

PRINCIPLES OF MANAGEMENT

PAPER CODE- CC 1.2 Chg

UNIT-5

CO-ORDINATION



TOPICS-

- ❖ **CONCEPTS**
- ❖ **IMPORTANCE**
- ❖ **PRINCIPLES**
- ❖ **IMPLEMENTATION TECHNIQUES**

Definition of Co-ordination

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

It also brings harmony in carrying out the different tasks and activities to achieve the organization's objectives efficiently. Coordination is an important aspect of any group effort. When an individual is working, there is no need for coordination.

Coordination implies synchronization of various efforts of different departments to reduce conflict. Multiple departments usually perform the work for which an organization exists.



Coordination

Importance of Co-ordination



1. Specialization:

Principles of division of labour and specialization require segregation of organization into different parts. However, all these parts are functioning towards achieving a common goal or goals. Integration of these segregated parts of organization requires coordination. Coordination, therefore, is important due to work or job specialization.

2. Unity of Action:

Coordination is important because it provides unity of action of diversified resources, skills, activities and perceptions. Diversity is inherent in an organization due to the difference in human attributes and characteristics. Through coordination, we reduce such diversity and restore unity of action to achieve intended organizational goals.

3. It Balances Unequal and Restores Teamwork:

Coordination is important because it balances inequalities and restores teamwork. Individual differences create imbalances, thereby making it difficult to accomplish organizational goals. Through coordination we enforce teamwork in organizations. Team work balances unequal factors and achieves organizational goals.

4. It Helps in Harmonizing Individual and Organizational Goals:

Individual goals are largely influenced by individual needs. Hence, it may be different from group goals and organizational goals. Conflict between these goals may be

deterrent to accomplish desired results. Coordination, through the process of harmonization, integrates individual goals with organizational goals, and that is why coordination is so important for an organization.

5. It is Important for Differentiation and Integration:

Coordination helps in synergizing differentiated work units and authority to achieve the integrated effects. Differentiated work units and authority centres are inevitable in an organization for obvious reasons of specialization mentioned earlier. Achieving synergy is possible through coordination as it helps integration even in differentiation.

6. It Reduces Personality Conflicts and Eliminates Organizational Rivalry:

Complexity of individual characteristics creates personality conflicts. Such conflicts automatically develop rival groups. Coordination helps in eliminating such conflicts and rivalry by developing a friendly and cooperative relationship. Conflicts and rivalry are counterproductive. Hence, elimination of these two deterrent situations from organization through coordination is very important.

7. Interdependence:

Even though an organization works by segregating its activities into different functional areas, interdependence of each and every function ultimately helps in accomplishing the organizational objectives. Without coordination, such interdependence cannot be achieved. Similarly, interdependence also promotes mutuality in an organization. Mutuality involves relating and interrelating with people positively. It develops cooperation and fosters a culture where everyone strives to win for himself and also for the team.

8. Coordination Promotes Employee-ship:

Employee-ship brings changes in the balance of power in the relationship between employer and employee. Responsibility, initiative, loyalty and commitment are the values which every organization aspires to achieve and tries to inculcate in their workforce. Employee-ship by reducing the power imbalance develops such values, which enable employees to take responsibilities, develop loyalty, initiative and ultimately align company goals with individual goals by developing a shared vision.

9. Coordination Promotes Employees' Competence:

Coordination also develops self-managed team and leadership-linking strategy with the individual employee's knowledge by developing a knowledge pool. This helps an organization to enhance the competence of their employees and ultimately makes it possible for them to respond to the competitive environment.

10. Synergy Effect: The sum total of individual accomplishments is greater than that of any single individual. This is known as synergy effect. This can be achieved only when the efforts of the employees are properly Co-ordinated. The difference between the sum total of accomplishment of all individuals and individual accomplishment is the result of Co-ordination.

Principles of Co-ordination



1. Direct Contact:

Co-ordination should be attained by direct contact with the parties concerned. Direct personal communications bring about agreement on methods, actions and ultimate achievement. It also eliminates red-tapeism and ensures prompt action. Direct contact is an effective means of co-ordination.

2. Early Beginning:

Co-ordination can be achieved more readily at the initial stages of planning and policy-making. Therefore, direct contact must begin in the very early stages of the process. If an order for the supply of a particular goods has been booked and the raw materials to produce them are not available, there will be trouble.

