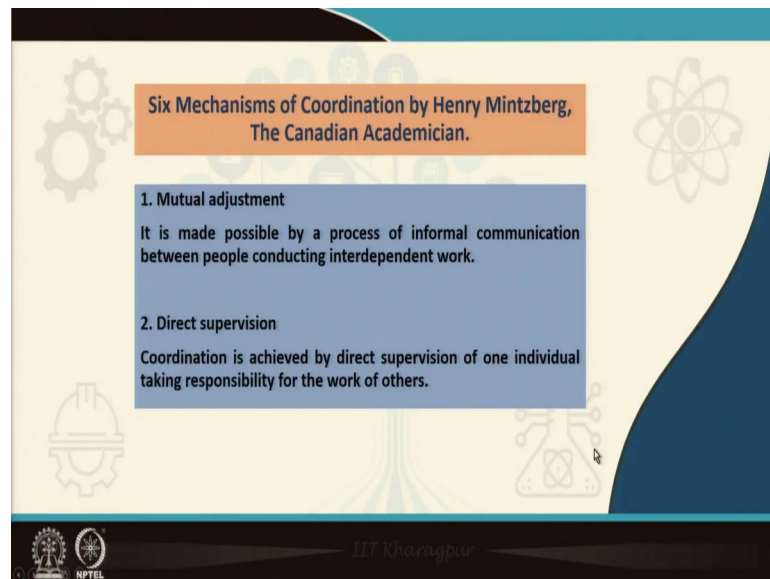


**Principles of Management**  
**Prof. Susmita Mukhopadhyay**  
**Vinod Gupta School of Management**  
**Indian Institute of Technology, Kharagpur**

**Module - 08**  
**Lecture - 40**  
**Coordination - Concept, Issues and Techniques (Continued)**

Welcome back to the discussion on the Coordination - Concept, Issues and Techniques. We will continue with the discussion.

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So, here in this session we are going to discuss on the six mechanisms of coordination given by Henry Mintzberg. The first mechanism is that of mutual adjustment. Mutual adjustment it is made possible by a process of informal communication between people conducting interdependent work. So, we have already discussed about the process of cooperation earlier.

So, here we understand like, why this cooperation is very important part of coordination? And, also why communication between two people is important? If a person knows like what are the expectations, the other person is having from one like the from me if I know, what the other person can expect of me and what I can expect from the other person, what are the duties that I am supposed to perform, what are the duties the other person is supposed to perform and how our functions are interrelated with each other?

Then, what are the skills, abilities competencies I too have, what are the skills abilities and competencies the other person to have, and then what are the constraints that I have what are the constraints the other person has also, then we can form a very good symbiotic relationship with each other.

We can like form a very coordinated relationship with each other by the process of mutual adjustment; where, if people are doing interdependent work, they can mutually adjust between themselves to give out an output, which is like together they give an output which is really value additional.

Second is Direct Supervision- coordination is achieved by direct supervision of one individual taking responsibility of the work of others. So, if and there is somebody who is there to guide, they who is there to mentor and see like well or whether there are any like hindrances happening while the persons are functioning their work, then it is done in a better way.

(Refer Slide Time: 03:13)

The slide is titled "Six Mechanisms of Coordination by Henry Mintzberg, The Canadian Academician. (Contd.)". It features a light blue background with decorative icons of gears and a molecular structure. A dark blue curved shape is on the right side. A small video inset shows a woman in a blue shirt. At the bottom, there are logos for IIT Kharagpur and NPTEL.

**3. Standardization of work processes**  
Coordination is made possible by specifying the work processes of people carrying out interrelated tasks - specifying the work content in rules or routines to be followed.

**4. Standardization of output**  
Coordination is obtained by specifying the results of different work specifications that outline the dimensions of a product to be produced.

