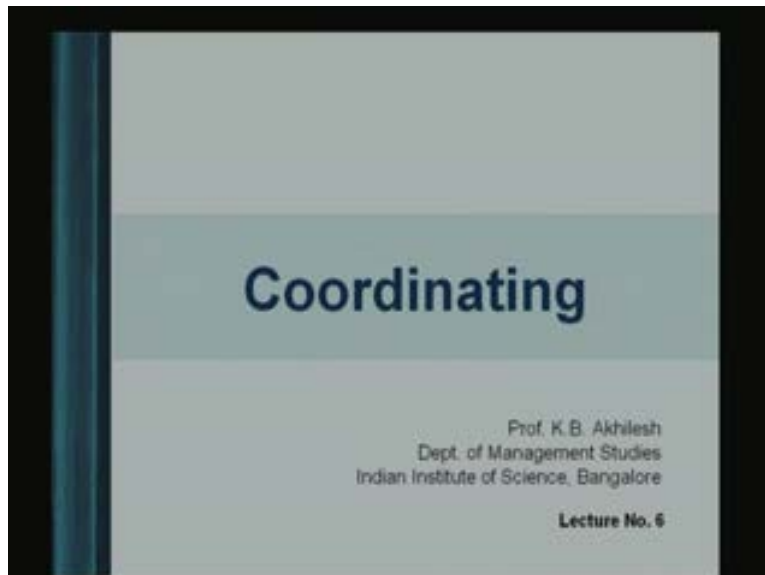


Concept of Management and Evolution of Management Thought
Prof. K. B. Akhilesh
Department of Management Studies
Indian Institute of Science, Bangalore

Lecture - 06
Coordinating

About the evolution of management the objectives and also the management by objectives, the details of planning and organizing. Today we will focus on coordination, coordinating.

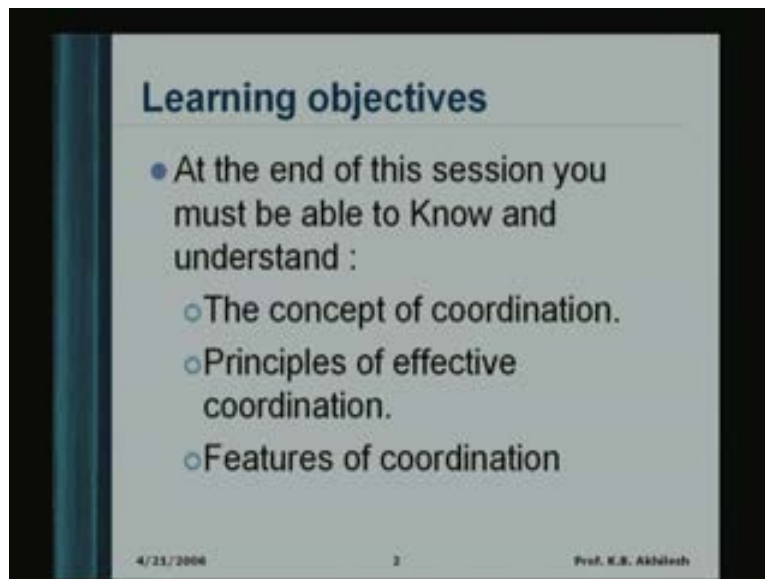
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Coordinating as emerged as one of the core functions of management. So in this lecture, we will attempt to explore different dimensions of coordination and you must know the concept of coordination, principles of effective coordination, features of coordination and why we do this coordination in terms of the aims of coordination, types of coordination, need for coordination, importance of coordination and also the problems involved in coordination. Adding these are the learning objectives and we will try and get that complete picture of how coordination is the key function of management. Coordination involves the development of units of purpose and the harmonious implementation of plans for the achievement of desired ends. In our previous

lecture, we looked at organizing would involve division of labour, creation of departments and arranging the departments in such a way that overall it is linked to the stated objectives of the organization and also the plans to meet or achieve those set objectives.

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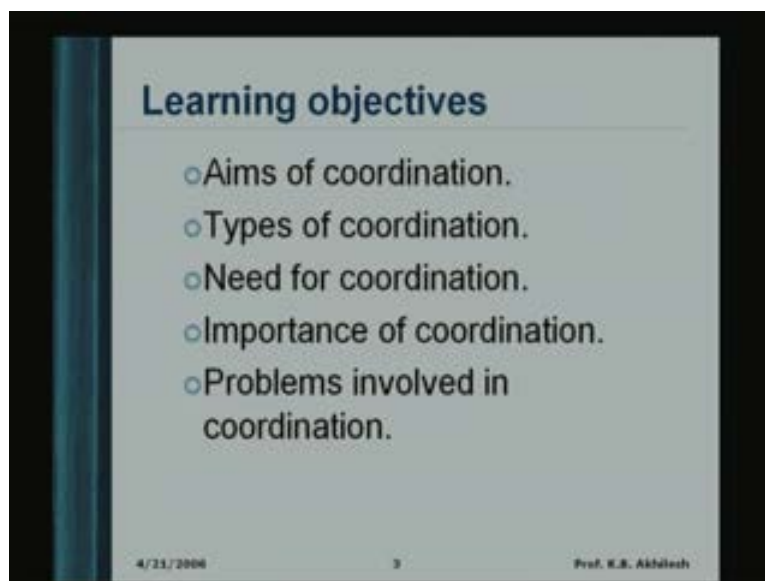


Learning objectives

- At the end of this session you must be able to Know and understand :
 - The concept of coordination.
 - Principles of effective coordination.
 - Features of coordination

4/23/2006 3 Prof. K.S. Akhlesh

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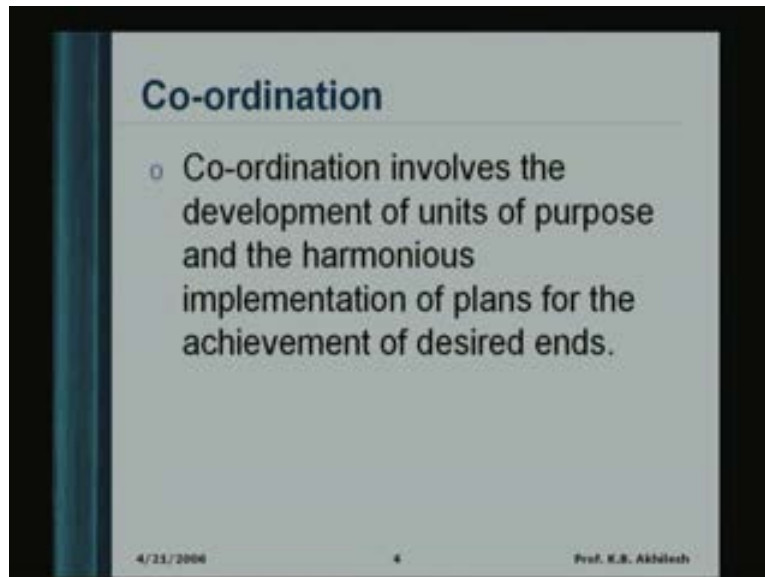


Learning objectives

- Aims of coordination.
- Types of coordination.
- Need for coordination.
- Importance of coordination.
- Problems involved in coordination.

4/23/2006 3 Prof. K.S. Akhlesh

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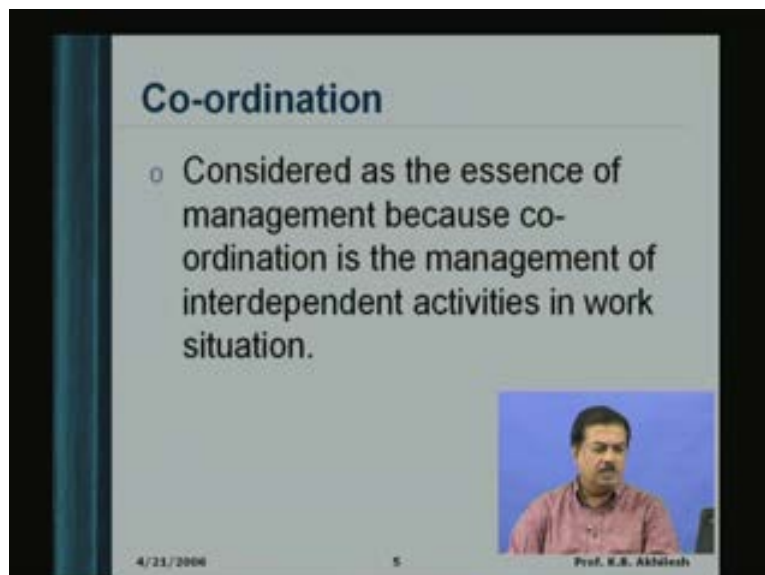
Co-ordination

- Co-ordination involves the development of units of purpose and the harmonious implementation of plans for the achievement of desired ends.

4/23/2006 4 Prof. K.B. Akhlesh


So the coordination is the next step of bringing the departments and establishing a harmonious relationship towards this implementation of plans. So planning is a must division of labour is a must departmentation is a must effective organization is a must, when we start thinking about coordination and each of these things are pretty interlinked.

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Co-ordination

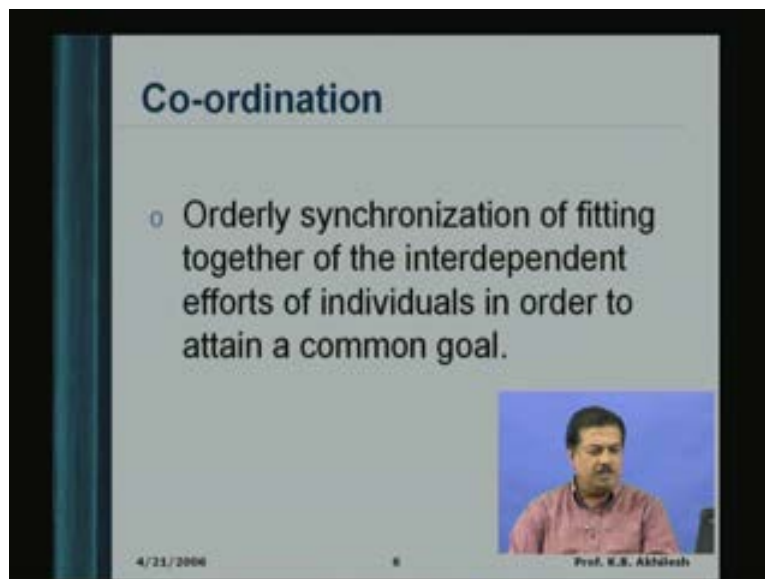
- Considered as the essence of management because co-ordination is the management of interdependent activities in work situation.



4/23/2006 5 Prof. K.B. Akhlesh

Consider, particularly the coordination as the essence of management because the management organization is basically inter dependent in its nature. Individuals can do activities independently but when you think of organization, when you think of management it is always, it is coordinated effort, inter dependent activities and inter dependent activities towards productive action because management we have viewed earlier is towards maximization of profits, the gains, increase of productivity, the reduction of waste and many of these things and each of these things will or can be done only through effective coordination and that is how it is essential to understand coordination in detail, orderly synchronization of fitting together of the interdependent efforts of individuals in order to attain a common goal. So the key element of any of the definitions of coordination is this interdependent, interdependency of the various activities.

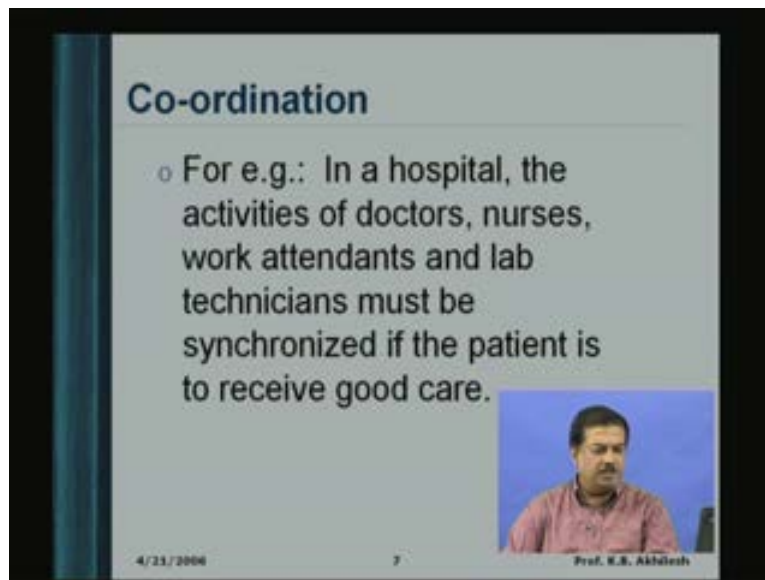
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So the departments have to work together, individuals have to work together, various functions have to help support it has to be mutually, mutually inclusive to look at to achieve and excel in any area of activities or in the business and that is how coordination is an aspect of synchronization. We can look at any organization it may be an educational situation, it may be the hospital, it may be the business organization. So typically if you see the hospital the

activities of doctors nurses the work attendants lab technicians all must be synchronized if you think the patient needs to get the good care.