Contact among the purchasing manager, production manager and sales manager at an early Stage would have made it possible to know whether the order could be executed.

3. Continuity:

Co-ordination must be maintained as a continuous process. It starts from planning and ends when the objective is accomplished. Whenever there is division and distribution of functions among the managers and departments, co-ordination is necessary. Every time a new situation arises, a fresh effort of co-ordination is needed. So, the manager must constantly work at it until the purpose is served.

4. Reciprocal Relationship:

Co-ordination should be regarded as a reciprocal relating to all factors in a situation, viz. production, sales, finance, men, and management. For example, when 'P' works with 'Q' and 'Q' in turn, works with 'R' and 'S' each of the four finds himself influenced by the others.

5. Pervasiveness:

Co-ordination is an all-embracing activity in every management function. It is required in all the activities at every level of the organisation. It is to be exercised both within and outside the organisation.

6. Leadership:

Leadership is the most effective instrument of co-ordination. A leader in a group is the coordinator of the group activities. He harmonizes all efforts of persons in the group. A manager does not himself produce anything nor does he sell anything in the market.

He gets the commodities produced by the workers and gets them sold in the market by the salesmen. In fact, he provides leadership and co-ordinates various functions.

7. Timing:

Timing is an important element of co-ordination. This principle points out that all functions in the enterprise are to be done at the same time and at the same speed. If the purchase department purchases and supplies materials timely to the production department, and if the production is done timely, then the sales department can deliver the commodities to the customers within the scheduled time.

8. Balancing:

This principle refers to the quantitative element of co-ordination. It means that all works are to be done in right quantity. For instance, if a department produces half, another one-third and the third the full quantity, their activities cannot be balanced. They have to perform their job in right quantity for achieving co-ordination of their jobs.

9. Integrating:

All activities, decisions and opinions are to be integrated to achieve the enterprise objective.

For integration what is necessary is that all men and departments must perform their jobs at the right time. For example, if all the parts of a machine are manufactured by the different departments at the right time, they can be assembled within the specific time. Assembling the parts of the machine is a coordinating function.

Techniques of Co-ordination



1. Direct Contact: One of the most effective means of achieving coordination is direct contact. Written communication, modern electronic, mechanical devices, etc., can also be used.

2. Group Meetings: Group meetings are said to be an effective means of achieving coordination. At the time of meeting, superior comes into personal contact with those connected with the actual problems. Such meetings encourage the people to integrate their efforts. Coordination can be achieved through regular meetings of superiors and subordinates.

3. Organizational Structure: Coordination can be achieved only when the authority and responsibility of each and every person are clearly defined.

In other words, the organizational structure should be designed properly so as to permit coordination among various activities along the line itself.

4. Effective Communication: In achieving coordination, effective communication plays a vital role. Communication greatly helps in coordination. The purpose of communication is to promote deep understanding among members by bringing and maintaining coordination in order to achieve the ultimate goals.

Effective Communication is a process whereby ideas and images of one person are transmitted to another person. Coordination between various individuals and activities is brought out by communication. Effective communication facilitates information and exchange of ideas which helps to achieve the common purpose. Coordination is facilitated by exchange of such ideas and information and brings people together.

5. Committees: In order to coordinate the various activities, various types of committees may be appointed. Committees provide the means for synchronizing various efforts. Committees develop better understanding and morale among the members. They are greatly advisory in nature and make use of the best efforts of the members.

The success of the committee depends very much on its composition and the manner in which it functions. Examples of such committees are – committees on manufacturing methods, complaint committee, suggestion committee on welfare work, etc.

6. Staff Meetings: Staff meetings at regular intervals helps in achieving effective coordination because such meetings provides opportunities for frank discussions and better exchange of ideas of people from different sections. This infuse a feeling of unity among the members which makes them to jointly work for the organization.

7. Effective Leadership: Leader inculcates a feeling of collectivism in the employees and forces them to work as a team. Individuals within the group, may possess varied interests and multiple goals. Leader reconciles these conflicting goals and restores equilibrium. A good leader can achieve coordination at all stages. Hence, effective leadership is essential for achieving coordination.

8. Informal Coordination: Many organizations adopt informal means of coordination through processes of social, unofficial interactions, relationship and mutual adjustments. They are very often more effective than formal means.