

INTERNATIONAL NAMES	COMMENT	EXAMPLES
Strategic apex	Line function that has overall responsibility for the organization.	The Board of Directors, CEO.
Middle line	Line function that connects top management to the production core through a hierarchy of middle managers.	Heads of Functions and Areas, Development Manager, Sales Manager, Purchasing Manager, etc.
Operating core	Line function, which consists of the people who perform the work, who produce the organization's products and services.	Vendors, programmers, engineers, designers, customer consultants, etc.
Technostructure	Staff function working on streamlining the organization's work.	Controllers, strategic planning, production planning, staff training, work with optimization of work-flows.
Support staff	Staff function providing support to the organization's units.	Legal department, marketing, development, payroll administration, reception, shipping, canteen.
Ideology	The traditions and beliefs that make the organization unique.	A common goal.

FIGURE 3.11
Mintzberg's building blocks for organizational configurations.