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Topic : Coordination– Essence of Management

*Coordination is the force that binds all the other functions of management.*

*Coordination is the common thread that runs through all activities such as – purchase, production, sales, and finance to ensure continuity in the working of the organisation. Sometimes it is considered as a separate function of management.*

*Coordination is the essence of management or manager ship, for the achievement of harmony of individual effort towards the accomplishment of group goals is the purpose of management. It is a process by which the manager achieves harmonious group effort and unity of action in the pursuit of a common purpose. The manager brings about this process as he performs the basic managerial functions of planning, organising, staffing, directing and controlling.*

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“In administration”, says Newman, “coordination deals with synchronizing and unifying the actions of a group of people. A coordinated operation is one in which the activities of the employees are harmonious, dovetailed, and integrated towards a common objective.” McFarland defines co-ordination as “the process whereby an executive develops an orderly pattern of group effort among his subordinates and secures unit of action in the pursuit of a common purpose.”

A number of authors have defined co-ordination differently. The views of some of them are given here in order to know its exact nature.

Henry Fayol, “To co-ordinate is to harmonise all the activities of a person in order to facilitate its working and its success.” Co-ordination is necessary to enable a person to improve his functions. Without co-ordination, working cannot be harmonised.

Ordway Tead, “Co-ordination is the effort to assure a smooth interplay of the function and forces of all the different component parts of an organisation to the end that its purposes will be realised with minimum of friction and a maximum of collaboration effectiveness.” The purpose of co-ordination is to synchronise the functions of various departments for achieving organisational goals with minimum efforts.

George Terry, “Co-ordination deals with the task of blending efforts in order to ensure successful attainment of an objective. It is accomplished by means of planning, organising, actuating and controlling.” The aim of co-ordination is to achieve better results and this may be done in different ways. Different managerial functions are also used to attain organisational goals.

Newman, “Co-ordination is a part of all phases of administration and that it is not a separate and distinct activity.” Administration is possible only when various activities of the enterprise are properly co-ordinated. In the absence of co-ordination, administration will not be possible. Administration and co-ordination is one and the same thing; one is not possible without the other.

### **Coordination – Features**

- i. Co-ordination is not a separate function but the very essence of management. It is present in all the functions.
- ii. Need for co-ordination arises due to inter-dependency of various functional departments.

- iii. Co-ordination is a dynamic process and it is to be exercised all the time to ensure smooth functioning of departments.
- iv. The managers across the level have to consciously exercise co-ordination.
- v. It is required in group efforts and not in individual effort. Hence it involves orderly arrangement of group effort.
- vi. The objective of coordination is to facilitate accomplishment of overall objectives. It works on the fulcrum of unity of purpose.

### **Coordination - The Essence of Management**

Co-ordination brings unity of action and integrates different activities. Every managerial function needs co-ordination and synchronisation of various activities.

#### **Co-ordination is necessary for the following reasons:**

##### **1. Co-Ordination needed to perform all Functions:**

Managerial functions are performed in a better way with the help of co-ordination.

- (i) Planning needs co-ordination among main plan and sub-plans. The plans of different departments or sections will be co-ordinated to prepare a plan for the whole organisation.
- (ii) While performing organising function, there is a need to have co-ordination between authority, responsibility and accountability at different levels.
- (iii) Co-ordination in staffing function is needed between nature of job and qualifications of employees and between nature of work and compensation fixed.
- (iv) In directing function, co-ordination is required between superior and subordinate, between orders, instructions, guidelines, etc.
- (v) In controlling function, co-ordination is required between standards set and actual performance.

##### **2. Co-Ordination is needed at all levels:**

- (i) At top level co-ordination is needed to synchronise the activities of the organisation for achieving overall goals of the firm.

(ii) At middle level, co-ordination is needed to balance the activities of different departments for attaining the organisational objectives.

(iii) At lower level of management, the activities of workers and others are co-ordinated for achieving departmental goals.

### **3. Co-Ordination is the Most Important Function:**

Co-ordination is the most important function of every organisation. The integration of various functions will be done through co-ordination. In the absence of co-ordination there will be chaos and mismanagement. There will be a need of co-ordination for setting the things right. It was with this reason that classical school of thought considered co-ordination as a separate function. All managerial functions try to achieve integration of various efforts and co-ordination becomes the essence of management