

Solutions

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

Each answer shows the steps, then the **result**.

2.1

- **span of control** is the number of workers one manager is **directly in charge of** (K)

2.2

- any **two** of: planning / organising / coordinating / commanding / controlling (K, K)

2.3

- **autocratic**: decides alone and gives orders (K)
- **democratic**: asks staff for ideas before deciding (K)

3.1

- any **two** of: hierarchy / chain of command / span of control / who reports to whom (K, K)

3.2

- for **each** of two benefits: K + An, max 3 each
- e.g. **lower costs**: fewer managers → lower salary bill → higher profit
- e.g. **faster communication**: fewer levels → messages reach workers quickly

3.3

- **for autocratic**: fast, firm decisions — good in a crisis or with untrained staff
- **against**: ignores ideas and can demotivate skilled workers
- **judgement (Ev)**: no style is always best — autocratic suits a crisis; democratic suits skilled staff