

ROYAL CIVIL SERVICE COMMISSION
BHUTAN CIVIL SERVICE EXAMINATION (BCSE) 2023
EXAMINATION CATEGORY: GENERAL

PAPER II: ENGLISH LANGUAGE AND GENERAL KNOWLEDGE

Date	: October 6, 2023
Total Marks	: 100
Writing Time	: 3 hours
Reading Time	: 15 minutes (prior to writing time)

GENERAL INSTRUCTIONS:

1. Write your Registration Number clearly and correctly on the Answer Booklet.
2. The first 15 minutes is being provided to check the number of pages of the Question Paper, printing errors, clarify doubts and to read the instructions. You are NOT permitted to write during this time.
3. This paper is divided into two parts:
 - ❖ Part I has two sections: Section A – Case Study; and
Section B – Topical Discussion.
 - ❖ Part II has two Sections: Section C – Subjective Questions; and
Section D – Objective Questions.
4. Section A under Part I and Section D under Part II are compulsory.
5. Specific instructions are provided under each Section separately. Please read the instructions carefully and answer the questions.
6. All answers should be written on the Answer Booklet provided to you. Candidates are not allowed to write anything on the question paper. If required, ask for additional Answer Booklet.
7. **All answers should be written with correct numbering of the Part, Section and Question Number in the Answer Booklet provided to you. Note that any answer written without indicating the correct Part, Section and Question Number will NOT be evaluated and no marks will be awarded.**
8. Begin each Section on a fresh page of the Answer Booklet.
9. You are not permitted to tear off any sheet(s) of the Answer Booklet as well as the Question Paper.
10. Use of any other paper including paper for rough work is not permitted.
11. **You must hand over the Answer Booklet to the Invigilator before leaving the examination hall.**
12. This paper has **8 printed pages**, including this instruction page.

GOOD LUCK!

PART I

Section A: Case Study [40 marks]

Read the article below and answer ALL FOUR questions that follow. All the questions carry 10 marks each.

CIVIL SERVANTS' MINDSET FOR 21st CENTURY BHUTAN

The four mindsets that could be cultivated or promoted in our civil service are:

The Servant-Leader Mindset

Civil servants are paid to serve the larger public or national interests, including policy formulation, planning and strategizing, policy implementation, resource mobilization and utilization, infrastructure development, monitoring and evaluation, public service delivery etc. Because civil servants are paid to do what we are expected or entrusted to do, the most undesirable mindset in civil servants will be to think that we are doing someone a favour. The work civil servants do is not charity.

But public service, in its true sense, is much more profound and transcends any monetary equation. Ideally, civil servants should be intrinsically motivated by the service we can render in the form of the work we do. We should be driven by the impacts that our sincerity and hard work will have on the wellbeing of fellow citizens and our nation at large. In the civil service, we (ought to) live more for others than for ourselves, that indeed is the true purpose of civil service. A doctor should be driven by the lives he can save or the pains he can mitigate. Similarly, a teacher should be driven by the possible impact of his students on the future of our nation. No quantum of money can buy such a level of inspiration and fulfilment.

The mindset we ought to have in the civil service is that of a servant-leader. "The servant-leader is servant first... It begins with the natural feeling that one wants to serve, to serve first. With the loyalty of a servant and the competency of a leader, there is no doubt that Bhutan's civil servants will serve our public better and navigate the complexities of the 21st century. But first, we need to discover the "servant" in the civil servant.

The Entrepreneurial Mindset

The draft 21st Century Economic Roadmap for Bhutan highlights how excessive regulation, bureaucratic red-tapism and indifference in the civil service are painful bottlenecks in our system, particularly for businesses. Many of us in the civil service know this. Perhaps we have a great opportunity now to change it, and change must begin with oneself.

If our country has to become self-reliant and a fully developed country during our lifetime as envisioned by His Majesty The King, civil servants will increasingly need to shift gear towards a more entrepreneurial mindset. Civil servants need not do business but we need to have the business acumen as a part of our competency. We have the potential to be more decisive, innovative and risk-taking. We need to graduate from the existing fail-safe mentality.

