

coordinated activities must be maintained so that the organization gains more than he contributes.

(CSS 1982)

PRÉCIS EXERCISE 4

Q: ✓ Write a précis of the following passage in about 100 words and suggest the title: (20+5)

An important part of management is the making of rules. As a means of regulating the functioning of an organization 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 Nothing is sadder than the mindless application of rules which are outdated and irrelevant. An organization 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 organization 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, most 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. (CSS 1981)

Precis

Title: Organization and Rules.

Important task of management is rule making. Essential to run organization effectively. Easy to follow, beneficial for workers. It avoids hurdles and problems to misbehave. Rules act as constitution for employers and employees. They are bound to follow. They are changed as per condition and need when irrelevant. Organization could not progress under strict rules as minimum task would be performed. Focus would be only on rules. It would be lowest of employer-employee relationship. They should be easy to follow. No one like rules if got opportunity would break. Rules that are not followed are useless and damaging to structure of organization.