

Strategic Structure for Organizational Performance (A Case Study: Leather Industry)

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ABSTRACT

Structure management is defined as the set of decisions and actions resulting in formulation and implementation of strategies designed to achieve the objectives of an organization that it involves after the super ordinate goal and strategy. In order to performance increase of organizations because of competition conditions in nowadays world with more various threats, perform of necessary actions is required. Therefore, the proposed model including creates structure, balancer, execution and supporter with the name of organizational strategic structure examined and tested in six industrial organizations such as samples. For this reason, this article is used data collection from studies in six industrial organizations in North West of Iran that the main purpose of it was to examine the organizational performance and strategic structure.

The examples have clear implications for practitioners for improve organizational performance as far as possible via strategic structure management. The final results showed that organizational performance quantity in compliance with determined criteria's of evaluation at the time of before and after perform of suggested model for each organization are deferent. The other implication of the research is that strategic structure impacts on organizational performance. Further, results showed that if the total average values of each worker be very high, the create structure will be suitable for him, but if such values be very low, the execution place in Strategic structure will be proposed. In other wise, if the total average values of person be medium, he or she will put in balancer or supporting place in strategic structure. Any how, in accordance with organizational performance value increase at other organizations that strategic structure model performed more than about 70 percent, results showed that upper than this range, the positive change of performance value will be possible in organization.

KEYWORDS: organizational performance, organizational strategic structure, structure position, creates structure, balancer, execution, supporter, personnel characteristics.

1. INTRODUCTION

By active structure managing, managers mean their large-scale, future-oriented plans for interacting with the competitive environment to optimize achievement of organization objectives as framework for managerial decisions that reflects an organization's awareness of how to compete, against whom, when, where, and what for. Furthermore, organizational change is the process by which organizations alter their strategy and structure to improve performance. In order to performance increase of organizations because of competition conditions in nowadays world with more various threats, perform of necessary actions is required as strengthen the problem of this study. The proposed model including creates structure, balancer, execution and supporter with the name of organizational strategic structure examined and tested in six industrial organizations such as samples.

2. Organizational structure

Organizational change is the process by which organizations alter their strategy and structure to improve performance (Wayne, 2002, 28; Cameron Kim, 1996, 87). While organizational structure provides the overall framework for strategy implementation, it is not in itself sufficient to ensure successful execution. Within the organizational structure, individuals, groups, and units are the mechanisms of organizational action, and the effectiveness (Toffler, 1990, 12; Denison, 2000, 82; Feghhi Farahmand, 2000, 158) of their actions is a major determinant of successful implementation. Therefore, after formulating a organization's strategy, management must make designing the structure its next priority for strategy can only be implemented through organizational structure (Shertzer, 2002, 25; Ditcher, 1997, 98-112; Feghhi Farahmand, 2000, 140-158). Activates of organizational personnel are meaningless unless some type of structure is used to assign people to tasks and connect the activities of different people or functions as follows (Denison, 2000, 212; Drucker, 1974, 117-129):

- 1) Management chooses how to distribute decision - making authority in the organization.
- 2) It chooses how to divide labor in the organization and group organizational tasks.

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For this reason, Strategic managers must design the organization correctly if it is to be effective for a particular strategy (Fiedler, 1984, 16-19; Feghhi Farahmand, 2005, 264-271; Feghhi Farahmand, 2009, 89- 181). Because many problems arise when organizations become too tall and the chain of command becomes too long. Strategic managers tend to lose control over the hierarchy, which means that they lose control over their strategies (Salvendy, 1992, 3-5; Feghhi Farahmand, 2005, 87-93). On the other hand, implementing a strategy successfully depends on selecting the *right structure* and *control system* to match a organization's strategy (Fiedler, 1996, 9-16; Bertalanffy, 1963, 98-101; Duncan, 1999, 57-63). The basic tool of strategy implementation is organizational design (Perrow, 2000, 64; Feghhi Farahmand, 2000, 78). Designing the right mix of structure and control at the business level is a continuation of designing a organization's functional departments through *integration*¹ and *differentiation*² (Harrington, 1982, 405; Freeman, 1994, 58-72; Feghhi Farahmand, 2005, 147-152).

Together the two process determine how an organizational structure will operate and how successfully managers will be able to implement their chosen strategies (Simon, 1957, 19). Having the implemented right structure and control system for each individual function, the organization must then implement the organizational arrangements so that all the functions can be managed together to achieve business-level strategy objectives (Handy, 1981, 58; Duncan, 1999, 37-49).

