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Module: Ba Business & Management

Assignment: IMW Assignment 1

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Structure and Culture of an organisation UNILEVER

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Introduction

Structure and culture of the organization belong amongst the theories by the greatest instructive and analytical force in recognizing the effects and characteristics of a nation's actions in companies. Subsequently, these two concepts are regularly applied in research in descriptions of several phenomena discovered in businesses and other types of organizations. (Janicijevic, 2013, p.36)

In this essay on the Structure and culture of UNILEVER, the connection, comparison between culture and structure will be discussed. It will also explain different leadership styles and management approaches. It will also include analysis, theories, models, and recommendations.

Description. Management and present business environment

The merger of the Netherlands margarine producer Margarine Unie and the British soapmaker Lever Brothers created Unilever on 2 September 1929. Unilever is a worldwide consumer products company with headquarters in London, England and the Netherlands, Rotterdam.

Unilever is dedicated to achieving natural live commonplace and its emblem is a visible demonstration of that dedication. Every symbol has a deep sense at its underlying and symbolizes a few aspects of the effort to make sustainable living every day. (UNILEVER, 2018)

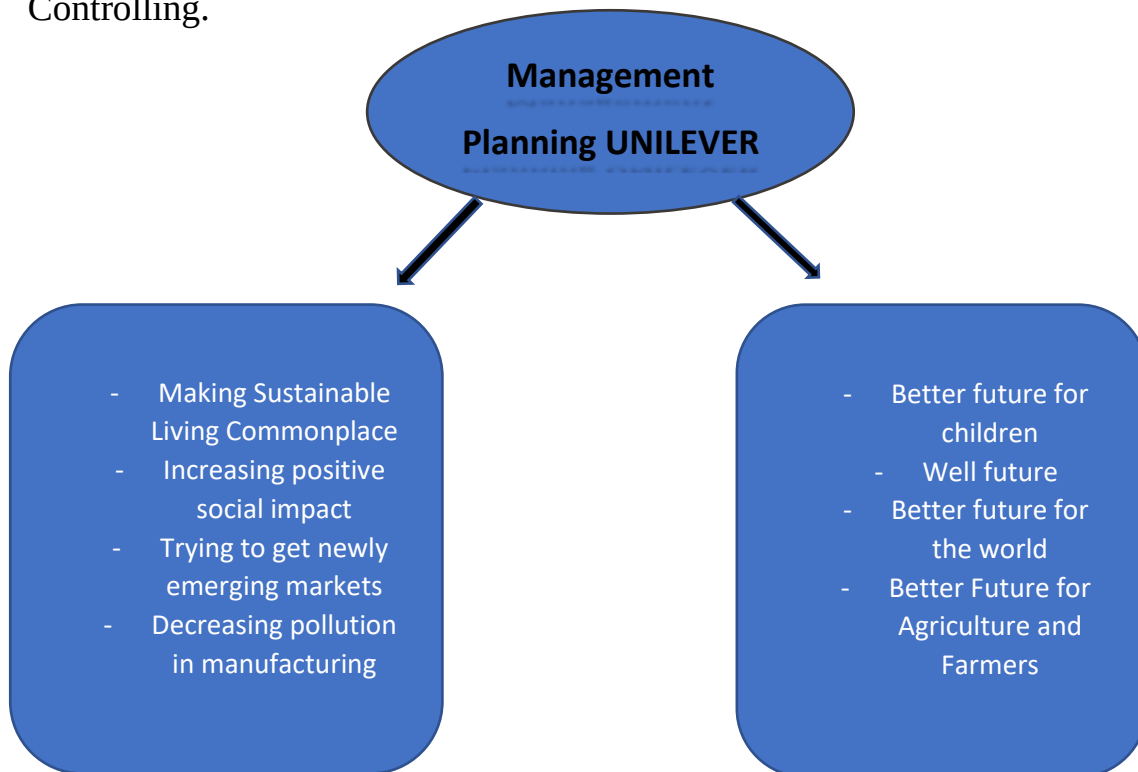


LOGO OF THE COMPANY

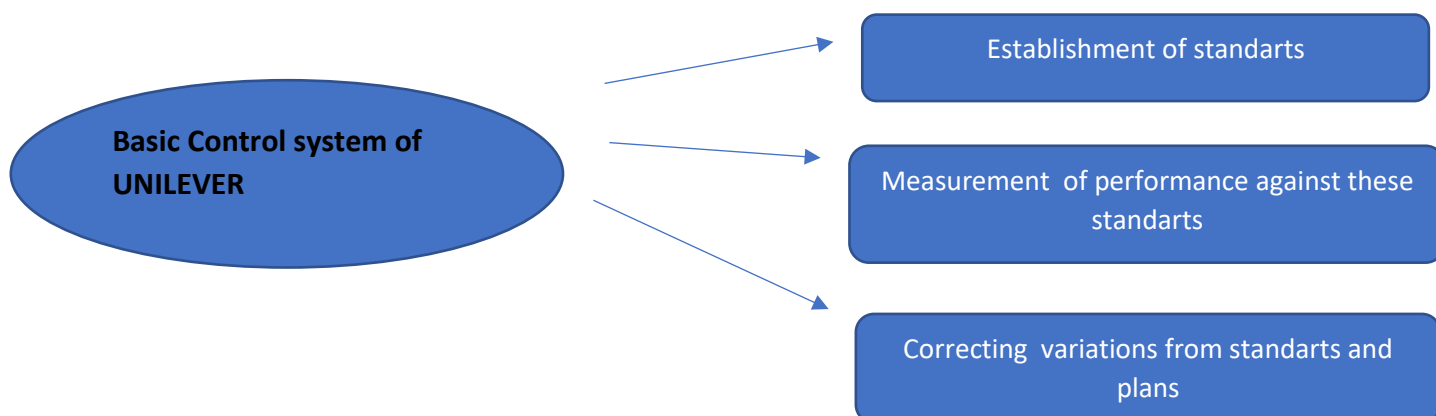
Among Unilever's products are energy drink, ice cream, foods and beverages, cleaning, beauty, and personal care products. Unilever holds more than 400 brands. The company is one of the oldest global companies, its products are available across 190 countries. The business is the biggest manufacturer of soap in the world. (Wikipedia, 2019)

The organization is one of the largest worldwide. But how these kinds of companies are managed and how they continuing to perform in a dynamic business environment? Organizations can only accomplish their objectives and targets through the coordinated efforts of their employees. Management is essential for a successful working company process. It is through the method of managing and implementing the work that the activities of the organization are carried out. (Mullins, 2013, p.417)

Management has four essential functions: Planning, Organising, Leading, and Controlling.



(Nowshed Hossain, 2014)



(Nowshed Hossain, 2014)

