

Principles of Management
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Module - 08
Lecture - 39
Coordination-Concept, Issues and Techniques

Welcome to the last phase of discussion on the topic of this week. Today, we are going to discuss on Coordination the Concept, Issues and Techniques.

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So, in this lecture session concept, importance, components, principles and advantages of coordination will be discussed.

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The slide features a title box 'Coordination and Organization' in an orange header. Below it, a blue box contains four bullet points. To the right is a diagram of a central figure with lines radiating to other figures. The slide also includes logos for IIT Kharagpur and NPTEL, and a small video inset of a woman in the bottom right corner.

Coordination and Organization

- Coordination is the essence of management. Mother of the principle of management
- Without proper management of man, machine and money, organization could not sustain nor flourish.
- It is required in each & every function and at each & every stage of organisational operation.
- It cannot be separated from organization.

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Now, we have gone through the functions of staffing, we have learnt about recruitment selection, then we have understood about the performance appraisal processes, we have learnt about the careers and career management techniques also.

In all these processes coordination is very much important, without coordination amongst the systems and coordination of the processes, with the goals of the organization the, we cannot achieve anything. So, it is very important to understand the concept of coordination, its importance and also understand how coordination can be done and understand the reasons why coordination fail in organizations. So, let us begin.

So, coordination is the essence of management. It is the mother of the principle of management. Without proper management of man, machine and money, organization could not sustain and flourish. It is required in each and every function at and at each and every stage of organizational operation it cannot be separated from organization.

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Coordination and organization (Contd...)

- Coordination is an ingredient of all the managerial functions in an organization.
- Whether it is integrating the various plans through mutual discussion, or organizing various activities of different departments, coordination plays a vital role.

The slide features a 3D illustration of four interlocking puzzle pieces with small figures of people working on them. The background includes faint icons of gears, a hard hat, and a molecular structure. The NPTEL logo and 'IIT Kharagpur' are visible at the bottom.

Coordination is ingredient of all the managerial functions in the organization. Whether it is integrating the various plans together through mutual discussion or organizing various activities of different departments, coordination really plays a very important role. As you see in the picture, like it is a coordinated activity of the people involved can only bring these 4 blocks together and complete the like fitting these parts into each other and complete the whole design.

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Coordination and organization (Contd...)

- Good manager always thinks about staffing and try to put the right men on the right job. The personnel with appropriate knowledge and skills can coordinate activities better.
- Giving direction could clear the vision and make harmony between subordinates and supervisors.

The slide features a 3D illustration of four interlocking puzzle pieces with small figures of people working on them. The background includes faint icons of gears, a hard hat, and a molecular structure. The NPTEL logo and 'IIT Kharagpur' are visible at the bottom.

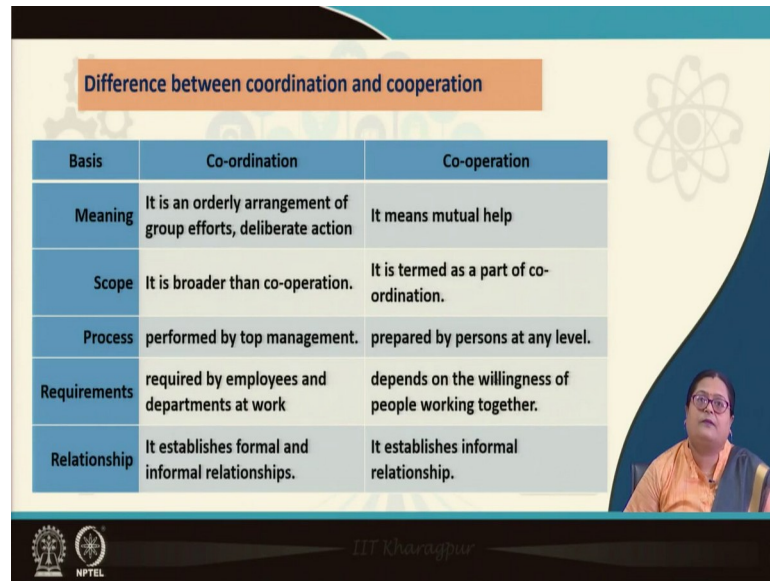
A good manager always thinks about staffing and try to put, the right men into the right job. The personnel with appropriate knowledge and skills can coordinate activities in a much better way. Giving direction could clear the vision and make harmony between the subordinates and the supervisors.

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The slide features a light yellow background with various icons like gears, a hard hat, and a network diagram. An orange box at the top contains the title 'Coordination and organization (Contd...)'. Below it, a blue box contains a bullet point: 'Through controlling manager ensures that there should be co-ordination between actual performance & standard performance to achieve organizational goals.' To the right of the text is a photograph of soldiers in camouflage uniforms carrying a large log on their shoulders. In the bottom right corner, there is a small video inset showing a woman with glasses and a blue top. The bottom of the slide has a dark blue footer with the NPTEL logo and the text 'IIT Kharagpur'.

Through controlling the manager ensures, that there should be co-ordination between the actual performance and the standard performance to achieve organizational goals. So, they should as I was telling, there should be coordination between the processes, there should be coordination with the processes with the organizational goal and also the coordination between what you actually do and what is expected of you, without coordination you really cannot progress in the organization with your performance and reach a particular objective.

