

Who decides, who reports? Organisational structure

A Level 7.1.1 Objectives and structure · 7.1.2 Types of structure · 7.1.3 Delegation and accountability

Dr Moaz Tariq · Cambridge International AS & A Level Business 9609

Running case: Teratai Hotels, Penang · 60 minutes

How this topic is examined

Paper 3 · Decision-making · 60 marks · 1 h 45

Analyse two advantages of a geographical structure [8]

Calculate a span of control [1]–[2]

Evaluate whether to delayer [12]

Evaluate the impact of delegation [12]

Paper 4 · Business strategy · 40 marks · 1 h 15

Evaluate how far the structure contributes to success [20]

Recommend changes to support growth [20]

Use the case timeline and data

Judge structure against objectives

Typical questions on this topic

Analyse one advantage and one disadvantage of delegation. [8]

Using the data, calculate the span of control for [manager]. [1]

Evaluate the likely benefits of decentralising decision making. [12]

Evaluate whether the directors should delayer the structure. [12]

Recommend changes to the structure to support growth and drive innovation. [20]

By the end of this lecture you can...

- 1 Explain how structure supports objectives, growth and intrapreneurship.
- 2 Compare functional, product, geographical and matrix structures.
- 3 Calculate span of control and compare tall and flat hierarchies.
- 4 Explain why and how structures change, including delayering.
- 5 Distinguish authority, responsibility, delegation and accountability.
- 6 Evaluate centralisation, decentralisation and delegation.

END OF PREVIEW

Get the full lecture, notes and exam resources

Full slides, notes handout, revision sheet, practice paper, mark scheme, model answers and answer templates are included with the Exam Masterclass.

Join the Exam Masterclass

gceeducation.com