have vegetable markets mostly filled with imported vegetables from the neighboring states. Take an example of Thimphu Centennial Farmers' Market. Buyers mostly folk to ground floor where the imported vegetables are sold at fairly reasonable price.

I am not an Agricultural Economist. I am not expert at the cost involved with the local produce. Cost of production may be high but the price tagged with the produce is much higher in the eye of the buyers. Even higher when people brand it as an organic.

Let us not play the game of electricity export with locally produced food items. Lets' stop exporting locally produce to the neighboring states and later import the same. This will not indicate we are sufficient in food production but fools. We export food items from our country at somewhat low price and then import the same at a higher price.

At present, Bhutan is too much dependent on energy. We boast of being exporter of the hydropower. A huge investment is being made on the development of the hydro projects. A huge number of Bhutanese people are driving and willing to drive autos and a huge expenditure is being made to keep these autos on the road running by importing fuels and spare parts. Petrol, diesel, kerosene and LPG are all routed from India.

Therefore, the government should intervene to regulate prices of the local produces.



**HYDRO-POWER**



## Campus Events

### *RJM Research Retreat (17th & 18th January, 2014)*



The RIM faculty and some staff members attended a two day research retreat at Punakha on 17th and 18th January, 2014. The resource person was the Institute's Professional Consultant Professor Carole Kayrooz.

The outcome of the research retreat was the endorsement of research hubs proposed by the Department of Research and Consultancy with incorporation of some suggestion from the members and a renewed enthusiasm of the faculty members towards conducting research. Three different research hubs were created with each hub electing their respective leaders. The three research hubs are: 1) Entrepreneurship and Innovation; 2. Corporate and Public Sector Governance & Strategic Policy Analysis; 3) Language, Cultural and Legal studies. Individual faculty members will have their choice to join and collaborate with any research hubs while working on a particular research topic which could be under any aforementioned hubs.

There was also consensus among the members to revive the RIM Journal to create a platform and encourage the institute fraternity as well as outsiders in conducting research. The retreat also decided on the Editorial Committees who will be working on the editorial policy and other frameworks. All these were in line with the vision of the institute of becoming a "premier institute of excellence in policy research in the region"

The retreat also decided to have the proposed Organization Structure by Professor Carole to be submitted for discussion and consideration/endorsement during the forthcoming RCSC OD exercise.

Also on the agenda were the Academic Time Table and Schedule which was deliberated extensively considering some pertinent feedback from our trainees. This will be endorsed during the forthcoming Academic Committee Meeting.

Reported by Kinley Tshering, Information and Media Officer, DRC

### *2014 Post Graduate Diploma Orientation*

A total of 131 Post Graduate Diploma trainees in the field of public administration, financial management and national law are undergoing their eight days comprehensive orientation programme in the institute.

A total of 36 (male (m)-24; female (f)-12) trainees from the Post Graduate Diploma in Public Administration (PGDPA) and another 36 (m-22; f-14) trainees from Post Graduate Diploma in Financial Management (PGDFM) are all RCSC select candidates. Only 7 (m-4; f-3) trainees had qualified for the government scholarship to pursue Post Graduate Diploma in National Law (PGDNL) for the 2014 academic session while 22 (m-12; f-10) of the trainees are pursuing the same course as private candidates. The institute had also selected 30 (m-13; f-17) trainees who will be pursuing their Post Graduate Diploma in Financial Management (PGDFM) course as private candidates.

During their orientation, they will be briefed on the academic policies, academic integrity and proper referencing, academic writing, proposal writing and policy report writing, respective department briefings, institute events, available facilities, hostel rules and



regulations etc., to familiarize them on the both the academic and non-academic aspects of the institute. Respective Department Heads, Course Coordinators, Advisors, Academic Policy Consultant and members of the faculty are the resource persons/facilitators for the orientation.

ning Division prior to his recent appointment which was announced on 1<sup>st</sup> April, 2014.

Commissioner Indraman has a Master of Public Administration from the University of New Brunswick, (1993) and a Bachelor of Commerce from the Delhi University (1987).

He was a recipient of the National Order of Merit (2013) for Excellence in Teaching. He has more than 25 years of teaching and training experience at the diploma, post graduate certificate and post graduate diploma level and in delivering management development programs in the field of human resource management, performance management, customer service and public service delivery.

He was the recipient of Best Faculty Award of RIM for the year 2012 and was also adjudged as the Silver Jubilee (1986-2011) Best faculty of RIM. He also received the Royal Civil Service Silver Medal Award for his 20 or more years of dedicated service to the tsa-wa-sum.

He is specialized in human resource development (HRD) and human resource management (HRM); Performance management and performance appraisal; & Organization development and institutional development. He has also authored various research and other publications.

He joined the civil service in January 1988.

Commissioner Kesang Deki's investiture ceremony was also held on the same day. She was previously serving as a Collector with the Department of Revenue and Customs under the Ministry of Finance.

### *Investiture Ceremony for the new RCSC Commissioner from RIM*



The RIM family accompanied Commissioner Indraman Chhetri to the Royal Civil Service Commission office for his investiture ceremony on 16<sup>th</sup> April, 2014. The formal ceremony began with the marchang ceremony and zhugdel phuensum tshopa. This was followed by the offering of tashi khaddar to the two Commissioners.

