ICMB260: Management and Organizational Behavior

"MANAGING AND ORGANIZATIONS: AN INTRODUCTION TO THEORY AND PRACTICE"

DR. WALLAPA SUENGKAMOLPISUT

WEEK 4-1

2. Course Outline [Aj. Wallapa]

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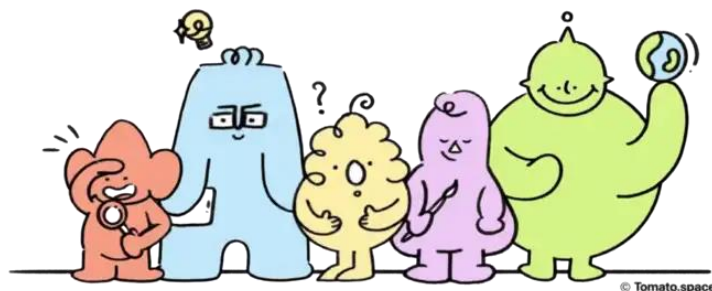| Week	Date	Topics
Week 5	Monday 2/2/26	Managing Power and Politics Quiz 3-4
	Wednesday 4/2/26	Decision Making & Managing Knowledge
	Thursday 5/2/26	ESG and Sustainability Business [No Attendance check!] [Make up Class 8:00-9:50 & 10:00-11:50] **A449**
	Thursday 5/2/26	Group Project consultation [Make up Class 13:00-16:00] **A327**
Week 6 [Aj.Saifon]	Wednesday	Managing Individuals: differences at work #1 Quiz 5
	Monday	Managing Individuals: differences at work #2
Week 7	Sunday 22nd Feb 26	Mid-Term Exam [at computer lab room]

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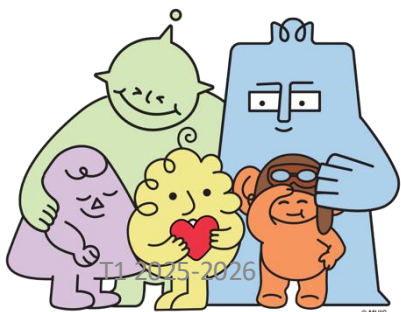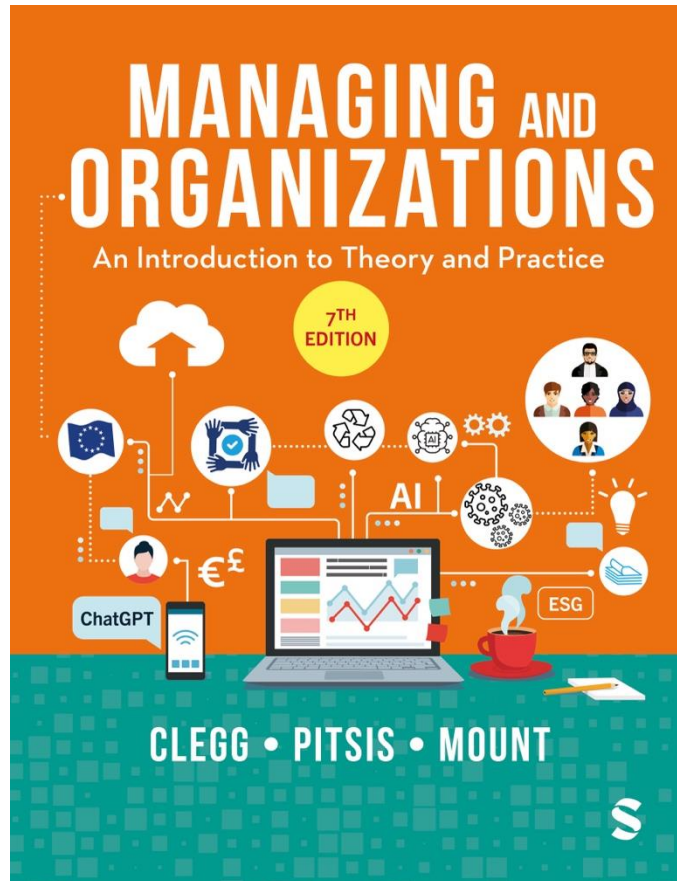
Chapter 7
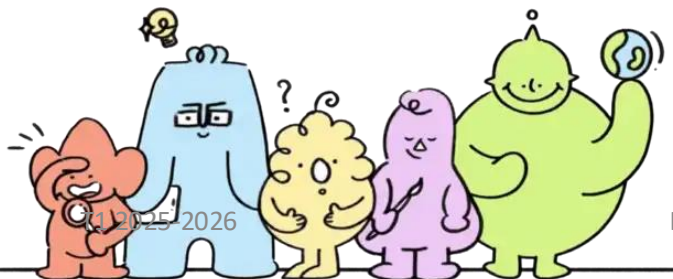
Managing conflicts

Introduction: Managing Conflict

- Conflict can be better understood as

- Dyadic – conflict across and between organizational levels, rather than simply at the individual level

- Social and cultural – conflict as a social construction and can only be understood in its social context

- Conflict is thus seen as a *social construction* and emphasizes the role that the social interactions and context plays in its interpretation and conceptualization

