

## **Module 2**

### **Organizing and staffing**

#### *Nature of organization*

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The following are the important characteristics of organization.

#### **Specialization and division of work**

The entire philosophy of organization is centered on the concepts of specialization and division of work. The division of work is assigning responsibility for each organizational component to a specific individual or group thereof. It becomes specialization when the responsibility for a specific task lies with a designated expert in that field. The efforts of the operatives are coordinated to allow the process at hand to function correctly. Certain operatives occupy positions of management at various points in the process to ensure coordination.

#### *Purpose of organization*

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#### **Helps to achieve organizational goal**

Organization is employed to achieve the overall objectives of business firms. Organization focuses attention of individuals objectives towards overall objectives.

#### **Optimum use of resources**

To make optimum use of resources such as men, material, money, machine and method, it is necessary to design an organization properly. Work should be divided and right people should be given right jobs to reduce the wastage of resources in an organization.

#### **To perform managerial function**

Planning, Organizing, Staffing, Directing and Controlling cannot be implemented without proper organization.

#### **Facilitates growth and diversification**

A good organization structure is essential for expanding business activity. Organization structure determines the input resources needed for expansion of a business activity similarly organization is essential for product diversification such as establishing a new product line.

#### **Human treatment of employees**

Organization has to operate for the betterment of employees and must not encourage monotony of work due to higher degree of specialization. Now, organization has adapted the modern concept of systems approach based on human relations and it discards the traditional productivity and specialization approach.

#### *Applications*

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**Organizing**, in companies point of view, is the management function that usually follows after planning. And it involves the assignment of tasks, the grouping of tasks into departments and the assignment of authority and allocation of resources across the organization.

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**Structure**

The framework in which the organization defines how tasks are divided, resources are deployed, and departments are coordinated.

1. A set of formal tasks assigned to individuals and departments.
2. Formal reporting relationships, including lines of authority, decision responsibility, number of hierarchical levels and span of managers control.
3. The design of systems to ensure effective coordination of employees across departments.

**Work specialization**

Work specialization (also called division of labour) is the degree to which organizational tasks are sub-divided into individual jobs. With too much specialization, employees are isolated and do only a single, tiny, boring job. Many organizations enlarge jobs or rotate assigned tasks to provide greater challenges.

**Chain of command**

- **Authority** is a manager's formal and legitimate right to make decisions, issue orders, and allocate resources to achieve organizationally desired outcomes.
- **Responsibility** means an employee's duty to perform assigned task or activities.
- **Accountability** means that those with authority and responsibility must report and justify task outcomes to those above them in the chain of command.

**Span of management**

Factors influencing larger span of management.

1. Work performed by subordinates is stable and routine.
2. Subordinates perform similar work tasks.
3. Subordinates are concentrated in a single location.
4. Subordinates are highly trained and need little direction in performing tasks.
5. Rules and procedures defining task activities are available.
6. Support systems and personnel are available for the managers.
7. Little time is required in non-supervisory activities such as coordination with other departments or planning.
8. Managers' personal preferences and styles favour a large span.

**Importance of organizing**

- Organizations are often troubled by how to organize, particularly when a new strategy is developed
- Changing market conditions or new technology requires change
- Organizations seek efficiencies through improvements in organizing

### *Types of Organization*

**Michel Muraski, Journalism and Technical Communication Department** Identifying different organizational patterns is important. For example, if I'm going to do an imperial research report, based on my original research, I would organize the paper based on inductive information where I take a specific observation and end up with a generalization about it. If I'm going to be comparing a choice among options, then I might want to organize my paper by way of comparing and contrasting. Organizational patterns depend on what information needs to be conveyed.

#### General Organization Patterns

- Cause/Effect
- Chronological Order
- Comparison
- Emphatic Order
- General to Specific Order

#### **Departmentation**

Departmentation is a process resulting out of choice to group tasks according to some criterion. The resultant process of departmentation includes decisions regarding segregating organizational work, allocation of work to persons, telling all involved who is in charge and provide for the support needed by those. Nine bases of departmentation are common among managerial choices:

(a) Departmentation by numbers: Perhaps this is the simplest way to create groups or units within the organization, if we assume that all the individuals available are possessing same skills, abilities and other required qualifications.