Standardization of work processes - coordination is made possible by specifying the work processes of people carrying out like interrelated tasks; specifying the work content in rules or routines to be followed. So, this of course, is possible when do we do have a very routine kind of activity, well established activity, where all the processes are known, then only we can lead to the standardization of work processes.

So, where processes which are well established, well known being performed, well tested; then in those cases, if we have the standardization of work processes, then like coordination becomes easy. Standardization of output - coordination is also obtained by specifying the results of different work specifications that outline the dimension of a product to be produced.

Like, if I know like what are the outcomes to be expected and what will be the outputs from a specific process, if it is well defined and outlined properly, like what would be the dimensions in all; so, we can check and cross validate with it we can coordinate and find out how that output can be reached.

So, in that way a well coordinated activity may happen, because we know what are expected and how it is going to look like, what are the parameters of measuring the output; then, we can coordinate our activities towards reaching that output.

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Six Mechanisms of Coordination by Henry Mintzberg,  
The Canadian Academician (Contd...).

5. Standardization of skills and knowledge :  
It means different work is coordinated by the related training and education, which the workers have received (as in medical specialists - surgeon and an anesthetist) responding almost automatically to each other's standards.

6. Standardization of norms:  
The works are controlled, that are usually for the entire organization, for which everyone functions according to the same set of beliefs.

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Standardization of skills and knowledge: it means that the different work is coordinated by the related training and education, so which the workers have received. So, like for it is for being in a specific profession like if you want to be a surgeon an anesthetist you have specific training for it.

And, there are specific qualities and standards, which will tell you, which is going to guide you, whether you have achieved that quality or not, whether you have like been

well trained in that the requirements required activities or not to perform well in that role.

So, responding to almost automatically to each other standards. So, if there is a suppose an operation medical operation is going on, where there is a team of surgeon and an anesthetist required. And, together if they are functioning well together, then the operation is going to be successful.

Then, in that case because the surgeon has got his or her own training and knows like, what are the requirements of the job, what are the requirements of the role; and, anesthetist is also a specialist in his or her field knows like, how to give the anesthesia, how or what is the dose and what will be the method which may vary from patient to patient and from disease to disease based on the condition and age of the patient and other things.

And, like how to coordinate the activities with the surgeon; like, what then what happens together as a team, they can make an operation successful. Similar for OT nurses also it is very important like, they are well trained not only in their own domain, but they know like, what roles they are supposed to be played, when they are functioning in as a coordinated team?

Standardization of norms: the works are controlled that are usually for the entire organization for which everyone functions according to the same set of beliefs. So, it is very important to have a standard set of norms, here maybe we can broaden it to organizational culture and beliefs.

So, that if there is a guiding principle guiding norm, which guides us towards what are the expectations then, what are expected to be like an employee when there inside the organization, what could be your expected level of performances also. Then, everybody knows like what are expected of them. And, accordingly they can align their own values, their own expectations to the expectations of the organization and believe and believes and behave in the expected way.

So, here also like coordination is important between like the personal value system, personal expectations from the job. And, also knowing what is the organizations values, what are the organizations norms, what is expected of an employee from the particular

organization; so, that, I can match my own expectations with that of the organization's expectations.

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**Coordination and other functions of management**

It is fact that coordinating function cannot be separated from other functions of management as described below.

- Coordinating through planning – Coordinating is a part of planning, because it tells what to include in a good plan and how to execute it. Planning facilitates co-ordination by integrating the various plans through mutual discussion, exchange of ideas.
- Coordinating through organizing – Coordinating is the very essence of organizing. It is part of organizing, because it takes the first lead. In fact when the management assigns and groups various activities to the departments, coordinating of the activities is the uppermost in its mind.

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As we are already discussing like, generally we do not see coordination as a function, which can be separated from other functions of management; rather coordination is a function, which is well ingrained and intertwined with the other functions of management. If in like rather, if coordination is not an integral part of any function of management, it is not going to become effective.

