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STUDENT NAME: **ELENA PETROVA**

PROFILE OF THE COMPANY

HISTORY OF THE FIRM

Kellogg's is an American multinational company and have its business in the food sector around the globe. The products of the company include cereal and other convenience food including cookies, crackers pastries and toasters. Currently, the company market and sell its products in 180 countries around the globe. As far as the history of the company is considered, it was established by W.K. Kellogg in 1898 as Battle Creek Sanitarium Health Food Company and initially it started with an objective to produce and sell health food for the patients.

However, considering the response in the market and subsequent business expansion, the company was renamed to Battle Creek Sanitarium Food Company in 1901 ("Kellogg's," 2007; Vignali, 2001). Further, in 1908, this company was merged with another company founded by the same author - Sanitas Nut Food Company and as a result, Kellogg's Food Company was founded in 1908. Later on, over the period of time, the company also acquired various businesses and factories from around the globe to expand in other countries rapidly. Also, the company has also improved and extended its product line, i.e. from the conventional product range of convenience and health food, the company entered into the market of coffee and snacks as well by acquiring various companies (Aggarwal & McGill, 2012; Quan-Haase, Cothrel, & Wellman, 2005).

In 2017, Kellogg's became the second largest snack producing company in the world after PepsiCo when it acquired Pringles, a company producing potato chips. To summarise, it can be concluded that Kellogg's has observed several inclines and expansions since its expansion. The company also has a history of focusing on the scientific management techniques in order to care for the health and mental stability of its employees, which will be explored through the course of this report.

PRODUCTS

The product line of an organisation holds particular importance in maintaining its competitive edge and success in the targeted market. Ideally, the product line should be in accordance with the needs of different segment. With a better product mix, an organisation can provide the maximum coverage to the targeted market and as a result, revenue can be increased with a positive impact on the bottom line of the company (Begum, 2015; Newman, Howlett, & Burton, 2014). On the other hand, if the company is operating with a limited product mix, or the product mix is not in line with the requirements of the market, it will increase the risk of market loss for the company. Consequently, the company will lose its market share over the period of time.

Considering the case of Kellogg's, the company started its business with a production unit of cereal. However, over the period of time, the company has observed potential in the market and the business and product line have been extended to various dimensions. Currently, if the product line of the company is divided, it would have several broad categories including cereals, biscuits,

crackers, chips, gummy candies and other convenience foods. In this scenario, the company maintains a diverse product line with a business in different segments (Angell & Angell, 2013; Fernández, 2005). This minimises the risks of market loss for the company, i.e. a decline in a single market might not affect another product line which is targeted in a separate customer segment. Therefore, the company maintains a diversity within its products in order to provide maximum coverage to different segments of the market.

MISSION

The mission of an organisation reveals important information about their purpose, i.e. why an organisation exists. Ideally, most of the organisation exists to do the business and to earn the profit; however, there are several social and economic sides of the business that are critically considered in the mission statement of the organisation. The mission of the company aligns its operations and values within the organisation (Angell & Angell, 2013).

The mission is normally driven by the vision of the company, which is a broader statement about the purpose of an organisation. Trickling this down, the mission statement provides an in-depth details of the vision of the company and narrow it down in order to suggest the specific actions to get aligned with the vision of the organisation. For the case under consideration, Kellogg's mission is aligned with the initial vision set by its founder, i.e. to enrich and delight through foods and brands that matter. The heritage of the company typically drives its future and almost all operations of the company revolves around the same factors (Begum, 2015).

The company aims to nourish the families so that they can flourish and thrive. In doing so, the company does not consider its customers only; rather, in the families, the company also consider the families of its own employees and within the community as a whole. Thus, the business operations can argue to be aligned around the same objectives.

VALUES

The values and beliefs within an organisation has a particular role in influencing the behaviour as well as the actions of the individuals. These values and beliefs typically form the culture of the organisation. An organisation with strong culture has a better and higher chance to get succeeded in the market as a uniformity in the actions of the employees can be maintained. For the case under consideration, the values of Kellogg's are mentioned as hereunder ("Kellogg's," 2007):

1. Integrity
2. Accountability
3. Passion
4. Humility
5. Simplicity
6. Results

All conducts and operations of the company revolves around the same values and this is the centre of everything that company do.

