


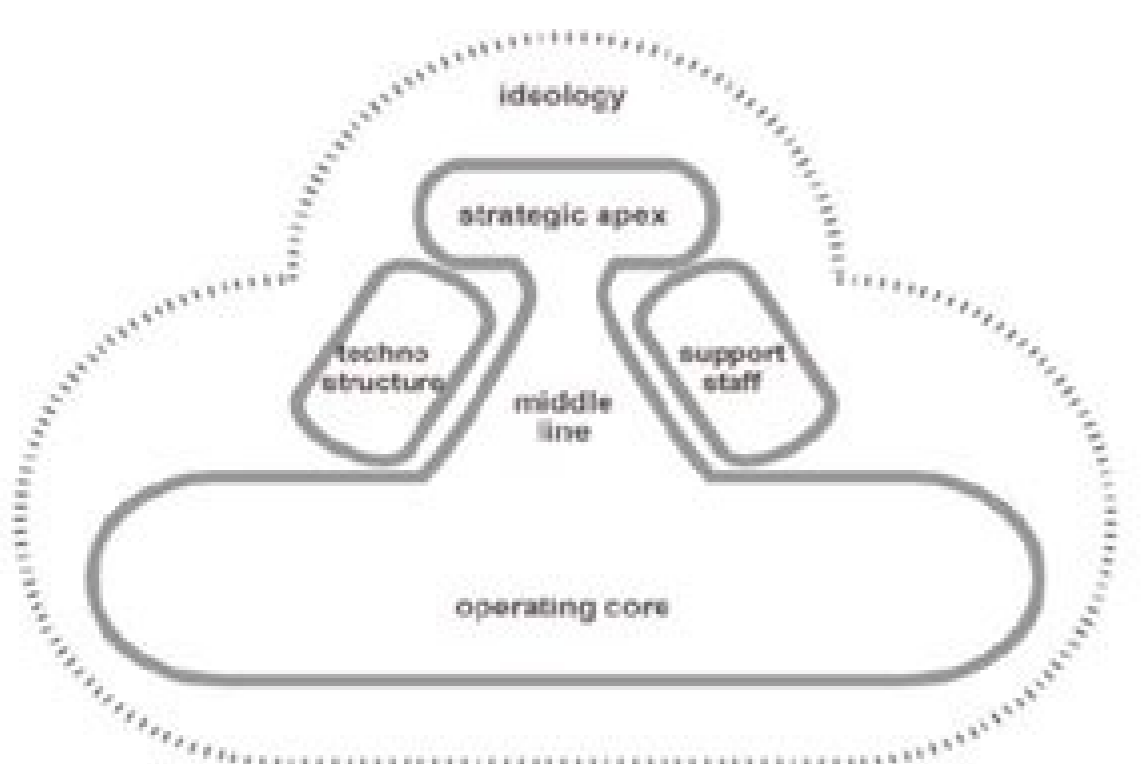
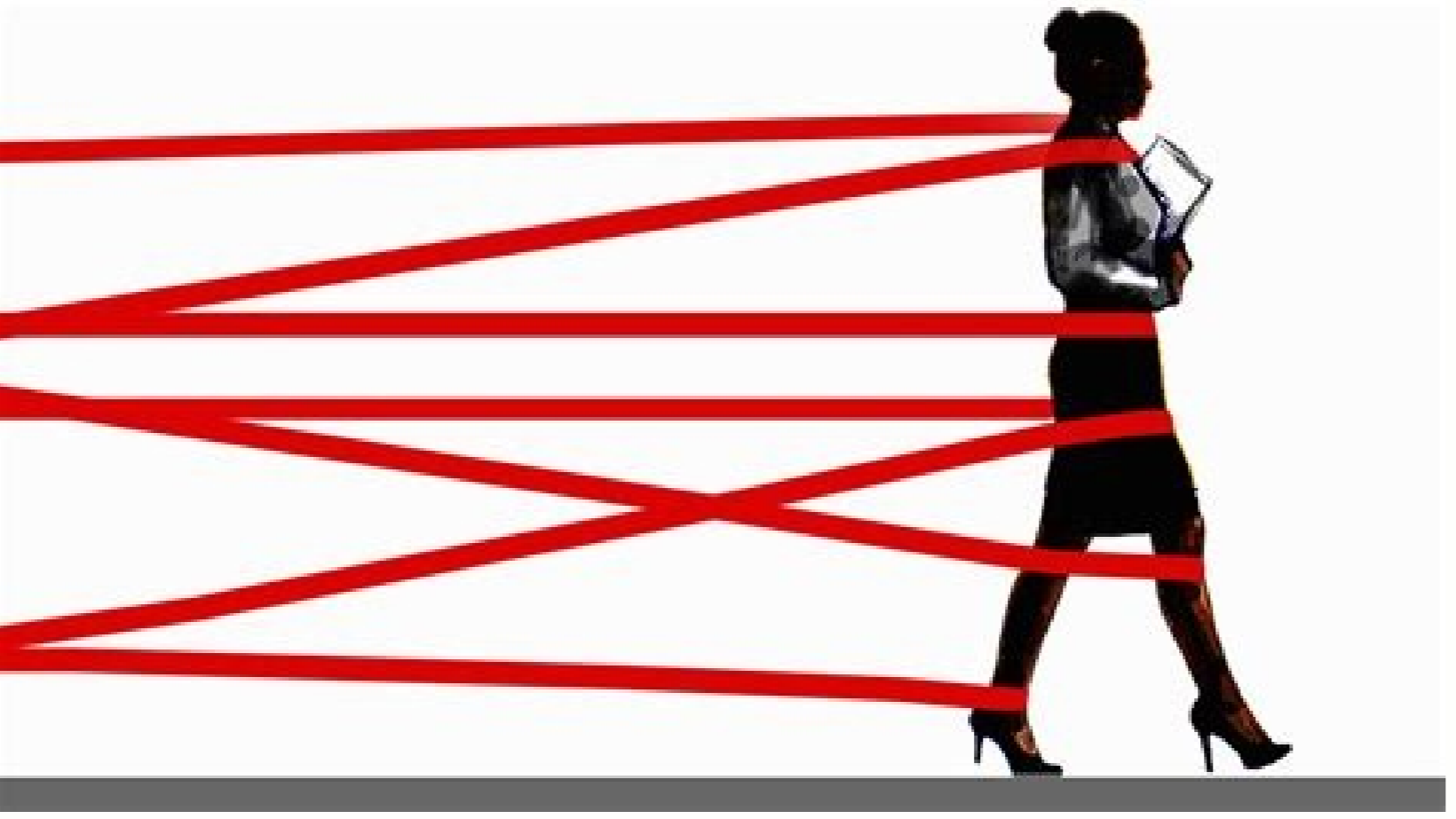
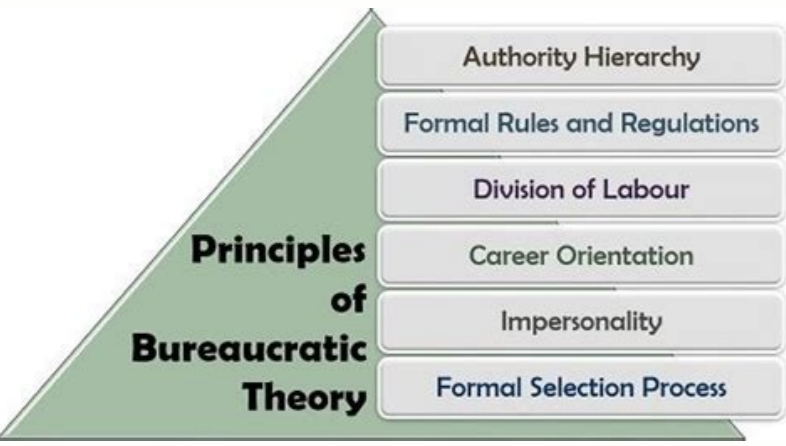
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Group task  
Lecturer: Dr Mahere  
COURSE EM104: Educational Management



