

Exercise walk-through

Organisation and management ■ 2.2

eXercise

You must be able to

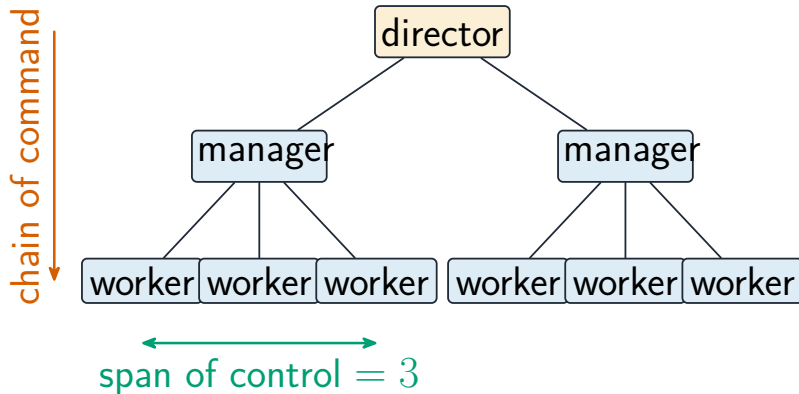
- read an organisational chart (chain of command, span of control)
- state the functions of management
- compare leadership styles (autocratic, democratic, laissez-faire)

Method — Reading an organisation chart

- **Chain of command** 指挥链: the line orders pass down. **Span of control** 管理幅度: staff directly under one manager. **Delaying** 扁平化: removing a level.
- **Functions of management:** planning, organising, coordinating, commanding, controlling.
- **Leadership:** **autocratic** 专制型 (leader decides), **democratic** 民主型 (asks staff), **laissez-faire** 放任型 (lets staff work freely).

Answer shapes: K + App + An + Ev (a justified judgement, for “do you think” questions).

Method — Reading an organisation chart



An organisation chart shows the chain of command and each manager's span of control

Practice 2.1 ■ 2 marks

Define the term *span of control*.

Solution 2.1

Method: Reading an organisation chart

Worked steps

the number of subordinates (workers) that one manager is directly in charge of (2 for a clear definition; 1 for a partial idea).

Practice 2.2 ■ 2 marks

Identify two functions of management.

Solution 2.2

Method: Reading an organisation chart

Worked steps

any two of: planning; organising; coordinating; commanding; controlling (1 + 1).

Practice 2.3 ■ 2 marks

State the difference between an *autocratic* and a *democratic* leadership style.

Solution 2.3

Method: Reading an organisation chart

Worked steps

an autocratic leader decides alone and gives orders; a democratic leader asks staff for ideas before deciding (2 for a clear difference; 1 for a partial idea).

Exam-style 3.1 ■ 2 marks

Identify two things an organisational chart shows.

Solution 3.1

Method: Reading an organisation chart

Worked steps

any two of: the hierarchy/levels; the chain of command; each manager's span of control; who reports to whom ($1 + 1$).

Exam-style 3.2 ■ 6 marks

Explain two benefits to a business of delayering its organisational structure.

Solution 3.2

Method: Reading an organisation chart

Worked steps

[6] For **each** of two benefits: $K 1 + A$ n up to 2 — e.g. *lower costs*: fewer managers → lower salary bill → higher profit. *Faster communication*: fewer levels → messages reach workers quickly and unchanged → faster decisions. Maximum 3 each.

Exam-style 3.3 ■ 6 marks

Do you think an autocratic leadership style is always the best style for a manager?
Justify your answer.

Solution 3.3

Method: Reading an organisation chart

Worked steps

[6] Both sides + judgement. **For autocratic:** fast, firm decisions — good in a crisis or with new, untrained staff. **Against:** it ignores staff ideas and can demotivate skilled workers, who may prefer a democratic style. **Judgement (Ev):** no style is always best — autocratic suits a crisis, but democratic suits skilled staff; the right style depends on the situation and the workers.