FINANCIAL

The financial health of an organisation is the output value and it is driven by several inputs that have been briefly covered in the previous section for Kellogg's. As far as the financial performance of the company is considered, it has a market capitalisation of around \$22 billion as reported in November 2018. Other than this, the company is maintaining a steady revenue of around \$13 million with a net profitability that revolves around 8 to 10 percent of sales.

STUDENT NAME: ELENA HRISTOZOVA

GOALS AND OBJECTIVES

A definition of modern organisations is a group of people who works together towards a common aim. This means, within the organisations, various teams at different level work together in order to achieve the common objectives of an organisation. Nonetheless, the success in this case is particularly dependent on the performance of the team instead of the individual performance (Turner-Stokes, 2009; Van Knippenberg, van Ginkel, & Homan, 2013). Various theories exist on identification and improvement in the team performance; however, Belbin's theory is one of the most effective approaches to assess the structure of the teams in order to develop an effective and efficient team within the organisation (Bortoli, Bertollo, Comani, & Robazza, 2011). The following sub-section would provide an overview of the Belbin's theory along with its applicability to the particular case of Kellogg's under consideration:

BELBIN'S THEORY

Belbin's theory is established based on the fact that a team requires several skills in order to respond to the different requirements (Belbin, 2015, 2017). Within a team, people with the similar skills and competencies might not result into any effective output as it will never result into a synergy. Alternatively, if people from different skillset and competencies are added into a team, the performance of the team would substantially improve and they will be able to respond to different challenging situations considering the nature of the project. Belbin in this regard argued that an ideal team typically has nine team roles. An availability of these roles within the team would help it to better respond to the challenges and tough situations that a team may encounter within a project or with the task they are assigned with. Belbin divides these nine team roles into 3 broader categories as identified in the illustration below (Figure 1):

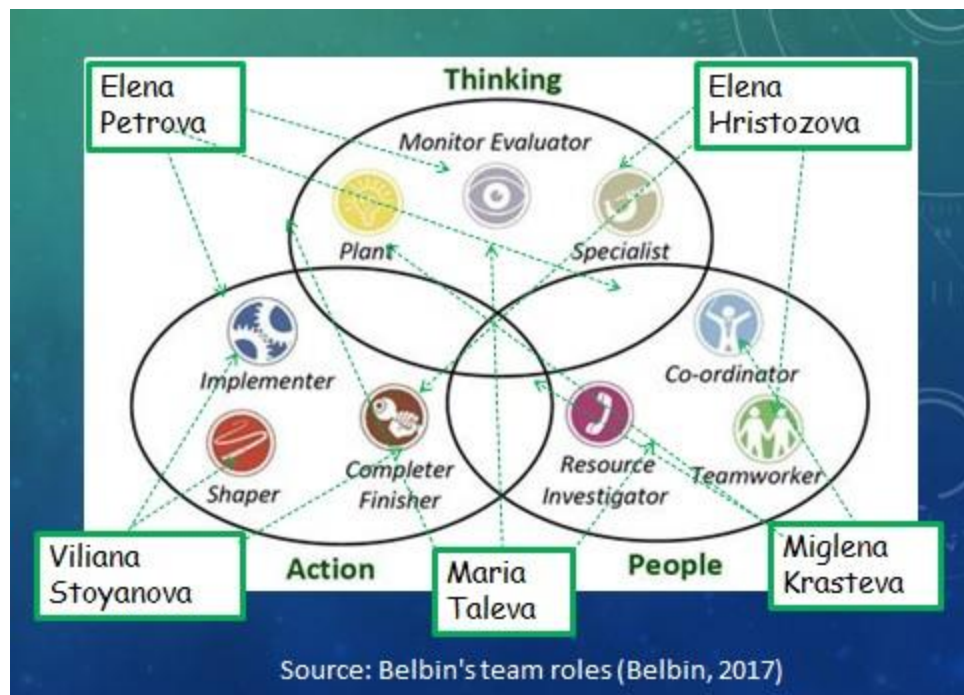


FIGURE 1: BELBIN'S TEAM ROLES (BELBIN, 2017) GROUP PRESENTATION

Starting from the description of the action oriented roles, it includes shapers, implementers and complete finishers. The shapers in this category typically include the extroverts that question the assumptions that are developed. The implementers would include the members that work on the ground implementation and seek guidance from the strategy developed (Batenburg, van Walbeek, & der Maur, 2013; Senaratne & Gunawardane, 2015). Lastly, the complete finishers would be those who are keen to the details and get an in-depth review of everything.