Organizations must match their structures and control systems to their business level strategies if they are to survive and prosper in competitive environments (Howard, 1990, 68-74).

3. Organizational strategic structure

Strategy, structure and performance are strongly linked at the business level, organizations that do not alter their structures do not perform as well as those that do (Holland, 1973, 11). Because at the corporate level, the organization must choose the structure and control system that will allow it to operate a collection of business. In short, the profitability of mergers and acquisitions depends on the structure and control systems that organizations adopt to manage them and the way an organization integrates them into its existing businesses by organizational strategic structure. As we know that present specifications of organizations are as follows (Feghhi Farahmand, 2005, 298; Boudreau, 1993, 48-95):

1) At the threshold of a new era, driven this time not by the technologies of production and services, but by the structure of technologies of information, communication, and coordination.

2) The command and control design in organizational strategic structure is dead and organizations are struggling to adapt to new pressures or even to survive by downsizing and redesigning their structures, and rethinking their strategic focus whereas reengineering our existing structures will never be enough.

3) Advances in organizational strategic structure are vastly increasing the quantity, quality, and accessibility of all forms of managing. Insights into the structure and dynamics of organizations and the process of learning, coupled with expectations of a more demanding and educated workforce, are challenging our conceptions of the nature of relationships in the workplace. Taken together, these developments are transforming the capabilities for communication and coordination among managers, workers, customers, and suppliers-nearly everyone involved in the conception, production, delivery, and use of products and services worldwide.

4) Organizational strategic structure is one of the key enablers fueling globalization and organizational innovation. It provides virtually unlimited access to information, and opens the door to previously unimagined ways for people to work together. So the working environment over the coming decades will be radically different from the current model. Because many senior executives are already grappling with such pressing issues as learning to adapt structure and impact of new ways of working, innovation and measures of success. The proposed, initiative has major components as study today's innovative organization and experiment with new structures, develop new theories about the nature of work, create scenarios of future possibilities and encourage testing and implementation of new concepts and develop structure programs.

In direction of this situation, the organizational strategic structure principles and the philosophy of organization activities are as follows (Hymowitz, 2001, 25-27; Feghhi Farahmand, 2000, 115; Kendrith, 1992, 50-51; Cameron, 1998, 61; Mikovich, 2003, 12; Feghhi Farahmand, 2005, 258):

- a) To offer the very best goods and services to satisfy customers or service receivers needs.
- b) To build technical expertise, realize change and strive for consistent growth.
- c) To contribute to creating a better society and environment, with an organization awareness of social responsibility.
- d) To maintain high corporate and cooperation ethics and strive to become an organization worthy of society's trust.
- e) To nurture a lively corporate culture that enables employee, self-improvement.

Moreover, the environment surrounding the demand for business or communication with customer/service receiver related to long distance communication (Tompson, 1967, 61; Feghhi Farahmand, 2001, 38) the strategic

1- Integration is the means by which a company seeks to coordinate people and functions to accomplish organizational tasks.

2- Differentiation refers to the way in which a company divides itself up into parts, and integration refers to the way in which the parts are then combined.

area of the organization is likely to continue to be severe (Chandler, 1992, 20; Feghhi Farahmand, 2001, 142). Amidst these conditions (Toffler, 1990, 85-120; Feghhi Farahmand, 2000, 95), the organization has further accelerated the structural reform of its businesses or communications, placing emphasis on both offense and defense across the organization under the initiatives of the structural reform committee establish will be very necessary for organization (Duncan, 1999, 12).

4. Organizational Strategic Structure Model

The choice of organizational strategic structure must be determined by the organizations's strategy (Morgan, 1994, 25; Feghhi Farahmand, 2005, 88). This structure must segment key *activities* and or strategy *operating* units to improve efficiency through specialization, response to competitive environment and freedom to act at the same time. So the organizational strategic structure must effectively integrated and coordinate these activates and units to accommodate interdependence of activities and overall control (Kats& Kahn, 1966, 11; Carnell, 1998, 97; Crithley, 1996, 27; Feghhi Farahmand, 2005, 295). To deal effectively with all that affects the ability of an organization to grow profitably, executives design. *Active & dynamic management* (Morgan, 1994, 15; Feghhi Farahmand, 2002, 95) processes they feel will facilitate the optimal positioning of the organization in its competitive environment.