His Excellency Lyonpo Ngeema Sangay Tsempe, Minister of Labour and Human Resources and Chairman of RIM Board, Hon'ble Members of the Parliament, high dignitaries from the civil service including Dasho (Dr.) Sonam Tenzin, Secretary, MoWHS, former RCSC Chairman and the former Commissioners, Dasho Kunzang Wangdi, Chief Election Commissioner, RIM family members, civil servants, well-wishers, former students and family members of Commissioner Indraman were present to offer their tashi khadar and their best wishes.

It was indeed a very proud and happy moment for the RIM fraternity.

Commissioner Indraman Chhetri was serving as the Assistant Professor and the Head of Policy and Plan-



*First batch of MBA students attend Orientation program along with the MPA and MM students*



The institute saw the first batch of Master of Business Administration students attending the orientation program at RIM which began on 27<sup>th</sup> February, 2014.

A total of 40 students are presently undergoing the Master's orientation programme that concluded on 28<sup>th</sup> February, 2014. 20 of the students are on Royal Government of Bhutan Scholarship while the rest are private candidates. There are a total of 15 candidates (2-RGoB; 13-private), enrolled for the Master of Business Administration, 16 candidates (13-RGoB; 3 private) in Master in Public Administration and 9 candidates (5 RGoB; 4 private) in Master of Management. The Master of Management and Master of Public Administration programmes commenced from 2012.

During the orientation, Professor Mark Turner, the visiting professor from the University of Canberra briefed the students on the following: i) Overview of Degree Courses/Graduate Education; ii) Access to UC LMS – Moodle, Library and accessing study materials; iii) Assignments, Assessment and Evaluation; iv) Academic writing (in-text citations, plagiarism, research ethics); v) Exchange Program – Taking Units in UC and vi) Policy Report.

Students were also briefed on the course schedule, unit outlines, academic progression, other course information, and RIM student services and facilities.

The actual master's courses began from 4<sup>th</sup> March with the Gross National Happiness unit which was taught by Professor Mark Turner along with his local counterpart Professor Jit Tshering.

The University of Canberra's Offshore Masters programmes are an intensive 1 year full-time master's programmes conducted at RIM. Professional and experienced Professors from the University of Canberra will come to RIM as visiting Professors to teach the master's students. Upon completion, the Master's graduates will be awarded the international Master's degree certificate from the University of Canberra, Australia. The quality of the master's programme is regulated as per the norms of Tertiary Education Quality and Standards Agency (TEQSA), Australia.

There were a total of 54 students who were actually enrolled for the various master's courses out of which 45 students had confirmed their enrollment status to the University of Canberra.

*Reported by Kinley Tshering, Information and Media Officer, DRC*

*First eminent speaker for 2014 academic year, Dr. Karma Phuntsho talked on religion in changing time*



In the first RIM eminent speaker series of academic year 2014, Dr. Karma Phuntsho talked about religion in the modern times – necessity of change of role in the changing time, to the trainees and faculties of the Royal Institute of Management on 14<sup>th</sup>

March, 2014.

“Growth of urbanization and the ultimate movement of people to urban centers in modern times has confused people of their roles in the society,” said Dr. Karma Phuntsho. “The people are becoming more self-centered and society as a general is neglected,” he added.

“In the pastoral and traditional society, far back in rural communities, there are less number of people. They take the responsibility in building their community but this is not happening to majority of the people in the urban centers.”

“With the recent institution of democracy in the country, the thinking processes of the people have changed. They think about the rights and freedom enshrined in the democratic society but little do they think about the roles and responsibilities in the democratic society.”

“In the past, people had strong belief in the existence of god. The influence of western science has paved way to secularism, shrinking the religious belief. Materialism has become stronger because our own modern process is based on system that is all oriented towards matter.”

“In the past, religious practitioners usually spent their time in meditation in the silent mountains and monasteries in the olden days. However, this cannot work in the modern world where people desire to have result in front of their eyes. They should now focus on benefiting society at large.”

“The advancement of technology in the present world has eased working environment. What is taken days to do in the past, technology has enabled people to do in a few minutes. People have become time conscious. In such world, people cannot wait for the result of religious practices for long. Religious practitioners cannot go on mediating to liberate sentient beings after his/her enlightenment. They should participate in the communities and help the communities. Religious communities should adapt to the changing times.”

“You cannot become Buddhist by making monks perform rituals for you. You cannot become Buddhist during annual chogtu time. You need to have Buddhist values and principles.”

“We often look at the mirror but rarely do we look at our mind. As much as we look at the mirror to form our looks, we should also look at our mind.”

An hour and half long session ended with question and answer session.

### *Inter-Class League cum Knock out football tournament*



The RIM sports committee organized an interclass league cum knock out football tournament from 17<sup>th</sup> to 30<sup>th</sup> March, 2014. A total of ten teams participated in the tournament.

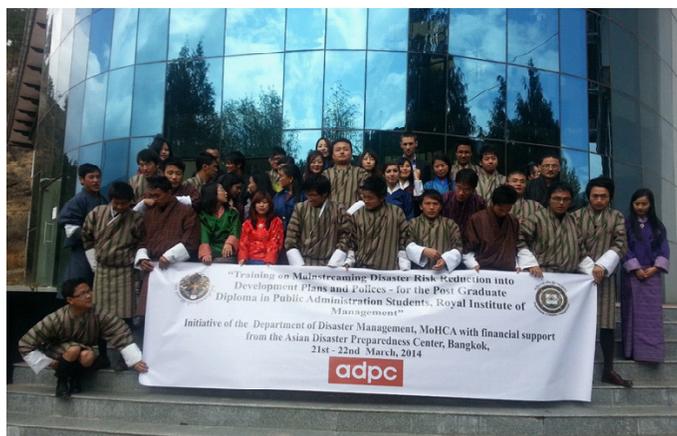
Diploma in Financial Management, I year came first by defeating DIMS II year 3-1.

