

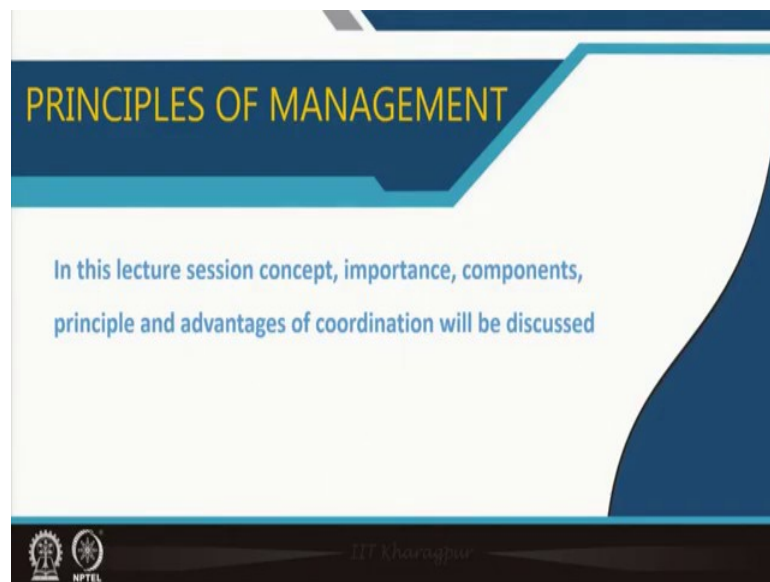
Principles of Management
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Module – 05
Lecture – 23
Coordination in Management

Welcome to lecture 3 on module 5. In module 5, we discussed about Organizations and the 2nd lecture we discussed about Organization Design and Structure. We looked at you know multiple organization structure like you know product-based structure, functional based structured and we also seen hybrid structure, matrix structure and now we have looked at called multiple structures and then we have also seen the organization design, how does it actually helping in organization to you know function effectively.

Today, we are going to discuss about one of another important functions of a manager Coordination in Management.

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Today, we will discuss about importance as a concept what is coordination meaning, then importance we will also look at the different components in you know management coordination and principles and the advantages of coordination.

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Concept of Coordination

Coordination is the function of management which ensures that different departments and groups work in sync. Therefore, there is unity of action among the employees, groups, and departments.

Coordination is balancing and keeping together the team by ensuring suitable allocation of tasks to the various members and seeing that the tasks are performed with the harmony among the members themselves.

Coordination is the integration of several parts into an orderly whole to achieve the purpose of understanding -Charles Worth

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The slide features a background with faint icons of gears, a network diagram, and a stylized atom. A small inset video shows a man in a purple shirt speaking.

Let us look at what is coordination, try to understand what is coordination is. You know everybody would have worked in teams, everybody is already working in companies, we are you know either in your college or even in your company where you always have to work with people and then you also need to coordinate with the different set of people or a different departments and divisions to make your works done, right. So, that is why we are talking about coordination.

Coordination is one of the important functions of a management and a manager also which ensure that you know different departments groups work in synchronisation. We always you know every organization you got lot of departments and divisions; you know multiple teams work you know. When for a betterment of you know organizational functioning, we made multiple departments, we made divisions, we made different teams to work.

Now, the coordination comes into picture where a how are you going to coordinate things together so that you know everybody work in synchronisation and then you are able to achieve the organization. Therefore, there is a unity of action among employees, groups and departments that is collectively happening to achieve our organization goal. So, as an organization we always have a goal.

So, now, the coordination talks about how we are going to you know talk about the interrelationship between the departments, interrelationship between the employee's

teams or the divisions, so that you know we are able to achieve our organization goal. So, coordination is also balancing and keeping together the team by ensuring that knows suitable allocation of tasks to various members and seeing that the tasks are performed with the harmony among the members themselves.

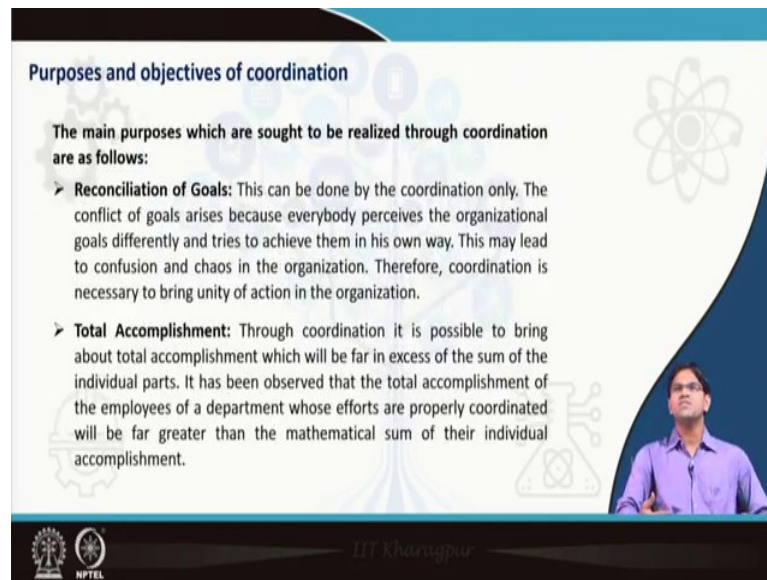
So, in an organization we always divide the works into you know we create you know sub groups and you know type of you know set of works to be done by different set of groups and different set of people. And, one need to ensure the know we need to see that whether this task are be performed by the members of the group, and then we are also need to ensure whether the task are been performed in harmony with respect to other team members or in between teams or between departments, so that you know we are able to progress as an organization.

So, coordination is an integration of several parts in an orderly hole to achieve the purpose of understanding that what you know Charles Worth defines coordination in a very simple way he says it is an integration of several parts you know because it is kind of a where will you assembling a particular or let us say talk about a car or you take a two-wheeler for an example there are multiple parts.