So, let us see like, how coordination function is like related with the other functions of management. Coordination through planning - coordinating is of course, a part of planning, because it tells what to include in a good plan and how to execute it. Planning also facilitates coordination by integrating the various plans through mutual discussion and exchange of ideas.

Coordinating through organizing - coordinating is the very essence of the organizing. It is a part of organizing, because it takes the first lead. In fact, when the management assigns and groups various activities to the departments, coordination of the activities is the uppermost in it is mind.

Here we were giving the example of the orchestra. If, you see like in the orchestra what happens there are different maybe sets of musicians, who are performing together in a on

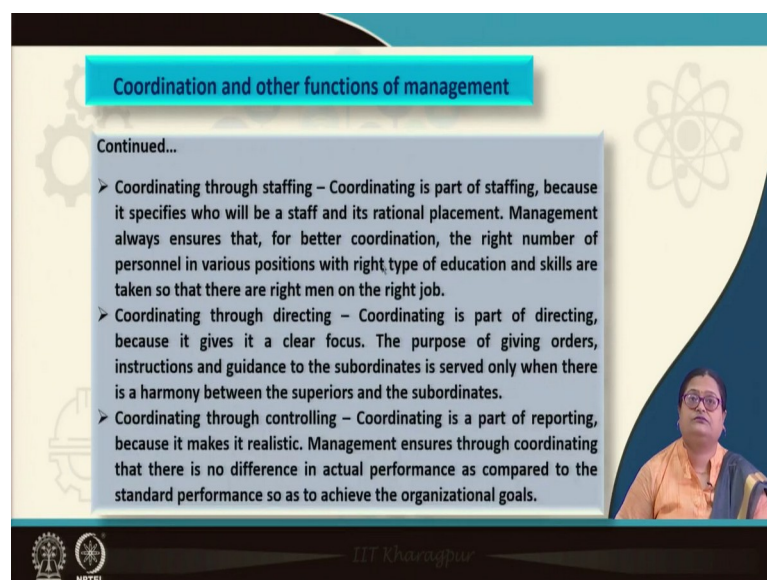
different instruments sometimes, there are different sets of instruments, who were coordinating with the each other, then maybe like that there is a vocal and instrument together.

But again, there is of course, a bandmaster who tries to like, coordinate all the like tells like which set of instruments is going to play first followed by which set which will lower down itself. So, the other gets it is place so all having to be synchronized in a proper way.

So, when that is done properly, then what happens, then only music comes out. Otherwise, if everybody starts playing together in very high volume and rhythm, then maybe we are not able to enjoy any music which is generated from any of the instrument rather it creates disturbances.

So, organizing properly depends on coordination. And, that coordination helps to be like all the subsystems of a particular organization to be in harmony with each other and like coordinate with each other be in harmony and like, play its own role when it is expected to do to its best level. So, that it can facilitate the functioning of the other subsystems also together contributing to a bigger objective.

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**Coordination and other functions of management**

Continued...

- Coordinating through staffing – Coordinating is part of staffing, because it specifies who will be a staff and its rational placement. Management always ensures that, for better coordination, the right number of personnel in various positions with right type of education and skills are taken so that there are right men on the right job.
- Coordinating through directing – Coordinating is part of directing, because it gives it a clear focus. The purpose of giving orders, instructions and guidance to the subordinates is served only when there is a harmony between the superiors and the subordinates.
- Coordinating through controlling – Coordinating is a part of reporting, because it makes it realistic. Management ensures through coordinating that there is no difference in actual performance as compared to the standard performance so as to achieve the organizational goals.

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Coordinating through staffing - coordinating is a part of staffing also, because it specifies who will be a staff and where will be its the rational placement. Management always

ensures that for better coordination, the right number of personnel in various positions with the right type of education and skills are taken. So, that there are right men on the right job.

Here again to reiterate maybe what you have discussed in details in staffing, recruitment and selection. It is not only the skills the competencies which matters as per your education, or the technical skills, or the know how that you have, the conceptual skills, competencies maybe that you are having.

