

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

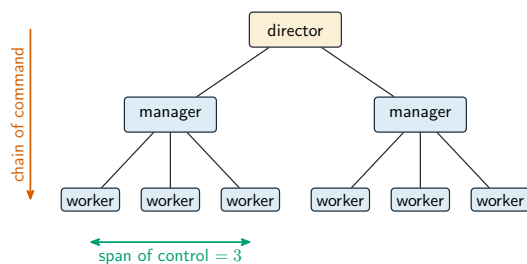
Build the skills to answer exam questions on **organisation and management** 组织与管理 — the **organisational chart** 组织结构图 (hierarchy, chain of command, span of control 层级、指挥链、管理幅度), the **functions of management** 管理职能, and **leadership styles** 领导风格.

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]