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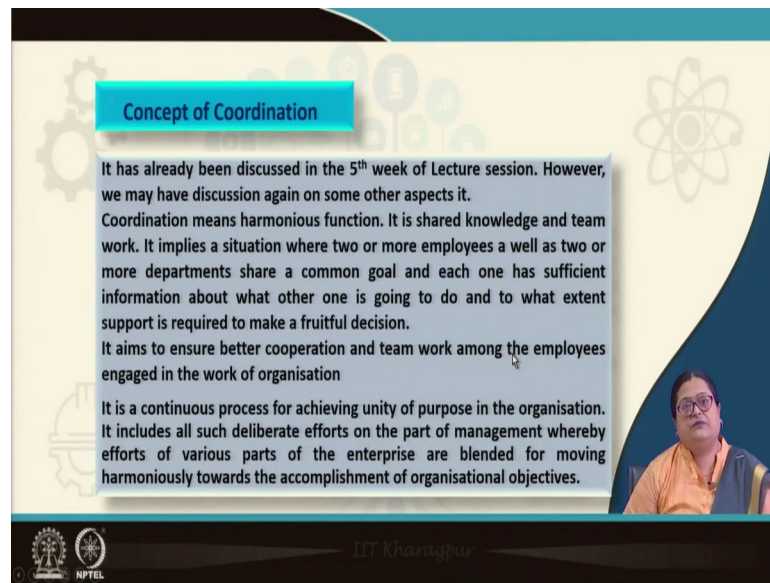
Basis	Co-ordination	Co-operation
Meaning	It is an orderly arrangement of group efforts, deliberate action	It means mutual help
Scope	It is broader than co-operation.	It is termed as a part of co-ordination.
Process	performed by top management.	prepared by persons at any level.
Requirements	required by employees and departments at work	depends on the willingness of people working together.
Relationship	It establishes formal and informal relationships.	It establishes informal relationship.

Before we move further, we need to understand the differentiation of coordination with a very closely related term, which is co-operation. The meaning of co-ordination is it is an orderly arrangement of group efforts and deliberate action. Co-operation it means mutual help.

The scope; the scope of co-ordination is broader than that of cooperation. Co-operation is a part of the process of co-ordination, co-ordination is generally performed by top management and co-operation is by persons at any level.

Requirements- co-ordination is required by employees and departments at work and cooperation depends on the willingness of the people, who are working together. Relationship- in coordination it establishes formal and informal relationships, in cooperation, it establishes informal relationship.

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Concept of Coordination

It has already been discussed in the 5th week of Lecture session. However, we may have discussion again on some other aspects it.

Coordination means harmonious function. It is shared knowledge and team work. It implies a situation where two or more employees as well as two or more departments share a common goal and each one has sufficient information about what other one is going to do and to what extent support is required to make a fruitful decision.

It aims to ensure better cooperation and team work among the employees engaged in the work of organisation

It is a continuous process for achieving unity of purpose in the organisation. It includes all such deliberate efforts on the part of management whereby efforts of various parts of the enterprise are blended for moving harmoniously towards the accomplishment of organisational objectives.

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So, we understand from the concepts of cooperation and coordination, that cooperation is a very integral part of coordination, without cooperation sometimes coordination fails, we may try to coordinate with the different, it is a top down approach where the top people your bosses, the leaders who have a vision of the holistic or how it is happening throughout, the organization from the top wants to coordinate the various activities of the organization or the processes and with the goals of the organization.

But unless and until and unless, the people who are there in that system or the department or one department and the other do not cooperate with each other to reach that particular objective coordination sometimes fails also.

We will now move forward with the concept of coordination. The concept of coordination has already been discussed in the past 5th week of the lecture session. However, we will discuss it here from some other aspects of it. We have to understand that coordination means a harmonious function.

It is a shared knowledge and teamwork. It implies situation where two or more employees as well as two or more departments share a common goal, and each one has sufficient information about, what the other one is going to do and to what extent to support is required to make a fruitful decision.

So, coordination we understand like, we should be having a common goal and each person understands, what is the function of the other person or one department understands what is the function of the other department, understands what are the expectations from each other and how they should support each other to make a like mutually fruitful decision.

It tries to ensure a better cooperation and teamwork among the employees engaged in the work of the organization. So, here also we see like with again with proper co-ordination co-operation happens and also without co-operation the co-ordination may not become successful. So, it is each is affecting the other.

So, co-ordination is a continuous process for achieving unity of purpose in the organization. It includes all such deliberate affects on the part of the management whereby efforts of various parts of the enterprise are blended for moving harmoniously towards the accomplishment of organizational objectives.

The words are that are very important is that we can see over here is having a common goal understanding what each department can contribute to the organizational goal understand, how the functions of one department are linked with the functions of the other department.

How the performance of one department may hinder or facilitate the function of the other department and how they can be blended together like, how one department or one person can be complementary in function to the other person or the department, how they can be blended together for moving on harmoniously towards accomplishment of the organizational objectives, that is where the concept of co-ordination and the importance of co-ordination lies.

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Four Principles for effective coordination

Mary Parker Follett, American Sociologist, Management Consultant, and Political Philosopher has pointed out four Principles of effective coordination. Such as-

Early Start Direct Contact Reciprocal Relationship Continuity

The slide features a light blue background with a dark blue curved border on the right. At the top, there is a title bar. Below it, a text box introduces Mary Parker Follett. The main content consists of four overlapping circles arranged horizontally, each containing one of the principles. A small video inset of a woman is visible in the bottom right corner. Logos for IIT Kharagpur and NPTEL are at the bottom.

There are four principles for effective coordination, it was given by Mary Parker Follett, the American Sociologist, Management Consultant and the Political Philosopher. The four principles of effective coordination are an early start, direct contact, reciprocal relationship and continuity. Let us see each of these in details.

