



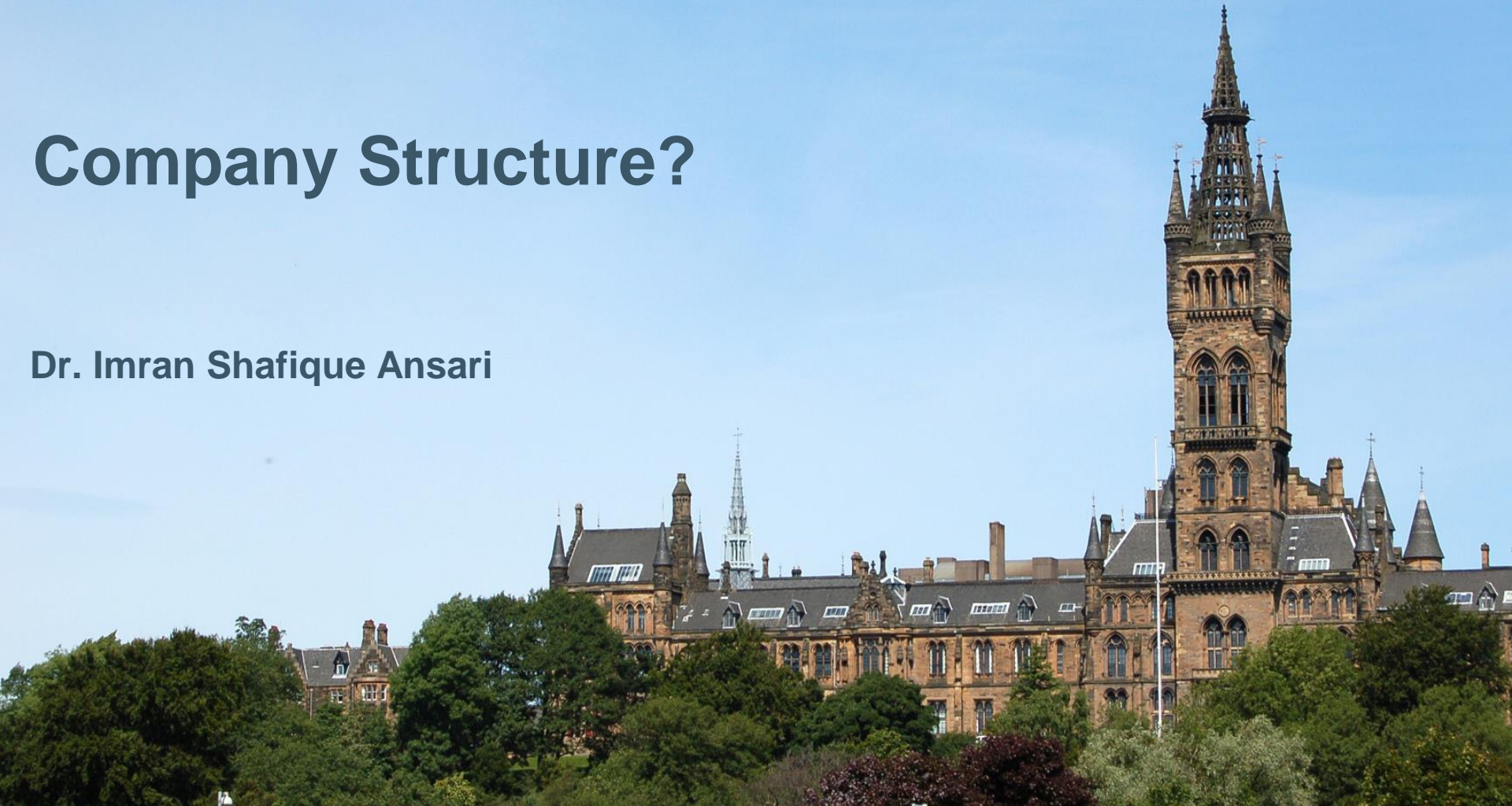
University  
of Glasgow

UoG / UESTC Joint School of Engineering  
**Engineering Project Management & Finance**

Lecture 15:

