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2.2 Co-ordination It is vital that effective co-ordination is achieved between different departments and functions. The main way this is achieved is through the budget-setting process, e.g. to ensure that production make enough products (subject to stock policies) to meet predicted sales figures from marketing. Both the production and marketing budgets will be based on the same set of assumptions. Other mechanisms for co-ordination include the following: § regular planning meetings between the managers § effective and regular communication between departments to confirm deadlines, target activity levels etc. § clear, well-documented reporting lines § supervision.

Expandable text Co-ordination is achieved in one of or more of the following ways. the relative complexity of the work affects the method chosen: § Standardised work process the work is specified, and everybody works in the same way. § Standardised outputs through such things as product or service specifications. Whilst the results are standardised, the means are not. § Standardised skills and knowledge even though each job is performed independently. This is an important co-ordinating mechanism in professional activities and specifies the kind of training needed to perform the work. § Direct supervision exists throughout the hierarchy where individuals issue instructions and monitor performance. One person has a specific co-ordinating role. § Mutual adjustment co-ordination

results from internal communication and through informal contact between the people performing their organizational roles. This exists in simple structures where people work closely together. It also applies to some complex tasks, e.g. in a research project if the outcome is uncertain, colleagues will adjust their activities in the light of new findings. Test your understanding 8 An over-keen sales person promises a new product to a major client before production anticipates manufacturing it. What problems could this cause and how could it have been avoided? 3 Strategic, tactical and operational planning levels in the organisation 相关推荐：#0000ff>2011年ACCA考试考题特点解读及答题技巧分析 #0000ff>2011年ACCA《F1会计师与企业》辅导讲义汇总 重点推荐：#0000ff>2011年12月份ACCA考试报名日期提醒 #0000ff>2011年ACCA12月考试时间 100Test 下载频道开通，各类考试题目直接下载。详细请访问 www.100test.com