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Four Principles for effective coordination

Mary Parker Follett, American Sociologist, Management Consultant, and Political Philosopher has pointed out four Principles of effective coordination. Such as-

1. Early Start:

- Plans should be based on participation.
- So coordination must start during planning and policy making stage.
- Will result in making the best plan and implementing them with success.

The slide is similar to the previous one but focuses on the 'Early Start' principle. It includes a list of three bullet points explaining this principle. The video inset and logos remain the same.

Early start: By early start we mean like there should be a plan on based on participation, if it is not planned properly so, we cannot proceed further. So, planning and policy making these are two very important initial stages of coordination activity.

So, coordination we will start with during planning and policy making stage and it will result in making, the best plan and implementation of implementing them with success. So, coordination starts from the planning and policy making stage itself, otherwise if during this planning and policy making stage it is not coordinated properly.

We do not understand what are the expectations of the each of the department from each other and also from the organization and where do each of them fit in? And what will be their roles in reaching the objectives of the organization.

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Four Principles for effective coordination (Continued...)

2. Direct Contact:

- Managers must have direct contacts with the people concerned.
- Improves interpersonal relationship.
- Helps to avoid misunderstandings and disputes.
- Helps managers to coordinate all activities effectively and efficiently.

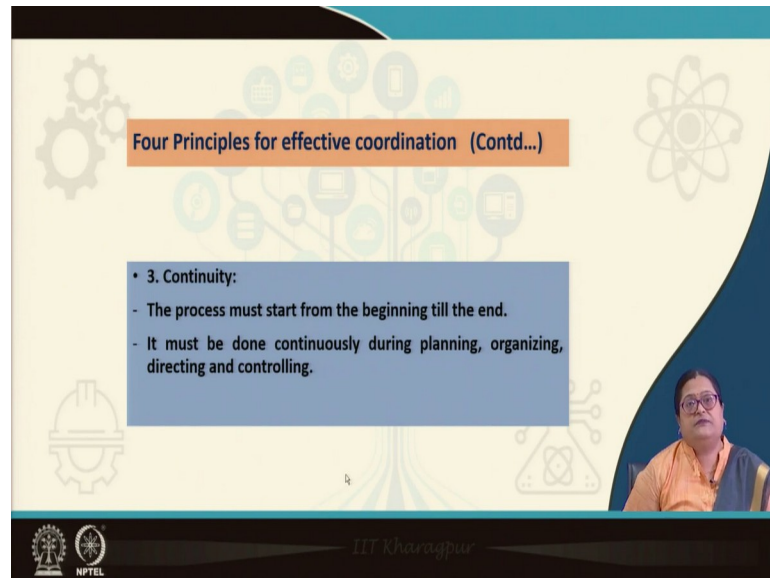
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Direct contact: Managers must have direct contacts with the people concerned. It improves interpersonal relationship, helps to avoid misunderstanding and disputes, helps managers to coordinate all activities effectively and efficiently. This is very important which will discuss maybe again in communication, the importance of face-to-face communication.

And like having a direct contact reducing the hierarchy or levels of the organization because, more it comes through different levels, there could be distortions in the information that one the sender wants to transmit to the receiver, and the feedback that the receiver gives to the sender.

So, the manager must have direct contacts, with the people concerned that improve the interpersonal relationship, helps to avoid misunderstanding and disputes and help managers to coordinate, all activities effectively and efficiently.

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The slide features a light yellow background with various icons representing management and technology. A central blue box contains the following text:

Four Principles for effective coordination (Contd...)

- 3. Continuity:
 - The process must start from the beginning till the end.
 - It must be done continuously during planning, organizing, directing and controlling.

The slide also includes the NPTEL logo and the text 'IIT Kharagpur' at the bottom.

Continuity: The coordination process must start from the beginning of the process till the end of the process. It must be done continuously during planning organizing directing and controlling.

So, if you really see coordination, we do not take it to be a separate function of management or a process of management, but it is a function which is intertwined with all other processes of the functions of that takes place in the organization for proper management.

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Four Principles for effective coordination (Contd...)

4. Reciprocal Relations:

- The decisions and actions of all departments are interrelated.
- These actions may affect another person and department.
- Managers must find out the effects that can create disharmony.
- If it is followed properly, coordination will be successful.

The slide features an illustration of several people in blue uniforms carrying a large, heavy metal beam on their shoulders. A signpost in the foreground points towards the right, and a small figure is visible near the base of the beam.

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Next principle is that of reciprocal relations, the decisions and actions of all departments are interrelated. These actions may affect another person and department. Managers must find out the effects that can create disharmony. If it is followed properly, coordination will be successful.

If we get to understand the reasons for whom or because of what coordination fails we can identify it and take care of it, then definitely coordination is going to become successful.