For the people oriented category, it includes team workers, resource investigators and coordinators. The coordinator brings an order and discipline within the team by coordinating with several members. On the other hand, a team worker will maintain the efficiency and effectiveness of teamwork by using the diplomatic means and by communicating with all key stakeholders of the team. Lastly, the resource investigator in this category include the persons who are interested in developing outside contacts and in this regard, they are often open to the exploration of resources beyond the internal capability of a team (Griffiths, Gordon, & Walker, 2008; Suff & Reilly, 2010). The third and last category include the thought oriented roles, which typically include plant, monitor evaluators, and specialists.

In the plant categories, the team members would have innovative people with some ground breaking ideas. The monitor evaluators include the individuals who critically discuss each idea and decision of the team to provide a critical review. Lastly, the specialists would include those having expertise in the particular subject in accordance with the nature of the project. According

to the Belbin's theory, each team member has its own strengths and weaknesses and the role or importance would be decided based on the nature of the projects or key deliverables of the project (Belbin, 2017). Therefore, considering this theory, it can be argued that a diversity of behaviours is required to be injected with the team in order to assure its performance and response to diverse situations.

The goals and objectives within an organisation are typically based on its vision and mission, i.e. the purpose for which an organisation exists within the market. Based on that, corporate objectives are developed, which are then trickled down to the shop floor level in order to create a harmony. Important aspects in developing the objectives include a critical alignment of these objectives at all level and also, the objectives should be based on the SMART principle (Belbin Associates, 2012). Considering this in mind, the organisation would have an ability to measure the performance against each objective and everyone will remain aligned with the ultimate objective to be achieved through its activities.

For the case under consideration, Kellogg's has different operational and corporate objectives; however, an alignment between both has been developed. Moreover, based on the geographic locations, the objectives of the company would differ, i.e. within the United States, the company would have different marketing objectives in accordance with the situation of the market, while in the United Kingdom, the objectives would be different (Valentina & Daniel, 2018). Thus, it can be summarised that objectives based on the location and market conditions may differ; however, an alignment of these objectives at all levels within the organisation would certainly matter.

Another important aspect in the achievement of the objectives is the formation of the team as discussed in previous description of Belbin's theory. For the case of Kellogg's, the company is operating at a multinational level and would have larger teams. In this case, the Belbin's theory is practically possible and would certainly have advantages in order to have a higher team performance and better engagement within different departments of the company (Roland, Yttredal, & Moldskred, 2008).

By critically considering the skills and competencies of different employees within the organisation, Kellogg's can work on the development of specialised team in order to work in the critical areas across the company. However, in some cases, the company may have constraints to maintain all nine positions within the team in accordance with the Belbin's theory. In that scenario, the number of team members may be reduced; however, this must be based on the nature of the project and ultimate objectives to be achieved by the team. For instance, in case of the marketing team or a team that is assigned with exploration of the market, extroverts and detail oriented persons would specifically perform better and would observe each and every detail and dimension of the market to draw out meaningful conclusion and then to develop a strategy accordingly.

Conclusion of goals and objectives

From the basic to the highest level, people, groups, and systems need well defined, clear and good organized goals and objectives.

However, the growth of the company directly depends on personal growth. The perfect way to achieve this is by doing Smart goals and objectives.

STUDENT NAME: **MIGLENA KRASTEVA**

STRUCTURE OF THE COMPANY

The structure of an organisation can be assessed and explored in different dimensions. This is a generic word and may also be considered as the product structure, geographical structure or the functional or management structure of the organisation (CAMPBELL, 2009; Cosh, Fu, & Hughes, 2012). From the literature and through several practical examples, it is evident that the structure of an organisation holds particular importance in assuring the success of an organisation in the competitive markets of today. For instance, with an expansion of the operation, the number of employees would also increase and in that case, if the company would not have an effective functional structure, it would result into poor monitoring and engagement with the employees. In that case, the overall operational as well as financial performance of the company would observe a declining trend.

The functional structure could be of different types, i.e. matrix, mixed or flat, which will be explained in the subsequent sections and same is the case with product and geographical structure (Štorga, Mostashari, & Stanković, 2013). Before moving forward to the structure of Kellogg's the following is a brief description of different terms that would be necessary to understand the organisational structure.