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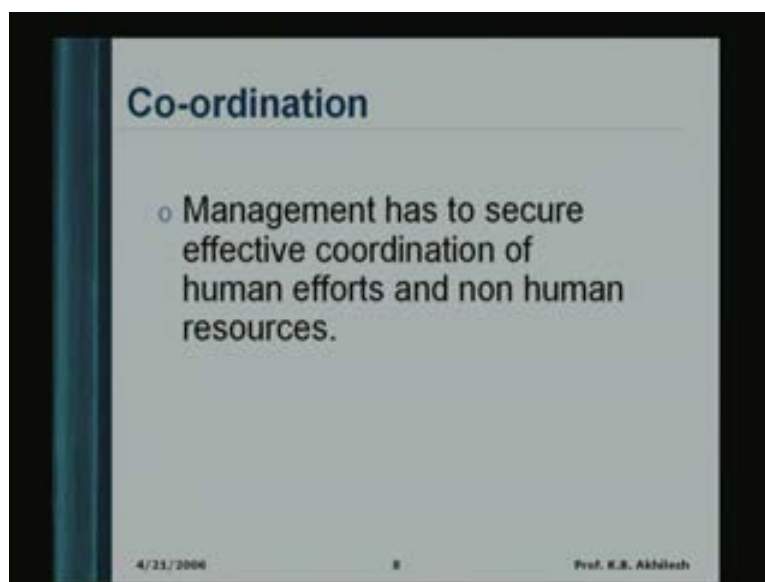
A presentation slide titled "Co-ordination" with a light blue background and a dark blue vertical bar on the left. The slide contains a bulleted point: "o For e.g.: In a hospital, the activities of doctors, nurses, work attendants and lab technicians must be synchronized if the patient is to receive good care." In the bottom right corner, there is a small video inset showing a man with a mustache, wearing a pink shirt, speaking. At the bottom of the slide, the date "4/23/2006", the slide number "7", and the name "Prof. K.S. Akhlesh" are visible.

Co-ordination

- o For e.g.: In a hospital, the activities of doctors, nurses, work attendants and lab technicians must be synchronized if the patient is to receive good care.

4/23/2006 7 Prof. K.S. Akhlesh

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A presentation slide titled "Co-ordination" with a light blue background and a dark blue vertical bar on the left. The slide contains a bulleted point: "o Management has to secure effective coordination of human efforts and non human resources." At the bottom of the slide, the date "4/23/2006", the slide number "8", and the name "Prof. K.S. Akhlesh" are visible.

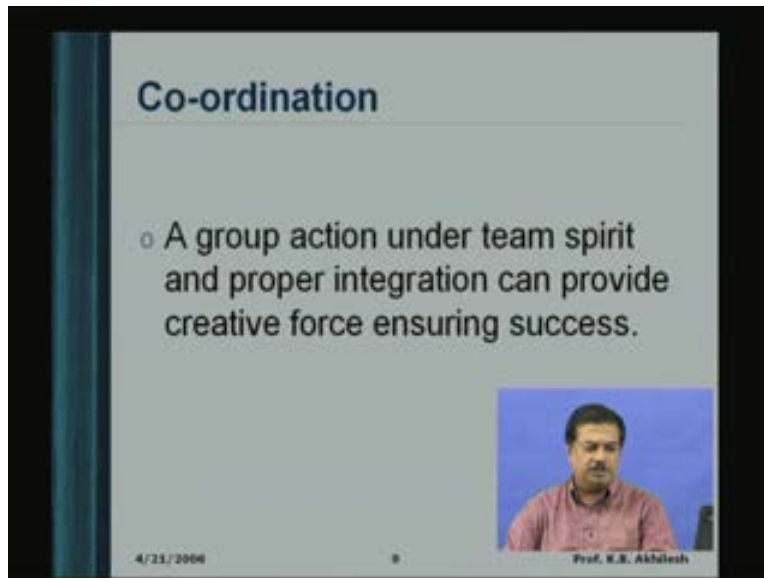
Co-ordination

- o Management has to secure effective coordination of human efforts and non human resources.

4/23/2006 8 Prof. K.S. Akhlesh

So that is how the simplest view is that the coordination is a must and a necessary element and it involves both human efforts as well as a non-human resources. So the materials, the information and use of various facilities in the organization and that is how the coordination is not only focused on the human efforts but also the utilization of the resources of the organization, coordination also the group action under team spirit.

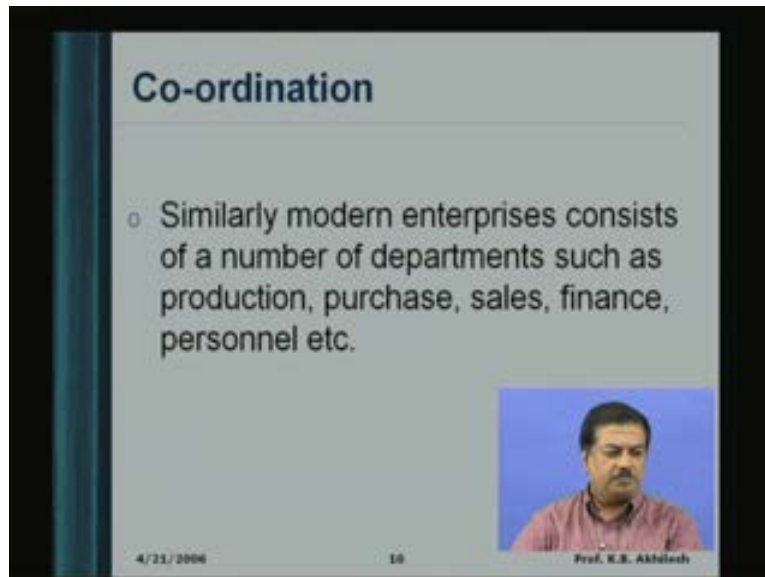
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So the and proper integration can provide creative force ensuring success. In other words organizing, organization you would have defined duties and responsibilities, you would have recruited right people, you have created specializations, you have created departments but at different points of time the human initiative, human creativity. The calculated risk taking all these things have to come into picture, so coordination necessarily involves all of these things.

So it is success driven and the success driven is also linked to the initiative, the passion, the risk taking of the various members of the team and that is how the team spirit, is there at the back of any coordination or coordinating of the activities. Similarly, if you look at the views of different people modern enterprises consists of a number of departments such as production purchase, sales, finance, personnel.

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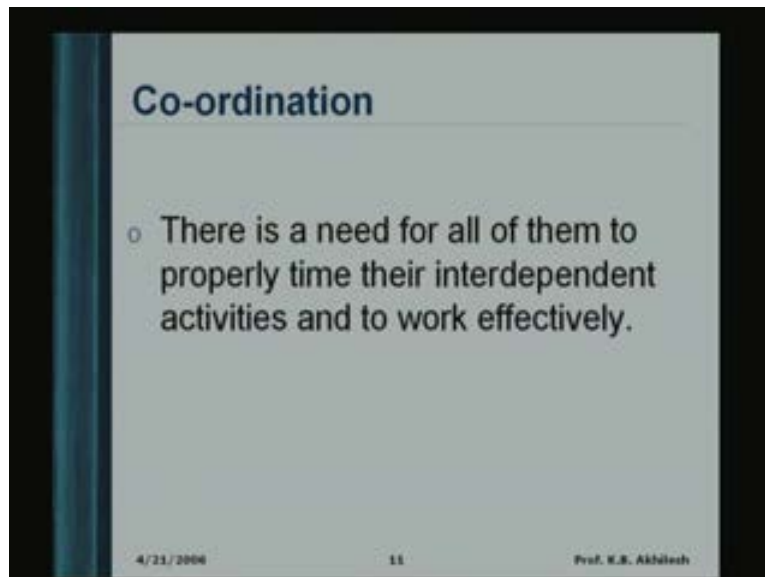


Co-ordination

- Similarly modern enterprises consists of a number of departments such as production, purchase, sales, finance, personnel etc.

4/21/2006 10 Prof. K.S. Akhlesh

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Co-ordination

- There is a need for all of them to properly time their interdependent activities and to work effectively.

4/21/2006 11 Prof. K.S. Akhlesh

We have seen in there as a part of the departmentation, it could be geographically distributed groups, it could be product related groups or it could be the function related groups as we are seeing like this production purchase and sales and each of these groups have to work in harmony all of them have to manage their interdependencies and work effectively if they start

working in an independent way or if they manage their interdependencies to a lesser degree most of the time it results in organizational waste of resources, waste of time and many of times it also results in blame game and problems of leadership problems of control and so coordination is also seen as the key element of managerial functions.

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Principles/Requisites for Effective Co-ordination

- 1. Early Start:** There should be coordination even in the early stages of planning and policy making
 - for e.g., there should be mutual consultation among the concerned officials while preparing itself .

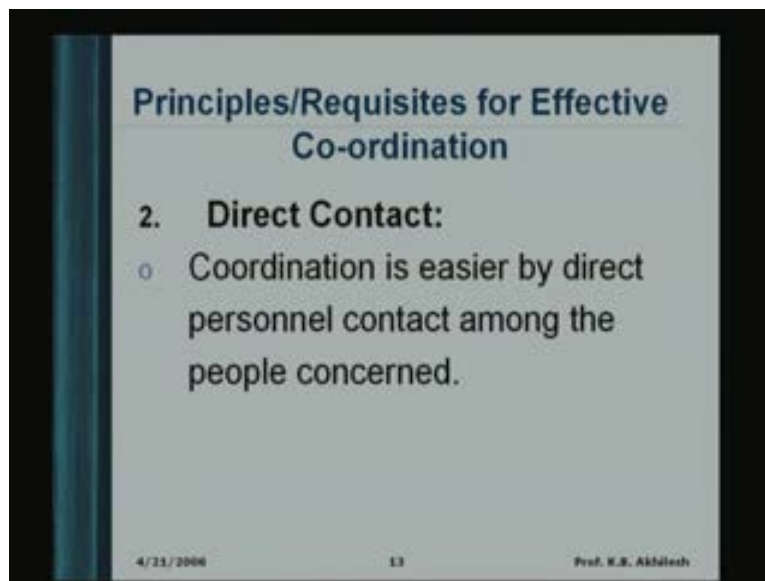
4/23/2006 13 Prof. K.S. Akhlesh

So if you see what are the basic principles? What are requisites of effective coordination? One can list many things, one can list an exhaustive set of things but in this lecture I would like to consider what people have or researchers, practitioners have identified as some of the key or the prioritized aspects only. So please do not think, the listing, the narration what I am going to give is an exhaustive listing but treat it as only illustrative aspects of coordination. One of the first things you need to really bother with is the early start. So the coordination should happen at the very early stage of the planning and the policy making, at the time of setting the objectives itself then people are involved, people understand, people appreciate.

So there should be a mutual consultation among all the concerned stakeholders, concerned departments, concerned individuals at the preparation of the plan itself. So preparing the plan jointly is one of the key steps towards achieving better coordination. Second important thing

where principle one could think of is wherever you have a direct presence, direct understanding of what is happening then there will be a better coordination. So it is the personnel contact among all the people concerned face to face communication, face to face interaction would always be most useful for direct coordination.

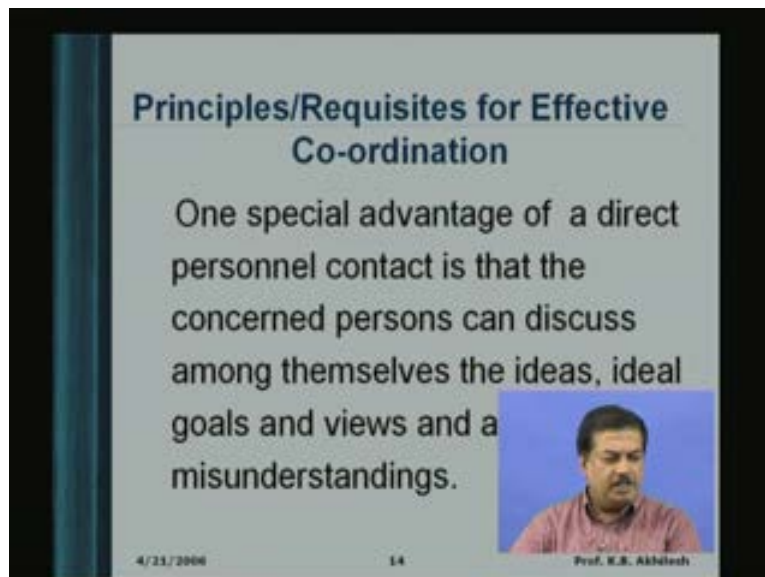
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Today, we are seeing several of the groups they work in an impersonal way, in an synchronous way and people also call it as an virtual way but we are talking about those situations where when people can being the same area, they are not geographically distributed, they are work with the same time frame. So in such situations if they can come together if the boss and subordinates if they have a face to face interaction and a direct interaction coordination would be better.

The next thing if very clearly if you see that they can discuss this in detail, they can discuss their ideas, they can look at their goals, what they considered as the perfect goals or what is achievable goals and then through that process of discussion and dialogue, they can overcome the misunderstandings. The next important principle is continuity.

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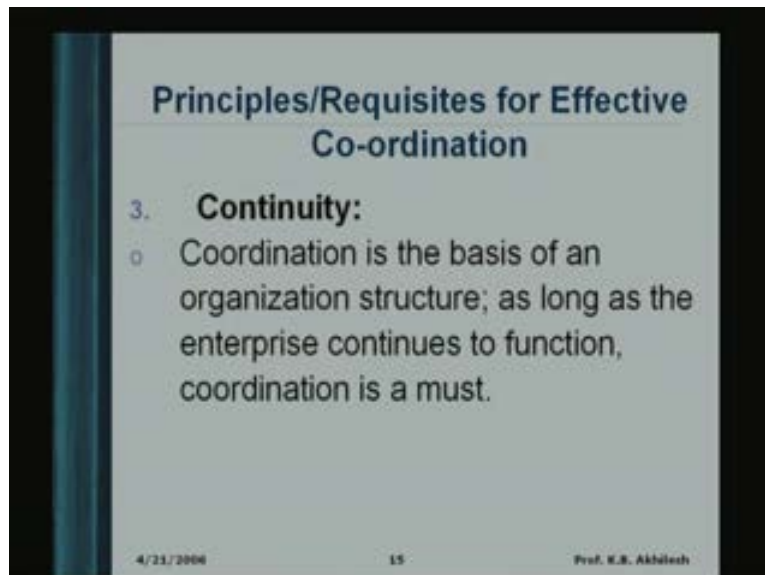


Principles/Requisites for Effective Co-ordination

One special advantage of a direct personnel contact is that the concerned persons can discuss among themselves the ideas, ideal goals and views and a misunderstandings.

