

## **MANAGEMENT**

### **PRINCIPLES AND APPLICATIONS**

#### **UNIT-1**

#### **PART-VIII**

### **CO-ORDINATION**

#### **Co-ordination and Co-operation**

Co-ordination is much more than co-operation. Co-operation is nothing but merely willingness to help each other, while co-ordination makes possible a total accomplishment in excess of the sum of individual parts. Thus, co-ordination includes co-operation and integration. Co-operation is the result of voluntary attitude of the participants while co-ordination does not come about unless it is deliberately planned.

**George R. Terry** has beautifully illustrated the difference between co-ordination and co-operation with the help of the following illustration:

A boy who wished to take an early morning train, accordingly set his watch a half hour ahead before going to bed, so that he would definitely rise in time. Placing the watch on the table along his bed side, the boy retired early to get sufficient rest. His father, knowing of his son's desire to catch the early train, went to his son's bedroom and advanced the lad's watch by half an hour, assuming this would give the boy time to get up and get dressed. Likewise, the mother just before retiring, went to the lad's bedroom and advanced his watch by half an hour so that he would not be rushed in the morning. As a result, the lad arose one and half hour early instead

of half an hour, losing an hour of needed sleep. Co-operation among the actions of the son, father and mother was present but there was no co-ordination.

### **Characteristics of Co-ordination**

The basic features or essential elements of Co-ordination are as follows:

**1 Co-ordination is a managerial liability:** Co-ordination is a managerial liability. It is established by the management at the time of formation in a planned way.

**2. Co-ordination is a unifying activity:** Co-ordination is a unifying activity, integrating and harmonising activities of different departments and individuals for the achievement of common objectives.

**3. Co-ordination is according to time:** Co-ordination is always according to time. It exists in all the parts of an organisation. Co-ordination should be of both the vertical and the horizontal type.

**4. Co-ordination is a systematic combination:** Co-ordination is a systematic combination for establishing co-ordination and integration between different activities by adequate quantity, time and direction of performance for the accomplishment of the pre-determined goal.

**5. Co-ordination is the essence of Management:** Co-ordination is not only a separate function of management but also the essence of management. It is so because achievement of harmony between individual efforts towards the accomplishment of organisational goals is the very purpose of management.

**6. Co-ordination is a continuing process:** Co-ordination is a continuous or never-ending process. It goes on relentlessly from the very beginning. If anywhere it either stops or slackens a derailment is the only possibility, which will harm the whole enterprise.

**7. Other Features:** Besides the above main features, co-ordination possesses the following features too: (i) The object of co-ordination is to maintain uniformity in the activities. (ii) Co-ordination can be both the internal and the external type. (iii) Co-ordination is established by the leaders for making confidence in participating management. (iv) Co-ordination establishes prompt direct relationship between related persons. (v) Co-ordination makes general objective

simpler. (vi) Co-ordination is a systematic combination of collective efforts. (vii) Co-ordination is arranged at the time of working itself. (viii) Co-ordination stops the wastage of collective efforts. (ix) Generally, co-ordination is a function of high officials.

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