

A selected bibliography of recent literature on Organization Structure & Design

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This list, like most useful ones, is incomplete. However, some of this incompleteness is intentional. We describe below the organization of the bibliography and the principles on which the list includes what it does.

1. This bibliography focuses on the literature on formal organization structures and design. The structure of an organization refers to the stable pattern of interactions between the individuals who compose it. The formal structure of an organization is explicitly mandated by those with authority. Organization design (noun) refers primarily to choices about the formal organization; organization design (verb) is the process of constructing such designs. The informal structure, in contrast, is emergent. This does not necessarily mean the two are orthogonal (except perhaps in the short run); the emergence of the informal organization is influenced by the formal organization, and the choice of formal organization may depend on the current informal organization. We have consciously focused on formal organization, with a few mentions of papers that have only recently begun exploring the relationships between formal and informal organization in any detail.

2. We restrict the list to papers from 1990 and beyond. This is not to ignore the extensive literature on organization structure and design prior to this period- but we adopted this cut-off to keep this list tractable. At the same time, we are comforted that it should be easy to access older literature through the citation trails in the papers we list below. We did not need to adopt a chronological cut-off for books because the list is obviously shorter.

3. Within complex organizations- organizations that comprise multiple specialized units- we discern three main three main levels of analysis, and have organized the literature around these. However, it should be noted that this is primarily for convenience; given the fractal nature of organizational structures, where the same pattern recurs at multiple levels of aggregation (or scales of magnification), the conceptual barriers between levels of analysis are fairly permeable, with the same analytical mechanisms often at work across levels.¹

- **The macro-structure:** the shape and attributes of the organization chart, the basis of the primary groupings of activities and changes to these over time through reorganizations.

¹ In a very abstract form, many of these analytical mechanisms can be described in the context of an interdependent dyad + an authoritative designer, with more complex and realistic structures built by recursion. See for instance “Interdependence and organization design: An epistemic approach” (<http://ssrn.com/abstract=1394459>).

- **Inter-unit relationships:** these can occur either horizontally (eg. the coordination and incentive mechanisms used to integrate actions across units) or vertically (eg. the extent of centralization or delegation of decision making). If we take the grouping of activities in the macro-structure to represent bundles of these lateral and vertical linking mechanisms, then the *conceptual* barriers between the first two levels of analysis is weaker.
- **Intra-unit attributes:** here the focus is primarily on properties such as the degree of formalization, centralization, span of control etc. within an organizational unit. However, since i) studies often compare intra-unit attributes across units (eg. the extent of differentiation across units) and ii) because at a suitable level of magnification one can see intra-unit attributes in terms of inter-(sub)unit relationships, the *conceptual* distinction between this and the previous level of analysis is again not very crisp.

We list papers in each of these categories; note that the same paper may appear in multiple categories.

4. We have made no attempt to summarize the content of these literatures besides listing some important papers in each at this point (though an attempt to do this is underway). However, it may be useful to note that much of this work treats organizational structure at the three levels (macro, inter- and intra-) as the dependent variable, with parameters describing the organizational environment and/or the technology of production within the organization as the independent variables. The link between the independent and dependent variables is established either by a rational choice or a performance-based selection mechanism (e.g. the survivor principle).

5. Finally, please note that this bibliography is both selective and organic. We began it with a selective collection of papers and books we have found useful in *our* work; but we expect it to grow and evolve to become useful to others as well. Therefore, if you have any suggestions for papers that you think belong in these lists please email us at ppuranam@london.edu or mgoetting.phd2007@london.edu

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Macro-Structure

Papers in this section pertain to the formal organizational structure at high levels of aggregation (eg. the org. chart) and cover the timing, nature and consequences of changes to the macro-structure.