4/23/2006 14 Prof. K.S. Akhlesh

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Principles/Requisites for Effective Co-ordination

3. **Continuity:**

- o Coordination is the basis of an organization structure; as long as the enterprise continues to function, coordination is a must.

4/23/2006 15 Prof. K.S. Akhlesh

So the continuity can be viewed in different ways but it is the basis of an organizational structure it should not depend upon the wimps and fancies of the individuals. So as the individuals come and take positions in the organization, one may start prioritizing. So when you have set plans, set goals, set understanding when people are working together then if

people start reinterpreting, questioning the activities then there would be issues then people agree on something, they work on something else during the plan implementation process but they end up getting some other results and that is how a continuity of different work, continuity of the understanding, continuity of the leadership becomes one of the critical elements of coordination.

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Principles/Requisites for Effective Co-ordination

- Coordination must start from the stage of planning and should go on all the time as it is a continuous process.

4/23/2006 16 Prof. K.S. Akhlesh

So one can say the continuation of the enterprise itself and also as we mentioned the coordination must start from the stage of planning and should go on all the times as it is a continuous process. So the every time you are able to refer back to the plan documents and the planning which you have done with respect to the overall goals of the organization that must be understood and then any corrections, any improvements need to be in relation to what you have agreed upon in the previous step. The next important part of the coordination or the principle could be the dynamism. Coordination should not be very rigid it is not just adherence to the procedures, it is not just very strict adherence to the plans as people go the, there are always the difficulties are there, the problems are there.

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Principles/Requisites for Effective Co-ordination

4. Dynamism:

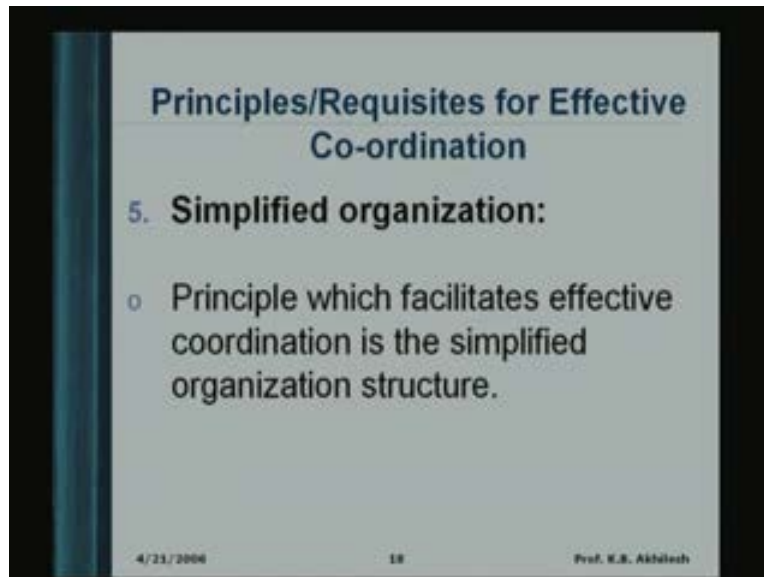
- o Coordination should not be rigid.
- o Achievement of coordination itself modifies the strength of the contending forces and will create new conditions.

4/23/2006 17 Prof. K.B. Akhlesh

So modifications one need to do, so as one group is modifying the others need to understand why are they modifying, what are the changes they are trying to bring it particularly, in a in the current business context. When the sales people collect the details and then the marketing group when they give the information to the production then some changes could come because of the customer preferences. So those things need to be articulated some new technologies may be available so in a fast changing technological context. So new priorities may be get defined either by the organization or by the customers.

So the important thing is the coordination, so you are able to respond to the changes in the environment or within the organization and then able to incorporate those changes. So dynamism is not there then usually it results in rigid working conditions. The next part of it is a simplified organization, the principle which facilitates effective coordination is the simplified organizational structure, the organizational structure we saw yesterday that the reporting relationships the link between various departments, the kind of authority and the responsibility would define throughout the organizational system.

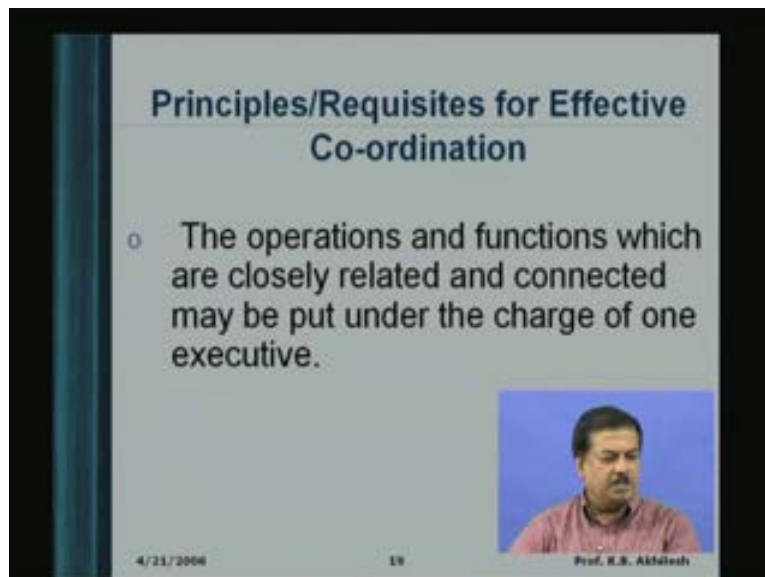
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So if it is too complex and it is too distributed then it is not easy for the effective coordination. Let me give you a simple example, if some person is supervising three divisions 3 departments to that extend, it is easy to coordinate the activities but if someone is viewing about 18 departments or 20 departments then it is impossible because the time, the effort, the comprehension and the details to be seen gets reduced. So it is extremely important to have the structure which is responsive, responsible and then has a has a reporting relationship which is basically manageable, what is manageable means the key element is that the concerned manager is able to coordinate all the activities, coordination means, it is the supervision, it is the guidance, it is the direction, it is the control all are basic elements of coordination.

So the operations and the functions which are closely related and connected may be put under the charge of one executive. So that one person then can relate all these related activities and take some of these views but some managers do take or do have the opinions that even dissimilar activities may be put under the charge of one executive for ensuring effective coordination.

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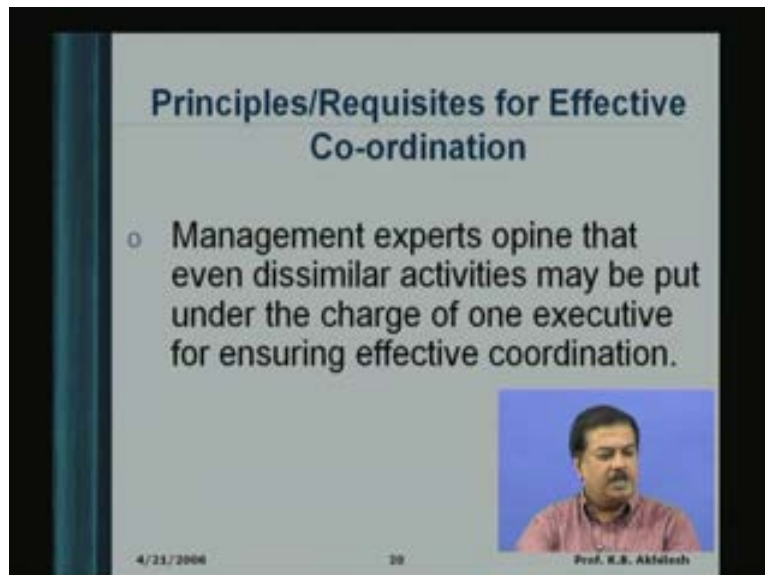
Principles/Requisites for Effective Co-ordination

- The operations and functions which are closely related and connected may be put under the charge of one executive.

4/21/2006 19 Prof. K.S. Akhlesh

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Principles/Requisites for Effective Co-ordination

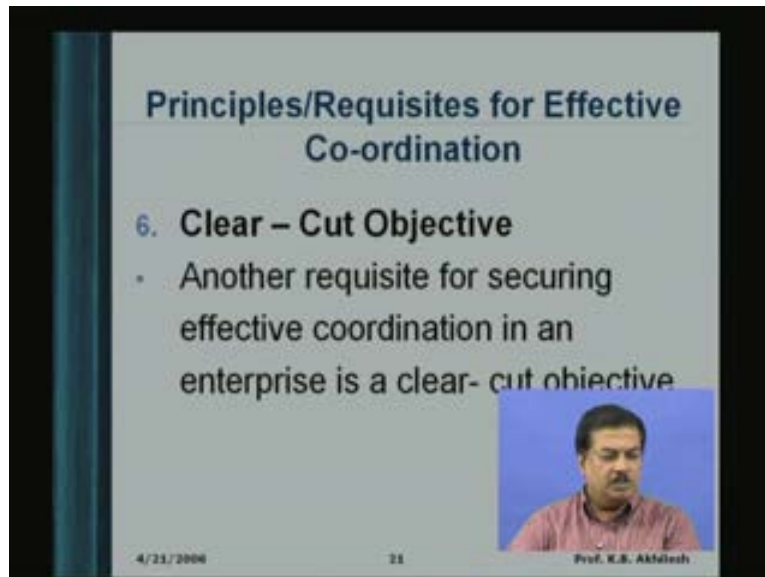
- Management experts opine that even dissimilar activities may be put under the charge of one executive for ensuring effective coordination.

4/21/2006 20 Prof. K.S. Akhlesh

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So sometimes 2 functions particularly, if you see the production and marketing operations and R and D for the design. So some of these things some you can put together which has the kind of a coordinated or closely linked activities but sometimes this specializations between HR and finance can be coordinated by one person.

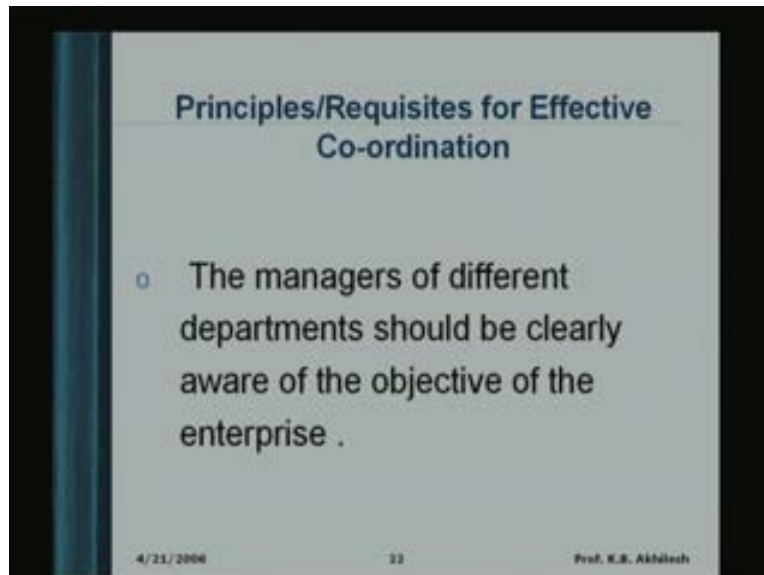
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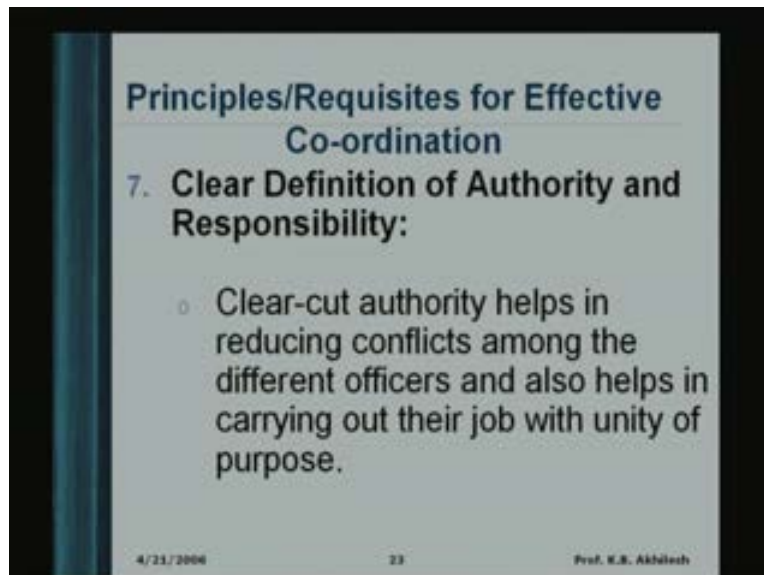
So the key thing is that grouping of the activities and making one person responsible to supervise, share information, give a direction is the key thing of coordination another thing which we have talked about when we discussed about the management by objectives is clear cut objective, clarity is important and the understanding at all levels will always help for better coordination because then people can link their effort, they can see what others are doing and they also have the overall understanding and appreciation of the organizational goals. So the goals and objectives play very key role in coordination, the managers of different departments should be clearly aware of the objectives of the enterprise, how you do is a matter of details.

So that is how the communication becomes a an extremely relevant and important thing that we will discuss in in our next lecture. The clear definition of authority and responsibility is an another dimension of effective coordination. We have seen in the organization people do give the answers that sir, I am not responsible or I was not aware that I should be doing these things. so then the person is trying to coordinate the activities finds it extremely difficult. So clear cut authority helps in reducing conflicts among the different officers and also helps in carrying out their job with unity of purpose.

