

Coordination and Direction



LEARNING OBJECTIVE

Through this chapter the students can learn about the following:

- Enable the students to understand the principles and types of coordination.
- To acquaint the students with nature and techniques coordination.
- To help the students to understand the importance of direction.
- To understand about delegation and its characters.
- To study the qualities of supervisor.

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5.1 Introduction

Coordination means integrating the activities of the organisation together to achieve the organisational goal (i.e) Synchronising the activities. An

organisation goes with different things that make it comprehensive and composite. Therefore understanding coordination is essential for achieving a balanced organisational performance.

5.2 Meaning

Every department in an organisation function independently. But the activities of one department influence those of another department. For example, the activities of the purchase department influence those of the production department and vice versa. Thus, it reveals that the various departments in an organisation are inter-related and inter-dependent. Coordination is a management function in which it acts as a link between the activities of different departments. Every department has its own objective. Coordination ensures that all the departments contribute to the attainment of the goal of the whole enterprise.



Figure 5.1 Coordination is the essence of management

From the above diagram, it has clearly revealed that the way coordination links planning, organising, staffing, directing and controlling. Besides, the concept lies with the attainment of organisation objectives.

5.3 Definition

According to Henry Fayol, “Coordination is to harmonise all the activities of a concern so as to facilitate its working and its success. In a well-coordinated enterprise, each department or division works



■ The Indian railway is operating train throughout India. In that many persons such as signal control, engine driver, ticket collector and level crossing gate keeper work in a co-ordinated manner by which all of us enjoy a safe and comfortable journey.

■ In a music band group every instrument player want to co-ordinate with the main music composer.

■ ISRO (Indian space research organization) launched heaviest satellite GSAT-11 successfully from French territory located in South American on early morning 02.07am (IST) on 5th Dec 2008 is possible only because of Indian scientist, engineers and support staffs.

in harmony with others and is fully informed of its role in the organisation”.

In the words of Mooney and Reily, “Coordination is the orderly arrangement of group effort to provide unity of action in pursuit of a common purpose”.

5.4 Principles of Coordination

- 1. Direct personal contact:** Coordination is best achieved through direct personal contact with people. Direct face to face communication is most beneficial.
- 2. Early beginning:** Coordination can be achieved more easily if it is planned in the early stage of planning and policy making. Plan should be based on mutual participation. Initial coordination also improves the quality of plans.
- 3. Reciprocity:** Reciprocity refers to Mutuality among the employees working in the organisation. It states that all factors in a given situation are interdependent and interrelated.



4. **Continuity:** It is an on-going or never ending process. As long as there is planning and execution, coordination is needed.

5.5 Nature of Coordination

- Coordination is not a distinct function but it plays a significant role of management.
- It is a basic responsibility of management.
- Coordination does not arise spontaneously or by force.
- The main theme of coordination is the unity of purpose.
- It is a continuous or an on-going process.
- It requires group effort and not individual effort.
- It is the responsibility of each and every manager.
- Coordination is a dynamic process.
- Coordination is the essence of management.
- It is a goal oriented activity.

5.6 Importance of Coordination

1. **Coordination helps to attain common goal:** By integrating the activities of various departments and to secure unity of action, coordination plays a vital role and helps to attain the goal.
2. **It helps to achieve optimum utilisation of resources:** Coordination ensures that there is no duplication of work. By understanding their own work, overlapping the activities may be avoided, which ensures to attain maximum utilisation of available resources.

3. **It provides a sense of direction:** In an enterprise where every department performs different activities, it is only coordination that provides a sense of direction to one and all.
4. **It leads higher efficiency:** By coordination, the resources are utilised to the maximum. So the organisation can promote efficiency and effectiveness.
5. **It promotes human relations:** Coordination necessitates cooperation and teamwork among the personnel in an organisation. This leads good human relations among the individuals.
6. **It facilitates motivation:** Coordination leads to motivation, which helps the employees in the organisation to get both financial and non-financial incentives.
7. **It improves goodwill of the organisation:** Goodwill refers to the reputation of the organisation. Without coordination, no organisation can improve their reputation.
8. **It encourages team spirit:** Team spirit indicates morality of the organisation. So, coordination helps the firm to achieve maximum profitability with proper team work.

5.7 Types of Coordination

1. **Internal Coordination:** It is the establishment of relationship among the managers, executives, divisions, subdivisions and other workers.
 - i. **Vertical Coordination:** Superior coordinates his work with his subordinates and vice versa. For example, sales manager coordinates his work with the activities of the sales supervisor.



