

Business Management in Hyper-Connected Organizations: Redesigning Managerial Authority in Digitally Integrated Enterprises

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Abstract - The rapid emergence of hyper-connected organizations has fundamentally altered how enterprises are managed, coordinated, and governed. As digital integration enables real-time data flows across functions, geographies, and operational layers, traditional notions of managerial authority—rooted in hierarchy, positional power, and delayed information—are increasingly misaligned with organizational reality. This paper examines how business management must evolve in response to digitally integrated enterprise environments, where authority is no longer exercised primarily through hierarchical control, but through system design, information architecture, and decision enablement. Adopting a business management perspective, the study conceptualizes hyper-connected organizations as dynamic management systems rather than static hierarchical structures. It argues that managerial authority is being redefined from direct supervision toward orchestration, coordination, and strategic governance embedded within digital infrastructures. The paper develops a conceptual framework that explains how managerial roles, accountability mechanisms, and decision rights are redistributed in digitally integrated enterprises, emphasizing the shift from command-based authority to system-mediated managerial influence. By linking organizational design, digital integration, and managerial authority, this research contributes to business management literature by offering a new lens for understanding leadership and control in complex enterprises. The findings highlight how redesigned managerial authority can enhance organizational agility, strategic alignment, and long-term value creation. The study concludes by outlining implications for business management practice and identifying directions for future research on governance and leadership in hyper-connected organizational environments.

Keywords - Business Management, Hyper-Connected Organizations, Managerial Authority, Digital Integration, Organizational Design

I. INTRODUCTION

Organizations today operate in environments characterized by unprecedented levels of digital connectivity, real-time information exchange, and operational interdependence. Advances in enterprise-

wide digital integration have enabled firms to connect processes, data streams, and decision mechanisms across functions, geographic regions, and organizational boundaries. As a result, many contemporary enterprises can no longer be accurately described as loosely coordinated hierarchical structures; instead, they increasingly resemble hyper-connected systems in which managerial decisions, operational actions, and strategic outcomes are tightly interwoven.

This transformation presents a fundamental challenge for business management. Traditional managerial authority has historically been grounded in hierarchical control, formal reporting lines, and the assumption that information flows upward before decisions flow downward. However, in digitally integrated enterprises, information is no longer scarce, delayed, or siloed. Data circulates continuously and horizontally, often reaching operational actors at the same time as, or even before, formal managerial review. Under these conditions, the effectiveness of authority based solely on positional power becomes increasingly limited, raising critical questions about how managerial roles should be designed, exercised, and legitimized.

Despite the growing prevalence of hyper-connected organizational forms, business management literature has not yet fully reconciled digital integration with the concept of managerial authority. Existing studies tend to focus either on technological capabilities or on leadership behaviors, often treating management structures as static backdrops rather than as evolving systems shaped by digital interdependence. As a consequence, there remains a conceptual gap in understanding how authority functions when coordination is embedded within information systems rather than enforced through hierarchical supervision.

This paper addresses this gap by examining business management in hyper-connected organizations, with

a particular focus on the redesign of managerial authority in digitally integrated enterprises. Rather than approaching authority as a fixed attribute of organizational position, the study conceptualizes it as a dynamic managerial capability that emerges from the interaction between organizational design, information architecture, and decision-making processes. From this perspective, managerial authority is not diminished by digital integration; instead, it is transformed, shifting from direct control toward orchestration, governance, and system-level alignment.

The central argument of this research is that hyper-connected organizations require a fundamentally different model of managerial authority—one that is exercised through the design and stewardship of management systems rather than through command-and-control mechanisms. In such environments, managers increasingly influence outcomes by shaping decision rules, performance visibility, and coordination mechanisms embedded in digital infrastructures. Authority, therefore, becomes less about issuing directives and more about enabling coherent action across complex and interdependent organizational systems.

By adopting a business management lens, this study contributes to ongoing debates on organizational control, leadership, and governance in the digital era. It positions digitally integrated enterprises as management systems in which authority is distributed, mediated, and continuously negotiated through data-driven processes. This perspective allows for a more nuanced understanding of how managers create strategic alignment, maintain accountability, and support value creation in environments characterized by speed, complexity, and continuous change.