Unless otherwise you know you do not assemble it properly, then you cannot get a mechanist system right. And the finally, you get a car as a product you know and you get a two-wheeler as a product you know then that is an efficiency.

When you are able to run the car, when you are able to drive the car, when you are able to ride a bike then that is actually a performance. Similarly, in an organization there are multiple departments in all on exist as a different part now you need to integrate those parts in a to achieve the common understanding create a whole organization.

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Purposes and objectives of coordination

The main purposes which are sought to be realized through coordination are as follows:

- **Reconciliation of Goals:** This can be done by the coordination only. The conflict of goals arises because everybody perceives the organizational goals differently and tries to achieve them in his own way. This may lead to confusion and chaos in the organization. Therefore, coordination is necessary to bring unity of action in the organization.
- **Total Accomplishment:** Through coordination it is possible to bring about total accomplishment which will be far in excess of the sum of the individual parts. It has been observed that the total accomplishment of the employees of a department whose efforts are properly coordinated will be far greater than the mathematical sum of their individual accomplishment.

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Let us try to understand the purpose and objective of coordination. See the main purpose of the coordination is reconciliation of goals. See, reconciliation of goal is also you know otherwise you can also say as a unity of directions. See for example, you know in every organization when there is a multiple department and let's say you know multiple teams or even the multiple members if you take it as an example, everybody will understand the goals in their own way.

You know because as an individual as a team you will perceive a goal in a different form and then you know what will happen? You try to achieve them, because you try to achieve the way you perceive things, but moment you know there is always a potential conflict because the perception varies from teams to team departments to department so, then the coordination actually helps to understand that you know these goals have been clearly understood by both the teams or the both the members or the both the departments, so that there is no conflict arise.

Because as I said when every department will perceive on their own because let us say the one goal is given to you and you will perceive in a different form, and then you try to achieve it the way you perceive. You do not go and you do not get a clarity right. So, that is why the place of coordination comes. The objective is you know reconciliation of goals. So, we know this will be done only through a coordination.

Then total accomplishment: see, as I said know every department has got their own you know task to do; for example, you know finance department has to make the budgeting and then has to clear the bills, pay the salaries. There are set of tasks to be given right let us say you know you know process the bills of the suppliers, now that is the task for a finance department.

Now, let say talk about the other functional areas yes, they also got their different task, but now only through coordination it is you will be able to bring a total accomplishment. So, it is not only you know you are working on the silos or you know you work in isolation. It is always you know though we work as a department, though we work as a functional area, it is that you know we are working for one organization.

So, unless otherwise there is no coordination for example, let us say you know finance department is paying the suppliers, then let us say you know there is a delay in payment of the suppliers it is going to impact the production floor because you know the materials will not reach because supplier may not release the materials because the payment is pending.

Now, you see you need to coordinate so that you know operations department has to inform then see we are already running out of a material you need to ensure that the payment is done on time so that know we get you know materials without any interruptions.

So, that you know our you know production process goes smoothly. So, that is why the total accomplishment happens only through a coordination. There should be a coordination there should be a communication flow between the departments, then it was actually ensuring it is all tightly packed right.

So, we always hear right whole is you know always you know greater than the sum of its parts. Every individually if you do and, but if the collect we will see energy we are talking about you know, we are trying to bring this energy so that the outcome is always effective. Now, the outcome is always trying to increase the efficiency in totality right.

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Purposes and objectives of coordination

- **Economy and Efficiency:** Through coordination, it is possible to bring about economy and efficiency in the organization. Coordination will avoid duplication of efforts due to which there will be economy in labour, time and equipment. When the activities are properly integrated, there will be less delays which will bring efficiency in the business organization.
- **Good Personal Relations:** Coordination is achieved through systematic efforts. Good coordination gives job satisfaction to the employees which keep their morale high. Moreover, there are good human relations because the authority-responsibility relationships are clear. The conflict between line and staff personnel can also be avoided through proper coordination of their efforts.

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Then economy and efficiency: see through coordination it is possible bring into bring about you know economy in efficiency in the organization. How? It is you know by coordination you will be able to avoid you know efforts to unnecessary repetitive task can be reduced. Because a by through coordination for example, two departments function you know serves the are let us say you know two departments does a similar work are they same work, then what is actually happening? There is repetition of job right.

So, unnecessarily you are putting human resources and then you are paying towards it there is always an associated cost with whatever the process we are doing. So, by way of coordination we will be able to eliminate the unnecessary process because you know that this process is redundant because somebody else is already doing it, why do you wanted to do it.

For example, now let us you know operations let us say talk about the production floor. You know there is one person the supervisor you know is noted down every time the you know number of you know goods or number of produced products is moving out. Now, let us say you know when the QC when they bar coded it is automatically counting, then this job of supervisor has counting this is actually redundant, you do not need it.

Only through a coordination you will be able to know that you know the supervisor is actually counting by the time every time they finished product is going out, the then by

coordination you will be able to know that you know QC is actually bar coding it is automatically take the counts. So, this process can be reduced.

So, you can actually you are saving the cars with respect to the time being spend by the supervisor on this particular task, he can be you know channelized into a different task so that you know it can be you know efficiency can be increased, the utilisation is can be higher. So, the efficiency and then economy is you know savings can also be higher, then good personal relation. So, coordination is always achieved through a systematic effort right.

So, good coordination gives you know job satisfaction to the employees which keeps their morale very high because you know in every organizations when there is you know the there is a conflict between departments or let us say you know poor coordination which will actually going to impact employees working in their particular department. Say for example, we always see right now one department and other department there is a conflict.

So, when we wanted to pass on some information rather than passing on the information, we say you know ok. I am not that good term in this particular department, they always refuse or refuse to whatever we say we do not want to go and then we wanted to avoid. So, what is actually happening? So, there is you know you do not understand there is a conflict existing, but the conflict will unnecessarily impact or hamper your organizational over performance.

