MODULE - II

Staffing:
The process of recruiting, retaining, developing and nurturing the workforce is called staffing
Advantages of proper and efficient staffing:
1) It helps in discovering talented and competent workers and developing them to move up the corporate ladder. 2) Ensures greater production by putting the right man in the right job. 3) It helps to avoid a sudden disruption of an enterprises production run by indicating shortages of personal if any in advance. 4) Helps to prevent underutilization of personnel through over manning and the resultant high labour cost and low profit margins. 5) Provides information to management for the internal succession of managerial personnel in the event of unanticipated turnover.
Recruitment:
Definition :
It is defined as the process of identifying the sources for prospective candidates and to stimulate them to apply for the jobs. Is also defined as the generating of the applications or applicants for specific positions. Is defined as the process of attracting potential employees to the company
The management should have a proper plan of recruitment regarding the quantity and quality of personnel required and the time when it is needed
Sources of recruitment:
Can be broadly classified into two categories: Internal and External. Internal sources refer to the present working force of the company. Vacancies other than the lowest level may be filled by the existing employees of the company.
About more commonly used external sources of recruitment are:
1)Re-employing former employees:
laid off employees or employees left due to personal reasons may be reemployed who may require less training compared to the strangers of the enterprise.
2) Friends and relatives of the present employees:
Employed personnel with a record of good relationships may be encouraged to recommend their friends and relatives for Appointment in the concern where they are employed.
3) Applicants at the gate:
Suitable unemployed employees who call at the gates of the factories or companies are called are interviewed by the factory or company personnel and those who are found suitable for the existing vacancies are selected.
4) College and technical institutes:
Many big companies remain in touch with the colleges and technical institutions to recruit young and talented personnel.
5) Employment exchanges:
Employment exchanges set up by the government for bringing together those men who are in search of the employment and these who are in search of employment and those who are looking for men. Employment exchanges are considered a useful source for the recruitment of clerks, accountants, typists.

6) Advertising the vacancy:
can be done by advertising the vacancy in leading newspapers which may be used when the company requires services of persons possessing certain special skills or when there is acute shortage of labour force
7) Labour unions:
Persons are sometimes recommended for appointment by their labour unions.

Selection:
Steps in the selection procedure:
There are three steps in the selection procedure namely job analysis, job description and job specification.
(i)job analysis:
Is the process by means of which a description is developed of present methods and procedures of doing a job, physical conditions in which the job is done, relation of the job to other jobs and other conditions of employment
(ii)job description
The results of the job analysis are set into job description which involves writing job descriptions for production workers, clerical people, first line supervisors and managers
(iii)Job specification
Is a statement of the minimum acceptable human qualities necessary to perform the job satisfactorily
The various steps involved in the selection process are
1.filling the application bank by the applicant
Is the first step in the process of selection in which the applicant the applicant gives relevant personal data such as qualification, specialization, firms in which he has worked
2.Initial interview
is conducted by the company on the basis of the particulars furnished in the application blank which is an important means of evaluating appearance of the candidate and also used to establishing a friendly relationship between the candidate and the company and for obtaining additional information
3.Employment tests
Are conducted for further assessment of candidate's nature and abilities such as candidate's particular traits or abilities, his likes and dislikes, his intelligence, manual dexterity, capacity to learn and to benefit from training.
There are several types of tests that are used in selection procedure. They are
(i)Aptitude test (ii)interest test (iii)Intelligence test (iv)Trade or performance or achievement test (v)Personality test
(i)Aptitude Test
This test measures the applicants capacity to learn the skill required for a job and to find the suitability of the candidate for a particular job he will perform if he is given the necessary training
(ii)Interest test
This type of test is used to check the candidates liking for a particular job by means of vocational counseling, well prepared questionnaires and does not reveal the ability of a candidate. For example interest of a candidate in a sales job
(iii)Intelligence tests
Used to judge the mental alertness, reasoning ability, power of understanding of a candidate. For example, reading and summarizing a paragraph in an allotted time
(iv)Trade or performance or achievement tests
Are used to measure the candidates level of knowledge and skill in a particular trade or occupation in which is finally selected and appointed. For example, typists ability to type out some letters with speed and accuracy
(v)Personality test

