

Answer **all** the questions.

1.



Forestry Commission

The Forestry Commission's aim is to ensure that Britain's forests contribute positively to protecting the environment. It does this while sustaining this great resource for the future. The Forestry Commission has a flat organisational structure, with few layers and **wide spans of control**. Communication is generally quicker in this structure and enables creative approaches and the freedom to explore new options. Employees at the Forestry Commission work together to find better ways of using forest resources.

In contrast, many UK businesses still have a hierarchical structure with many layers of management, with seven layers being the average in the late 1980's. **Delayering** had reduced this average to five by the early 2000s.

Adapted from the Times 100, 2011

- (a) With the aid of a diagram, explain what is meant by 'wide spans of control'. [4]
- (b) Assess the advantages and disadvantages, to organisations such as the Forestry Commission, of delayering. [8]