And, then even the employees working in these two departments whenever they wanted to interact, they get dissatisfied they are not really happy to go and interact. So, this coordination by the coordination there is always a you know reciprocal information, then the flow of information, there is there you know regular communication happened actually you are creating an avenue for a better relationship.

See imagine that know you never interact with two departments and you know you meet them on a one going to meeting then they both will look like a stranger to you and then you do not actually you know harness a good relationship. So, where by the coordination you are actually increasing the better relationship human relationship between the departments, people in the you know organizations it will actually increase their satisfactions and then morale ok.

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Purposes and objectives of coordination

- **Retention of Managerial and Other Personnel:** It has been pointed out that sound coordination has a significant effect on the development and retention of good personnel in business. If the total organization is so designed and patterned that each executive and employees derives job satisfaction, there will be tendency on the part of the executive and employees and employees to stay with the organization.

These are the purposes served through effective coordination in management practice.

Dr. Khanna

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Then, retention of managerial and other personnel: so, you know it has been pointed out that you know sound coordination has a significant effect on the development and retention of good personnel in the business. So, how it is going to develop an employee, how it is going to retain the employee? So, retention is nothing, but retaining the employees or retaining the key resources in the organizations.

How does a coordination will do? See, the moment we have talking about coordination, by coordination people were engaging in the coordination job actually learning lot of skills which actually you know important for a managerial skill and it is also important skills for a leader.

So, because you know you will have better negotiations skill and you will have a better coordination skill, you have you will able to pass a lot of information, collect lot of information, process the information and you are always ensuring that there is a smooth transaction between the department is happening.

So, by that way you are able to a develop a certain section of employees with their you know qualities as a man leader right. Similarly, if you look at you know retentions say the moment to know the coordination actually what happened? The there is a better coordination meaning that there is less conflict; the better the coordination, lesser the conflict.

Lesser the conflict your efficiency increasing; efficiency is increasing your actually it is going to impact your incentive system. The moment your incentive is high your reward is high and your satisfaction is high and then you will be able to retain the talents.

See if you look at in a broader prospective the impact of coordination it can be you know understand in an amplified manner when you really understand the outcome of the coordination right.

That is how you know coordination will actually develop employees and then retain the important talents in the organization because now in a technological driven organization, every individual employee is the key resource for a company. Company getting the competitive advantage only through those talents, right, it is not only the machinery.

One who is working in the technology is the one who is contributing towards the growth of the organization it is not only the technology itself. So, yes of course, technology is helping an organization, but the person who is actually developing the technology, who is using the technology to advance the company are the contributors you know. So, this is the way that you know coordination actually supporting.

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Characteristics of coordination

Here are some important features of coordination:

- It is relevant for group efforts and not for individual efforts. Coordination involves an orderly pattern of group efforts. In the case of individual efforts, since the performance of the individual does not affect the functioning of others, the need for coordination does not arise.
- It is a continuous and dynamic process. Continuous because it is achieved through the performance of different functions. Also, it is dynamic since functions can change according to the stage of work.
- Most organizations have some sort of coordination in place. However, the management can always make special efforts to improve it.
- Coordination emphasizes the unity of efforts. This involves fixing the time and manner in which the various functions are performed in the organization. This allows individuals to integrate with the overall process.

The slide features a blue and white color scheme with a stylized atom icon in the background. A presenter is visible in the bottom right corner of the slide frame. Logos for IIT Madras and NPTEL are at the bottom.

Now, let us try to understand the characteristics of coordination, some of the feature of the coordination. The coordination is always relevant for a group effort, it is not for an individual effort because you know when one job is done by the individual and it is only

for an individual, then you do not need a coordination within the group. So, you know coordination involves an orderly pattern of group efforts.

In case of individual efforts since their performance of an individual it does not require a coordination itself because you know you decide everything and you make your decision, you make your communication, everything. So, you do not need a coordination. It is the only applicable to a group effort or you say there is more than one system existing; system I mean here it can be a department, it can be division, it can be teams or it can be multiple entities engaged to make a process or make a product, you will make a service. Then, coordination is definitely needed.

Then, it is a continuous in a dynamic process. So, coordination here let us say you know I have been a in the beginning of let us say I know I opened a company. I just started under my business operations. I worked on the coordination, then I do not need to work? No, coordination is always a continuous process. It is a day to day affair in order to ensure that you know day to day operations of the business goes smoothly; you need to ensure the coordination always on it is a continuous process and it is also dynamic process. You cannot just say this is the way it is been structured.

Now, the change is happening and then lot of advancements is coming up in your as company you are actually quickly changing things. So, coordination should also be dynamic. Let us say you know one time you know x is crossing to y, now with the change x may not need to cross to y to go to z, now you directly go to z. So, now, you need to make it you know dynamic. So, if the coordination is actually well maintained, then most organizations have some sort of coordination in place.

You know nobody can disagree with the statement because every organizations will definitely have some coordination. And, management has to make special efforts to improve it because coordination is you know actually improving the better processing of the information, sharing of an information. The moment you are increasing the you know access to the information, sharing of information, better coordination it is going to actually impact the better organizational output.

And, coordination also emphasizes the unity of efforts. Yes, of course, you know it is actually trying to see that you know everybody can collectively work and you know to

fix the problems, and you know try to move forward whereas, in organization it is always talking about the integration right.

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The slide is titled "Characteristics of coordination" and features two bullet points. The background is light blue with faint icons of gears, a tree, and a chemical structure. A video inset in the bottom right shows a man in a purple shirt speaking. The bottom of the slide has logos for IIT Kharagpur and NPTEL.

