

Normative design of project-based organizations-Part III: modeling congruent, robust, and adaptive organizations

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Abstract:

In Parts I and II of this paper, we presented a three-phase iterative optimization process to design normative organizations. Such organizations are mission-based in that they are organized to perform a given task and then are dissolved. The objectives of the present paper are to 1) define and classify the processes of strategy and structural adaptation in organizations in response to mission and environmental changes, 2) extend our three-phase design methodology to construct robust and adaptive organizations, and 3) analyze the effects of mission parameters on their performance. We investigate the performance of organizations through internal workload and external coordination measures for individual DMs, as well as workload distribution as the overall organizational measure.