(b) Departmentation by time of duty: Generally this basis is chosen when the operation or organizational activity is required to be carried on round the clock. The staff which is divided as per the time or shift basis might possess a set of different skills and abilities.

(c) Departmentation by function: This widely used method of departmentation is found in almost all organizations at some level and to some degrees. Groups are created such that within a group, people perform same function or activity, which at the lower level can even be identical.

(d) Departmentation by Process or Equipment: This basis of departmentation is sometimes required by the technology itself as part of the production activity, where the transformation of raw material into finished goods is achieved through performance of various processes.

(e) Departmentation by Location or territory: If an organization's activities are scattered and if the differences across locations are significant in terms of customer preferences or the difficulty in handling complex scheduling issues, or the importance of local participation in decisionmaking , it makes sense to use departmentation by territory or location. The Indian Railway, for example is divided along territorial lines into central railway, western railway and so on.

(f) Departmentation by Product: as the name suggests, the grouping of activities is by the product, which evolves mainly in organizations that have grown into multi-product set-up. The usually preceding functional organization might not be supporting the growth and spread of business across different types of products. The head of the organization might be supported by product managers,

in turn who might be supported by various functional sub-departments dedicated to specific product.

(g) **Departmentation by Customer:** One more method to pay close attention to the needs of the customer is to create departments by customer types. We have within banks this type of departments - retail banking for retail customers, corporate banking for business clients, separate services for high net worth individuals, and so on. (h) **Departmentation by Market or Distribution Channel:** Companies who want to ensure that their product reaches the intended customers through multiple channels so that the product enjoys high saliency and provides easy reminder to the customers can consider this type of departmentation.

(i) **Departmentation by Services:** This type is especially meant for combination with other type(s) of departmentation, because it refers to the type of internal services provided within the organization and the number of people engaged in those services.

### **Committee**

A **committee** (or "commission") is a type of small deliberative assembly that is usually intended to remain subordinate to another, larger deliberative assembly—which when organized so that action on committee requires a vote by all its entitled members, is called the "Committee of the Whole". Committees often serve several different functions:

- **Governance:** in organizations considered too large for all the members to participate in decisions affecting the organization as a whole, a committee (such as a Board of Directors or "Executive Committee") is given the power to make decisions, spend money, or take actions.
- **Coordination:** individuals from different parts of an organization (for example, all senior vice presidents) might meet regularly to discuss developments in their areas, review projects that cut across organizational boundaries, talk about future options, etc.
- **Research and recommendations:** committees are often formed to do research and make recommendations on a potential or planned project or change.
- **Tabling:** as a means of public relations by sending sensitive, inconvenient, or irrelevant matters to committees, organizations may bypass, stall, or disacknowledge matters without declaring a formal policy of inaction or indifference.

### **Centralization, decentralization, and formalization**

- **Centralization** - The location of decision making authority near top organizational levels.
- **Decentralization** - The location of decision making authority near lower organizational levels.
- **Formalization** - The written documentation used to direct and control employees.

### **MBO & MBE**

"**Management by Objectives (MBO)** is a principle or practice of management that empowers employees. Employees take part in goal setting process and they get involved in the organisation which makes them more aligned to the organisation. As employees are involved in goal setting process it is more likely that they try to achieve set goals. Since, the goals motivates employees to

**Management by Exception (MBE)** is a method of control. Managers intervene the work of employees only when they work outside the prescribed scope or when they can't meet the standard. Manager leaves employee free till they work within the scope and within they meet the standard."

### **IMPORTANCE OF STAFFING**

All of us know that it is the people in every organisation who run the show successfully. For example, if you do not have good salesman you cannot sell well even if your product is good. Similarly, you may have the best quality raw materials, machines etc. but the quality of the product is not assured unless, you have good workers engaged in the production process. Staffing thus, as a function, is very important as it is through this process that we get right persons for the organisation and ensure that they stick to the organisation. The benefits of good staffing are as follows.

