

Running head: CASE STUDY ANALYSIS

Case study on Social Organization

Completed by

Course name

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Question 1

Weick's systems analysis starts from the notion that social systems are coordinated social relationships. Even though relationships, whose co-ordination may be a complex web of tight-loose couplings, Weick (1979, 165) argues that social order is imposed rather than discovered. In other words, the author believes in the structural form of organization rather than the random one that was suggested by some earlier scholars. There are important parallels and differences between earlier organizational theories and the notion of law and organizing proposed by Weick (1979, 56). Social systems generate and realize the networks that produce the systems because they are self-reproducing. The self-reproduction arises from the communication codes proposed within the system. Codes are abstract and general, providing abstract rules for the selection of possibilities. The selection of possibilities based on the rules in the code gives action, interpretation and enactment. The communication codes organize uncertainty into categories with associated standardizing operations thereby providing for continuity and self-reproduction (Weick 1979, 166-168).

Ashby's (1956, 12-15) theory and law of requisite variety is another way in which different levels of complexity can be considered. The law states that for a system to survive it must possess internal capacities and mechanisms to ingest and process information that match the level of complexity in the external context. This same principle is found in the contingent theorizing about management systems. If systems are open and if, as proposed by the Law of Requisite Variety, the degree

of variety in the external context should be matched by internal capacities to process variety then there is the basis for a normative design theory.

Question 2

Casual Loop can be depicted as the organizational process when a wrong approach to rectify a particular problem is chosen but the manager doesn't change the adopted strategy despite the possibility of the erroneous tactic being chosen. In other words, if a manager decides to organize a close monitoring of the employee's performance, the worker may be under more stress and instead of benefiting from such close supervision he or she will only get worse in the monitored performance. Casual loop is represented by the fact that manager is unwilling to consider policy change and this supervisor fails to consider the possibility of wrong approach to rectify the problem rather than blaming the whole issue on the lack of commitment on the employee's part. Casual loops are common in many organizations because managers tend to rely on a set of standard procedures when a problem arises.

Management theorist Karl Weick (1979, 70-78) proposed a solution to the above matter by applying the decentralized tactics into units allowing managers exercise broad autonomy in making local decisions and making centralized governance to be limited in its authority. His theory opposes the traditional authoritarian or bureaucratic type of organizational structure. In such organizations as proposed above, leaders at the top or center build coalitions rather than rule by decree. However, a change campaign only suits such an environment where autonomy is deeply ingrained and even built into management by-laws. Naturally it

takes more than word-smithing to mount a campaign. It also takes an infrastructure: a war room of insiders who orchestrate activities; a manager supporting the candidate or leader who gives a campaign its public face; and finally tangible incentives, financial and social, that reward participants' efforts (Weick 1979, 87-88). Just as important, it takes a feel for an organization's passion, its heart.

Question 3

Equity theory deals with the distribution of outcomes in an exchange relationship involving at least two people. Equity theory focuses on the reactions of a person when considering the ratio of his or her inputs to that of a comparison other (Adams, 1965). Adams' theory was based on Homans (1961) model of distributive justice. Homans identified what each person brings to the relationship as investments (or costs), and what he or she gets as profits or (rewards). The person compares the ratio of his or her investments/rewards to that of a comparison other. When the two ratios are equal, the person experiences a feeling of justice. However, any discrepancy between the two leads to a feeling of injustice.

In a proposed example of free-riders the obvious problem results from the fact that free-riders, although receiving equal amount of rewards for their doings, contribute less to the group process. Free-riders rely on others to do their share of work. Hence, the imbalance in the equity theory is created. Building on this reasoning, Adams (1965, 90) contends that when a person's outputs are equal to his or her inputs, and the same situation prevails for the referent, there is a feeling of equity. When drawing a casual map of the equity theory, one may discover that

free-riders exist not because these individuals are lazy or irresponsible but because the group may not be able to effectively create a sense of common deal or a sense of belonging for all its members. Analysis include: step 1- group organization and rule setting; step 2- performance evaluation: there is a problem of under-performance; step 3- free-riders are causing it; step 4- possible solution include getting reed of free-riders or rethinking the whole strategy because the real problem may lie not in step 2 but in step 1 (group organization and rules setting)

Bibliography

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