

**SUBJECT: PHARMACEUTICAL  
MANAGEMENT**

**TOPIC : COORDINATION**

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# DEFINITION

- Continuous process : Coordination is not a one-shot deal but a continuous process. It starts with the very first action in the process of establishment of business and runs through until its closure. It is a continuous process for achieving unity of purpose in the organisation.

# NEED AND SIGNIFICANCE

- To ensure harmonious and smooth functioning of an enterprise, the departmental activities, all decisions and human actions are required to be pulled together. In doing so the managers should prevent overlapping and duplication of efforts that may affect the unity of action. Therefore, effective coordination is required in every business organisation. .

- Increase in size and complexity of operations
- Specialisation
- Clash of interest
- Different outlook
- Interdependance of units
- Human nature

# OBJECTIVE OF COORDINATION

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# COORDINATION vs COOPERATION

- The terms 'coordination' and 'cooperation' cannot be used interchangeably. Cooperation refers to the collective efforts of people who associate voluntarily to achieve specified objectives. Cooperation indicates the willingness of people to help each other, while coordination is much more inclusive requiring more than the desire and willingness to cooperate. Coordination is an organisational effort while cooperation is individual

- . Coordination is an orderly arrangement of group effort to provide unity of action in the pursuit of common objectives. It requires deliberate effort on the part of management. Existence of cooperation among members of the group facilitates coordination but it does not mean that coordination originates automatically from the voluntary efforts of the group members. Coordination has to be achieved through conscious and deliberate efforts of the manager.

# Points of distinction between coordination and cooperation are:

- Cooperation is for the most part the result of voluntary attitudes on the part of people in an organisation while coordination is a state of affairs which an executive brings about through deliberate action on his part.
- Cooperation is necessary for successful coordination, while coordination is necessary, for the success of the organisation as a whole. Coordination is a broader concept.



- Cooperation has no elements like time, quantity, or direction. Whereas coordination is the concerted effort of requisite quantity and quality arranged at the proper time.

# TYPES OF COORDINATION

- **Internal and external coordination :**  
Synchronisation of the activities and efforts of individuals within each of the respective units, departments, plants and offices of an organisation is known as internal coordination. External coordination relates to synchronisation of the activities and efforts between organisation and its external environment comprising market, technology, government, shareholders, etc. External coordination is very essential for the survival and growth of the organisation just like internal coordination.

2 .**Vertical and horizontal coordination:** Vertical coordination refers to synchronisation of activities and efforts of people at different levels in the organisation. Vertical coordination is ensured by top management through .delegation of authority. Horizontal coordination means coordination between various positions at the same level in the organisation, which is brought about through mutual consultation and cooperation.

# Limitations

- Uncertainty: A constant threat comes from an uncertain future. Natural phenomena " like rain, flood , disease, uncertain political condition, abnormal changes in the behaviour of individuals etc., pose uncertainty and challenge to coordination.
- ii) Personal limits: Coordination is limited to the extent of managers knowledge, experience, ability and wisdom in business operations and also his personal character.

- iii) Organisational limits: There is a lack of orderly method of developing and adopting new and appropriate ideas and programmes in the organisation's structure. Because of its Coordination Coordination and Control particular structure, managers are not able to develop and use administrative skills which limit the degree of coordination.