

Abstract

Titel: The similarities and differences between postbureaucratic organization forms and new organization forms emerging after 2000

Kurzzusammenfassung:

There is much hype surrounding new organization forms such as Holacracy or agile organizations. This thesis aimed to disclose that a variety of elements connotated with new organization forms have been around for many decades. By comparing postbureaucratic organization forms from 1961 to 1995 and new organization forms which emerged after the year 2000, I aimed to highlight the similarities and differences of these forms. I have developed a framework consisting of three categories, formal structure, informal structure, and organizational culture and through a theoretical and deductive methodological approach, the similarities, differences, and implications were presented.

Verfasser/in:	David Frei
Herausgeber/in:	Prof. Dr. Petra Kugler
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Schlagworte:	Organisationsentwicklung

Ausgangslage

The complex and turbulent environment in which organizations are operating requires structural flexibility and adaptiveness. New organization forms, such as Holacracy, agile organizations, and modular organizations, to name a few, are emerging and are being hailed as the solution to all of the organization's woes. The question arises as to whether these forms are genuinely revolutionary and enable organizations to become more responsive or if they represent a re-packaged and rebranded concept.

Ziel

The main research question is: how do new emerging organization forms developed in the 21st century differ from the postbureaucratic organizations of the 20th century in relation to structure and organizational culture? This research aims to review new organization forms and compare them to forms which have been developed between the 1960s and 1990s and have been called postbureaucratic organizations.

Vorgehen

This thesis proposes a theoretical and deductive approach. I have developed a framework, consisting of three categories and seven variables, which is the basis for the comparison of different organization forms. The three categories are formal structure, informal structure, and organizational culture. I have chosen five postbureaucratic organization forms (organic organization, adhocracy, organic-adaptive organization, integrated-innovative organization, intelligent organization) and five new organization forms (Holacracy, agile organization, modular organization, podular organization, Team of Teams organization) and have compared these forms based on organizational structure and culture.

Erkenntnisse

The research has shown that the different organization forms which I reviewed exhibit many similarities in how they are formally structured, the vital role of informality and the similarity of organizational values. I have concluded that the five new organization forms also have postbureaucratic elements and are also postbureaucratic organizations. The concept of postbureaucracy is an ongoing trend, observable for more than sixty years, indicating the reusability of existing concepts and models through consultants and management literature. The reasons for why an organization should adopt one of the reviewed forms were also similar, regardless of origin in time. Organizations confronted with a variety of different forms need to be able to critically assess as to whether the elements concerning structure and culture are a real novelty. Many of these organization forms share the same characteristics when reviewing centralization, configuration, informal network, informal structure and organizational culture.