Structure of the organization

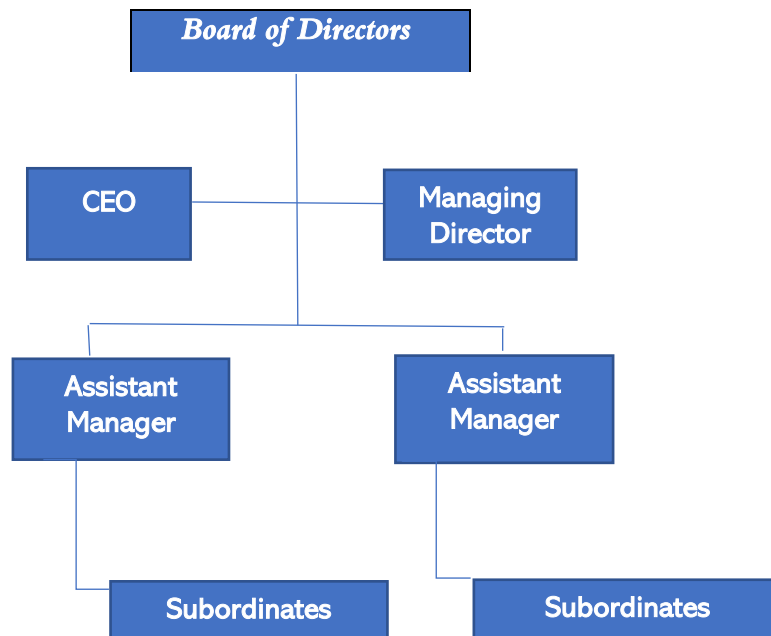
The general function and control of a company are defined by the environment of its corporate approach. Strategy plans link structure, the development of management, and functions of organizational performance. Structure gives an organization's context and its management model. It is through the structure that the organization's work is conducted. The various structure is needed to make an efficient performance of key activities possible and to help staff efforts. The manager must recognize the significance and impacts of the corporate strategy and structure of the organization. (Mullins, 2013, p.497)

Business structures show the decisions made by organizations about problems of formalization, differentiation, and centralization and are based around the chain of command. (Torrington, Hall, and Taylor, 2017, p.143)

Unilever was formed on a decentralised base. In Europe in the early 1990s the business had 17 branches, each concentrating on a different nationwide market. The structure allows managers to match the offering of goods and the market strategy with regional tastes and inclinations. To promote localization, Unilever employed regional managers to manage regional organizations. The competitive nature of the market was changing in the 1990s-the development of the European Union single market in 1992. Some of the Worldwide competitors moved more quickly to develop those modifications. To regenerate a fit among the rivalry environment, Unilever had to accept the challenging method of strategic and structural modification.

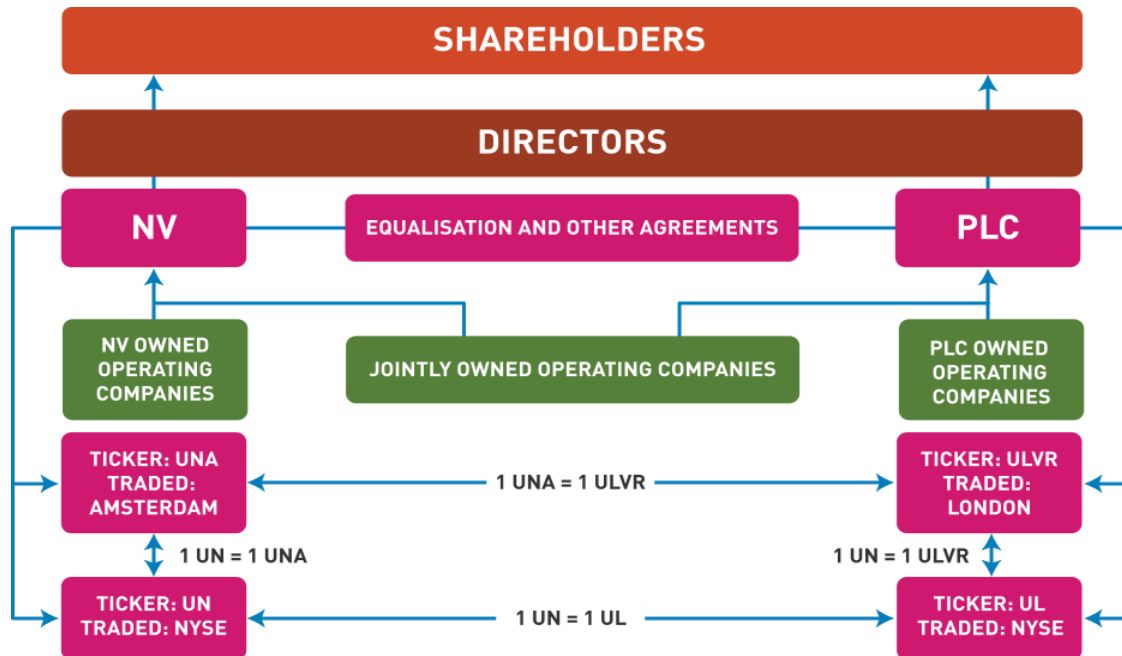
UNILEVER's operation is controlled by the National Management which includes the Vice Chairman, Managing Director (HPC), Managing Director (Foods), and Finance Director. Unilever categorized its global operations into 2 worldwide divisions: Foods and Home and Personal Care. It uses the international geographical region structure. (PRIYAJNVCTC, 2017)

