

Understanding Organisational Structure And Culture

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UNDERSTANDING ORGANISATIONAL STRUCTURE AND CULTURE

MODULE LEADER: DR SAID USMAN

COMPONENT 1: INDIVIDUAL PRESENTATION

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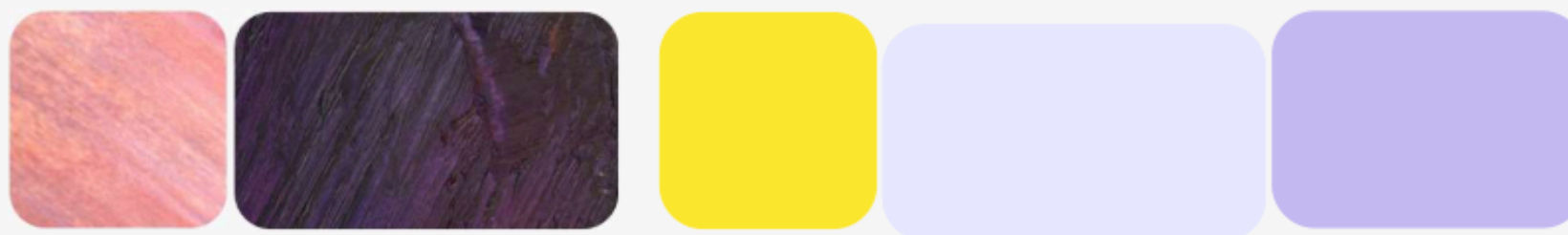


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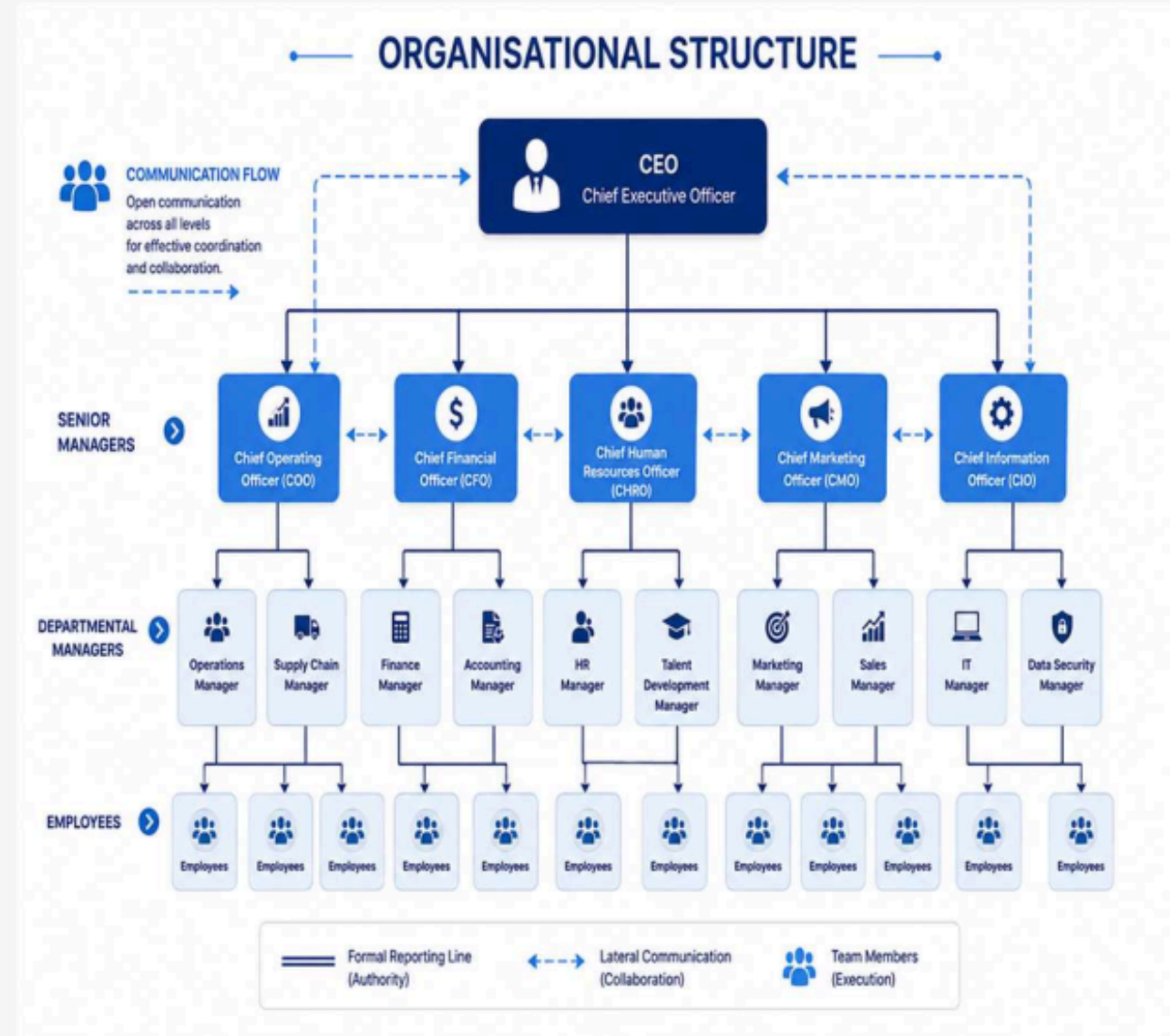
Introduction

