

Chapter 1: Nature & Significance of Management

Q19. "Coordination is not a separate function of management. It is the essence of management." Explain with the help of suitable example. {CBSE, Delhi 2009}

Coordination is not a separate function, but the essence of management due to following two reasons:

1. Coordination is needed in all management functions:

- In planning, coordination is required between the master plan of the organisation as a whole and the plans of different departments.
- In organising, coordination is needed between authority, responsibility and accountability.
- In staffing, coordination is vital to achieve balance between job requirements and the qualities of the personnel who are placed on different jobs.
- In directing, coordination between supervision, motivation, leadership and communication ensures harmonious working of the organisation.
- In controlling, coordination is needed to ensure that actual result conform to the expected results.

2. Coordination is needed at all levels:

- Top level needs coordination to integrate activities of organisation for accomplishment of goals.
- Middle level requires coordination to integrate efforts of different sections and sub-sections.
- Lower level needs coordination in the activities of workers, to ensure that work proceeds as per plans.

Finally, it can be concluded that coordination is concerned with all the functions and levels of management. Therefore, coordination is termed as the essence of management.

Q20. "Coordination is the orderly arrangement of group efforts to provide unity of action in the pursuit of common purpose." In the light of this statement, explain the nature of coordination. {CBSE, Delhi 2009}

The features of coordination are as follows:

1. Coordination integrates group efforts: Coordination is an orderly arrangement of group efforts and not an individual effort. The need for coordination arises when more individuals are working, who have come from different backgrounds and have different methods of working.
2. Coordination ensures unity of action: Coordination aims to achieve unity of actions of different individuals. It acts as the binding force between departments and ensures that all efforts are focused towards achieving organisational goals.
3. Coordination is a continuous process: Coordination is a never ending process as its need is felt at each and every step in the organisation. It begins at the planning stage and continues till controlling.
4. Coordination is an all pervasive function: Coordination is needed in all departments and at all levels because of interdependence of various activities. Lack of coordination in any department or level leads to overlapping of activities.
5. Coordination is the responsibility of all managers: Coordination is the basic responsibility of every manager and no one can avoid this responsibility. Top level coordinates the overall plans, middle level coordinate the efforts of different sections and sub-sections and lower level management coordinates the activities of workers.
6. Coordination is a deliberate function: Coordination does not occur spontaneously nor can it be achieved by force. Every manager has to take deliberate actions to achieve coordination.

Q21. Write a short note on management in the 21st century. Discuss the challenges of being a Global Manager.

In the 21st century, management is required to be globally efficient and competitive by integrating activities and coordinating resources across national borders. It must be sensitive and responsive to national differences in consumer tastes and government requirements.

The Global Manager has to perform the following challenging roles:

- *As the Country Manager*, he has to deal with various clients, legal bodies, local companies offering recruitment services, etc.
- *As the Functional Manager*, he has to select right technical skills, build a strong resource base, meet customers' expectations, etc.
- *As the Business Leader*, he has to adapt to the changes in the business environment and identify the upcoming opportunities as well as potential risks.