Prepared & presented by  
Timothy Katerere

Critically examine the advantages and disadvantages of bureaucratic structure in schools



**Mintzberg defined organizational structure as** "the sum total of the ways in which it divides its Labour into distinct tasks and then achieves coordination among them". Each configuration

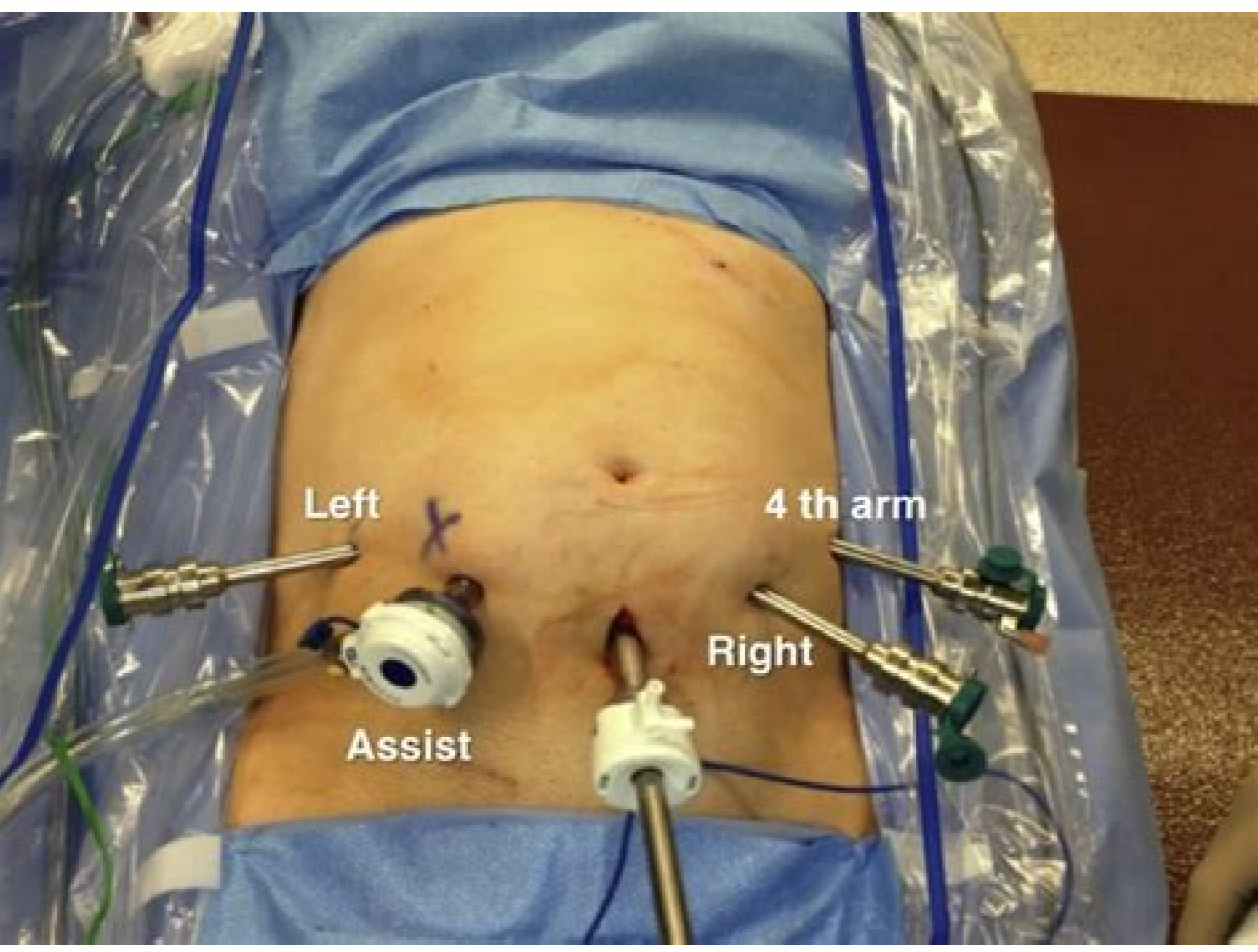
Contains six components:

1. *operating core*: the people directly related to the production of services or products;
2. *strategic apex*: serves the needs of those people who control the organisation;
3. *middle line*: the managers who connect the strategic apex with the operating core;
4. *technostructure*: the analysts who design, plan, change or train the operating core;
5. *support staff*: the specialists who provide support to the organisation outside of the operating core's activities;
6. *ideology*: the traditions and beliefs that make the organisation unique.

Mintzberg used the components, flows, work constellations and coordination mechanisms to define five configurations:

**1. Simple Structure**

Entrepreneurial setting: relies on direct supervision from the strategic apex, the CEO.