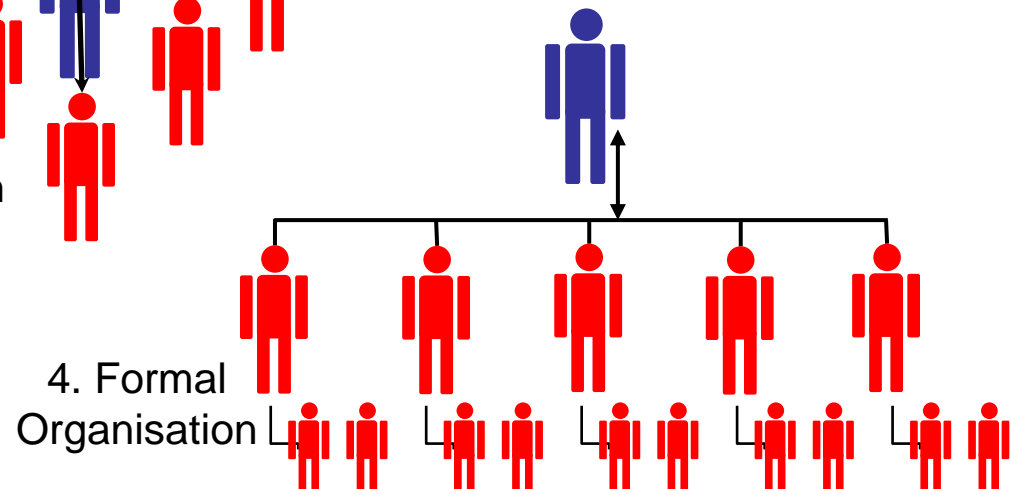
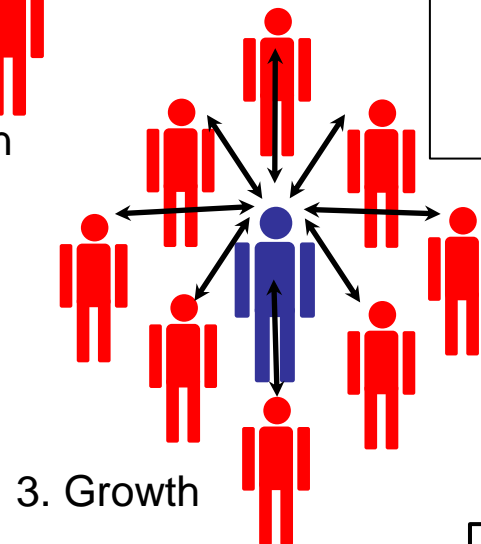
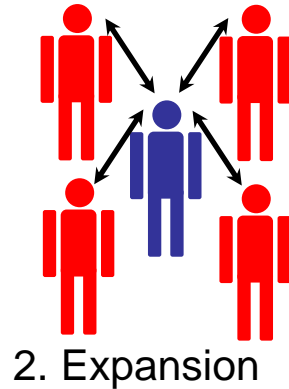
# Company Structure?

Dr. Imran Shafique Ansari





# Company Structure and Growth



Traditional growth and structure are based on a 'command and control' model

- Good for single objective markets
- Poor for multi-dimensional objectives or markets

