

## 7.1 Organisational structure

Name: \_\_\_\_\_ Class: \_\_\_\_\_ Date: \_\_\_\_\_

Total: 29 marks

**KEY WORDS** centralisation 集权 • span of control 管理幅度 • organisational structure 组织结构  
• chain of command 指挥链 • decentralisation 分权

### Objective

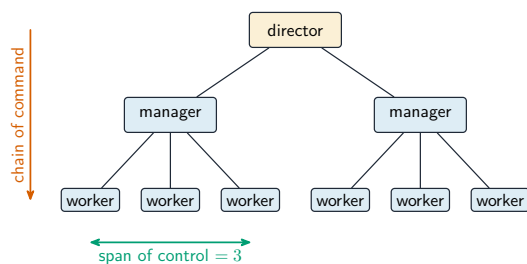
Build the skills to answer exam questions on **organisational structure** 组织结构 — **hierarchy, chain of command and span of control** 层级、指挥链、管理幅度, **tall versus flat** 高耸与扁平 structures, **centralisation** 集权, **delaying** 精简层级, and **delegation** 授权.

You must be able to:

- define chain of command, span of control, hierarchy
- compare tall and flat structures, and centralisation with decentralisation
- analyse and evaluate a change to a firm's structure

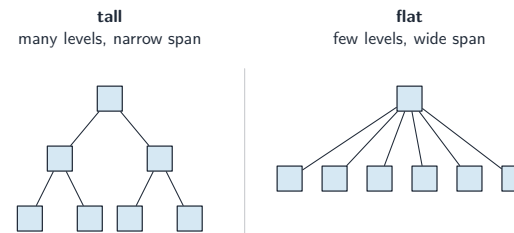
### 1 Worked examples

#### ■ Reading an organisation chart



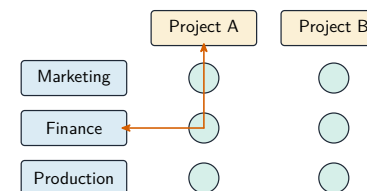
*Chain of command runs top to bottom; span of control = staff directly under one manager*

- **Tall structure:** many levels, narrow spans → slow messages, close control. **Flat:** few levels, wide spans → fast messages, more trust.



*Tall versus flat organisational structures*

- **Centralisation:** decisions at the top (strong control). **Decentralisation:** decisions shared down (faster, motivating).
- **Delegation:** giving a task and the power to do it to a junior — but **accountability** stays with the manager.
- A **matrix structure** groups staff by both department and project, so a worker reports to two managers.



*each worker reports to a function manager and a project manager*

*A matrix structure: dual reporting by function and by project*

**Answer shapes:** AO1 + AO2 + AO3 (reasoning chain) + AO4 (a supported judgement *in context*).

### 2 Practice

2.1 Define the term *span of control*.

[2]

2.2 State the difference between a *tall* and a *flat* organisational structure. [2]

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2.3 Define the term *delegation*. [2]

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3 Exam-style questions

3.1 Explain one benefit to a business of having a **flat** organisational structure. [3]

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3.2 Analyse two effects on a business of **delayering** its structure. [8]

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3.3 A growing business is deciding whether to **centralise** or **decentralise** its decision-making. Evaluate this decision. [12]

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