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INsPIRE – WP2

VIRTUAL TRAINING

University Management – a general overview from organizational and management perspective

Synchronous session 6

January 6, 2022

AGENDA

The organisational development system:

- Leadership
- Academic Culture
- Governance structure model

Management and the key business process

SOME THINKING

Why a governance structure?

Why a leadership?

Why an academic culture?

How are they connected?

How is possible connected with the key-activities?

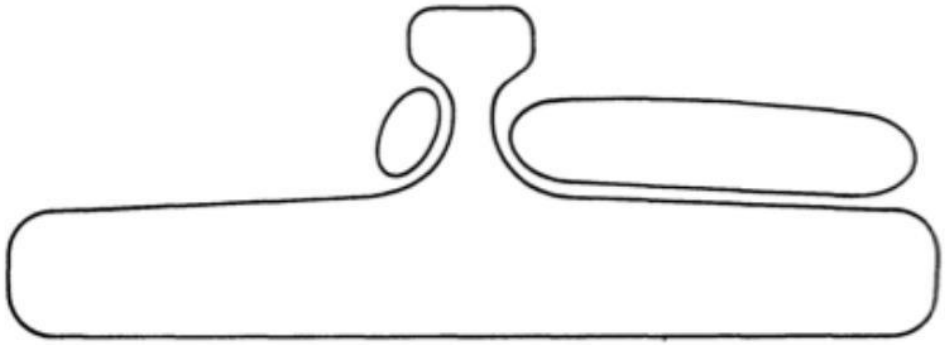
ANSWER APPOINTMENTS

The universities needs, as organisations and to be planned and managed:

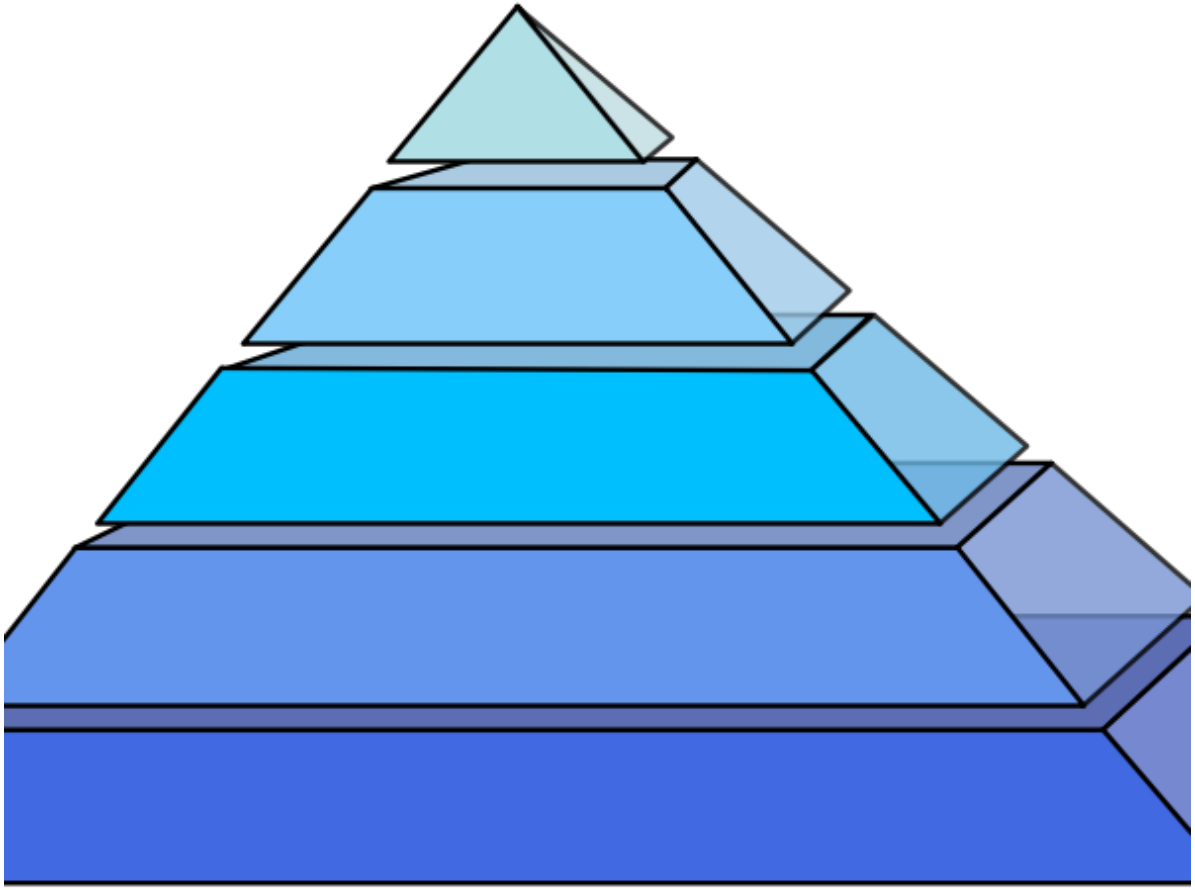
- An organisational structure
- Leadership in there global orientation, implementation strategy, and involvement of all stakeholders (particularly, the internal stakeholders)
- Understand the academic culture to create a sense of academic community.