- (a) It helps in getting right people for the right job at the right time. The function of staffing enables the manager to find out as to how many workers are required and with what qualifications and experience.
- (b) Staffing contributes to improved organisational productivity. Through proper selection the organisation gets quality workers, and through proper training the performances level of the workers can be improved.
- (c) It helps in providing job satisfaction to the employees keeping their morale high. With proper training and development programmes their efficiency improves and they feel assured of their career advancements.
- (d) Staffing maintains harmony in the organisation. Through proper staffing, individuals are not just recruited and selected but their performance is regularly appraised and promotions made on merit. For all these, certain rules are made and are duly communicated to all concerned. This fosters harmony and peace in the organisation.

### **PROCESS OF STAFFING**

The process of staffing starts with ascertaining the required number of various categories of employees for the organisation. This is known as manpower planning. It decides the kinds of staff and the number of staff required for the organisation. This is done through several methods like job analysis, workload analysis, etc. The next thing to be done in the staffing process is the recruitment exercise, i.e., finding out the available manpower from internal and external sources. The next step is to select the right person from the available manpower through tests and interviews and make appointments. This is followed by their placement on the jobs and necessary introduction of the work environment and the rules of compensation, promotion, transfer etc. Thus, the various steps involved in the process of staffing are as follows.

- (a) Manpower Planning
- (b) Job Analysis
- (c) Recruitment
- (d) Selection
- (e) Placement
- (f) Induction
- (g) Training and Development

- (h) Performance Appraisal
- (i) Compensation
- (J) Promotion and Transfer

Let us now discuss these aspects briefly to gain more clarity.

## RECRUITMENT

Suppose you want to open a restaurant. After planning and organising you are aware of the various job positions that are required to be filled up. Let us say, you have assessed your requirement for a general manager, a chef, an accountant, and many other staff for home delivery of foods. Possibly, you have a list of persons interested to join your restaurant.

For example, your uncle has promised you to provide an experienced general manager.

The manager of the bank from where you have taken loan has referred an accountant to you. One of the chief cooks of a reputed hotel has already approached/talked to you to join your restaurant as a chef. In addition to all these, you know that there is an office that can provide you people of your requirement by charging a fee, whenever you ask for it.

Thus, **recruitment is the process of finding and attracting suitable applicants for employment. SOURCES OF RECRUITMENT**

one must be aware of the sources of recruitment before publicising the specific staffing needs and induce the suitable persons to apply for the job positions involved. These sources can be internal and external.

**(A) Internal Sources:** In any business, existing employees expect that they will have chances of promotion and will be considered for higher positions before outsiders are considered.

**(B) External Sources:** All vacancies cannot be filled up from within the organisation. Existing employees may lack the required skill, initiative and qualification needed for the jobs involved.

Hence managers have to recruit some persons from outside the organisation. **(a) Media**

**Advertisements: (b) Employment Exchanges (c) Educational Institutions: (d) Unsolicited**

**Application : (e) Recruitment at the Factory gate: (f) Referrals:**

**(g) Private Employment Agencies:**



Expected questions

1. what are the advantages and disadvantages of line and staff organization june10
2. what are MBO and MBE? Explain june10, july09
3. what is recruitment? Explain various source of recruitment june10
4. what are the various principle of organization june11
5. explain the selection process june11, dec10
6. define span of control. Discuss functional organization structure with a chart jan10, july09
7. Define staffing and discuss its importance jan10

8. Write any four advantages of proper staffing                      july09  
9. Briefly explain the principle of organization                      july09, june08, dec10

## **Directing & controlling**

### **DIRECTING**

The managerial function of directing is like the activities of a teacher in a classroom. In order to teach, a teacher has to guide his students, maintain discipline, inspire them and lead them to the desired goal. It is a very important function in the management of any enterprise. It helps the managers in ensuring quality performance of jobs by the employees and achievement of organisational goals. It involves supervision, communication and providing leadership to the subordinates and motivating them to contribute to their best of capability. In this lesson we shall learn about this function in detail.

### **MEANING OF DIRECTING**

While managing an enterprise, managers have to get things done through people. In order to be able to do so, they have to undertake many activities, like guide the people who work under them, inspire and lead them to achieve common objectives. An office manager, for instance, has to supervise the activities of his subordinates, i.e., typists, office assistants, dispatchers, accounts clerks, etc. He has to issue instructions to them and describe and illustrate the work and related activities. He has to tell them what to do, and how to do it.

