



the number of levels in an organisational structure

levels of hierarchy

the route through which authority is passed down through an organisation

chain of command

number of subordinates reporting to each supervisor/manager

span of control

its size depends on

the difficulty of task  
the experience and skills of employees  
the size of the business  
levels of hierarchy  
management style

### Simple hierarchical structures

several layers of management, more managers, narrower span of control, slow communication

Tall

Tall or flat?

short chain of command, fewer managers, wider span of control, quicker communication

Flat

reducing the size of the hierarchy by removing one or more levels- often middle

Delaying

one where all the important decision-making power is held at head office

Centralized

one where all the decision-making powers are passed down the organisation to lower levels

Decentralized

Centralized or decentralized?

setting strategy, ensuring resources are available, reviewing manager performance, protecting the interests of shareholders, providing leadership

Directors and CEO

ensuring decisions of directors are carried out, delegating task to department, taking decisions to achieve department targets, motivating employees, solve day-to-day problems

Managers

complete tasks efficiently, work towards achieving individual, group or departmental targets

Supervisors and other employees

### Roles, responsibilities and inter-relationships

## Organisation and management

### The role of management

Planning  
Organising  
Commanding  
Coordinating  
Controlling

Delegation-  
passing authority  
down through the  
organisational  
hierarchy to  
subordinate

Understand people, set a good example, treat subordinates fairly, delegate tasks, communicate effectively

### Leadership styles

**Autocratic** — leader makes all decisions  
**Democratic** — employees take part in decision-making  
**Laissez-faire** — most of the decisions are left to the employees

#### Choosing a style depending on

the skills and experience of the workforce  
the time available to make a decision  
the personality of the manager  
the task to be completed

An organisation of employees aimed at improving pay and working conditions and providing other services

### Trade unions

#### Roles

Negotiating  
Resolving conflict  
Providing legal support  
Providing services for members

#### Effects on employees

power of collective bargaining, legal advice, protect job security, membership fee, loss of wage during strike

#### Effects on employers

single point of contact, help improve working conditions and motivation, meet high wage demand, disrupt production