According to the RIM Football custodian Tandin-Penjar, “the match was organized mainly to establish co-operation amongst the trainees and faculties of the institute. This will also help trainees to get themselves refreshed from the normal schedules.”

The maximum goal scored in a match was by PGDFM (Govt.) to PGDFM (Pvt.) scoring 10-2.

Interclass knock out football tournament will be held sometime in July 2014.

## Disaster Mainstreaming Workshop held in RIM for PGDPA Trainees



Department of Disaster Management in collaboration with Asian Disaster Preparedness Center (ADPC) Bangkok conducted two day workshop on mainstreaming disaster risk reduction to PGDPA trainees and faculties at the Royal Institute of Management.

The Director of DDM, Chhador Wangdi, in his inaugural speech said, “The recurring disasters in our country in the last several years have demanded workshops and education to sensitize people.” Properties and lives are lost to disasters. “Such loss impacts our already deficit national budget,” he added.

The program facilitator Mr. Rowan Fraser said, “The main purpose of mainstreaming is to strengthen disaster resilience and foster sustainable, inclusive development.” He also added that adoption of disaster risk management in developmental processes will reduce public investments from the impacts of natural hazards.

Disaster Risk Reduction specialist Ms. Nadia Pulmano said, “The workshop is aimed to let the future leaders know about the importance of adoption of DRR in development processes.” She also added that DRM practitioner can also draw economic cost-benefit analysis of investment in disaster risk reduction.

The two day workshop ended on 22<sup>nd</sup> March, 2014 with awarding of certificates to the participants. A total of 38 participants participated in the workshop.

A two day Local Governance Initiative and Network (LOGIN) Workshop that began on 21<sup>st</sup> April (yesterday) concluded on 22<sup>nd</sup> April 2014.

The event saw different stakeholders (Hon’ble Chairperson, Good Governance Committee, National Council; Hon’ble Chairperson, Good Governance Committee, National Assembly; Director General and other official representatives, Department of Local Governance; Director, Professor Jit Tshering, Local Governance Focal Person, faculty and staff members, Royal Institute of Management; GNHC representative; Chief, IMMD, Department of Information and Media; Swiss Development Cooperation (SDC) representatives; CEO and representatives from BNEW [CSO], etc.) coming together in one platform to discuss and plan ahead how they can use LOGIN as a network facilitator while working towards enhancing the local governance in the country.

Many participants felt the need and acknowledged LOGIN’s role in providing a forum for networking with both internal and external stakeholders to discuss important issues, concerns and even coming up with viable indigenous solutions to enhance local governance. Possibility of exploring and learning from the best practices from the other LOGIN member countries was also one of the value added services provided by LOGIN if required by the stakeholders in Bhutan.

The outcome of the workshop was the identification of areas in which LOGIN could help facilitate the stakeholders to network with both internal and external expertise. LOGIN was also able to come up with a LOGIN Action Plan for the year 2014 for Bhutan. It was also decided that the relevant stakeholders in the country will meet once in three months to deliberate on issues and concerns related to decentralization and local governance in Bhutan.

Mrs. Preeta Lal and Mrs. Jaya Padma were the two facilitators from the LOGIN Secretariat, New Delhi. The workshop was jointly conducted by the Swiss Development Corporation and the Royal Institute of Management.

Local Governance Initiative and Network (LOGIN) is a South and East Asia centric multi-stakeholder network aiming to aid reform agendas that work in favor of greater decentralization and strengthened role of local governments through the exchange of knowledge among members on good practices, relevant experiences and lessons learnt (Source: <http://www.loginasia.org/>). It has its Secretariat in New Delhi, India.

