PAST MANAGEMENT ACTIVITIES – **ORGANISING** - QUESTIONS

**2015 – OUTLINE THE BENEFITS OF A FUNCTIONAL ORGANISATION STRUCTURE**

**Specialisation** – each department concentrate on one function

**Efficiencies** – things get done quickly and to a high standard

**Chain of command** – Clear line of authority & who to report to

**Clear communication channels** – Upward, downward and horizontal

**Economics of Scale** – Wide span of control

**Clear Promotional Paths**

**2015 – EXPLAIN THE TERM SPAN OF CONTROL & WHERE A NARROW SPAN OF CONTROL MAY BE APPROPRIATE**

This is the number of employees that report directly to a manager in a hierarchy

It would suit when the work involves a high level of expertise or where worker lack experience

**2018 – IMPLICATION FORM CHANGING FROM FUNCTIONAL TO A MATRIX STRUCTURE**

1. Training required
2. Duplication of Duties
3. Greater complexity in the chain of command (2 Manager)
4. Staff conflicts
5. Increased intrapreneurship
6. Better Staff Relations

**2012 – FEATURES OF A MATRIX STRUCTURE**

1.Team based – Expertise from each department

2.Project Leader – Members are answerable to the project leader

3.Specific Projects – Used for development of new project

4.Decision making – All member are involved in the decision making

5.Synergy-

6.Two managers – Team leader and department manager

7.Sharing of resources – Employees and equipment are shared

**2013 – BENEFITS OF A MATRIX STRUCTURE**

 Benefits Challenges

1.Expertise from different 1.Conflict and personality

 Departments Classes (Storming)

2.Input into decision making 2.Two Managers

3.Carry out specific projects 3.Slow Decisions -agreement

4.Support of Project leader 4.Need to improve

5.Greater Job Satisfaction Communication Skills

**2012 – DEFINE THE TERM DELEGATION & BENEFITS OF DELEGATION**

Involves assigning of authority and power to another person. It is

usually from a manager to an employee to undertake a specific

piece of work. The accountability is also assigned

1.Manager has mor time for strategic planning

2.Project completed to a higher level (Accountability)

3.Increased employee motivation

4.Higher skilled workforce

**2007 – DRAFT AND LABEL A MATRIX STRUCTURE**



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**2011 – EXPLAIN THE TERM SPAN OF CONTROL & FACTORS AFFECT THE WIDTH**

This refers to the number of employees reporting directly to a manager in a hierarchy

Skill of a manger – Confident manger can have a wide span

Skill of workforce – Trusted motivate employees = wide span

Type of product/service – if work needs high level of expertise narrow span is used

**2006 (ABQ) – DISCUSS MAAGEMENT ACTIVITIES**

**Planning** – Selecting goals and objectives and ways to achieve them. Helps reduce risk and uncertainty. May included strategic, Tactical and operational

**Organising** – This getting thing done through an organised structure that a business can achieve its goals For example functional and matrix

**Controlling** – Involves measure the errors in plans and taking action to correct them -for example stock, Credit

**2005 – DRAW AND SUITLABLE A SUITABLE ORGANISATIONAL STRUCTURE**



**2004 – REASON TO CHANGE AN ORGANISATION STRUCTURE**

1.Size – The Business has grown, more expertise needed

2.Limited Liability –

3.Finance – help to raise more capital

4.Marketing – Expansion

5.Opportunity – Diversify into other markets

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**2004 – DEFINE ORGANISAING AND ITS IMPORTANCE**

Organising is bringing people and resources together to achieve a

common objective. This is done by building a structure or

organisational chart

1. Creates a suitable organising structure
2. Establishes a chain of command
3. Smooth flow of communication

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PAST MANAGEMENT ACTIVITIES – **ORGANISING** – ONE PAGE SUMMARY

**Key Words**

**Organising -** This Means bringing people and resources together to achieve a common objective.

**Organising Structures -** This means identifying the different departments and management functions in

an organisation.