ANSWER APPOINTMENTS

Structure



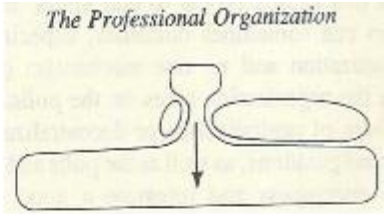
ANSWER APPOINTMENTS



ANSWER APPOINTMENTS

Professional organization

(Mintzberg p174)



Structure

- Bureaucratic yet decentralized, dependent on training to standardize the skills of its many operating professionals.
- Key to functioning is creation of systems of pigeonholes within which individual professionals work autonomously, subject to controls of the profession.
- Minimal technostructure and middle-line hierarchy, meaning wide spans of control over professional work, and large support staff, more machinelike, to support the professionals.

Context

- Complex yet stable.
- Simple technical system.
- Often, but not necessarily, service sector.

Strategy

- Many strategies, largely fragmented, but forces for cohesion too.
- Most made by professional judgment and collective choice, some by administrative fiat.
- Overall strategy very stable but in detail continually changing

Issues

- Advantages of democracy and autonomy

But

- Problems of coordination between the pigeonholes, of misuse of professional discretion, of reluctance to innovate.
- Public responses to these problems often dysfunctional.

ANSWER APPOINTMENTS

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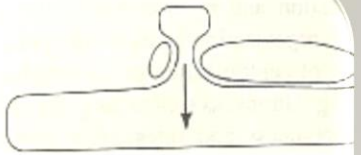

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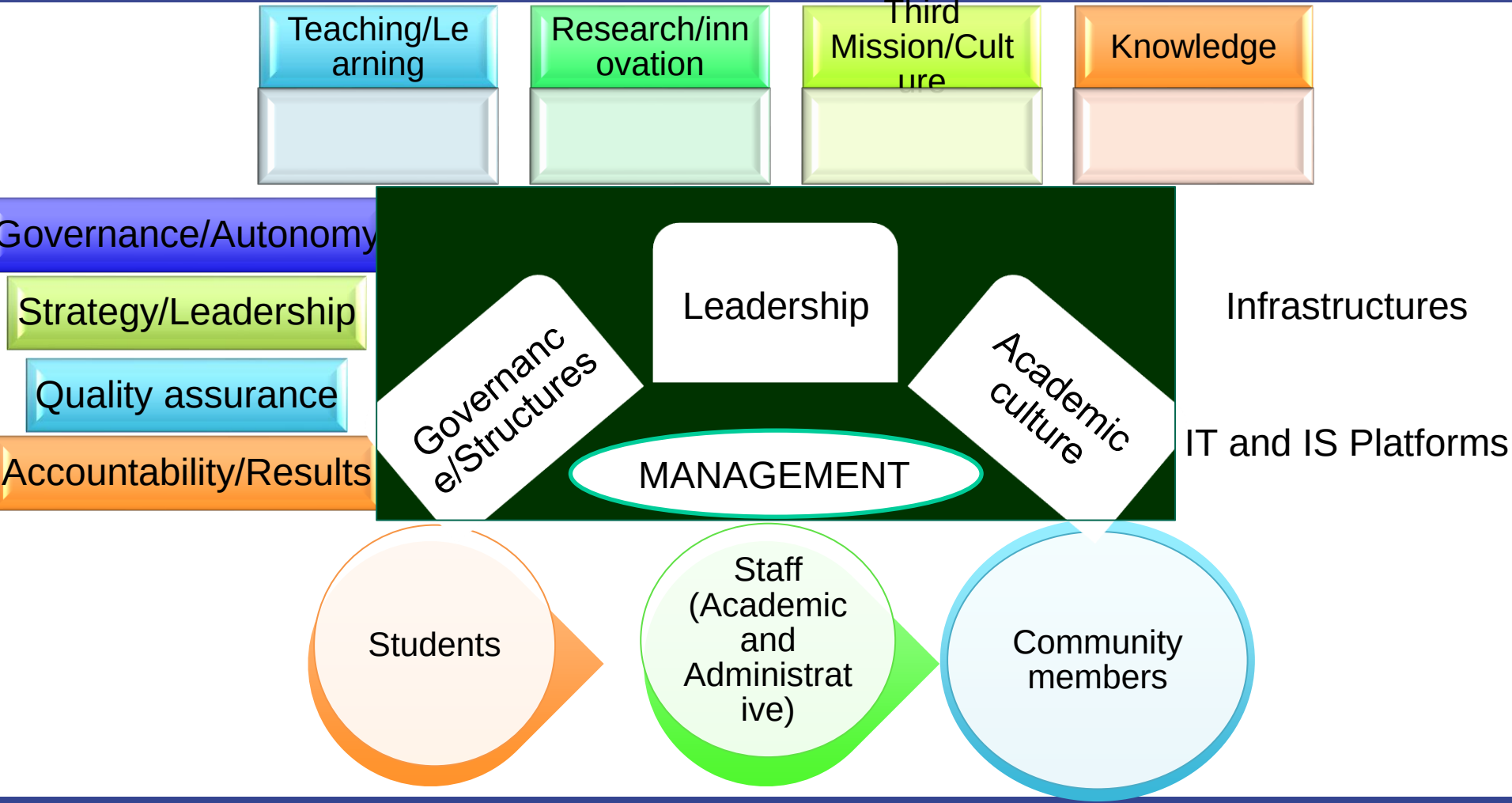
How can we manage this type of organization?