# Greiner's 5 Growth Stage of Organisations\*

## 1- Growth through Creativity

- Crisis: Need for leadership

## 2- Growth through Direction

- Crisis: Need for autonomy

## 3- Growth through Delegation

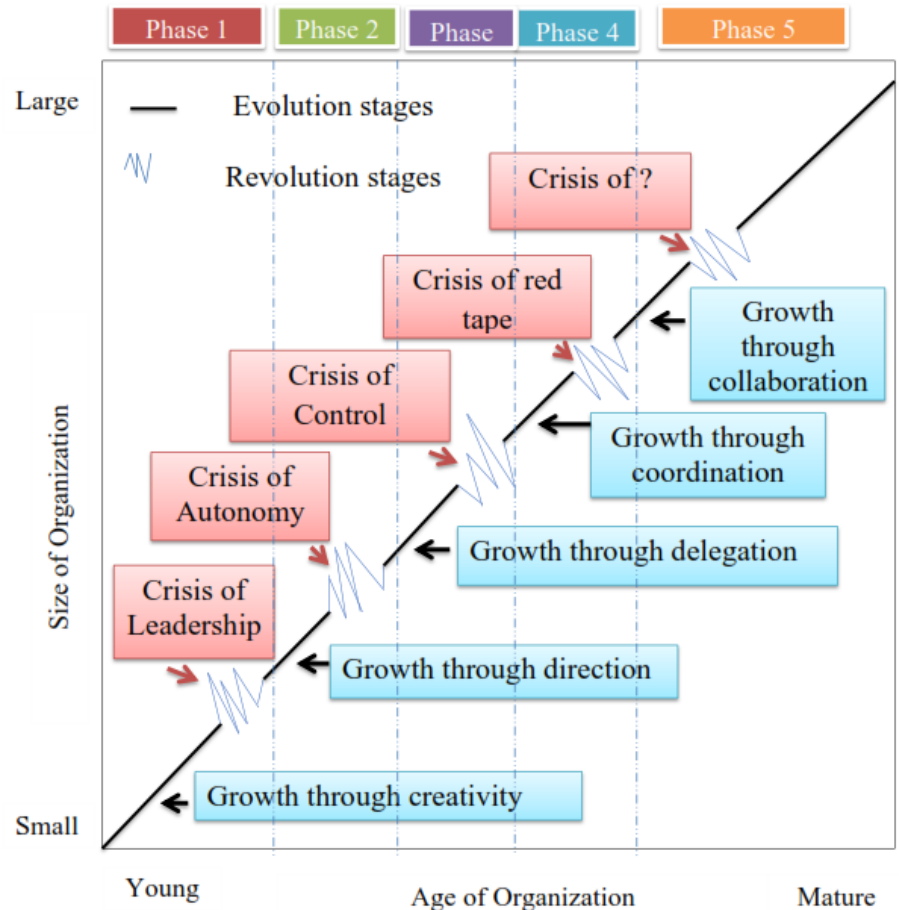
- Crisis: Need for coordination

## 4- Growth through Coordination

- Crisis: Need for collaboration

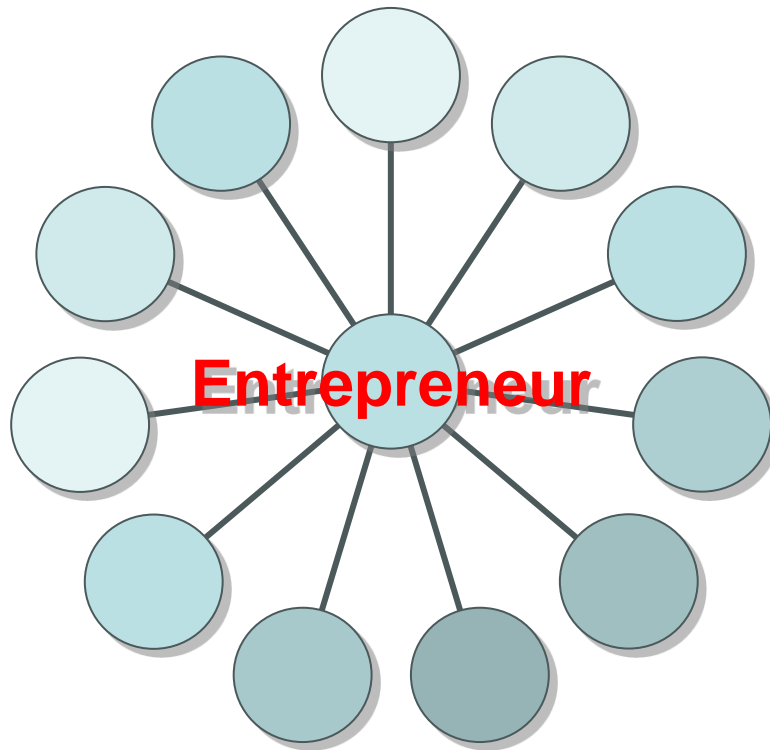
## 5- Growth through Collaboration

- Crisis: Need to manage complexity



\* Harvard Business Review. From *"Evolution and Revolution as Organizations Grow"* by Larry E. Greiner, July–August 1972.

# Simple start-up structure



- Minimum standardization and formalization
- Few layers: limited middle-line managerial levels
- Highly centralized and direct supervision (by the entrepreneur)
- Wide span of control (around the entrepreneur)

What are the problems with this structure?

- An entire organization as an integrated whole is continually in dynamic interaction with its environments.
- **Strategy and Structure: Chapters in the History of the Industrial Enterprise(1962); MIT Press; Chandler, A D**
- There is a whole branch of management theory associated with organisational structures.
  - As engineers, you don't need to know the theory; just the major differences between each structure.