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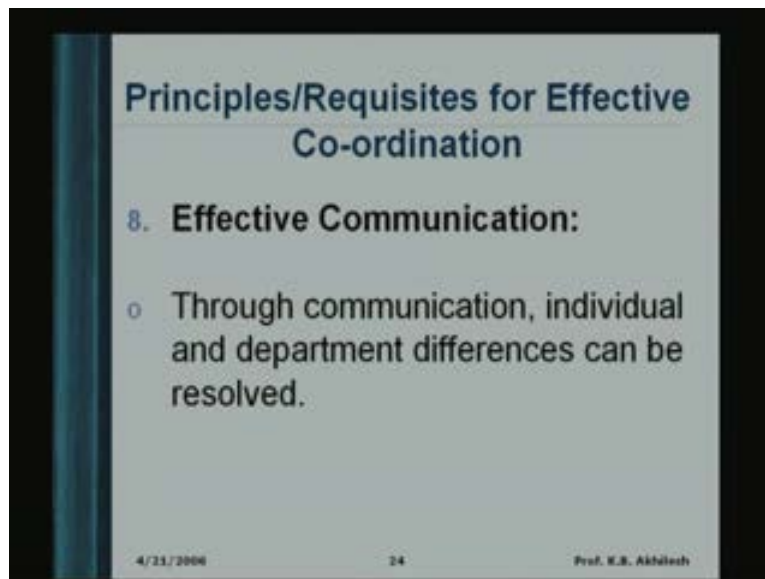
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So the responsibility and authority definitions discussions of those things would always would be most useful for effective coordination and we have mentioned effective communication is another principle or a requisite through communication, the individual and department differences can be resolved. It is not only negative in terms of handling the differences but also

achieving better appreciation of the roles, better appreciation of the contribution, better appreciation of the efforts of each one of the units putting together to achieve the stated objectives.

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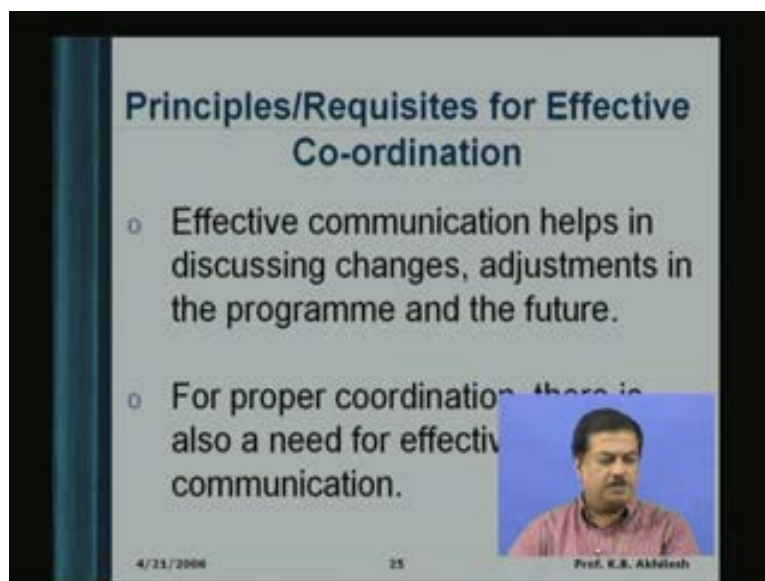
Principles/Requisites for Effective Co-ordination

8. Effective Communication:

- Through communication, individual and department differences can be resolved.

4/23/2006 24 Prof. K.S. Akhlesh

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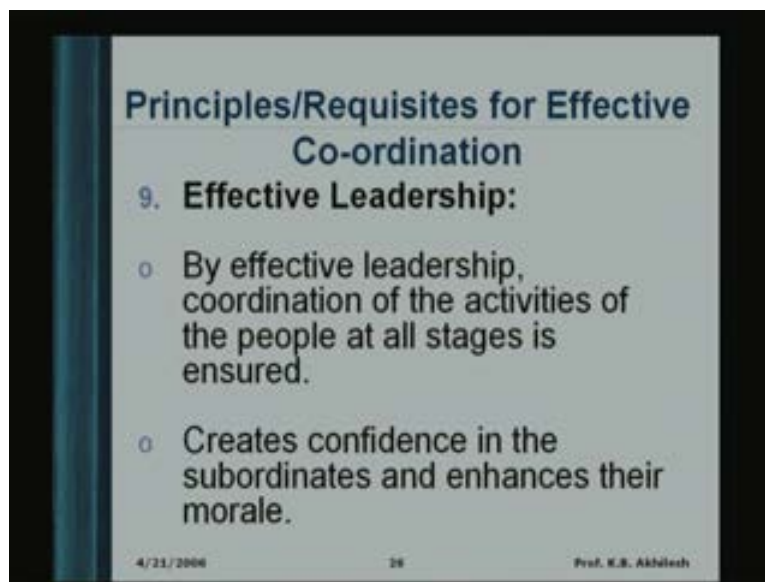
Principles/Requisites for Effective Co-ordination

- Effective communication helps in discussing changes, adjustments in the programme and the future.
- For proper coordination there is also a need for effective communication.

4/23/2006 25 Prof. K.S. Akhlesh

It also helps in discussing changes making necessary adjustment particularly, in the program while they are implementing and for proper coordination necessary thing is also the effective communication which we will, we will see as we go along but the effective leadership is an another element by effective leadership, what we are trying to do is to coordinate of all the activities of the people. So activities and people they go together and the binding thing is the leader.

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So it creates confidence in the subordinates and enhances their morale, so the leaders goal is to build the confidence in the people provide that required information and help people to move towards the stated objectives. Along with the leadership which is basically inspiring helping people to focus on the required thing is also the effective supervision, effective supervision is required in coordination because supervisor can easily detect the deviation from planned course of action and immediate corrective steps may be taken. So the coordination the other side of the coordination is also control.

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Principles/Requisites for Effective Co-ordination

10. Effective Supervision :

- o Effective supervision is required in coordination because supervisor can easily detect the deviation from planned course of action and immediate corrective steps may be taken.

4/23/2006 27 Prof. K.S. Akhlesh

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Features/Characteristics of Coordination

1. Coordination is an orderly arrangement of group efforts.
2. Provides unity of action in pursuit of a common purpose.
3. Unity of action is considered to be the heart of coordination process

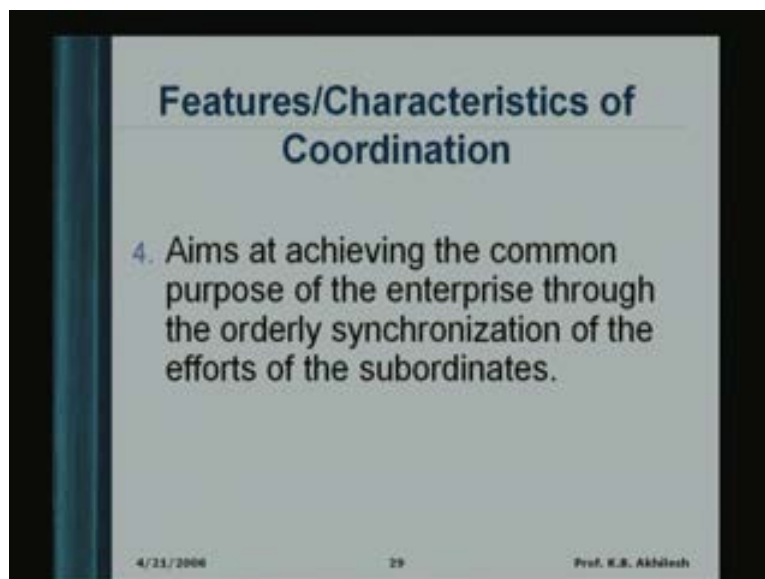
4/23/2006 28 Prof. K.S. Akhlesh

So the control and coordination, control, coordination and communication become clearly 3 pillars of any leadership. The **devil** is always in the details and that is how the direct supervision helps in correcting looking at the defects as early as possible. So help, helping

people to do the right things. So if you see and if you summarize all of whatever we have discussed so far right the characteristics of the coordination or the features is first an orderly arrangement of group efforts, it is not disorderly it is not left to the wimps and fancies of the individual but it is well defined, well thought out, well arranged, well linked kind of a human efforts. The next point of views that requires unity of action in pursuit of a common purpose.

So that is how the division of labour, arrangement of various specialization may be line of staff responsibilities and then, you are putting each of these activities the efforts towards that stated understood common goals. Unity of action is considered to be the heart of coordination process, so whenever you see an organization, whenever you see an organization doing extremely well, you also know pretty well it is coordinated activities. So individuals know their roles, they also know to whom they are supporting, what else will happen and each of their actions are highly go linked and that is how the good coordinated activities can be very experienced.

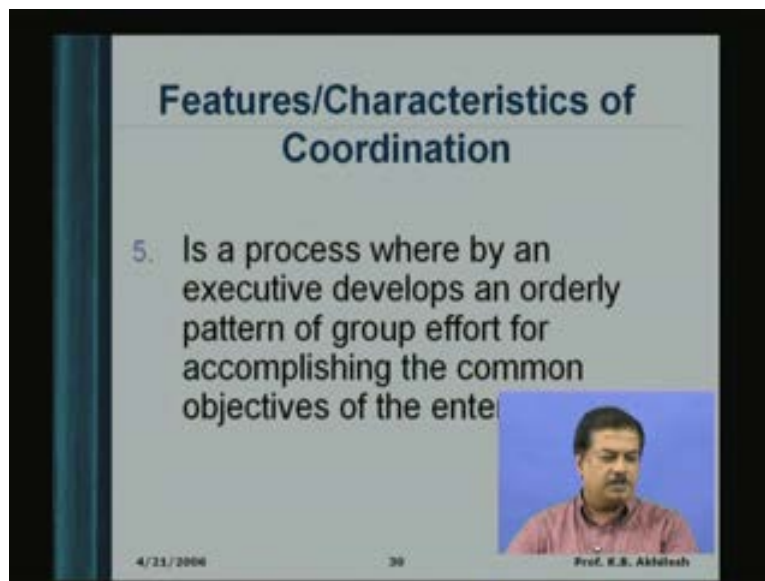
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You could buy seeing by being present in that organizations you know everything has its place, everything is planned and all these planned actions are seen by someone and it is well rehearsed

and so in other words, it is well coordinated. So aims at achieving the common purpose of the enterprise through the ordinarily, orderly synchronization of the efforts of the subordination. So there is order, there is a conscious and a deliberate attempts and each of these attempts can be seen, they are all linked to one another and overall they link to the goals.

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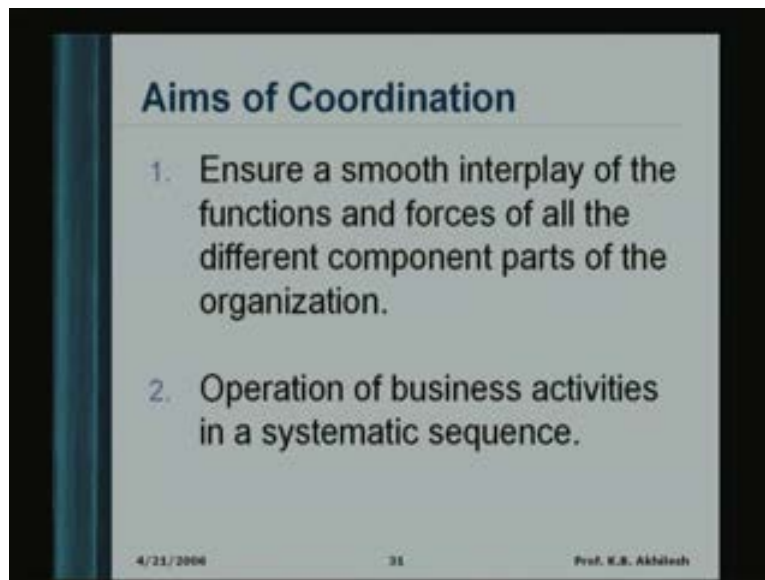


So is a process where by an executive develops an orderly pattern of group effort for accomplishing the common objectives of the enterprise. You look at any number of these views, any number of these characters, characteristics of the coordination process, you will see the role of the leadership, the role of the communication and the clearly, the focusing of the efforts towards the goal of the organization. So it is the smooth interplay of the functions and forces of all the different components and part of the organization.

So the operation of business activities in a systematic sequence. So the coordination gets its expression through this planned interplay of various activities and then the, there is elimination of overlapping and duplication of work. So people do not do things in an unplanned way, people do the things because it is wanted and it is desired and it is clearly link to the goals and

it the back of any of these things is the development of the team spirit also there is very clearly, their efforts are directed to the business goal through this team efforts.

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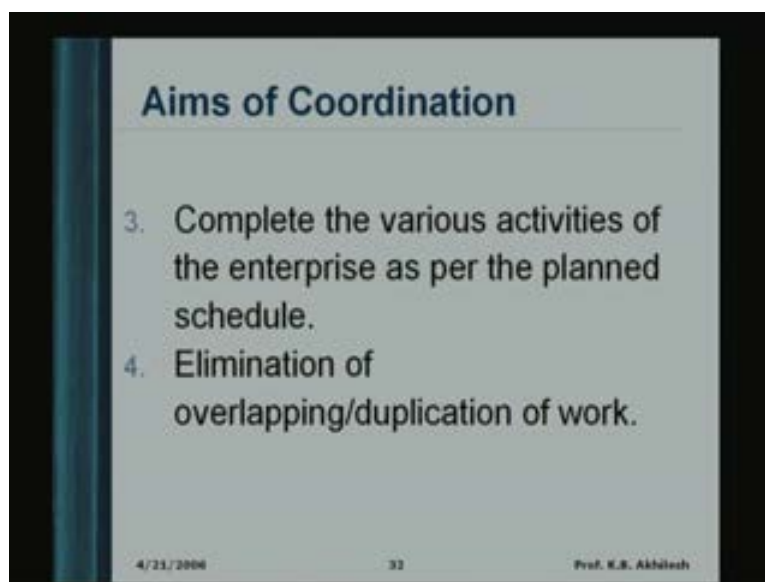


Aims of Coordination

1. Ensure a smooth interplay of the functions and forces of all the different component parts of the organization.
2. Operation of business activities in a systematic sequence.