- Amburgey, T. L., Kelly, D., & Barnett, W. P. 1993. Resetting the Clock: The Dynamics of Organizational Change and Failure. *Administrative Science Quarterly*, 38(1): 51-73.
- Argyres, N. S. 1995. Technology Strategy, Governance Structure and Interdivisional Coordination. *Journal of Economic Behavior & Organization*, 28(3): 337-358.
- Baligh, H. H., Burton, R. M., & Obel, B. 1996. Organizational consultant: Creating a usable theory for organizational design. *Management Science*, 42(12): 1648 - 1662.
- Child, J., & McGrath, R. G. 2001. Organizations Unfettered: Organizational Form in an Information-Intensive Economy. *Academy of Management Journal*, 44(6): 1135.
- Ethiraj, S., & Levinthal, D. 2004. Bounded Rationality and the Search for Organizational Architecture: An Evolutionary Perspective on the Design of Organizations and Their Evolvability. *Administrative Science Quarterly*, 49(3): 404.
- Foss, N. J. 2003. Selective Intervention and Internal Hybrids: Interpreting and Learning from the Rise and Decline of the Oticon Spaghetti Organization. *Organization Science: A Journal of the Institute of Management Sciences*, 14(3): 331.
- Galunic, D. C., & Eisenhardt, K. M. 1996. The Evolution of Intracorporate Domains: Divisional charter losses in high-technology, multidivisional corporations *Organization Science*, 7(3): 255-283.
- Garicano, L. 2000. Hierarchies and the Organization of Knowledge in Production. *The Journal of Political Economy*, 108(5): 874-904.
- Geanakoplos, J., & Milgrom, P. 1991. A theory of hierarchies based on limited managerial attention. *Journal of Japanese and International Economies*, 5: 205-225.
- Gresov, C., & Drazin, R. 1997. Equifinality: Functional Equivalence in Organization Design. *Academy of Management Review*, 22(2): 403-428.
- Gulati, R., & Puranam, P. 2009. Renewal through reorganization: The Value of Inconsistencies between Formal and Informal Organization. *Organization Science*, 20(2): 422-440.
- Hannan, M. T., Polos, L., & Carroll, G. R. 2003. The Fog of Change: Opacity and Asperity in Organizations. *Administrative Science Quarterly*, 48: 399-432.
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- Henderson, R. M., & Clark, K. B. 1990. Architectural innovation: The reconfiguration of existing product technologies and the failure of established firms. *Administrative Science Quarterly*, 35(9-30).
- Jacobides, M. G. 2007. The inherent limits of organizational structure and the unfulfilled role of hierarchy: Lessons from a near-war. *Organization Science*, 18(3): 455-477.
- Karim, S., & Mitchell, W. 2000. Path-dependent and path-breaking change: Reconfiguring business resources following acquisitions in the US medical sector, 1978-1995. *Strategic Management Journal*, 21(10-11): 1061-1081.