Such positioning is possible, because these active & dynamic processes allow more accurate anticipation of environmental changes and improved preparedness for reacting to unexpected internal or competitive demands (Fiedler, 1996, 54-59; Feghhi Farahmand, 2002, 257). This type of management is defined as the set of decisions and actions resulting in formulation and implementation of strategies designed to achieve the objectives of an organization.

More over, it involves the *super ordinate goal, strategy, structure, system, style, skill and staff (7S)* (Feghhi Farahmand, 2002, 7). Also by active & dynamic managing and organizational strategic structure, managers mean their large-scale, future-oriented plans for interacting with the competitive environment to optimize achievement of organization objectives (Bertalanffy, 1963, 22-32; Feghhi Farahmand, 2002, 257-296). Thus, active & dynamic managing and organizational strategic structure represents an organization's game plan. Although it does not precisely detail all future deployments, it does provide a framework for managerial decisions.

In order to determine of role and functions of various departments at organizations (Clard, 2002, 5; Shertzer, 2002, 89), the whole structure of such organizations divides as follows (Feghhi Farahmand, 2000, 197; Feghhi Farahmand, 2001, 38):

1) *Management (M)*. Including top management, members of board and managing director that role of it is coordination between another roles that the specification of them will explain at below items (Quinn, 1983, 65; Feghhi Farahmand, 2003, 68).

2) *Create Structure (CS)*. Role and function of it is determining of quality, quantity, cost and time of products or services for market in accordance with environment conditions including threats and opportunities (Freeman, 1994, 25-26). This structure must do determined above items in such a manner that they can take advantage of opportunities and compare or collate with threats of environment (Cameron, 1996, 51-65; Carnall, 1998, 45-55). In compliance with famous departments at nowadays industrial organization, affairs and departments such as engineering research, application engineering, marketing, financial, technological, research and development will put in this structure place.

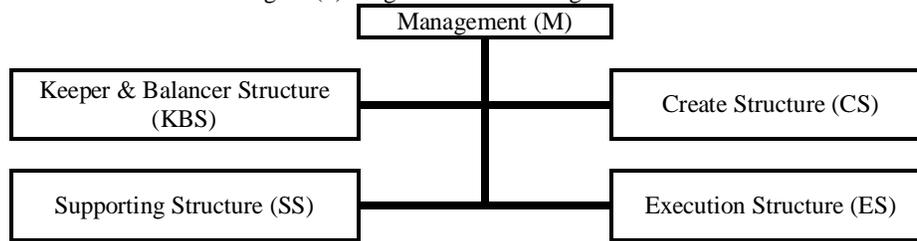
3) *Execution Structure (ES)*. For turn of above mentioned items form potential to actually (Slinchter, 1980, 12; Feghhi Farahmand, 2001, 15), the main role of this structure is change and turn of execution inputs to outputs. Inputs items are including related materials, machines, equipments, men, money, method and etc. The outputs are the same products or services that must be like and equal with quality, quantity, cost, time those were determined by CS. In according with famous departments in nowadays originations (Schumacher, 1994, 50; Feghhi Farahmand, 2001, 65; Feghhi Farahmand, 2004, 259), related affaires such as production, production planning will put in this structure place.

4) *Keeper & Balancer Structure (KBS)*. In order to organize and restore equilibrium (Dichter, 1997, 65-69; Feghhi Farahmand, 2005, 25-39) of between results of ES and CS, a few departments must be responsible for this action (Fiedler, 1987, 19-29; Feghhi Farahmand, 2000, 215; Sharplin, 2001, 101-150; Dimock, 2002, 46-69; William, 1994, 271). The main role of this type of structure is the comparison between products or services that they will produce or will presented through ES to market with specifications that were determined through CS. In other words, all of outputs from ES must be equal with specifications and characteristics that determined by CS. In the case of an equilibrium for any items for example about quality, quantity, cost or time of products or services, the role of this structure, is finding of problems and causes of unbalancing for present of it to related structure or else to top management (Fiedler & Garcia, 1987, 12-25; Schumacher, 1994, 72).

5) *Supporting Structure (SS)*. The necessary actions about supporting (Binder, 1992, 44-46) of above mentioned structures are responsible of this structure. For example, administration, training, personnel, general services and other like affairs must be done by this structure. Such as personnel, administration, training, maintenance and prevention, services, security departments will put in strategic structure place.

Figure (1) is present Organizational Strategic Structure for organization.