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Additional Principles of Coordination

Additional Principle of Coordination has been presented in the diagram below:

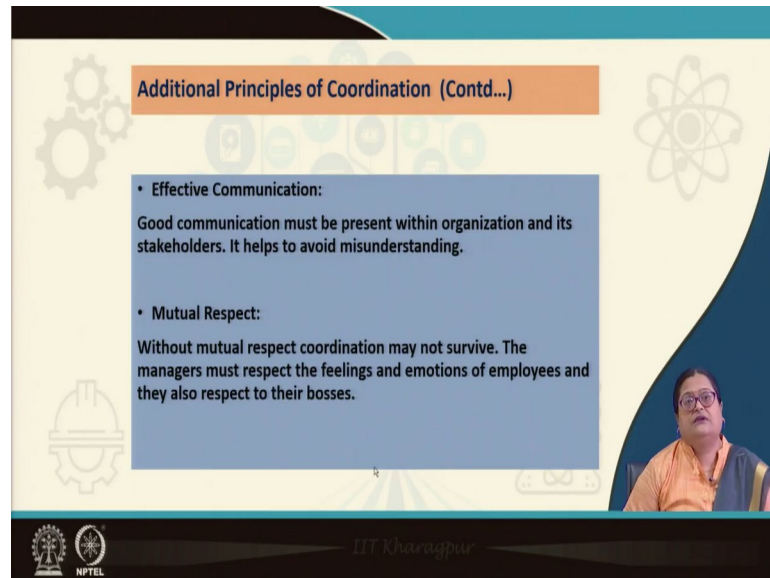
- Effective Communication
- Mutual respect
- Clarity of object
- Scalar chain

The slide features a diagram with four green circles arranged horizontally, each containing one of the principles listed above. The circles are connected by a faint, light-colored line.

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There are some additional principles of coordination which are like, effective communication, mutual respect, clarity of object and scalar chain. Let us see what these are.

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The slide is titled "Additional Principles of Coordination (Contd...)" and features a blue background with a white text box. The text box contains two bullet points: "Effective Communication: Good communication must be present within organization and its stakeholders. It helps to avoid misunderstanding." and "Mutual Respect: Without mutual respect coordination may not survive. The managers must respect the feelings and emotions of employees and they also respect to their bosses." The slide also includes a small inset video of a woman in the bottom right corner and logos for IIT Kharagpur and NPTEL at the bottom.

Additional Principles of Coordination (Contd...)

- **Effective Communication:**
Good communication must be present within organization and its stakeholders. It helps to avoid misunderstanding.
- **Mutual Respect:**
Without mutual respect coordination may not survive. The managers must respect the feelings and emotions of employees and they also respect to their bosses.

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Effective communication: Good communication must be present within the organization and its stakeholders. It helps to avoid misunderstanding. Mutual respect: Without mutual respect coordination may not survive. The managers must respect the feelings and emotions of the employees, and the employees should also understand the perspective of their bosses their leaders and also respect them.

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Additional Principles of Coordination (Contd...)

- **Clarity of objectives:**
Every employee must know and have clear understanding of the organizational objectives. Clear objectives can be achieved easily and quickly.
- **Scalar Chain:**
This line of authority joins everyone from top to bottom. Every member must know who is his superiors and subordinates. It helps good communication. If needs, gang plank/bridge/direct contact could be done.

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Clarity of objectives is a very important principle of coordination. Every employee must know and have clear understanding of the organizational objectives. Clear objectives can be achieved easily and quickly. If I understand how my role is important for the fulfillment of the organizational objectives what are the; what I am supposed to do to reach that objective, then it's become easy to perform. So, clarity of objectives is really very important.

Scalar chain: This line of authority joins everyone from top to bottom, every member must know who is superiors and subordinates are. It helps in good communication. If needs, gang plank, bridge, direct contact could be done. So, if I know like who is my boss who is my subordinate, who is my peers then it helps in communicating with each other and sharing our views with each other.

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The need for co-ordination arises due to the following:

1. In every organization, the nature of work is such that it requires to be divided into homogeneous and specialized sub-tasks and then without integration and co-ordination the output of the organization will be nil.
2. Group effort is encouraged: It is encouraged rather than to individual effort. It gives importance to unity of effort and united action. The outcome of coordinated group efforts will be much better than the sum results of various individuals.
3. Helps employee motivation: Employees are motivated to consider their work from the point of view of business and so the employees will willingly contribute towards the success of the concern. Therefore, coordination is heartbeat of organization which brings integration of efforts and action among employees in the organization.

Dr. Khuram

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Now, what is the need for coordination in a particular organization or department? In every organization the nature of work is such that it requires to be divided into homogeneous and specialized sub tasks.

And then without integration and coordination the output of the organization will be need. So, a bigger task is broken down into smaller tasks into homogeneous and maybe specialized subtasks and then, if you are not able to connect these parts back again together into the big picture into the whole thing then, maybe the output of the organization we cannot measure it.

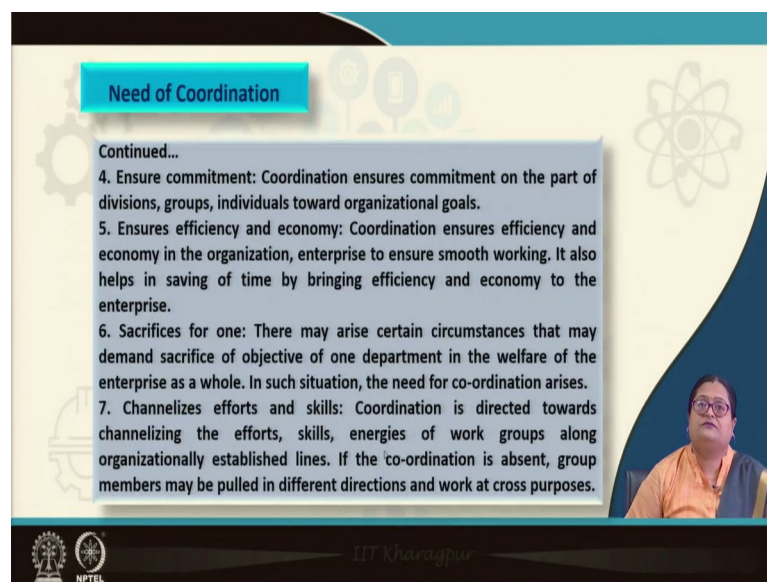
Next is group efforts is encouraged. So, in coordination the group effort is generally encouraged rather than to individual effort. It gives unity of effort; it gives more importance to the unity of effort and united action. The outcome of coordinated group efforts will be much better, than some of results of the various individuals, because when we get a collective intelligence thinking about certain things processes.