- Lamont, B. T., Williams, R. J., & Hoffman, J. J. 1994. Performance During 'M-form' Reorganization and Recovery Time: The Effects of prior strategy and Implementation Speed. *Academy of Management Journal*, 37(1): 153-166.
- Lynch, S., & Mors, L. 2009. Reversing the Flow of Influence: How Organizational Change Affects Intraorganizational Relationships. *Working Paper*.
- Markides, C., & Williamson, P. J. 1996. Corporate Diversification and Organizational Structure: A resource-based view. *Academy of Management Journal*, 39(2): 340-367.
- Miller, D. 1992. Environmental Fit Versus Internal Fit. *Organization Science*, 3(2): 159.
- Nickerson, J. A., & Zenger, T. R. 2002. Being Efficiently Fickle: A Dynamic Theory of Organizational Choice. *Organization Science*, 13(5): 547-566.
- Oxman, J., & Smith, B. 2003. The Limits of Structural Change. *MIT Sloan Management Review*, 45(1): 77.
- Powell, W. 1990. Neither market nor hierarchy: Network forms of organization. *Research in Organizational Behaviour*.
- Radner, R. 1993. The Organization of Decentralized Information Processing. *Econometrica*, 61: 1109-1146.
- Rivkin, J. W., & Siggelkow, N. 2003. Balancing Search and Stability: Interdependencies among elements of organizational design. *Management Science*, 49(3): 290-311.
- Romanelli, E., & Tushman, M. L. 1994. Organizational Transformation as Punctuated Equilibrium: An Empirical Test. *Academy of Management Journal*, 37(5): 1141-1166.
- Rotemberg, J. J. 1999. Process-versus function-based hierarchies. *Journal of Economics & Management Strategy*, 8(4): 453-487.
- Sanchez, R., & Mahoney, J. T. 1996. Modularity, Flexibility, and Knowledge Management in Product and Organization Design. *Strategic Management Journal*, 17(10): 63-76.
- Siggelkow, N. 2001. Change in the Presence of Fit: The Rise, the Fall, and the Renaissance of Liz Claiborne. *Academy of Management Journal*, 44(4): 838.
- Siggelkow, N. 2002. Evolution toward Fit. *Administrative Science Quarterly*, 47(1): 125.
- Van Zandt, T. 1999. Real-Time Decentralized Information Processing as a Model of Organizations with Boundedly Rational Agents. *Review of Economic Studies*, 66 633-658.
- Zenger, T. R. 1994. Explaining Organizational Diseconomies of Scale in R&D: Agency Problems and the Allocation of Engineering Talent, Ideas, and Effort by Firm Size. *Management Science*, 40(6): 708.
- Zenger, T. R. 2002. Crafting Internal Hybrids: Complementarities, Common Change Initiatives, and the Team-Based Organization. *International Journal of the Economics of Business*, 9(1): 79.
- Zenger, T. R., & Hesterly, W. S. 1997. The Dissaggregation of Corporations: Selective Intervention, High-powered Incentives, and Molecular Units. *Organization Science: A Journal of the Institute of Management Sciences*, 8(3): 209.

Inter-Unit Relationships

Papers in this section deal with the mechanisms used to align incentives and coordinate action across specialized units within organizations- both within a firm as well as across firm boundaries. These include settings such as alliances, vertical relationships, post-merger integration as well traditional org. chart related issues.