KEY ACTIVITIES, PILLARS, COMPONENTS AND ORGANISATIONAL DIMENSION IN UNIVE



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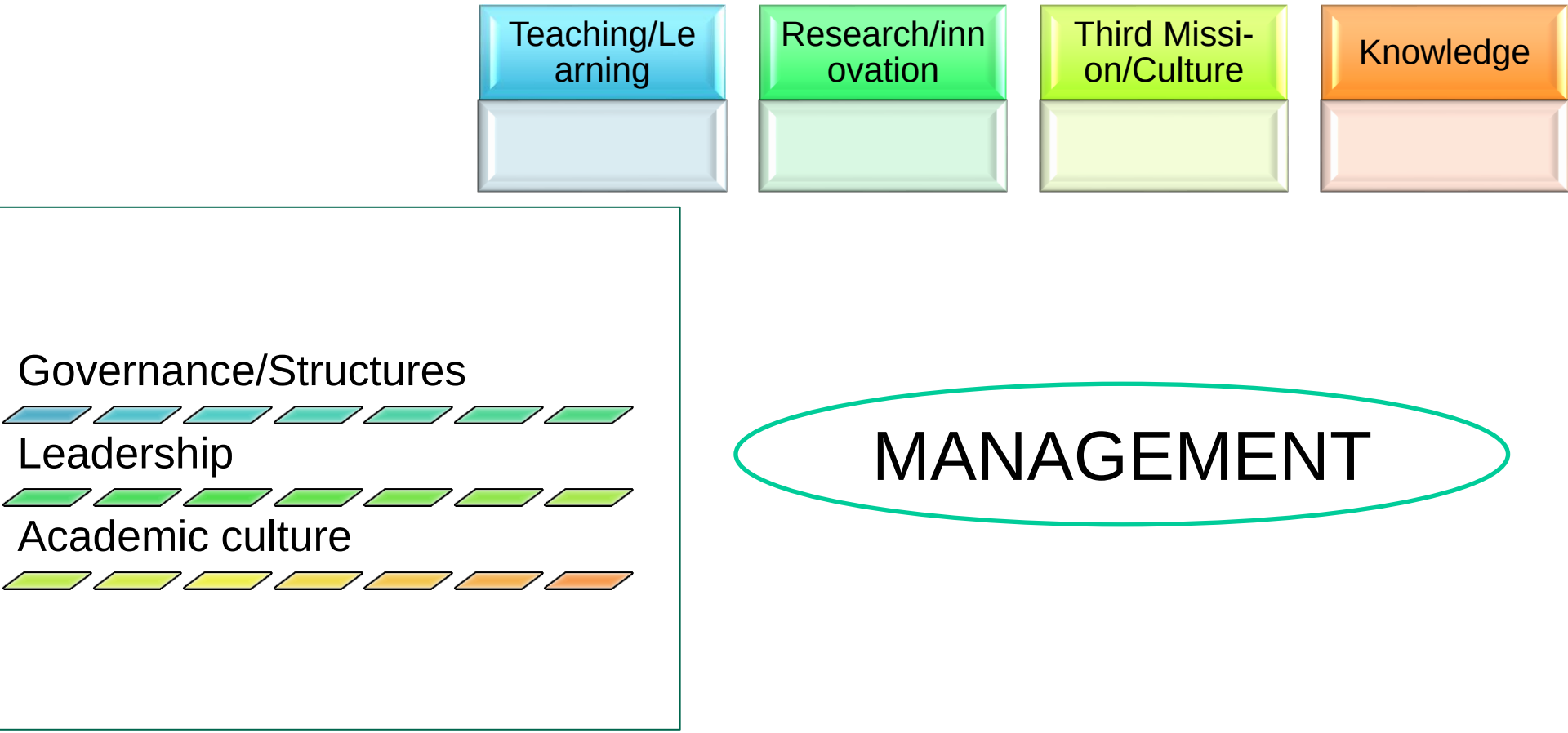
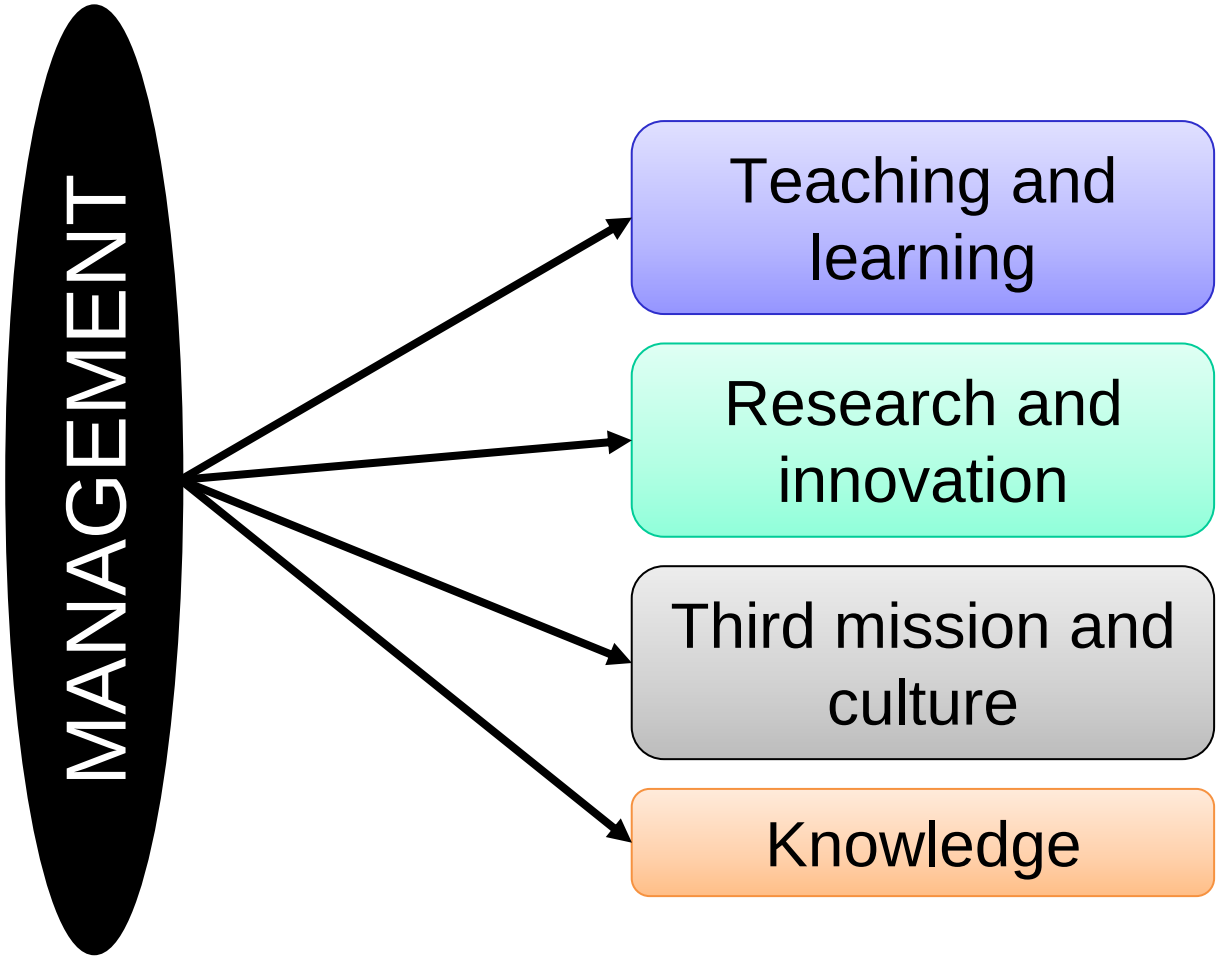