Characteristics of coordination

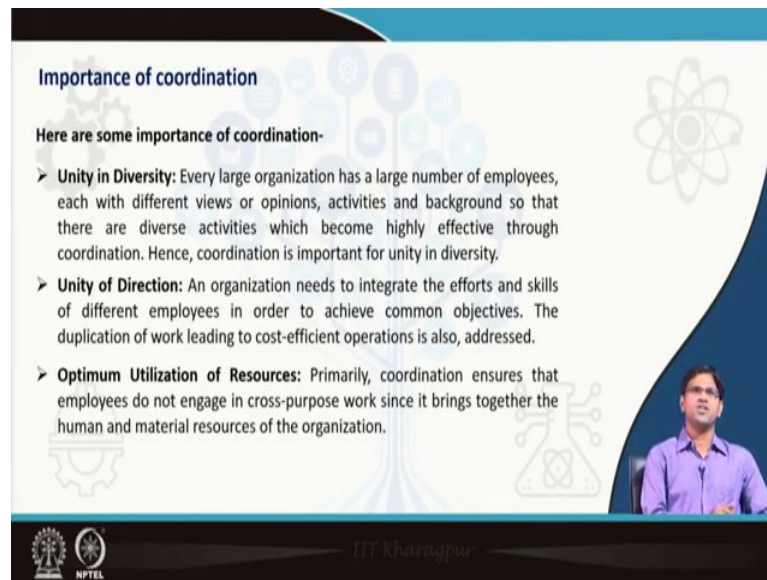
- A higher degree of coordination happens when the degree of integration in the performance of various functions increases.
- It is the responsibility of every manager in the organization. In fact, this is integral to the role of a manager because he synchronizes the efforts of his subordinates with others.

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And, then higher degree of coordination happens when the degree of integration in performance of various function increases. Let us say, you know the integration is really high within the departments, then there is a likely would that you know the coordination is also going to increase right.

And, in and the coordination of course, it is a responsibility of every manager in the organization because manager plays a role see in if you remember the roles of the managers, they play as they you know disseminator, they play information of a interpersonal person and you know the information roles, informational interpersonal roles and they also play a role of you know figurer, leader, liaison. So, the role of a manger is very critical in terms of the coordination come to a picture ok. These are the certain features of the coordination.

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Importance of coordination

Here are some importance of coordination-

- **Unity in Diversity:** Every large organization has a large number of employees, each with different views or opinions, activities and background so that there are diverse activities which become highly effective through coordination. Hence, coordination is important for unity in diversity.
- **Unity of Direction:** An organization needs to integrate the efforts and skills of different employees in order to achieve common objectives. The duplication of work leading to cost-efficient operations is also, addressed.
- **Optimum Utilization of Resources:** Primarily, coordination ensures that employees do not engage in cross-purpose work since it brings together the human and material resources of the organization.

Dr. Khuram

Let us talk about the importance of coordination. Why coordination is important? Unity in diversity: see, every organization got large number of employees and employees come from different backgrounds, with the different ethnic background, they come up with a different perceptions, the views are different that the prop taught processes are different and you know there are the diverse activities you go through and it is become verily highly effective through coordination.

So, you can actually make it very effective only through coordination. So, unless otherwise there is no coordination, then you we know it is very difficult to you know manage the diverse activities in a company. You know sometimes you see a company with a large different kind of business they are doing you know through coordination only you will have to increase the effectiveness then.

Unity of direction: an organization needs to integrate the efforts and skills of different employees in order to achieve a common objective. So, it though you know every department has got their own objectives, own goals to do, but it is always in a synchronisation to create the you know better output or the common out goer of an organization, that is why the unity of direction is important.

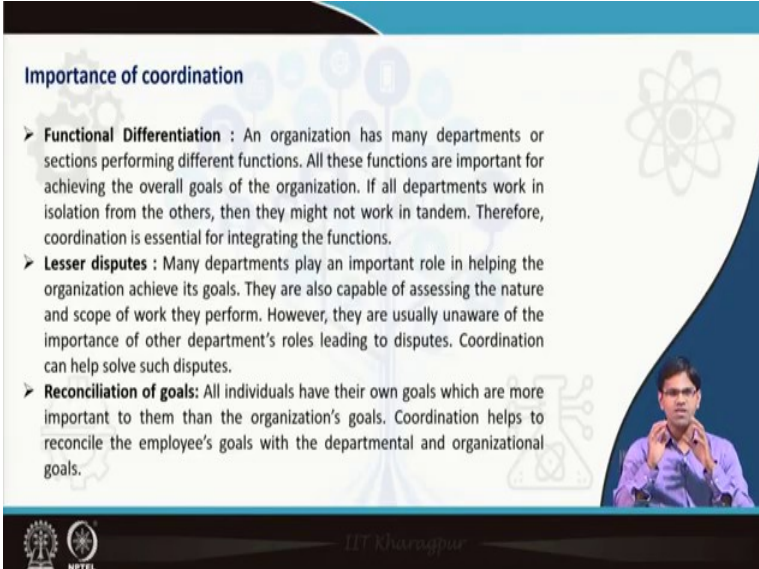
Then optimum utilization of resources: yes, of course, the coordination is actually ensures that you know you know cutting down the redundancy where I talked about in the you know the when the beginning of the lecture that know the redundancy can be

identified, you can actually increase the efficiency, the optimum utilisation of resource is happening because by through coordination you know where who does the job better and where it is you know faster and how we can cut down the unnecessary processes, so that you know eliminate unnecessary set of task.

So, that you increase your efficiency and you utilize the resources most effectively rather than you know keeping some technology or machinery ideal, because the coordination will also help to see that know how we are going to Optimizely using it. Because you know when you are talking about know even in an ideal machine, there is a fixed cost associated with it.