So, they can sometimes like debate, about talk about communicate, about the outcomes and the processes, which are good for the group as such which is good for the organization as such which sometimes the individuals tunnel vision, individual members tunnel vision or self due to self-interest people may not see or want to see. So, that is why having a coordinated group effort is very important.

Helps employee motivation: Employees are motivated to consider their work from the point of view of business, and so the employees will willingly contribute towards the success of the concern. Therefore, coordination is the heartbeat of an organization, which brings integration of efforts and action amongst employees in the organization.

So, without coordination with this this synchronized orchestra maybe, there will not be any music, but if it is not if this orchestration is not there, if this coordination is not there, it may lead to noise, where all these may be music or where all the instruments are playing on their own trying to showcase their own importance, but it will be painful to the ears of the listeners because it will generate noise and not music.

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The slide is titled "Need of Coordination" in a blue box at the top. Below the title, it says "Continued..." followed by a list of seven points. A video inset in the bottom right corner shows a man with glasses speaking. The slide also features decorative icons of a gear, a lightbulb, and a network diagram. At the bottom, there are logos for IIT Kharagpur and NPTEL.

Need of Coordination

Continued...

4. Ensure commitment: Coordination ensures commitment on the part of divisions, groups, individuals toward organizational goals.
5. Ensures efficiency and economy: Coordination ensures efficiency and economy in the organization, enterprise to ensure smooth working. It also helps in saving of time by bringing efficiency and economy to the enterprise.
6. Sacrifices for one: There may arise certain circumstances that may demand sacrifice of objective of one department in the welfare of the enterprise as a whole. In such situation, the need for co-ordination arises.
7. Channelizes efforts and skills: Coordination is directed towards channelizing the efforts, skills, energies of work groups along organizationally established lines. If the co-ordination is absent, group members may be pulled in different directions and work at cross purposes.

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Ensure commitment: Coordination ensures commitment on the part of the divisions, groups, individuals towards organizational goals. It ensures efficiency and economy: Coordination ensures efficiency and economy in the organization and enterprise to ensure a smooth working. It also helps in saving time by bringing in efficiency and economy to the enterprise.

Coordination is sometimes as I was telling sacrifices for one. There may arise certain circumstances that may depend or that may demand sacrifice of objectives of one department in the welfare of the enterprise of the whole as a whole. In such situation, the need for co-ordination arises. So, that the department is able to see the big picture move

beyond self-interest to see, how like why the bigger goal is important and how it is beneficial to them also that is very important.

Channelize efforts and skills: Coordination is directed towards channelizing the effort, skills, energies of work groups along organizational established lines. If the coordination is absent, group members may be pulled in different directions and work at cross purposes and work at cross purposes.

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The slide is titled "Types of Coordination" in a blue box. Below the title, it states: "On the basis of scope, coordination can be internal or external." It then lists two types: (i) Internal coordination: It exists within the enterprise among the different units. Such as among individuals of a group, department, among departments of the enterprise, among branch offices, plants, sections and other parts of an enterprise. (ii) External coordination: An organisation aims at meeting the needs of the community so as to meet its goal. To accomplish the social objectives, adequate and effective coordination is indispensable outside the organization. These forces are recognized at the right time and prevented to create a conducive atmosphere for the smooth running of the enterprise. The slide features a background with gears and a stylized atom symbol. A small video inset in the bottom right corner shows a woman with glasses speaking. At the bottom, there are logos for IIT Kharagpur and NPTEL.

Now what are the types of coordination? On the basis of the scope, the coordination may be internal coordination or external coordination. Internal coordination exists, when the enterprise among the within the enterprise and amongst the different units, such as among individuals of a group, department, among the departments of an enterprise, among the branch offices, plants, sections and other parts of the enterprise.

So, when there is a coordination within the organization at various levels within the levels and across the levels it is called internal coordination. External coordination; when an organization aims at meeting the needs of the community so as to meet its goals. To accomplish the social objectives, adequate and effective coordination is indispensable outside the organization.

How your stakeholders are thinking about you, what is the perception of the society about you, how what are your like the competitors thinking about you, what are your

collaborators thinking about you, what are your suppliers thinking about you and what are their expectations from you, these are important things for external coordination.

These forces are recognized at the right time and prevented to create a conducive atmosphere for the smooth running of the organization. So, what happens, if any of these forces are acting against the organizational objectives or there are certain changes which the organization need to accomplish so that they can answer to the demands of these changing forces.

So, it is very important to understand, if there are certain negative forces there in the external environment to and also a coordinated activity is required to prevent it. So, that they it leads to a very conducive atmosphere for the smooth running of the enterprise as such.

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The slide is titled "Types of Coordination" in a blue box at the top. Below the title, it says "Continued....". The main text explains that coordination can be vertical or horizontal. It lists two types: (i) Vertical coordination, which involves authority passing from top to bottom, and (ii) Horizontal coordination, which involves relationships between peers at the same level. At the bottom, it mentions other types like programmed, non-human, and voluntary coordination. The slide features a light blue background with gear and atom icons, and logos for IIT Kharagpur and NPTEL at the bottom.