But it is very important to know your behavioral competency, the attitude that you have in order to contribute to the organization, attitude that you have to respect your team members, respect others in your team, respect other departments, be compassionate towards their functioning understand like, what is your role in the whole process, where you need to contribute also.

So, this mindset of the employees is really very important in order to make them good team members; understanding what you are good at how your competency is going to like help towards the functioning of the group. So, these will be discussed in details whenever you are talking of team members, later on in our course based on the team roles.

But these are also very important understanding, that a person should be having in terms of what are like the expectations of could be of the other group members and your attitude to be a proper team member, which are very important part of staffing. Next, when you talk of coordinating through directing, it is a part of directing because it gives a clear focus.

The purpose of giving orders is instructions and guidance to the subordinates is served only when, it is in harmony between the superiors and subordinates. So, what we may discuss over here is the because the superior is somewhat in a level of hierarchy up, upper than the subordinate he may have an able to see the organization from a greater height and then get to see the bigger like canvas of it. Where and where he may tell like where do the subordinate fit in, where what are the things that the person needs to do, and how to do it and all.

But we have to take into mind also like the he also needs to listen to whatever the subordinates are telling. Because, the subordinates may be at the bit lower level of the hierarchy may have more details of the processes that as happening in the department, which are like having a higher view from the higher level in the hierarchy, the process person may have a big horizontal view, but the detailing may be missing.

So, we have to understand like, if it is a mutual process, where like where both the superiors and the subordinate should be like in harmony between each other. So, if the superior is telling something, it is like instructions and guidance. It should be taken in a positive way and to see like, how I can move in and fit into the bigger picture. But, also on the same side the superior also needs to listen to the subordinates, if any detailing is required at particular level.

And, then together maybe an objective need to be set, which we generally look forward in management by objectives, which has already been discussed in earlier discussions. Coordinating through controlling - coordinating is a part of reporting also, because it makes its realistic. Management ensures through coordinating there is no difference between actual performance as compared to the standard performance so as to achieve the organizational goals.

So, something when it is expected and it is made known to the persons to the employees in the organizations, what are the parameters and what all the actions defining those parameters are clearly told informed, then and these are something is set as a standard expected performance. Then, how closely the actual performance can be made to fit to the standard performance can be achieved only through the process of coordination.

Coordination between understanding what is the actual goal, what are the actual performance and what are the standard performance, what is the gap in the skill set requirements and how that gap can be closed through proper training development know how etcetera. So, the coordinating this whole activity leads to the controlling and reducing the gap between the actual performance and the expected standard performance.



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**Coordination in Project Management**

In every project management we find that planning, coordinating, and managing resources are important to ensure the project successfully achieves its goals within the given frame of time and resources. Besides, following issues are taken care of in the project management-

- Project managers try to facilitate coordination between all public agencies involved in the project as well as between the public and private sector parties.
- They coordinate projects, schedules, and budgets with planning, transportation, health, design and construction, enforcement, utilities, and other departments as are felt necessary.
- Hold regular meetings and facilitate interagency communication and coordinate with regional and national governments and seek better integration into the process of large-scale plans.
- Communicate progress using multiple mediums, such as online, update signs, weekly flyers, or in-person meetings and announcements.

Dr. Khairul Hossain

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Now, when you are talking of project management, coordination is a very important part in project management so, that is why we are trying to discuss it separately over here. In every project management we find that there is a planning, coordinating, and managing the resources are important to ensure that the project successfully achieves its goal within the given frame of time and resources.

Sometimes there is a given time definitely there is a given time for the project and defined resources also and deliverables are told. So, to achieve that thing, it is very important like there is a planning, coordination and managing of the resources so that you can achieve the deliverables within the given time and the given resources.

So, besides like taking care of other things which are there, it is very important that the project manager also takes into consideration the importance of coordination. What it needs to be coordinated is the project manager may try to facilitate coordination between all public agencies involved in the project as well as between the public and private sector parties.