The paper is structured as follows. The next section develops the conceptual foundations of business management in hyper-connected organizations, clarifying key concepts and limitations of traditional management models. This is followed by an examination of how managerial authority is transformed within digitally integrated enterprises and how this transformation reshapes organizational roles and responsibilities. Subsequent sections analyze the organizational and strategic implications of redesigned managerial authority, culminating in a discussion of theoretical contributions and practical

implications for business management. The paper concludes by outlining future research directions related to governance, authority, and organizational design in hyper-connected enterprise environments.

II. CONCEPTUAL FOUNDATIONS OF BUSINESS MANAGEMENT IN HYPER-CONNECTED ORGANIZATIONS

The emergence of hyper-connected organizations reflects a structural shift in how enterprises are conceived and managed. Unlike traditional organizational forms, where coordination relies on sequential information flows and clearly bounded functional domains, hyper-connected organizations operate through continuous digital integration across processes, roles, and decision points. From a business management perspective, this transformation necessitates a re-examination of foundational assumptions regarding coordination, authority, and managerial relevance.

The first core proposition of this study is that hyper-connected organizations cannot be adequately understood through classical management models that assume separation between strategic decision-making and operational execution. In digitally integrated enterprises, data-driven feedback loops collapse this separation by enabling simultaneous visibility of performance, constraints, and outcomes across organizational layers. As a result, management is no longer an external control function applied to operations; rather, it becomes an intrinsic component of the operational system itself. This embeddedness alters the nature of managerial work, shifting its focus from episodic intervention toward continuous system stewardship. Business management, in this context, is defined less by hierarchical oversight and more by the design of structures that allow coordinated action to emerge autonomously from interconnected processes.

The second core proposition is that managerial authority in hyper-connected organizations derives its legitimacy primarily from system architecture rather than formal position. As digital integration distributes access to information broadly across the organization, authority can no longer be sustained solely through information asymmetry or hierarchical distance. Instead, managers exercise influence by shaping the rules, metrics, and interfaces through which decisions are made. This form of authority is

enacted through the configuration of management systems that align organizational behavior with strategic intent. Consequently, authority becomes a function of how effectively managers design and govern these systems, rather than how directly they control individual actions.

Together, these propositions reposition business management as a discipline concerned with the orchestration of interconnected organizational systems rather than the supervision of discrete tasks or units. Hyper-connected organizations challenge the traditional image of management as a top-down directive function and replace it with a model in which managerial effectiveness depends on the ability to integrate strategic objectives into the digital and organizational infrastructure of the firm. This conceptual reframing provides the foundation for understanding why managerial authority must be redesigned in digitally integrated enterprises and sets the stage for examining how this redesign unfolds in practice.

III. THE TRANSFORMATION OF MANAGERIAL AUTHORITY

Managerial authority has traditionally been understood as a function of organizational position, formal hierarchy, and control over resources. Within this classical view, authority is exercised through supervision, approval mechanisms, and the enforcement of compliance across clearly defined reporting structures. However, the rise of hyper-connected organizations fundamentally disrupts these assumptions by altering how information, decisions, and accountability circulate within the enterprise. As digital integration compresses time, dissolves functional boundaries, and increases operational transparency, the foundations upon which traditional managerial authority rests become increasingly unstable.

In digitally integrated enterprises, authority can no longer rely on delayed information flows or hierarchical distance to maintain relevance. Real-time data accessibility enables operational actors to identify issues, evaluate alternatives, and initiate responses without waiting for managerial intervention. This does not eliminate the need for management; rather, it transforms the locus of authority from direct control over actions to indirect influence over systems. Managers increasingly

exercise authority by defining decision parameters, configuring escalation rules, and shaping the informational environment in which choices are made. Authority thus migrates from the act of commanding toward the architecture of coordination.

This transformation reframes managerial authority as a design-oriented capability. Instead of issuing instructions, managers shape the structural conditions that determine how decisions emerge across interconnected processes. Performance dashboards, integrated planning systems, and standardized decision protocols become instruments of authority, embedding managerial intent into the operational fabric of the organization. Through these mechanisms, authority is exercised continuously and invisibly, guiding behavior without requiring constant intervention. In this sense, managerial authority becomes more pervasive yet less overt, operating through systemic alignment rather than hierarchical enforcement.