Types of Coordination

Continued....

On the basis of function, coordination can be of two types, vertical and horizontal. Such as-

- (i) Vertical coordination: The vertical structure of an organization states that the lines of authority passes from top to bottom. Vertical coordination means coordination between different levels of organization from top to bottom to achieve organizational goals.
- (ii) Horizontal coordination: It indicates the relationship between peers, colleagues, fellow workers, different departments at the same level of hierarchy. In horizontal organization authority structure, individuals are located on the same level and normally they have no authority over each other.

There are also another types of coordination, like- programmed coordination, non human coordination and voluntary coordination.

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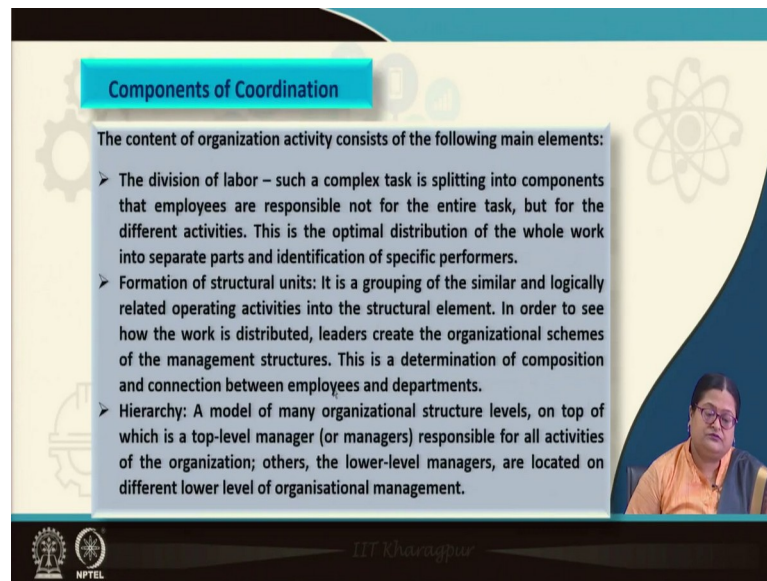
Types of coordination: On the basis of the function coordination can be of two types vertical and horizontal. Vertical coordination is amongst the vertical structure of the organization, which states that the lines of authority pass from top to bottom. Vertical coordination means coordination between different levels of organization from top to bottom to achieve organizational goals.

Horizontal coordination: It indicates the relationship between peers, colleagues, fellow workers, different departments at the same level of the hierarchy. In horizontal

organization authority structure, individuals are located at the same level and normally they have no authority over each other.

So, they all are taken to be team members who are at the same level having the same organizational power in terms of the decision making and it is not taken like the one person is having authority over the other. There are also other types of coordination like programmed coordination, non-human coordination and voluntary coordination also.

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The content of organization activity consists of the following main elements:

- The division of labor – such a complex task is splitting into components that employees are responsible not for the entire task, but for the different activities. This is the optimal distribution of the whole work into separate parts and identification of specific performers.
- Formation of structural units: It is a grouping of the similar and logically related operating activities into the structural element. In order to see how the work is distributed, leaders create the organizational schemes of the management structures. This is a determination of composition and connection between employees and departments.
- Hierarchy: A model of many organizational structure levels, on top of which is a top-level manager (or managers) responsible for all activities of the organization; others, the lower-level managers, are located on different lower level of organisational management.

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Now in order to do this coordination like, what are the different activities which are required? Till now, we have understood like what is coordination, what are the different types, why it is required, understood the importance of it, but for the different steps required before we think of coordination.

The first important thing is of course, the division of labor - such as like the splitting of a complex task into components, that employees are responsible like it is not the employees are responsible for the entire task for the different activities of a particular task.

So, it is the optimal distribution of the whole work into separate parts and identification of the specific performers. And also understanding the connectivity between the various jobs because at the end of the day, then again, they need to be collated together to give understand the total picture.

So, how the complex task is splitted into components and activities, how these activities are related to each other, understanding what are the expected performance levels in the each of the activities are very important, whenever we are talking of division of labor.

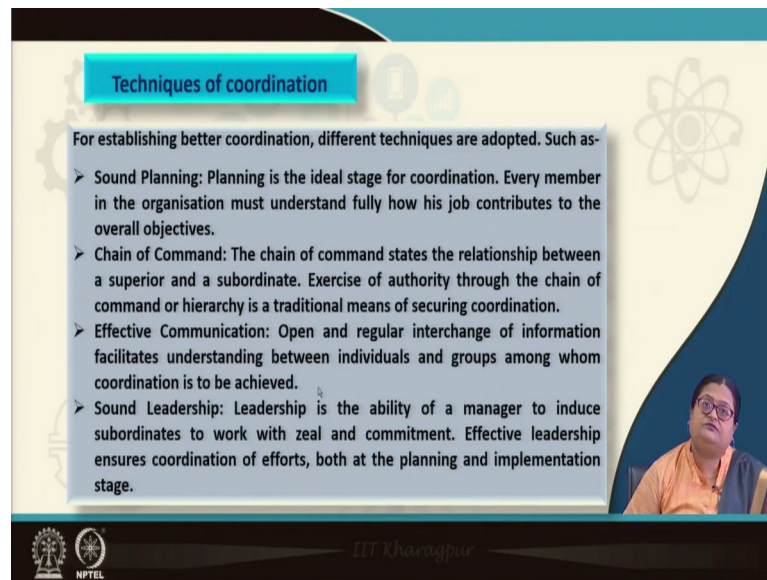
Second is, formation of structural units, it is a grouping of the similar and logically related or operational activities into the structural element. In order to see how the work is distributed leaders create organizational schemes of the management structures. This is determination of composition and connection between employees and departments. So, what is happened over here, similar nature of jobs is brought together and they are grouped together and they are logically linked with each other.

