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1.0 INTRODUCTION

An organisational structure offers a stable culture environment for every stakeholder; for example, owners, employees, staff members, customers, suppliers, public, government etc. gives a bigger picture of any business (Baydin and Erenler, 2014).

This report is based on The Kellogg Company, established by Will Keith Kellogg. It is one of the world's leading producers and manufacturers of breakfast cereals that are sold across 180 countries. It is a leading company in nutrition and health sector. Report focuses on structure and culture of this organisation and uses scientific management concept. Further, it describes motivation to hierarchy of needs using Maslow's Model.

1.1 MAIN BODY

All organisations are established to meet their goals and objectives by providing variety of products and services. In this context, the organisational structures may take many forms and it may be influenced by its size, purpose and complexity of functions. This structure is determines company's products and services (Durham, 2017). It also governs the ways or methods where the business operates for achieving its goals.

In this context, a traditional bureaucratic organisation such as Kellogg organisation that has a hierarchical structure and it has become negative as well as positive effects. This company is established 100 years ago by W. K. Kellogg in USA and he used his belief in dedication to well being and nutrition. He believes on the creation of a great future enriching communities and nurturing careers by putting preferences of many persons and achieve target growth through their value based culture.

At the work place of Kellogg's, people expect to be satisfied and get rewarded with their jobs because they spend an important part of their lives there. The work place environment of Kellogg's illustrates how people use motivational techniques that are useful to develop any company into a great place of work (Hunter, Hardy and Griffiths, 2017). In this business, there are variety of work roles and functions.

In its hierarchical structure, it includes the major work that is engineering operations in the manufacturing section. There are other departments such as marketing, information technology, finance, sales, human resource department and many more.

According to The Sunday Times, it was recently placed in the top 100 amongst the best ever organisations. This company's environmental culture support values to its role as the good employer, which provides different facilities to its potential employees (Kimura, 2014). It can encourage everyone to live with the K Values and a business can build up a special culture for every person that who have ownership over their own projects and seek to regular betterment.

Therefore, for this reason, the organisational culture is important and beneficial for those persons who are related to this company. These types of values influence the behaviour of individual's personality inside an organisation and make a positive environment. Management and all staff members talk courageously and speak positively about everyone when they focus on their strengths. The organisational culture accepts employee's right in their own views regarding the work place environment and it involves the factor of listening to everyone. This structure is too much useful in achievement of all desired objectives and goals.

Its organisational structure is divides in different sections and creates several teams with different persons who have many skills (Marsden and et.al., 2017). Its marketing management consistently fleet in the right direction and gather sufficient market share. In its product line, it includes different types of cookies, convenience foods, cereal bars, fruit flavoured snacks, vegetarian foods and frozen waffles.

Kellogg has a Cooperative Form of Multidivisional Structure.



Illustration 1: Kellogg's organizational structure
(Source - *Kellogg Strategic Audit Version*, 2012)

Its brands include Pop Tarts, Nutri Grain, Bear Naked, Morningstar Farms, Eggo, Keebler, All Bran, Frosted Mini Wheats, Famous Amos, Special K, Cheez It, Club and Kashi. Its global headquarters are situated at Michigan, USA, and Battle Creek. The organisational structure of this company demonstrates as follows:

Authority	Name
Chief Executive Officer	David Mackey
Chief Operational Officer	John Bryant
Chief Financial Officer	John Zabriskie
Directors	Sterling Speirn Robert Steele Rogelio Rebolledo Donald Knauss James Jenness John Dillon

	Ann McLaughlin Korologos Benjamin Carson Gordon Gund Jeffrey Boromisa
Human Resource Officer	Dennis Shuler
Technology Officer	Brian Rice

The Kellogg Company could invest their time and fund in power train towards nutritional values in some state that is able to expand their target market (Morden, 2016). The management of company has implemented a special nongovernmental plan in the whole country towards expand the quality of breakfast in the school system.

1.2 Factors affecting to the organisation's performance – This Company achieves growth continuously and earn more profits. There are many external and internal factors that influence its management and contribute to the organisation's performance.

In this context, SWOT analysis that describes major strengths and weaknesses of Kellogg Company that is as below:

Strengths - Cost advantage, great brand equity, unique products, effective communication skills etc (Morden, 2017).

Weakness – No innovations, weak management team

Opportunities – Expansion in abroad, huge financial markets, many takeovers and acquisitions, emerging markets etc.

Threats – Cheaper technology, market competition, price wars, product substitution

Its vision – To please and enhance the world through brands and nourishments that issue.

Its Purpose – Nutritious to its potential clients so they can thrive and flourish

It focuses on success through passion, integrity, humility, simplicity, accountability and by using all these factors; it creates a vibrant organisational culture where innovations can blossom.

