

2.2 Organisation and management

Name: _____ Class: _____ Date: _____ **Total: 20 marks**

KEY WORDS leadership style 领导风格 • management 管理 • functions of management 管理职能
• planning 计划 • autocratic 专制型

Objective

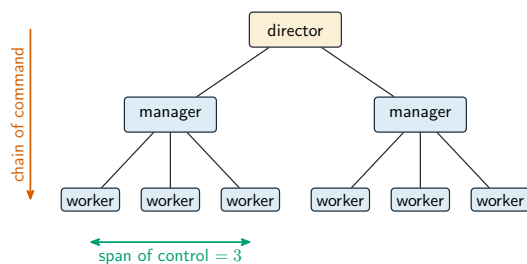
Build the skills to answer exam questions on **organisation and management** 组织与管理 — the **organisational chart** 组织结构图 (**hierarchy, chain of command, span of control** 层级、指挥链、管理幅度), the **functions of management** 管理职能, and **leadership styles** 领导风格.

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)

1 Worked examples

■ Reading an organisation chart



A tall chart has a long chain of command; a wide span gives one manager many staff

- **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).

2 Practice

2.1 Define the term *span of control*. [2]

2.2 Identify two functions of management. [2]

2.3 State the difference between an *autocratic* and a *democratic* leadership style. [2]

3 Exam-style questions

3.1 Identify two things an organisational chart shows. [2]

3.2 Explain two benefits to a business of delayering its organisational structure. [6]

3.3 Do you think an autocratic leadership style is always the best style for a manager? Justify your answer. [6]

Solutions

IGCSE Business answers are marked by **level of response**: award **K** knowledge, **App** application, **An** analysis and **Ev** a justified judgement.

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

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

2.3 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).

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

3.2 [6] For **each** of two benefits: K 1 + An 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.

3.3 [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.