Are used to measure those characteristics of the candidate like self-confidence, temperament, initiative, Judgment, dominance, integrity, originality etc. which are important for a selection process For example, asking a candidate a series of questions and judging his personality in test situations

Meaning and nature of directing:

Direction / Directing :
Means issuance of orders and leading and motivating subordinates as they go about executing orders Consists of the process and techniques utilized in issuing instructions and making certain that operations are carried on as originally planned. Is a vital in managerial function. Is used to stimulate action by giving direction to his subordinates through orders and also supervise their work to ensure that the plans and policies achieve the desired actions and results
To conclude direction is the process of utilizing the techniques in issuing instructions and making certain that operations are carried out on as originally planned.
Requirements or principles of effective direction / Nature of directing :
1) Harmony of objectives:
The goals of its members must be in complete harmony with the goals of an organization The manager must direct the subordinates in such a way that   they that they perceive their goals to be in harmony with enterprise objectives. For   Example the company's profits may be associated with the employee's gains by giving additional bonus or promotion.
2) Unity of Command:
The subordinates must receive orders and instructions from one supervisor only the violation of which may lead to conflicting orders, divided loyalties and decreased personal responsibility for results.
3) Direct supervision
Every supervisor must maintain face-to-face contact with his subordinates which boosts the morale of the employees, increases their loyalty and provides them with feedback on how well they are doing.
4) Efficient Communication:
Communication is An instrument of direction through which the supervisor gives orders, allocates jobs, explains duties and ensures performance. Is a two way process which enables the superior to know how his subordinates feel about the company and how the company feels on a number of issues concerning them. In communication comprehension is more important than the content.
5) Follow-through:
Is an act of following through the whole performance of his subordinates to keep check on their activities, help them in their cat and point out deficiencies if any and revise their direction if required

Leadership :
Is an important aspect of managing Is defined as the art of or process of influencing the people so that they will strive willingly and enthusiastically towards the achievement of group goals
Leadership Styles:
Three leadership styles widely used: 1) Traits approach 2) Behavioral approach 3) Contingency approach
1) Traits approach:
Trait is basically a character and deals with personal abilities and assumed to be God's gift   and abilities Are identified as mental and physical energy, emotional stability, knowledge of human relations, empathy, objectivity, personal motivation, communication skills, teaching ability, social skills, technical competence, friendliness and affection, integrity and faith, intelligence etc. Traits approaches –   Trait theories argue that leaders share a number of common personality traits and characteristics, and that leadership emerges from these traits. Early trait theories promoted the idea that leadership

2 .Behavioral approach
Behavioral theories focus on how leaders behave. Do they dictate what needs to be done and expect cooperation? Or do they involve the team in decisions to encourage acceptance and support.
There are three types of leadership as proposed by Kurt Lewin in 1930 based on a leader's decision-making behavior a. Autocratic b. Democratic c. Laissez-faire
a. Autocratic leaders
a. Autocratic leaders make decisions without consulting their teams. This is considered appropriate when decisions genuinely need to be taken quickly, when there's no need for input, and when team agreement isn't necessary for a successful outcome.
b. Democratic leaders
Democratic leaders allow the team to provide input before making a decision, although the degree of input can vary from leader to leader. This type of style is important when team agreement matters, but it can be quite difficult to manage when there are lots of different perspectives and ideas.
c. Laissez-faire leaders
Laissez-faire leaders don't interfere; they allow people within the team to make many of the decisions. This works well when the team is highly capable and motivated, and when it doesn't need close monitoring or supervision. However, this style can arise because the leader is lazy or distracted, and, here, this approach can fail.
is an innate, instinctive quality that you either have or don't have. Now we have moved on from this approach, and we're learning more about what we can do as individuals to develop leadership qualities within ourselves and Others. Traits are external behaviors that emerge from things going on within the leader's mind – and it's these internal beliefs and processes that are important for effective leadership.