# 4 Organizational Strategy Types



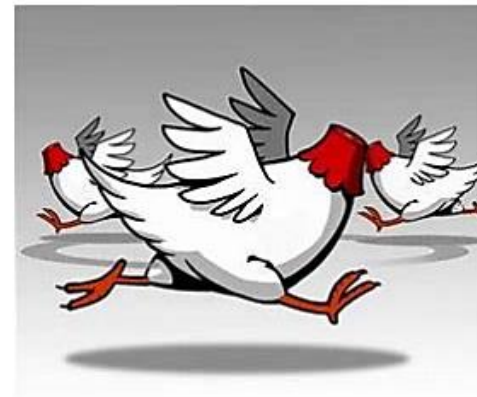
1. Defenders



2. Prospecters






3. Analysers



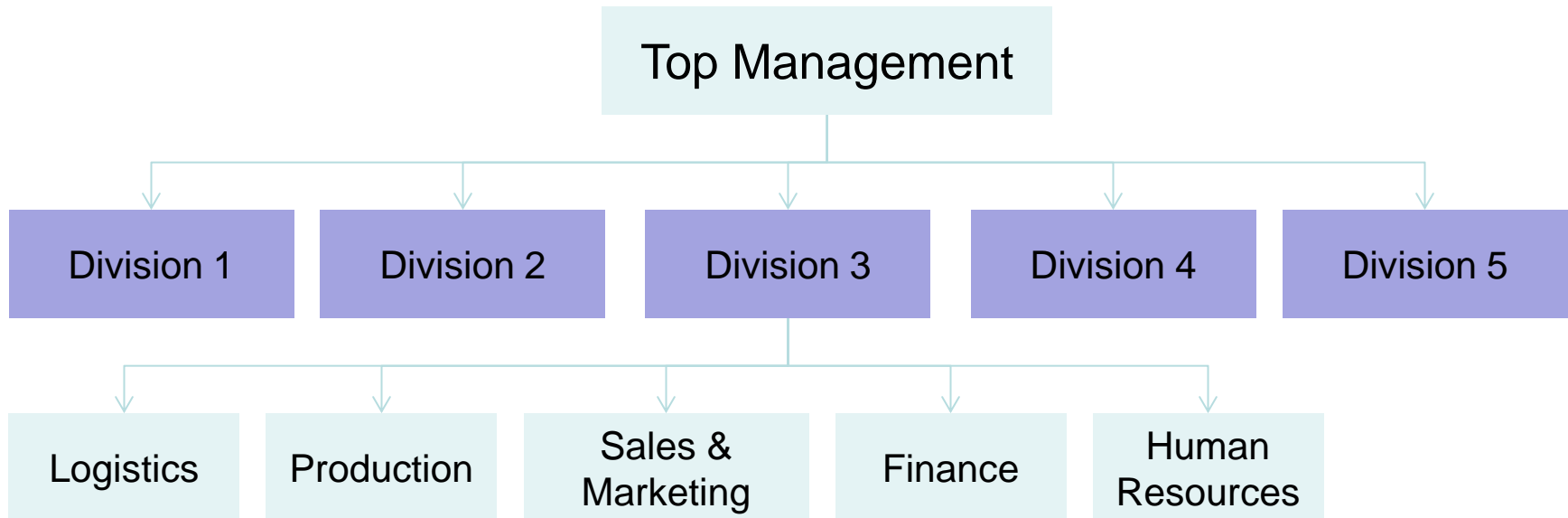
4. Reactive



# Structure Follows Strategy

| Strategic Posture  | Main Focus              | Market Approach                                    | Structure & Process  |
|--|-------------------------|--|--|
| <b>Defenders</b><br><i>(e.g., stable market leaders)</i><br>          | Efficiency & stability  | Focus on a small, well-defined market              | Formal, centralized, controlled; one core efficient technology           |
| <b>Prospectors</b><br><i>(e.g., innovators in new markets)</i><br>    | Innovation & change     | Always looking for new markets                     | Flexible, informal, decentralized; many new or experimental technologies |
| <b>Analyzers</b><br><i>(e.g., balanced approach like Intel)</i><br> | Balance risk and profit | Keep strong core while carefully trying new things | Mixed or matrix structure; both stability and flexibility                |
| <b>Reactors</b><br><i>("Headless chicken" mode)</i>  | No clear strategy       | Unclear, just reacts to change                     | Poor structure—not linked to strategy; often confused and unstable       |