Figure (1): Organizational Strategic Structure



5. Organizational Performance

The mission of an organization is the fundamental, unique purpose that sets it apart from other organization of its type and identifies the scope of its operations in product and market terms. It is a general, enduring statement of organization intent and embodies the business philosophy of strategic decision makers, implies the image the organization seeks to project, reflects the organization self-concept, and indicates the principal product or service area and primary customer need the organization will attempt to satisfy. In short, the mission describes the product, market, and technological areas of emphasis for the organization in way that reflect the values and priorities of the strategic decision makers (Robbins, 1990, 111; Feghhi Farahmand, 2003, 169). In fact, determining the mission of organization including broad statements about its purpose, philosophy and goals, developing a organization profile that reflects internal conditions and capabilities, assessment of the organization internal environment, analysis of possible options uncover in the matching of the organization profile with the external at nowadays organization (Crithley, 1996.20-31; Robbins, 1990, 264). An organization internal analysis determines its performance capabilities based on existing or accessible resources (Krom&Gvay, 1987, 41; Salvendy, 1992, 357). From this analysis, an organization profile is generated. At any designated point in time, the organization profile depicts the quantity and quality of financial, human and another resource available to the organization. In contrasts the historical successes of the organizations and the traditional values and concerns of management with the organizations' current capabilities in an attempt to identify the future capabilities of the business (Giueck, 1997, 88; Feghhi Farahmand, 2004, 58). The presumption and belief is that:

- 1) The products or services can provide benefits at least equal to its price.
- 2) The products or services satisfy a customer need currently not met adequately for specific market segments.
- 3) The technology to be used in production will provide products or service that is cost and quality competitive.
- 4) With hard work and support of others the business can do better than just survive, it can grow and be profitable (Maynard, 1990, 16-19; Harington, 1982, 49).
- 5) The management philosophy of the business will result in a favorable public image and will provide financial and psychological rewards for those willing to invest their labor and money in helping the organizations to succeed. Then, standards relating to productivity, cost, or quality of production are set up and used as the basic line measures for evaluating performance. Generally, performance is measured at four levels in the organization (William, 1994, 45-66; Holland, 1973, 79): the corporate, divisional, functional, and individual levels.

Managers at the corporate level are most concerned with overall and abstract measures of organizational performance (Adizes, 1998, 20-35; Feghhi Farahmand, 2002, 58). Truly, the aim is to choose performance standards (Drucker, 1974, 13-19) that measure overall corporate performance. These measures should be tied as closely as possible to the work activities needed to meet strategic objectives at each level. Selecting the appropriate standards for evaluating performance is one of the most important decisions that strategic managers can make because these standards determine what the organization should be doing that is its strategic mission. Because so many different kinds of standards are available, assessments of a organization's performance can vary according to the measure selected (Larry, 1992, 55-56; Feghhi Farahmand, 2005, 109-129).

METHODOLOGY

Organizational strategic structure management reflects an organization's awareness of how to complete, against whom, when, where, and what for. For this reason, we have three alternatives for fulfillment of above subject in industrial organization that is as follows:

- 1) Applying of fundamental and basic changes at organizations for example in field of human, machines, equipments and other available facilities in order to prepare of them for performance improvement. Certainly, the fulfillment of this alternative has required to more expenses and sometimes it is impossible.
- 2) To continuous of available conditions with related performance, that if each organization has very satisfaction from their performance, it has not doing anything/s. But, the number of such organization is very few. Anyhow, some of these organizations under environment changeable condition about threats and opportunities have required for increase and improve of performance.
- 3) Finding and choosing of comfortable of method that through perform of it, to be able and capable for increase and rise of organizational performance.

The fulfillment and cost of this method must be very suitable for organizations that often are capable for execution of it in their organizations with perform of below stages:

- a) Define of strategic structure for organization.
- b) Giving affects it to organization very easily with replacement of departments of organization at related structure.
- c) To place of personnel at above mentioned structures under the pretense of *structure place* in compliance with related *personnel characteristics* that will be suggested.
- d) Review and evaluation of quantity organizational performance in accordance with determined standards for evaluation.
- e) Results comparison.

After determination of above mentioned structure places for manufacturing organizations, the find of alternatives for perform of it is very important. As we know, the performance of each organization is function of total performance of relative departments and performance of each department is function of total performance of relative individuals and personnel of this organization (Porter, 1962, 17-19; Koelbel, et al, 2001, 59; Feghhi Farahmand, 2003, 241-264). It is manifestly clear that standards and criteria are not always consistent and may be in compatible that is pursuing one type of standard may stop a organization from achieving another.

