



Annotated Bibliography: Importance of Organizational Structure

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Abstract

Organizational structure is foundational for controlling, regulating, and sustaining successful development or organization. It plays an important role in knowledge management, human resources management, and information technology control. Therefore, the review of literature on organizational structure will define the major connections and influences. This is of particular concern to organizational performance, customer relations, and product innovation, because it introduces the new spheres of influence and re-organization. The methods of analyzing these issues refer both to practical and theoretical analysis to define definition, contexts, and related facts.

Annotated Bibliography: Importance of Organizational Structure

Tentative thesis: Organizational structure is foundational for controlling, regulating, and sustaining successful development or organization. It plays an important role in knowledge management, human resources management, and information technology control.

Chen, C. J., Huang, J. W., & Hsiao, Y. C. (2010). Knowledge management and innovativeness: The role of organizational climate and structure. *International Journal of Manpower*, 31(8), 848-870.

In the article, the authors show that knowledge management depends largely on the organizational structure and climate and, therefore, the article is helpful for the given research. The authors of the article specialize in international relations and business administration and, therefore, their findings can contribute to the development of a literature review. The source can also be helpful in defining the positive correlation between the organizational hierarchy and the way it affects information exchange and knowledge acquisition within an organization.

Claver-Cortes, E., Pertusa-Ortega, E. M., & Molina-Azorin, J. F. (2012). Characteristics of organizational structure relating to hybrid competitive strategy: Implications for performance. *Journal of Business Research*, 65(7), 993-1002.

The concrete examples of business organizations can allow analyzing and critically evaluating the organizational structure, including its nature and function. The literature review can also provide information on the role of organizational structure in controlling and regulating the internal and external operations of an organization. The authors of the article have worked on many other works related to the structure of police departments and other topics related to organizational structure. Therefore, this narrow-focused research can be helpful for understanding diverse orders

and organizations, as well as how they succeed in managing various operations and distributing responsibilities.

Csaszar, F. A. (2012). Organizational structure as a determinant of performance: Evidence from mutual funds. *Strategic Management Journal*, 33(6), 611-632.

The article proves that there is a positive correlation between organizational structure and performance. In a literature review, it can be analyzed from a theoretical viewpoint to expand on the existing models. Introducing organizational structure as a tool for enhancing performance is essential for the research, because it provides explanations and draws new theoretic lines. The author of the article is a scientist who develops theories about organizational culture. The topic chosen for the research under analysis can be regarded in more detail with the help of this particular research, whose topic is specific and relevant.

Daugherty, P. J., Chen, H., & Ferrin, B. G. (2010). Organizational structure and logistics service innovation. *The International Journal of Logistics Management*, 22(1), 26-51.

The main purpose of this article consists in examining how hierarchical development of an organization affects logistics and innovation capability of a company. This article can also provide a fresh insight into the topic analysis, and therefore, it takes an importance place in a literature review. The assessment will be focused on the analysis of logistic service and its organizational structure affecting company's performance. The authors of the article are involved into the department of marketing and supply chain management. They consider a narrow focus of the research, but this topic is relevant for the given study because it identified the importance of organizational structure.

Fan, J. P. H., Wong, T. J., & Zhang, T. (2013). Institutions and organizational structure: The case of state-owned corporate pyramids. *The Journal of Law, Economics, & Organization*, 29(6), 1217-1252.

The article focuses on the case studies that are aimed at exploring the role of organizational structure in their corporate success. It has been concluded that pyramidal organizational structures explain why managers of such organizations do not rely on state costs. The article is relevant for the research because it introduces a serious examination of optimizing the power division between the state and the executives, which is essential in financial terms. The authors are specialized in economics and finance and, therefore, provide an important angle of a discussion for the given research. The topic of the article is narrow, which contributes to its relevance for the research.

Foss, N. J., Laursen, K., & Pedersen, T. (2010). Linking customer interaction and innovation: The mediating role of new organizational practices. *Organizational Science*, 22(4), 980-999.

In the article, Foss, Laursen, and Pedersen (2010) discuss the role of organizational structure in the customer conflict resolution. It can expand the knowledge on structural issues and explain why it is important in ensuring successful operating of an organization. It can be used as the contextual and theoretical information in a literature review to provide a fresh insight into organizational structure and its relation to customer relations. The focus assessment will refer to the analysis of the conflict resolution and positive contribution of a proper organization of a company. The authors of the article work in Copenhagen Business School in the sphere of strategic management and globalization. The topic of organizational structure is considered through its connection to customer relations. The topic is narrow, which contributes to the research under analysis.

Huang, X., Rode, J. C., & Schroeder, R. G. (2011). Organizational structure and continuous improvement and learning. *Journal of International Business Studies*, 42, 1103-1120.

