

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

Date Taken: \_\_\_\_\_ Total Possible Marks: 22



## Organisational Structure - Basics

Complete the following questions in the time allowed by your teacher

   1. Define the term "organisational structure"  
   2

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   2. List three features of a tall organisational structure (one mark for each valid feature)  
   3

A. \_\_\_\_\_

B. \_\_\_\_\_

C. \_\_\_\_\_

D. \_\_\_\_\_

E. \_\_\_\_\_

F. \_\_\_\_\_

   3. Briefly explain what is meant by the organisational hierarchy?  
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   4. Define "delayering" and outline a key objective of delayering  
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5. Describe two potential benefits that a business would enjoy if it successfully  
4 delayed its organisational structure (two marks for each valid benefit)

A.

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B.

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C.

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D.

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   6. What is meant by the "span of control" in an organisational structure?  
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   7. Outline up to three factors that influence the span of control in a business (one mark  
3 awarded for each valid factor)

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   8. Define "delegation"  
2

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— 9. List two advantages for a business that encourages delegation (one mark for each  
1 valid point)

- A. \_\_\_\_\_
- B. \_\_\_\_\_
- C. \_\_\_\_\_
- D. \_\_\_\_\_
- E. \_\_\_\_\_

— 10. List two potential disadvantages for a business that uses delegation significantly (one  
1 mark for each valid point)

- A. \_\_\_\_\_
- B. \_\_\_\_\_
- C. \_\_\_\_\_
- D. \_\_\_\_\_

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## Organisational Structure - Basics

Complete the following questions in the time allowed by your teacher

1. Define the term "organisational structure"  
2
- The way in which the roles and responsibilities of management and employees are organised in a business.
- How a business decides to organise itself in order to operate the business activities
2. List three features of a tall organisational structure (one mark for each valid feature)  
3
- A. Many layers
- B. Often associated with narrow spans of control
- C. More opportunities for staff promotion
- D. Sometimes called a traditional or mechanistic structure
- E. Takes longer for communication to pass through the layers
- F. More layers = more staff = higher costs
3. Briefly explain what is meant by the organisational hierarchy?  
2
- The levels of **hierarchy** refer to the **number of layers** within an organisation
- Each layer involves a management or supervisory relationship
- The hierarchy influences how decisions are taken in an organisation and also influences how good communication is
4. Define "delayering" and outline a key objective of delayering  
2
- Delayering involves removing one or more levels of hierarchy from the organisational structure.
- Delayering is associated with creating flatter organisational structures
- The main aim of delayering is to reduce costs, improve communication and encourage better and quicker decision-making

5. Describe two potential benefits that a business would enjoy if it successfully delayered its organisational structure (two marks for each valid benefit)
- 4
- A. Offers opportunities for delegation, empowerment and motivation as the number of managers is reduced and more authority is given to shop-floor workers.
  - B. Can improve communication within the organisation as messages have to pass through fewer levels of hierarchy.
  - C. Can remove departmental rivalry if department heads are removed as the workforce is organised in teams.
  - D. Can reduce costs as fewer employees are required and employing middle managers can be expensive.
6. What is meant by the "span of control" in an organisational structure?
- 2
- The **span of control** is the number of subordinates for whom a manager is directly responsible.
7. Outline up to three factors that influence the span of control in a business (one mark awarded for each valid factor)
- 3
- The experience and personality of the manager
  - The nature of the business. If being a line manager requires a great deal of close supervision, then a narrower span might be appropriate
  - The skills and attitudes of the employees. Highly skilled, professional employees might flourish in a business adopting wide spans of control
  - The tradition and culture of the organisation. A business with a tradition of democratic management and empowered workers may operate wider spans of control
8. Define "delegation"
- 2
- Delegation involves the assignment to others of the authority for particular functions, tasks, and decisions.

\_\_ 9. List two advantages for a business that encourages delegation (one mark for each  
1 valid point)

A. Reduces management stress and workload

B. Allows senior management to focus on key tasks

C. Subordinates are empowered and motivated

D. Better decisions or use of resources (potentially)

E. Good method of on-the-job training

\_\_ 10. List two potential disadvantages for a business that uses delegation significantly (one  
1 mark for each valid point)

A. Cannot / should not delegate responsibility

B. Depends on quality / experience of subordinates

C. Harder to do in a smaller firm

D. May increase workload and stress of subordinates