

PRÉCIS

Central Superior Services Examination (CSS) 1981

Passage.

An important part of management is the making of rules. As a means of regulating the functioning of an organisation so that most routine matters are resolved without referring each issue to the manager they are an essential contribution to efficiency. The mere presence of carefully considered rules has the double-edged advantage of enabling workers to know how far they can go, what is expected of them and what channels of action to adopt on the one side, and on the other of preventing the management from behaving in a capricious manner. The body of rules fixed by the company for itself acts as its constitution, which is binding both on employees and employers, however, it must be remembered that rules are made for people, not people for rules. If conditions and needs change rules ought to change with them. Nothing is sadder than the mindless application of rules which are out-date and irrelevant. An organisation suffers from mediocrity if it is too rule-bound. People working in will do the minimum possible. It is called "working to rule or just doing enough to ensure that rules are not broken. But this really represents the lowest level of the employer/employee relationship and an organisation afflicted by this is in an unhappy condition indeed. Another important point in rule-making is to ensure that they are rules which can be followed. Some rules are so absurd that although everyone pays lip-service to them, no one really bothers to follow them. Often the management knows this but can do nothing about it. The danger of this is, if a level of disrespect for one rule is created this might lead to an attitude of disrespect for all rules. One should take it for granted that nobody likes rules, nobody wants to be restricted by them, and, given a chance, riots people will try and break them. Rules which cannot be followed are not only pointless, they are actually damaging to the structure of the organization.

Rule making : Policies set by an organization

Rules are important for any organization. These rules are compulsory for managing tasks of workers. Rules must change according to scenario. Rules must be update from time to time. Everyone in an organization is bound to follow the rules. Disobedience of one rule can effect all other rules. It results in damaging the policies of any organization.

Words = 56



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Objectives pursued by, organizations should be directed to the satisfaction of demands resulting from the wants of mankind. Therefore, the determination of appropriate objectives for organized activity must be preceded by an effort to determine precisely what their wants are. Industrial organizations conduct market studies to learn what consumer goods should be produced. City Commissions make surveys to ascertain what civic projects would be of most benefit. Highway Commissions conduct traffic counts to learn what constructive programmes should be undertaken. Organizations come into being as a means for creating and exchanging utility. Their success is dependent upon the appropriateness of the series of acts contributed to the system. The majority of these acts is purposeful, that is, they are directed to the accomplishment of some objective. These acts are physical in nature and find their purposeful employment in the alteration of the physical environment. As a result utility is created, which, through the process of distribution, makes it possible for the cooperative system to endure. Before the Industrial Revolution most cooperative activity was accomplished in small owner-managed enterprises, usually with a single decision maker and simple organizational objectives. Increased technology and the growth of industrial organizations made necessary the establishment of a hierarchy of objectives. This, in turn, required a division of the management function until today a hierarchy of decision maker exists in most organizations. The effective pursuit of appropriate objectives contributes directly the organizational efficiency. As used here efficiency is a measure of the want satisfying power of the cooperative system as a whole. Thus efficiency is the summation of utilities received from the organization divided by the utilities given to the organisation, as subjectively evaluated by each contributor. The function of the management process is the delineation of organizational objectives and the coordination of activity towards the accomplishment of these objectives. The system of coordinated activities must be maintained so that each contributor, including the manager, gains more than he contributes.

Objectives: Main focus of an organization

Objectives plays a pivotal role in satisfying the demands of workers.

Industrial organizations and commissions

set different objectives according to scope.

Success rate of organization depends upon their acts. These acts result in

completion of objective. As the

technology increases, nature of objectives of any organization changed. It results

in efficacy of an organization. Efficacy

is the satisfying power of any company.

The system of combined activities results

in achievement of an objective.

Words = 73