

UNIT 02 / 06 · LEARN & TRY

Planning, structure and delegation

Name: _____ Date: _____

Goal: Compare structures and explain planning, organising and accountable delegation.

Learn

Planning sets objectives and considers how to achieve them before committing resources. Managers examine assumptions, identify alternatives, compare their likely consequences and select a course of action. Implementation and follow-up are needed because a written plan alone changes nothing. Planning gives direction but cannot eliminate uncertainty or guarantee success. Organising translates work into identified tasks, departments, assigned duties and reporting relationships. A functional structure groups specialised activities such as production and finance; a divisional structure groups activities around products or other distinct business divisions. The appropriate choice depends on the enterprise's size, diversity and coordination needs. Delegation involves assigning responsibility, granting sufficient authority and creating accountability for performance. A superior remains accountable for delegated work and should provide resources and review arrangements. Decentralisation extends decision authority systematically across levels. In a case answer, explain the link from a specific organisational need to the chosen structure or delegation arrangement.

Worked example

A company sells furniture and stationery, each with distinct customers and production needs. A divisional structure can clarify responsibility for each line. Within the stationery division, the head delegates purchasing with a stated budget, supplier criteria and reporting requirement; overall accountability remains with the head.