CHAIN OF COMMAND

Within the organisation, there exist a hierarchy, i.e. a Chief Executive Officer (CEO) might be the person heading the company with a team of general managers below the line and so on to the grass-root level employees. Within this structure, communication would be an importance requirement and for this purpose, certain protocols and systems are followed. These system or protocols are defined as the chain of command within the organisation. In simple words, the chain of command would be the reporting hierarchy of an organisation (Prakash & Gupta, 2008).

Chain of command typically holds specific importance in order to assure the effectiveness of communication within an organisation. Organisational structures with simple and clear chain of command would have better communication in comparison to the organisation with complex organisational structure and span of control. Within Kellogg's, the company base its chain of command considering its geographical spread. There is president of the company along with the CEO. For the geographical spread, the company also has a team of country heads working with another team of general managers (Stare, 2011). This structure helps the company to maintain a consistency and alignment with the communication to help improving the process of implementation.

SPAN OF CONTROL

Within the reporting line, each individual or position is responsible to look after a certain number of operations or the number of employees. This is typically known as the span of control for a

particular position and this is normally calculated individual for each position. The span of control is also important to consider while evaluating the organisational structure of a company as it decides the effectiveness and efficiency of the reporting and relationship within the employees (Smith, 2018). There is not any fixed number of span of control; however, it must be based on the nature of the role and objectives of the team. Typically, a larger span of control minimises the interaction and efficiency of reporting relationships.

KELLOGG'S STRUCTURE

In order to understand the Kellogg's structure, Fatehi Framework will be used. According to this framework, an organisation can primarily operate with the following five basic types of structures (Fatehi, 1996):

1. Geographical structure
2. Functional structure
3. Product structure
4. Mixed structure
5. Matrix structure

The selection of any type of structure by an organisation is typically dependent on the nature of the business and the strategy that is used to access the market or to set-up the business operations. For instance, some organisations operate with a product structure in which different products have the separate line of operations. This structure is applicable in the scenarios where an organisation is involved in manufacturing of different products with considerable differences and that are normally targeted for different markets (Clegg, Little, Govette, & Logue, 2017). Similarly, where the strategy differs for different geographical locations, a geographical structure would be suitable. Therefore, each type of structure according to Fatehi's Framework would have its own strengths and weaknesses, but the choice is dependent on the overall organisational strategy.

In order to assess the organisational structure of Kellogg's based on Fatehi Framework, the following table presents the details along with a comparison of Unilever.

TABLE 1: STRUCTURE OF KELLOGG'S

Type	Theory	Kellogg's	Unilever
Geographical	This particular type of structure divides and categorise the operations of an organisation based on the geographical spread, i.e. Asia, Europe, America, etc. This structure is normally used for multinational organisations operating with a different strategy in each	Kellogg's structure is based on a geographical spread of the company. The company operates with a distinct and specified strategy for each region such as Europe, North America, Asia, etc.	The geographical structure exists under a product based structure.

	location (Arias-Aranda, Castro, Navarro, Sánchez, & Zurita, 2010).		
Product	A product based structure classifies the operations of an organisation based on the products types offered by the business, e.g. snacks, drinks, milk, etc. This type of structure is applicable when a diverse range of products exists within an organisation and strategy remains different for each range (Senaratne & Gunawardane, 2015).	The product based structure exists under a geographical structure.	Unilever operates with a product based structure and this is primarily because of visible diversity within the products, e.g. Home Care, Personal Care, Food, etc.
Functional	The functional structure of an organisation classifies and categorise the operations based on the functions, e.g. a supply chain function, manufacturing function, sales function etc. This structure is normally used by the organisations of relatively smaller size where different functions needs an alignment with a common strategy (Smith, 2018).	The following departments are based on the functional structure: Human resource Finance department Supply chain	The following departments are based on the functional structure: Human resource Finance department Supply chain
Mixed	A mixed structure would be a combination of the above three. It could be a combination of any two or all of the above (Smith, 2018).	Mixed structure exists in few departments such as accounts and internal audit.	This is same as in the case of Kellogg's.
Matrix	In a matrix structure, two line of reporting exists such as administrative reporting and functional reporting. This is used where centralised and administrative functions have different locations (Smith, 2018).	Matrix reporting exists in few centralised departments of the company such as HSE.	Same as in the case of Kellogg's.