4/23/2006 31 Prof. K.S. Akhlesh

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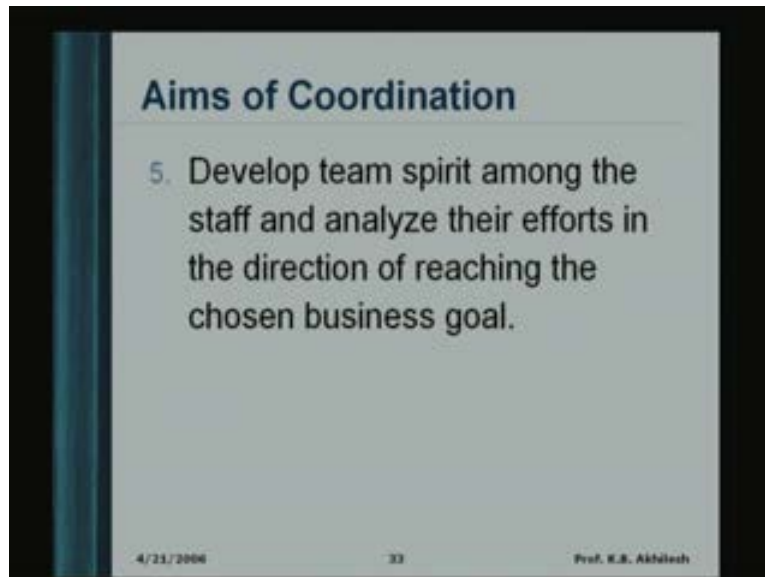


Aims of Coordination

3. Complete the various activities of the enterprise as per the planned schedule.
4. Elimination of overlapping/duplication of work.

4/23/2006 32 Prof. K.S. Akhlesh

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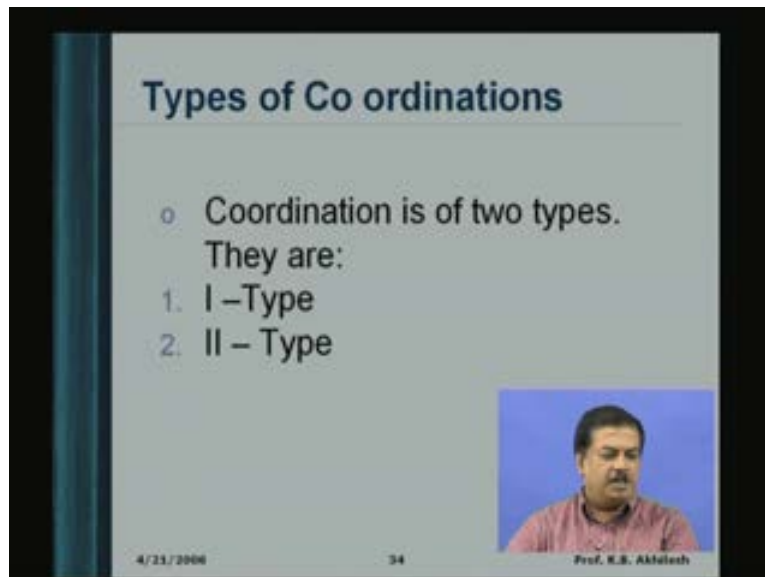


Aims of Coordination

5. Develop team spirit among the staff and analyze their efforts in the direction of reaching the chosen business goal.

4/23/2006 33 Prof. K.S. Akhlesh

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Types of Co ordinations

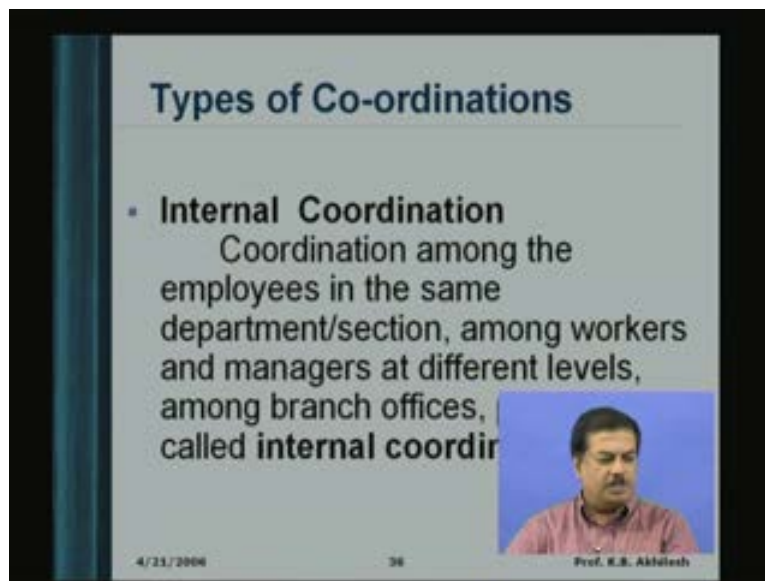
- o Coordination is of two types. They are:
 1. I – Type
 2. II – Type

4/23/2006 34 Prof. K.S. Akhlesh

So one can see the types, one can see the types of coordination, it could be the type one or could be the type two, they also you can see the type one could be the whether you are trying to do this coordination within the group internal coordination or it could be done through externally. So the coordination is done by an external person and similarly, the in the

organization you can see vertical coordination which can happen between the boss and the subordinate or what we have seen in a line kind of an organization between the person who is responsible and directly reporting authorities or it also be the horizontal from one department to the other one function to the other or groups of the same level.

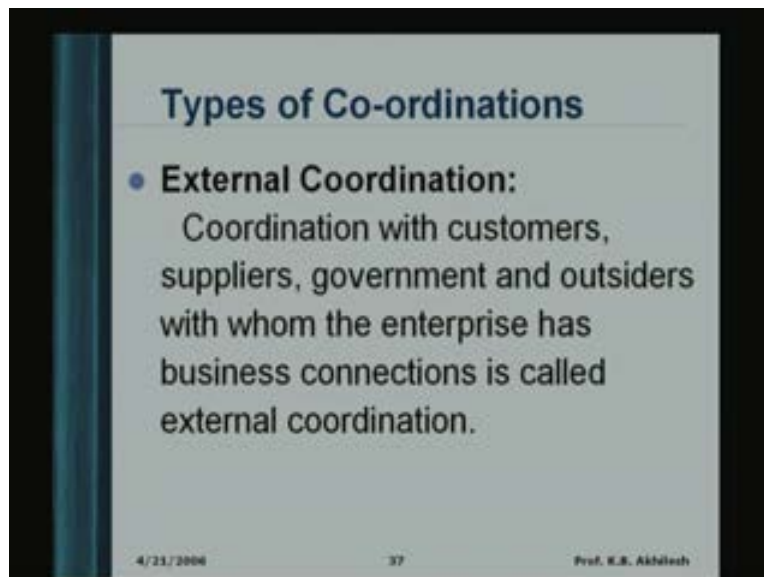
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Let us we spend little more time with respect to the internal coordination, coordination among the employees in the same department or the section among workers and managers at different levels among branch offices, plants is all called internal coordination that is lot of coordinated effort have been between the team, within the departments or within the division these are the parts of the internal coordination. The external coordination is that the team with others, both the others could be within the organization or could be outside the organization.

So coordination with customers suppliers government and outsiders with whom the enterprise has business connection is also called as the external coordination. For this smooth functioning of the various activities within the group, we required both internal coordination as well as the external coordination.

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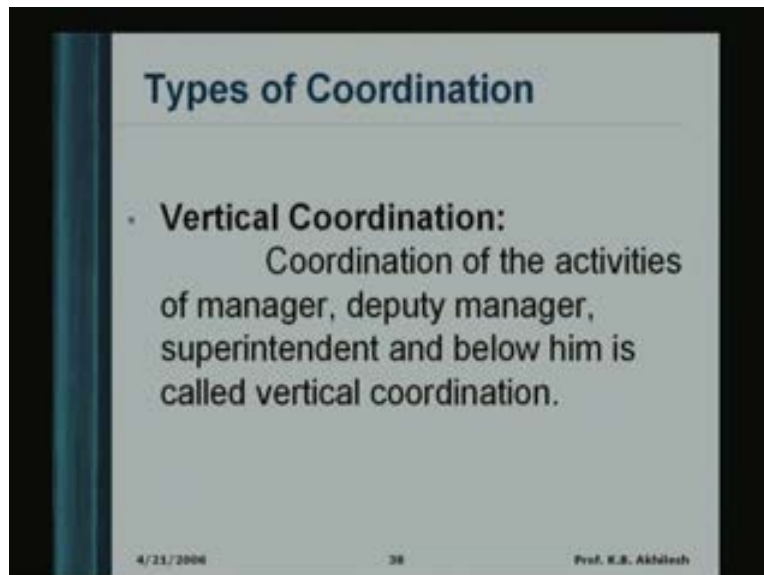


Types of Co-ordinations

- **External Coordination:**
Coordination with customers, suppliers, government and outsiders with whom the enterprise has business connections is called external coordination.

4/23/2006 37 Prof. K.S. Akhlesh

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Types of Coordination

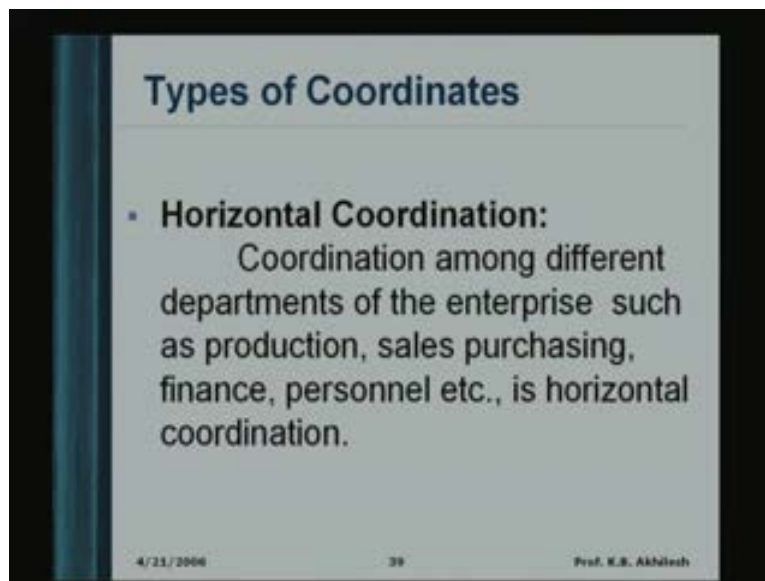
- **Vertical Coordination:**
Coordination of the activities of manager, deputy manager, superintendent and below him is called vertical coordination.

4/23/2006 38 Prof. K.S. Akhlesh

Similarly, when you look at coordination as we mentioned it could be the vertical coordination coordination of the activities of manager. The deputy manager the superintendent and below him so this whatever the layers you have in the organization, so one level to the other is could be the kind of a vertical coordination, vertical coordination helps in understanding the not only

the goals but any changes which are coming any changes and priority coming to link both the short term and long term plans of the organization but if you see the horizontal coordination is among different departments of the enterprise the people at the same levels. So it is production, purchasing, materials, sales, finance.

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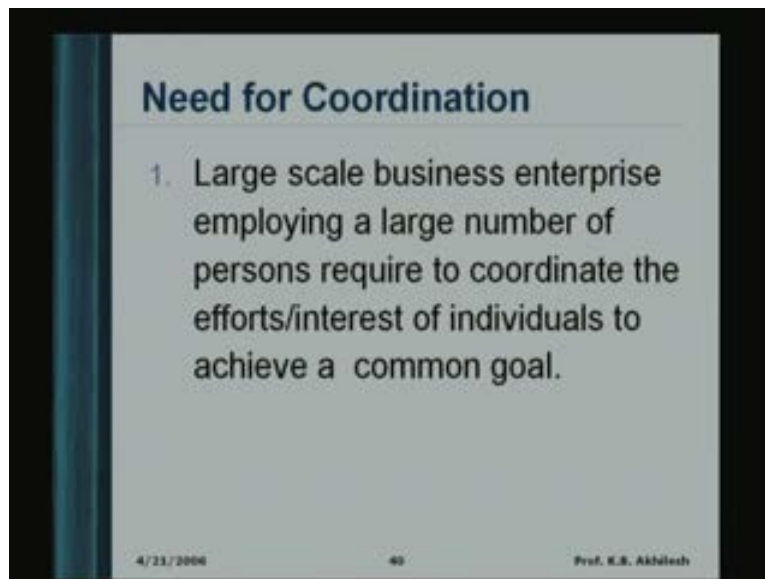


So it is at the same level there is need for information, there is need for guidance, there is need for commitment, there is need for reporting to one another. So all these things are could be considered as horizontal coordination. So between the groups between the different departments you see the horizontal coordination, so the question comes internal and external coordination, vertical and horizontal coordination all these thing are necessary elements, necessary part of the coordination effort. When you see this need for coordination very clearly, we will recognize large scale business enterprise employing the large number of persons require, coordinate the efforts interest of individuals to achieve a common goal.

So one important thing nature of coordination is coming by mere the size of the organization and the quantum of activities to be performed more the number of activities larger the size then, efforts for coordination is also much more. This is one the second important thing is the, the very

clearly the efforts of employees need to be closely understood coordinated and then also making sure that there is no duplication of efforts otherwise, in the organization people tend to do things but you also realize that it is done in several places.

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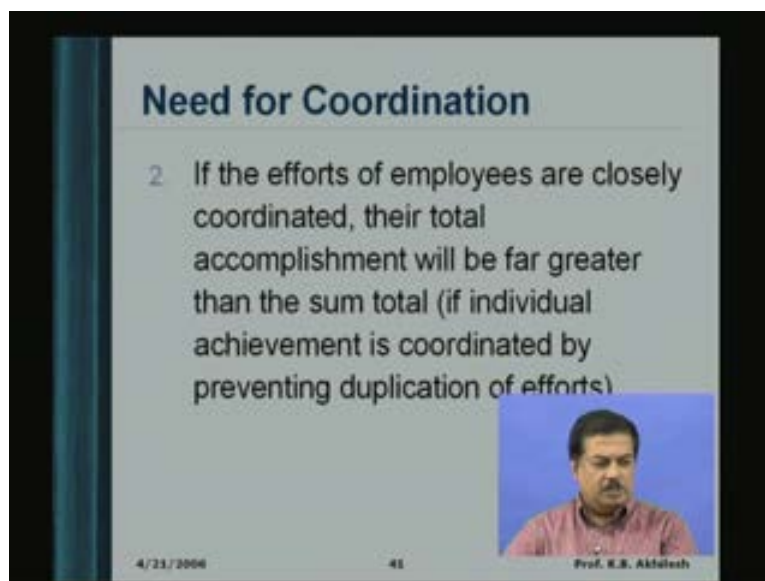


Need for Coordination

1. Large scale business enterprise employing a large number of persons require to coordinate the efforts/interest of individuals to achieve a common goal.