The office manager can plan, organise and appoint people, but he can not get things done, unless he assigns specific duties to his subordinates and motivates them to perform well.

### **IMPORTANCE OF DIRECTING**

Plans remain mere plans unless they are put into action. In the absence of direction, subordinates will have no idea as to what to do. They will probably not be inspired to complete the job satisfactorily. Implementation of plans is, thus, largely the concern of directing function. As a function of management, directing is useful in many ways.

### **Leadership Styles**

Leadership style is the manner and approach of providing direction, implementing plans, and motivating people. Kurt Lewin (1939) led a group of researchers to identify different styles of leadership. This early study has been very influential and established three major leadership styles. The three major styles of leadership are (U.S. Army Handbook, 1973):

- Authoritarian or autocratic
- Participative or democratic
- Delegative or Free Reign



Although good leaders use all three styles, with one of them normally dominant, bad leaders tend to stick with one style.

### *Authoritarian (autocratic)*



**I want both of you to . . .**

This style is used when leaders tell their employees what they want done and how they want it accomplished, without getting the advice of their followers. Some of the appropriate conditions to use it is when you have all the information to solve the problem, you are short on time, and your employees are well motivated.

Some people tend to think of this style as a vehicle for yelling, using demeaning language, and leading by threats and abusing their power. This is not the authoritarian style, rather it is an abusive, unprofessional style called —**bossing people around.** It has no place in a leader's repertoire.

### *Participative (democratic)*



**Let's work together to solve this. . .**

This style involves the leader including one or more employees in the decision making process (determining what to do and how to do it). However, the leader maintains the final decision making authority. Using this style is not a sign of weakness, rather it is a sign of strength that your employees will respect.



### *Delegative (free reign)*



**You two take care of the problem while I go. . .**

In this style, the leader allows the employees to make the decisions. However, the leader is still responsible for the decisions that are made. This is used when employees are able to analyze the situation and determine what needs to be done and how to do it. You cannot do everything! You must set priorities and delegate certain tasks.

This is not a style to use so that you can blame others when things go wrong, rather this is a style to be used when you fully trust and confidence in the people below you. Do not be afraid to use it, however, use it **wisely!**

NOTE: This is also known as laissez faire (or *lais-ser faire*), which is the noninterference in the affairs of others. [French : laissez, second person pl. imperative of *laisser*, to let, allow + *faire*, to do.]

### *Forces*

A good leader uses all three styles, depending on what forces are involved between the followers, the leader, and the situation. Some examples include:

- Using an authoritarian style on a new employee who is just learning the job. The leader is competent and a good coach. The employee is motivated to learn a new skill. The situation is a new environment for the employee.
- Using a participative style with a team of workers who know their job. The leader knows the problem, but does not have all the information. The employees know their jobs and want to become part of the team.
- Using a delegative style with a worker who knows more about the job than you. You cannot do everything and the employee needs to take ownership of her job! In addition, this allows you to be at other places, doing other things.
- Using all three: Telling your employees that a procedure is not working correctly and a new one must be established (authoritarian). Asking for their ideas and input on creating a new procedure (participative). Delegating tasks in order to implement the new procedure (delegative).

Forces that influence the style to be used included:

- How much time is available.

- Are relationships based on respect and trust or on disrespect? ○ Who has the information — you, your employees, or both?
- How well your employees are trained and how well you know the task.
- Internal conflicts.
- Stress levels.
- Type of task. Is it structured, unstructured, complicated, or simple?
- Laws or established procedures such as OSHA or training plans.

### *Positive and Negative Approaches*

There is a difference in ways leaders approach their employee. Positive leaders use rewards, such as education, independence, etc. to motivate employees. While negative employers emphasize penalties. While the negative approach has a place in a leader's repertoire of tools, it must be used carefully due to its high cost on the human spirit.

Negative leaders act domineering and superior with people. They believe the only way to get things done is through penalties, such as loss of job, days off without pay, reprimanding employees in front of others, etc. They believe their authority is increased by frightening everyone into higher levels of productivity. Yet what always happens when this approach is used wrongly is that morale falls; which of course leads to lower productivity.

Also note that most leaders do not strictly use one or another, but are somewhere on a continuum ranging from extremely positive to extremely negative. People who continuously work out of the negative are bosses while those who primarily work out of the positive are considered real leaders.