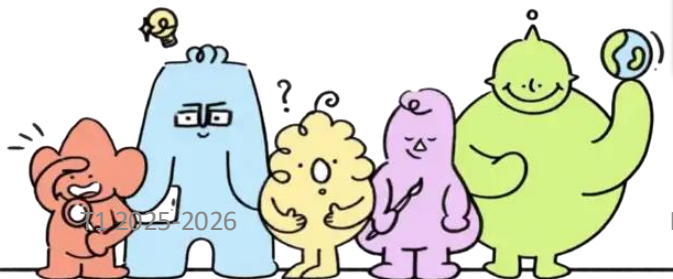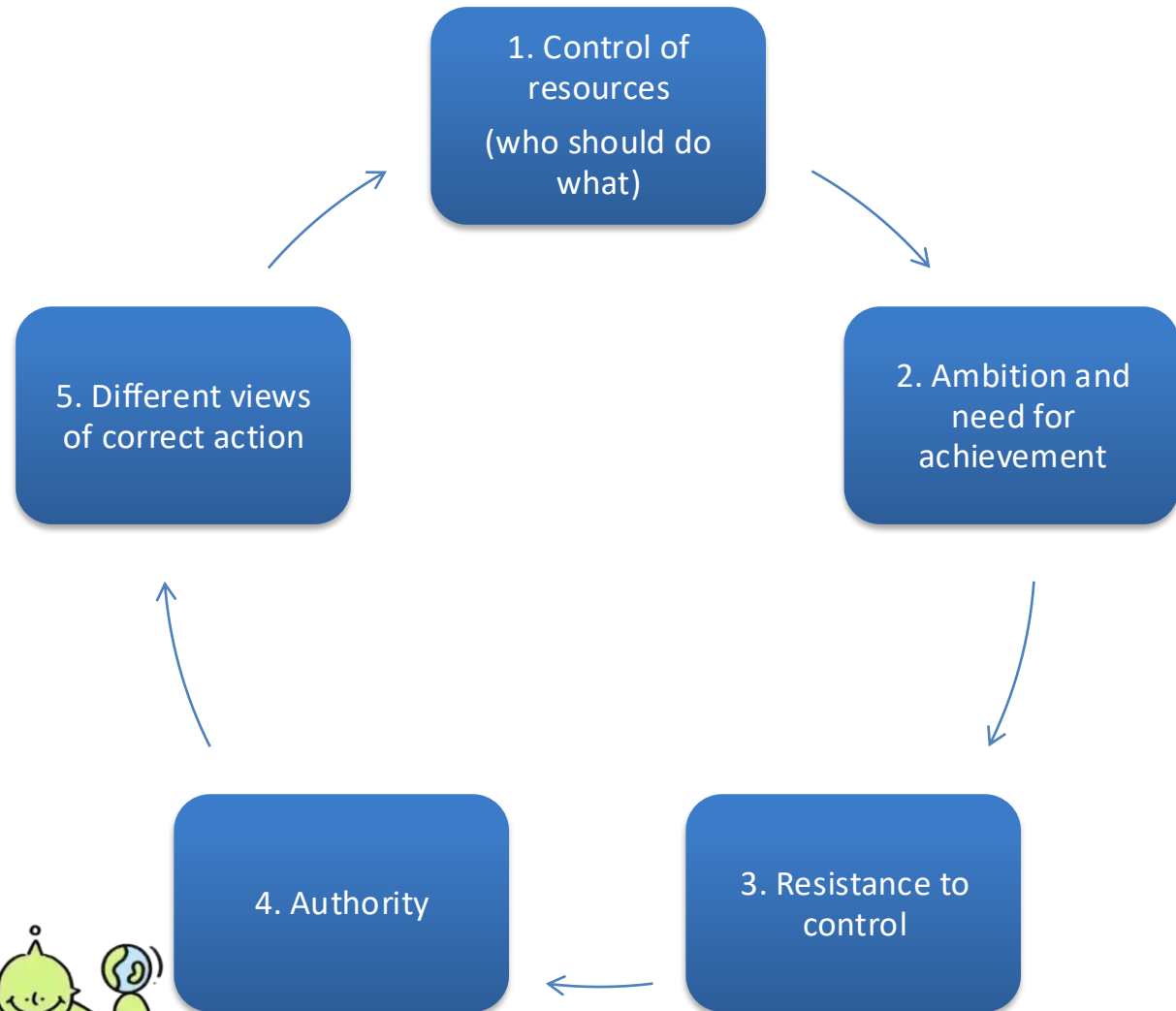## "Conflict is seen as a normal part of social life!"
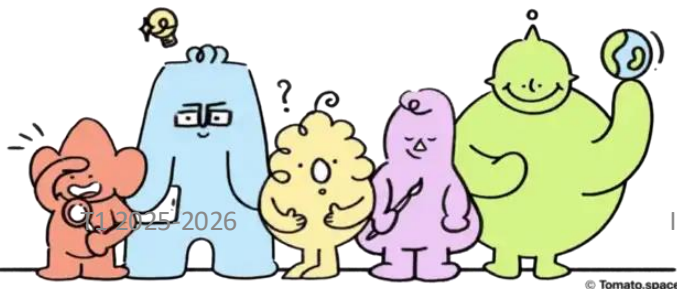
Shifting views of conflict

