

MARKS & SPENCER



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LCBB4009 Understanding Organisational Structure and Culture
Component 1- Practical: Individual presentation

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Introduction



M&S initially succeeded with a top-down, centralised culture.



Strong hierarchy emphasised quality and internal advancement.



Bureaucracy later stifled innovation and flexibility.



Performance declined as competitors adapted faster.

Defining Organisational Structure



Official pattern of duties, control, and coordination.



Defines reporting lines and decision-making processes (Robbins et al., 2020).

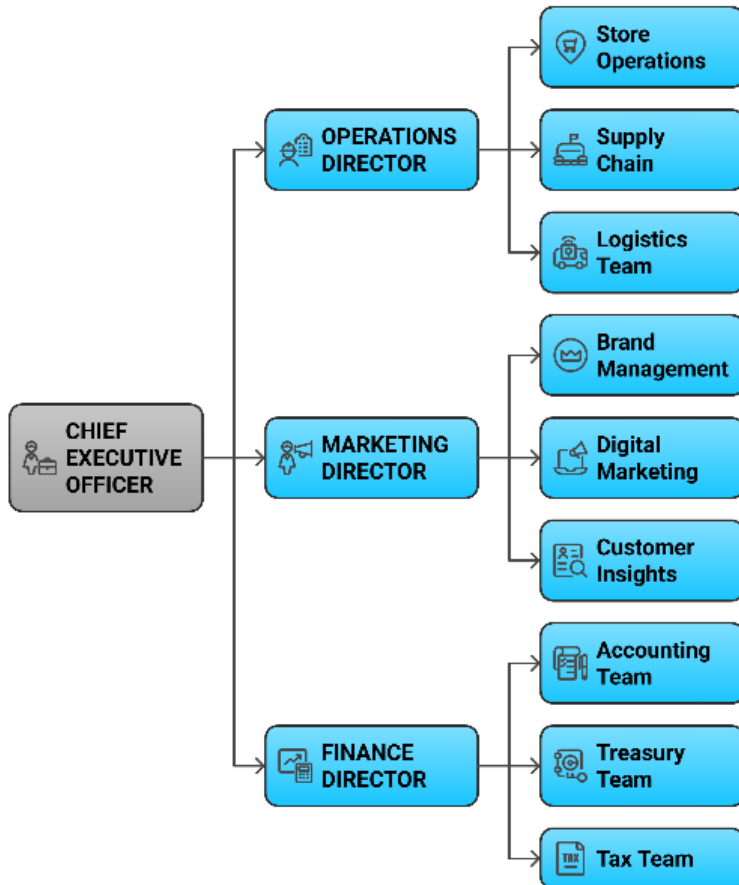


Provides stability, clarity, and operational effectiveness.



Aligns daily activities with strategic objectives.

Functional Structure



Group employees by specialised functions (e.g., marketing, finance, operations) (Bhattacharyya, 2024).

Each department has a manager reporting to the central authority (CEO or MD)

Promotes efficiency through technical expertise concentration

Encourages professional development within functions



Functional Structure

- Streamlines processes via standardised workflows
- Ensures close control over quality and uniformity
- Historically enabled M&S to manage large-scale retail operations (Marks and Spencer Group, 2022).
- Risk of silos and slow cross-departmental communication

