

Q.2: Make a précis of the following passage and suggest a suitable title.

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 Nothing is sadder than the mindless application of rules which are outdated and irrelevant.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)

## Topic: Rules to structure not to bound

DATE: 1/1

Management makes rules, these guide workers their limitations, expectation and actions to perform. It stops management from capricious manners. The fixed rule in company is like constitution. It binds people like people for the rule not rule for the people. In rule-bounded organizations, traditional and irrelevant rules applied mindlessly and people ensure only not to break them which leads to unhappy condition.

Rules must be those which can be followed because people do not bother to follow pointless rules. Management knows but ignore it. People disrespect and break absurd rules, it brings the same attitude for all the rules and become harmful for the structure of organization.