A robust and resilient economy, high income and high living standards are necessary imperatives of a developed country. If we have this realization, it won't be difficult for our fellow civil servants in the Ministries of Agriculture or Economic Affairs, the Tourism Council of Bhutan or the Thimphu Thromde to formulate plans and policies that will help generate more revenues for our economy. These are random examples; civil servants across government agencies can do the same, one way or the other. If civil servants have an entrepreneurial mindset, we would see, or better still create, opportunities beyond the regulatory horizons.

If we are to become a developed country in our generation, it will be imperative to promote an entrepreneurial mindset in our civil service – a mindset that values time, innovation, efficiency, partnership, data, risk-taking and money. It is about time that we rethink the belief, or the myth, that we are happy with less.

The Growth-Mindset

A fixed mindset assumes that our character, intelligence, and creative ability are static given which we can't change in any meaningful ways; a growth mindset thrives on the challenge and sees failure not as evidence of unintelligence but as a heartening springboard for growth and for stretching our existing abilities. In a growth mindset, people believe that their most basic abilities can be developed through dedication and hard work (Carol Dweck).

Nobody knows everything under the sun. But today, we have the opportunity and the resources to know as much as we need to, or wish to. All we need is a bit of humility to acknowledge that we don't know everything, the openness to learn, and the belief that we can get better through our efforts. In a recent RIGSS Podcast interview, the Resident Representative of UNDP Bhutan, Ms. Azusa Kubota, highlighted the need for "humility" as a part of building capabilities. She said "The first humility is to really admit that we all need to embrace the fact that we don't know many things happening around us and we certainly don't know our future; acknowledging this requires courage and also this will allow us to seek support in defining what it is that we don't know".

In the Bhutanese civil service, the assurance of job security irrespective of how much we know or don't know, or how much we perform or don't perform, seems to be one of the biggest inhibitors of the growth mindset. The inability of the system to differentiate civil servants based on merit leads to a perception of lack of recognition to those who invest time and effort to learn more and do better.

The world around us is fast changing; the only way the bureaucracy can catch up and stay ahead and relevant is by bureaucrats embracing a growth mindset. A growth mindset will help us know more, innovate, solve problems and dream bigger. It will help us achieve higher levels of motivation and performance. A growth mindset will allow us to embrace change. With a growth mindset, it's not about how good you are, it's rather about how good you want to be. And sky is the only limit.

The Problem-Solving Mindset

In a recent zoom conference, author and social entrepreneur Tami Simon was asked about the mindset of employees in her company that makes her company do so well. The mindset, she said, is: "You have a problem? Let me solve it."

We are generally good at problem identification or definition, which no doubt is important. For example, most of us today can talk about the problems the COVID-19 pandemic has inflicted upon us as a nation, such as unemployment, dwindling economic growth, food security etc. We now need to move towards finding solutions, which is most important.

Those with a problem-solving mindset embrace problems rather than shun them. They see opportunities. And embracing problems is perhaps the starting point to finding solutions. In times of massive uncertainty like today, problems are varied and never-ending, and the only way to move forward and do better is by discussing and discovering solutions to our problems. Our attitude towards problems, whether we embrace them or shun them, would make all the difference.

Bhutan's civil service has the best of brains and a wealth of experience. We are solving a lot of problems, and we can do so much more. We are capable of taking that "dragonfly eye view" of problems so that we see threats and opportunities beyond the periphery of vision (McKinsey

Quarterly, Sep. 2020). The ability to view things with a 360 degrees lens is crucial for each and every Bhutanese, particularly those of us bestowed with the trust of public service. If we realize that we can, and must, solve our own problems, then we can. If we have a problem-solving mindset, everything else towards finding solutions will follow.

Question 1

Explain the significance of the statement "The work civil servants do is not charity," and discuss the implication of this perspective on the mindset and approach of civil servants towards their duties and responsibilities. **(10 marks)**

Question 2

As an aspiring future civil servant, assess your readiness in adopting a growth mindset. Explore two distinct personal attributes that exemplify your possession of a growth mindset. **(10 marks)**

Question 3

Suggest actionable strategies aimed at facilitating the integration of the four identified mindsets within the Bhutanese civil service. **(10 marks)**

Question 4

In your role as a service provider, which among the four mindsets discussed in the passage do you consider the most pivotal? Justify. **(10 marks)**

Section B: Topical Discussion [20 marks]

This section consists of four questions related to topical issues. Answer ANY TWO questions. Each question carries 10 marks.