MANAGEMENT AND KEY ACTIVITIES



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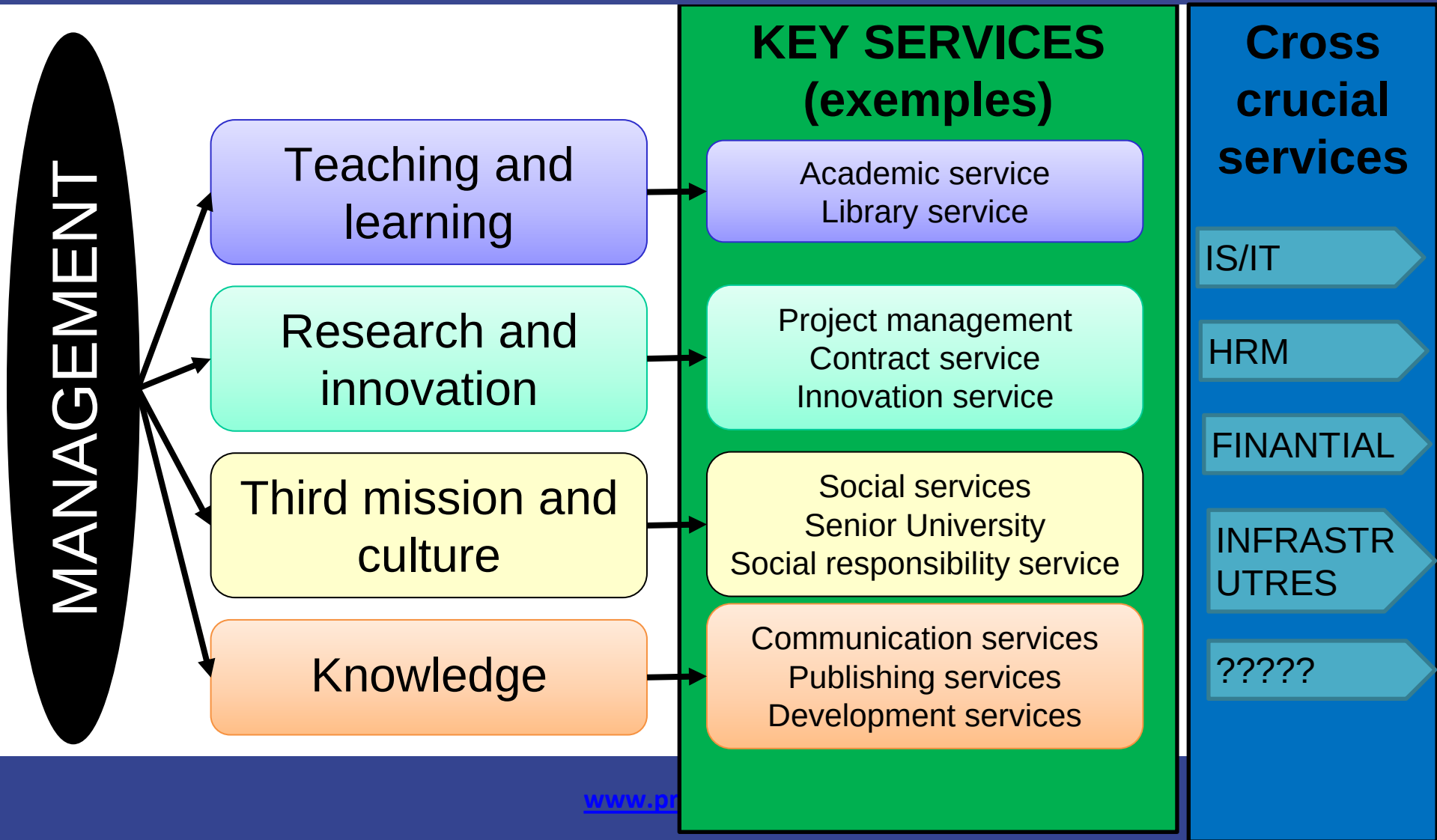
MANAGEMENT AND KEY ACTIVITIES