The measures chosen to evaluate performance may depend on whose interests are at stake (Blake& Mouton, 1990, 2-12). Then, in short, which measures of performance should management adopt? In selecting performance standards, managers are deciding what criteria they will use to evaluate the organization's performance standards or measures of a organization's performance fall into below basic categories in this research:

- 1) Quality ratio (Total defects divide to total products).
- 2) Production ratio (Total products divide to total labor time).
- 3) Defects ratio (Total defects divide to total received materials).
- 4) Equipment ruined ratio (Total time of ruined divide to total time of production planning).
- 5) Innovation ratio (Total new product/s divide to total available product/s).
- 6) Compliant ratio (Total received compliant divide to total presented products).
- 7) Delay ratio (Total delay order/s divide to total received order/s).
- 8) Sale ratio (Total sale divide to total production).

For this reason, the performance improvement of organization depends on personnel performance and one of the most alternative in this thesis for increase of organizational performance is determine of suitable and relative structure place for personnel in organization on base of individual characteristics that were defined and determined after collection of top management and specialists opinions through questionnaire and conversations are as follows (Kolbe & etal, 2001, 19-39; Maynard, 1990, 52; Feghhi Farahmand, 2000, 83-95):

- 1) Creativity.
- 2) Group or Individual oriented.
- 3) Self-confidence.
- 4) Crisis acceptance or Crisis running
- 5) Risk acceptance or Risk running
- 6) To excite of self and coworkers.
- 7) Membership in-group
- 8) To give freedom to Group.
- 9) Interpersonal skills
- 10) Planning ability

7. RESULTS

Table (1): The model of structure places determination

Structure Places	ES	SS	KBS	CS	Rate of important
	Execution Structure	Supporting Structure	Keeper & Balancer Structure	Create Structure	
Personnel characteristics	Low	Creativity		High	8
	Individual	Oriented		Group	6
	Low	Self confidence		High	8
	Running	Crisis		Acceptance	7
	Running	Risk		Acceptance	7
	Low	To excite of self & Coworkers		High	6
	Low	Member ship in Group		High	7
	Low	To give freedom to Group		High	6
	Low	Interpersonal skills		High	6
	Low	Planning ability		High	6

Result of this research showed that if the total average values of each person were very high, the CS will be suitable for him, and if such values be very low, the ES will be proposed. In other wise, if the total average values of person be medium, he or she will put in KBS or strategic structure place. For clarity of above decision, table (1) is presented:

Organizational strategic structure model is tested in six manufacturer organizations such as samples and the final results of performance quantity in compliance with determined criteria's of evaluation at the time of before and after perform of suggested model that the records of each stage for each organization is as Table (2).

Name of organization		A	B	C	D	E	F
Performance	Before perform of model	322	360	392	248	231	325
	After perform of model	295	375	444	315	303	418
	Percent of Increase or Decrease	-0.083	+0.033	+0.132	+0.27	+0.311	+0.286
Percent of model	Total personnel in relative with structure places	26	21	24	49	25	19
Perform & adaptability of Personnel in accordance with model requests	Total personnel that their places were been in accordance with model requests after job or structure place rotation at each organization practicably	16	16	19	40	21	16
	Percent of adoption of personnel with model structure place that is suggested at this Research	0.615	0.761	0.791	0.816	0.840	0.842

In accordance with information and results that are received from six organizations, consequently, the increase of performance of each organization depends on percent of adoption between structured place for relative personnel that they were suggested in accordance with model requests with numbers of personnel that their structure places is in compliance with proposed places. For example, total numbers of relative personnel for determine of structure places at organization (E) is 25 and total numbers of personnel that had adaptation with mentioned places under conditions of available limits because of various causes is 21. At the result, 84 percent of personnel could put in places that were been suggested by model.

Finally, the Quantity of increase of performance for this organization became 31 percent. Any how, the relative between adaptation and performance change quantity is positive and only for one of the organizations, we have performance decrease, that the main cause of it is exist of more limitation at this organization (A) for perform of model about Job and Structure Rotation of relative personnel. At the result, the quantity of performs and fulfillment of suggested model at this organization is less that about 62 percent.

