

Knowledge and Understanding

Analysis

Organisational Structures

Span of control	The number of subordinations a manager is in control of
Wide span of control	The manager has lots of subordinates to manage
Narrow span of control	The manager has few subordinates to manage
Chain of command	The links in authority, where there is more power at the top then at the bottom
Long chain of command	There are multiple layers in the hierarchy for power to filter through
Short chain of command	There are only a few layers in the hierarchy for the power to filter through
Delegation	Giving subordinates tasks to complete
Delayer	Taking out middle layers of the hierarchy, usually middle managers/team leaders
Hierarchy	The structure and layout of an organisational structure
Line manager	Someone who is in control of a number of subordinates
Subordinate	A worker which is under a line manager
Tall	Usually 4 or more layers in the hierarchy
Flat	Usually less than 4 layers

Tall Structure

Advantages

- **More layers** = more promotional opportunities = more motivation
- **More layers** = specialised departments = more knowledgeable and specialised staff
- **Smaller span of control** = workers can be monitored = workers are more productive

Disadvantages

- **More layers** = more managers = more expensive
- **More layers** = slower communication = less efficient
- **Smaller span of control** = workers feel micro managed = unmotivated workforce and less efficient

Flat Structure

Advantages

- **Less layers** = quicker communication = more efficient
- **Less layers** = less middle management = cheaper
- **Larger span of control** = managers delegate = employees feel important = make decisions

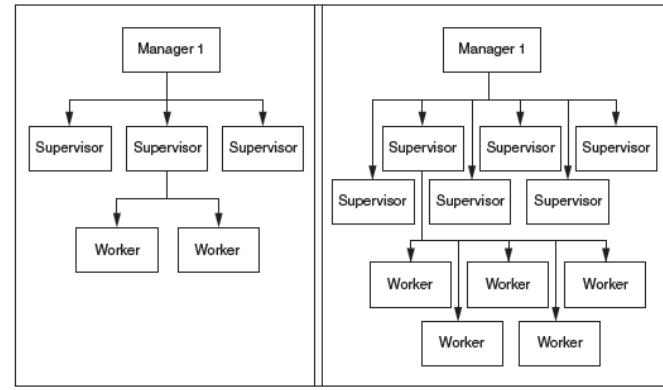
Disadvantages

- **Less layers** = less promotional opportunities = unmotivated workforce
- **Less middle managers** = less supervision of subordinates = less productivity

Knowledge

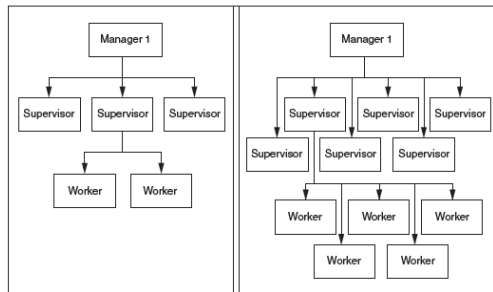
1. Define span of control
2. Define wide span of control
3. Define narrow span of control
4. Define delegation
5. Which span of control will have more delegation?
6. Define chain of command
7. Define long chain of command
8. Define short chain of command
9. What chain of command does a tall structure have?
10. What chain of command does a flat structure have?
11. What span of control does a tall structure have?
12. What span of control does a flat structure have?
13. Can a tall or flat structure be delayed?

Application



1. Which figure has a narrow span of control?
2. What is the span of control in figure 1 for manager 1?
3. What is the span of control in figure 2 for manager 1?

Analysis



1. Analyse one advantage of changing from figure 1 to 2. 3 marks

2. Analyse one disadvantage of changing from figure 1 to 2. 3 marks

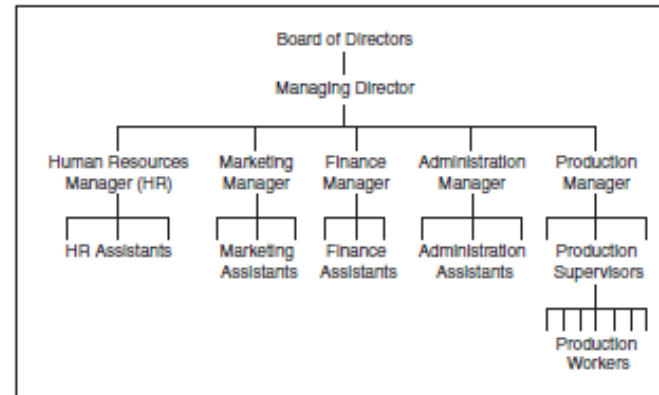


Fig. 3

- (i) What is the Managing Director's span of control?
 [1]

- (ii) Explain what is meant by the term **chain of command**. Use an example from Fig. 3 to support your answer.

 [2]