Reported by Kinley Tshering, Information and Media Officer, DRC



### མི་ཚོ་དོན་དང་ལྷན་མ་བཅོ་དགོ།

དལ་བརྒྱད་འབྱོར་བཅུ་ཚང་བའི་ལུས་རྟེན་འདི།  
 དཔེས་ལན་ཅིག་ཐོབ་པའི་སྐབས་འདི་རྒྱ།  
 རྟོང་ལོག་མ་བཏང་པན་པའི་ལས་ལ་བརྩོན།  
 སེམས་ཅན་ཐམས་ཅད་པ་མ་ཡིན་ཤེས་ནས།  
 དེལ་སློབ་གཅོད་མ་བྱེད་བྱམས་སྦྱིང་བསྐྱེད།  
 རང་ལ་པན་པ་བྱེད་པའི་གང་ཟག་ལ།  
 རྒྱན་ཡོད་བསམ་ཤིང་གོང་དུ་བཀྱར་བར་བྱ།  
 རང་ལ་བསམ་པར་བསྐྱེད་པའི་དག་བའོ་ལའང་།  
 ལོང་སློལ་སྤངས་ལྷག་དོག་མ་བསྐྱེད་ཅིག།  
 དེལ་བཅོད་སེམས་བསྐྱེད་ནས་ལེགས་པར་བྱ།  
 རང་གིས་བྱེད་པའི་ལས་ལ་བརྟུག་པར་བྱ།  
 སྦྱོན་ཡོད་ཤེས་ནས་ལེགས་བཅོས་བྱེད་པར་ཤེས།  
 བྱ་བ་མ་བསྐྱབ་སྡོན་ལ་བསམ་སློབ་བཏང་།  
 དུས་ཚོད་གསེར་བས་རྩེད་པར་དཀའ་ཤེས་ནས།  
 འཕྲོ་ལོག་མ་བཏང་པན་པའི་ལས་ལ་བརྩོན།  
 པ་མས་བསགས་པའི་ནོར་ལ་རྩེས་བཀྱར་བྱེད།  
 དཀའ་བ་བྱེད་དུ་སང་པར་ཡིན་ཤེས་བསམ།  
 རྟོང་ལོག་མ་བཏང་པན་པའི་ལས་རྣམས་མཛོད།  
 བདག་གིས་བཤད་པའི་ལོ་རྒྱུས་ཅུང་ཟད་ལ།  
 ཉེས་པ་ཇི་ཅིས་མཆིས་པ་འདི་དག་རྣམས།  
 ཤེས་རབ་སྦྱོར་རས་ཡངས་པའི་མཁས་རྣམས་ཀྱིས།  
 བཅོད་པ་ཚོས་ཀྱི་དབྱིངས་སུ་བཞེས་པར་མཛོད།



གཙུག་ལག་མཐོ་རིམ་གོང་མ་ མི་དམངས་བདག་སྦྱོང་མ་  
 ཀྱན་བཟང་བདེ་ཚེ།

### མཛོད་བཤེས་ཡོངས་ལུ་ཁ་འབྲེན།

ཟག་མེད་ཡོན་ཏན་མངའ་བའི་སངས་དང་།  
 ས་རོལ་སློབ་བའི་དམ་པའི་ཚོས་ཀྱི་གཟིངས།  
 ཐར་པར་འདོད་ལ་གྲོགས་མཚོག་ཚོགས་ཀྱི་སྡེ།  
 རིན་ཆེན་དཀོན་མཚོག་གསུམ་གྱིས་དག་ལེགས་རྩོམ།  
 དལ་ལོ་རྒྱུན་པར་སྤྲིད་སྤྲེལ་པའི་ཡུལ།  
 རབ་དཀར་གངས་རིས་བརྒྱན་པའི་འབྲུག་གི་ཡུལ།  
 ལམ་སློབ་བཟང་པོའི་གཞུང་ལ་གནས་པ་ཡི།  
 འབྲུག་གི་སྤྱི་ནོར་བྱང་སེམས་སྡུལ་པའི་རྒྱལ།  
 བསྐྱལ་མང་དག་ཚོགས་བསྐྱེད་པའི་ས་བོན་གྱིས།  
 དལ་ལྷ་ལྷ་ལས་ལྷག་པའི་ཡུལ་བཟང་འདིར།  
 དགའ་དགའ་སྦྱིད་པའི་སློབ་སྡེ་འདི་ན་འཛོམས།  
 དབྱེས་དབྱེས་བཅུ་བཅུའི་རང་ནས་རོལ་བ་མཚར།  
 བསོད་ནམས་མ་རྒྱུང་ལ་རྗེའི་རྣམ་མཐུ་ལས།  
 ཞི་གཡོག་ཚོས་རྒྱགས་ལེགས་པར་མཐར་འཁྲོལ་ནས།  
 རྩོགས་བཞེད་མཚམས་ལས་འཁོར་བའི་སློབ་སྡུག་རྣམས།  
 མཁས་དབང་སློབ་དཔོན་མཐུལ་བས་སྐལ་བ་བཟང་།  
 དུག་གསུམ་ཉེན་མོངས་མེད་པའི་སངས་རྒྱས་ཀྱིས།  
 འཕྲོ་དུག་ཀྱན་ལ་ཚོས་འཁོར་བསྐྱོར་བ་བཞེན།  
 སྤང་རྩིས་ལྷ་བྱའི་ཤེས་ཡོན་གནང་བ་ལ།  
 བཀའ་རྒྱུ་རྩོལ་རིས་མོ་བྲིས་ལྷར་ཡོད།  
 སློབ་དཔོན་རྣམས་ནི་རྒྱུ་ལི་ཟམ་པ་འདྲ།  
 དེལས་བརྒྱལ་བའི་སློབ་སྡུག་ལོ་མོ་ལ།  
 ཟབ་མོའི་དོན་གྱི་བདུན་ཉེ་སྤེལ་བ་ན།  
 སྦྱིང་ལོང་རུས་པའི་གཏིང་ནས་ལེན་པར་བྱ།

སློབ་དཔོན་སློབ་སྡུག་གཉིས་ཀྱི་འབྲེལ་བ་ནི།  
 དམ་ཚིག་དར་གྱི་མདུད་པར་བཏབ་ནས་ནི།  
 གསེས་སྤང་བརྒྱལ་སྤྲེལ་པའི་ཡོན་ཏན་འདི།  
 བརྩོན་པ་སློབ་རྒྱུ་དུ་མས་བསྐྱབ་པར་བྱ།