Organizational Structure Chart-UNILEVER



The organizational structure of UNILEVER is a hierarchy, which delivers a chance for the company to run efficiently and realize its objectives in manufacturing. The business has some underlings in each of the departments who report to their assistant managers and then the report will be redirected to either the CEO of the company. The CEO and the managing director will subsequently pass on all the information at the head office to the board of directors. (Kiplagat, n.d.)

Legal Structure of Unilever



(UNILEVER, 2018)

The advantages of Unilever's organisational structure are its contribution to product growth and improvement, allowing Unilever to differentiate its products despite the larger number of its global businesses.

Its negligible incentive for strategic local implementation is a disadvantage although one of its structural elements is the geographic sectors. The business is focusing more on sections of the product type. As a result, market-specific or regional strategic developments are given limited support. (Panmore Institute, 2016)

Culture of the organization

Culture in organizations is the set of meanings, elementary opinions, principles, and beliefs which are shared by the participants of an organization. It recognizes the members of an organization, guides its actions, and effects how the organization does business and responds to the situation. One essential character of culture is controlling perception towards that which is important, needed, suitable, and, as such, may be offset. (Vveinhardt, 2018)

Unilever has a corporate culture and it contributes to developments in manufacture and human resources. Unilever is an integrated global company that is profitable due to the full efficiency of its leaders in supporting the improvement of the organizational culture. The organisational culture of Unilever has the qualities as its focus on performance, quality, and efficiency. The success of the organization is significantly built on the competence of Unilever's organizational culture to motivate high performance and quality in employees' work principles to maximize business output. The business has also mastered efficacy via technology and innovation in its inner business methods, including human resource development. The emphasis on quality is also reflected in the emphasis on product efficiency in the mission statement of the company. (Panmore Institute, 2015)

Unilever's vision statement is to grow the business while decoupling the environmental footprint from growth and increasing positive impact on society. The mission of Unilever is to add strength to living: "We meet everyday nutrition, hygiene and personal care needs with brands that help people feel good, look good and get more out of life." (UNILEVER, 2004)

The company's purpose states that to be successful requires "the highest standards of corporate behavior towards everyone we work with, the communities we touch, and the environment on which we have an impact." (Unilever UK & Ireland, 2019)

I support Harrison and Stokes, who argue that organizational culture impacts the performance of all people and groups within the organization. Highly facets of organizational life, such as how choices are made, who makes them, how rewards are supported, how people are handled, how the organization reacts to its environment. (Mullins, 2013, p.703)

Levels of Culture in the business context

Ed Hall created a frame for identifying cultural differences: High and low context cultures. Hall conceptualises culture as consisting of a series of time, space, things, friendships, agreements, 'languages.' Hall suggests in this culture model that these 'languages,' which look like shared attitudes to the issues in question, are communicated in very different ways that correspond to whether a society is classified as a 'high' or 'low' context culture. The characteristics of 'high' context societies are indirect communication styles, words are less significant, shared group understandings. The importance attached to the past, which includes African, Asian, and Latin American countries. 'Low' context societies are the Australia, USA, Britain, and the Scandinavian nations. (Mullins, 2013, p.30)