- Three shifts in how conflict is viewed
  - First shift took us from a functional view to see conflict as having positive not just negative implications
  - Second shift saw that normative ideas about conflict management receded as researchers began studying factor management of conflict
  - Third shift saw the traditional view of conflict as comprising dyadic interactions was challenged to more complex views
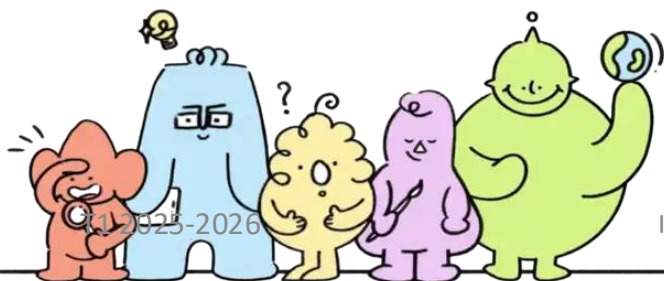
The basis of conflicts

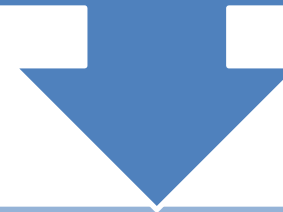1. Control of resources (who should do what)

2. Ambition and need for achievement

3. Resistance to control

4. Authority

5. Different views of correct action

Conflicts as disputes

# Conflict in organizations

Conflict results <u>from actual or perceived opposition of needs, values, and interests</u> between people working together

Conflict can take many forms in organizations: clash between the power of formal authority, resistance to it; divisions between different identities encompassed in organizations, be they ethnic, gender, occupational, or divisional
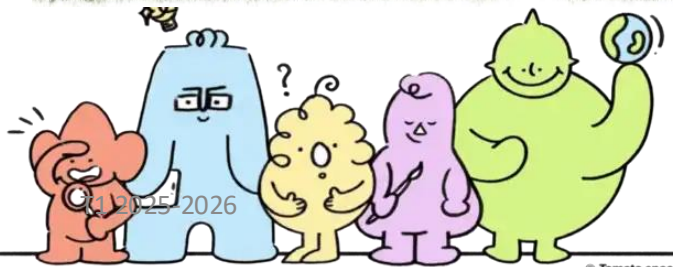
Levels of conflict

Table 6.1 Levels of conflict

Conflict	Disputants	Sources of conflict
Interpersonal	Individuals – often dyads	Competition; incompatibility; interpersonal relational tensions
Intergroup	Teams or informal groups	Work-related disputes due to ambiguity, rivalry and the competitive pressures of reward systems
Inter-organizational	Different organizations	Different organizational interests; different national cultural stereotypes; different categories of identity such as expatriates versus locals
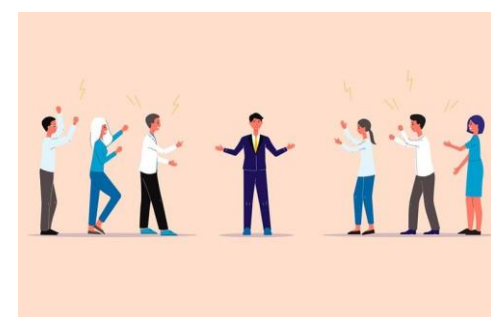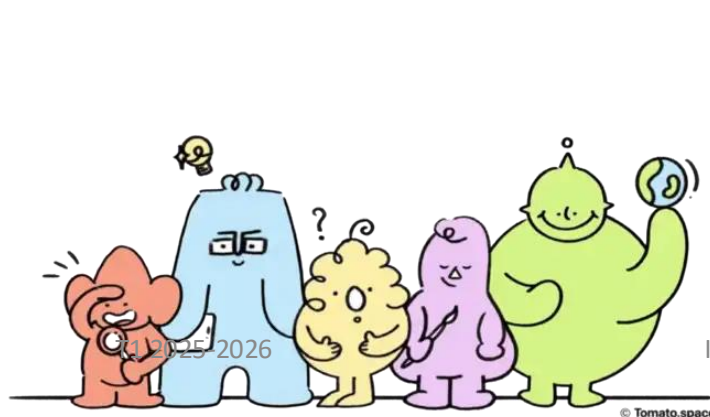
Typologies of conflict

Task conflict

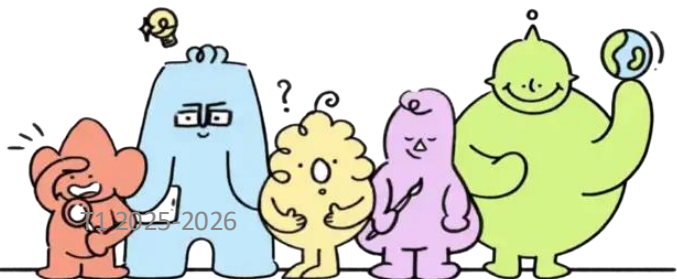- Policies pressures

Relationship conflict

- Personal Issues, Different perspective

Process conflict

- Task definitions - confusing
- Unclear Delegation

Intrapersonal conflict

- Ethic decision alignment between organisation and employees

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Levels and "types" of conflict
Conflict: Good or Bad?
The bright (functional) VS. dark (dysfunctional) side of conflict