At the same time, the transformation of authority introduces new challenges for business management. As authority becomes distributed and mediated through digital systems, traditional notions of accountability become less clear-cut. Decision outcomes often reflect the interaction of algorithms, process rules, and human judgment, making it difficult to attribute responsibility to a single managerial actor. This ambiguity requires managers to rethink how accountability is defined and upheld in hyper-connected environments. Authority must therefore be accompanied by governance structures that clarify ownership of system design, data integrity, and decision logic.

Moreover, the transformation of managerial authority alters the relationship between managers and organizational knowledge. In traditional settings, authority was reinforced by exclusive access to information and expertise. In hyper-connected organizations, where knowledge is widely shared and continuously updated, authority is sustained not by informational dominance but by interpretive and integrative capacity. Managers derive legitimacy from their ability to synthesize insights across domains, align competing priorities, and translate strategic objectives into coherent system-level configurations. Authority, in this context, becomes relational and contextual, dependent on trust in managerial judgment rather than formal rank.

Ultimately, the transformation of managerial authority reflects a broader shift in business management from control-oriented leadership to system-oriented governance. Hyper-connected organizations demand managers who can operate as architects of coordination, balancing autonomy and alignment within complex digital ecosystems. This redefinition does not weaken managerial authority; instead, it elevates it by anchoring authority in strategic design and organizational coherence. Understanding this transformation is essential for explaining how management remains effective—and indeed indispensable—in digitally integrated enterprises.

IV. DIGITALLY INTEGRATED ENTERPRISES AS MANAGEMENT SYSTEMS

Digitally integrated enterprises represent more than technologically advanced organizations; they constitute fundamentally different management systems. In hyper-connected environments, digital integration does not merely support managerial activity but actively shapes how management is exercised. Information systems, analytics platforms, and integrated operational tools become central mechanisms through which coordination, alignment, and control are achieved. From a business management perspective, this shift requires viewing the enterprise not as a collection of managed units, but as a continuous management system in which strategy and execution are structurally intertwined.

In such enterprises, managerial action is embedded within the design of interconnected processes rather than applied externally to them. Decisions are increasingly generated within systems that combine data inputs, predefined rules, and human judgment, blurring the distinction between operational execution and managerial oversight. This integration transforms management from a discrete function into an ongoing systemic process. The enterprise itself becomes a managerial artifact, intentionally designed to channel behavior toward strategic objectives through its digital and organizational architecture.

Understanding digitally integrated enterprises as management systems also reframes the role of coordination. Traditional business management relied heavily on sequential coordination, where tasks were synchronized through planning cycles and

managerial approval. Hyper-connected organizations, by contrast, operate through continuous coordination enabled by real-time data visibility and system-level integration. Coordination emerges dynamically as information flows across functions and geographies, allowing actions to be adjusted instantaneously in response to changing conditions. Management, therefore, is less about enforcing coordination and more about enabling its emergence through system design.

This systemic view highlights the growing importance of managerial choices made at the level of infrastructure rather than individual decisions. Choices regarding data standards, performance metrics, integration logic, and escalation thresholds effectively determine how the organization behaves under normal and exceptional conditions. These design decisions carry managerial intent forward in time, influencing countless operational outcomes without requiring direct intervention. In this sense, digital integration amplifies managerial reach while simultaneously reducing the visibility of managerial action.

At the same time, treating digitally integrated enterprises as management systems raises critical governance considerations. When systems mediate coordination and decision-making, errors or misalignments can propagate rapidly across the organization. Business management must therefore incorporate mechanisms for oversight, learning, and adaptation that operate at the system level. Managers are required to monitor not only outcomes but also the integrity and relevance of the management system itself, ensuring that it remains aligned with strategic priorities as conditions evolve.

By conceptualizing digitally integrated enterprises as management systems, this section establishes a foundation for understanding how managerial authority is exercised through design, governance, and continuous refinement. This perspective clarifies why authority in hyper-connected organizations is inseparable from system architecture and why effective business management increasingly depends on the ability to shape and steward complex, digitally enabled organizational systems.