So, we may understand because of project it may involve different stakeholders, like the society is there, competitor is there, government is there, private bodies are there, NGOs are there, like the civil society organizations could be their suppliers are there. So, there are n number of people that have their stake in the particular project.

So, for the smooth happening of the project so, it is very much required that the project manager, tries to facilitate coordination between all public agencies and the public and private sector parties. So, that they get to understand each other's viewpoints and make corrections on the like, what they are doing and what are the expectations.

Next important point is the coordinate projects, schedules and budgets, with planning, transportation, health, design and construction, enforcement utilities and other departments as felt necessary. So, if you understand, if a huge project is taking place; so, you have to like coordinate with the schedules like, when your raw materials are coming, what will be your plans, what are your budgets.

And, like you may need to coordinate with various public departments, you may need to coordinate with various ministries also like, here some example is given like, a transportation department, maybe health department, coordination like your constructions department many things.

Like, you have to first check out and find which are they will be the connected departments, which will have a definite role or influence on the project that is at hand. And, accordingly like you may need to have to coordinate with this various parties or the departments as and when necessary.

So, you also need to have regular meetings and facilitate interagency communication and coordinate with regional or your national governments, and seek their better integration into the process of the large-scale plans. So, as we told a government is of course, a major stakeholder of any kind of project.

So, it is very important to like, coordinate with the government and the other agencies. And, try to coordinate with the regional and the national governments, because governments are the elected representatives of the society.

And, they may have their views on the like, the functioning of the project like, what are its deliverables, what was the projects responsibility in terms of corporate social responsibility to give back to the society. So, these things need to be understood and like when you and maybe the project will have some environmental impact or not. So, how to take care of this? So, like, how to take care of if any sustainability issues are there or not.

So, regular discussions need to be made with the various stakeholders, interagency communication, and coordination with the like regional and national governments, because legal issues could be there also. So, ethical issues could be there. So, you do not know like where from the issues may crop up.

So, you need to be well aware of the stakes of the various parties, who can influence or be influenced by the nature of your project, and you need to have regular communication with these agencies. So, communicate progress using multiple medium, such as online, update signs, weekly flyers, or in-person meetings and announcements. So, that is also very important because when your people have invested their money, like the shareholders, they have given their money into your project.

And, they have trusted you with their money that it will not be wasted and maybe it is going to earn them some return, it is a duty on your part as a part of the project management, to communicate progress using multiple medium such as online update signs, or weekly flyers, or in person meetings and on general meetings announcements.

However, so, that your stakeholders and your shareholders get to know like, what you are doing, how you are progressing and like how you are doing it also. So, how you are doing it is very important in present context, like whatever it is not only important to deliver some deliverables.

But the process that you take it is very important from the stakeholder's perspective and from the business ethics perspective also. So, it is very important that you communicate your progress and the ways followed for it has do the through various mediums. So, the people get to understand your roles and responsibilities towards the various stakeholders and to the society at large.

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The slide features a title 'Advantages of Coordination' in a blue box. Below it, a text box states: 'There are many advantages or benefits of coordination in staffing and management. They are-'. This is followed by two bullet points: 1) 'Efficiency and economy: Coordination helps to improve the efficiency of operations by avoiding overlapping efforts and duplication of work. Integration and balancing of individual efforts provide a smooth and harmonious team work. Coordination is a creative force which makes possible a total result which is greater than the sum of individual achievements.' 2) 'Good human relationship: Besides promoting the efficiency of operations, coordination improves the morale and job satisfaction of employees. Composite and orderly effort established through team spirit and executive leadership enables employees to derive a sense of security and personal contentment from their job.' A small video inset in the bottom right shows a woman with glasses speaking. The slide footer includes the NPTEL logo and the name 'Dr. Khuram'. The background has a light yellow and blue color scheme with faint gear and atom icons.

