**Theme:** 3.

**Reading:** Organisation Design: Fashion or Fit?

**Author:** H. Mintzberg.

-Organisation structure must match task.

**Five Components**

*Strategic Apex:* Top management.

*Operating Core:* Basic workers.

*Middle-Line:* Intermediate managers.

*Technostructure:* Analysts who design systems.

*Support Staff:* Non-business related services.

e.g. cafeteria, mail room, legal.

**Types of Structure**

***Simple Structure***

|  |  |
| --- | --- |
| **Coordination** | Direct Supervision |
| **Key Part of Organisation** | Strategic Apex |
| ***Structural Elements*** |  |
| **Specialisation** | Little |
| **Training** | Little |
| **Formalisation of behaviour** | Little |
| **Grouping** | Functional |
| **Unit size** | Wide |
| **Planning and Control Systems** | Little |
| **Liason Devices** | Few |
| **Decentralisation** | Centralised |
| ***Situational Elements*** |  |
| **Age/Size** | Young/Small |
| **Technical System** | Simple/Norn-regulatory |
| **Environment** | Simple/Dynamic |
| **Power** | CEO |

***Machine Bureaucracy***

|  |  |
| --- | --- |
| **Coordination** | Standardisation of work |
| **Key Part of Organisation** | Technostructure |
| ***Structural Elements*** |  |
| **Specialisation** | Much horizontal and vertical |
| **Training** | Little |
| **Formalisation of behaviour** | Very Formalised/Bureaucratic |
| **Grouping** | Functional |
| **Unit size** | Wide at bottom/narrow elsewhere |
| **Planning and Control Systems** | Action Planning |
| **Liason Devices** | Few |
| **Decentralisation** | Limited Horizontal Decentralisation |
| ***Situational Elements*** |  |
| **Age/Size** | Old/Large |
| **Technical System** | Regulatory/not very complex |
| **Environment** | Simple/Stable |
| **Power** | Technocratic/external |

***Professional Bureaucracy***

|  |  |
| --- | --- |
| **Coordination** | Standardisation of skills |
| **Key Part of Organisation** | Operating Core |
| ***Structural Elements*** |  |
| **Specialisation** | Much horizontal |
| **Training** | Much |
| **Formalisation of behaviour** | Little Formalisation/Bureaucratic |
| **Grouping** | Functional and market |
| **Unit size** | Wide at bottom/narrow elsewhere |
| **Planning and Control Systems** | Little Planning and Control |
| **Liason Devices** | Liason devices in administration |
| **Decentralisation** | Horizontal and Vertical Decentralisation |
| ***Situational Elements*** |  |
| **Age/Size** | Varies |
| **Technical System** | Not Complex/Regulatory |
| **Environment** | Complex and stable |
| **Power** | Professional/Operating core |

***Divisionalised Form***

|  |  |
| --- | --- |
| **Coordination** | Standardisation of Outputs |
| **Key Part of Organisation** | Middle Line |
| ***Structural Elements*** |  |
| **Specialisation** | Some Horizontal/Vertical between HQ/Divs. |
| **Training** | Some |
| **Formalisation of behaviour** | Very Formalisation/Bureaucratic |
| **Grouping** | Market |
| **Unit size** | Wide at Top |
| **Planning and Control Systems** | Much Performance Control |
| **Liason Devices** | Few Liason Devices |
| **Decentralisation** | Limited Vertical Decentralisation |
| ***Situational Elements*** |  |
| **Age/Size** | Old/Very Large |
| **Technical System** | Divisible/Machine Bureaucracy |
| **Environment** | Simple and stable |
| **Power** | Middle Line |

***Adhocracy***

|  |  |
| --- | --- |
| **Coordination** | Mutual Adjustment |
| **Key Part of Organisation** | Support Staff/Operating Core |
| ***Structural Elements*** |  |
| **Specialisation** | Much horizontal |
| **Training** | Much |
| **Formalisation of behaviour** | Little Formalisation/Organic |
| **Grouping** | Functional and market |
| **Unit size** | Narrow Throughout |
| **Planning and Control Systems** | Little Action Planning |
| **Liason Devices** | Many Throughout |
| **Decentralisation** | Selective |
| ***Situational Elements*** |  |
| **Age/Size** | Young |
| **Technical System** | Very Complex(admin) / Not(operating) |
| **Environment** | Complex and Dynamic |
| **Power** | Expert Control |

*1) Abstract Ideals*

*2) Real-life Structures*

*3) Building blocks for complex structures*

-Internal consistency.

-Consistency with environment.

-Balance of forces within to form balanced configuration.