### ཡོན་ཏན་ལག་ཚེབ་འཛིན་སྒྲིག་

ཡིད་འོང་མཛེས་ལྡན་ཚོགས་ལ་རབ་གཡེང་ནས།།

དུས་མིན་ཆང་དང་སྒྲིབ་རྒྱུ་ལ་སོགས་ལ།།

ལོངས་སུ་སྒྲིབ་ནས་བཟོད་པས་དུས་བདེ་ན།།

པ་མའི་རྒྱ་ཚོར་ཟད་པའི་རང་བཞིན་ཡིན།།

རྣམ་གཡེང་བག་མེད་དང་ལུ་མ་ཤོར་བར།།

རང་སློབ་ཤེས་བྱ་ཀྱང་ལ་མ་སྦྱང་ན།།

ཐམས་ཅད་མཚུན་པ་རྣམས་མཁའ་མཐའ་ལྟར་རིང་།།

དེས་ན་འདི་ཕྱི་འདི་དོན་ལ་འབད་པར་རིགས།།

དུས་དུས་ཚོད་མང་པོ་ཡོད་པའི་སྐབས།།

རབ་ཏུ་བརྟན་པའི་སྤོང་པོ་མ་བཅུ་གཤམ།།

རྩ་བ་རུལ་བས་ཡལ་ག་རྒྱས་མི་འགྱུར།།

ཡལ་ག་མེད་ན་མེ་ཏྲོག་ཇི་ལྟར་ཤར།།

འདི་ཕྱི་ཡན་པའི་མཁའ་མཐའ་ཡོད་ཏན་རྣམས།།

རང་པས་རྒྱལ་ས་འོ་མ་ལེན་པ་བཞིན།།

རིག་པའི་འོར་བུ་ལག་ཏུ་ལོན་ནས་ནི།།

གཞུང་དང་པ་མའི་དྲིན་ལན་འཇལ་ལ་བརྩོན།།

སྒྲིབ་རྒྱུ་བྱས་པའི་འབྲས་བུ་འཁོར་བ་ལ།།

དུས་རྣམས་འགྱུར་ཞེས་ཅུ་འདོད་པར་བྱེད།།

དེ་ལྟར་གཞན་དང་དུས་ལ་མ་འཕྲུ་བར།།

རང་སྒྲིབ་བཟོ་བའི་དུས་ལ་བབས་སོ་སྟམ།།

ལེགས་སློན་བྱུང་ལ་ཤེས་པའི་ལྷ་འཕྲིན་འདིས།།

རྒྱལ་སློན་འབངས་གསུམ་དགའ་སྦྱིད་ལྡན་པར་ཤོག།།

ནད་སྦྱུག་འཁྲུགས་རྩོད་ཐམས་ཅད་ཞི་བར་ཤོག།།

དཀོན་མཚོ་གསལ་གསུམ་གྱི་བྱིན་རྒྱབས་འཇུག་པར་ཤོག།།



གཙུག་ལག་མཐོ་རིམ་ཤོང་མའི་མི་མང་བདག་སྐྱོད་གྲོག་སྐྱོད་པ་

ཨོ་རྒྱན་སུན་ཚོགས།

ཨ་མའི་བུ་ལུ་ཡོན་ཏན་ཡོད་ན།། དགའ་ལྡན་ཁྲི་ལ་བདག་པོ་མེད།།

ཟེར་བའི་གསུང་རྒྱུན་བརྩམས་སྡེ་ ཡོན་ཏན་དེ་ མེད་དུ་མེད་རུང་བ་ཅིག་ཡིན་པས།།

ཡོན་ཏན་ཡོད་མེད་ཀྱི་ཁྱད་པར་གྱིས་སྡེ་ མི་སྡེ་ནང་ གོང་མ་དང་འོག་མ་ མཁའ་པ་དང་ མཁའ་པོ་ལ་སོགས་པའི་མཐོ་