### *Use of Consideration and Structure*

Two other approaches that leaders use are:

**Consideration** (employee orientation) — leaders are concerned about the human needs of their employees. They build teamwork, help employees with their problems, and provide psychological support.

**Structure** (task orientation) — leaders believe that they get results by consistently keeping people busy and urging them to produce.

There is evidence that leaders who are considerate in their leadership style are higher performers and are more satisfied with their job ([Schriesheim, 1982](#)).

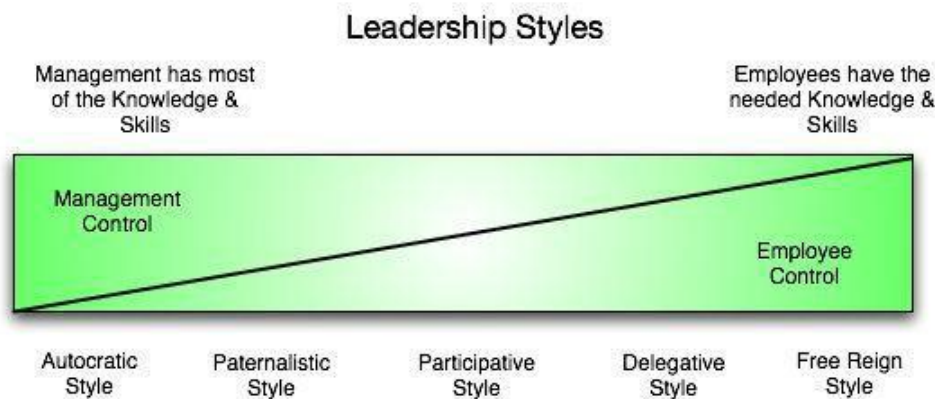
Also notice that consideration and structure are independent of each other, thus they should not be viewed on opposite ends of a continuum. For example, a leader who becomes more considerate, does not necessarily mean that she has become less structured.

See Blake and Mouton's *Managerial Grid* as it is also based on this concept.

## Paternalism

Paternalism has at times been equated with leadership styles. Yet most definitions of leadership normally state or imply that one of the actions within leadership is that of *influencing*. For example, the Army uses the following definition:

Leadership is influencing people — by providing purpose, direction, and motivation — while operating to accomplish the mission and improving the organization.



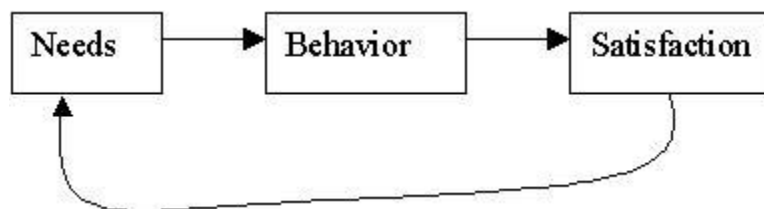
## Theories of Motivation

### Overview

At a simple level, it seems obvious that people do things, such as go to work, in order to get stuff they want and to avoid stuff they don't want.

Why exactly they want what they do and don't want what they don't is still something a mystery. It's a black box and it hasn't been fully penetrated.

Overall, the basic perspective on motivation looks something like this:



In other words, you have certain needs or wants (these terms will be used interchangeably), and this causes you to do certain things (behavior), which satisfy those needs (satisfaction), and this can then change which needs/wants are primary (either intensifying certain ones, or allowing you to move on to other ones).

A variation on this model, particularly appropriate from an experimenter's or manager's point of view, would be to add a box labeled "reward" between "behavior" and "satisfaction". So that

subjects (or employees), who have certain needs do certain things (behavior), which then get them rewards set up by the experimenter or manager (such as raises or bonuses), which satisfy the needs, and so on.

### **Classifying Needs**

People seem to have different wants. This is fortunate, because in markets this creates the very desirable situation where, because you value stuff that I have but you don't, and I value stuff that you have that I don't, we can trade in such a way that we are both happier as a result.

But it also means we need to try to get a handle on the whole variety of needs and who has them in order to begin to understand how to design organizations that maximize productivity.

Part of what a theory of motivation tries to do is explain and predict who has which wants. This turns out to be exceedingly difficult.