- Organisational structure influences the working, communication and performance of people (Jerab and Mabrouk, 2023).
- The John Lewis Partnership is a good case study of a retailer.
- The presentation will discuss 3 designs of structures and their organisational implications.
- The structure has a high impact on the authority, coordination, and speed of response between the departments.
- Retail organisations must have clarity to ensure consistency in service quality.
- The aims are to compare, evaluate and recommend for John Lewis.



Organisational Structure: Definition and Importance

- Organisational structure refers to the formal structure of roles and responsibilities (Wood et al., 2024).
- Organisational charts clearly illustrate reporting relationships and hierarchy.
- They increase employee's awareness of authority, accountability and communication lines.
- Mintzberg explained structure as a pattern coordinating organisational activities effectively (Caniago, 2024).
- Good structure enhances efficiency, decision-making and co-ordination of work overall performance.
- Poor structure leads to confusion, delays and miscommunication between teams often.



Functional Structure

- The functional structure is an organisational structure that brings together employees with a specific skill or work unit (Attah et al., 2024).
- Each department only covers one main business activity each day.
- This design promotes the specialisation and effective performance of tasks in departments.
- It can substantially boost control, expertise and operational uniformity company-wide.
- But sometimes, communication among departments can get slowed down or be fragmented.
- John Lewis could use this for merchandising, finance or HR purposes.