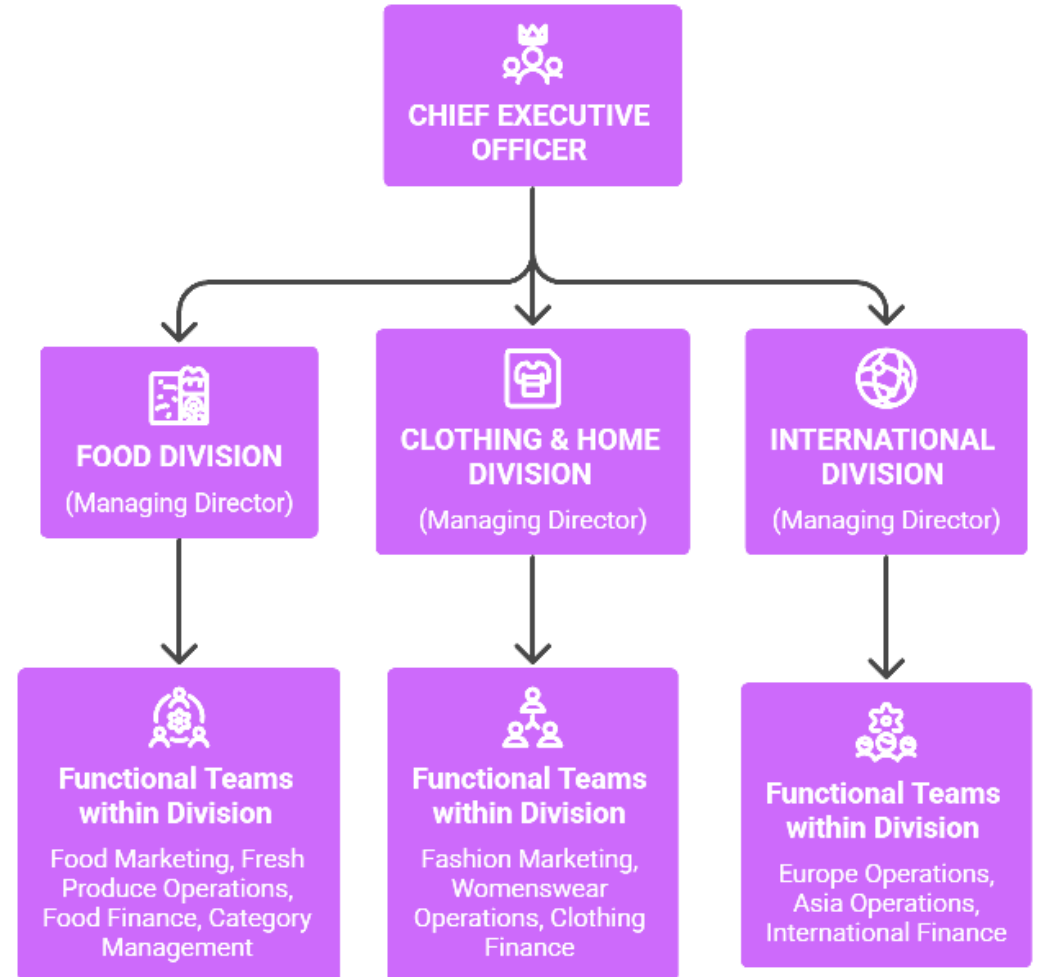
Divisional Structure

Divides organisation by products, territories, or customer markets

Each division operates with high autonomy

Divisions have their own functional departments (marketing, finance, operations)

Enables rapid response to specific market segment needs (Rani and Thomas, 2026).





Divisional Structure



Relevant for M&S
due to Food,
Clothing, Home,
and International
divisions



Enhances
flexibility and
independent
strategic decision-
making (Achhnani,
2021).