4/23/2006 40 Prof. K.S. Akhlesh

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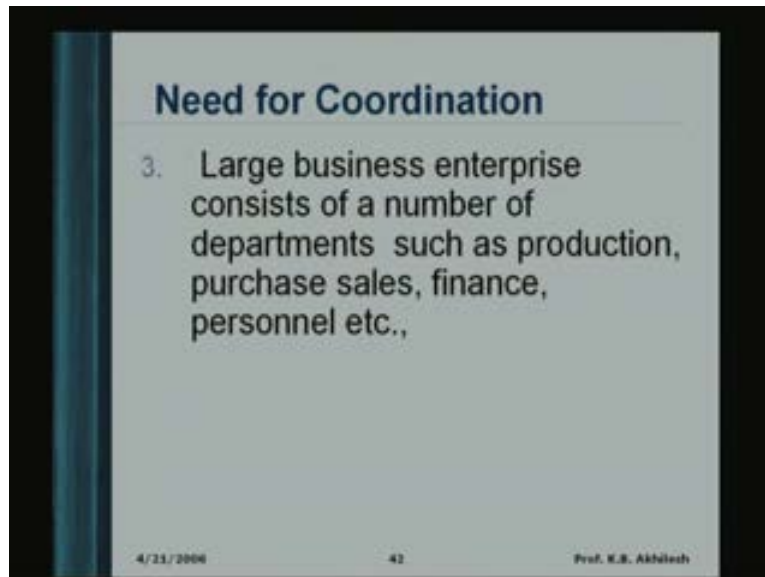
Need for Coordination

2. If the efforts of employees are closely coordinated, their total accomplishment will be far greater than the sum total (if individual achievement is coordinated by preventing duplication of efforts)



4/23/2006 41 Prof. K.S. Akhlesh

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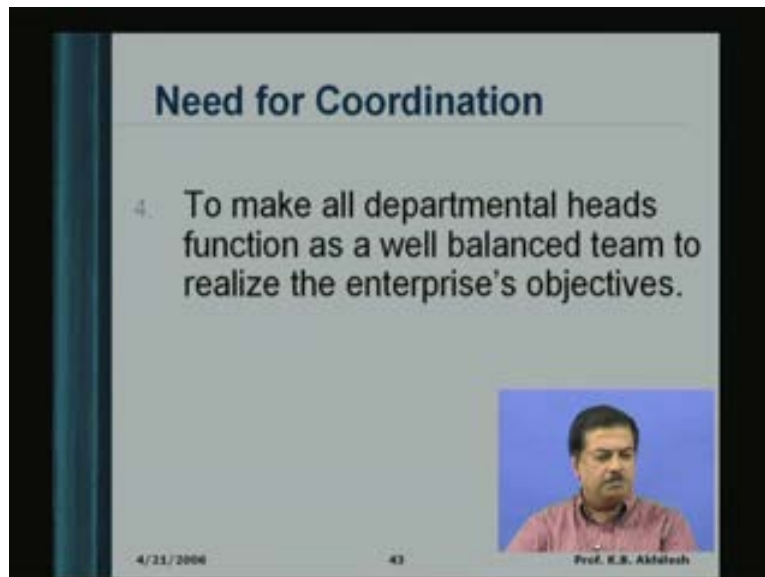


Need for Coordination

3. Large business enterprise consists of a number of departments such as production, purchase sales, finance, personnel etc.,

4/21/2006 42 Prof. K.S. Akhlesh

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Need for Coordination

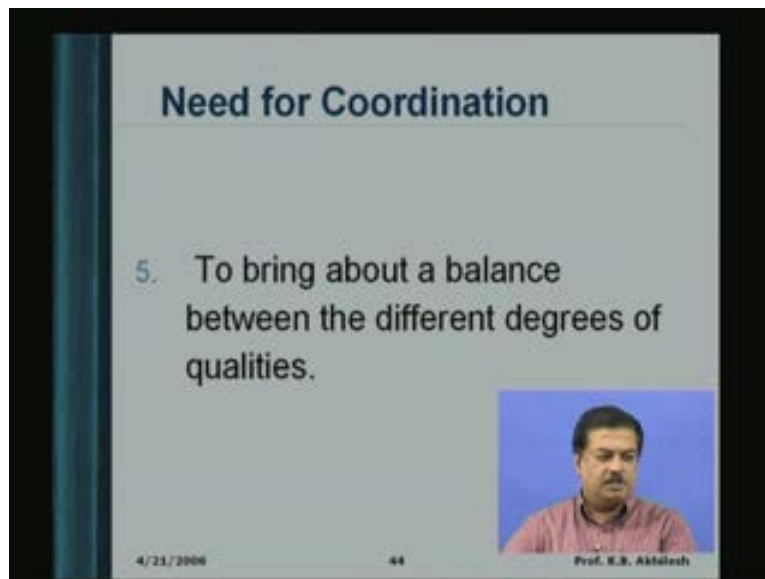
4. To make all departmental heads function as a well balanced team to realize the enterprise's objectives.

4/21/2006 43 Prof. K.S. Akhlesh

So coordination will help for avoidance of the waste of resources, duplication of activities within the organization. Similarly, as we mentioned that large business enterprise consists of various departments, the departments of production, purchase, sales everything. So to make all to work towards the stated objectives in a balanced way, the coordination becomes another sequential and

an important thing and the balancing of various activities with different degrees of qualities of individual and the competencies of people. It is also felt as a necessity, it is not a luxury because the kind of line and staff structure of an organization.

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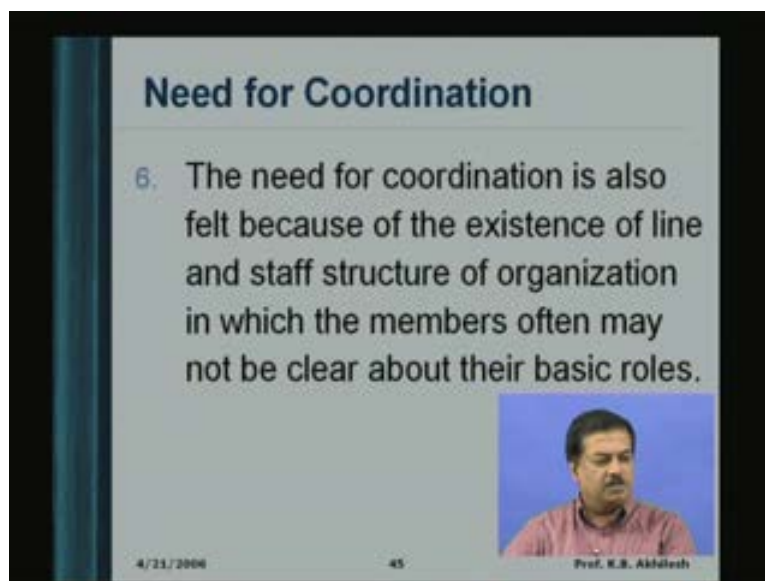
Need for Coordination

5. To bring about a balance between the different degrees of qualities.

4/21/2006 44 Prof. K.B. Abhilesh

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Need for Coordination

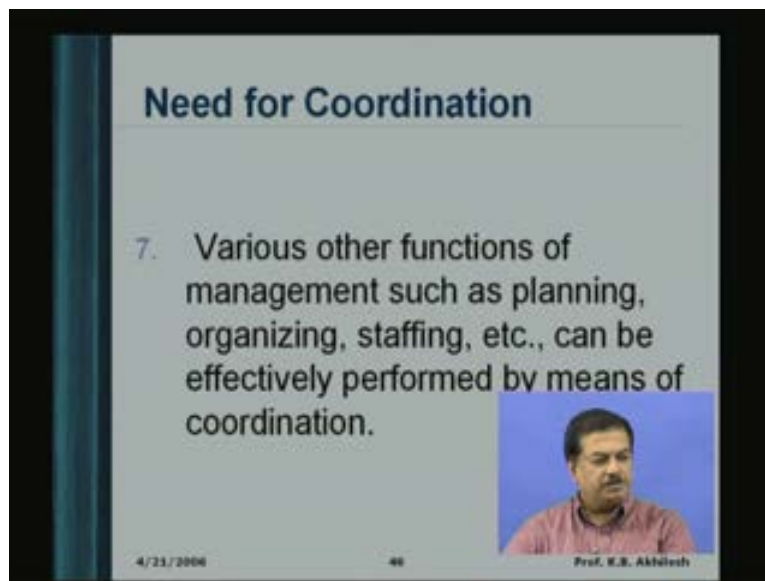
6. The need for coordination is also felt because of the existence of line and staff structure of organization in which the members often may not be clear about their basic roles.

4/21/2006 45 Prof. K.B. Abhilesh

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So normally the which members may not be very clear about their basic roles or they may over expand their basic roles, we have talked about the line and staff organization, sometimes the staff becomes a kind of a burden on the line roles by not playing their positive roles. So such time the coordination and the person need to balance the power between the line and the staff.

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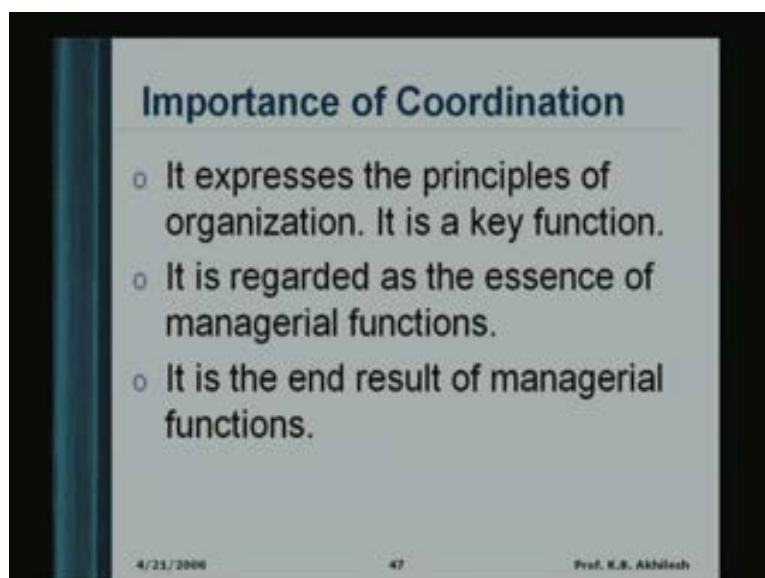
Need for Coordination

7. Various other functions of management such as planning, organizing, staffing, etc., can be effectively performed by means of coordination.

4/23/2006 46 Prof. K.S. Akhlesh

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Importance of Coordination

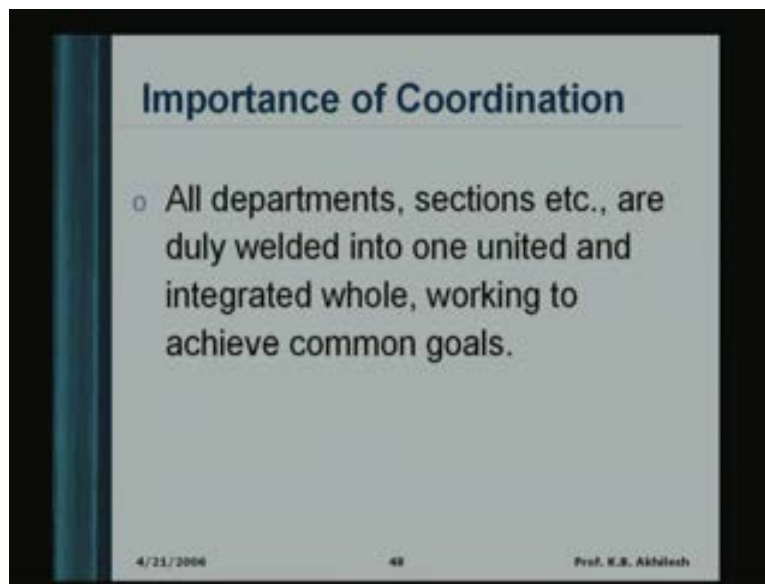
- o It expresses the principles of organization. It is a key function.
- o It is regarded as the essence of managerial functions.
- o It is the end result of managerial functions.

4/23/2006 47 Prof. K.S. Akhlesh

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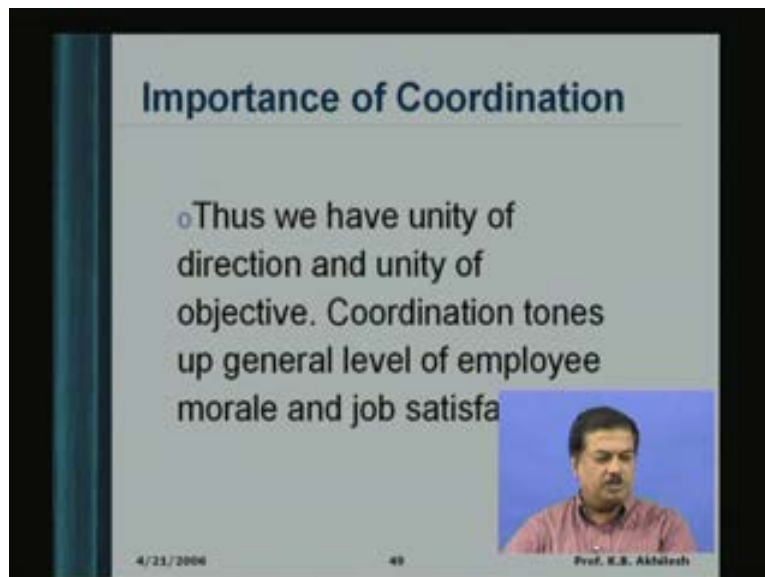
Similarly, various other functions of management planning, organizing, staffing can be effectively performed by means of coordination, by this time you realize how core this coordination, the as an activity of management and also the how coordination is linked to the planning organizing and also the topic which we are going to discuss later on about the communication and control. So it is recorded as the essence of managerial function and it is also seen that it is the end result of managerial function. So for many people there is no difference between management, managing and coordination or coordinating.