Hofstede's national cultural framework

Geert Hofstede clearly analyzed the role of national culture in professional standards and information system design in 1980. He built his context on a revision of sociological and anthropological concepts and work. Hofstede's four aspects of national culture are individualism-collectivism, power distance, uncertainty avoidance, and masculinity- femininity. (Hoppe, 2004, p.73)

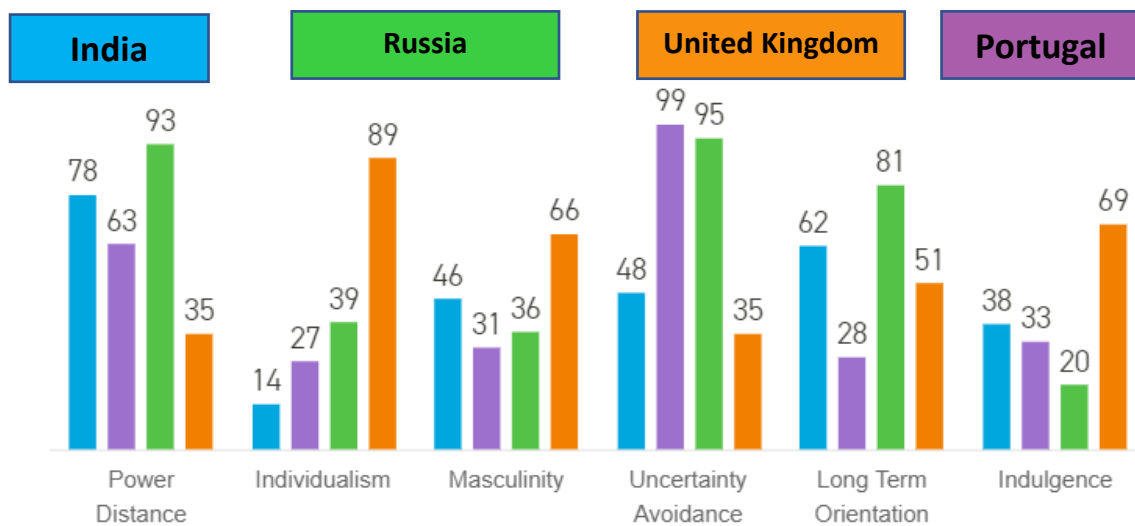
Hofstede considered that the results could be more obvious in focusing on one organization, related to the difference in the national culture. (Mullins, 2013, p.27)

His study has led to six cultural dimensions over the years and has added long-term / short-term orientation and restraint / indulgence. (Theme Grill, 2018)



Hofstede's cultural dimensions (ThemeGrill, 2018)

UNILEVER is a global company, that is why I will mention some of the countries, where a company based and its cultural dimensions.



(Hofstede Insights, n.d.)

Power distance deals with the point that not all people in societies are equal-it expresses the culture's attitude towards these differences between them. Russia, gaining 93, is a country where power holders are extremely far away in society. This is highlighted by the fact that the biggest country in the world is very centralized. The United Kingdom is with the lower ranking, a society that believes that inequalities between people should be reduced. The UK with score 89 is amongst the highest of the Individualist scores following the USA. Portugal scores 99 on uncertainty avoidance and this is very important for individual motivation. (Hofstede Insights, n.d.)

The Leadership of the organization

The method of attainment people to do their best to reach a required outcome is called Leadership. It can be defined as the capability to convince others gladly to act in a differently. Leadership includes creating and communicating a vision for the future, motivating people, and ensuring their commitment to the task they are supposed to do. (Armstrong, 2016, p.4)

Leadership style is the approach that managers use in exercise leadership when they are communicating with team members. It is sometimes known as 'management style'. In 2000 Goleman's research identified six styles: Coercive, Authoritative, Affiliate, Democratic, Pacesetting, and Coaching. Successful leaders can flex their styles to meet situational needs. (Armstrong, 2016, p.125)