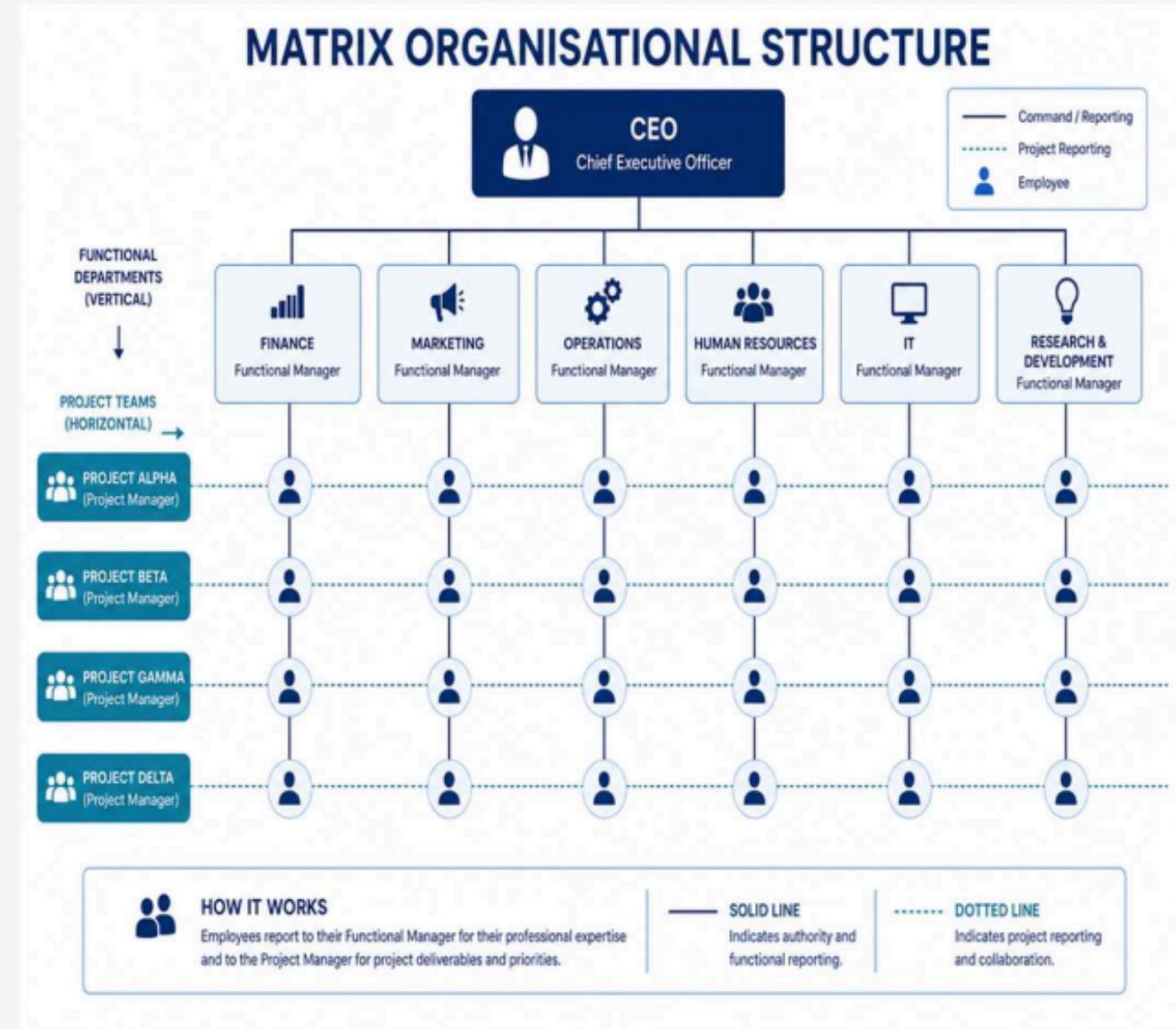
Divisional Structure

- Divisional structure is based on product, region or market segments (Yamazaki, 2024).
- Each division is somewhat autonomous and accountable at the local level.
- This enhances responsiveness to various customer requirements and markets promptly.
- It can, however, replicate resources and be very cost consuming.
- John Lewis could be split into stores, online and services divisions.
- This is where growth is allowed when it is most needed among the divisions.