Question 1

“One of the biggest complaints of ordinary people in Bhutan over the years has been that you cannot get your work done if you do not know someone in that office. This simple line says much more than a voluminous consultant’s report on the problems of governance and service delivery” - The Bhutanese, August 2023.

What are your personal observations, and views on the service delivery standards by the offices? Elaborate how best the services can be delivered equally to all the citizens.

Question 2

The Supreme Court of Bhutan suspended two justices for what the highest appellate court has deemed a deliberate miscarriage of justice. Within hours of the decision—which went viral on social media—many are pointing out several cases that should be re-opened, with the hope that decisions could be reversed or to determine if miscarriages happened. – Kuensel, August 2023.

Express your own views on the damages from the miscarriage of the judgment, and elaborate measure(s) on how the confidence of the public can be regained in the judicial system of the country induced by the recent happening in the judiciary.

Question 3

The economy of Bhutan is based on agriculture and forestry, which provide the main livelihood for more than 60% of the population. Agriculture consists largely of subsistence farming and animal husbandry. Rugged mountains dominate the terrain and make the building of roads and other infrastructure difficult.

Suggest how Bhutan as a landlocked country that has difficult geographical terrains but rich biodiversity can liaise on its uniqueness to help the growth of the economy, and also discuss how Bhutan can work differently in developing the infrastructure in its rugged mountains and valleys.

Question 4

“Lamoidzingkha Drungkhag Court in Dagana has sentenced 30-year-old teacher from Lamoidzingkha Middle Secondary School to three months in prison in a child battery case. However, the teacher had the option to pay thrimthue, a monetary penalty, in lieu of serving his prison term. The Teacher was charged under Section 215 of the Child Care and Protection Act of Bhutan 2011, which stipulates that a person shall be deemed guilty of child battery if they intentionally use physical force or subject a child to physical force.” – Kuensel, July 2023.

In your opinion, highlight the importance of value education and discipline in schools, and how will it benefit the education systems in schools, and the wellbeing of students.

PART II

Section C: Subjective Questions [20 marks]

This section consists of four questions. Answer ANY TWO questions. Each question carries 10 marks each.

Question 1

“In an effort to reduce the escalating concern of the drugs related crime, the Royal Bhutan Police has strategically established field division and amplified its manpower marking a significant step forward in their effort to combat the proliferation of narcotics”- Kuensel, August 2023.

In light of the current surge of crimes involving youths in drugs, how would you support the Nation in combating this rising crime?

Question 2

“The rate of attrition of civil service stands at 16% as of June 2023” – Annual Report of RCSC 2022-23. At this juncture of the dire need for efficient public service delivery, the gap left with this highest attrition has caused a vacuum in the civil service.

Discuss which categories of the service recipient would be affected worse, and elaborate on the consequences.

Question 3

Bhutan’s arable land is only 7% of the total land. From the total 664,000 acres of arable land, 9.96% are left as fallow land. Considering that Bhutan’s economy is mostly backed up by agricultural products, it is necessary to use the land optimally.

Describe what policy and intervention should the government put forward, and explain means and ideas on how the fallow land can be revived and more productive.

Question 4

The figures are alarming. From a lone diabetic patient in 2002 there are more than 3000 recorded cases today. This is a concern the Nation has to combat and react early to reduce the non-communicable diseases (NCD) amongst the citizens who are involved in desk jobs, which has lesser physical movement.

Explain a holistic affect to the Nation if not acted now on the overall NCD issues of its citizens, and as a youth eyeing to join a white-collar job which is deskbound, what measures and interventions would you embrace to be a healthy workforce of the Nation.

Section D: Multiple Choice Questions [20 marks]

Choose the correct answer and write down the letter of your chosen answer in the Answer Booklet against the question number e.g. 21 (a). Each question carries ONE mark. Any double writing, smudgy answers or writing more than one choice shall not be evaluated.