The article focuses on the relation between organizational activities and organizational structure. It is appropriate for the given research in terms of understanding what variables are involved in the analysis of organizational structure. In a literature review, the article will be analyzed in the section of the organizational structure and its influence on the organizational success. The authors of the article work on the concept of organizational practices and develop theories related to the optimal organizational structure. The article perfectly fits for the topic of the research because it relies on the influence of organizational structure on other spheres. The topic is specific enough to fit for the research.

Jorgen, J. J., Hafsi, T., & Kiggundu, M. N. (2014). Market imperfections and organizational structure: The LDC perspective. In G. S. Kindra (Ed.) *Marketing in developing countries*, (pp. 172-187), New York, NY: Routledge.

Jorgen, Hafsi, and Kiggundu discuss the role of organizational structure from a marketing perspective to define the peculiarities of the organization in the developing world. Specifically, the topic can be discussed in a literature review to analyze the structure as a tool for regulating imperfect markets. The authors of the article are experts in marketing and social politics, and therefore, the paper is important for disclosing the essence of organizational culture. The source is helpful and narrow at the same time, but it contributes to the given research, because it discusses the alternative dimensions of the influence of organizational culture.

Jung, C. S., Walker, R. M., & Boyne, G. A. (2013). Strategic planning, organizational structure and performance: Perceptual gaps between politicians and managers. *The International Research Society on Public*

The main idea of the article consists in the fact that organizational hierarchy and performance are the interconnected concepts. The article also discloses the gaps between the political and managerial environment, which can explain the principles of the organizational structure and how it differs from the one established in the government's system. This can also be used in a literature review. The focus assessment could be connected to the strategic analysis of the article, the methods and results used. The authors are from the University of Hong Kong and specialize in analyzing organizational and managerial principles. The article focuses on broader contexts of the influence and role of organizational hierarchy on other important aspects of organizational management. Therefore, it is relevant for the given research.

Katsikea, E., Theodosiou, M., Perdakis, N., & Kehagias, J. (2011). The effects of organizational structure on job characteristics on export sales manager's job satisfaction and organizational commitment. *Journal of World Business*, 46(2), 221-233.

The study pays attention to the role of organizational structure for the employee satisfaction and organizational commitment. The topic of the article fits perfectly for the topic of the current discussion because it emphasizes the role of organizational hierarchy in enhancing the firm's performance. Such a position can also be discussed in the literature review from the perspective of human resources management. The focus assessment should rely on the main features of sales managers, including the influence of business organization and its impact on their satisfaction. The authors of the article specialize in Marketing, Public Administration, and Business Management, which is specifically advantageous for the given research. The topic of the article is broad because it covers many spheres of business management.

Liao, C., Chuan, S-H., & To, P.-L. (2011). How knowledge management mediates the relationship between environment and organizational structure. *Journal of Business Research*, 64(7), 728-736.

The article analyzes the connection between organizational structure and environment through knowledge mediation. The authors focus on these issues, which can be included into literature review discussion for the role of knowledge mediation in shaping organizational structure and vice versa. At this point, it can be used as the main framework for analyzing organizational hierarchy. The authors of the article are specialists in business administration and information management – two interconnected fields, which are tied to the effectiveness of organizational and structural management. The topic of the research is broad and touches many aspects of understanding the importance of organizational structure.

Lupton, N., & Beamish, P. (2014). Organizational structure and knowledge-practice diffusion in the MNC. *Journal of Knowledge Management*, 18(4), pp. 710-727.

The study examines the connection between cross-border sharing and corporation structures, including IT frameworks. It also explains how organizational structure creates a favorable environment for the information exchange within an organization. The introduction of case study sheds light on the practical dimension, which can contribute to the research study of the issue. The authors of the article are professors from Schools of Business in New York, and therefore, they have experience in business and understanding of the connection between knowledge and organizational structure. The topic of the research is specific, and therefore, it can provide new incentives for the work.

Marengo, L., & Pasquali, C. (2011). How to get what you want when you do

not know what you want: A model of incentives, organizational structure, and learning. *Organization Science*, 23(5), 1298-1310.

Organizational structure could become a starting point for developing and enhancing motivation at an organization, which is the major idea of the given research. The topic is relevant for the given research because it unveils a new dimension of the analysis of the organizational hierarchy, which can also be presented in a literature as a new theoretical concept. The authors of the article work for Organizational Science Journal and specialize in economics and management in Italian University. The topic of the research focuses on managerial intervention and distribution of power, which are also foundational for successful organizational structure. In this respect, the topic perfectly fits for the discussion on the role and significance of the organizational structure.

Martin, R., Muuls, M., de Preux, L. B., & Wagner, U. J. (2012). Anatomy of a paradox: Management practices, organizational structure and energy efficiency. *Journal of Environmental Economics and Management*, 63(2), 208-223.