## A Divisional Structure

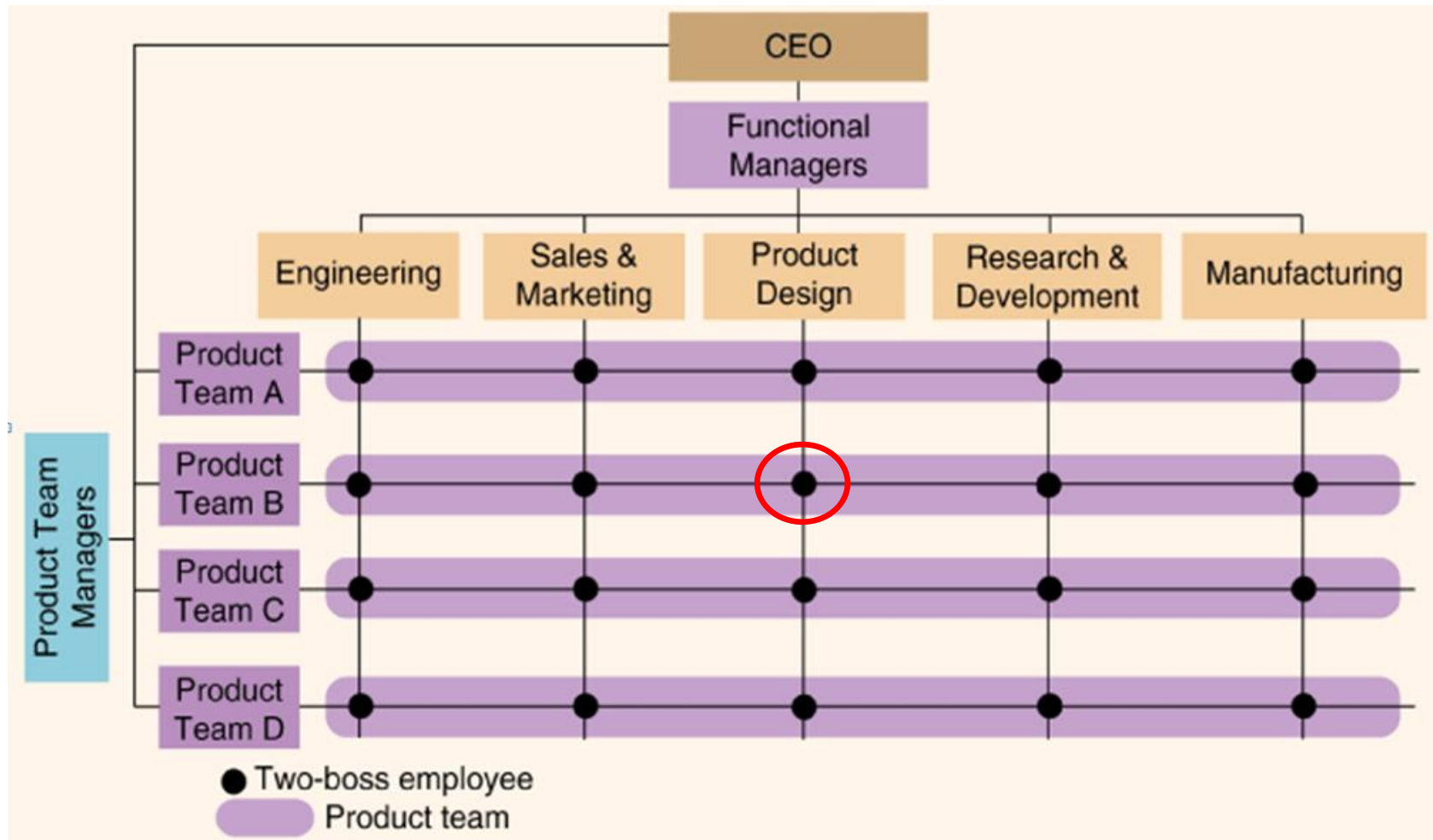


- Each division is organized according to products, customer groups or different geographical areas, etc.
- Each division a **self-contained and autonomous entity**.  
**Decentralizes** decision-making responsibilities in product offerings, marketing strategy, and business strategies of responsible area(s).



