

## **Chapter 11:-Coordinating: Horizontal Process and leadership**

- Coordination is a team effort. Coordination means people coming together, particularly people from dissimilar sections coming together.
- We have already discussed about the directing function. Directing and coordinating are complementary functions. Directing is a vertical function. Directions, instructions, commands flow top down manner.
- On the other hand, coordinating is a horizontal function. It creates linkages between different verticals.
- By virtue of our respective function, although we learn coordinating and directing to some extent, it requires skill to understand each other. This skill is not there with many managers, and so they do not become good leaders. To become a good leader, we need to be very good in coordination.
- Coordination is defined as balancing and keeping the teams together by ensuring a suitable allocation of working activities to the various members and seeing that these are performed with due harmony among the members themselves. It is particularly applicable when two or more teams with dissimilar functions need to achieve the results jointly.
- Unity of purpose is a must for achieving proper coordination.
- If the line of authority and responsibility are clearly defined, the superior has proper control over his subordinates. Then the superior or manager can coordinate the efforts of his subordinates by means of his authority.
- The common group of problems of an organization is discussed by the officials in group meetings. Such group meetings help in achieving coordination.
- Rules and regulations, procedures and programs are used as guidelines for taking a decision in a consistent manner. It ensures uniformity in action at every level of management.
- The communication should be direct and quick. It avoids misunderstanding and misinterpretation. It also facilitates the performance of activities in time.

- Sound organization structure: It integrates the activities of different units and sub-units in an organization. Besides, horizontal coordination is achieved with the help of Sound organization structure.
- Coordination through a liaison officer: A person who acts as a link between two persons is called a liaison officer. The external coordination is obtained through him. Many large organizations depend on this officer to maintain cordial relations with government and outsiders.
- Cooperation is a result of better relations among the employees of the organization. The sound policies and procedures provide a basis for better relations. Informal contacts are also encouraged to ensure coordination through cooperation.
- Self-coordination: According to this principle, the function of one department is affected by other department and vice versa. So this department modifies its functions in such a way that it may affect other departments favorably. Coordination is achieved by this way.
- Coordination by leadership: A manager uses his leadership skills to induce the subordinates to coordinate willingly.
- Incentives: These mean monetary benefits. They are increments in the scale of pay, bonus, profit sharing etc. These schemes promote better coordination through team spirit.
- **Types of coordination:**
  - **Internal coordination:**
  - It is the establishment of relationship with a view to coordinate the activities of all the managers, executives, divisions, sub-divisions, branches and other workers. It is sub-divided into the following two types:
    - **Vertical coordination:**
      - A superior authority coordinates his work with that of his subordinates and vice versa.
    - **Horizontal coordination:**
      - This refers to establishment of a relationship between the persons of the same status. E.g. coordination

between department heads, supervisors, co-workers etc.

- **External coordination:**

- It is the establishment of a relationship between the employees of the organization and outsiders of the organization. This relationship is established for the benefit of the organization as a whole. The following are the outsiders with whom an organization has to establish better relationship: Market agencies, General public, Competitors, Customers, Union government, state government, local self government, and other government agencies, Institutions offering auxiliary services, Financial institutions, Various industrial organizations, Technological agencies, Various commercial organizations
- The work of the establishment of a relationship between the employees and the outsiders is entrusted to a person who is designated as public relations officer.

- **Leadership:** The success of every industrial enterprise is dependent upon the quality of its leadership. In a business enterprise, several tasks such as determining the objectives of the enterprise, designing the methods to achieve them, directing and coordinating the activities of various departments, can be successfully performed only if there is able leadership.
  - A person emerges as leader. The question whether or not he will emerge as a leader always depends on a number of situational factors. A manager, on the other hand, is always put into his position by appointment.
  - A leader always has some personal power, i.e. ability to influence. He may or may not have positional power, i.e. right to command. A manager, on the other hand, always has some positional power. He may or may not have personal power. If he also has personal power, then he will be much more effective as a manager.
  - We appraise the quality of a person's leadership in practice by studying his followers:

- How many and what kind of followers does he have?
- How strong is their commitment as a result of his leadership?
- How long will their commitment last?
- **Functions of a leader**
  - Setting and achieving organizational goals
  - Planning operations of the organization:
  - Symbolic figure for the group
- **Approaches to Leadership:**
- **Traits Approach:**
  - According to Fayol, traits generally found associated with leadership are:
    - Good health
    - Physical fitness
  - Physical qualities:
    - Physical and nervous energy
    - Vigor and endurance
  - Moral qualities:
    - Moral courage
    - Sense of fair play and justice
    - Integrity
  - Qualities of head and heart
- **Behavioral Approach:**
  - Motivation: In positive behavior, the leader's emphasis is on rewards to motivate the subordinates. In negative behavior, the leader's emphasis is on penalties and punishments. The leader tries to frighten the subordinates into higher productivity.
  - Authority: leadership style can be autocratic, democratic or free rein.
- **Contingency Approach:**
  - To identify as to which of the situational factors are most important under a given set of circumstances.
  - To predict which leadership style will be most effective under those circumstances.

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