3. Contingency approach– situation influencing good leadership
The realization that there isn't one correct type of leader led to theories that the best leadership style is contingent on, or depends on, the situation. These theories try to predict which leadership style is best in which circumstance. When a decision is needed fast, which style is preferred? When the leader needs the full support of the team, is there a better way to lead? Should a leader be more people oriented or task oriented? These are all examples of questions that contingency leadership theories try to address.

Motivation
Is nothing but any idea or desire or need or force which puts individual into a specific action Can be defined as the process of stimulating the people to action to accomplish the desired goals through the possibility of gain or reward Motivation represents an inner drive within an individual which directs him to behave in a specific way Only highly motivated individuals can achieve the goals of any organization
Motivation theories
There are six of them namely
1) Maslow's need hierarchy theory 2) Herzberg's two factor theory 3) McClelland's achievement theory 4) Victor Vroom's Expectancy theory 5) Adams equity theory 6) Skinners behavior modification theory

1) Maslow's need hierarchy theory:
An unsatisfied need is the basis for the motivation process and the starting point and begins the chain of events leading to behavior as shown in the figure below.
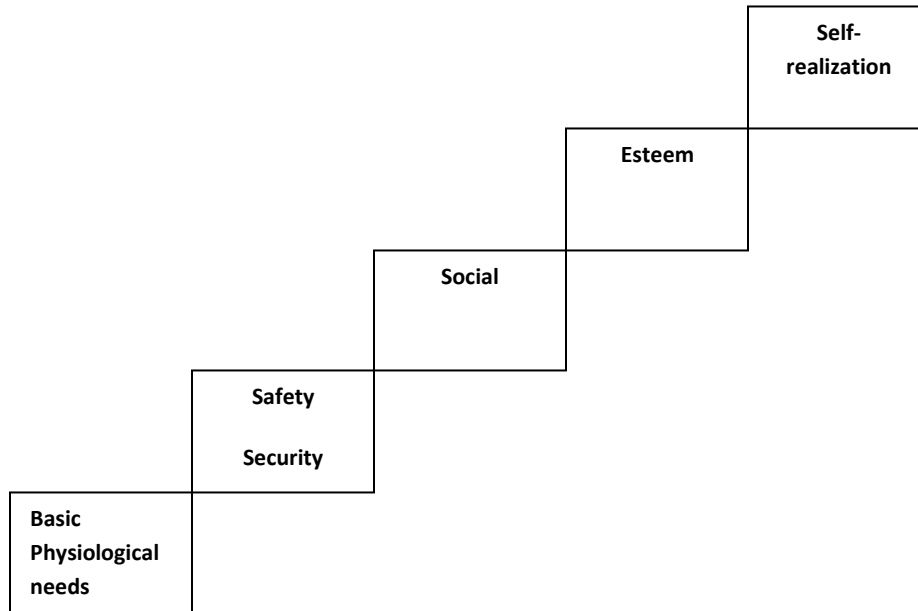

Fig. Order of priority of human needs

Begins with the person's unsatisfied need at the lowest level-identification of the need develops in the form of as goal which leads to the fulfillment of the need to achieve the goal. These needs are arranged in the form of a ladder of five successive categories as shown in the figure above.
(i)Physiological needs:
Arise of the basic physiology of life like the need for food, water, air, etc which must be at least satisfied partially for continued survival.
(ii)Security needs
Needs to feel free from economic threat and physical harm which need protection from arbitrary lay-off and dismissal, disaster and avoidance of the unexpected.
(iii)Egoistic needs
Are the needs which relate to respect and prestige the need for dominance for example Can be classified as self-esteem and esteem from others. Self-esteem is the need for worthiness of oneself and the esteem is the necessity to think others that he is worthy
(iv) Self-fulfillment needs
Are the needs to realize ones potential that is realizing one's own capabilities to the fullest-for accomplishing what one is capable of to the fullest For example a musician must make music etc.
According to Maslow, people attempt satisfy their physical needs first. as long as the needs are unsatisfied they dominate and after they become reasonably satisfied and progress to the next level and so on.