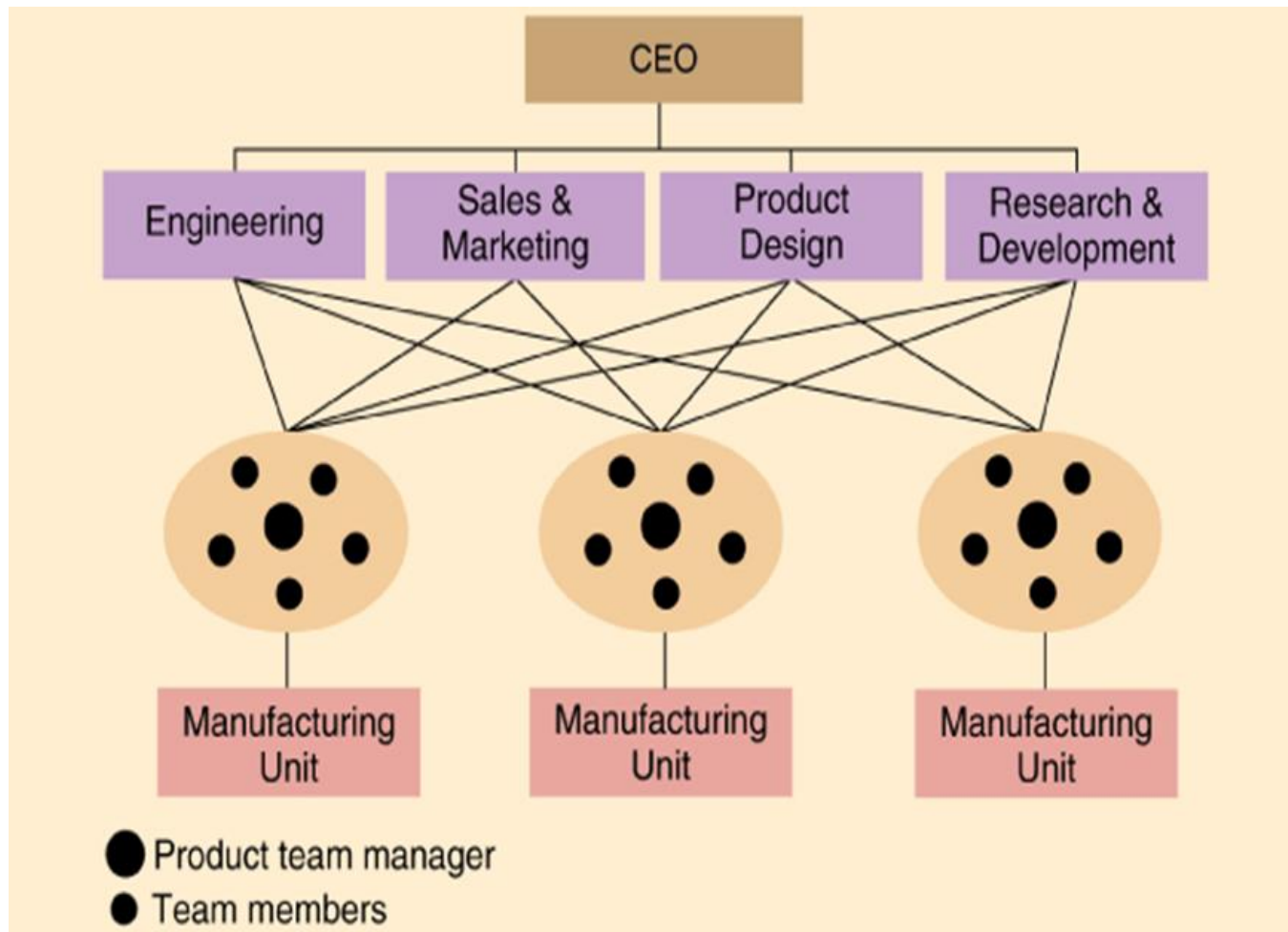


# A Matrix Structure



- A grid-like organizational structure that addresses multiple business dimensions using multiple command structures.
  - Each member directly reports to two supervisors.
- Aims to realize the benefits of integration and responsiveness.
  - Attempts to coordinate and integrate functional, product and area responsibilities.
- Members from individual functions come together to work on a particular product/ market/ project; stresses the importance of a common focus via frequent interchanges and collaboration.

# Team-Based Structure



- Different Types of Structures Have Their Pros and Cons.
- Organisational structure **SHOULD NOT** be static.
- Innovative thoughts in (re-)structuring the organisation are required to achieve a right fit with strategy and other factors to promote innovation in products, processes and services.