You know people who come from you know accountancy background or people come from operations background they will appreciate that know the cost associated with the fix cost is really high even if you do not run your machine, you are actually incurring a cost because you would have as a company you would have bought the machine. There is a cost associated maybe you are paying a loan you are paying an interest then it is not being used, then it is also a cost. So, you know optimum utilization of resources can happen through coordination.

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Importance of coordination

- **Functional Differentiation** : An organization has many departments or sections performing different functions. All these functions are important for achieving the overall goals of the organization. If all departments work in isolation from the others, then they might not work in tandem. Therefore, coordination is essential for integrating the functions.
- **Lesser disputes** : Many departments play an important role in helping the organization achieve its goals. They are also capable of assessing the nature and scope of work they perform. However, they are usually unaware of the importance of other department's roles leading to disputes. Coordination can help solve such disputes.
- **Reconciliation of goals**: All individuals have their own goals which are more important to them than the organization's goals. Coordination helps to reconcile the employee's goals with the departmental and organizational goals.

The slide features a video inset of a man in a purple shirt speaking. At the bottom left are the logos for IIT Khargapur and NPTEL. The text 'IIT Khargapur' is centered at the bottom.

Then, functional differentiation: an organization has many departments and divisions right. You we always know because of the better perform you know betterment of managing the company. So, all these functions are important for achieving the overall

goals of the organization. If all departments work in isolation from others then you know they will not work in tandem right. So, the coordination is the one which becomes a key which is actually connecting all these departments right.

Though you know functional differentiation is very important because you know we are talking about you know you know division of labor because you know you need to create some specialized departments, I do not want to make it very generic yes, creating a specialization is important. But, at the same time how this specialized department are going to be connected? Which is a thread which is going to connect all other department that the coordination is become a thread to connect all the departments for the better functioning of the company.

Now, lesser disputes: of course, when there is a you know better coordination and you know with the departments knows how the information has to pass through, how these two departments are connected to each other in some forms let us say it can be your sharing of resources, it can be a sharing of a you know information, it can be sharing of a data, it can be multiple ways the moment the information is over the moment they know how the transaction is happening between the department, how the coordination happens when there is a less dispute.

Why? The clarity is increasing the moment clarity is increasing the dispute comes down and conflict comes down. Then reconciliation of goals and the thing we discussed is at this particular point you know in the very first slide also all individuals have their own goals which are more important to them than the organization goals. So, actually coordination actually helps to you know come out of this you know differences right.

There is always you know likely chances of you know ambiguity in perceiving the goal right though ambiguity is nothing, but know where you know there is there is a difference of opinion when you perceive a particular goal, but you know you should actually get the clarity ambiguity has to be removed, so that there is a consistency mean in you know fixing the goals. This is what our goals are right.

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Importance of coordination

- **Differentiation and Integration:** Usually, activities of an organization are divided into two types of units like, specialized and homogeneous. Also, to achieve group efforts, authority is delegated to different levels in the organization. Coordination facilitates this process.
- **Encouragement of team spirit:** In an organization, there exist many conflicts between employees, departments, etc. Coordination encourages people and departments to work as one big team and achieve the common objectives of the organization. Therefore, it encourages team spirit.

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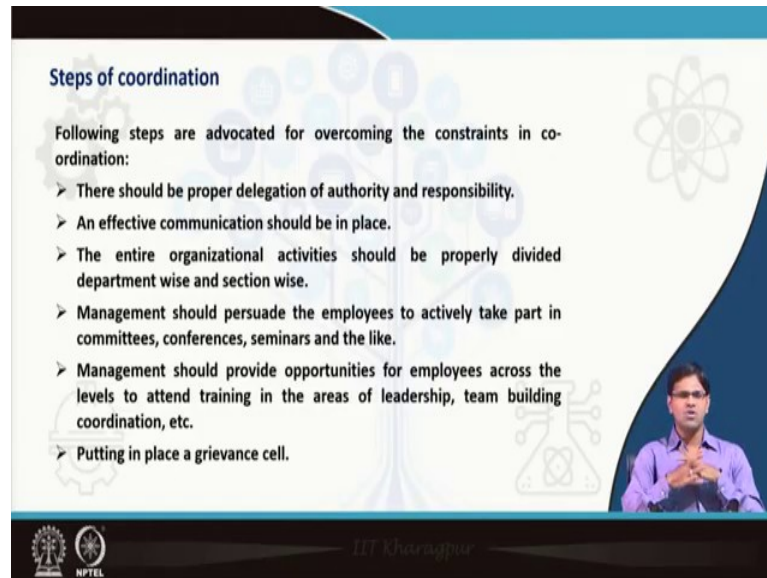
Then differentiation and integration: see, differentiation is a definitely important because you know we need to ensure that you know companies actually able to you know divide the jobs into specialized tasks, so that you know you can hire a right person to do that specialized task, but of course, integration is important. Yes, I create a differentiation by inner specializations. Now, this specialization has to be integrated also. So, coordination actually facilitates this process. You need to have a specialized and then homogeneous group also ok.

Then encouragement of team spirit in an organization there exist in you know many conflicts between employees, departments, divisions or even that different business unit, divisional look at their conflict can happen. Actually, coordination encourages people and departments work as one big team and achieve the common objectives of the organization. So, actually you know the by way of this coordination it is actually increasing a team spirit.

See, what is actually this coordination does? So, though you are all different departments, but the coordination actually reminds you that you know you work for a company and you know company has a goal. So, then you are actually creating an identity that you belong to a company, you do not belong to the department right. It is actually reiterating you know making a person realize that yes; you are working for a company not for the department.

So, the coordination actually increases the team spirit know you feel the oneness feeling within the organizations that actually is very important ok.

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Steps of coordination

Following steps are advocated for overcoming the constraints in coordination:

- There should be proper delegation of authority and responsibility.
- An effective communication should be in place.
- The entire organizational activities should be properly divided department wise and section wise.
- Management should persuade the employees to actively take part in committees, conferences, seminars and the like.
- Management should provide opportunities for employees across the levels to attend training in the areas of leadership, team building coordination, etc.
- Putting in place a grievance cell.