Many theories posit a hierarchy of needs, in which the needs at the bottom are the most urgent and need to be satisfied before attention can be paid to the others.

### **Maslow**

Maslow's hierarchy of need categories is the most famous example:

self-actualization
esteem
belongingness
safety
physiological

### **Alderfer's ERG theory**

Alderfer classifies needs into three categories, also ordered hierarchically:

- growth needs (development of competence and realization of potential)
- relatedness needs (satisfactory relations with others)
- existence needs (physical well-being)

This is very similar to Maslow -- can be seen as just collapsing into three tiers. But maybe a bit more rational. For example, in Alderfer's model, sex does not need to be in the bottom category as it is in Maslow's model, since it is not crucial to (the individual's) existence. (Remember, this about individual motivation, not species' survival.) So by moving sex, this theory does not predict that people have to have sex before they can think about going to school, like Maslow's theory does.

Alderfer believed that as you start satisfying higher needs, they become more intense (e.g., the power you get the more you want power), like an addiction.

Do any of these theories have anything useful to say for managing businesses? Well, if true, they suggest that

- Not everyone is motivated by the same things. It depends where you are in the hierarchy (think of it as a kind of personal development scale)
- The needs hierarchy probably mirrors the organizational hierarchy to a certain extent: top managers are more likely to be motivated by self-actualization/growth needs than existence needs. (but try telling Bill Clinton that top executives are not motivated by sex and cheeseburgers...)

#### Communication: Importance and Definition

Communication is a central activity in most human and organizational activities.

Communication is one of the important topics of organization behavior. Effective communication is a prerequisite for implementing organizational strategies as well as for managing day to day activities through people. Managers spend more than three fourths of their time in communicating – exchanging information. Communication is found to make the biggest relative contribution to the effectiveness of managers. Or in other words, good communicators are more likely to be adjudged as effective managers (followers voluntarily listen to them and carry out instructions).

But is communication the reason and solution to all problems in the world? Certainly not. Fred Luthans [1] strongly asserts this. Other issues like motivation, decision making, stress, organizational structure, etc. can also contribute to problems and therefore can be solutions to problems. But, it is to be stated that communication is a central activity in most human and organizational activities.

#### **DEVELOPMENT OF THEORY REGARDING COMMUNICATION IN MANAGEMENT AND ORGANIZATIONS BEHAVIOR (RESEARCH AND BOOKS)**

In management texts, Chester Barnard [2] identified communication as an important management activity, and examined its elements and issues. According to him, communication is the major shaping force in the organization. Communication both makes the organization cooperative system and links the organization purpose to the human participants. He brought the communication activity into the concept of authority and superior-subordinate relations and gave the following guidelines in this respect.

1. The channels of communication should be definitely known.

2. There should be a definite formal channel of communication to every member of an organization.
3. The line of communication should be as direct and short as possible.
4. The complete formal line of communication should normally be used.
5. The persons serving as communication centers should be competent.
6. The line of communication should not be interrupted while the organization is functioning.
7. Every communication should be authenticated.

### **THE DEFINITION OF COMMUNICATION**

Luthans [1] says experts have not agreed on a definition among themselves.

Most explanations of communication stress the use of symbols to transfer the meaning of information. One version is that communication is the understanding not of the visible but of the invisible and hidden. These hidden and symbolic elements embedded in the culture give meaning to the visible communication process. Involvement of people is another factor stressed. Ivancevich and Matteson [3] state that —communication among people does not depend on technology but rather on forces in people and their surroundings. It is a process that occurs within people.¶

Communication also has behavioral component. One of the statements emphasizing role of behavior is, —the only means by which one person can influence another is by the behaviors he performs—that is, the communicative exchanges between people provide the sole method by which influence or effects can be achieved.¶ In other words, the behaviors that occur in an organization are important elements in the communication process of the organization. The personal and behavioral exchange view of communication takes many forms.

### **CHANNELS OR MEDIA OF COMMUNICATION**

Communication is now done through variety of channels or modes ranging from very sophisticated communication media and technology to nonverbal signals.

### **ORGANIZATIONAL COMMUNICATION - CATEGORIZATION**

The communication that takes in the organization can be categorized as formal and informal.