Result from other studies shows that while organizational structure provides the overall framework for strategy implementation, it is not in itself sufficient to ensure successful execution. Within the organizational structure, individuals, groups, and units are the mechanisms of organizational action, and the effectiveness (Toffler, 1990, 12; Denison, 2000, 82; Feghhi Farahmand, 2000, 158) of their actions is a major determinant of successful implementation. Therefore, after formulating a organization's strategy, management must make designing the structure its next priority for strategy can only be implemented through organizational structure (Shertzer, 2002, 25; Ditcher, 1997, 98-112; Feghhi Farahmand, 2000, 140-158). Activates of organizational personnel are meaningless unless some type of structure is used to assign people to tasks and connect the activities of different people or functions.

8. Suggestions

In accordance with performance value increase at other organizations that we could perform of model more than about 70 percent, we have received results that after this range, the positive change about performance value will be possible. The summary suggestions are as follows:

1) The increase of performance quantity depends on determine of structure place for personnel of organization in accordance with individuals characteristics that were suggested.

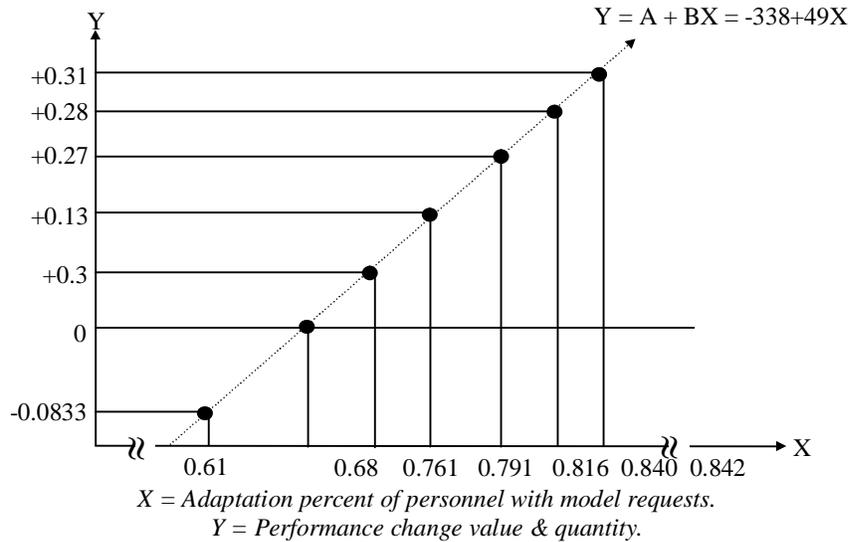
2) For improvement of organization performance, it is better that structure place of organization were been specified for personnel in compliance with mentioned individuals characteristics as follows:

- Create structure place is suitable for personnel with high average values of individuals characteristics.
- Keeper & Balancer or supporting structure place is suitable for personnel that they have medium average values of individual's characteristics.
- Execution structure place is appropriate for personnel's that their average values about individuals' characteristics are low.

3) The completely perform of model because of existence of various limits in organization were been impossible, and probability, perform of it less than about 70 percent have not been improvement for performance quantity.

For generalization of model, the regression line by actual information is in accordance with figure (2):

Figure (2): Regression line on base of actual data



9. Conclusions

All of the organizations, before choosing of alternatives for improve of organization performance, it is proposed for test and evaluation of the organizational strategic structure model, if they couldn't receive of suitable results from perform of it, in that case will be free for choosing and selecting another alternative. In order to performance improvement, it is better that before start or during of organizational activities, personnel with high value individuals characteristics put at Create Structure Place, and personnel with low values put in Execution Structure Place and rest put in Balancer keeper or Supporting Structure Places.

Other previous research shows that outcome of this research as the same. Strategy, structure and performance are strongly linked at the business level; organizations that do not alter their structures do not perform as well as those that do (Holland, 1973, 11). Because the corporate level, the organization must choose the structure and control system that will allow it to operate a collection of business. In short, the profitability of mergers and acquisitions depends on the structure and control systems that organizations adopt to manage them and the way an organization integrates them into its existing businesses by organizational strategic structure. As we know that present specifications of organizations. Role and function of it is determining of quality, quantity, cost and time of products or services for market in accordance with environment conditions including threats and opportunities (Freeman, 1994, 25-26). This structure must do determined above items in such a manner that they can take advantage of opportunities and compare or collate with threats of environment (Cameron, 1996, 51-65; Carnall, 1998, 45-55). In compliance with famous departments at nowadays industrial organization, affairs and departments such as engineering research, application engineering, marketing, financial, technological, research and development will put in this structure place.

Finally, the complexity and sophistication of decision making requires Active & Dynamic organizational strategic structure management. Managing various and multifaceted internal activities is only part of the Modern Executive's responsibilities.

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