V. REDESIGNING MANAGERIAL AUTHORITY: A BUSINESS MANAGEMENT PERSPECTIVE

Redesigning managerial authority in hyper-connected organizations requires moving beyond incremental adjustments to traditional hierarchical models. Digital integration fundamentally alters how influence is exercised within the enterprise, making it insufficient to simply delegate authority downward or decentralize decision-making without reconsidering the underlying management logic. From a business management perspective, authority must be intentionally redesigned to operate through systems, structures, and governance mechanisms that reflect the realities of continuous connectivity and interdependence.

In digitally integrated enterprises, managerial authority is increasingly embedded in the configuration of decision environments rather than expressed through direct supervision. Managers shape authority by defining how information is generated, filtered, and acted upon across the organization. Decisions are guided by frameworks that specify priorities, thresholds, and trade-offs, enabling consistent action without constant managerial presence. This redesign transforms authority into a systemic property of the organization, one that persists through routines, interfaces, and analytical models rather than personal intervention.

This perspective also redefines the relationship between authority and responsibility. In traditional models, authority and accountability were tightly coupled to organizational roles. In hyper-connected environments, however, outcomes often emerge from interactions among multiple actors and systems. Redesigning managerial authority therefore requires establishing clear ownership over system design, data quality, and decision logic. Managers are not only responsible for results but also for the structures that produce those results. Authority, in this sense, becomes inseparable from stewardship over the management system itself.

Furthermore, redesigned managerial authority emphasizes alignment over compliance. Instead of enforcing adherence to predefined plans, managers focus on ensuring that organizational actions remain aligned with strategic intent as conditions change. Digital integration enables this alignment by providing continuous feedback on performance and deviations. Authority is exercised through the interpretation of this feedback and the adjustment of system parameters, allowing the organization to

adapt while maintaining coherence. This form of authority supports agility without sacrificing strategic control.

The business management implications of this redesign extend to leadership identity and legitimacy. As authority becomes less visible and more embedded in systems, managerial legitimacy increasingly depends on trust in the manager's ability to design effective coordination mechanisms. Leaders are evaluated not by the volume of decisions they personally make, but by the quality and resilience of the systems they oversee. Authority is earned through demonstrated competence in integrating strategy, structure, and technology into a coherent managerial framework.

Ultimately, redesigning managerial authority in hyper-connected organizations reflects a broader evolution in business management thinking. Authority is no longer anchored solely in hierarchy or formal mandate; it is constructed through the deliberate design of management systems that enable coordinated, informed, and accountable action at scale. This reconceptualization provides a foundation for understanding how organizations can maintain effective governance and strategic direction in environments defined by digital interdependence and continuous change.

VI. ORGANIZATIONAL IMPLICATIONS FOR BUSINESS MANAGEMENT

The redesign of managerial authority in hyper-connected organizations has profound implications for organizational structure and coordination. As authority becomes embedded in systems rather than concentrated in hierarchical roles, traditional organizational boundaries begin to lose their functional relevance. Departments and functions that were once coordinated through managerial supervision are increasingly synchronized through shared data, integrated processes, and common performance frameworks. From a business management perspective, this shift challenges long-standing assumptions about how organizations should be structured and governed.

One of the most significant implications is the weakening of rigid functional silos. Digitally integrated enterprises enable cross-functional visibility that allows decisions to be made with an

awareness of system-wide consequences. This visibility reduces the need for vertical escalation and promotes lateral coordination across organizational units. Managers, therefore, are required to focus less on managing within functional domains and more on ensuring coherence across interconnected activities. Organizational effectiveness becomes a function of integration quality rather than hierarchical clarity.

The transformation of authority also reshapes managerial roles within the organization. Middle management, in particular, experiences a redefinition of purpose. Rather than serving primarily as information brokers or control points, managers increasingly act as integrators and facilitators of coordination. Their value lies in their ability to interpret system-level signals, resolve tensions between competing objectives, and adjust organizational configurations in response to changing conditions. This role requires a broader understanding of the enterprise as a whole, reinforcing the importance of business management capabilities that transcend functional expertise.