དམན་གྱི་ཁྱད་པར་ཞུགས་ཏེ་འདུག། དེ་སྡེ་མི་སྡེ་ནང་ ཁྱད་པར་ཡོད་མི་ལུ་ རོས་ལེན་དང་

གཤོང་ལེན་བརྩམ་ཅིག་སྡེ་ འཛེས་བྱ་སྤྲིང་ནང་ མི་རྒྱ་གྲིལ་ ཡོན་ཏན་འདི་ལུ་བརྩི་མཐོང་

དང་གུས་བཀྱར་བསྐྱེད་དེ་ ཚོས་ཡོན་ཏན་ལུ་བརྩོན་འགྲུས་བསྐྱེད་པ་ཡིན་པས།། དེ་ལྟར་གཏམ་

ལུ་ཡང་ མཚོ་བའི་གཤོང་ཉིང་མེད་ན།། བཟོ་བའི་མིག་ཏྲོག་ཞར་ཤ།། ཟེར་དོ་བརྩམ་ ང་བཅས་

རང་མི་ཚོ་ནང་ལེགས་ཉེས་ཀྱི་ དེ་ལྟར་བཟོ་ཤེས་པའི་ ཡོན་ཏན་རང་གི་རྒྱུད་ལུ་མེད་པ་ཅིན་

འཛེས་བྱ་སྤྲིང་འདི་ནང་ བཟོ་བའི་མིག་ཏྲོག་དང་ འགྲོ་བའི་རྒྱུ་གཞན་གསུགས་ཀྱི་

ཡན་ལག་གེ་ར་ཆང་རུང་ མི་ཚོ་དོན་དང་ལྡན་མ་སྡེ་བཟོ་ཚུགས་པ་ལུ་ དཀའ་ངལ་ལེ་ཤ་

ཡོད་པ་ཡིན།། རྒྱ་མཚན་འདི་འབད་ཤ་ལས་ རང་གི་རྒྱུད་ལུ་ཡོན་ཏན་སྐྱོ་ཚོགས་ཡོད་པ་ཅིན་

གཡུས་དང་ལུང་པ་ རྒྱལ་ཁབ་དང་འཛེས་སྤྲིང་ གཏེ་འབད་རུང་ དབང་ཚད་དང་འགན་ཁི་

ཅན་གྱི་ མི་རྣམས་ཀྱང་གྱིས་ལེ་འདོད་བསྐྱེད་མི་ དགའ་ལྡན་གྱི་ཁྲི་འདི་ལུ་ དབང་ཆ་དང་

བདག་དབང་ཡོད་པའི་ཁར་ རང་གིས་རང་དབང་སྡེ་སྡོད་ཚུགས་པའི་གོ་སྐབས་འདུག་ཟེར་

ཞུ་ནི། ལྷག་པར་དུ་དམངས་གཙོ་འི་རིང་ལུགས་ནང་ལུ་ཡང་ ཡོན་ཏན་ཅན་དང་ཉམས་སྦྱོང་

ཅན་འདི་ རེས་པར་དུ་མཁོ་མ་ཅིག་སྡེ་མཐོང་མ་ཡིན་པས།།

མ་གཞི་ཡོན་ཏན་ཟེར་མི་འདི་ རང་གི་ཚོ་སྡེ་མའི་སྤྱད་སུ་ལུ་ལས་ཐོབ་པའི་སྐྱེས་ཐོབ་ཀྱི་

ཡོན་ཏན་ཅིག་དང་ དེ་སྡེ་ཚོ་འདི་ལུ་ རང་གིས་དཀའ་བ་ཁྱད་དུ་སང་ ངལ་བ་དང་དུ་སྤྲོད་ཏེ་

སྦྱོབ་པའི་ཡོན་ཏན་གཉིས་ཡོད་པ་ཡིན།། དེ་གཉིས་ལས་ ཚོ་དེ་སྡེ་གི་ཡོན་ཏན་འདི་ལུ་དེ་ལྟར་བ་

ཅིན་ རིགས་པའི་གནས་ཚུན་དང་གནས་རྒྱུ་ལ་སོགས་པ་ཡོད་པ་ཡིན།། དེ་འབད་ཤ་

ལས་ དེ་ཚུ་ག་རུལ་ མཁའ་པ་ཐོན་ཚུགས་མི་འདི་གསེར་ལས་དཀོན།། ཡིན་རུང་ ཡོན་

ཏན་སྐྱེ་ལག་དག་པ་ཅིག་ མཐར་འཁྲུལ་ཚུགས་པ་ཅིན་ དགའ་ལྡན་གྱི་ཁྲི་འདི་བདག་པོ་འདི་

རང་བཞིན་གྱིས་འབད་ཚུགས་པ་འགྲོ་འོང་། དེ་འབད་ནི་དེ་གིས་ ང་བཅས་ག་ར་ཡིན་རུང་

དང་མ་ཅིག་ རང་གི་ལམ་བཟང་ནི་དེ་དོན་ལུ་ ཤེས་ཚད་ཀྱི་ཡོན་ཏན་མཐར་བཀའ་དགོ་པ་

འདི་ལག་གནམ་མེད་ས་མེད་ཚེ་བའི་ཁར་ ལྷག་པར་དུ་ རང་པའི་ཤེས་ཡོན་དང་འབྲེལ་བའི་

པམ་བཟང་པོའི་བསྐྱབ་བྱ་རྒྱ་ཚུ་ཡང་ཡོད་པ་ཅིན་ མི་དེ་གོས་བཟང་གི་ཐོག་ལུ་ རྒྱུ་ཚུ་ལེགས་

ཤོས་གྱིས་བརྒྱན་བརྒྱན་པ་བརྩམས་སྡེ་མིག་ཁར་མཛེས་ཏྲོག་ཅིག་དང་ཀྱང་གྱི་ཡིད་ཁར་འོང་

ཏྲོག་ཏྲོ་འགྲོ་ཤ་ལས་ སྤྱད་སུ་པའི་ཡོན་ཏན་ཚམ་ཅིག་མེན་པར་བཟོ་བྱ་མཐོང་བྱའི་ཡོན་ཏན་རྒྱ་