Figure 5.2 Importance of coordination

ii. Horizontal Coordination:

It refers to the relationship between the persons of the same status. Coordination between the departmental heads, supervisors and co-workers in the organisation is an instance for horizontal coordination.

2. **External Coordination:** It is the establishment of relationship among managers, executives, divisions, subdivisions and other workers. That is, the chief coordinator synchronises with market agencies, general public, competitor, technologies, agencies, different institutions and different financial institutions.

5.8 Problems in Coordination

In practice, coordination in the organisation faces certain problems listed below:

1. **Natural hindrance:** Due to lack of knowledge, the superior and subordinate communication gap will be raised. Therefore, it prevents effective coordination in the organisation.
2. **Lack of administrative talent:** Lack of administrative talent is widely applicable for the superiors in the organisation such as autocratic attitudes and non-acceptance of feedback from the subordinates.

3. **Lack of techniques of coordination:** Without mutual respect among the subordinates, the coordination may not survive. Moreover, the managers must respect the feelings and emotions of the employees.
4. **Ideas and objectives:** Every manager in an organisation must know the objectives very clearly. If he cannot understand the objectives, then the coordination will not be successful and effective.

5.9 Steps for effective coordination

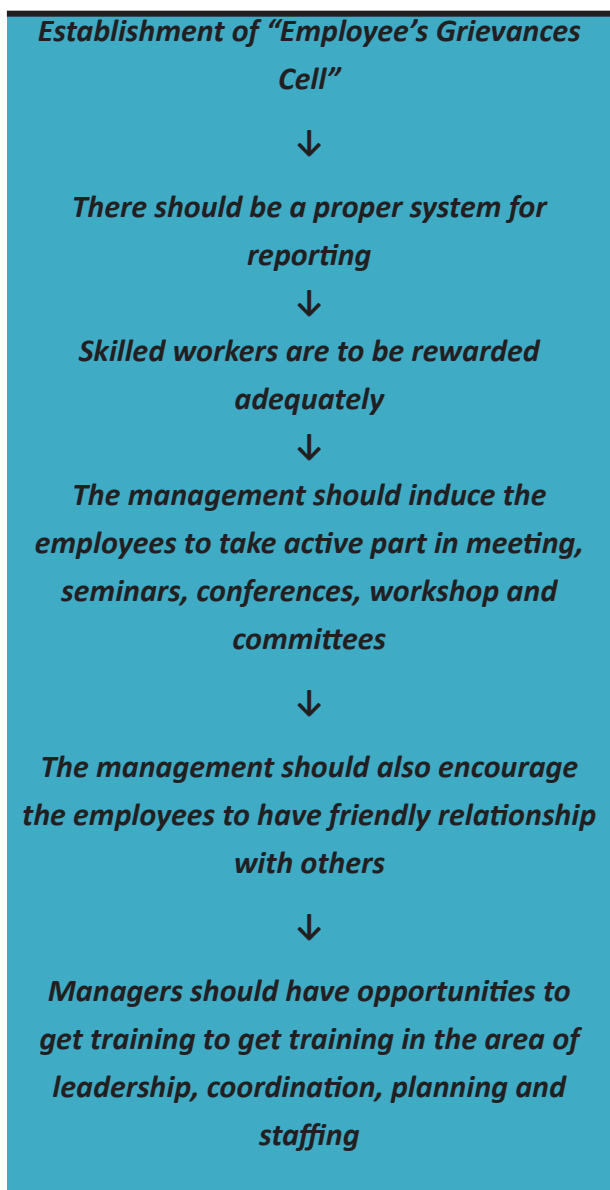


FIG 5.3 Steps in Coordination

DIRECTION

5.10 Meaning

The functions of management like planning, organising, staffing deals with the preparation of work performance. But Direction stimulates the organisation and its staff to execute the plan. So direction is also called management-in-action.

5.11 Definition

According to Koontz and O'Donnell, "Direction is the impersonal aspect of managing by which subordinates are led to understand and contribute effectively and efficiently to the attainment of enterprise objectives".

According to Haimann "Directing consist of the process and technique utilised in issuing instructions and making certain that operations are carried on thus originally planned".

5.12 Characteristics of Direction

1. It is concerned with issuing the orders and instructions to the subordinates.
2. Supervisor will give direction to subordinate.
3. Directing is pervasive, because it is performed at all levels of management. Therefore, direction is a universal acceptable concept.
4. It is a continuous and on-going process because it deals with the continuous guidance to be provided by the superiors to their subordinates.
5. It always follows a top down approach.
6. It provides linkage between other managerial functions such as planning, organising and staffing.