Table 6.2 Types of organizational conflict

	Task conflict	**Relationship conflict**	**Process conflict**	**Intrapersonal conflict**
At issue	Resources, policies, pressures, judgements, interpretations	Personal issues, different preferences, dissonant values	Task definitions, delegation, role prescriptions	Ethical decisions where there is a question of alignment between the organizational and the individual sense of ethicality
Outcomes	Motivates agreed outcomes; functional conflict	Lowers trust and performance; dysfunctional conflict	Instrumental in the achievement of goals	Organizationally dysfunctional but personally validating where a conflict leads to whistleblowing
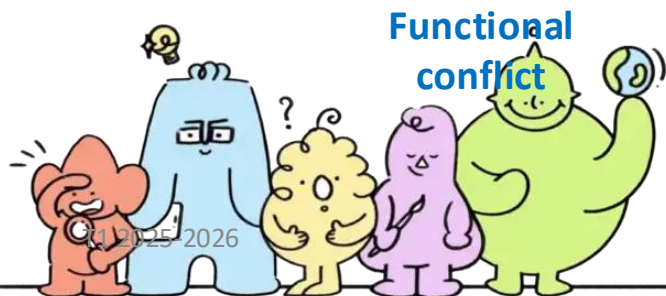
Functional conflict   **Dysfunctional conflict**   **Functional conflict**   **Dysfunctional conflict**

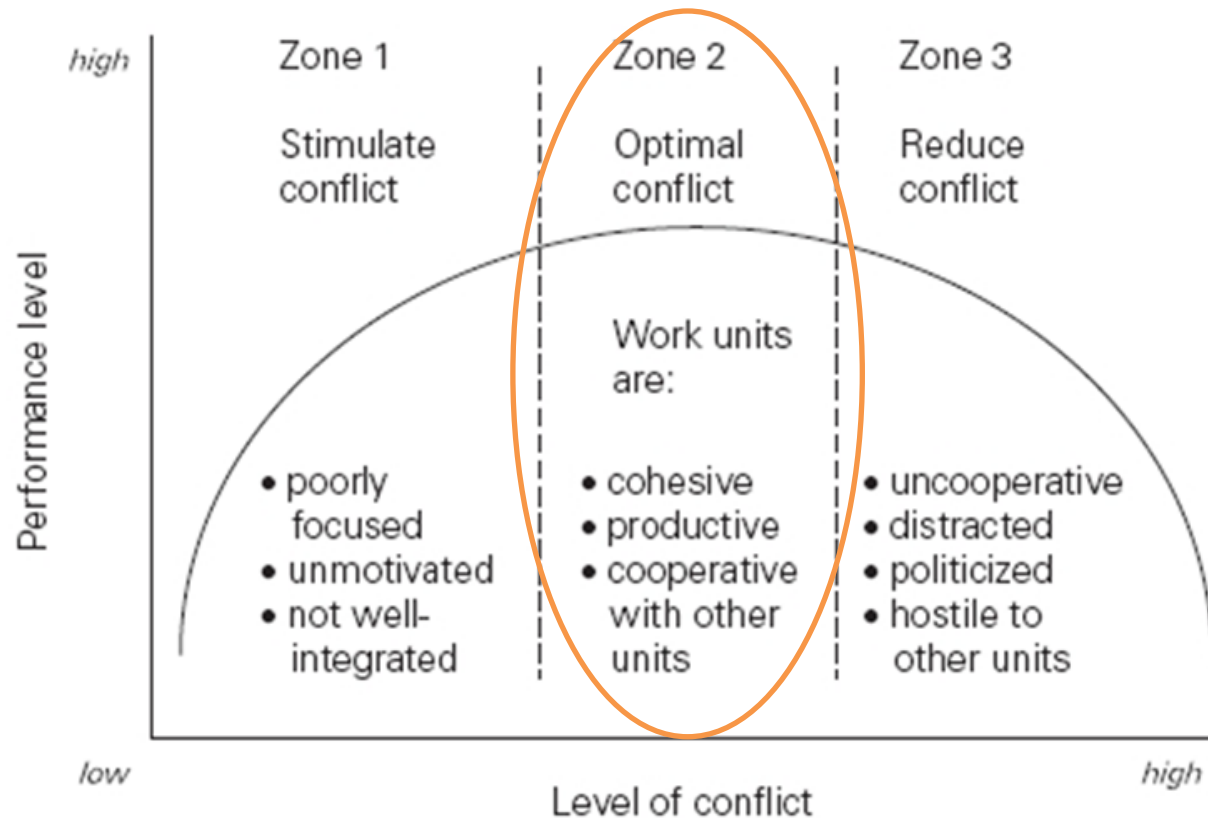# The relationship between Conflict and performance (Katz & Kahn)

**Figure 8.2** The curvilinear relationship between conflict and performance

Strategies for conflict management differ depending on whether the organization is experiencing too little or too much conflict. Characteristics typical of those experiencing conflict in each zone are described beneath the curve.