Now, we will move on to the advantages of coordination. There are many advantages or benefits of coordination, like in staffing and management. Like they lead to efficiency and economy; coordination helps to improve the efficiency of operations, by avoiding overlapping of efforts and duplication of work.

Integration and balancing of individual efforts provide a smooth harmonious teamwork. We were talking of the complementary functions, we were talking of mutual adjustments, we are talking of synchronization, we are talking of synergy, so we are talking of symbiotic relationships. All these things are where we are talking of geared towards increasing the efficiency and economy.

So, as coordination is a creative force which makes possible a total result which is greater than the sum of the individual achievements. It is also giving rise to good human relationships. Besides promoting the efficiency of operations, coordination improves the morale and job satisfaction of the employees.

Composite and orderly effort established through team spirit and executive leadership enables employees to derive a sense of security and personal contentment from their job. So, because people by nature are gregarious being, they love to be there with others, they love to function with others.

So, if there is a good coordination and then it helps to develop the morale and job satisfaction of the employees; if working in a team together when there is an interchange of ideas, when there is an interchange of thought processes like, mutual learning about how to do things together and mutual cooperation geared towards the common objective and it is achieved.

So, a great sense of satisfaction is derived from this teamwork and the deliverables that is done for it. So, the joy of enjoying to enjoying the presence of each other joy of working together, it gives a great value addition in terms of good human relationships, that really boots up the performance and performance becomes very effective.

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**Advantages of Coordination**

Continued...

- **Unity of direction:** Coordination helps to ensure unity of action in the face of disruptive forces. By welding together different departments and sections into one entity, coordination ensures the stability and growth of an organisation.
- **Art of integration:** Coordination is an all inclusive concepts or the end result of the management process. Management is nothing more than coordination of all activities, efforts and forces that affect the organisation from within and without. Coordination serves as a key to all managerial functions.
- **Organisational effectiveness:** Coordination fosters loyalty and commitment among employees. This enhances the effectiveness and stability of the organisation.

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Unity of direction - so, coordination also helps to ensure unity of action in the face of disruptive forces. By welding together different departments and sections into one entity, coordination ensures the stability and growth of an organization.

So, if we know how to coordinate with each other, if we know how to function together; then, be there any disruptive forces we can understand what are the expectations and how to withstand the stress and progress forward in a positive way. Art of integration - coordination is an all-inclusive concept or the end result of the management process.

So, if we can think of what is the function of coordination, we can tell like management is nothing more than coordination of all the activities, efforts and forces that affect an

organization from within and from without when you talk of within, we talk of internal forces of the organization, and when you talk of without, which is the external forces of the organization; and the coordination serves as a key to all managerial functions.

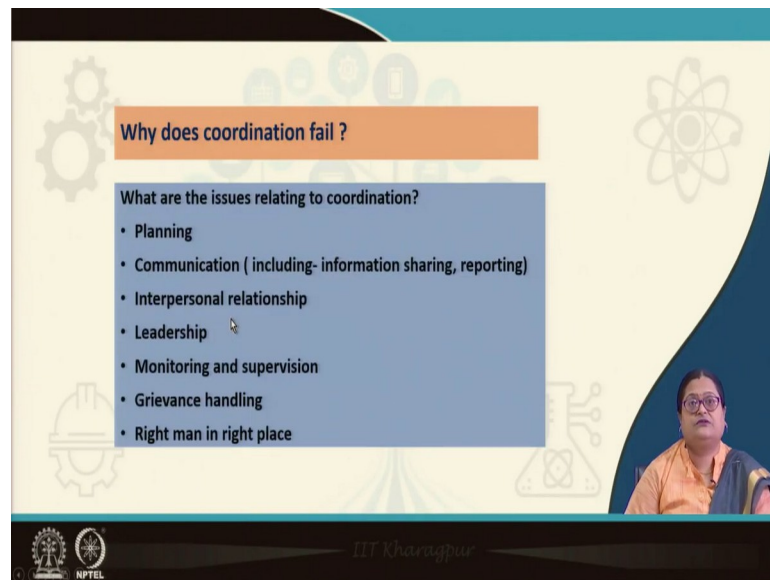
In the next sessions when you are going to discuss organizational change, we will also see over there how coordination is an important functions whenever we are discussing like bringing in harmony between the weather or different life stages of the organization, or the different departments of the organization, or at the different levels of the organization; when you are talking of introducing change or to do something in a much better way, or if there are certain negative forces coming in the organization.