- Adler, P. S. 1995. Interdepartmental Interdependence and Coordination: The Case of the Design/Manufacturing Interface. *Organization Science*, 6(2): 147 - 167.
- Ancona, D. G., & Caldwell, D. F. 1992. Bridging the Boundary: External Activity and Performance in Organizational Teams. *Administrative Science Quarterly*, 37: 634-665.
- Argyres, N. S. 1995. Technology Strategy, Governance Structure and Interdivisional Coordination. *Journal of Economic Behavior & Organization*, 28(3): 337-358.
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- Bechky, B. A. 2006. Gaffers, gofers, and grips: Role-based coordination in temporary organizations. *Organization Science*, 17(1): 3-21.
- Bensaou, M., & Venkatraman, N. 1995. Configurations of Interorganizational Relationships: A comparison. *Management Science*, 41(9): 1471-1493.
- Birkinshaw, J. 2001. Strategies for Managing Internal Competition. *California Management Review*, 44(1): 21.
- Birkinshaw, J., Bresman, H., & Hakanson, L. 2000. Managing the Post-Acquisition Integration Process: How the Human Integration and Task Integration. *Journal of Management Studies*, 37(3): 395.
- Birkinshaw, J., Nobel, R., & Ridderstrale, J. 2002. Knowledge as a Contingency Variable: Do the Characteristics of Knowledge Predict Organization Structure? *Organization Science: A Journal of the Institute of Management Sciences*, 13(3): 274.
- Brown, S. L., & Eisenhardt, K. M. 1997. The Art of Continuous Change: Linking complexity theory. *Administrative Science Quarterly*, 42(1): 1-34.
- Chesbrough, H. W., & Teece, D. J. 1996. When is Virtual Virtuous? Organizing for Innovation. *Harvard Business Review*, Jan-Feb.
- Cremer, J. 1990. *Common Knowledge and the Coordination of Economic Activities*. London: Sage Publishers.
- Datta, D. K., & Grant, J. H. 1990. Relationships Between Type of Acquisition, the Autonomy Given to the Acquired Firm, and Acquisition Success: An empirical analysis. *Journal of Management*, 16(1): 29-44.
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- Dougherty, D. 1992. Interpretive Barriers to Successful Product Innovation in Large Firms. *Organization Science*, 3(2): 179-202.
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- Ethiraj, S., & Levinthal, D. 2004. Bounded Rationality and the Search for Organizational Architecture: An Evolutionary Perspective on the Design of Organizations and Their Evolvability. *Administrative Science Quarterly*, 49(3): 404.
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- Galunic, D. C., & Eisenhardt, K. M. 2001. Architectural Innovation and Modular Corporate Forms. *Academy of Management Journal*, 44(6): 1229.
- Gerpott, T. J. 1995. Successful Integration of R&D Functions after Acquisitions. *R&D Management*, 25(2): 161-178.
- Ghoshal, S., & Bartlett, C. A. 1990. The Multinational Corporation as an Interorganizational Network. *Academy of Management Review*, 15(4): 603-625.
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- Hansen, M. T. 1999. The Search-Transfer Problem: The Role of Weak Ties in Sharing Knowledge across Organization Subunits. *Administrative Science Quarterly*, 44: 82-111.
- Hansen, M. T., & Lovas, B. 2004. How do Multinational Companies Leverage Technological Competencies? Moving from Single to Interdependent Explanations. *Strategic Management Journal*, 25(8/9): 801-822.
- Heath, C., & Staudenmayer, N. 2000. Coordination Neglect: How Lay theories of organizing complicate coordination in organizations. *Research in Organizational Behavior*, 22(53-191).
- Helfat, C., & Eisenhardt, K. M. 2000. Inter-temporal economies of scope, organizational modularity, and the dynamics of diversification. *Strategic Management Journal*, 25(13): 1217-1232.
- Helper, S., J.P., M., & Sabel, C. 2000. Pragmatic Collaborations: Advancing Knowledge while Controlling Opportunism. *Industrial and Corporate Change*, 9(3): 443-488.
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- Hill, C. W. L., Hitt, M. A., & Hoskisson, R. E. 1992. Cooperative versus Competitive Structures in Related and Unrelated Diversified Firms. *Organization Science*, 3(4): 501-521.