The slide features a blue and white color scheme with a background of faint icons including a gear, a lightbulb, a network diagram, and a person. A small inset video of a man in a purple shirt is visible in the bottom right corner of the slide area. The NPTEL logo is at the bottom left, and the text 'IIT Kharagpur' is at the bottom center.

So, now let us look at these steps of coordination. There are several steps you know we will we will start with you know very basic steps. There should be a proper delegation of authority and responsibility. For the coordination to happen you need to say you know divide the groups, works and form as a subset of the works and then you create set of roles and then delegate the authority and responsibility.

Unless otherwise you do not delegate this authority and responsibility it is very difficult to see who is accountable for what and who has to be connected with another department. So, it is very important. Then, in effective communication should be in place. So, communication becoming an essential component in management; unless, there is a you know let us say you know poor usage of tool to communicate or even the process you use to communicate, then it is going to actually impact your company.

So, you know you should have an effective communication system in which place it can be a written communication, it can be your internet, it can be your e-mail, it can be your WhatsApp group, it can be anything, but you should always have a you know communication platform right.

Because you know the coordination most of the time it is not physically one person goes to another department informs, pass the message, it is through a communication you need to happen right. Maybe you know once you feed the information, it will automatically flow to the next department that creates the coordination, it is also communication system. So, you need to have a communication system.

Then entire organizational activity should be properly divided into department wise and section wise. It is very you know essential see pre request for the coordination right unless otherwise there is no division and there is no department then what is the you know role for coordination. You do not need role of coordination right.

So, where you need to with clearly divide with respect to department means you know again at differentiation you create department wise, specialization wise and section wise so that you know the better operation is in place. People able to understand their job clearly rather than having a cumbersome task, they do not even understand their job description it is very difficult. So, better you create department section wise, then you try to create the coordination.

And, then management should persuade employees to actively take part in committees, conferences, seminars and the other forums so that you know there is a scope for them to learn and create the coordination. And, management should provide opportunity for employees across all levels to attend training in areas of leadership, team building, coordination this is very important because you know it will actually you know add lot of values as a company.

And putting in place of grievance cell, when you are talking about you know coordination there is always likely to have you know conflicts. Conflict is you know you know byproduct when you have a lot of departments of sections wise or you even think about many products or a project, if that the you know conflicts are common.

And, you know you need to have a grievance cell, so that know the grievances are amicably settled, amicably smoothness of settling is actually going to enhance the better coordination because you know see the two conflicting groups become very cohesive. You know they become very bonded after the conflict is resolved. So, you need to have the grievance cell in place so that you know they better handle it right.

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Steps of coordination

- There should be a proper system for reporting.
- Skilled workers are to be rewarded adequately.
- The management should induce the employees to take active part in meetings, committees, conferences, seminars and the like.
- The management should encourage the employees to have friendly relationship with others.
- Managers should have opportunities to get training in the area of leadership, coordination, planning, staffing and the like.

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And, there should be a proper system of reporting. So, reporting you know actually guides to understand you know measure and it also helps you to control it right. So, whether these people are working or not, then the reporting will also help you to see how far the coordination is, how far the sync is happening. If there is a you know let us say you know there is a inconsistency or there is a overlap or whether there is a gap between the reporting structure, then you we need to have the proper reporting system, so that you know you will be able to see a track it also right.

And, skilled workers have to be rewarded adequately. You need to ensure that no workers are rewarded adequately and of course, as it is a repetitive one, we are talking about no management should provide lot of opportunities for them to participate in meetings, conferences you know forums within the departments, within the organizations.

And you know and it is very important you know to create a collegial environment where there is a friendly relationship happening between the people. So, that actually that kind of a friendship all the you know you are talking about the relationship building, the rapport building between the department which will actually increase the cohesiveness and then bounciness between the departments.

And, managers should have opportunity to get training in the area of leadership coordination because you know as I said manager plays an important role of you know collectively bringing teams together or the departments together.

So, there should be provided training on this some of these skills right – coordination skills, planning, staffing, managing people. These interpersonal skills are very important skill for a manager unless otherwise a manager did not have the skills or hold these skills then you know manager become a you know problem maker. Manager become a creator of the problem rather than the solver of the problem right ok. These are the steps in the coordination.

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Principle of coordination

Earlier in the context of functions of management, an outline was made on the principle of coordination including-continuity, reciprocal relation, direct contact, clarity of objectives and communication. Here in reference to Mary Parker Follet, brief discussion has been made on the following fundamental principles of coordination-

- **Principle of direct contact:** Coordination can be achieved by direct contact among the individuals concerned. Direct personal communications bring about agreement on methods, actions and ultimate achievement. It also eliminates the treat and ensures prompt action.
- **Principle of early beginning:** Coordination can be achieved more readily in the early stages of planning and policy making. Therefore direct contact must begin in the very early stages of the process.

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Let us understand some of the principles of the coordination. So, earlier in the context of functions of management an outline was made on the principles of coordination including continuity or reciprocal relations, direct contract you know, clarity of objective and communications. Let us try to understand some of the principles of coordination.

Principles of direct contact: coordination can be achieved by direct contact among the individuals' concern. See, we always seen right when you have a you know you know mediator between people, what is the problem of having a mediator? The information passed through you may not be reaching a receiver, the same way you are sending the message.

So, that is why coordination requires a direct contact. Let us say you know two party let us say you know party X and party Y let us say employee X and Y has to interact, then a it is very important employee X and Y are in direct contact rather than through somebody of let us say you know A is actually mediating between X and Y. There is always likelihood that no this actually create a lot of conflicts.

So, it is show that there is a direct contract is established for a better coordination. Unless otherwise there is a necessity that only A can interact with X? Yes, of course, then it is fine, but even the X and A has to be you know brought into a direct contact.