How the coordination of the internal forces and will help you to interpret the environment in a proper way and maybe find business opportunities out of it and answer to those problems. Organizational effectiveness - coordination fosters loyalty and commitment amongst employees. This enhances the effectiveness and stability of the organization.

As we are told like, if all the departments understand like how they are related with each other, if the team members understand their mutual functions and how they can contribute towards each other's development. Then what happens, it gives more loyalty and commitment to the employees.

If they also understand how the organization takes care of the employees, what they do for like, coordinating their personal growth, with the growth of the organization, then it also fosters loyalty and commitment of the employees. This enhances the effectiveness and stability of the organization.

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**Why does coordination fail ?**

What are the issues relating to coordination?

- Planning
- Communication ( including- information sharing, reporting)
- Interpersonal relationship
- Leadership
- Monitoring and supervision
- Grievance handling
- Right man in right place

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Now, we will try to discuss sometimes coordination fails. What are the issues related to coordination? We understand if there is not a proper planning, for coordination, coordination may fail if we do not know what are the competencies of the each of the groups, how their functions are interrelated to each other, what are the constraints and different groups; they will not be able to like, where like what are their individual contributions towards the greater organizational goals.

And, then how they should be synchronized properly one after another or maybe at the same time, then what happens like we cannot do the planning properly. So, it is very important like in order to do the planning we need to have all this background information. And, if planning is not done properly then coordination also fails.

Communication: so, communication if it is not done in a proper way definitely coordination is affected. So, communication means information sharing and reporting properly also. Interpersonal relationship is very important in terms of coordination as we are telling interpersonal relationships, cooperation's, these help coordination to take shape.

So, if we have tried many things maybe, but the persons decide not to cooperate with each other, due to whatever reasons possible and then they want to sabotage each other then it happens coordination will not be successful.

Leadership is an important factor, the leader needs to understand what are the roles expectations, competencies in the person, how they can contribute to a greater goal, how their functions need to be how the function of one team, needs to be coordinated with the other team;

How to set a superordinate goal if, two teams seems to be in like apparently in conflict with each other, but they are very well performing team and both of them are important for the organization how to set a superordinate goal. So, that they are going to work together these are very important qualities that the leadership, needs to see the leadership needs to be a visionary if the leadership, needs to be well planner and executor in order to like do a coordination properly.

Monitoring and supervision are also two important functions of the organizations, which are important for coordination. It is also important that we have a proper grievance handling mechanism. As we told like the when people are seeing from top down, they may have a very broad view of the organization. But, coming down at the employee level there could be certain integrities, certain issues, which the person who is looking from the top may miss out. And, those may give rise to certain dissatisfactions.

So, if there is a proper grievance handling mechanism, it gives an avenue for the employees to like, voice those things, whether it is a like something how to improve the organizations functions which you call the promotive voice or if it is a prohibitive voice also in terms of like, if some wrong is happening with the employee, then how the employee can report it so, that his own needs are taken care of.

So, these things the employee can if there is a proper grievance handling mechanism. The employee can channelize those things towards the top management who can again coordinate and try to see, like whether these errors can be minimized or in if a person is telling very good suggestions whether these can be implemented, which will again motivate the employee like my suggestions have been heard.

So, these mechanisms of communications should be well established. It is also important to place the right man in the right place. So, that the person can act as a linking pin, between the two functions provided he has a mindset for it and he has a good behavioral competency for it.