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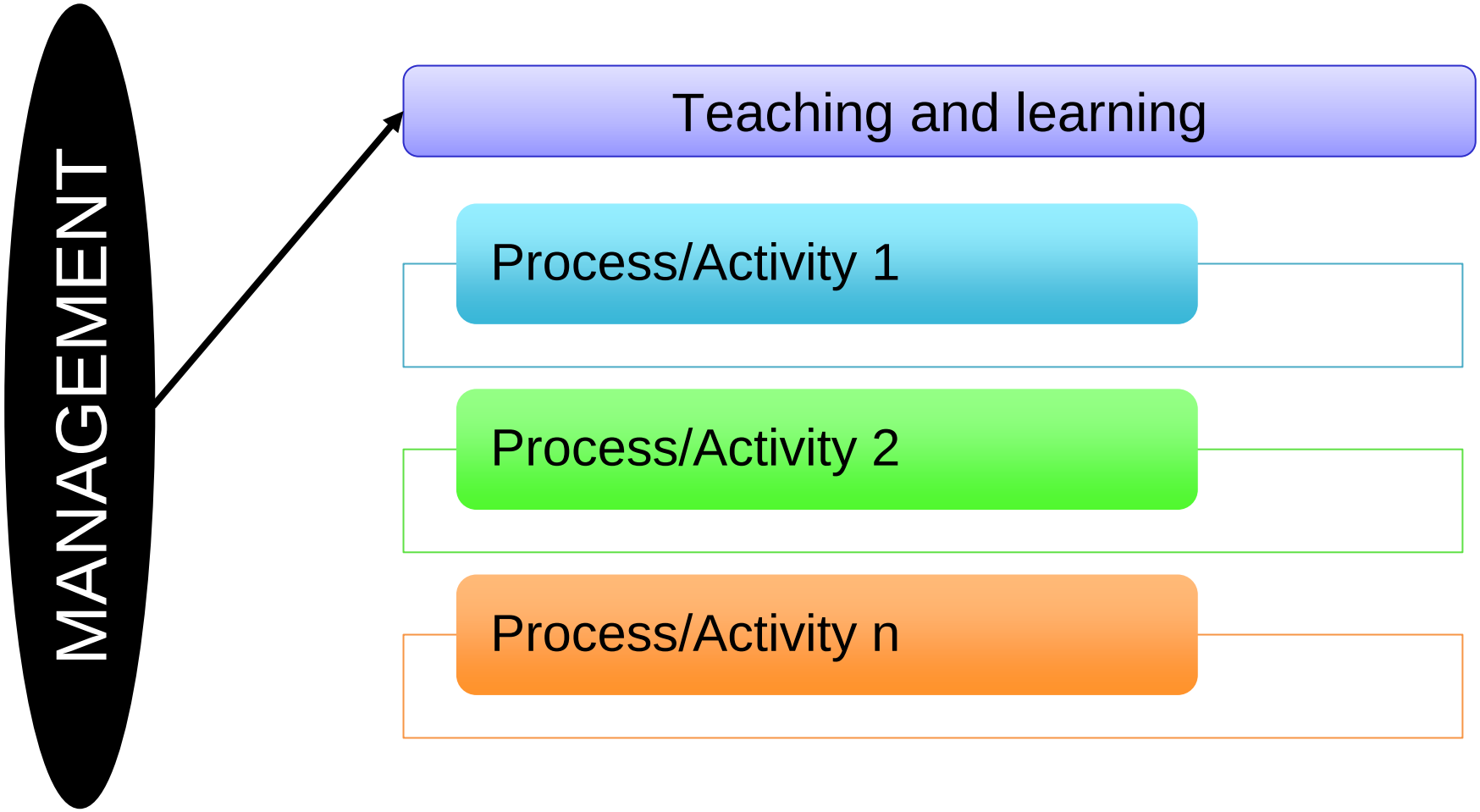