So, structural units can be formed and when this work distribution is completed then we can get to understand what will be the relation of the people with each other, expectations of people from each other, who will be doing these roles occupying these positions and performing on the rules. So, it also requires because you are able to define the job role, you can understand the composition and connection between employees and the departments.

Hierarchy: A model of many organizational structure levels on top of, which is a top-level manager is responsible for all activities of the organization. So, at the other lower levels the managers are located, at the different lower levels of the organization. So, when you are talking of hierarchy. So, how many levels should be there, who is at the top, who is at the bottom, in this regard also it is very important to mention, about the concept of span of control, that we had already discussed earlier.

Like who how many people that the in a particular hierarchy people can manage is also very important, whenever we are talking of coordination like in hierarchy who is placed where. And, under each version how many other people are there who reports to that particular person, will determine the nature of coordination and how you do it.

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Techniques of coordination

For establishing better coordination, different techniques are adopted. Such as-

- **Sound Planning:** Planning is the ideal stage for coordination. Every member in the organisation must understand fully how his job contributes to the overall objectives.
- **Chain of Command:** The chain of command states the relationship between a superior and a subordinate. Exercise of authority through the chain of command or hierarchy is a traditional means of securing coordination.
- **Effective Communication:** Open and regular interchange of information facilitates understanding between individuals and groups among whom coordination is to be achieved.
- **Sound Leadership:** Leadership is the ability of a manager to induce subordinates to work with zeal and commitment. Effective leadership ensures coordination of efforts, both at the planning and implementation stage.

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Now, we if you have to achieve a better coordination; obviously, there should be some techniques for better coordination. For to establish better coordination different techniques are adopted such as of course, as we have mentioned the first point is sound planning.

Planning is the ideal stage for coordination, every member in the organization must understand fully how his job contributes to the overall objectives. Otherwise, if not, it is not there the person will not be motivated also to function properly and cannot understand the contributions expected from that person.

Chain of commands: The chain of command states the relationship between a superior and a subordinate. Exercise of authority through the chain of command or hierarchy is a traditional means of securing coordination.

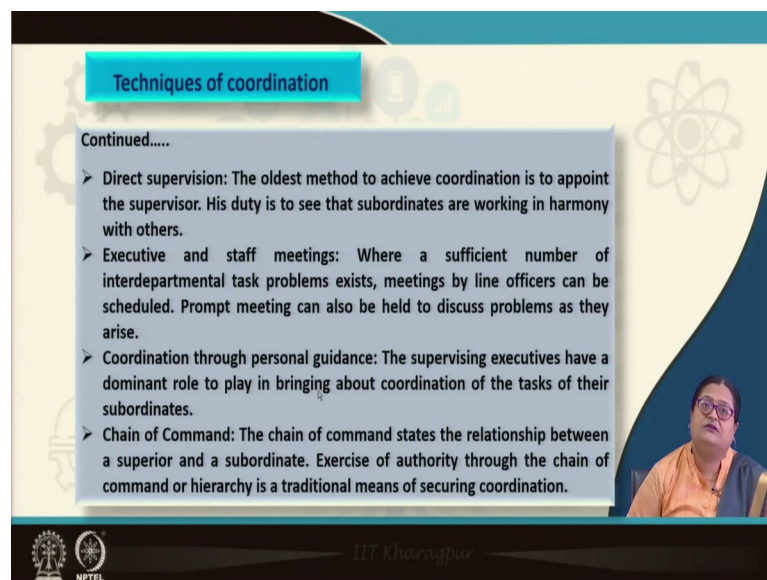
Effective communication is also very important for coordination. Open and regular interchange of information facilities understanding between individuals and groups, among whom coordination is to be achieved is very important.

Sound leadership: Leadership is very essential quality of that is required technique for proper coordination, it is the ability of the manager to induce subordinates to work with zeal and commitment.

Effective leadership ensures coordination of efforts, both at the planning and at the implementation stage, because sometimes the employees may not see what their efforts are leading to whether they can actually contribute to certain purpose or not, but the leader who has a transformational vision, who can see through the whole processes, the who are change leaders they can understand like what could be the employees contribution, what could be the employees competence potential and what could be the contribution towards the organizational goal.

They because they can see everything some maybe at one step higher, they can see how coordination, what are the pockets where coordination may fail, how to ensure better coordination of efforts both at the planning and the implementation stage.

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The slide is titled "Techniques of coordination" and is part of an NPTEL presentation from IIT Kharagpur. It lists four techniques of coordination:

- Continued.....
- Direct supervision: The oldest method to achieve coordination is to appoint the supervisor. His duty is to see that subordinates are working in harmony with others.
- Executive and staff meetings: Where a sufficient number of interdepartmental task problems exists, meetings by line officers can be scheduled. Prompt meeting can also be held to discuss problems as they arise.
- Coordination through personal guidance: The supervising executives have a dominant role to play in bringing about coordination of the tasks of their subordinates.
- Chain of Command: The chain of command states the relationship between a superior and a subordinate. Exercise of authority through the chain of command or hierarchy is a traditional means of securing coordination.