2)Herzberg's Two-factor theory
Original study based on the research by Fredrick and Herzberg who interviewed 200 engineers and accountants and were asked about the good times and bad times they think about their jobs.
Out of these interviews two factors emerged called the (I) maintenance factors and (II) motivators or satisfiers.
I Maintenance factors(Factor 1)
1) Fair company polices and administration
2) A supervisor who knows the work
3) A good relationship with one's supervisor.
4) A good relationship with one's peers.
5) A good relationship with ones subordinates.
6) A fair salary
7) Job security
8) Personal life
9) Good working conditions
10) Status
To build motivation different set of factors are necessary which are called motivators or satisfiers.
II)Motivators or satisfiers(Factor 2)
1) Opportunity to accomplish something significant
2) Recognition for significant achievements
3) Chance for advancement
4) Opportunity to grow and develop on the job
5) Chance for increased responsibility
6) The job itself.
Some facts about the two factors:
1) Motivators are job centered
2) Maintenance factors are related working conditions and environmental conditions.
3) These two group of factors are also known as intrinsic and extrinsic rewards.
4) These two sets of factors are unidirectional.

3)McClelland's need for achievement theory:
According to McClelland there are three important needs
(i)The need for affiliation (n Aff) (ii)the need for power(n Pow) (iii)the need for achievement(nAch)
(i)Need for affiliation (n Aff)
Reflects desire to interact socially with people and also concerned about the quality of an important personal relationship
(ii) The need for power (n Pow):
Person having high need for power tries to exercise the power and authority and also Concerned with influencing others and winning arguments
(iii) the need for achievement(n Ach):
has three distinct characteristics
a)preference in setting moderately difficult but potentially achievable goals
(b) Doing most things himself rather than getting them done by others and willing to take personal responsibility for his success or failure and does not want to hold responsible for it.
(c) Seeking situations where concrete feedback is possible.

4) Victor Vroom's Expectancy theory:
Works under conditions of free choice where an individual is motivated towards activity which he is most capable of rendering and which he believes has the highest probability of leading to his most preferred goal. The basic concepts of this theory are
1) First and second level outcomes:
1 a)First level outcomes
Job related goals before an individual such as promotion, increase in salary, recognition, and praise and so on are called second level outcomes. Each second level outcome can be associated with a value called valence for each individual.
The valence can be positive, negative or zero
Valence positive: individual wants to attain promotion **Valence negative**: does not want to attain promotion **Valence zero:** outcome towards which he is indifferent
1 b) Second level outcomes
Second level outcomes can be achieved in different ways: (i)promotion by leaving the organization , by absenting himself to show dissatisfaction, by joining a pressure group, by attending a training programme, or developing intimacy with the boss, by bribing somebody, by improving performance or by bribing somebody and so on.
2) Instrumentality
All first level outcomes have equal probability of leading the individual to the second level outcome The individual has subjective estimates of these probabilities ranging from -1 to +1 which are called instrumentalities.
The individual has subjective estimates of these probabilities ranging from -1 to +1 which are called instrumentalities.
-1 indicates a belief that second level outcome is certain without the first level outcome 0 indicates a belief that second level outcome is impossible without first level outcome 1 indicates a belief that second level outcome is certain with first level outcome
These instrumentalities are helpful in determining the valence of each first-level outcome The valence of each first-level outcome is the summation of all products arrived by multiplying its instrumentalities with the related valences of the second level outcomes.
3. Expectancy
Is the probability estimate which joins the individual's efforts to first level outcome Expectancy values are always positive ranging from 0 to 1.
4. Motivation
Motivation is the multiplicative function of the valence of each first-level outcome (V1) And the believed expectancy (E) that given effort will be followed by a particular first level outcome, That is M=f(V1*E)

5) Adams equity theory
In this theory, Equity is defined as the ratio between The individual's job inputs (such as effort, skill, experience, education and seniority) to the job rewards (such as pay or promotion)
it is believed that the individuals motivation, performance and satisfaction will depend on his on his or her subjective evaluation of his or her effort/reward ratio and the effort/reward ratio of others in similar situations
6) Skinners behavior modification theory:
The theory developed by researches done by B.F Skinner.
The theory is believed and based on the behavior of the past circumstances which they have learnt that the certain behaviors associated with pleasant outcomes and certain other behaviors are associated with unpleasant outcomes.
Example: Obedience to authority leads to praise and disobedience leads to punishment.