Voice, exit, loyalty
Albert Hirschman

Albert Hirschman
"Exit, voice, and loyalty – responses to decline in firms, organizations and states"
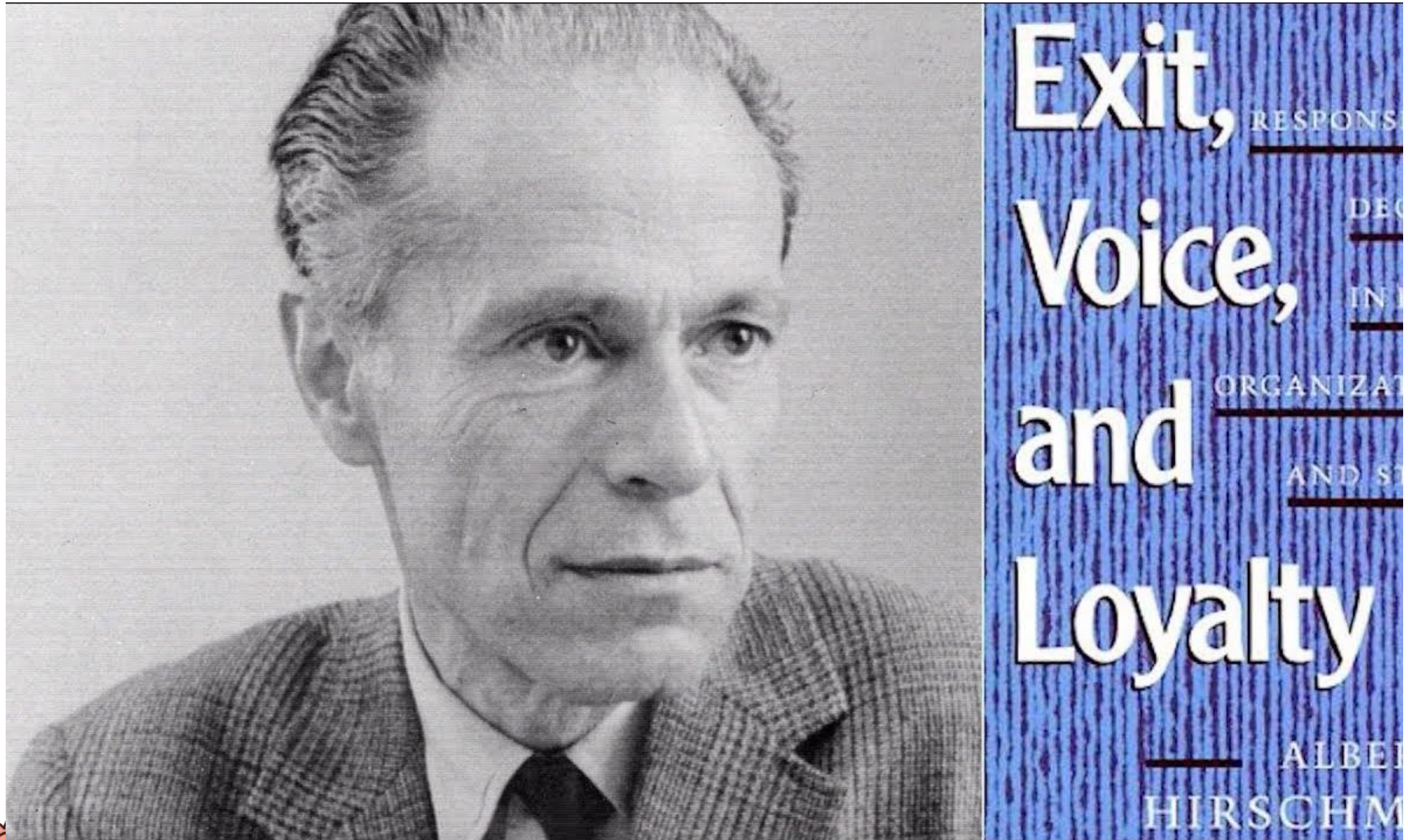
VOICING AND SILENCING CONFLICT

EXIT

Exit = some people just leave the company – decline in quality and quantity of work, money, opportunities etc.
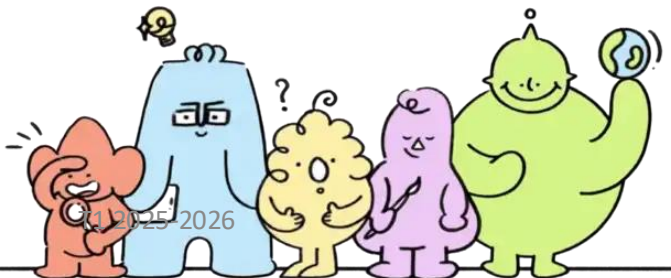
VOICE

Voice = some people express their dissatisfaction to somebody of authority on the quality and quantity of something in the organization

Loyalty

Loyalty - a special attachment to the organization - effects voice = 1. certainty for exit versus actual improvements, 2. perceived ability to influence the organization.

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Five Conflict (Personal) Resolution Strategies