Conclusion of Structure

Using the model for the organizational structure of Fatehi (1996), the Kellogg company builds its management structure according to the geographical distribution of the company. While the company Unilever operates with a product structure due to the diversity of products.

STUDENT NAME: **MARIA TALEVA**

CULTURE

Culture, in general, is defined as the values and beliefs that are affected or controlled by different factors. When this comes to the organisational culture, this includes the values and beliefs of the individuals within the organisations. The culture of an organisation plays a critical role in deciding the behaviour as well as the actions of the individual employees, management and organisation as a whole (Bennett et al., 2008; Busby, 2018). Organisational culture, in general, is affected by several internal and external factors. Externally, the norms within the society, external culture, norms of industry and religion.

Internally, the organisational culture would be affected by the policies and procedures, management and leadership strategy and the background or diversity of the employees. For instance, an organisation operating in different geographical location may have different organisational culture at each location. This is an indication that the external culture and society plays a critical role in developing the internal organisational culture, which will alternatively influence the behaviour as well as the actions of the employees (McLaughlin, Bessant, & Smart, 2008; Senarathna, Warren, Yeoh, & Salzman, 2014). From this, it can be argued that the performance of the employees or the overall performance of an organisation will be affected by the culture in which a company operates.

While setting up a factory or a business in any location, culture is one of the important factor to consider. In case an organisation is operating in a particular industry and plans to extends its operations into another country, the difference in culture of home country and the country where the operations are to be shifted would play a critical role in assuring the success of the company in the novice market (Parsons, McCormac, Butavicius, & Ferguson, 2010; Taslim, 2011). This is mainly because of the fact that each culture would have different elements and the strategy of organisational management would vary accordingly. Thus, the culture can be argued as one of the most important factors that affect the performance, behaviour as well as the actions of the employees.

In order to identify the cultural differences and to explain different dimensions of culture that can affect the behaviour as well as the action of the individuals, various cultural models exists within the literature. For the case under consideration, in order to analyse the culture of Kellogg's and to have its comparison with the culture of the United States, Hofstede cultural dimensions can be effectively used. According to this model, the culture can be analysed based on five distinct dimensions including, power distance, individualism, masculinity, uncertainty avoidance and long-term orientation. Each dimension explains different aspects related to the culture and based on that, the behaviour of the individuals in each culture can be predicted (Kristjánsdóttir, Guðlaugsson, Guðmundsdóttir, & Aðalsteinsson, 2017; Nakata, 2009a). For the purpose of

comparison, against each dimensions, score is given in the numerical form that helps to compare one culture with another.

For Kellogg's, the following table provides an overview of different cultural dimensions as mentioned by Hofstede along with its scores for internal culture of Kellogg's with its comparison with the culture of US as whole. The table also provides an explanation of the differences between both (Table 2):

TABLE 2: CULTURAL ANALYSIS OF KELLOGG'S

Dimensions	Theory	Kellogg's [Source: Self- evaluation]	US as a country [Source: Hofstede insight]	Explanation
Power distant index	This measures the extent to which the less powerful members of the society think that power is distributed unequally within the society. A lower number against this dimension highlights that people would strive for the justifications behind unequal power distribution (Yusoff, 2011). Alternatively, for societies with high score would have a place for everyone equally.	35/100	40/100	Score for both cases is on the lower side which represents that an inequality within the society exists in both cultures. Also, the inequality is endorsed by the members of the culture.
Individualism vs. collectivism	This dimension of culture measures the knitting of the social framework. In simple words, it is the importance that are given by the individuals to themselves. In an individualism society, the self-image would be based on "I", while a collectivism society would mention it as "we" (Nakata, 2009b). This particular dimension particularly influences the ability to work as a team.	89/100	91/100	Once again, the score is more or less the same. This represents that both cultures are individualists and members are more focused on "I" rather than "we".
Masculinity vs. femininity	In this dimension, masculinity represents the factor of 'toughness' within the society, i.e. the quest for the materialist rewards. On the other hand, femininity represents the 'tenderness', i.e. the care for others and modest and cooperation (Nakata, 2009b). This is also one of the key cultural dimensions that would	66/100	62/100	The score is relatively high for both which represents that the culture consider competition, achievement and success critically.