The company has provided a rich legacy of integrity and honouring to its stake holders that is significant part of company's success. Its K Values and Worldwide Code of Ethics preserve the abiding commitment to integrity by defining its ethical performance culture (Njiru, 2014). This provides clear guidance to their staff members and all stakeholders that are useful in understanding where they stand and how they conduct organisational activities across the world. Its global codes of ethics refer practical and balanced advice that helps to act decisively, think broadly and drive performance in legal, responsible and ethical way. This is highlighting the major leadership duties to make perfect global operations and it enables them to better collaborate, connect and competing in the target market.

1.3 Scientific Management Concept – This is one of the important principles of management and known as classical theory. It is produced by Fredrick Winslow Taylor who was born in Philadelphia, USA in 1856. He was works in Midvale steel company as a machine shop worker. At that time, he was created and develop the concept of scientific management (Singh, 2018).

He noted that there were so many wastages and disorder of human and other resources at the work place environment. The staff member and managers had no understandings about efficient and systematic performance of functions and all were doing work in traditional methods. He is also known as the Father of Scientific management. It is the substitution of exact scientific knowledge and investigations for the opinion in all related matters to the work done in the company. It produced revolutionary ideas for the time such as employee training. It also implements standardised best practices that improving better productivity.

This scientific management theory is basically encompassing the work that conducts at the production stage as such task are quite different from another task conducts inside the company (Wrench, 2016). In this context, Taylor's believes on an important motivational factor that is the

monetary reward. Such monetary element simply uses in increasing rates of output. The Taylor's view of motivation is applies on the persons who tend to accomplish task within narrow job. It confines such as on the production line. He produced a method that called piece rate work. In this methods people paid according to their amount of work unit that they do in the company. Many people also motivate from the cash incentives that still a prime motivator.

For example the Kellogg company has several staff members who are motivates through cash alternatives in which it includes the opportunity to sell and purchase their holiday period. In this context, Taylor's theory breaks down the tasks into small elements or functions through the labour division. It is specially applies in the production process with in the Kellogg organisation. These types of rewards can help to expand profitability and productivity of outputs (Baydin and Erenler, 2014). There are an issue can arise that employees focus on number of outputs or units so it can reduce the product quality.

There are four principles of this scientific management that are development of true science, scientific selection of the employees, scientific education and development of workers and intimate cooperation with in the employees and the management. These are useful for in depth study of scientific management. Taylor was proposed that matching a worker to a particular task that suitable for the person's knowledge and skill stage and then training the worker to do that job in the systematic way. So for this reason there is a need of training for unskilled and semi-skilled person within the organisation.

1.4 Limitations of Scientific Management – Its major disadvantage is it is not allows personal development and growth of people. It is depending on one way solution and applicable for small organisation so that it cannot useful for dynamic and complex organisation such as Kellogg (Durham, 2017). It is purely focussing on the single person performance rather than group efforts. It also divides the employees into inefficient categories. This approach motivates to workers to do work for monetary benefits instead of human resource development. By applying this scientific management, there are no scope for creativity of workers because they develop by leader who promote frustration. The scientific management is proponent 'the best method' for accomplishing the job so there can never be the best way of doing any work.

1.5 Maslow's Model at Kellogg – This theory was produced by Abraham Maslow in 1943 in his paper “A Theory of Human Motivation”. It is a motivational approach in human psychology that consists of five stage model of human requirements (Hunter, Hardy and Griffiths, 2017). This theory is based on the postulate that individual needs. This model can be divided into the growth and deficiency needs. In this context, it defines that human brain is a complex system and its has a parallel process running at the similar time. So, there are different motivations from each levels of Maslow's hierarchy happen at the same time. Maslow said that employee's satisfaction in terms of general and primarily helps in their work.

The five needs of hierarchy are describing as – The Physiological Needs states as basic need of human such as water, clothes, food, air, shelter etc. In the Kellogg company, the management provides competitive wages to its potential employees to fulfil their basic requirements (Kimura, 2014). It also offers flexible benefits programme that allows workers to choose suitable perquisites. Second need is Safety, in such criteria the organisation is committed to provide healthy and safe work place environment that protect them from many accidents. Third is social needs are associated with feeling of belonging. It offers informal opportunities for their potential worker to receive any information about company. Fourth is self-actualisation, it provides to the staff members with the opportunity to take on stimulating and challenging duties and functions. It enables employees to develop and improve their efficiency.

2.0 CONCLUSION

This report concludes organisational structure of Kellogg company and state that it is important for the company. Further, it describes internal and external environmental culture of this company to demonstrate its culture. In this report, it also concludes hierarchy structure of this company and after there are used a scientific model given by F. W. Taylor. It also discussed limitations of this type of management. Lastly, it defines Maslow's Model that contains hierarchy of needs. It describes different requirements of staff members of the organisation.

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