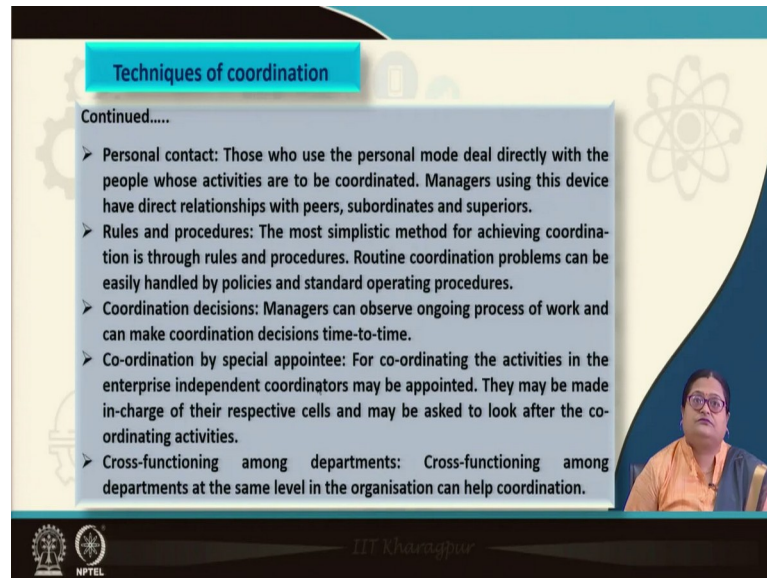
The slide also features a video inset of a woman speaking in the bottom right corner and logos for IIT Kharagpur and NPTEL at the bottom.

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Techniques of coordination

Continued.....

- **Personal contact:** Those who use the personal mode deal directly with the people whose activities are to be coordinated. Managers using this device have direct relationships with peers, subordinates and superiors.
- **Rules and procedures:** The most simplistic method for achieving coordination is through rules and procedures. Routine coordination problems can be easily handled by policies and standard operating procedures.
- **Coordination decisions:** Managers can observe ongoing process of work and can make coordination decisions time-to-time.
- **Co-ordination by special appointee:** For co-ordinating the activities in the enterprise independent coordinators may be appointed. They may be made in-charge of their respective cells and may be asked to look after the co-ordinating activities.
- **Cross-functioning among departments:** Cross-functioning among departments at the same level in the organisation can help coordination.

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Other important techniques of coordination are of course, personal contact, those who use the personal mode deal directly, with the people whose activities are to be coordinated. Managers using this device have direct relationship with peers, subordinates and superiors. Understanding the rules and procedures, the most simplistic method for achieving coordination is through rules and procedures.

Routine coordination problems can be easily handled by policies can easily handled by policies and standard operating procedures, if they are set because these are routine processes then we do because these are routine processes maybe we do not have to define it again and again, but if there are standard operating processes which are settled, then people that coordination can be achieved easily.

Coordination decisions: Managers can observe ongoing process of work and can make coordination decisions time - to - time.

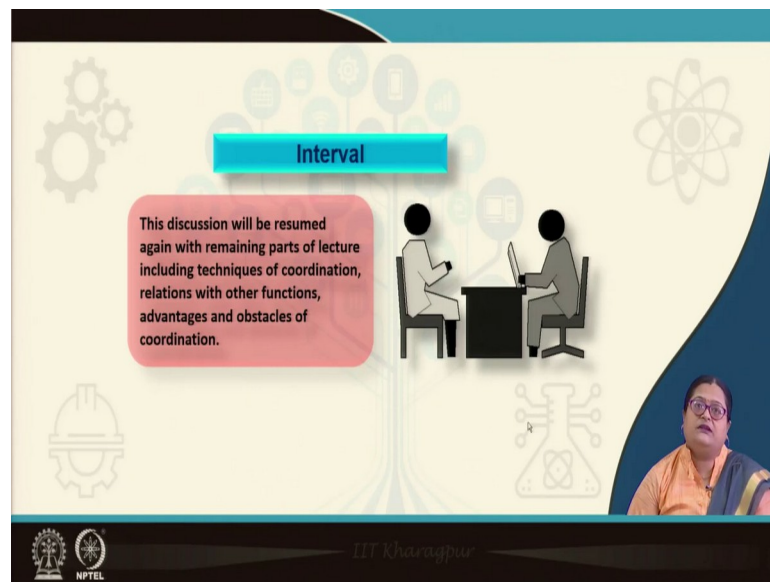
Co-ordination by special appointing: For coordinating the activities in the enterprise independent coordinators may be appointed. They may be made in charge of their respective cells and may be asked to look after the coordinating activities.

So, if you have like a big size organization and if you have different departments doing their different functions to the extent like each of the departments itself like, organize looks like an organization in itself then what happens you may have special appointee to look into this coordination function.

Cross functioning among departments: Cross functioning among departments at the same level in the organization can also help coordination.

We will take a short interval over here.

(Refer Slide Time: 35:34)

The slide features a light yellow background with various icons: gears, a hard hat, a chemical flask, a person at a computer, and a network diagram. A blue banner at the top contains the word "Interval". A red rounded rectangle contains the text: "This discussion will be resumed again with remaining parts of lecture including techniques of coordination, relations with other functions, advantages and obstacles of coordination." To the right of this text is an illustration of two people sitting at a desk, one using a laptop. In the bottom right corner, there is a small video inset of a woman with glasses and a blue top. The bottom of the slide has a dark blue footer with the NPTEL logo on the left and the name "Dr. Khuram" in the center.

We will come back with the next discussion on the different techniques of coordination, then relationship with other functions, advantages and obstacles of coordination.

Thank you for now, we will meet in the next session.