	affect the behaviour and interaction of people with each other.			
Uncertainty avoidance index	This is defined as the degree to which the members of the society feel uncomfortable to the uncertainty. This is a parameter to assess how a society value practices vs. principles.	35/100	46/100	The score is lower for Kellogg's which represents a relatively lesser degree of response to the innovative ideas as compared to the US.
Long-term orientation vs. short-term orientation	This dimension measures the extent to which a society develop linkages to its past (Nakata, 2009b). This also affects beliefs and quality of actions.	69/100	68/100	Both cultures score normative in the scale with a long-term orientation.
Total		294	307	Based on the above, the total score is higher for US as a country.

Based on the above table and comparison, it is quite evident that a low degree of difference in the culture of Kellogg's exists in comparison to the national culture of the US. From the culture analysis through Hofstede model, it is also evident that the employees would have an individualist orientation, which highlights that the teamwork might not be appropriate in that case. However, such problems can be dealt with an internal engagement strategy, i.e. the company would be required to develop various team building exercises along with an effective leadership strategy to promote teamwork. Also, the company operates in a competitive environment and internal culture of competition would be supportive to the goal of higher achievements by the company as it is aligned with the internal culture as well.

Conclusion of culture

Culture, in general, is defined as the values and beliefs that are affected or controlled by different factors.

- Externally, the norms within the society, external culture, norms of industry and religion
- Internally, the organisational culture would be affected by the policies and procedures, management and leadership strategy and the background or diversity of the employees.

STUDENT NAME: **VILIANA STOYANOVA**

LEADERSHIP

Other than the resources, competencies and individual skills, business performance and achievement of individual goals in a business context is specifically dependent on the role of leadership. In simple words, leadership can be defined as the trait of leading a group of people within the organisation. The role of a leader within the organisation is to lead people and guide them with a path to achieve the common objectives (Bass, 1990). In doing so, a leader may have different style to manage the teams. Literature in this has evidences that the selection of a leadership style is dependent on the nature of the team and situation as a whole. Other than this, it also depends upon the personal traits of an individual, i.e. the leadership style is also linked with individual traits and values. Primarily, the leadership styles can be divided into the following major types:

AUTOCRATIC LEADERSHIP

This leadership style centred around the boss. The leader in this specific case has all the authorities and responsibilities without any distribution of key duties. The decisions in this case are imposed over the team and they are required to follow the orders. The leader does not ask for the opinion of the individuals and tasks are assigned directly by the leader without any consultation with the employees (Giltinane, 2013; Jogulu, 2010). Apparently, this leadership style seems to have negative impact on the performance of a team; however, this is one of the most effective leadership styles to manage the inexperienced teams. The leader, with this leadership style, can initially pass on the instructions and orders to the employees until they get trained on a specific skill. Over the period of time, this leadership style can be shifted to a democratic leadership style (Sethuraman & Suresh, 2014). Nonetheless, if this style is used for experienced and skilled teams, this would have devastating effects on the performance of the team.

DEMOCRATIC LEADERSHIP

In contrast to the autocratic leadership style, a democratic leader adopts a participative leadership model. In this case, the leader involves the employees and sub-ordinates in the process of decision-making. However, to adopt this, experience level and skillset of the team would be the key point of concern (Zopiatis & Constanti, 2010). Ideally, a democratic leadership helps to train the employees and it also improve their morale as they feel important when they are involved in the process of organisational decision-making.

TRANSFORMATIONAL LEADERSHIP

The concept of transformational leadership revolves around leading the change within the organisation. Transformational leaders, in most of the cases, motivate and influence others to think beyond their conventional comfort zone. Also, they set more challenging expectations and higher performance. A transformational leader provides a source of motivation instead of dealing with

the operational instructions. The employees or subordinates are normally given with a power of decision making and the leader typically review the situation and guide the people to maintain a high level of performance (Vinkenburg, van Engen, Eagly, & Johannesen-Schmidt, 2011). The research in this regard highlights that transformational leaders typically have loyal followers as compared to other types of leadership. This style is normally applicable when a management of change within the organisation is required.