ཡང་དགོ་པ་འདི་ག་ནི་བ་ལག་ཚེམ་བས།།

ཤེས་ཚད་ཀྱི་ཡོན་ཏན་འདི་དགའ་ལྡན་ཁྲི་གི་མ་ཚད་པར་ ཐར་དམངས་གཙོ་འི་

རིང་ལུགས་ནང་བཅའ་མར་གཏོགས་ནི་ཅིག་འབད་རུང་ རྒྱུ་ཚོས་ཚད་དགོ་པ་དང་པ་འདི་

ཤེས་ཚད་འདི་ཡིན་པས། ཤེས་ཚད་འདི་མེད་པ་ཅིན་ ཉེ་མ་བརྩམས་སྡེ་གོང་མ་དང་འབྲེལ་

ལྷག་གི་ཡོན་ཏན་གྱི་ཤེས་ཚད་ཅིག་མེད་པ་འདྲ་མ་ཅིག་འབད་བ་ཅིན་ ས་གནས་གཞུང་གི་  
འགོ་ཁྲིད་པ་གི་དོན་ལུ་ འགྲན་བསྐྱར་ནང་བཅའ་མར་གཏོགས་ནིའི་ གོ་སྐབས་ཅིག་རང་  
འཐོབ་ཚུགས་པར་ ལཱ་ལག་བཏང་དོ་ཡོད་པ་ཨིན། འདི་ཚུ་ལུ་བཏུ་མ་འདྲུ་ཅིག་འབད་བ་  
ཅིན་ རབ་ཅས་རང་ སོ་སོའི་རྒྱུད་ལུ་ ཡོན་ཏན་ཤེས་ཚད་འདི་དགོས་པ་ ག་དེ་ཅིག་ལག་ཚུམ་  
ཨིན་ན་ཚུ་ཉ་གོ་ཚུགས་ནི་ཨིན་མས།

འདི་འབད་ནི་དེ་གིས་ ད་ལྟོ་ནངས་པ་གི་དུས་ལུ་ རང་གི་མི་ཚོ་ནང་ག་ནི་ལས་ལག་ཚེ་བའི་  
ཡོན་ཏན་འདི་ རང་གི་རྒྱུད་ལུ་མེད་པ་འདྲུ་མ་ཅིག་འབད་བ་ཅིན་ མི་ཚོ་ནང་གཞན་པར་བཞག་  
བཟུལ་ནི་ལུ་ཅིག་འཐོབ་ནི་ལུ་ཡང་ གནས་མེད་ས་མེད་ དཀའ་རེ་ཡོད་པ་གི་རགས་མཚུན་  
ས་ཨིན་མས། འདི་བཟུལ་མའི་དཀའ་རེ་ལུ་ཚུ་ ཡོད་པ་ཤེས་ཏེ་ རང་གི་མི་ཚོ་ནང་ རིན་ཆེན་  
གསེར་ལས་ལྷག་པའི་ ཡོན་ཏན་འདི་ག་དེ་དྲག་དྲག་བཟོན་ལྷགས་བསྐྱེད་དེ་ མི་ཚོ་དོན་དང་  
ལཱ་ལག་གི་བཟོ་ནི་འདི་ཉ་ཅང་གི་གལ་ཆེ་བས་ཟེར་ཞུ་ནི་ཨིན། དཔྱེ་བཀའ་ལུ་ཡང་ གསེར་  
སྲང་བརྒྱ་ལས་ཡོན་ཏན་སྣ་གཅིག་དགའ། ཟེར་གསུངས་དོ་བཟུལ་སྣ་ མི་ཚོ་ནང་ རང་  
ལུ་ཕན་ཐོགས་ཡོད་མི་ཚུ་ རོས་འཛོལ་འབད་ཤེས་ཏེ་ འདི་ཚུ་ ཚུལ་བཞིན་ལག་ལེན་འཐབ་  
ཤེས་དགོས་འདི་ གལ་ཆེ་དྲག་ཨིན་མས་ཟེར་ཞུ་ནི་ཨིན།



གཙུག་ལག་མཐོ་རིམ་གོང་མའི་ མི་མང་བདག་སྐྱོང་གི་སློབ་སླྱོང་པ་  
ཕུར་མོ་ཚེ་རིང་།

**འཛོལ་སློབ་སླྱོང་སླེར་འཛོལ་ས་པ་འི་སློབ་སླྱོང་།།**

སློབ་ཚོ་བསོད་ནམས་དཔག་མེད་བསགས་པ་ལས།།  
ཚོ་འདིར་སློབ་སླྱོང་ས་འབྲུག་གི་རྒྱལ་ཁབ་ནང་།།  
མི་ལུས་ཅོམ་ཞིག་ཐོབ་པ་མ་ཡིན་ཏེ།།  
ཚོས་བྱེད་ཁོམ་པའི་ལུས་རྟེན་བརྟེན་པ་ལེགས།།

སློབ་ལམ་གཅིག་ཏུ་བཏབ་པའི་འབྲས་བུ་ལས།།  
བརྒྱ་དང་སྟོང་གི་ནང་ལས་རབ་ཅས་ཚུ།།  
བསོད་ནམས་གཅིག་ཁར་མཐུན་ཏེ་གདམ་འབྲུག་ལ།།  
རྒྱལ་གཞུང་འཛོལ་སློབ་སླྱོང་སླེར་འཛོལ་ས་སློ།།

སྐྱེས་ལུལ་བུམ་ཐང་ལུང་མ་ལས་འཛིགས་མེད་ཕུན།།  
སྐྱེས་སྟོན་སེང་གོ་རྩོད་ལས་ཤེས་རབ་ཕུན།།  
རང་ཡང་ཕུན་ཚོགས་ཡིན་ཏེ་ཕུན་སུམ་ཚོགས།།  
སྐྱལ་བཟང་དབང་ཕྱུག་ཡོད་དེ་སྐྱལ་བ་བཟང་།།

བཀའ་པའི་ཟས་དང་སྐྱོམ་པའི་ཚུལ་སྣག།།  
མཐུན་ལམ་གཅིག་སྤྱིལ་བཟང་པོའི་སྤྱོད་པ་ཚུ།།  
མི་ཉམས་གོང་འཕེལ་ཉམས་པ་སོར་རྒྱུད་དེ།།  
འབྲུག་པ་ཨིན་པའི་དཔེ་བཟང་སྟོན་ནི་ཨིན།།