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So that is how people try to view and define management and that is how all the departments and sections are duly welded into one united and integrated whole working to achieve these common goals. So the unity of direction unity of objective and coordination tones up the not only the performance of the organization but also the morale of the members of the organization morale of or the, we feeling or the group belonging of the members and also increases the job satisfaction, job satisfaction in terms of the pride, in terms of that they have done something, they have achieved something. So these things are also part of the coordination. So in an uncoordinated people feel that they are part of a crowd, it will not give them the required identity, there is no sense of purpose, there is no sense of responsibility.

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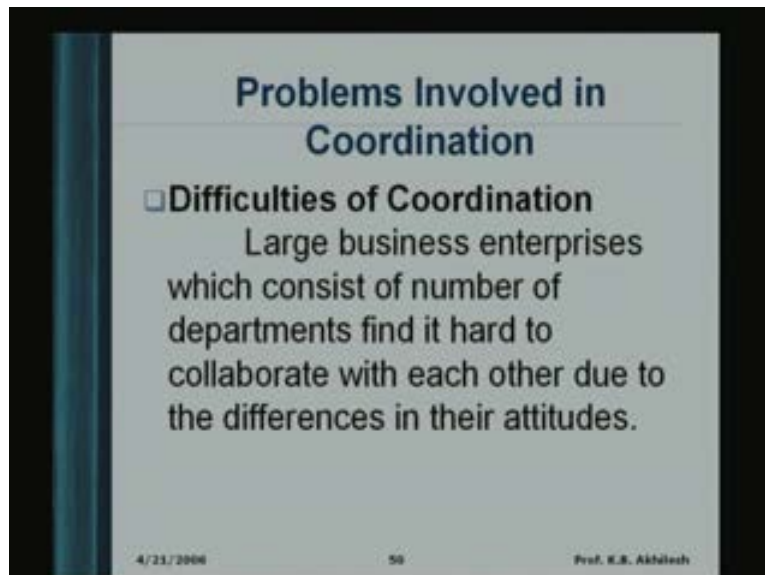


Importance of Coordination

- o Thus we have unity of direction and unity of objective. Coordination tones up general level of employee morale and job satisfaction

4/23/2006 49 Prof. K.S. Akhlesh

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Problems Involved in Coordination

- **Difficulties of Coordination**
Large business enterprises which consist of number of departments find it hard to collaborate with each other due to the differences in their attitudes.

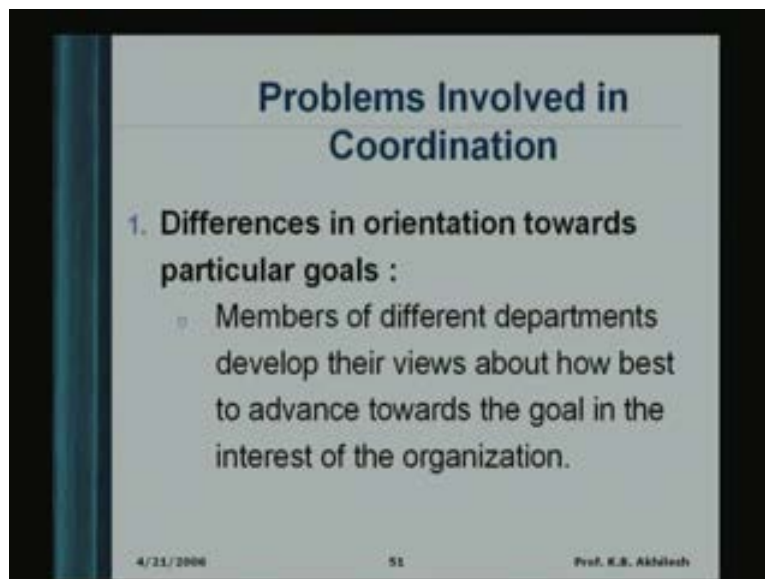
4/23/2006 50 Prof. K.S. Akhlesh

So people also get dissatisfied, disgusted, it also results in people leaving the organization whereas the coordination brings the belongingness, attachment, pride and satisfaction. But if you start seeing the various elements of this, there is always a problems of coordination. So with it to systematically look at if coordination is great, if coordination is essential and we

know what are the different principles of coordination? We should also appreciate the problems which will come while you are coordinating. The difficulties of coordination is basically coming because of the size large business enterprise right because the number of departments are more then, the there are the issues of collaboration, if collaboration demands that they are able to deal with their differences, differences in their attitudes, differences in their perception.

So the problems of perception, problems of attitudes, problems of specialization do come and play significantly in the effort of coordination. So the size and the complexity of the organization in terms of number of products, number of processes, number of territories they are operating all will result as issues of coordination. So as you put issue of coordination, what could happen really initially you have several departments but in order to coordinate these departments you will increase more and more layers for supervision, for contact and for collecting information, for clarifying the information and also for controlling.

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So once you start putting more and more layers, the organization will have several levels and several layers as there are several layers then the transmission of information from one level to the other becomes more complex. As you are seeing that the size will contribute first for

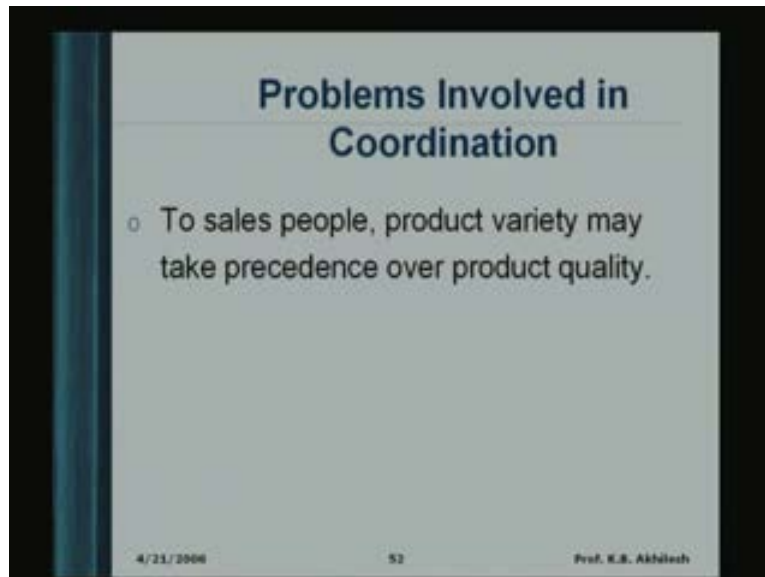
complexities at the horizontal level and then it starts giving the problems at the vertical level. So the vertical and horizontal distribution, differentiation, more and more departments, more and more layers always contributes for the ineffectiveness of coordination. We will see few more then, what could happen is the differences in orientation towards the particular goals, the members of different departments develop their views about how best to advance towards the goal in the interest of the organization.

So some would give importance to quantity, they may forget the requirement of the quality some may give more emphasis to quality and then they would like to look at more volumes as you have seen in some organization they say this is an export quality but this is another quality which is defined for the domestic markets. So you can see the perceptions of good a quality, then within that the what one would like what one would like to pursue. So that is how the different departments pursue their own self objectives short term things but at the cost of overall requirements of the organization.

Similarly, indiscipline the indiscipline could can get tolerated at different levels initially for the purpose of convenience, when you have have less number of people to attend to the task if someone has come late you would rather accept that person but the late coming will become a kind of a norm, late coming becomes a kind of a liability over a period of time, when somebody looking for discipline then, he would like to see that one aspect of coordination is compromised because you wanted persons but then you wanted persons with discipline.

So it becomes two different things, as the organization see these kinds of things can lead to its own set of perceptions and then differences in their points of view and then one could see the issues of mutual appreciation and mutual appreciation gets the started, when people criticize each other then, people do not respond the requirements of each other that is how the coordination gets also affected. So the sales people, product variety may take precedence over product quality, so as they want to see this speed to the market, they want to introduce different things, sometimes you start testing with the customers and it is not tested very well within the organization. You can also see marketing managers may regard design as the most important for organization's success while accountants may see cost control as the most essential things.

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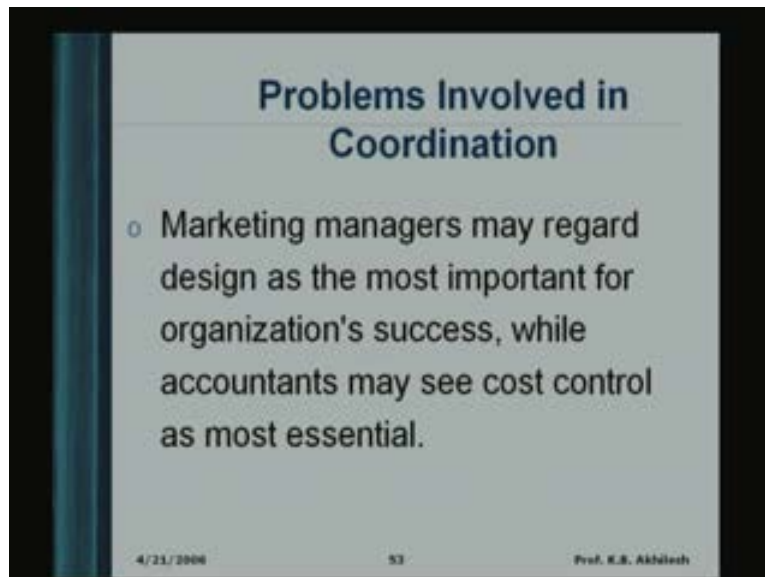


Problems Involved in Coordination

- To sales people, product variety may take precedence over product quality.

4/23/2008 52 Prof. K.S. Akhlesh

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Problems Involved in Coordination

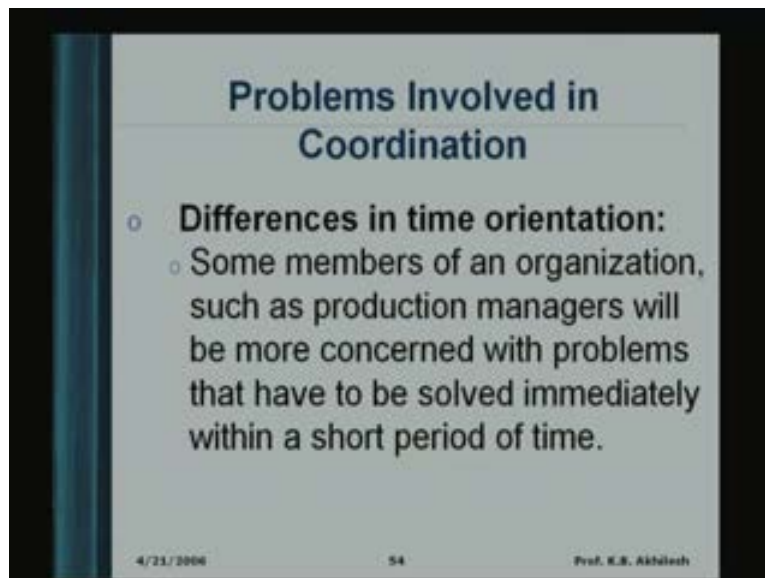
- Marketing managers may regard design as the most important for organization's success, while accountants may see cost control as most essential.

4/23/2008 53 Prof. K.S. Akhlesh

In other words the departmental objectives, department goals per say can become conflicting with the goals of the other departments and if they do not see their overall requirements of the organization, they may pursue their departmental objectives at the cost of the overall goals of the organization and that is the time where both may look at one level as right but what really

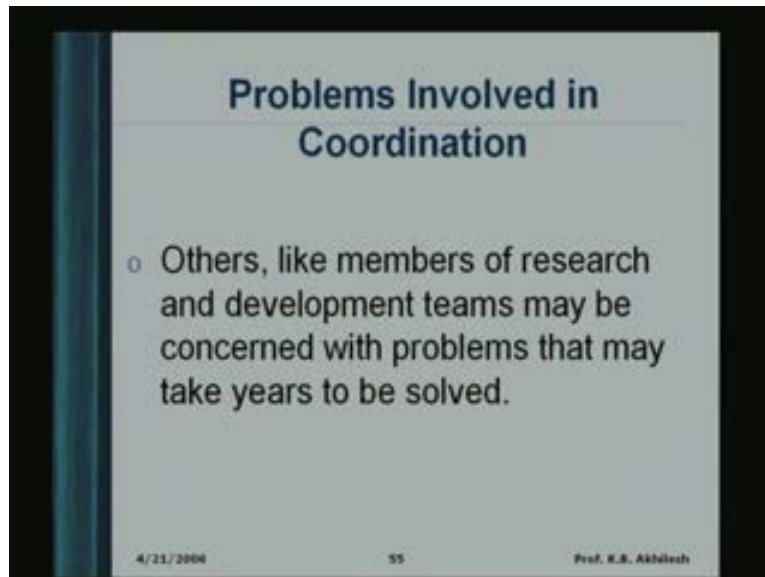
suffers is the process of coordination and also the differences in time orientation, some members of an organization such as production managers will be more concerned with problems that have to be solved immediately within a short period of time because their crises driven, they want to fix the problems on a daily basis and see that volumes are out and they meet their targets but there are could be others who would be research and development driven.

