

Proposal: Annotated Bibliography

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## Annotated Bibliography

1. **Kreitz, P. A. (2008). Best practices for managing organizational diversity. *The Journal of Academic Librarianship*, 34(2), 101-120.**

In this article, Patricia Kreitz discussed diversity, which has become a prominent characteristic of the 21<sup>st</sup> century workplace and how a clear understanding of its importance in maintaining competitive advantage can assist senior management and line managers effectively manage their teams. To achieve the purpose of this article, she conducted a review of the definition of the workplace diversity so as to be able to identify best practices that can be used to implement diversity initiatives in an organization. The essence of the information provided by this article to the project is that it identified the role of important diversity trends such as employee demographics and consumer population in redefining approaches to business management. A research study on effective business management would therefore be incomplete without an insight into this critical emerging concepts that is an inevitable part of the business climate. In addition, the provision of value-based leadership that includes effective change management of systems and processes will not succeed if those considered leaders do not recognize and respect the diverse nature of the members of their team.

2. Lunenburg, F. C. (2011). **Leadership versus management: A key distinction—at least in theory.** *International Journal of Management, Business, and Administration*, 14(1), 1-4.

Lunenburg used this article to contribute to the debate about whether a manager is more critical to achieving organization success than leaders. He posited in this publication that in spite of the assumption made by organizations that once an individual is appointed as being appointed as manager, he or she has be given the authority to lead. This misconception has led to the failure of most managers in the delivery of their responsibilities. He concluded that result-oriented organizations must have both leaders and managers. This is article is of great value to this research paper because it provides the framework to identify some of the issues that are responsible for the failure of most organizations to meet its goals. The opportunity to explain the differences between both roles will enrich the quality of the paper. When an organization is established, it requires the charisma and expert of a leader to communicate it vision and inspire the entire members of each team to strive towards its accomplishment. Meanwhile, it needs a manager to ensure that systems function properly, business environment is safe, and conducive for the inspired members of staff to perform their roles and responsibilities.

- 3. Nordin, E. J. (2014). Communicating organizational change: Strategies for communicating change. In *Clute Institute International Academic Conference*, Texas, USA.**

This article contains the findings of a case study that was conducted by Eric Nordin, which was aimed at evaluating the understanding and experiences of employees on how changes were implemented and the method(s) used in communicating these changes. To achieve this objective the author conducted a survey of twenty-five employees of a tertiary institution on their preferred methods of communication on issues related to organizational change. The result of the study showed that the way employees perceive their organization is highly influenced by the type of channel used to inform them of changes within the organization. Scholars in organizational behavior and management studies have consistently emphasized the importance of effective communication in the achieving success through increased employee productivity. The dynamic nature of the environment that today's organizations operate in makes changes inevitable. Interestingly, these studies have also shown that employees are not averse to changes especially when it is going to move it in the appropriate direction. However, poor communication of these changes mostly through the wrong means is what is considered inappropriate and will likely them resist. Knowledge of the strategies for communicating change is the essence of this article to my research paper.

- \*4. Schraeder, M., Self, D. R., Jordan, M. H., & Portis, R. (2015). The Functions of Management as Mechanisms for Fostering Interpersonal Trust. *Advances in Business Research*, 5(1), 50-62.**

In this article, the aim of Schraeder and colleagues was to highlight the critical role of interpersonal trust between superiors and their subordinates and how the four primary functions of management can be used to nurture it. The findings of the study showed that interpersonal trust between managers and employees is an important variable for those saddled with the responsibility of achieving organizational success. Also, the authors recommended activities that can be used to increase level of trust in an organization. Trust is a key input during the creation and maintenance of human relationships. People work together towards achieving a common goals because of existence or otherwise of this important variable. When it comes to developing manager-employee relationship, interpersonal trust becomes highly essential. Therefore, an article that contains information about management approaches that can be used to foster trust is valuable to my research paper on effective business management since it addresses one of the issues that is responsible for poor employee performance. Furthermore, some of the contents of this articles provides the connection with other aspects of this paper.

5. **Tucker, A. L., & Singer, S. J. (2015). The Effectiveness of Management-By-Walking-Around: A Randomized Field Study. *Production and Operations Management*, 24(2), 253-271.**

Tucker and Singer in this article examined how a widely used technique in healthcare services called management-by-walking-around (MBWA) can be applied in other organizational settings to improve employee productivity. This article contained their findings on the evaluation of an organizational improvement program that utilized the MBWA model. Interestingly, the result of their study showed that allowing senior managers monitor employees while carrying out their tasks results in poor performance unless their presence led to immediate solutions to problems. This study is relevant to the research paper on effective business management because it provides information on measures that can be used to increase employee performance through the active involvement of senior management in basic operational areas of the organization. Also, the inclusion of the material as part of the reference sources for the paper provides evidence for certain aspects of its conceptual framework. The focus on the interventions that can be provided by authority figures without appearing domineering is its additional value. It is expected that this will enrich the solutions that will be recommended to address problems that result in poor business management.

**\*6. Javed B, Arjoon S, Bashir S (2016). Impact of openness to experience on creativity: The role of support for creativity. *Journal of Entrepreneurship & Organizational Management* 5(3), 101-108.**

The authors of this article evaluated the relationship between openness in the workplace and employee creativity and how the type of organizational systems can enhance or hinder the potential of employees to innovate. According to Javed et al. the purpose of this study is to fill the research gap as regards the non-application of organizational theories in non-traditional settings. Meanwhile the findings of the study revealed that the creative potentials of individuals in the workplace is greater enhanced by the presence of openness to experience and creativity. This information contained in this material is relevant to my research paper because it will provide perspectives that were derived from non-western corporate settings and a broader terrain for the application of these principles. Additionally, several studies have shown that the creative capacities of employees can only be nurtured through the establishment of enabling environments for innovation. Also, the practice of openness to experience will enable them understand how certain ideas or concepts did not work and what aspects of it can be realigned to improve its performance. Finally, contents of this article will provide insights on approaches that can be used for employee motivation.

## References

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