5.13 Importance

The essential elements of directing are as follows:

1. Issuing orders and instructions:

Every instruction given by the manager in the process of directing his subordinates should be reasonable, complete and clear. It must be in writing, so that the possibility of misunderstanding can be avoided.

2. Guiding, counselling and teaching the subordinates:

The managers should guide, counsel and teach the subordinates with regard to the proper way of doing the job in order to enable them to carry out their job-effectively and efficiently.

3. Supervising the work of subordinates:

Every work of subordinates should be supervised by the manager to ensure that their performance conforms to the plan.

4. Motivating the subordinates:

Motivating the subordinates to meet the expectations of the superiors is another element of directing.

5. Maintaining Discipline:

Another element of directing is maintaining discipline and rewarding efficient performance.

6. Consultative Direction:

Before the issue of any order, the people responsible for executing order will be consulted with regard to its feasibility, workability and the best way of accomplishing the results.

7. Integrative Force:

Direction integrates the activities of employees. It is mainly concentrated about what, when, where and who to

do the work. Without integration, no activities can be fulfilled.

8. Initiating the action:

In direction, a manager motivates the subordinates to perform the activities. When an employee receives the direction, his or her initiative will start to do the work.

5.14 Techniques of Direction

Managers use several techniques to direct their subordinates. They are as follows:

1. Delegation: Assigning the work to the correct person and giving him authority to perform the task. It is the process of assigning duties and power.

2. Supervision: Overseeing the assigned task performed without deviating from the original plan. It is performed with the view to ensure that the subordinates work effectively and efficiently to attain the organisational goal.

3. Communication: Communication helps the employer to communicate his views, opinion, orders to employees. It helps to attain the goal.

4. Motivation: Providing rewards to best performing employees and punishment for poor performing employees.

5. Leadership: Encouraging the team to proceed with the right direction.

DELEGATION

5.15 Delegation – Meaning

Delegation is the assignment or obligation of any responsibility or authority to

another person to carry out specific activities. It is one of the essential concepts of management. However, the person who delegates the work remains responsible for the outcome of the delegated work. Delegation empowers a subordinate to make decisions. In general, delegation can save money and time, help in building skills, and motivate people.

Definition

According to Dr. Kanthi Wijesinghe, “Delegation begins when the manager passes on some of his responsibilities to the subordinate. Responsibility is the work assigned to an individual”.

5.16 Characteristics of Delegation

- 1. Process of assigning authority:** Delegation is a process of assigning authority to subordinate to perform specific tasks. Delegation will be more effective if the superior assigns the task to an educated person.
- 2. Shifting decision making authority:** This involves the delegating of decision-making authority from one level to the corresponding lower managerial level.
- 3. Creates link:** Delegation of authority generates connection between managerial levels. This shows the singleness of the objective of the management by serving one chain of authority.
- 4. Authorise subordinates:** It authorises subordinates, to act in a well-founded way within the specified limits. Delegation will not permit subordinates to act in unreasonable manners.

- 5. Creates responsibility:** It may create responsibility on subordinates to perform the assigned activities correctly. Delegation gives the lower managerial level the information as to what they need.

SUPERVISION

5.17 Meaning

Supervision is an act of directing, managing or overseeing the subordinate at work. It refers to a cooperative relationship between the leader and one or more person to accomplish a particular job. It is undertaken at all levels of management and face to face communication is useful for supervision.

Supervision – Definition

“Supervision is achieving the desired results by means of intelligent utilisation of human talent”.

- G.R. Terry

5.18 Principles of Supervision

- Supervision should encourage self-expression to draw out the potential abilities of a worker.
- It should provide initiative to individual to take more responsibility.
- It should provide full opportunity to do work in cooperation to develop the team spirit and also to develop the good interpersonal relationship.
- It should meet the individual needs.
- Good supervision respects the personality of an individual.

5.19 Qualities of a Supervisor



Figure 5.4 Qualities of Supervisor

From the above diagram, it has revealed that, a Supervisor should possess with five qualities. This will ensure the supervisor to achieve the organisational goals and objectives.

1. **Knowledge of the organisation:** Supervisor should understand the full information about the organisation that is rules and regulation, byelaws, policies and procedures.
2. **Technical Knowledge:** As the organisation becomes fully

computerised environment, every supervisor would have the technical knowledge such as computing skills, electronic communication skill etc.