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The slide is titled "Obstacles to Co-ordination" and lists the following factors:

- Vested interests, self centered
- Ambiguous rules and regulations
- Conflicting roles
- Lack of commitment
- Communication gap
- No delegation
- Lack of trust and respect, jealousy
- Insufficient resources
- Lack of efficient leading

The slide also features a small video inset of a woman in the bottom right corner and logos for IIT Kharagpur and NPTEL at the bottom.

Some of the obstacles to coordination are vested interests and self centeredness ambiguous roles and regulations. So, if you have like some self-centered interest and you do not want to cooperate maybe that will be an obstacle.

So, if your rules and regulations not clearly defined, if it is ambiguous you do not know what to expect of each other, then it may lead to difficulty in coordination. If, there are conflicting roles and conflicts of interest, then it is very difficult to coordinate and if there is a lack of commitment also on the part of the organization and of the employees towards the organizational goal.

Communication gap is a major obstacle to coordination, if there is no delegation of responsibilities and decision-making power, then also it leads to lack of coordination. Most importantly if there are lack of trust and respect, jealousy amongst each other. So, it will lead to obstacles in coordination, because one will act as a block in front of the other.

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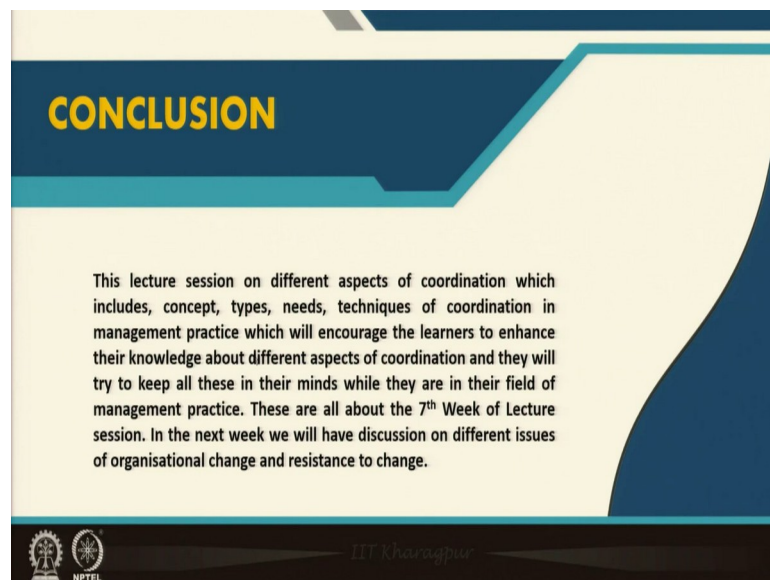
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Also, insufficient resources and lack of efficient leading are the obstacles to effective coordination.

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## CONCLUSION

This lecture session on different aspects of coordination which includes, concept, types, needs, techniques of coordination in management practice which will encourage the learners to enhance their knowledge about different aspects of coordination and they will try to keep all these in their minds while they are in their field of management practice. These are all about the 7<sup>th</sup> Week of Lecture session. In the next week we will have discussion on different issues of organisational change and resistance to change.

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So, here we come to the closure of this whole session that we discussed on we started with staffing, then we went through discussing the recruitment and selection processes. In details we discussed about the performance management, performance appraisal, in the context of high-performance work system. We also discussed about why career management is important; career development and career management are important.

And, we also found out how coordination is a very important function, which is helping all these things to happen properly, without coordination amongst the functions and within the function itself, we cannot expect to prefer proper staffing recruitment selection, performance appraisal, or career management to happen in a proper way, the coordination is expected for each of these functions.

In the next weeks to come up we are going to have a detailed discussion on organizational change, resistance to change and functions effective change, theories of change. And, further we will go on discussing in the next few weeks on communication, leadership, teamwork, motivation, etcetera, stay tuned.

Thank you.