The article introduces the evidence of the connection between organizational performance and managerial practice. The study focuses on 190 manufacturing plants to analyze their structure and define the differences that affect their performance. This issue can be discussed in the theoretical part of a literature to define the relation between structure and productivity. The empirical nature of the study is beneficial for the research. The article is a narrow-focused study, which can contribute to the credibility of the given research.

Menguc, B., & Auh, S. (2010). Development and return on execution of product innovation capabilities: The role of organizational structure. *Industrial Marketing Management*, 39(5), 820-831.

The paper embraces the testing results of an integrated model, along with the phenomenon of the organization's ambidextrous nature that plays an important role in product innovation. The model is premised on the specifics of organizational structure, which could be discussed in a literature review. The article is of great relevance for the research because it relates to the factors that are affected by an organizational order. The authors of the article operate in the sphere of Marketing and Strategic Management, which directly relates to the role of organizational structure. The topic of the research is broad because it touches on multiple aspects of the impact that an organizational structure has on product innovation and performance.

Plugge, A., Bouwman, H., & Molina-Castillo, F. J. (2013). Outsourcing capabilities, organizational structure and performance quality monitoring: Toward a fit model. *Information and Management*, 50(6), 275-284.

The article discusses the strategies that affect organizational structure via workplace dispute resolution. The scientific paper is premised on the relevant issues related to organizational performance and structure, as well as on how it is affected by the ideological philosophy. They can be presented as the factors affecting organizational structure in a literature review. The focus of the assessment includes a workplace and a labor force. The authors are specialists in a form of organizational analysis. The source is relevant for the research because it provides insights into the strategies of structuring and organizing companies. The topic of organizational structure is narrow, but it is placed in the other important contexts, identifying its importance for the research.

Schuh, G., Stich, V., Brosze, T., Fuchs, S., Pulz, C., Quick J ... Bauhoff, B. (2011). High resolution supply chain management: optimized process based on self-optimizing control loops and real time data. *Production Engineering* 5(4), 433-442.



The article focuses on the elements of strategic management and the policy development. It also introduces the basics of organizational structure, including its definition and its influence on the rest of organizational activities. While developing a literature review, it will be possible to introduce the article in the beginning of the research to provide the general definition and the value of organizational structure. The article is of a great value for the research because it places the concept of organizational structure in a broader meaning of managerial practices. The authors are specialists in the sphere of strategic management. The source is helpful at the preliminary stage of the research preparation. The topic is specific, but it helps understand the basic meaning of the research. It will be of a great value for the future paper.

Seddon, P. B., & Reynolds, P. (2011). Exploring the organizational structure and coordination of multi-national IT outsourcing vendors. *ECIS 2011 Proceedings*. Paper 66.

In the article, the attention has been paid to the coordination mechanisms and organizational structure in ITO Vendo organizations to demonstrate that a front-back structure allows managers to focus on developing new capabilities and establishing fruitful relationships with customers. The connection between customer relations and organizational structure can be discussed in a literature review. The topic could be assessed as a concrete example of how the research topic contributes to the given study. The authors of the article are specialists in discussing international relations; they have degrees in business administration. The topic is narrow-focused, which is a great advantage for the future research.

Zehir, C., Sehitoglu, & Erdogan, E. (2012). The effect of leadership and supervisory commitment to organizational performance. *Social and Behavioral Sciences*, 58(12), 207-216.

The article highlights the connection between organizational structure and leadership. It is essential to consider this dimension to understand how leaders contribute to organizational structure and to what extent organizations are committed to their successful development. The focus of the assessment refers to the influence of leadership on the organizational performance. The authors of the article work at Gebze Institute of Technology in Turkey, and they work on these issues to define behavioral patterns and theoretical frameworks in leadership. The topic of the research is narrow, but it relies on the concept of organizational structure, and therefore, it is of great relevance for the given research study.

Zheng, W., Yang, B., & McLean, G. N. (2010). Linking organizational culture, structure, strategy, and organizational effectiveness: Mediating role of knowledge management. *Journal of Business Research*, 63(7), 763-771.

In the studies by Zheng, Yang, and McLean (2010), the attention has been paid to the analysis of organizational culture, strategy, and organizational effectiveness, which are largely influenced by organizational structure. The article is essential for the development of the research under analysis because it expands the meaning and explains the importance of organization hierarchy. The focus assessment relies on the knowledge management as the key to a successful structural organization. The authors of the article are specialized in the field of human resource management, which contributes to a new understanding of the topic. The research topic in the article is specific, as it explores specific concepts related to organizational culture and business activities. Therefore, it is of the crucial importance for the given research.

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