Then principals of early beginning. So, when you are talking about a two people have to have a direct contract then you know you need to ensure that know these two people are already roped in from the time of inception from the time of you know discussions or even during the time of planning, you know brainstorming session itself we need to bring these two people.

So, you know bringing them as early as in the direct contact is actually better so that know they travel in conceiving the idea, developing the idea, implementing the idea. So, the there is an always a highly likely chance of having a better coordination ok.

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Principle of coordination

- **Principle of reciprocity:** All factors in a situation are reciprocally related and should be coordinated. For example, when A works with B and B in turn works with C and D, each of the four finds himself influenced by the others, influenced by all the persons in the organisation in given situation.
- **Continuity:** Coordination is a continuing process, something which must go on all the time. It cannot be left to chance, but the manager must constantly work at it.

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Then principle of reciprocity: see, in you know you need to understand that you know every company if you look at you know there is a reciprocal relationship. So, when there

is a reciprocal relationship means for example, I render something and then he gives back something, there is always a reciprocal relation. For example, when A works with B; B in turn works with C and D and then you know each of the four himself influence each other right.

So, because you know one information will impact each other so, he has working in work with the other department no other person. So, there is always you know reciprocity you know principles of reciprocity has to be established because let say you know I pass some information, you know give me something, so that you know I also rely on you and then you also rely on me there is a high amount of you know coordination can happen, then there is a continuity.

So, coordination is a continuing process as I already informed. So, the principal also states that yes, coordination should be a continuous process it is not a you know one-time event. Yes, not definitely not. It is not a one-time activity it is a continuous activity and as long as the organization exists, as long as the multiple departments exist coordination should be on, it is a continuous activity. It cannot be a one-time event right.

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Functions of coordination

- 1. Planning:** To the extent rules, regulations, policies, procedures and programmes are clearly laid, there would be consistency in action. This would help in achieving co-ordination.
- 2. Organizing:** Where the authority and responsibility of superiors and subordinates is clearly defined, co-ordination can be achieved. There would not be any misunderstanding among employees across the cadre.
- 3. Directing:** When the manager gives clear instructions, motivates the employees, coaches them and mentors them, there will be greater co-ordination.
- 4. Staffing:** Where right men are appointed for the right job, co-ordination can be achieved with ease.
- 5. Control:** To the extent deviations from the standard are addressed and the performance is aligned to the target, there is co-ordination. Thus co-ordination is inherent in all managerial functions.

The slide features a blue and white color scheme with a network diagram background. A small inset video shows a man in a purple shirt speaking. Logos for IIT Madras and NPTEL are visible at the bottom.

Now, let us now think about the functions of the coordination. Planning: you know to the extent rules, regulation, policies, procedures and programs are clearly laid, there would be a consistency in actions. This would actually help in achieving the better coordination.

You should have the you know rules and regulations it is written and it is explicitly known so that it is increasing the greater coordination.

Then, organizing – where the authority and responsibility of superiors and subordinates are clearly defined, coordination can be achieved. So, you know when the authority and responsible is clearly defined it is actually increasing the greater coordination. Directing: when manager gives a clear instruction it motivates employees, coaches them, mentors them there will be greater coordination. Unless otherwise you know manger do not give a clear instruction, it is very difficult for you to create the coordination.

Staffing you need to hire a right person for the right job you have a you know wrong person at the position and then you expect them to perform and the coordination actually you know he will actually disrupt the information which has to go to the other information other department right. So, you know you know have a right person.

Then, control to the extent when there is a deviation from the standard you need to have somebody to direct, you need to say come on, you are deviating. You stop doing this; you need to better go this direction so that the coordination is increased actually ok.

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The slide is titled "Limitations of coordination" and discusses the challenges of coordination in modern management. It features a list of two main limitations: "Lack of Administrative skill" and "Misunderstanding". The slide also includes a small video inset of a speaker in the bottom right corner and logos for IIT Madras and NPTEL at the bottom.

Limitations of coordination

Coordination faces some problems in the present day context of management practice. Here are the limitations of coordination in management-

- **Lack of Administrative skill:** While hiring employees, it is possible that some inefficient candidates get selected who do not understand the administrative procedures properly. This can result in ineffective coordination.
- **Misunderstanding –** In a large organization, hundreds of employees work together and interact on a daily basis. Ideally, they must have a mutual understanding and work as a team. However, in many cases, misunderstandings creep in between employees which creates a problem in coordination.

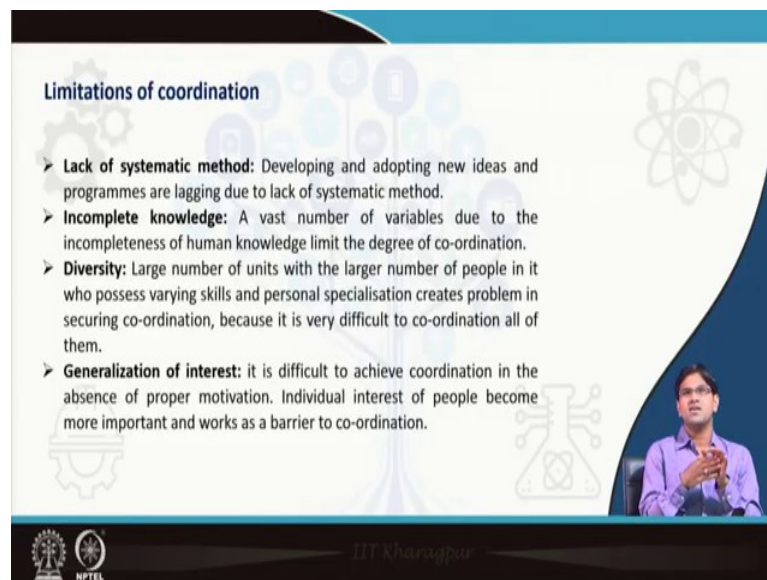
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So, some of the limitations of the coordination happened because you know now, we say no a lot of coordination happens in with the organizations, there is also some of the limitations in the coordination.