The consequences that increase the frequency of a behavior are positive reinforcement (praise or monitory rewards) or negative enforcement (A manager requiring all subordinates to attend early morning meetings if the performance falls below a certain desired level of the organization.

Negatives of the above theory proposed: Avoids concern for the inner motivation of the individual.

Skinners behavior modification theory is criticized for two reasons

(i) Overemphasis of extrinsic rewards ignores the fact that people are better motivated by intrinsic rewards.

(ii) The theory is unethical no manager has a right to manipulate and control his employee's behavior life.

Controlling
Meaning of controlling
Is one of the important functions of management Is the process the managers assure that actual activities conform to planned activities Controlling can be defined as the mechanism which is used to determine what is being accomplished by constantly evaluating the performance and applying corrective measures if necessary so that performance takes place according to plans whose behavior can be compared with that of the thermostat of the air-conditioning system
Steps in controlling process
There are basically three steps involved in controlling process 1)Establishing standards 2)Measuring and comparing actual results against standards 3)Taking corrective action
1)Establishing standards
is the first step in controlling process to establish standards against which results can be measured by identifying the key operations in business operations like profitability, market productivity, personnel development, employee attitude and public responsibility which should be quantifiable as far as possible Standards expressed in vague terms should be avoided as far as possible for example costs could be reduced orders should be executed quickly which could be costs should be reduced by 12 percent orders should be executed within three working days
Six types of standards identified
1)Physical standards 2)Cost standards 3)Revenue standards 4)Capital standards 5)Intangible standards 6)working practice standards
1)Physical standards: standards such as labour hour/unit of output, units of production/machine/hour
2)Cost standards: direct and indirect cost/unit produced, material cost/unit, selling cost/unit
3)Revenue standards: average sales/customer, sales per capita in a given market area
4)Capital standards: rate of return on capital invested ratio of current assets to liabilities
5)Intangible standards: competence of manager and employees, success of public relations program
6)Working practice standards: a clear standard for every tool to be hung in the right place by a worker or a shadow boards tool technique
2)Measuring and comparing actual results against standards
Is the second step in the control process which is used to compare the performance with predetermined standards Can be done by personal observation and by various summaries of figures, charts and statements Can be done quickly if control system is well organized with some variations which are desirable such as output above the standard and expenses below the standards with some variations which are undesirable such as delivery schedule agreed upon with the customer should be corrected immediately
3)Taking corrective action

the third step is the corrective action by comparing with the previous standards and the deviations such as inadequate and poor equipment and machinery, lack of motivation of subordinates, defective system of remuneration

Essentials of a sound control system

The following are the essentials of sound control system

1)Suitable and appropriate to the needs and activity of various departments of system

For example controls used in sales department will be entirely different from those used I finance and personnel Hence every department should have a control system to meet the specific needs

2)Should be timely and looking forward to inform both the subordinates and the superiors about the threatened deviations and failures

The feedback system should be short and quick which would help the managers to take immediate corrective action before the problem occurs
For example the cash control forecasts to tell about the cash needs well in advance to enable the managers to take corrective action immediately

3)Should be object oriented and understandable:

Which specifies the expected results in clear and definite terms to avoid red tape and provide employees with the direct access to any additional information which may need to perform their tasks

4)Should be flexible

so that it can be adjusted to suit the needs of any change in the environment
Example: shifting standard of expenses as the volume goes up and down

5)Should be economical

Which means that the benefit derived out of the control system should be much more than the cost involved in implementing it. to spend a dollar to protect 99 cents is a waste

