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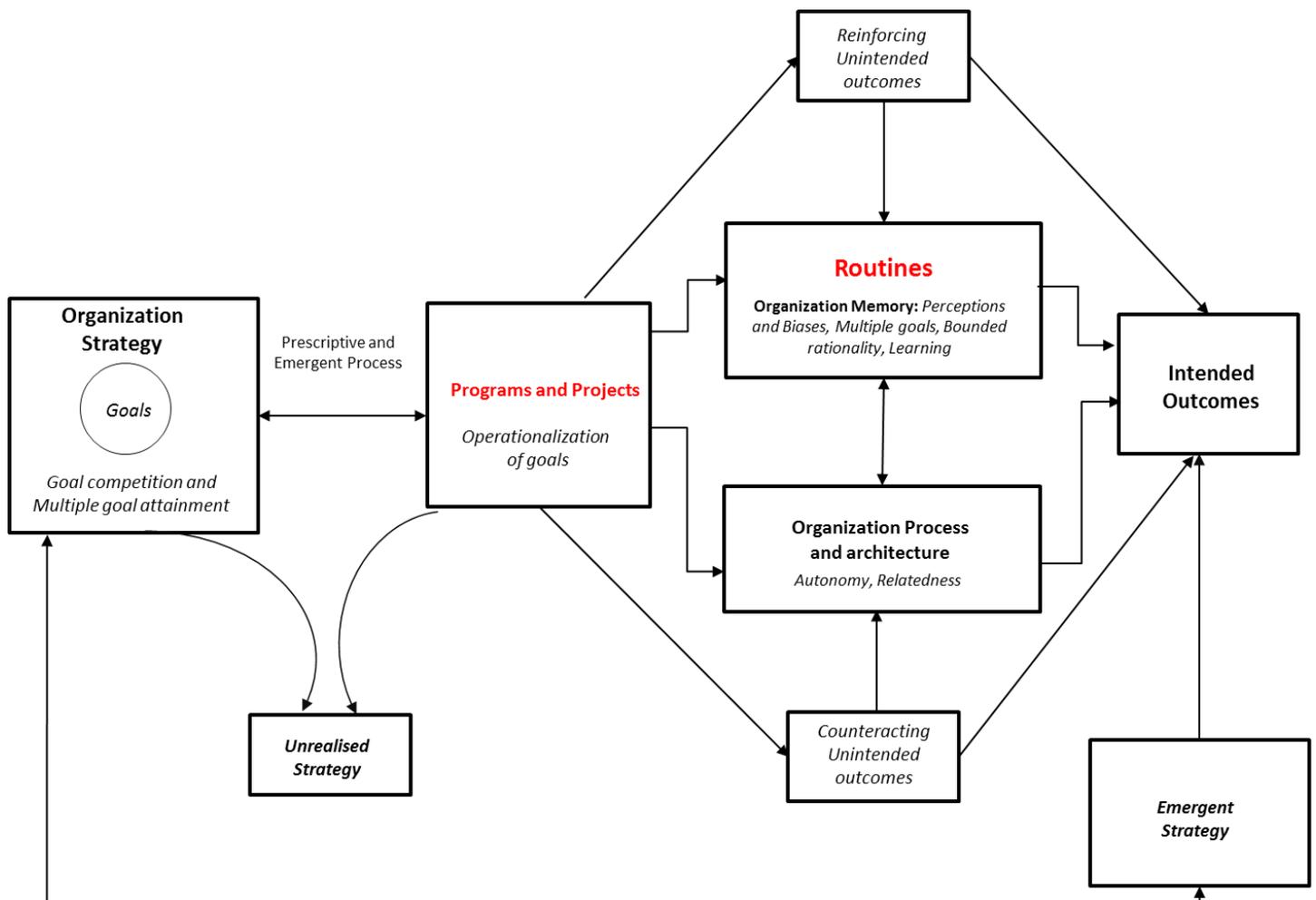
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# The nexus between organizational routines and projects

## A goal-based perspective

An organization may be viewed as a system of multiple, interdependent goals, which are operationalized through subordinate temporary organizations - projects. Ideally, organisation's multiple goals are reinforcing, stirred towards, multiple goal attainment. However, competitions for (motivational) resources exist among goals. Routines can be sources of stability and change within organizations (and its goals), whilst facilitating cognitive efficiency, also inhibits the strategic change which projects are intended to achieve.

The jumble of multiple goal attainment and goal competition, activated through projects, creates a spiral of unintended consequences (some reinforcing, others counteracting). Those unintended consequences, after variation, selection and retention, reconfigure the organizational routines. The extent projects are able to reconfigure organizational routines depends on other organization variables.



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