3. **Honesty:** Supervisor should develop morality among the subordinates. Without honesty, no supervisor could achieve their organisational goals.
4. **Ability to listen:** Supervisor is not only instructing their subordinates always, but also he has to hear the information given by subordinates for the welfare of the organisation.
5. **Ability to talk well:** Supervisor should have the ability to communicate his subordinates for the better achievement of organizational objectives.



1. The Union Public Service commission (UPSC) conducts Civil services Exam for various central government employments. The exam is conducted all over India at the same day and same time. The exam is supervised by effective officers from UPSC and they work for zero error in exam conducting process.
2. The District collector is the supreme officer to supervisor the entire government department functioning in the district.

Points to Remember

- Coordination ensures that all the departments contribute to the attainment of the goal of the whole enterprise.
- Principles of coordination.
- Nature of coordination.
- Importance of coordination.
- Types of coordination – Internal coordination, external Coordination, Vertical coordination, Horizontal coordination.
- Problems in coordination.
- Direction – Its characteristics.
- Importance of Direction.
- Delegation is the obligation of giving authority and responsibility to any person to carry out the work.
- Meaning of supervision.
- Qualities of supervisor.

A-Z GLOSSARY

Coordination	It is concerned with the objective of harmonizing the activities of the different departments of an enterprise in order to achieve the common goal.
Cooperation	Cooperation can usually be preserved when a new member is introduced.
Reciprocity	Reciprocity refers to Mutuality among the employees working in the organisation.
Indoctrinating	Indoctrinating refers to training the organizational members with the goals and mission of the organization can transform a neutral body into a committed body.
Direction	It is concerned with issuing the orders and instructions to the subordinates.
Integrative force	It is mainly concentrated about what, when, where and who to do the work.
Delegation	Delegation is the assignment or obligation of any responsibility or authority to another person to carry out specific activities.
Supervision	Supervision refers to a cooperative relationship between the leader and one or more person to accomplish a particular job.

QUESTIONS

PART- A

Objective type Questions (1 Mark)

Choose the correct answer:

- Coordination is an essential for achieving a _____.
a. Balanced organisational performance
b. Imbalanced organisational performance
c. Organisational objectives
d. All the above
- Through _____ with people, the coordination can be achieved.
a. Direct personal contact
b. Telephonic contact
c. Sending mail
d. None of the above
- Goodwill refers to the _____ of the organisation.
a. Reputation
b. Teamwork
c. Coordination
d. Morality
- _____ is the highest coordinating power in an organisation.
a. Authority
b. Power
c. Centralisation
d. Decentralisation
- _____ refers to Mutuality among the employees working in the organisation.
a. Reciprocity
b. Goodwill
c. Management
d. Team spirit





6. _____ concerned with issuing the orders and instructions to the subordinates.
- Direction
 - Cooperation
 - Motivation
 - Communication
7. Direction always follows _____ approach.
- Top - Down
 - Down - Top
 - Vertical
 - Horizontal
8. _____ direction executive consults with his subordinates concerning the feasibility, the work ability and the extent and content of a problem.
- Consultative
 - Free-rein
 - Automatic
 - Democratic
9. _____ is the assignment or obligation of any responsibility or authority to another person to carry out specific activities.
- Delegation
 - Supervision
 - Order
 - Direction
10. _____ refers to a cooperative relationship between the leader and one or more person to accomplish a particular job.
- Supervision
 - Authority
 - Controlling
 - Team work

PART –B

Very Short Answer (3 Marks)

Answer in Five lines:

1. Define the term Coordination.
2. What is Horizontal Coordination?
3. Define Direction.
4. How direction initiative the action?
5. What is meant by Delegation?
6. How delegation creates responsibility?
7. Define the term 'Supervision'.

PART- C

Short Answer (5 Marks)

Answer in one page:

1. State the problems in coordination.
2. What is the importance of coordination?
3. State the characteristics of direction.
4. List out the techniques of direction.
5. Enumerate the importance of direction.
6. Discuss the characteristics of delegation.
7. Discuss the principles of supervision.

PART- D

Essay type Questions (10 Marks)

Answer within three pages:

1. Explain the various techniques of coordination.
2. Define the term Direction. Elucidate the principles of Direction.
3. "Delegation is an essential concept of management leadership" – Comment.
4. Describe the qualities of a supervisor.



Activity

Teacher Activity:

1. Should teach basic concepts through classroom discussion.
2. Prepare charts on principles and techniques of coordination, direction, delegation and supervision.

Students Activity:

1. Students can be asked to conduct Role play as director.
2. Students should prepare charts on techniques of delegation.

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