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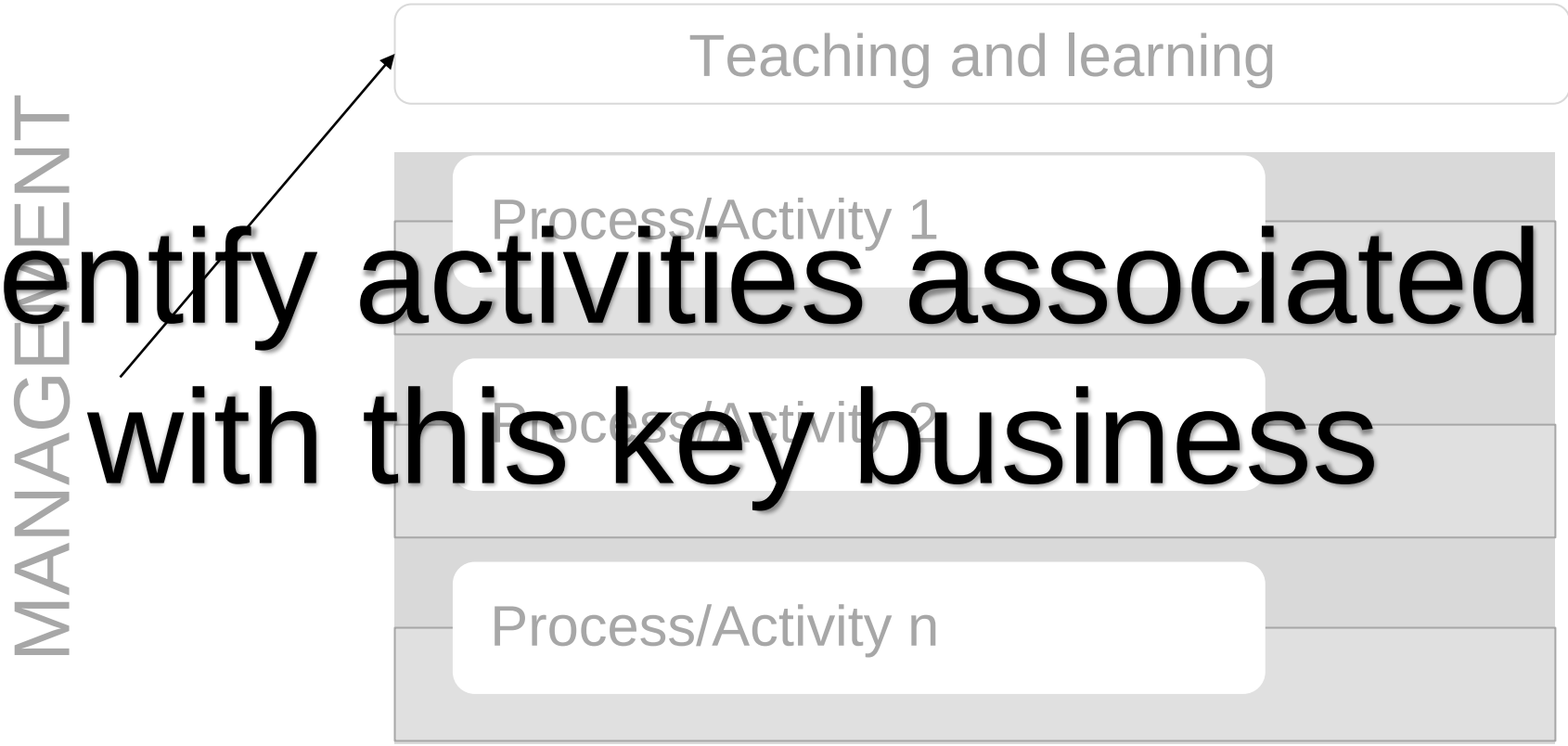
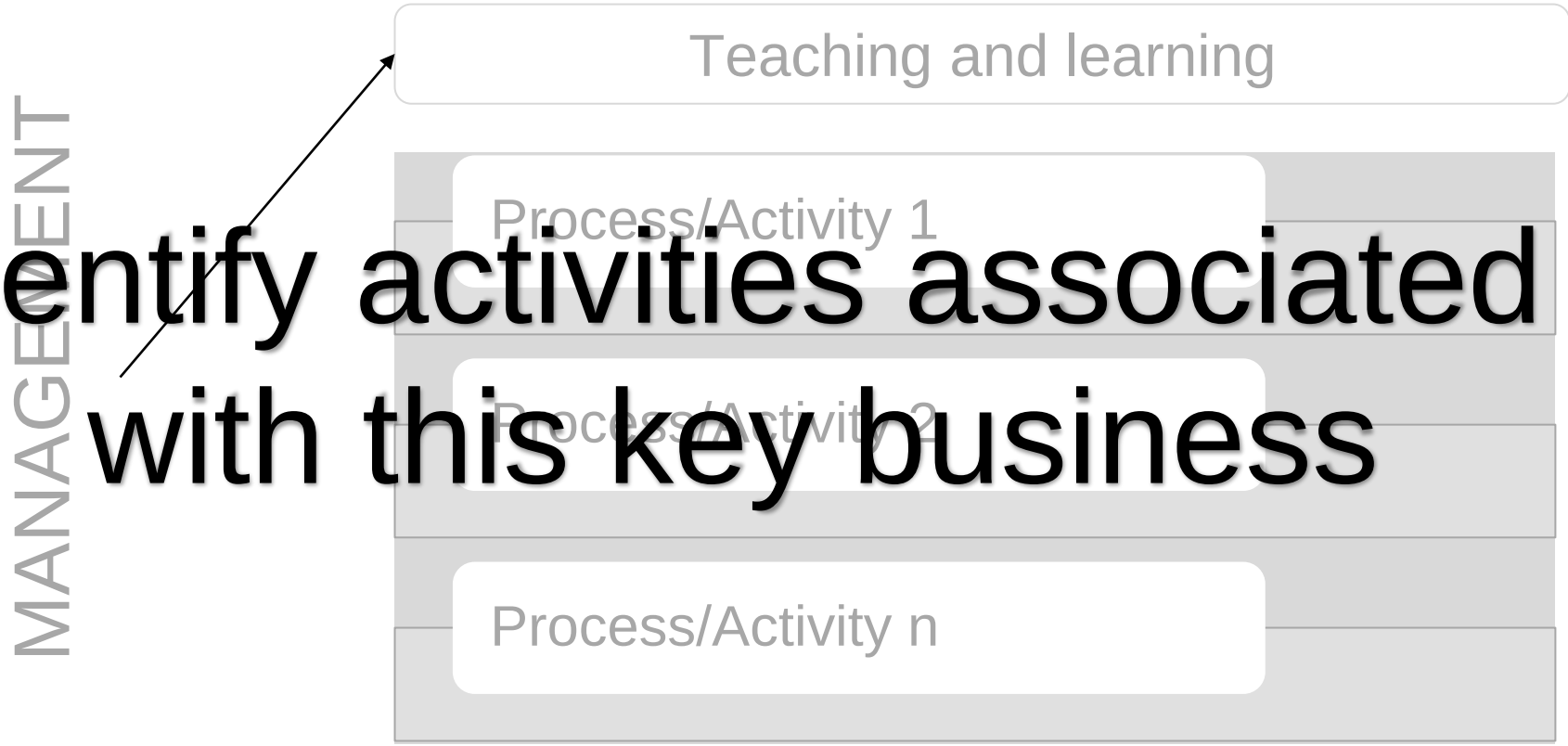