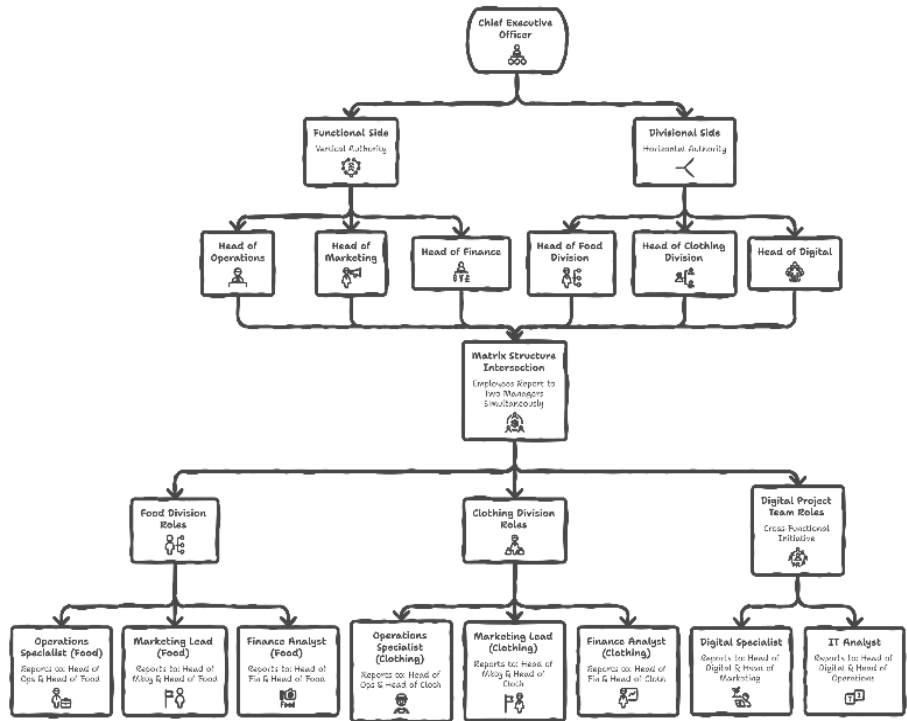


Allows clear
performance
assessment per
division



Risk of resource
duplication and
redundancy
across divisions

Matrix Structure



Combines functional and divisional designs



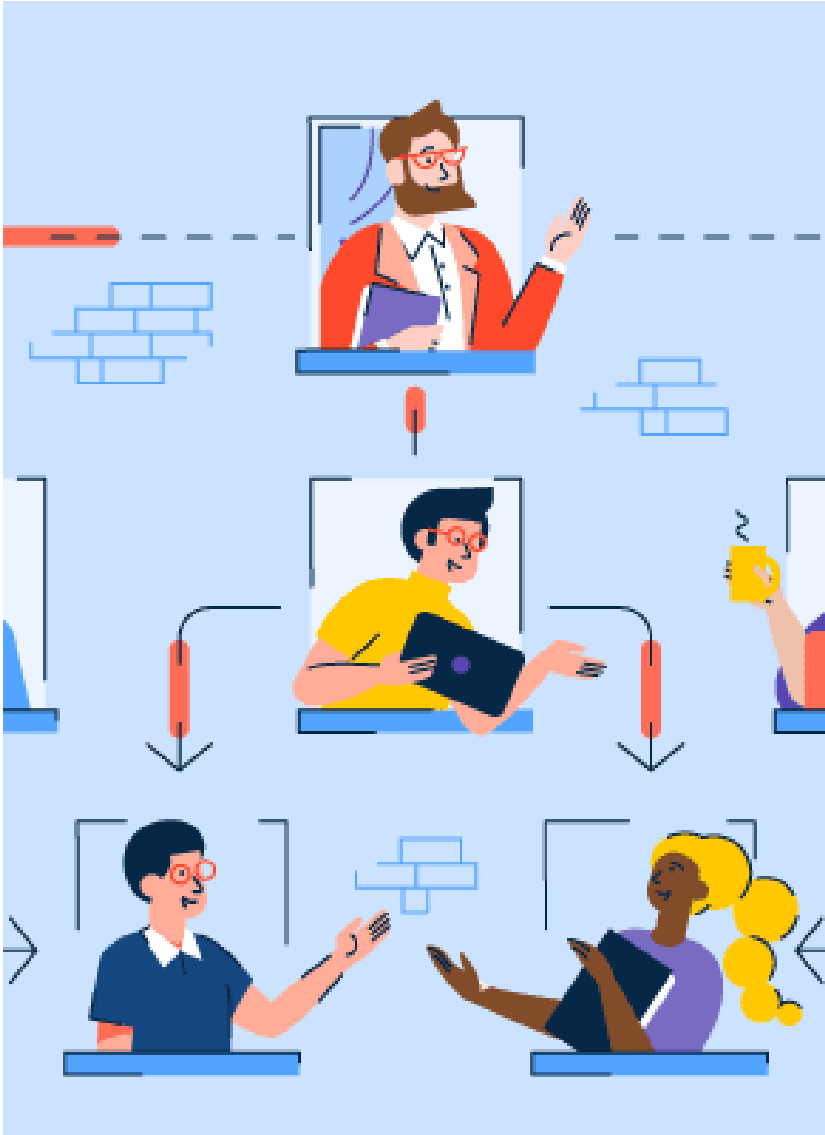
Employees report to two managers: functional and product/project



Balances technical expertise with strategic responsiveness



Enables sharing specialised talent across projects or divisions (Lazazzara and Tüzüner, 2025).