Additionally, redesigned managerial authority alters how accountability is distributed across the organization. In hyper-connected environments, accountability is no longer solely attached to individual tasks or units but is shared across interconnected processes. Business management must therefore establish governance mechanisms that clarify responsibility for outcomes without reverting to centralized control. This often involves redefining performance metrics to reflect collective results and system health rather than isolated departmental outputs.

These organizational implications extend to how firms manage change and learning. Hyper-connected organizations generate continuous streams of data that reveal both performance trends and structural weaknesses. Managers are tasked with interpreting this information not only to correct immediate issues but also to refine organizational design over time. Change becomes an ongoing managerial activity embedded in daily operations rather than a periodic intervention. Business management thus evolves toward a model of continuous organizational calibration.

Overall, the organizational implications of redesigned managerial authority highlight the need

for business management frameworks that emphasize integration, adaptability, and system-level thinking. Hyper-connected organizations demand structures that support fluid coordination and shared accountability while maintaining strategic coherence. Understanding these implications is essential for explaining how digitally integrated enterprises can remain both flexible and controlled in complex and dynamic environments.

VII. STRATEGIC VALUE CREATION THROUGH MANAGERIAL REDESIGN

Redesigning managerial authority in hyper-connected organizations is not merely an organizational or governance exercise; it constitutes a strategic mechanism for value creation. When authority is embedded within digitally integrated management systems, the organization gains the capacity to align strategic intent with operational execution in real time. From a business management perspective, this alignment represents a critical source of competitive advantage in environments characterized by complexity, volatility, and rapid change.

Strategic value emerges as redesigned managerial authority enables faster and more coherent responses to emerging conditions. Hyper-connected organizations can detect deviations, opportunities, and risks as they unfold, allowing managerial systems to adjust priorities and resource allocation dynamically. Authority exercised through system design ensures that such adjustments are not ad hoc but remain consistent with overarching strategic objectives. This capacity reduces strategic drift and enhances the organization's ability to sustain performance over time.

Moreover, redesigned managerial authority supports value creation by improving organizational agility without sacrificing control. Traditional management models often frame agility and control as competing objectives. In digitally integrated enterprises, however, authority embedded in systems allows autonomy at the operational level while maintaining strategic coherence. Employees and teams can act decisively within clearly defined decision frameworks, reducing delays and enhancing responsiveness. Business management thus achieves a balance between empowerment and alignment, converting structural flexibility into strategic

advantage.

The strategic implications of managerial redesign also extend to resource utilization and performance optimization. When authority is exercised through integrated management systems, inefficiencies and bottlenecks become visible across the enterprise. Managers can address systemic issues rather than isolated symptoms, enabling more effective allocation of resources. This systemic perspective enhances the organization's ability to convert information into actionable insight, strengthening the link between managerial judgment and value creation.

In addition, redesigned managerial authority contributes to long-term value by reinforcing organizational resilience. Hyper-connected organizations operate in environments where disruptions are frequent and often unpredictable. Authority embedded in adaptive systems allows firms to absorb shocks, reconfigure operations, and recover more quickly from disruption. Business management, therefore, plays a central role in transforming digital integration into a source of strategic durability rather than operational fragility.

Ultimately, strategic value creation in hyper-connected organizations depends on the ability of business management to translate digital connectivity into coordinated action. Redesigning managerial authority enables this translation by aligning decision-making structures with the realities of continuous integration. Through this alignment, organizations are able not only to perform more efficiently but also to sustain strategic relevance in rapidly evolving competitive landscapes.

VIII. DISCUSSION

The analysis presented in this study contributes to business management literature by reframing managerial authority as a system-level capability rather than a function of hierarchical position. While existing research on digital transformation often emphasizes technology adoption or leadership behaviors, this paper advances the discussion by positioning digitally integrated enterprises as management systems in which authority is embedded within organizational design and information architecture. This perspective extends traditional management theory by challenging the assumption that authority must be exercised through direct

supervision to remain effective.