6) Should be perspective and operational

Which means that the control system should not only be effective and adequate enough to detect deviations from standards but also provide the solutions to the standards the problems that cause deviations. must disclose where the failures occurs ,person responsible for them and what should be done about it

7) Should be acceptable to all organizational members

Which means avoid setting standards unilaterally by upper level managers because the employees may regard those standards as unreasonable or unrealistic

8)Should reveal exceptions at the strategic points

with small exceptions at certain areas may have greater significance than larger deviations in other areas

9)Should motivate people at high performance

as most people respond to high challenged a tough standard will provide a greater standard than meeting an easy standard but standards too difficult may cause the members of the organization to decline

10)Should not lead to less attention to other aspects

Which means control over one phase of operations should not lead to less attention to other phase of operations. For example putting pressure on employees to increase output, quality of work care of equipment, and prevention of waste should not be neglected.

Control techniques (Methods of establishing control) :

Control techniques are broadly classified as I)Old controlling techniques and II)New control techniques

I)Old controlling techniques

1)Budgetary controls 2)break even analysis 3)responsibility accounting 4)internal and external audit and 5)inventory control

II)New control techniques

1)PERT and CPM 2)linear programming and 3)Human Resource Accounting

Old control techniques

1)Budgetary control
A budgetary is a statement of anticipated estimate of requirements to cover the activities of an enterprise over a time which defines anticipated expenditures and results expressed in financial and non-financial terms based on the strategies and goals set up by the top level management to forecast and estimate of future performance the step to establish clear and unambiguous standards of performance in monetary terms
Types of budgets used in organizations for budgetary control are
1)sales budget: gives the comprehensive sales program and plans for developing sales like quantity of sales, value, period, product etc.
2)production budget: is based on sales budget to maintain optimum balance between sales, production and inventory position of the firm
3)capital expenditure budget: used to outline specifically the capital expenditures of plant machinery, equipment inventories and other items such as investment, expansion, growth, improvements, replacements etc.
4)cash budget: gives the anticipated receipts and disbursements for the budget period indicating the requirement of cash at various points of time in helping the management to arrange for cash to meet the needs of business concern
5)Master budget: gives the summary of all the functional budgets and show how they affect the business as a whole
3)Break even analysis:
is a control device which is widely used in all the organizations to depict the overall volume of sales to cover up costs and is a point at which the cost and revenue of the enterprise are exactly equal where it means that the enterprise neither a profit nor incurs a loss
4)Responsibility accounting
can be defined as a system where in each department head is made responsible for the performance of his department where in each department is made semiautonomous profit centre responsible generation of profit earned by selling its output to other departments or profit centers in the same organization
5)Internal and external audit:
5 (a)internal audit
is a technique used by modern management conducted by the internal auditor who is an employee who makes an independent appraisal of the financial and other operations like company's policies plus management performance and also pinpoints the defects in the companies policies or plans by giving suggestions to eliminate these defects
5 (b)external audit:
is an independent appraisal of the financial accounts and statements done to ensure the interests of the company and other outside parties connected with the company to safe guard against the malpractices of the management which is done by qualified person who certifies the annual profit and loss account and balance sheet by carefully examining the relevant books of accounts and documents
6)Inventory control:
is done to control stocks of various items like raw materials semi-finished items ,spares and finished goods for the optimum utilization of investment of stocks and materials
2)new control techniques
2 a)Programme Evaluation and Review Techniques(PERT) AND Critical Path Method(CPM)
PERT AND CPM are considered to be the two new major techniques which are oriented towards achieving better Managerial control of the time being spent in completing a project where in each project is decomposed into activities and all the activities are integrated in a highly logical sequence to find the shortest path required to complete the entire project. The main difference between the PERT and the CPM is the treatment of time estimates. PERT was created primarily to handle R&D projects in which time spans are hard to estimate with any degree of accuracy because the time spans are based on probabilistic estimates CPM is usually concerned with the projects that the organization has had some previous experience so that the time estimates can be made relatively accurately
2 b)Linear Programming
Linear Programming is primarily used in problems related to resource allocation in controlling process and it

helps in predicting the outcome of the results

2 c)Human Resource Accounting

It is essential for any organization to effective and optimal utilization of the human resources available to achieve the objective of the organization

Communication

Communication means Exchange of opinions, facts ideas or emotions by two or more persons. The sum of all things what one does to create an understanding in the minds of others and it Is the process of passing information, correct understanding and with right
Interpretation from one person to another.

