

### Mintzberg's managerial roles

- Undertook a study of CEO's job.
- Managers perform 10 diff. but high unrelated jobs.
- These can be categorised into three categories:
  - (i) Interpersonal relationship
  - (ii) The transfer of information
  - (iii) Decision Making

### Roles:

#### i) Interpersonal:

Figurehead  
Leader  
Liaison

#### ii) Informational:

Monitor  
Disseminator  
Spokesperson

#### iii) Decisional:

Entrepreneur  
Disturbance Handler  
Resource allocator  
Negotiator

### Organizing:

Assigning planned tasks to various individuals.

### Structural variables

#### • Principles

- Chain of command
- Span of control
- Authority
- Power
- Responsibility

#### Departmentalization

- Functional (like HR)
- Divisional
  - Product
  - Customer
  - Geographic
  - Process



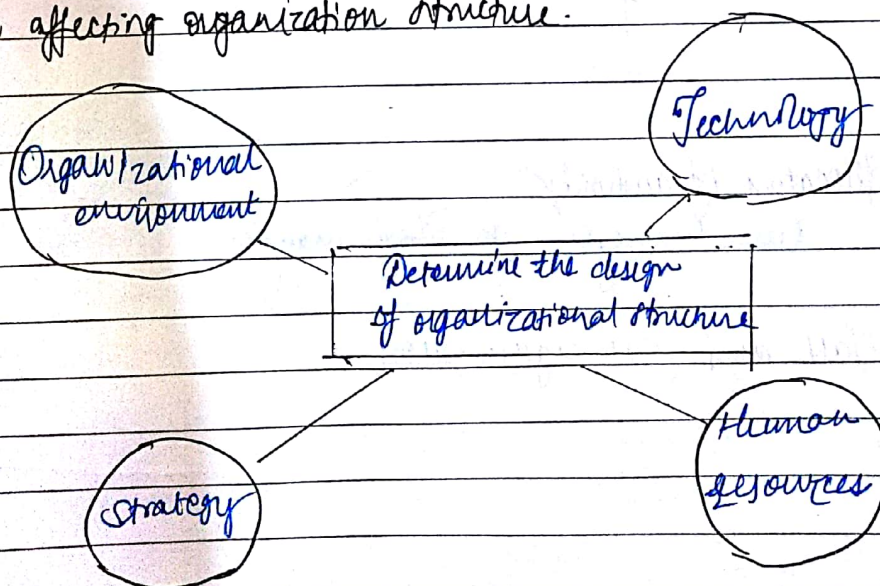
Organizational structure - Formal system of task and reporting relationships that coordinates and motivates organizational members so that they work together to achieve organizational goals.

Organizational design - Process by which managers make specific organizing choices that result in a particular kind of organizational structure.

Organization design -

- How job tasks are formally divided, grouped or coordinated.
- Six basic elements of organization structure:
  - Work specialization.
  - Departmentalization
  - Unity of command / Scalar chain
  - Span of control
  - Centralization vs decentralization, and
  - Formalization
- Making decisions about how specialized jobs should be allocated, the rules to guide employees' behaviours, and at what level decisions are made.

Factors affecting organization structure.





Grouping tasks into jobs

Job design: Managers decide how to divide tasks into specific

Job simplification: Reducing the no. of tasks for each worker

Job enlargement: Increase no. of diff tasks

Job enrichment: Increase the degree of responsibility

Elements of organizational structure

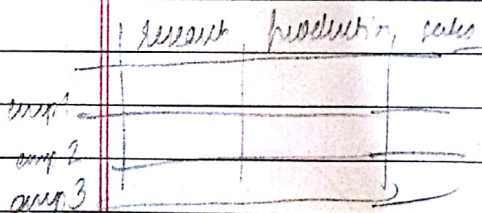
- Work specialization
- Departmentalization

Types of departmentalization:

- Functional departmentalization
- Product departmentalization

\* Matrix and product team structures

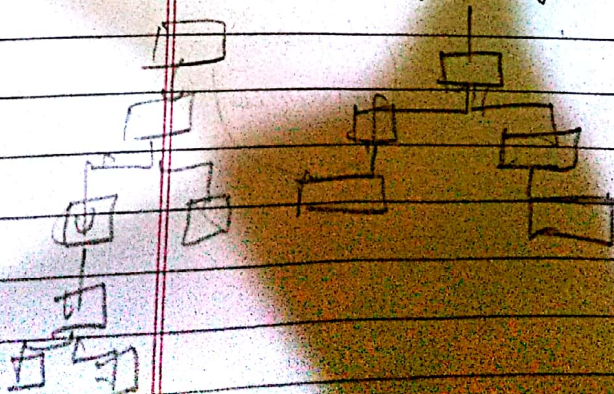
↓  
which has  
specialties of both functional  
& product.



Allocating of authority

line manager & staff manager

Tall and flat organization



## Factors affecting span of control

- Geographical location
- Organizational size
- Workforce skill level
- Nature of job
- Organizational culture.