TRANSACTIONAL LEADERSHIP

In comparison to transformational leadership, this particular style of leadership focuses on the exchange and maintenance of status quo. The leader in this specific case is responsible to provide instructions, expectations related to a task along with the feedback and areas of opportunities. In addition, the leader also assures the subordinates are being worked on their areas of opportunities. One of the differences from transformational leadership is, a transactional leader excessively used rewards in order to motivate and constantly engage the subordinates and followed (Aronson, 2009). This type of leadership style can be used and applied in various contexts and it helps in regular management of operations running with the larger teams.

CHARISMATIC LEADERSHIP

Charismatic leadership is based on the revolutionary powers of the leader. A charismatic leader typically works on the initiation of change within the values and beliefs of the subordinates by setting themselves as an example (2015). These leaders are not merely popular; they also develop long-term behavioural change within the team through a charisma of their own personality.

Based on the description above, the following table specifically compares the leadership style within Kellogg's and Unilever (Table 3):

TABLE 3: COMPARISON OF LEADERSHIP STYLE WITHIN KELLOGG'S AND UNILEVER
SOURCE: SELF EVALUATION

Dimensions	Kellogg's		Unilever	
	Score	Explanation	Score	Unilever
Transformational Leadership	45/100	Within Kellogg's this type of leadership style is typically used in the management of organisational change.	60/100	Within Unilever, several transformational leaders exist at various level and have a major role in leading organisational change.
a) Charisma	40/100	The leaders represent themselves as an	50/100	Unilever has an example of several leaders such as

		example in order to provide a source of guidance and example for the subordinates and employees.		Mitch Millory as charismatic leaders who influence subordinates through their personality.
b) Inspiration	70/100	The leaders, through their behaviour and actions, inspire other employees and subordinates.	50/100	Trainings and regular interactions are used to inspire people.
c) Intellectual simulation	60/100	A transformational leader within Kellogg's works on intellectual simulation by using the already produced knowledge of the company.	60/100	Unilever has a centralised system of knowledge management that is used by the transformational leaders for this purpose.
d) Individualised consideration	70/100	The weaker employees within Kellogg's are taken on the individualised consideration and mentors are assigned for their development.	70/100	Same as Kellogg's, Unilever also have individualised consideration plans where it is needed.
Transactional Leadership	45/100	In various departments and across several geographical regions, transactional leaders exists within Kellogg's.	75/100	This is one of the most dominant leadership style within Unilever.
a) Contingent Reward	70/100	The rewards are allocated through a detailed reward management system of the company.	70/100	The company relies on its reward management system and leaders used this system to distribute rewards.
b) Mgt. by exception (Active)	0/100	Not majorly applicable.	0/100	Not broadly applicable in Unilever.

c) Mgt. by exception (Passive)	0/100	Not majorly applicable.	30/100	This is used in some of the departments based on the requirements.
d) Laissez-Faire	50/100	Least possible guidance are provided to the employees in the scenarios where the skill level is high, such as in research and development department of Kellogg's.	50/100	The same practice is followed as of Kellogg's.

Conclusion of Leadership

Based on the analysis, the following conclusion can be drawn:

- Transformational Leaders exist at various levels in both organisations Kellogg's and Unilever, but the Transactional leadership is the one of the most dominant leadership style within Unilever while at Kellogg's the managers are more transformational than transactional.

CONCLUSION

Summarising the discussion, it is evident that the product line of an organisation holds particular importance in maintaining its competitive edge and success in the targeted market. Ideally, the product line should be in accordance with the needs of different segments. Considering the case of Kellogg's, the company started its business with a production unit of cereal. However, over the period of time, the company has observed potential in the market and the business and product line have been extended to various dimensions. The company aims to nourish the families so that they can flourish and thrive. In doing so, the company does not consider its customers only; rather, in the families, the company also considers the families of its own employees and within the community as a whole. Considering the objectives and team formations, for the case of Kellogg's, the company is operating at a multinational level and would have larger teams. In this case, the Belbin's theory is practically possible and would certainly have advantages in order to have a higher team performance and better engagement within different departments of the company. The

selection of any type of structure by an organisation is typically dependent on the nature of the business and the strategy that is used to access the market or to set-up the business operations. For instance, some organisations operate with a product structure in which different products have the separate line of operations. Kellogg's structure is based on a geographical spread of the company. The company operates with a distinct and specified strategy for each region such as Europe, North America, Asia, etc. At the same time, a situational leadership strategy is dominant, which is based on the nature of the task and environment in which business is operated.

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