CEO/Rotating CEOs

## Group Functions

Human Resources

Finance

Corporate  
Development

Strategy Marketing

Quality, BP & IT

Cyber Security &  
User Privacy Protection

Corporate Leadership  
Mgmt Dept

PR & GR

Legal Affairs

Internal Audit

Ethics & Compliance

Products &  
Solutions

Carrier  
BG

Enterprise  
BG

Consumer  
BG

Cloud  
BU

2012 Laboratories

Supply Chain, Purchase,  
Manufacturing

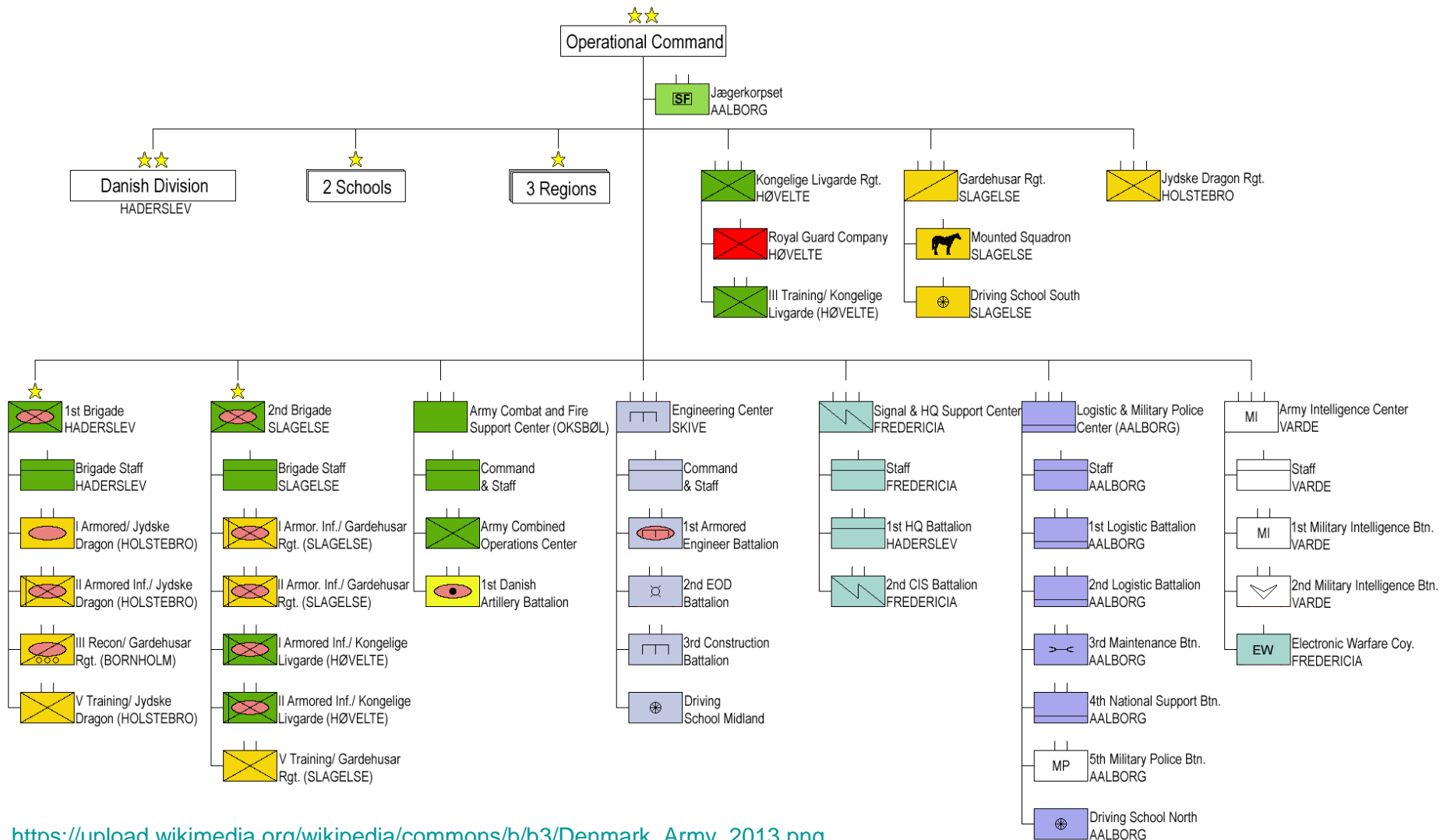
Huawei University

Huawei Internal Service

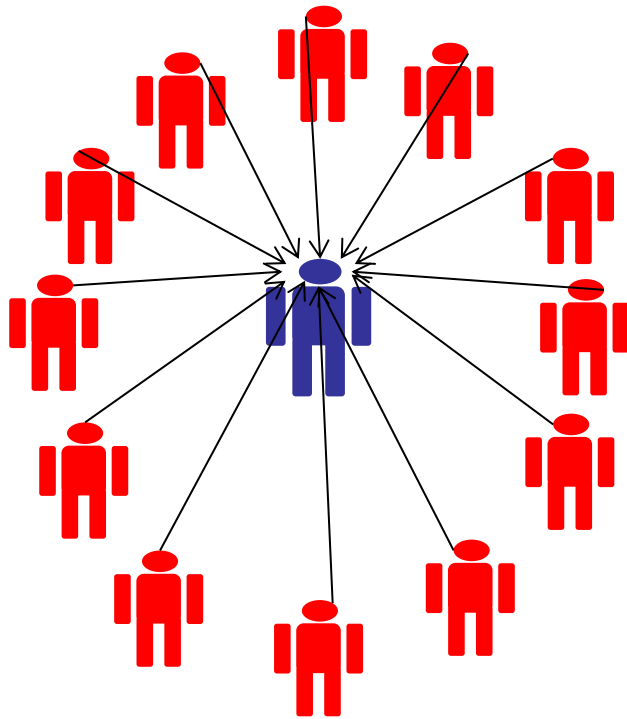
Regional Organization (Regions and Representative Offices)