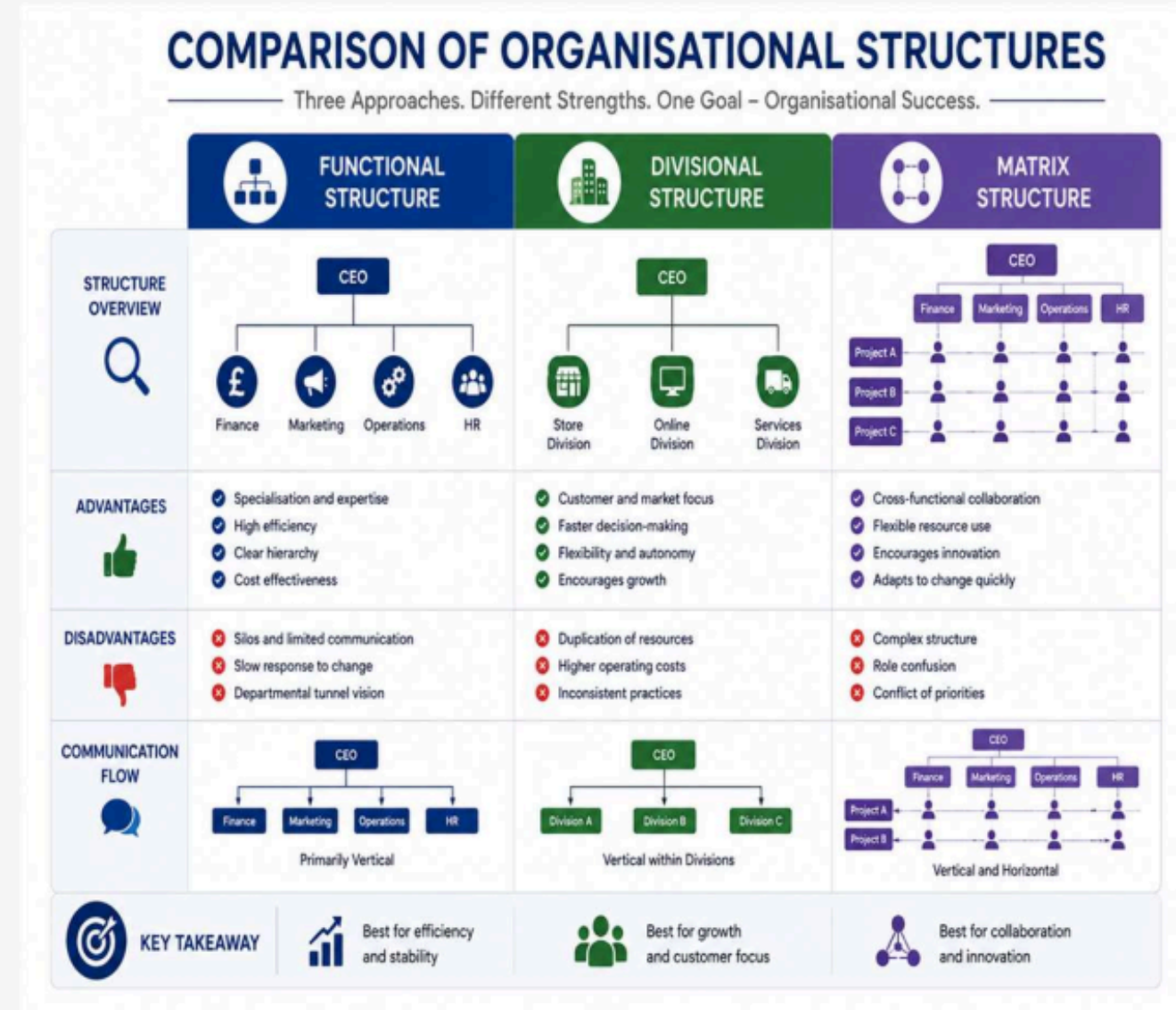
Matrix Structure

- The matrix structure is a blend of functional expertise and project or product teams (Gonzalez, 2022).
- Each employee has two bosses, giving rise to two lines of authority at the same time.
- This leads to better flexibility, coordination and inter-functional communication between departments effectively.
- It is best suited for complex organisations that are able to work on multiple priorities at the same time and do so efficiently.
- At times, conflicting instructions may lead to confusion, stress, and delay in decision making.
- John Lewis could roll out matrix working across the business for transformation projects.