འོན་ཀྱང་གང་ཟག་སལ་པའི་སྤྱོད་པ་ལས།།  
བཟང་པོར་བཟོན་རུང་སྤྱོད་རན་འབྲུང་པ་ཅིན།།  
སློབ་སློབ་མཚེད་གྲོགས་ཚུ་གིས་གཟིགས་ཏེ་གིས།།  
འཛོལ་བའི་ལམ་ལས་བཅོ་སྟེ་བཀའ་འདི་ན་བསྐྱང་།།



གཙུག་ལག་མཐོ་རིམ་གོང་མའི་ མི་མང་བདག་སྐྱོང་གི་སློབ་སླྱོང་པ་  
ཕུན་ཚོགས་དབང་འདུས།

མོ་མེན་བའི་

དེའི་ཉིང་ཁར་ཚོར་བའི་ཉིང་གི་གཏམ། །

ཨ་འི་རྒྱ་མཚོ་བཟུང་ལས་དཔོག་འདི་གིས། །

དེའི་ཁ་ལས་བཏོན་དེ་ཚོར་ལུ་སྐྱབ། །

དེའི་སྒྲོམ་ལུ་ཡིད་ཚེས་བསྐྱེད་གནང་མས། །

གཞན་མི་མཉོ་ཚུད་རང་མཉོ་བའི་སེམས། །

ས་ག་ཏེ་འགྲོ་རུང་ཚོར་རང་བྲན། །

དུས་འགྲུར་ཏེ་འགྲོ་རུང་དམ་ཚིག་བསྟེན། །

དར་དུད་མོད་བཏབ་པའི་སེམས་རང་ཨིན། །

དེའི་སྒྲོམ་འདི་ཁ་ལས་འཐོན་འཐོན་ས་རྒྱུ་ཅིག་མེན། །

དེའི་ཚོར་བ་རྒྱ་མཚོ་བཟུང་གི་མེ་ཏོག་པདམ། །

ཕར་རྒྱ་མཚོའི་སྐྱུག་ལས་ལེན་ཏེ་ཚོར་ལུ་བྱིན། །

ཉིང་གི་མཚོན་གཤམ་ཁབ་མོའི་ནང་ལུ་བཞག་གནང་མས། །

དར་གྱི་དུད་མོད་ཚོར་གཅིག་བཏབ་ཅི་ཕྱི་ཐབས་མེད། །

སེམས་ཐག་བཅད་ཅི་ཉིང་གི་བཏུན་མོ་ཚོར་རང་ཨིན། །

འགྲུར་མེད་རིམ་རི་རབ་དེ་གི་སེམས་འདི་གིས། །

བཙོ་ལུ་འུ་བ་མ་གཏོགས་གཞན་ནི་རི་བ་མེད། །



ང་ཚོར་ལུ་དགའ་བའི་སྒྲོ་རྒྱས་ཚུ། །

ཚོག་ལེན་ལུ་བསྐྱར་ཏེ་བཤད་གོ་མས། །

གདངས་རྣམ་འགྲུར་ཐོག་ལས་བཤད་གོ་མས། །

དམོ་རྒྱས་ཉིང་ཁར་ཕངས་བཏབ་གནང། །

གཏུག་ལག་མཐོ་རིམ་གོང་མའི་མི་མང་བདག་སྐྱོད་གི་སྒྲོ་བ་སྐྱོད་པ་  
འཇིགས་མེད་འཕྲིས།

དེའི་ལོ་རྒྱུས་ཕྱི་འགྲུགས་ལས་ཨིན་རུང་རང་། །

རྒྱབ་སིལ་རྒྱག་དམ་དཀར་ཅེ་ལས་འབབ་དོ་བཟུམ། །

ལེན་རྣམ་འགྲུར་མཚོས་པ་ལས་ལས་འགྲུང། །

དེ་ཉིན་འབྲེལ་བཟང་པོའི་ལས་འཕྲོ་མཐུད་དགོ། །





RIM was awarded “B-SCHOOL LEADERSHIP AWARD“ by World Educational Congress Global Awards (for Excellence in Education, Leadership & Teaching) in June 2012.



RIM is also listed in the 1000 Best Business Schools in the World by EDUNIVERSAL and is awarded 1 PALME considering its International influence.



# Royal Institute of Management

## ESTABLISHMENT

The Royal Institute of Management was established in 1986 as the country's apex management training Institute. It has been mandated to "impart, promote and improve professional knowledge and skills in management and public administration in both public as well as private sector in the nation." It was incorporated as an autonomous Institute under the Royal Charter, 1990 with a Board of Directors as its governing authority.

## VISION

"To be a premier centre of excellence in management development and policy research in the region"

## MISSION

"To develop socially and professionally responsible and proactive leaders and managers with holistic values and competencies"

## STRATEGIES

In order to achieve its vision, mission and milestones, the Institute has mapped out guiding strategies as follows:

- Re-positioning RIM as a mission-driven organization by developing critical mass of leaders and managers and serving as 'think tank'
- Differentiation of RIM's products in terms of special focus on best management practices, experiential methods of learning and integration of GNH values
- Local Governance – Facilitate decentralization process and enhance community participation through capacity development
- Diversification of programmes to meet the needs of key stakeholders
- Benchmarking RIM's programmes for recognition and credibility both at the national and international level
- Developing partnerships and networking with the best management institutions

*28 years of Dedicated Service towards management capacity development of the nation's human resources*

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