- Hoetker, G. 2006. Do modular products lead to modular organizations? *Strategic Management Journal*, 27(6): 501-518.
- Hoopes, D. G., & Postrel, S. 1999. Shared knowledge, "glitches," and product development performance. *Strategic Management Journal*, 20(9): 837-865.
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- John, C. H. S., & Harrison, J. S. 1999. Manufacturing-based Relatedness, Synergy, and Coordination. *Strategic Management Journal*, 20(2): 129-145.
- Kaplan, S., & Henderson, R. 2005. Inertia and incentives: Bridging organizational economics and organizational theory. *Organization Science*, 16(5): 509-521.
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- Kotabe, M., Martin, X., & Domoto, H. 2003. Gaining from Vertical Partnerships: Knowledge transfer, relationship duration and supplier performance improvement in the US and Japanese automotive industry. *Strategic Management Journal*, 24(4): 293-316.
- Kretschmer, T., & Puranam, P. 2008. Integration through Incentives in Differentiated Organizations. *Organization Science*, 19(6): 860-875.
- Langlois, R. N. 2001. Modularity in Technology and Organization. *Journal of Economic Behavior and Organization*.
- Levinthal, D., & Warglien, M. 1999. Landscape Design: Designing for Local Action on Complex Worlds. *Organization Science*, 10(3): 342-358.
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- Nohria, N., & Ghoshal, S. 1994. Differentiated Fit and Shared Values: Alternatives for managing headquarters - subsidiary relations. *Strategic Management Journal*, 15(6): 491-502.
- Orlikowski, W. J. 2002. Knowing in Practice: Enacting a Collective Capability in Distributed Organizing. *Organization Science: A Journal of the Institute of Management Sciences*, 13(3): 249.
- Pablo, A. L. 1994. Determinants of Acquisition Integration Level: A decision-making perspective. *Academy of Management Journal*, 37(4): 803-836.
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- Petersen, T. 1992. Individual, Collective, and Systems Rationality in Work Groups: Dilemmas and market-type solutions. *American Journal of Sociology*, 98(3): 469-510.
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- Puranam, P., Singh, H., & Zollo, H. 2006. Organizing for Innovation: Managing the Coordination-Autonomy Dilemma in Technology Acquisitions. *Academy of Management Journal*, 49(2): 263.
- Puranam, P., & Srikanth, K. 2007. What they know vs. What they do: How acquirers leverage technology acquisitions. *Strategic Management Journal*, 28(8): 805-825.
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- Schilling, M. A. 2000. Toward a General Modular Systems Theory and Its Application to Interfirm Product Modularity. *Academy of Management Review*, 25(2): 312.
- Schilling, M. A., & Steensma, H. K. 2001. The Use of Modular Organizational Forms: An Industry-Level Analysis. *Academy of Management Journal*, 44(6): 1149.
- Schilling, M. A., & Steensma, H. K. 2002. Disentangling the Theories of Firm Boundaries: A Path Model and Empirical Test. *Organization Science: A Journal of the Institute of Management Sciences*, 13(4): 387.
- Schweizer, L. 2005. Organizational Integration of Acquired Biotechnology Companies into Pharmaceutical Companies: The need for a hybrid approach. *Academy of Management Journal*, 48(6): 1051-1074.
- Siggelkow, N. 2002. Misperceiving Interactions Among Complements and Substitutes: Organizational Consequences. *Management Science*, 48(7): 900.
- Siggelkow, N., & Levinthal, D. A. 2003. Temporarily Divide to Conquer: Centralized, Decentralized, and Reintegrated Organizational Approaches to Exploration and Adaptation. *Organization Science: A Journal of the Institute of Management Sciences*, 14(6): 650.
- Sobrero, M., & Roberts, E. B. 2001. The Trade-Off between Efficiency and Learning in Interorganizational Relationships for Product Development. *Management Science*, 47(4): 493-511.
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- Van de Ven, A. H., & Walker, G. 1984. The Dynamics of Interorganizational Coordination. *Administrative Science Quarterly*, 29: 598-621.
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- Wageman, R. 1995. Interdependence and Group Effectiveness. *Administrative Science Quarterly*, 40(1): 145 - 180.
- Wageman, R., & Baker, G. 1997. Incentives and cooperation: The joint effects of task and reward interdependence on group. *Journal of Organizational Behavior*, 18(2): 139.
- Weick, K. E. 1993. The Collapses of Sensemaking in Organizations: The Mann Gulch disaster. *Administrative Science Quarterly*, 38: 628-652.

Intra-Unit Attributes

In this section papers are primarily about the internal attributes of organizational unit, ad comparison across organization units on their internal attributes.

- Baligh, H. H., Burton, R. M., & Obel, B. 1996. Organizational consultant: Creating a usable theory for organizational design. *Management Science*, 42(12): 1648 - 1662.
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Books on Organization Design

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- Barnard, C. I. 1938. *The Functions of the Executive*. Cambridge, MA: Harvard University Press.
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- Galbraith, J. R., & Kazanjian. 1986. *Strategy Implementation: Structure, Systems, and Process*. West Publishing Company.
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