Formal communication is categorized mainly as vertical and horizontal.

Vertical communication in classical management hierarchy can be upward or downward between a superior and a subordinate. Functional communication or communication within a function or department also comes under this category.

Horizontal communication is also cross functional communication. Interdepartmental meetings are a mechanism for formal facilitation of horizontal communication.

The communication that takes place within the organization can be categorized as interpersonal when it is taking place between two persons, and as interactive when more people are involved.

Even though the text of Luthans does not discuss the issue, within an organization there are certain persons who have to communicate to a very large number of persons at the same time or at different times with the same message. For instance, CEO communicating to his organization. Organization behavior texts have to discuss the issues involved in this communication. Similarly, the PR communication aimed at the employees of the organization.

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 Coordination
 

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Co-ordination is the unification, integration, synchronization of the efforts of group members so as to provide unity of action in the pursuit of common goals. It is a hidden force which binds all the other functions of management. According to *Mooney and Reelay*, —Co-ordination is orderly arrangement of group efforts to provide unity of action in the pursuit of common goals|. According to *Charles Worth*, —Co-ordination is the integration of several parts into an orderly hole to achieve the purpose of understanding|.

Management seeks to achieve co-ordination through its basic functions of planning, organizing, staffing, directing and controlling. That is why, co-ordination is not a separate function of management because achieving of harmony between individuals efforts towards achievement of group goals is a key to success of management. Co-ordination is the essence of management and is implicit and inherent in all functions of management.

A manager can be compared to an orchestra conductor since both of them have to create rhythm and unity in the activities of group members. Co-ordination is an integral element or ingredient of all the managerial functions as discussed below: -

## Types of coordination

**Types of co-ordination:**

The co-ordination may be divided on different bases, namely;

**1. Scope** – on the basis of scope or coverage, co-ordination can be.

- **Internal** – refers to co-ordination between the different units of an organisation within and is achieved by integrating the goals and activities of different departments of the enterprise.
- **External** – refers to co-ordination between an organisation and its external environment comprising government, community, customers, investors, suppliers, competitors, research institutions, etc. It requires proper match between policies and activities of the enterprise and the outside world.

**2. Flow** – on the basis of flow, co-ordination can classified into:

- **Vertical** – implies co-ordination between different levels of the organisation and has to ensure that all the levels in the organisation act in harmony and in accordance with the goals and policies of the organisation. Vertical co-ordination is assured by top management through delegation of authority.
- **Horizontal or lateral** – refers to co-ordination between different departments and other units at the same level of the management hierarchy. For instance, co-ordination between production department and marketing department is horizontal or lateral co-ordination.

Co-ordination may also be:

**3. Procedural and substantive** – which according to Herbert A. Simon, procedural co-ordination implies the specification of the organisation in itself, i.e. the generalised description of the behaviour and relationship of the members of the organisation. On the other hand, substantive co-ordination is concerned with the content of the organisation's activities. For instance, in an



automobile plant an organisation chart is an aspect of procedural co-ordination, while blueprints for the engine block of the car being manufactured are an aspect of substantive co-ordination.

**Techniques of co-ordination:**

The main techniques of effective co-ordination are as follows.

1. **Sound planning** – unity of purpose is the first essential condition of co-ordination. Therefore, the goals of the organisation and the goals of its units must be clearly defined. Planning is the ideal stage for co-ordination. Clear-cut objectives, harmonised policies and unified procedures and rules ensure uniformity of action.
2. **Simplified organisation** – a simple and sound organisation is an important means of co-ordination. The lines of authority and responsibility from top to the bottom of the organisation structure should be clearly defined. Clear-cut authority relationships help to reduce conflicts and to hold people responsible. Related activities should be grouped together in one department or unit. Too much specialisation should be avoided as it tends to make every unit an end in itself.
3. **Effective communication** – open and regular communication is the key to co-ordination. Effective interchange of opinions and information helps in resolving differences and in creating mutual understanding. Personal and face-to-face contacts are the most effective means of communication and co-ordination. Committees help to promote unity of purpose and uniformity of action among different departments.
4. **Effective leadership and supervision** – effective leadership ensures co-ordination both at the planning and execution stage. A good leader can guide the activities of his subordinates in the right direction and can inspire them to pull together for the accomplishment of common objectives. Sound leadership can persuade subordinates to have identity of interest and to adopt a common outlook. Personal supervision is an important method of resolving differences of opinion.
5. **Chain of command** – authority is the supreme co-ordinating power in an organisation. Exercise of authority through the chain of command or hierarchy is the traditional means of co-ordination. Co-ordination between interdependent units can be secured by putting them under one boss.
6. **Indoctrination and incentives** – indoctrinating organisational members with the goals and mission of the organisation can transform a neutral body into a committed body. Similarly incentives may be used to create mutuality of interest and to reduce conflicts. For instance, profit-sharing is helpful in promoting team-spirit and co-operation between employers and workers.