1. Raise the Issue Early
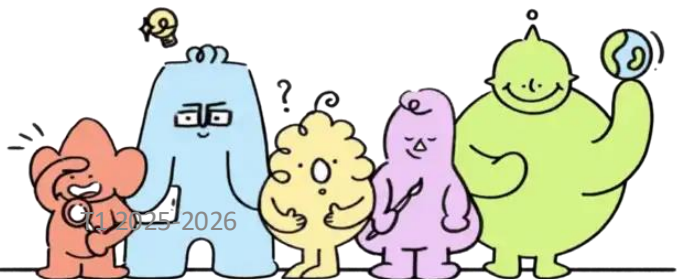
2. Manage Your Emotions

3. Show Empathy

**4. Practice Active Listening**

5. Acknowledge Constructive Feedback

7 Tips on How to Manage and Resolve Conflict in the Workplace

- Clarify what is the source of conflict
- Find a safe and private place to talk
- Listen actively and let everyone have their say
- Investigate the situation
- Determine ways to meet the common goal
- Agree on the best solution and determine the responsibilities each party has in the resolution
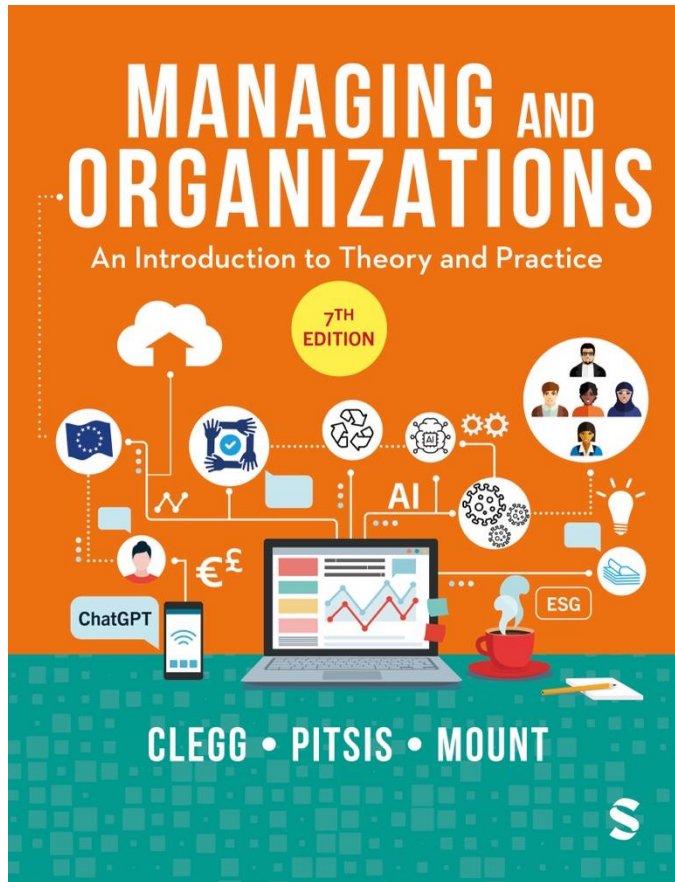- Evaluate how things are going and decide preventative strategies for the future
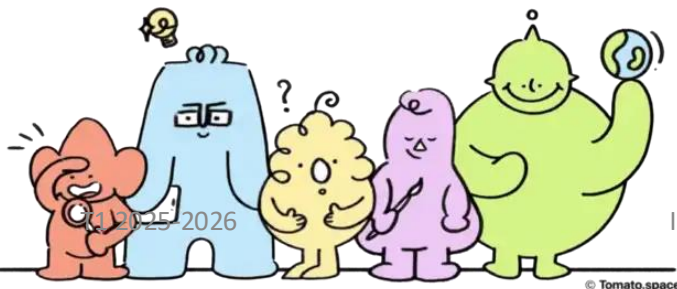
Week 4-1

MANAGING POWER AND POLITICS

Chapter 8

Part 1: Managing Power
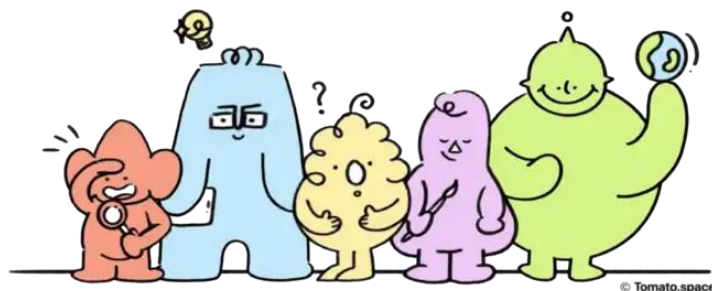
Introduction: What is power?

- Influence? Control? Manipulation?

- A marginal or central feature of organizational life?

- A possession someone has? A result of their position in the hierarchy? Part of someone's personal characteristics?

- No agreement on what power is

Power

Influence

Politics

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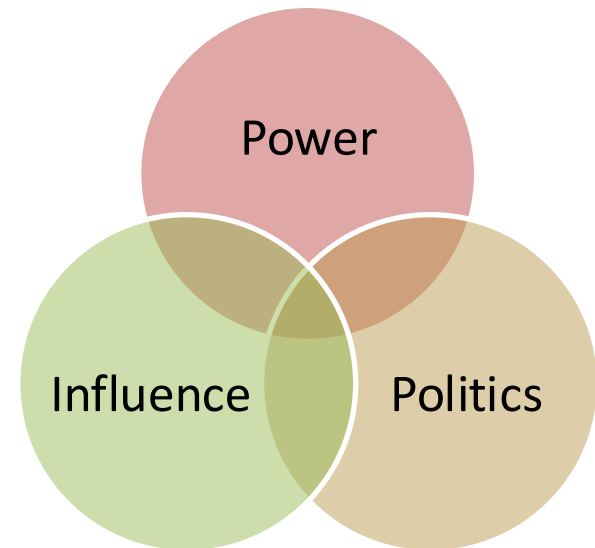
What is Power

- Is the actor's chance to realize their own will in a social action, even against the resistance of others

- The actor may be an individual or a collective entity

- Power can mean forcing others to do things against their will.