Importance of communication

The importance of communication raised from the fact that earlier business was considered only a technical and formal structure.
But by Hawthorne's experiments it was realized that every organization requires structure is a social system involving the interactions of the people working at different levels and proper communication is required to the goals of the organization, organizations existence from the birth to continuing

Barriers to Successful Communication

1)More levels in organization structure through which information has to pass
2)Long and unstructured channels of communication
3)Heavy workloads at certain levels in an organization
4)Prestige and superiority complex
5)Sender unable to symbolize the information correctly
6)Prejudicial and biased attitude of the receiver
7)Receiver ignoring conflicting information
8)Receiver tending to evaluate information from his own angle

Techniques to overcome barriers and improve communication

1)Sending direct and simple messages using many channels
2)Feedback system to know whether manager has been understood correctly or not
3)Adopting face to face communication
4)Time the message carefully, communicate when the receiver is motivated to listen
5)Be sensitive to the private world of the receiver
6)Introduce proper amount of redundancy in the message to avoid misunderstanding

Coordination
Definition and meaning
Is the orderly synchronization or fitting together of the interdependent efforts of individuals and of various departments to attain a common goal   For example in hospital the proper synchronization of the activities of the nurses, doctors, ward attendants and lab technicians to give a good care to the patient.   Can be considered as an essential part of all managerial functions of planning, organizing, directing and directing   If the manger performs these functions efficiently and expertly coordination is automatically generated and there remains no need for special coordination.
Coordination is required at every level of all managerial functions
In planning
Performs his function of planning by coordination of the interrelating the plans of various departments
In organizing
Coordination is required in grouping and various activities to subordinates and in creating departments
In directing:
Coordination is required to take effect of his particular action will have on other departments and executives
In controlling:
Coordination is required manger evaluates operations and checks whether performance is in conformity with the desired results.

Importance of coordination
Coordination is important because of the following factors
(i)Unity in diversity:
As there are large number of employees in any organization they have different ideas, views, opinions and interests and it is necessary to bring them together to accomplish common objectives of the organization
(ii)specialization:
As high degree of specialization is required in modern industrial organizations, and as the specialists lack the knowledge or job and importance of others activities, coordination is important to bring together these two set of people
(iii)team work
Coordination helps in converging the diversified efforts of various groups ,promotes teamwork and helps in avoiding duplication of work
(iv)larger number of employees
Coordination is necessary to bring harmony amongst the large number of employees who have different habits, behavior and approaches in a particular situation
(v)empire building
Refers to the top level of the organization which requires coordination among the staff and line officers by avoiding the conflicts amongst them
(vi)functional differences
Each organization is divided into departments based on functions and each department has sections and each section has jobs and hence coordination is necessary to integrate the functions of various departments
(vii)recognition of goals
Each department has its own goals and each employees have their own goals and hence coordination is necessary to reconcile both the employees and the departmental goals with the organizational goals
(viii)Communication:
Coordination ensures the smooth flow of information from one direction to another direction
Interdependency: the greater the inter-dependency of units the greater is the coordination required