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So they may be concerned with the problem that may take years to be solved that is not a matter. So they may slow down in terms of the deployment of some new technology or a new tool and that would involve some period of trial, some period of experimentation, some period of stoppage of work but these things are not appreciated not supported by the operations because their metrics, their measurement, their assessment of their effectiveness is in terms of what do they do, what do they do on a to see that the volume or the quantities or the targets are met. So the they are not bothered about number of improvements or number of innovation, so when the groups start pursuing the goals at 2 different levels then, there could be issues of coordination.

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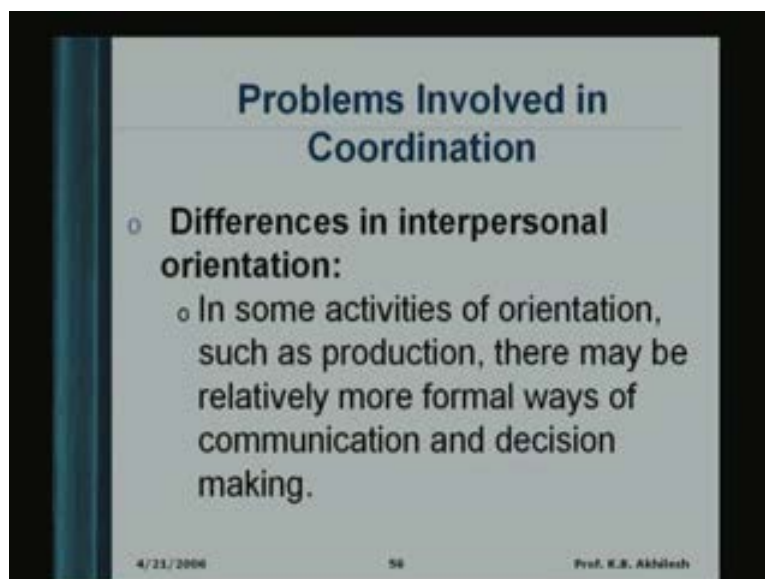


Problems Involved in Coordination

- Others, like members of research and development teams may be concerned with problems that may take years to be solved.

4/23/2006 55 Prof. K.B. Akhlesh

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Problems Involved in Coordination

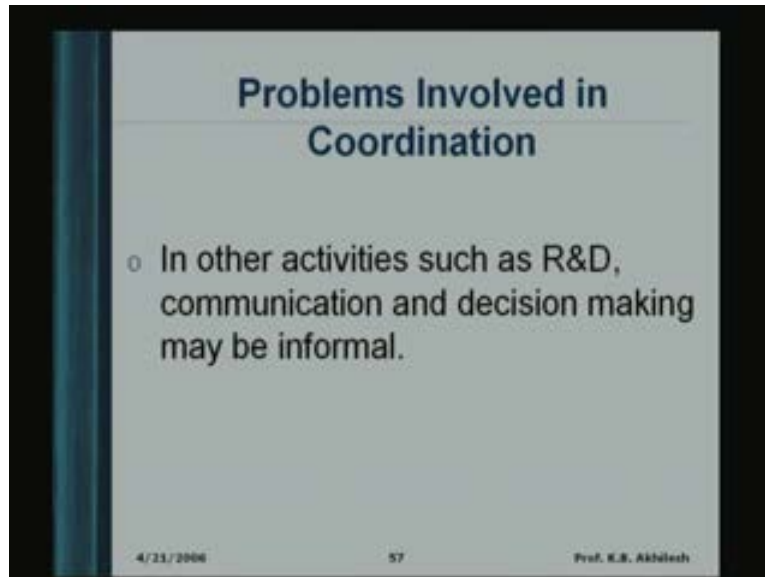
- **Differences in interpersonal orientation:**
 - In some activities of orientation, such as production, there may be relatively more formal ways of communication and decision making.

4/23/2006 56 Prof. K.B. Akhlesh

Further, the differences in interpersonal orientation, the interpersonal orientation which can come the persons for heading different departments in some activities of orientation such as production, there may be relatively more formal ways of communication and decision making

because very clearly they want to follow the hierarchy, they want to follow the order, they want to make sure that everything is happening in its place.

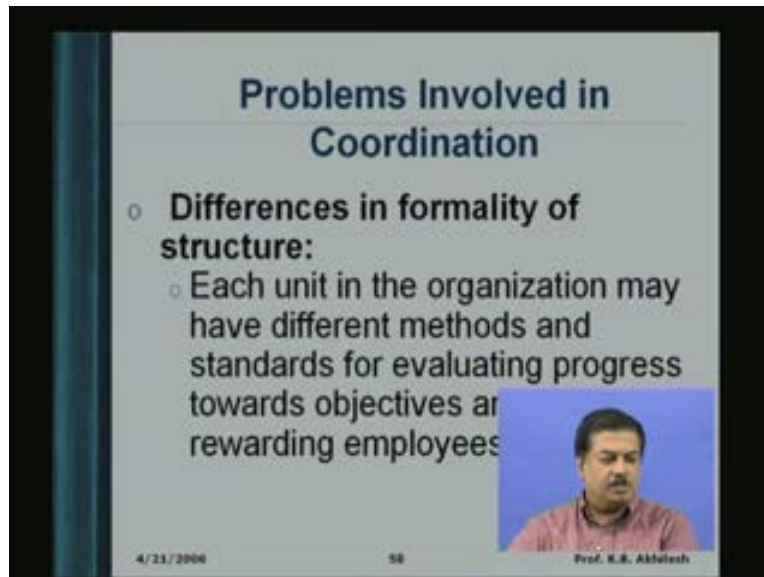
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So the manager is very clear about information and control as the top most priority, he may will less relationship driven but you will also see in other situations, in other activities such as R and D, the communication and decision making may be informal, what people call there is an emphasis for collegiality, the all people are same it does not matter that who is giving the ideas.

So when such situations come suddenly you see that informality what is useful and what is acceptable method of coordination in R and D becomes totally unacceptable, useless in a, in a tight manufacturing kind of a system where everybody has to follow the stated procedures, stated steps, there is no scope for anybody to think. So the you will see that when people move from one department to the other or they have to work in another situation then their aspects were coordination, we people do not see height wise and similarly, the adherence to the rules.

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Problems Involved in Coordination

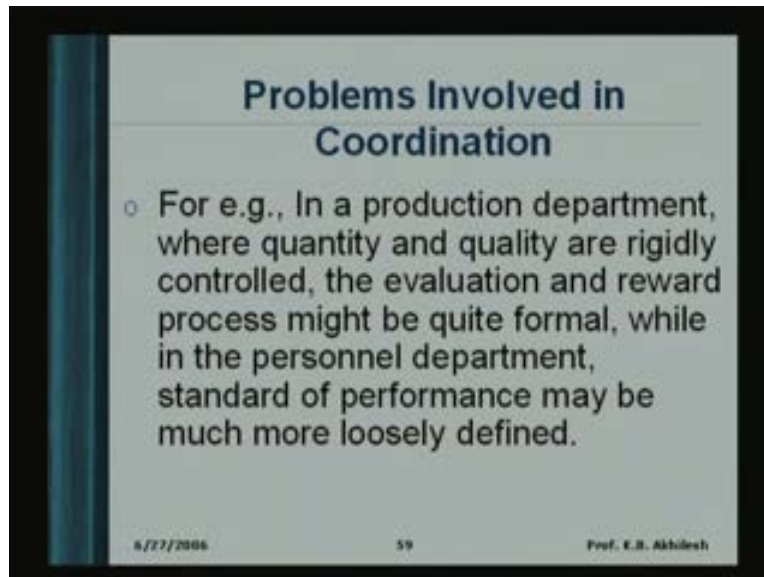
- **Differences in formality of structure:**
 - Each unit in the organization may have different methods and standards for evaluating progress towards objectives and rewarding employees

4/23/2006 58 Prof. K.B. Akhlesh

So the differences in formality of structure formalization is to extend that you follow strictly the rules and there are punishments for each of the rule acceptance, rule obedience then you see the each unit in the organization may have different methods and standards for evaluating progress towards objectives and also for rewarding employees. So sometimes we may just follow because, they strictly they are following the stated procedures but in other words somebody normally reward if the group is highly driven towards innovation, breaking the rules itself make get rewarded in some other situations.

So the coordination when you see what are the preferences of the group and how do they respond to the situation becomes much more important and very clear. So in a production department where quantity and quality are rigidly controlled, the evaluation and reward process might be quite formal while in the personnel department right, the standard of performance may be much more loosely defined. So in the in such situations the, it is the performance standards which cannot be stated in a quantifiable manner but then it gets defined in terms of the personal qualities, the enthusiasm, the passion what one would gain. So such some of these things become more, more relevant and more important.

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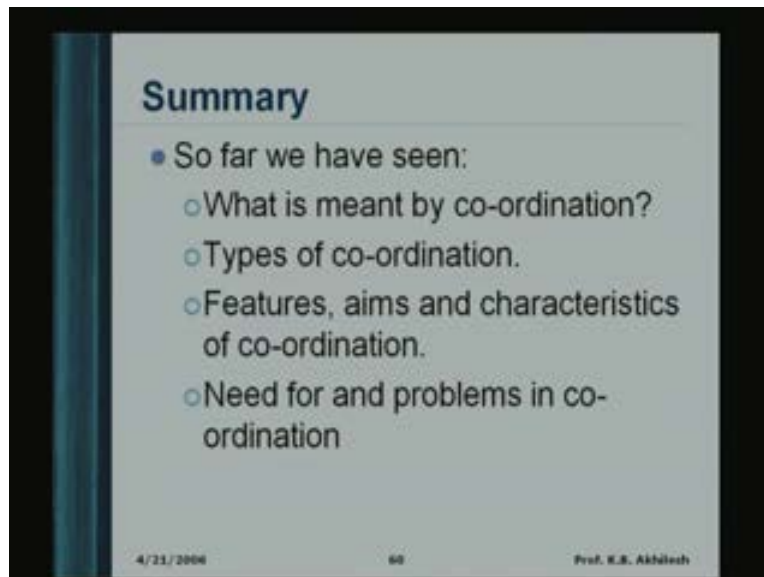


Problems Involved in Coordination

- For e.g., In a production department, where quantity and quality are rigidly controlled, the evaluation and reward process might be quite formal, while in the personnel department, standard of performance may be much more loosely defined.

8/27/2006 59 Prof. E.B. Akhlesh

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Summary

- So far we have seen:
 - What is meant by co-ordination?
 - Types of co-ordination.
 - Features, aims and characteristics of co-ordination.
 - Need for and problems in co-ordination

4/21/2006 60 Prof. E.B. Akhlesh

So how this people see, one may look at what the person has another person may see, what the person has does or what the person has actually done or has delivered. So when you look at this coordination as we have seen it is, it is a coordinated means, it is a planned and deliberate orderly arrangements of various efforts, various activities towards understanding and reaching

the stated goals. We have also seen the types of coordination we require coordination internally within the members of the team as well as it is important to coordinate with all the stake holders who could be within the organization or also who could be outside the organization, may be the government, may be the bankers, may be the policy makers. So that linking of the efforts of the group with respect to the external stake holders.

So we require internal as well as external coordination similarly, you also require vertical and horizontal coordination within the group from boss to the subordinate from managers to the assistant managers from assistant managers to the supervisors from supervisors to the operators. So you require a vertical coordination similarly, we also require the horizontal coordination from one department to the other to manage their interdependencies to get the required information to respond to the requirements of the others, coordination becomes the key element and both the internal and the external, horizontal and vertical coordination to be supported with team spirit, with good leadership.

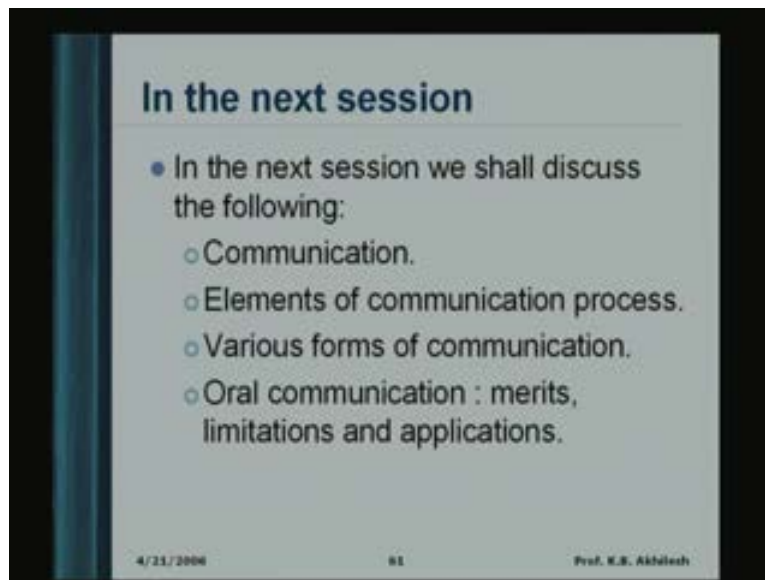
So we have also seen various features, the aims and characteristics of coordination. It is necessary to follow the set of principles, the principles are not exhaustive but illustrative but to make sure that people are involved at the planning level itself then people are told very clearly their duties and responsibilities and clearly defined authorities, clearly defined objectives always help for better coordination and similarly, we have seen there could many problems which can come in effective coordination.

So the problems can come because of the way they look at the objectives from a short term or from a long term perspective or the kind of emphasis which they gave with respect to quantity versus the quality also sometimes the perceptions of the ego of the individuals. So the ego, power all it takes we can also see at the later point of time but each of these things can come in the way of effective coordination that is how the leadership becomes very critical element of coordination.

So we have seen coordination as the basic and a fundamental and a synonym of the management and managerial functions. So without coordination, you can confidently say that

there is no management. So in the next part of a lecture, we definitely see the aspects of communication, the elements of communication process, various forms of communication and also we will understand the oral communication, the merits, limitations and applications.

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So communication and coordination according to many they go together and we will expand in the next lecture on this aspect of communication.