Power VS. Authority

- Authority is expressed in terms of the chance of specific commands being obeyed by a specifiable group of people.

- **Authority is legitimate!**

- **Authority is formal sources of Power in bureaucracy**

- The legitimacy of authority is often contrasted with the illegitimacy of power (legalistic **power)**

Legitimate Power

Level 1

Level 2

Level 3
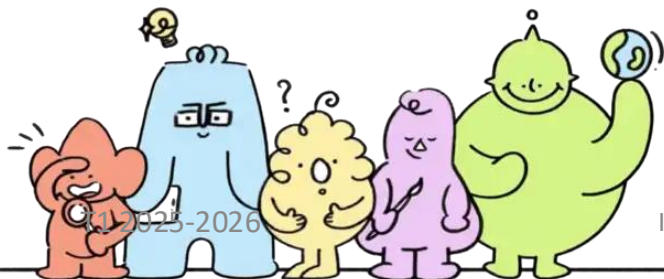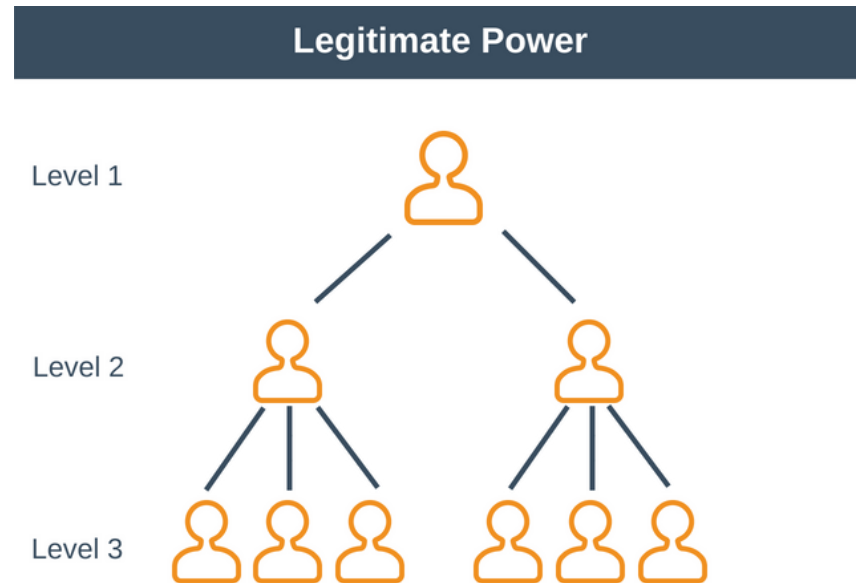
3 Categories of power

Individual Legitimacy attaches to something, whether a particular action or social structure, when there is a widespread belief that it is just and valid

Organizational legitimacy is the generalized perception or assumption that the actions of an entity are desirable, proper, or appropriate within a social system

Uncertainty is the inability to know how to continue some action, a lack of a rule or undecidability about which rule to apply
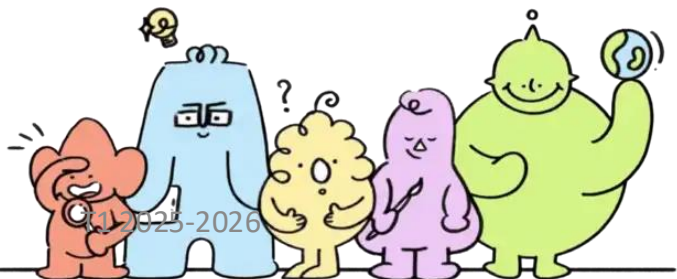
Theories related Power "Uncertainty concept"

Strategic contingencies theory

- Assumes that management have power within the organisation.
- Sometimes they do, in which case management has exercised power

Resource dependency theory (Stakeholder)

- Focuses on how managers in organizations secure the flow of resources essential for survival

