1. The span of control is:

   ☐ the number of subordinates a manager directly oversees

   ☐ the chain of command

   ☐ the number of levels in the hierarchy

   ☐ the firm's total staff

2. Delegation means:

   ☐ passing authority for a task to a subordinate

   ☐ making staff redundant

   ☐ centralising all decisions

   ☐ removing a level of hierarchy

3. What caused the loss of the Mars Climate Orbiter?

   ☐ A meteor hit it

   ☐ The rocket ran out of fuel

   ☐ The radio broke

   ☐ Two teams used different units without checking

4. A paternalistic leader:

   ☐ never consults anyone and gives no reasons

   ☐ lets staff decide everything

   ☐ decides like a caring parent and explains choices

   ☐ has no authority

5. Hard HRM treats employees primarily as:

   ☐ customers

   ☐ valued assets to develop

   ☐ shareholders

   ☐ a resource to be used efficiently

6. Widening spans of control tends to make a structure taller.

   ☐ True ☐ False

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☐ True ☐ False

8. The grapevine is an informal channel that can spread rumours.

   ☐ True ☐ False

9. Theory Y assumes employees dislike work and must be closely controlled.

   ☐ True ☐ False

10. Good employer-employee relations can raise motivation and retention.

    ☐ True ☐ False

1. **the number of subordinates a manager directly oversees**

   Span of control = direct subordinates per manager.

2. **passing authority for a task to a subordinate**

   Delegation passes authority down the hierarchy.

3. **Two teams used different units without checking**

   Pound-force seconds versus newton seconds.

4. **decides like a caring parent and explains choices**

   Paternalistic leaders decide but explain, acting in staff's interests.

5. **a resource to be used efficiently**

   Hard HRM views labour as a cost/resource.

6. **False**

   False. When each manager supervises more people, fewer management levels are needed, so the structure becomes flatter.

7. **False**

   False. Authority can be delegated, but accountability cannot. The manager remains answerable for the outcome.

8. **True**

   Fast but unreliable.

9. **False**

   False. That is Theory X. Theory Y assumes employees are motivated and seek responsibility, so managers tend to delegate and empower.

10. **True**

    Strong relations improve performance and reduce turnover.

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