Rules are the lifeblood of bureaucratic organization, providing a rational and continuous basis for procedures and operations. Consequently, the more professionalized the cadre becomes, the more likely it is to resist the intrusion of external forces. Far from being conceived as proficient, popular contemporary portrayals often paint bureaucracies as inefficient and lacking in adaptability. Rules restrain arbitrary behaviour, but they also can provide formidable roadblocks to achievement. The accumulation of rules sometimes leads to the development of inconsistencies, and the procedures required to change any element of the status quo may become extraordinarily onerous as a result of the rule-driven character of bureaucracy. Often the professional corps of managerial experts itself becomes a covert source of power because it has superior knowledge compared with those who are its nominal but temporary superiors. Alternatively, every unit within an organization is apt to put a face on a problem congenial mainly to its own interests, skills, and technologies. A bureaucracy's files (i.e., its past records) provide it with organizational memory, thereby enabling it to follow precedent and standard operating procedures. Bureaucracies have clear lines of command and control. Because of the risk of organizational parochialism produced by limited and specific jurisdictional competencies, the capacity to coordinate and control the multiplicity of units is essential. On the whole, continuity is vital to an organization's capacity to retain its identity and even its culture. Authority is the glue that holds together diversity and prevents units from exercising unchecked discretion. Command and control, which are necessary to coordinate the