Unilever has training methods such as Mentoring and coaching, Experiential exercise, and Classroom lectures. Unilever uses styles: Charismatic, Democratic, and Transformational. (Nowshed Hossain, 2014)

Daan Van Den Broek, UNILEVER's vice-president of human resources said leadership is about providing the clarity to navigate through new, fast-changing environments at its most fundamental level. With 173,000 employees globally the company has a range of leadership development programs, which are supported by a principle that is not about conforming to a "type" of leadership, but "really about expressing your natural strengths, what you thrive on and get energy from", said Van Den Broek. The programs develop a combined approach of leaders teaching leaders, academic accuracy, senior executive sponsorship, and application through job experience, coaches, and mentors. (Donaldson, 2014)

Analyses

If businesses can provide an effective culture, it becomes able to build a well-planned organizational structure that makes it easy for company managers to apply changes and achieve success. The structure is an important part of organizational culture as it mostly deals with the formation of a culture that in turn motivates people to work effectively in the way of organizational goals. (Makinde, n.d.)

The success of Unilever is partly based on leadership competence to support a performance and quality culture. Leadership bolsters the development of Unilever's organisational culture. This organisational culture influences structures and systems of the human resources. The evaluation results are used to guide human resource practises which strengthen Unilever's performance and quality organisational culture. Employee requirements are identified and integrated into the development of the human resources program. The company promotes quality as an important factor for the performance and efficiency of its employees through this cultural support. (Panmore Institute, 2015)

I talked about Management and Leadership, but are leadership and management the same or different? Bennis (1989) saw managers as the ones promoting efficiency, following the rules, and accepting status, while leaders focused on challenging the rules and encouraging efficiency. Burgoyne (2010) noted: 'Both are necessary and need to work closely together, often through the same individual or team.'

Leadership involves encouraging people to do everything they can to achieve the desired result. It involves developing and communicating an opportunity vision, motivating people, and making sure they are committed. Management defined as deciding what to do and then making it possible to do it through the useful use of resources. (Armstrong, 2014, p.329)

Practical Application of theories

The first theory is the Hall's model. I used this model for the types of content posted and engaged with on Facebook. I did a small research about UNILEVER Portugal, Russia, India via their Facebook pages.

Countries	Posting pictures and Videos	Posting more statuses and links
Unilever Russia	Approx. 1161	Approx. 625
Unilever Portugal	Approx. 50	Approx. 150
Unilever India	Approx. 6500+	Approx. 3000

High context culture countries post more pictures and videos than low context culture. Low context culture countries post more statuses and links. This is referring that Russia and India have high context cultures and Portugal low context culture

The second theory, which I used is Geert Hofstede's theory of cultural dimensions, the dimension of individualism vs. collectivism. I will apply his theory in an assessment of the behavioural models of Facebook users, particularly how customers relate with pictures. The diagram is shown above with the Hofstede's model I will choose the United Kingdom with score 89 individualism and with score 14 India.

Countries	In-group pictures in Facebook page
Unilever UK	Approx. 21 pictures in group
Unilever India	Approx. 3000+

Collectivist cultures have more engagement within- group pictures than individualist cultures. As we can see from the real-life example that the UK is more individualist, and India is collectivist.

Recommendations for Structure and Culture of UNILEVER

The recommendation to improve its organizational structure, Unilever should increase its importance on geographical parts to inspire local managers. This structural change develops strategic efficiency in local customer goods markets.

Unilever's organizational culture needs additional progress. A recommendation is to develop policies to adapt variety. Unilever can execute enhancements in information technologies.

Conclusion

Organizational success is depending upon its structure and culture, which are important to retain employees. The people are more effective, where the culture is innovative and encouraging, the leaders are helpful.

The present business environment is dynamic and is changing drastically in today's corporate world. Such as a top customer goods company, Unilever has developed strategies for handling activities to keep the company highly successful.

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