One of the key theoretical implications of this research lies in its reconceptualization of control. Classical business management models frequently equate control with monitoring and enforcement, relying on hierarchical structures to align behavior with strategic objectives. In contrast, the findings of this study suggest that control in hyper-connected organizations is achieved through alignment mechanisms embedded in digital systems. Authority operates through predefined decision rules, performance visibility, and integrated feedback loops, allowing organizations to maintain coherence without excessive managerial intervention. This insight offers a new lens for understanding control in complex organizational environments.

The discussion also highlights the evolving nature of managerial legitimacy. As authority becomes less visible and more system-mediated, legitimacy is increasingly derived from a manager's ability to design and steward effective management systems. This shift has important implications for leadership development and evaluation in digitally integrated enterprises. Business management practice must therefore prioritize system-thinking capabilities, strategic integration skills, and governance expertise alongside traditional leadership competencies.

From a practical standpoint, the study underscores the risks of misalignment between digital integration and management design. Organizations that adopt advanced digital tools without redesigning managerial authority may experience confusion, accountability gaps, or fragmented decision-making. The discussion suggests that business management must approach digital integration as an organizational redesign challenge rather than a purely technological initiative. Effective authority redesign requires intentional governance structures that clarify responsibility for system design, data integrity, and decision logic.

Furthermore, this research contributes to debates on organizational adaptability and resilience. By embedding authority within systems that can adjust dynamically, hyper-connected organizations are better equipped to respond to uncertainty and disruption. This finding aligns with emerging views of management as an ongoing process of calibration rather than periodic intervention. The discussion thus

reinforces the argument that redesigned managerial authority is central to sustaining strategic alignment over time.

Overall, the discussion positions this study as a conceptual contribution that bridges gaps between digital transformation research and core business management theory. By focusing on managerial authority as a design problem, the paper offers a framework for understanding how management remains both relevant and effective in hyper-connected organizational environments. These insights provide a foundation for future research on governance, leadership, and organizational design in digitally integrated enterprises.

IX. CONCLUSION AND FUTURE RESEARCH DIRECTIONS

This study has examined business management in hyper-connected organizations by focusing on the redesign of managerial authority within digitally integrated enterprises. As organizations become increasingly interconnected through real-time data, integrated processes, and system-mediated coordination, traditional models of managerial authority rooted in hierarchy and positional control prove insufficient. This paper argues that managerial authority is not eroded by digital integration but fundamentally transformed, shifting from direct supervision toward system-level design, governance, and strategic alignment.

By conceptualizing digitally integrated enterprises as management systems, the study offers a framework for understanding how authority is exercised through organizational architecture rather than individual command. Managerial influence is embedded in the configuration of decision environments, performance visibility, and coordination mechanisms that guide behavior across the enterprise. This perspective advances business management theory by repositioning authority as a dynamic and design-oriented capability, central to organizational coherence and strategic value creation.

The findings of this research contribute to the broader business management literature by bridging digital transformation studies with core questions of authority, control, and governance. Rather than treating technology as an external enabler of management, the paper demonstrates how digital

integration reshapes the very foundations of managerial work. Authority becomes inseparable from system stewardship, requiring managers to assume responsibility not only for outcomes but also for the structures that produce those outcomes.

From a practical standpoint, the study underscores the importance of intentional managerial redesign in hyper-connected organizations. Enterprises that align digital integration with redesigned authority structures are better positioned to achieve agility, resilience, and long-term strategic alignment. Conversely, failure to address managerial authority as a design challenge risks undermining the potential benefits of digital connectivity, leading to fragmented decision-making and unclear accountability.

This research also opens several avenues for future inquiry. Empirical studies could examine how different forms of system-embedded authority influence performance, employee autonomy, and organizational resilience across industries. Comparative research may explore variations in managerial authority redesign across cultural and institutional contexts. Additionally, future work could investigate the ethical and governance implications of authority mediated by algorithms and data-driven systems, further enriching business management scholarship.

In conclusion, hyper-connected organizations demand a rethinking of managerial authority that reflects the realities of digital interdependence. By framing authority as a system-level management capability, this study provides a conceptual foundation for understanding how business management can remain effective, legitimate, and value-generating in digitally integrated enterprise environments.

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