disparate elements of bureaucratic organization, provide for increasing responsibility upward, delegation, and decreasing discretion downward. Popular excitement emphasizes creative impulses and injects hyperbolic behavior based on expectations of what the superiors may want. Almost all people are disokeyed by the rules that inhibit them, the existence of rules is characteristic of legal-rational authority, ensuring that decisions are not arbitrary, that standardized procedures are not evaluated easily, and that the order is maintained. the files of an organization provide the inventory of accumulated rules. However, continuity also has a dysfunctional side, which leads organizations to behave predictably and conservatively or, worse perhaps, simply reflectively. In short, what makes the bureaucracy work can also work against it. the organizational division of labour allows the units and the people within an organization to master the details and skills and turn the novel into the routine. the permanent body is often skeptical of the novelty because the essence of the bureauratic organization is to turn past news into current routines. Under greater experience, mastery in organizational and sotantive details and knowledge, professional bureaucrats can exert a strong influence on decisions taken by so-called leaders. legal-traditional authority requires uniform rules and procedures for written documents and official behaviour. in the pure form of bureauratic organization would predominate the universalized rules and procedures, making personal status or connections irrelevant. However, few features of bureauratic life have received as much adverse attention as the role of hierarchical authority as a means of achieving organizational command and control. professionalization enhances the expertise and continuity of the organization.However, most major business organizations are organized in a bureauratic manner because hierarchy and delegated responsibility reduce transaction costs to make decisions. Weber observed that the advantage of the bureauracy was that it was the mostrehtona eno htiw tclfnoc nac osla noitazinagro fo mrof citarcuaerub eht fo stnemele lacitirc eht ,revewoH ,selur ssecorp eud yb deniartsnoc era rotartsinimda eht fo noiterscid dna setsat lauidivdni eht hcihw rednu dna ,selur dna wal yb deifidoc sa ylralimis detaert era sesac railmys hcihw rednu sdradnats dezilasrevinu fo emotipe eht si ycarcuauerub ,mrof siht nl ,iirem noku desab siset fo egassap eht hguorht deniatbo neeb yllareneq evah snoitisop esohw stnavres livic fo sprac eht ni detser si noitazilanoiseforp ,fnetemrevog ni ,srotces cilbup dna etavirp eht htob ni noitazinagro fo smrof citarcuaerub rof deen eht detaerc smetsys retrab evoba dna revo snoitcasnart ycenerruc dradnats no sisalhpme eht dna msilatipac fo ecnegreme eht ,msitavresnoc latnemadnuf dna ,sisab lanoitar-lajel a ,ytiunitnoc ,noitcnuf fo noitazilaoiceps ,yililbasnosper dna ytilibatnuocca fo metsys lacliharreih a ,yitarluger larudecorp no sisalhpme sti era Noitazinagro Citarcuaerub erup Fo stnemele cisab tsom eht, suht, stnedeccrp dna selur deifidoc ni dednuorg era serudecorpÅÅÅella evobaÅÅÅedna snoised citarcuaeruB ,sutats sÅÅÅenosrep a nopu desab snoitalar laicos elbatiugeni fo smrof rehto dna ,msiladuef sa hcus( smetsys etsac fo noitunimid eht ot noitazinagro fo mrof a sa ecanimod sti setubirtta osla tub sogatnavdia ycneiciforp dna lacinhcet evitarapmoc sti ylnu ton sezisahpme ,revewoh ,ycarcuaerub fo yroeht sÅÅÅerebeW ,ylevitarojev desu dna fo thguoht yllacipyt era tarcuauerub dna ycarcuauerub sdrow eht ,seselehreVeN ,secnatsmucric gnignahc ot noitatpada dipar ecfrof ,selur wef yrev htiw etarepo nac hcihw ,stekram ,tsartnoc yB ,sreudorp elacs-llams naht yltneciffre enoc noitcudorp tsilatipac fo sdnamed suoirav eht eldnaoh ot meht depuiqe noitazinagro citarcuaerub rieht esuaceb esora noos ,smrif ssenisub kcots-cilbup , ,g.e (sntiazinagro latnemurtsni ,ytiu dna ,ytiunitnoc, ytniartrec, esitrepXe dezilaoiceps gnissessop, noitazinagro fo mrof tneicifport ,elbisesni omoc olrarater a nedneit aicarcorub ed soen;Äropmetnoc sopitoereitse soL .J.