Lack of administrative skills: when hiring an employee, we what we always look at it you know we always see you know I am hiring a technical person. Though you know person processing a technical skill is very important because you know he or she has to perform the job, but it is also very important that know he or she should possess some of the administrative skills. Because you know no person can never going to be in the same position, he or she has to perform certain managerial tasks as well you know that administrative skill is very important. Unless otherwise you know can know the particular employee do not possess some of these administrating skills it is going to actually impact the coordination.

Then, misunderstanding: in large organization, you see the huge number of employees working and you know they interact with the multiple people you know matrix organization you report to multiple groups and multiple divisions and you know there is always likely would you know misunderstanding creeps in between employees which actually creates a problem for you know coordination and also hampers the organizational performance.

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Limitations of coordination

- **Lack of systematic method:** Developing and adopting new ideas and programmes are lagging due to lack of systematic method.
- **Incomplete knowledge:** A vast number of variables due to the incompleteness of human knowledge limit the degree of co-ordination.
- **Diversity:** Large number of units with the larger number of people in it who possess varying skills and personal specialisation creates problem in securing co-ordination, because it is very difficult to co-ordination all of them.
- **Generalization of interest:** it is difficult to achieve coordination in the absence of proper motivation. Individual interest of people become more important and works as a barrier to co-ordination.

The slide features a blue and white color scheme with decorative icons of gears, a tree, and a molecular structure. A small inset video shows a man in a purple shirt speaking. Logos for IIT Kharagpur and NPTEL are visible at the bottom.

Then lack of systematic method, you know developing and you know adopting new ideas programs lacking due to systematic method. You know sometimes you know organization do not follow this systematic method because they feel you know let me pick something, so that it is quickly made decisions; in it is not a systematic approach.

And, incomplete knowledge there are times it happens you know vast number of variables due to incompleteness of human knowledge that actually limit the degree of coordination happens. And, diversity of course, you know every organization has got you know diverse employee, workforces, you know people come from different ethnic backgrounds, different races, you know we talk about caste system or the religious there are a lot of diversity happens you know.

When people come from a different diverse group there their conceptualization is different, their ideologies are different, the way they think or you know take these things are different. So, it is actually creating lot of issues for the you know coordination right because you know when two people perceive differently or conceive the ideas in a different form, then it is an actually you know will become a blocking point for the coordination.

Then generalization of interest: it is difficult to achieve, coordination in absence of proper motivations, unless otherwise you know you know both the people have this similar interest to achieve it is very difficult to create the coordination. Because you know you think something and I think I have a different interest you have different interest, it is absolutely not possible to create a compatibility between the two people ok.

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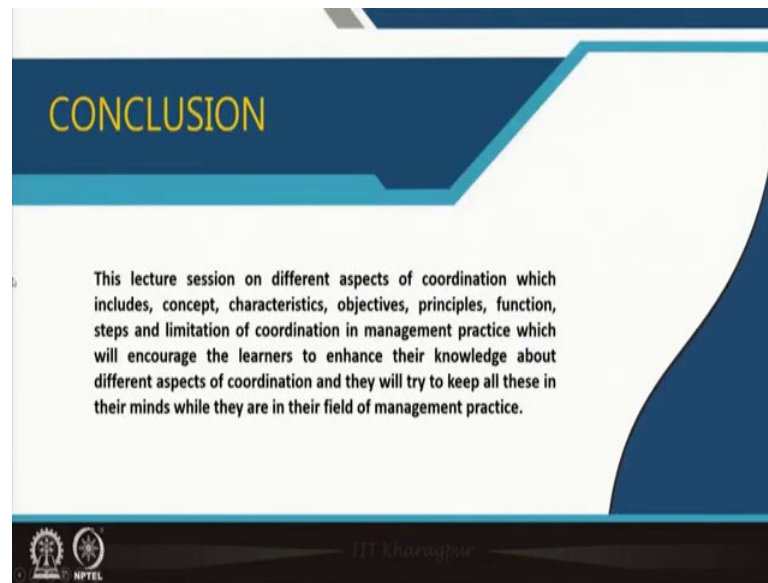
The slide features a dark blue header with the word 'REFERENCES' in yellow. Below the header is a list of five references, each preceded by a right-pointing arrow. The references are: 1. Bhattacharyya DK. (2012). Principle of Management, Text and Cases, Pearson, New Delhi. 2. Charles WL Hill and Steven L. McShane. (2008). Principles of Management, Published by McGraw-Hill/Irwin. 3. Stoner AF. Principle of Management, Pearson, New Delhi. 4. Ellen A. Benowitz. Clifford Quick Review Principle of Management, Hungry Minds, New York, NY 10022. 5. <https://www.economicdiscussion.net/management/coordination/>. In the bottom right corner, there is a small video inset showing a man in a purple shirt speaking. At the bottom of the slide, there are logos for IIT Madras and NPTEL.

REFERENCES

- Bhattacharyya DK. (2012). Principle of Management, Text and Cases, Pearson, New Delhi
- Charles WL Hill and Steven L. McShane. (2008). Principles of Management, Published by McGraw-Hill/Irwin
- Stoner AF. Principle of Management, Pearson, New Delhi.
- Ellen A. Benowitz. Clifford Quick Review Principle of Management, Hungry Minds, New York, NY 10022
- <https://www.economicdiscussion.net/management/coordination/>

These are the references.

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Today, we discussed about the coordination; we also discussed about the principles; different functions; how you can do the coordination and we also learnt about why coordination is important; how it is actually you know helping the companies to increase their better performances ok.

Thank you.