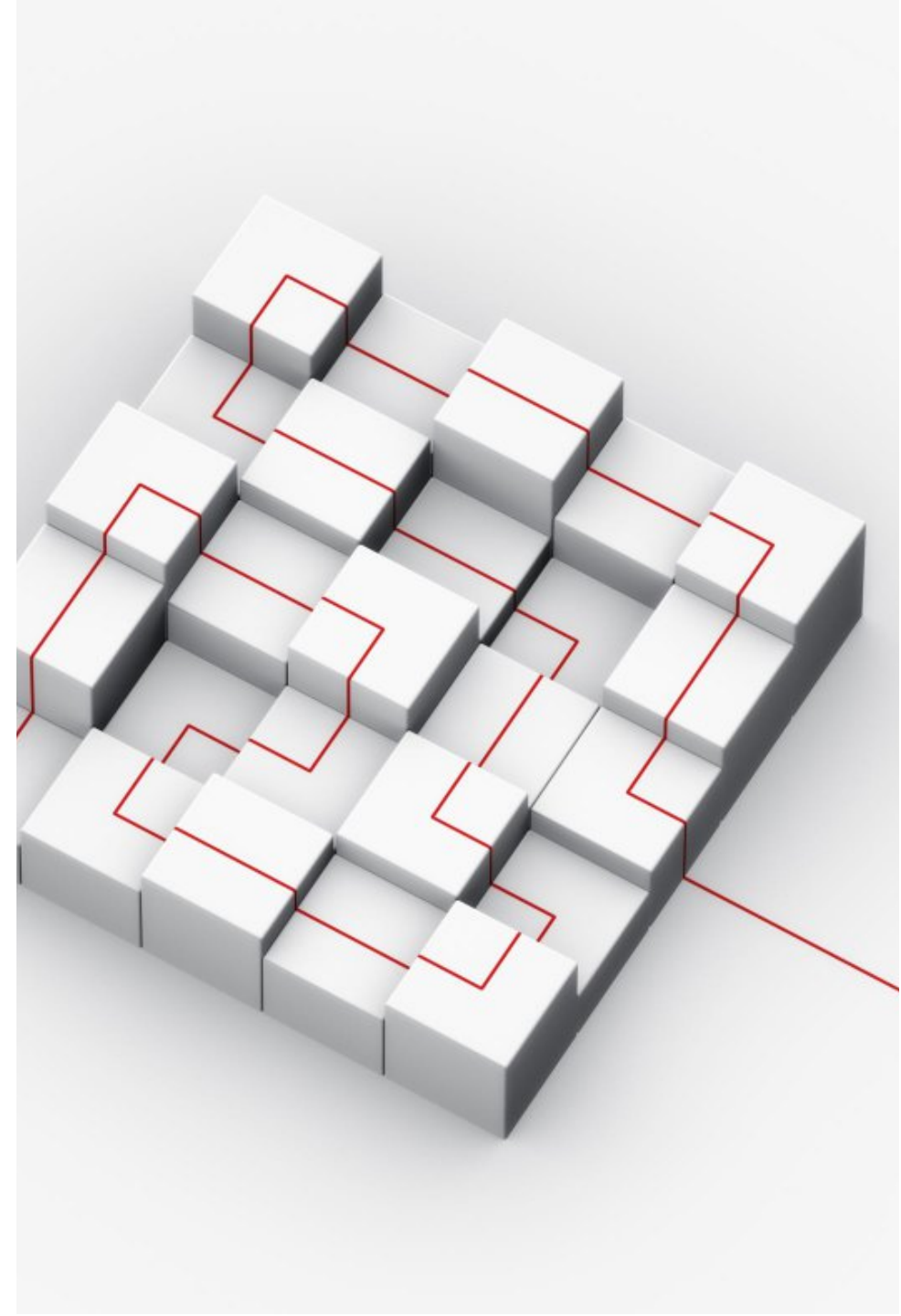


Matrix Structure

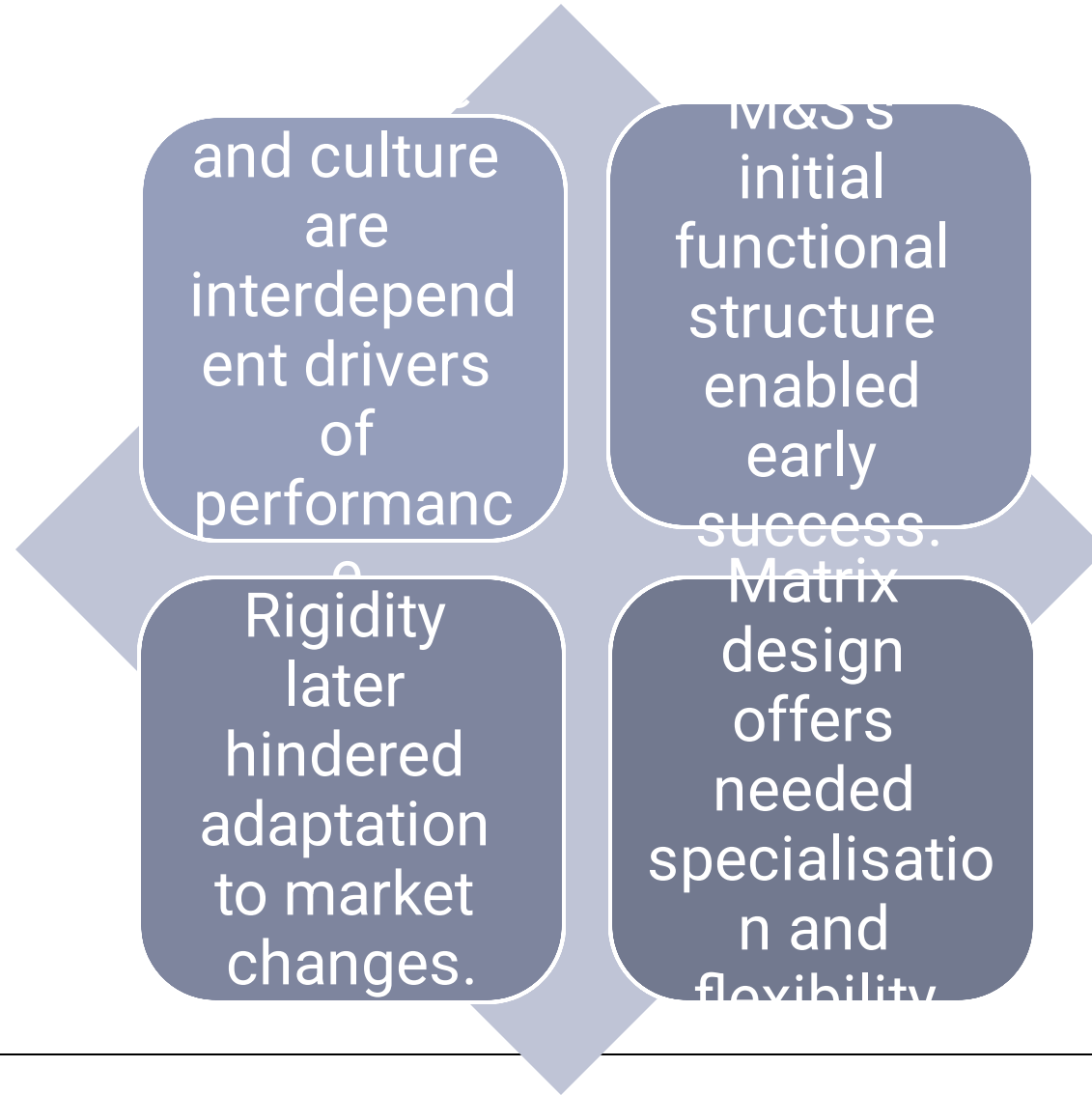
- Supports cross-functional collaboration for complex initiatives
- Efficient resource utilisation across overlapping priorities
- Increases sensitivity to dynamic and complex environments
- Challenges include power conflicts, role ambiguity, and dual-management complexity (Shahani, 2020).

Recommended Structure for Marks & Spencer

- Adopt a matrix structure for flexibility.
- Shares resources across the Food and Clothing divisions.
- Encourages collaboration for digital and omnichannel growth.
- Balances functional expertise with strategic responsiveness (Andersen, 2023).



Conclusion



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