1. Which was the first country to adopt the 5G mobile network on a large scale?
 - a) Japan
 - b) South Korea
 - c) UAE
 - d) USA

2. In football, what is the name of the award given to the best player of the world each year?
 - a) FIFA Ballon d'Or
 - b) FIFA Golden Boot
 - c) UEFA Best Player
 - d) UEFA Golden Shoe

3. The shortcut key to “paste” the copied file/word in MS word is:
 - a) Ctrl. C
 - b) Ctrl. B
 - c) Ctrl. P
 - d) Ctrl. V

4. In the arrangement of the statues, “Rigsum Goenpo” is the combination of which of the following?
 - a) Chenrizig, Buddha, and Guru Padmasamba
 - b) Guru Padmasambhava, Buddha, and Zhabdrung,
 - c) Jitsuen Drolma, Guru Padmasambhava, and Zhabdrung
 - d) Jampelyang, Chenrizig, and Chana Dorji

5. The three main branches of government that The Constitution of the Kingdom of Bhutan provides:
 - a) Dzongkhag, Gewog, and Chiwog
 - b) Executive, Legislative, and Judiciary
 - c) Ministries, Department, and Autonomous agencies
 - d) Parliament, National Council, and National Assembly

6. The 2023 Women's Football World cup was hosted in:
 - a) Australia, New Zealand
 - b) Australia, Sweden
 - c) Australia, Spain
 - d) Australia, England

7. The Five Nations Championship games held in Maldives in 2023 was organized for:
 - a) Basketball
 - b) Baseball
 - c) Badminton
 - d) Table Tennis

8. The "Chandrayaan 3" spacecraft to the South Pole of the Moon was launched by:
 - a) ISRO
 - b) NASA
 - c) CSIRO
 - d) SpaceX

9. On which date of the Bhutanese calendar is the "Treltha Tshechu" observed?
 - a) 10th of the 4th Month
 - b) 10th of the 5th Month
 - c) 10th of the 6th Month
 - d) 10th of the 7th Month

10. The latitude of "Tropic of Capricorn" is
 - a) the most southern latitude at which the sun can appear directly over the moon.
 - b) the most northern latitude at which the sun can appear directly overhead at noon.
 - c) the most northern latitude at which the sun can appear over the moon.
 - d) the most southern latitude at which the sun can appear directly overhead at noon

11. The following are the owned companies of Druk Holding and Investment, **EXCEPT**
 - a) Bhutan Telecom Ltd.
 - b) Bhutan Power Corporation Ltd.
 - c) Bhutan Livestock Development Corporation Ltd.
 - d) Menjong Sorig Pharmaceutical Corp. Ltd.

12. Who amongst the following is the author of the book 'Freedom from Fear'?
 - a) Nelson Mandela
 - b) Aung San Suukyi
 - c) Taslima Nasreen
 - d) Benazir Bhutto

13. Which city hosted the 'United Nations High Level Political Forum' held from July 10-19, 2023?
 - a) New Delhi
 - b) New York
 - c) Paris
 - d) Rome

14. "The greatest glory in living lies not in never falling, but in rising every time we fall," is a famous quote by
- Steve Jobs
 - Barack Obama
 - Nelson Mandela
 - Martin Luther King
15. Compared to their body weight, which animal is the strongest?
- Dung Beetle
 - Elephant
 - Ant
 - Crow
16. The new upcoming movie by Dzongsar Jamyang Khentse Norbu is
- Pig at the Crossroad
 - Pig at the Crossway
 - Pig at the Crossing
 - Pig at the Crossbow
17. Who is the author of the book with the title "Married to Bhutan"?
- Karma Ura
 - Jamie Zeppa
 - Linda Leaming
 - Kunzang Choden
18. From the following, which pairing of a Ministry and its respective Minister is inaccurate?
- H.E Dechen Wangmo – Ministry of Health
 - H.E Ugyen Dorji – Ministry of Home Affairs
 - H.E Lok Nath Sharma – Ministry of Energy and Natural Resources
 - H.E Dorji Tshering – Ministry of Industry, Commerce and Employment
19. Which leadership style focuses on giving employees autonomy and allowing them to make decisions within their roles?
- Transformational leadership
 - Transactional leadership
 - Laissez-faire leadership
 - Charismatic leadership
20. The "Civil Liability Bill" passed during the July 2023 Parliament sitting is also known as
- Asset Bill
 - Tort Bill
 - Civil Bill
 - Assent Bill