**Functional structure** - This divides a business according to management functions at senior, middle

management and junior levels. It is the simplest organisation chart

**Product structure** - This organises a business on the basis of the product it makes. Each product has its

own set of specialist management functions

**Geographical Structure** - This is where the organisation is divided according to the geographical markets it serves

**Matrix structure** - This is when staff are brought together into teams to achieve a clearly stated team

goals – launching a new product. Teams are made up of staff with skills in different specialist areas.

**Organisational Chart** - This are diagrams that visually communicate the type of organisation structure,

the chain of command and the span of control in an origination

**Chain of Command** - This is how decision flow from the top of an organisational down through the layers to

the bottom

**The Span of Control** - This refers to the number of employees reporting directly to a manager in a

hierarchy

**De-layering** - This refers to the reduction in the number of layers in the management structure of the

organisation.

**Delegation** – Involves assigning of authority and power to another person. It is usually from a manager to

an employee to undertake a specific piece of work. The accountability is also assigned

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**Functional**

1. There are different layers of management in this chart: top, middle, and junior management.
2. It indicates where authority and responsibility have been delegated.
3. It illustrates the chain of command, i.e., who is answerable to whom.
4. It shows the managing director's span of control (the number of people reporting directly to a

manager).

 *Advantages* *Disadvantages*

1. Builds staff skills 1. Focus on department gold and not the business

2. Clear promotional paths 2. Communication between department can be slow

**Product**

 *Advantages* *Disadvantages*

1. Improve communication 1. Duplication of resources

2. Products Adapt to customer needs 2. Wasteful competition for same customers

3. Each division focus on customer needs



**Geographical**

 *Advantages* *Disadvantages*

1. Meet local needs 1. Duplication of resources

2. Encourages competition

**Matrix**

The main characteristics of a matrix structure are 1. They are Self-managed 2. Responsibilities Delegated

and Input into decision making

*Advantages* *Disadvantages*

1. Synergy 1. Two bosses

2. Efficiencies 2. Training costs

3. Better Relations

4. Motivation

**Factors that influence the choice of organisation structure**

1. As simple as possible
2. Allow east communication
3. Use a narrow span of control (important jobs, tight control)
4. Use a wide span of control – to encourage staff empowerment, intrapreneurship and

creativity

1. Be cost effective

**Purpose of an Organisational Chart**

An organisational char shows the following

1. Chain of command
2. Span of Control

A wide span of control means that the manager has a lot of worker (Subordinates) reporting to him. This

give less layers in the company and more effective communication.

A Narrow span of control means that the manager has few workers (Subordinates) reporting to him.

This give more layers in the company and less effective communication.

**Importance of Organising**

Organisation is important because of the following

1. Creates a suitable organising structure
2. Establishes a chain of command
3. Smooth flow of communication

**Key Words**

**Planning** *-* This Involves selecting organisational goals and finding ways to achieve them. It important because it

Means deciding on 1. Who will do what, 2. When it will be done and 3. How it will be done?

**Mission Statement** - These are short but precise one or two sentences statements used by companies to

summarise ‘Who we are, what we do and were we are headed’

**Strategic Plan -** These are long term plans and are usually over 5 years. They are more precise, For

Example, a method of increasing profit over first 10 months of the year.

**Tactical plans**- These are shorter plans operational plans. It breaks up the strategic plan into more manageable

smaller plans. They usually last for 1 -2 years. For Example, company launching a new product, Cadbury’s

launching new white chocolate flake.

**Operational Plans** *-* This is Short term plans which are designed to meet specific objectives. They usually set

out target for weeks or months ahead. A firm introducing a new internal telephone system.

**Business Plans -** This is a document that sets out who is setting up the business, what they will be selling or

producing, how will it be produces and promoted, where the finance will come from and how much profits they

expect to make.

**Contingency Plan** - This is a Plan B. They are special pans to cope with emergencies. It is used if something is

stopping the main plan being implements. For example, the main supplier of your raw material can’t supply the

material that you want.

**Why planning is important**

1. Helps identify internal strengths, internal weakness, new opportunities

And identify treats

1. Set out clear targets
2. Assists leadership and motivation (gives direction and purpose)
3. Provides necessary information to investors