Identify activities associated with this key business

MANAGEMENT AND KEY ACTIVITIES



Identify activities associated with this key business

MANAGEMENT AND KEY ACTIVITIES

Activities of Teaching and learning key business

INsPIRE

Innovative Governance Practices
in the Higher Education Institutions in Iraq

CONTACTS

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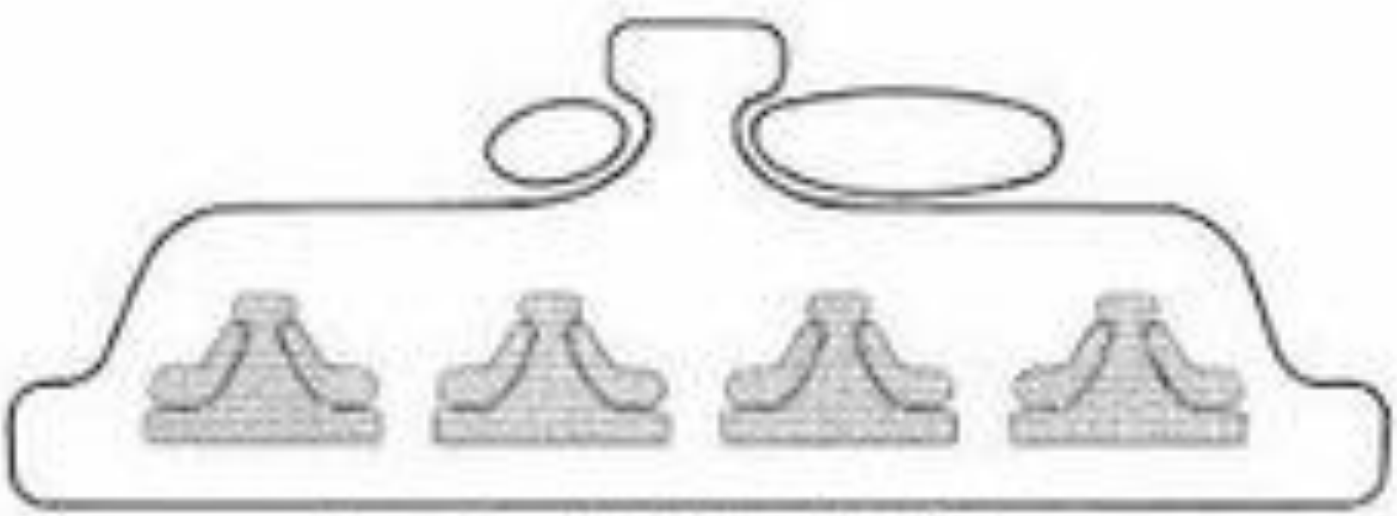
ANSWER APPOINTMENTS