**Advantages of coordination**

1. Higher Efficiency and Economy:

Coordination helps to improve the efficiency of operations by avoiding overlapping efforts and duplication of work. Integration and balancing of individual efforts provide a smooth and harmonious team work. Coordination is a creative force which makes possible a total result which is greater than the sum of individual achievements. This is the synergetic effect coordination. Coordination enables an organisation to rake optimum use of its resources.

## 2. Good Human Relations:

Besides promoting the efficiency of operations, coordination improves the morale and job satisfaction of employees.

## 3. Unity of direction:

Coordination helps to ensure unity of action in the face of disruptive forces. By welding together different departments and sections into one entity, coordination ensures the stability and growth of an organisation.

## 4. Quintessence of management:

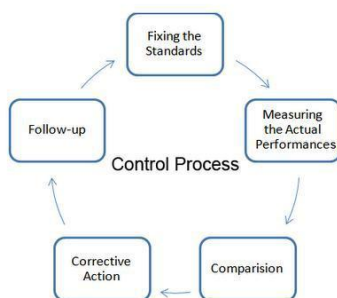
Coordination is an all inclusive concepts or the end result of the management process. Management is nothing more than coordination of all activities, efforts and forces that affect the organisation from within and without.

## 5. Organizational Effectiveness:

Coordination fosters loyalty and commitment among employees. This enhances the effectiveness and stability of the organisation. According to McFarland, "if job satisfactions are present, executives will tend to remain longer with the company.

### *Definition of Control*

"Control means to guide something in the direction it is intended to go."



Methods of Establishing Control

### Methods of establishing horizontal control include

1. Traversing
2. Triangulation
3. Trilateration
4. Network
5. GPS
6. Photogrammetric methods

**Methods of establishing vertical control include:**

1. Differential leveling
2. Trigonometric leveling
3. GPS
4. Photogrammetric methods

***Horizontal Control*****Horizontal control can be based on**

1. Assumed coordinates and bearings
2. Record coordinates and bearings
3. North American Datum
  1. NAD83
  2. NAD27
4. State Plane Coordinate System
5. International Terrestrial Reference Frame
  1. ITRF96
  2. WGS84
  3. GRS80
  4. Clarke 1866

***Vertical Control: Vertical control can be based on***

1. National Geodetic Vertical Datum, NGVD
  1. 1929
  2. 1988
2. A reference ellipsoid. Ellipsoid heights are derived from GPS
  1. IRTF96
  2. WGS84
  3. GRS80
  4. Clarke 1866

**VERTICAL CONTROL**

1. Help to control elevations of subordinate surveys.
2. Provide project benchmarks
3. Become the foundation for accurately portraying relief on a map.
4. Established by lines of differential levels on starting and closing benchmarks
5. Can use total station to do trigonometric leveling form lower-order work
6. Today elevations should be tied to NGVD88.
7. Closure on vertical control should be at least 3 times better than the largest acceptable vertical error on a map.

1. For instance, 1 foot contours can have an error of  $\frac{1}{2}$  foot. So uncertainty on a BM must be under  $\frac{1}{6}$  of a foot.

Expected questions:

1. Give principle of directing . june10
2. What are the different styles of leadership june10,jan10
3. State and explain steps in controlling. Explain the methods of establishing sound controlling june10, june11, jan10, dec10
4. discuss various principle of directing june11
5. define leadership jan10
6. with neat sketch explain Maslow's theory june10, june11, jan10, july 09, dec10
7. Briefly explain the essential of a sound control system. July09