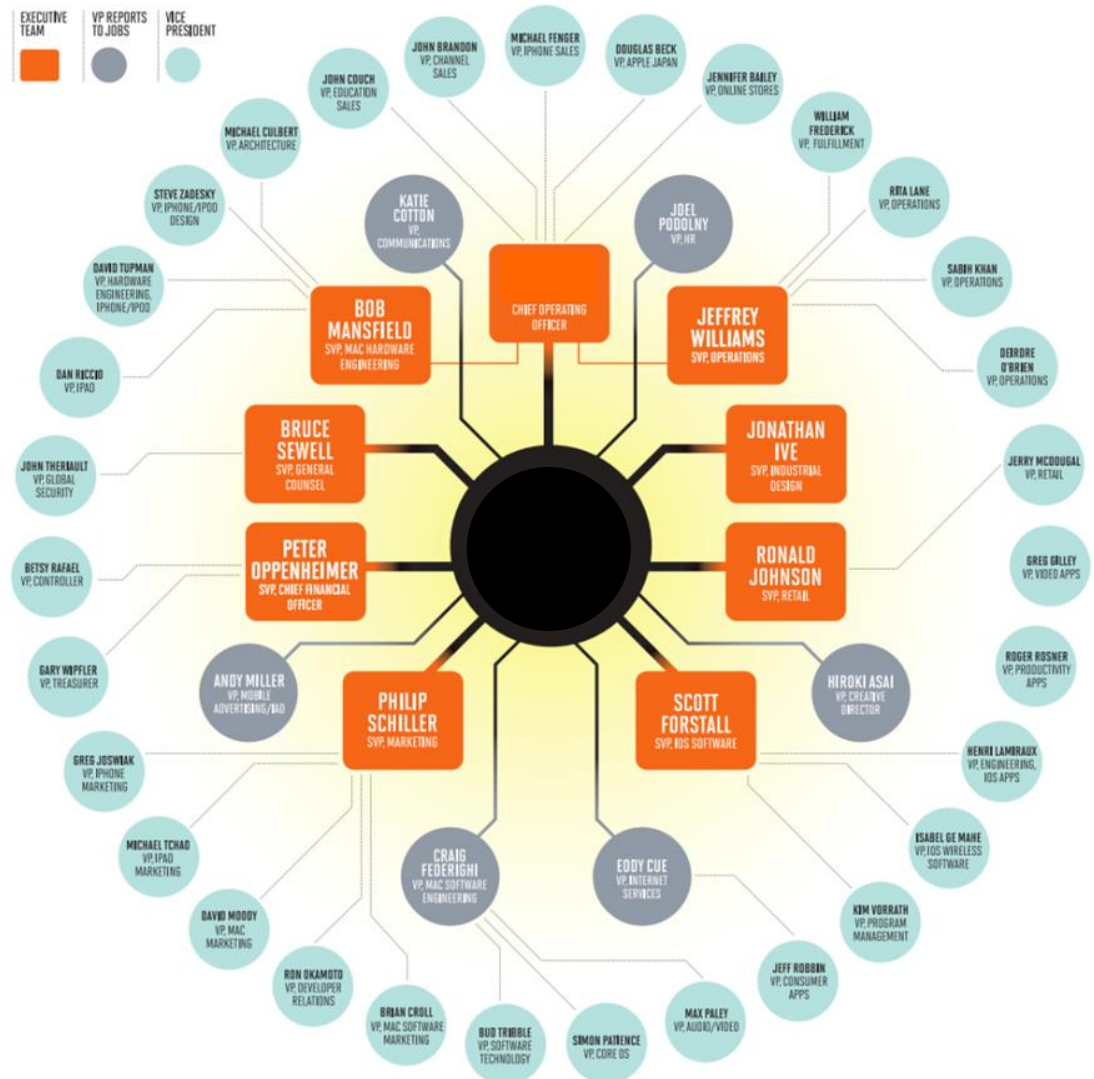
# Danish Army: How do you think they are organised?



# Who is this company?



Simple Entrepreneur Structure







University  
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Thank you  
谢谢

INSPIRING  
PEOPLE