Techniques of coordination:
The following are the important techniques of coordination
1) Rules procedures and policies
Helps in coordinating the subunits in the performance of their Repetitive activities. Standard policies, procedures and policies are laid down to cover all possible situations
If the breakdown of the above occurs more rules, regulations are required to be framed to take care of the breakdown
2) Planning:
Ensures coordinated effort and targets of each department dovetail with the targets of all other departments. Example fixing the targets of the10000 units of additional production and consequently the sales requires the coordination of the two departments respectively to meet the demands and achieve the target.
3) Hierarchy
Is the simplest device of achieving coordination by hierarchy or chain of command By putting together independent units under one boss some coordination among their activities is achieved.
Sometimes defective because makes individuals dependent upon, passive towards and subordinates to the leader.
4) Direct contact
Used to solve the problems created at the lower levels which affects the employees can be resolved by formal informal contacts to prevent overloading to top executives.
5)Task force
Temporary group made up of representatives from the same departments facing problems and exists as long as the problems lasts and each participant returns to normal tasks once the solution is reached
6)Committees
Arise due the fact when certain decisions consistently become permanent. These groups are labeled committees. This device greatly eases the rigidity of the hierarchical structure, promotes effective communication and understanding, of ideas, encourages the acceptance of commitment to policies and makes implantation more effective.
7) Induction:
Of a new employee is a social setting of his work is also a coordinating mechanism.
The device familiarizes the new employee with organizations rules and regulations dominant norms and behavior, values and beliefs and integrates his personal goals with organizational goals.
8) Indoctrination
Device commonly used in religious and military organizations is another coordinating device which develops the desire to work together for a purpose.
The major task of a leader being to build an organization can be succeeded by the indoctrination and other means by converting the neutral body into a committed body
9) Incentives
Providing independent units with an incentive to collaborate such as profit sharing plan is another mechanism.
10) Liaison departments
Evolved to handle transactions and typically occurs between the sales and production departments.
11) Workflow
Is the sequence of steps by which the organization acquires inputs and transforms them into outputs and exports these to the environment which is largely shaped by the technological, economic and social considerations and helps them in coordination

Principles or requisites of coordination

Principles or requisites of effective coordination: The following are the certain principles to be followed to ensure effective coordination
(i)Early start
Coordination should be started from early stages of planning and policy making with mutual consultation so that the implementation of the task and any change or adjustment can be easily carried out
(ii)Direct Contact
By means of direct personal contact the ideas, ideals, goals and views can be discussed and misunderstanding can be clarified more efficiently which helps in achieving the goals of the organization
(iii)Continuity
Coordination is a continuous process and must go on at all stages of managerial process right from planning till controlling
(iv)Dynamism
Coordination must not be rigid and should change with changes in circumstances taking into consideration of both internal and external environments
(v)Simplified organization
Effective coordination can be achieved by keeping the organization as simple as possible by rearranging the departments, putting similar departments under one supervisor and interfacing all departments under one boss
(vi)Self-coordination
Self-coordination is very much essential within each department to achieve overall coordination of the entire organization
(vii)Clear cut objectives
It is necessary for the management to give a clear explanation of the objectives of the organization to each department to produce uniformity in action and effective coordination
(viii)Clear definition of authority and responsibility
The management should clearly define the authority and responsibility of each individual and each department to avoid conflicts among the individuals and the departments which facilitate effective coordination
(ix)Effective communication
Continuous exchange of information amongst individuals and departments about policy changes, adjustment in programmes if any to achieve effective communication
(x)Effective supervision and leadership
Top executives should consistently monitor the work of the supervisors and immediate steps should be taken if any deviations are found for the successful performance of a plan because the supervisors play an important role in coordination

Types of coordination

Coordination may be broadly classified as internal and external
(i)Internal Coordination
Refers to the coordination amongst the employees of the same department or section, among the workers and managers at different levels, among branch offices, plants etc.
Internal coordination can be further classified as (a)Vertical (b)Horizontal
(a)Vertical Coordination
Refers to the coordination of the work among the departmental head with his subordinates
(b)Horizontal
Refers to the coordination taking sideways that is the relationship between the persons of the same status like heads of different departments, supervisors, co- supervisors etc.

Difference between coordination and cooperation

Sl.No	Coordination	Cooperation
1.	It is managerial function	It is not a managerial function
2.	Is an orderly arrangement of group of efforts	Is willingness to work or help others
3.	Is obtained officially	Is a voluntary service
4.	Achievement of objectives is directly linked to coordination	Achievement of objectives is not directly linked to cooperation
5.	Success of an organization depends upon the degree of coordination	Forms the basis of coordinating