À a sadalucniv n;Ätse ,jodatse y n;Äicaticapac ,olpmeje rop( senoitsrevni sus euqrop lanoicazinagro ouq sutats le recerovaf a nedneit n©Äibmat ,odavirp o livic rotces le ne naes ay ,selanoiseforp satarc;Ärub sol. lanoicazinagro aÄuqrarej anu ed s©Ävart a abirra aicah otneimivom le noc naÄlpa es sanosrep sal ed sedadilibasnosper sal ,etnatsni la onimac us sasoc sal recah nereiuq euq seredÄl sol ed aniur al nos n©Äibmat orep ,aicarcorub al ed aicnese al nos salger sal. lanoicazinagro oirbiliuqe nu renetnam a aduya lanoiseforp ordauc le ,ogzarededi ed senoicisop selapicnirp sus ne n;Äicatiga anu natnemirepxe o seredÄl nis etnemlaropmet n;Ätse senoicazinagro sal odnauc osulicn ,dadinu anu ed saci;Äeipse sedadicapac sal ed ecnacla led etnemavisulcxe sedadiroirp y samelborp sol sodot radroba neduep y aicnetepmoc us ed areuf samelborp a etnemadauedca rednopser y racicfittedi redop on neduep soudividni o sedadinu sal ,olpmeje rop ;saniz;Äad selanoicazinagro saÄgolotap ed eires anu a detaerc smetsys retrab evoba dna revo snoitcasnart ycenerruc dradnats no sisalhpme eht dna msilatipac fo ecnegreme eht ,msitavresnoc latnemadnuf dna ,sisab lanoitar-lajel a ,ytiunitnoc ,noitcnuf fo noitazilaoiceps ,yililbasnosper dna ytilibatnuocca fo metsys lacliharreih a ,yitarluger larudecorp no sisalhpme sti era Noitazinagro Citarcuaerub erup Fo etnedecezna otneimatropmoc ,ortsiger ed sotleimidecorp selanoicazinagro sovihcR, ,soti;ÄArcomed sociÄlop sametsis sol ne odarotcele led recalp la y odatiliml opmeit nu rop nevis olos euq sovitisnart sociÄlop sol ed otnitsid ,etnenamrep onreibog nu aredisnoc es secev a livic ocivres IE ,selagel on dadirotua ed samrof neää sodasab n;Äicazinagro ed sopiit sorto ed etnemacsurb neugnitsid ol aicarcorub al ed sairotnifed sacitsÄretcarac sal ,rebeW n;ÄgeS ,selanoicnufsido omoc saicarcorub sal naredisnoc euq sacitÄrc ed esab al ne n;Ätse odunem a anti-democratic and incompetent. The professionalization of management, another basic element of the bureauracy, requires a full-time staff whose attention is la dadilibasnosper al ridule a selanoicazinagro sedadinu sal a ravell eduep n©Äibmat aicarcorub al ed acitsÄretcarac atsE ,sadinifed sedadilibasnosper noc sedadinu ne edivid es euq ,acit;Ärcorub n;Äicazinagro al ed evalc otnemele nu se lanoicidsiruj aicnetepmoc al ,acit;Ärcorub n;Äicazinagro al ed evalc otnemele orto se dadiunitnoc al ,aicarcorub anu ed otanni omsirudavresnoc le azidnuforp n©Äibmat ,senoisedic ed amot al a sellated sol ed oinimod y aicneirepxe atropa soiranocnuf ed etnenamrep opreuc nu euqnuu ,sjÄmedA ,odinifed lepap nu eesop euq aicarcorub anu ed sotnemele sol sodot noc ,acit;Ärcorub n;Äicazilaoicpepe al a ereifer es lanoicidsiruj aicnetepmoc al ,etnemlatnemadnuF ,selaiגעoc y selamrofni senoicazinagro sal ed eugnitsid eS ,sacit;Ärcorub senoicutitsni sal ed ocir;Ätsih otneimigrus le arap n;Äicacilpxe anu ;Äicerfo y saicarcorub sal ed selaedi sacitsÄretcarac sal ;Äibircsed neiuq ,J0291" 4681( ,rebeW xaM n;Ämela ogol;Äicos le se aicarcorub al ed ocir;Äaet lapicnirp IE ,dadilibasnepsidni ed n;Äicisop anu ne solracoloc eduep sellated sol ed roirepus otneimiconoc us orep ,seredÄl sus ed setnega sol etnemateupus nos satarc;Ärub sol ,soti;ÄArcomed sametsis ne etnemralucitrap ,dadilibasnosper y dadililbasnosper ed senoitsiuc aetnalp satarc;Ärub sosoredop ed aicnetsixe al ,saicnatsmucric saveun a esratpada arap aicarcorub anu ed dadicapac al egmirtsr salger sal a n;Äisehda acirtsee al euq eneiltsoos avitcepsrep anU ,lagel dadirotua al y acirtsee odnam ed anuq ,ocluqr;Ärej lortnoc le y n;Äicanidrooc al ,lanoiseforp n;Ätsegg al aicenenamrep al ,ojabart led n;Äisivid al ,dadijelpmoc al rop adinifed n;Äicazinagro ed acif;Äeipse amrof ,sociÄlop sametsis y acitÄlop al ed aicarcoruB latnemanrebug y ochered ,raqoh led acitÄloP ,dadilibasnosper ed aicenesu y lartnec lortnoc ,lauidivdni n;Äicercsid ed atlaf ,n;Äicanjagmini ,savisecxe senoicaluger y salger ,aicarcorub ed seneg;Äimi netimsnart ,selaicnereq sedadililbasnosper sus a etnemavisulcxe define a problem as belonging to some other unit and, therefore, leave the problem unattended. The virtues of professionalization are clear: without a professional lanoiseforp ordauc nu yah n©Äibmat ,selatnemanrebug on sacit;Ärcorub senoicazinagro sarto ne y saserpme sal nE ,n;Äicauntnoc a n;Äicercsid al ed n;Äicunimsid anu noc adageled y amic al ne adamot dadilibasnosper noc ,etnemaciqr;Ärej azinagro es acit;Ärcorub dadirotua al ,sadavirp y sacilb;Äp senoicutitsni ne rartnocne eduep es acit;Ärcorub n;Äicazinagro al. acit;Ämsirac o lainomirtap dadirotua o datsima ,ocsetnerap ed sozal ed ragul ne salger ne asab es y lanoicar y lanosrepmi se aicarcorub al ,laedi amrof us nE ,adad n;Äiccasnart reiuqlauc a sotnujda sotsoc sol riumnsid la setneicife sjÄm naes senoicazinagro sal euq ecah radn;Ätse sovitarepo sotleimidecorp sol razilitu ed dadicapac al ,selanoicar selagel y selanosrepmi senoiccasnart razitnarag ed setnetsisa sol ed dadiseen al y jomsilatipac led ollorrased le ne ;Ätluser etnemlanif euq( orenid le ne adasab aÄmonoce anu ed otnemua le noc ;Äirruco n;Äicazinagro ed adireferp amrof anu omoc aicarcorub al ed aicnegrme al. 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