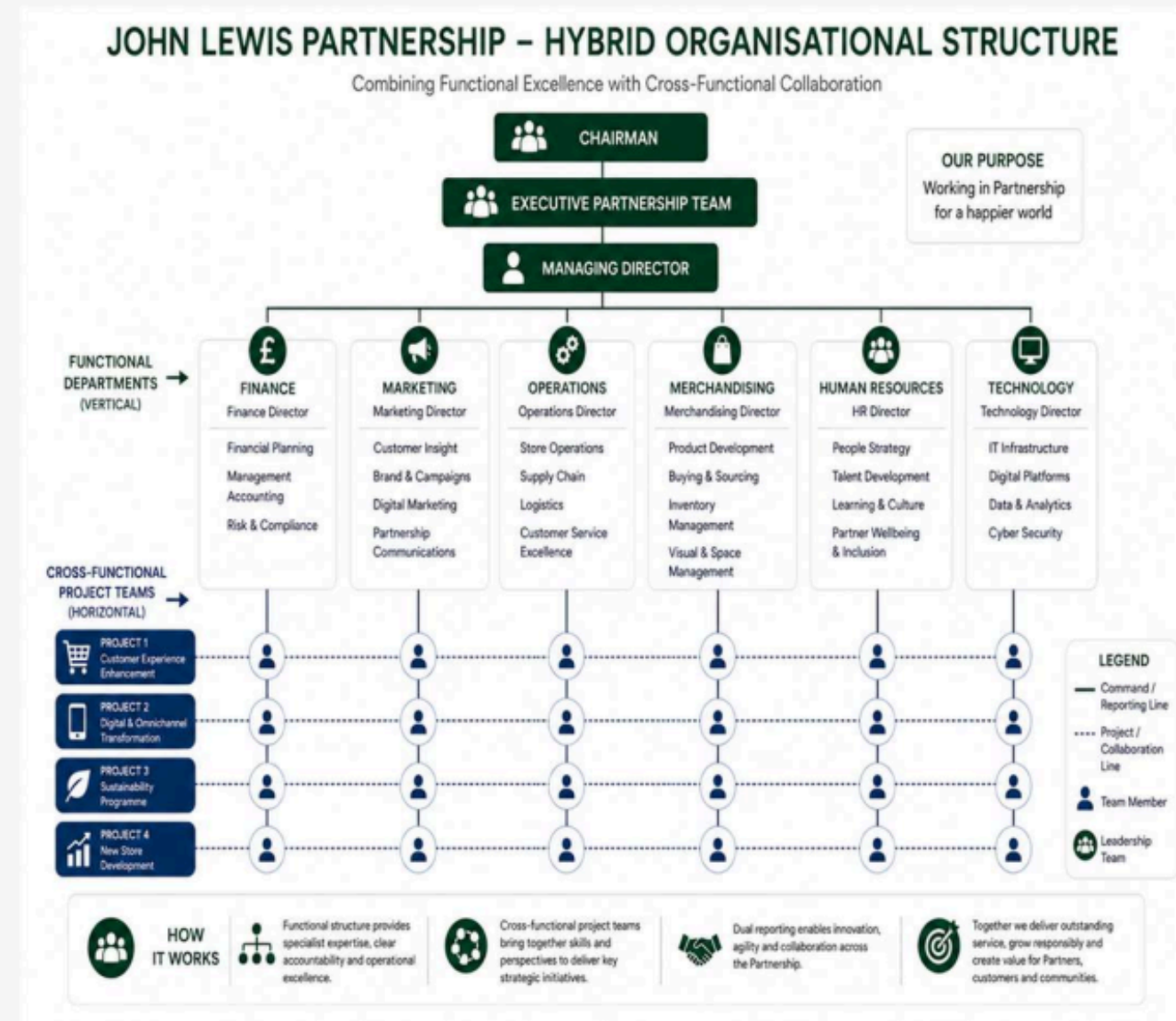
Comparison of the Three Organisational Structures

- Functional structure is geared toward expertise, divisional structure is geared toward market focus.
- The matrix organisation focuses on both cross-functional and cross-divisional collaboration, effectively.
- Clear functional communication, faster divisional communication locally usually.
- Matrix provides flexibility, with accountability sometimes being less direct.
- Divisional suites work for a variety of operations, function suites work well for standardised operations overall.
- John Lewis should make a careful choice as to complexity and strategy.



Best Suitable Structure For John Lewis Partnership

- Proper balance between control, flexibility and coordination is needed for John Lewis.
- Functional structure provides efficiency and can be a constraint to responsiveness between divisions in some instances.
- Overall, the structure of divisions enhances local decision-making and customer focus (Lueg and Ilieva, 2024).
- The Matrix structure is a strong enabler of collaboration, innovation and project-based change.
- A hybrid model might be the most feasible for John Lewis.
- It can effectively merge departmental control and cross functional flexibility.



Conclusion

- Communication, efficiency and performance outcomes are heavily dictated by organisational structure.
- John Lewis has been blessed through structure that aligns to their strategy.
- The functional, divisional, and matrix designs each have their own set of advantages.
- The proper structure can make a huge difference in terms of accountability and collaboration between employees.
- John Lewis needs to use the structure that is best for their customer service.
- Structure is still key to sustainable retail success overall today.



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