5 Sources of Power in the organisation French and Raven (1959)

Five sources of power is used in leadership theory to conceptualize how people can gain and exercise power in their organisations
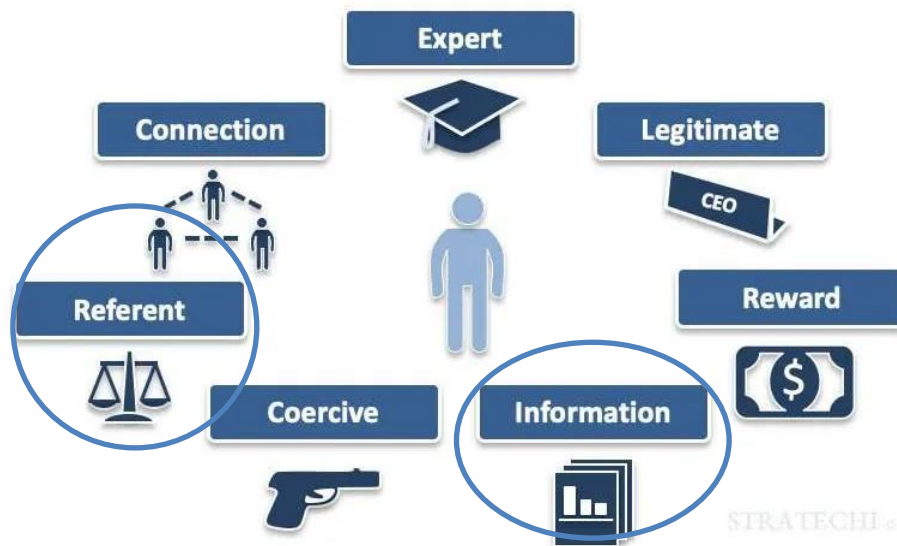
1. Legitimate Power: Gained from position by hierarchy
2. Reward Power: Gained from ability to reward people
3. Coercive Power: Gained from ability to punish people
4. Expert / Worker Power: Grained from ability to demonstrate individual expertise!
5. Referent Power: Grained from ability to get respect and admired by others [Boon-Kun]
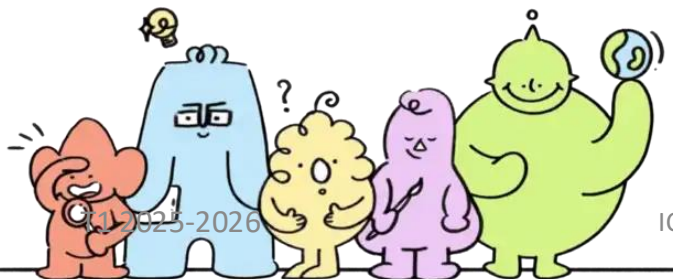
Examples of power in action within organisation

Name	Example
Office politics	*Making sure everyone knows of your successes / you have power to manage things*
Boardroom power-struggles	*A member of marketing taking control of big decisions in opposition to the production manager*
Information	*Secretary withholding (stop) access to the Director*
Role power	*Security guard preventing access to a building*
Decision making	*Promotion opportunities*
Worker power	*Going on strike – withdrawal of labour*

Power through Discipline
Michel Foucault

- Power through discipline – sees power as something that produces new ways of thinking and acting, rather than a negative force which prevent action.
- Power is a creative, positive force
  – Power/knowledge
  – Power/relations
- Each person has certain amount of power in any situations
- Bio-power (Power over life) i.e. national health policy (COVID-19)

- Self-disciplined [Power to control yourself]

(1-2025-2026)

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Foucauldian Examples of power

Type	Example
Timetables	University timetable
Physical space	Rows in a classroom
Systems of writing	Form filling
Confessional practices	Appraisal system
Surveillance	IT systems

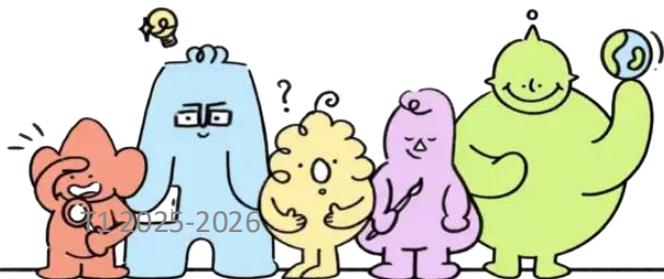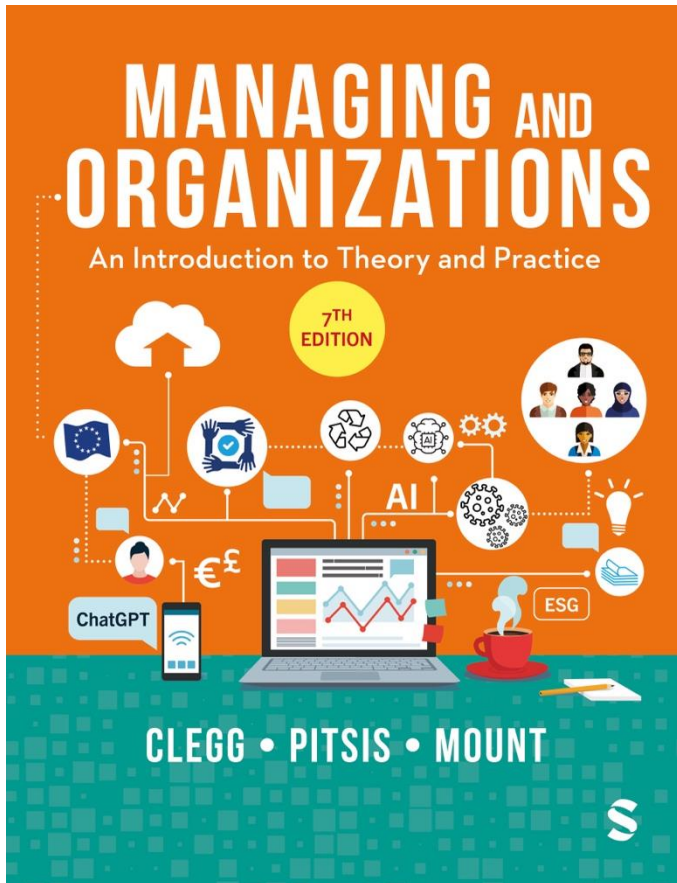# Panopticon

... the Panopticon must not be understood as a dream building: it is the diagram of a mechanism of power reduced to its ideal form.

Michel Foucault, *Discipline and Punish*, 1977

Chapter 8

Part 2: Managing Power and Politics

POWER AND POLITICS

Politics defined
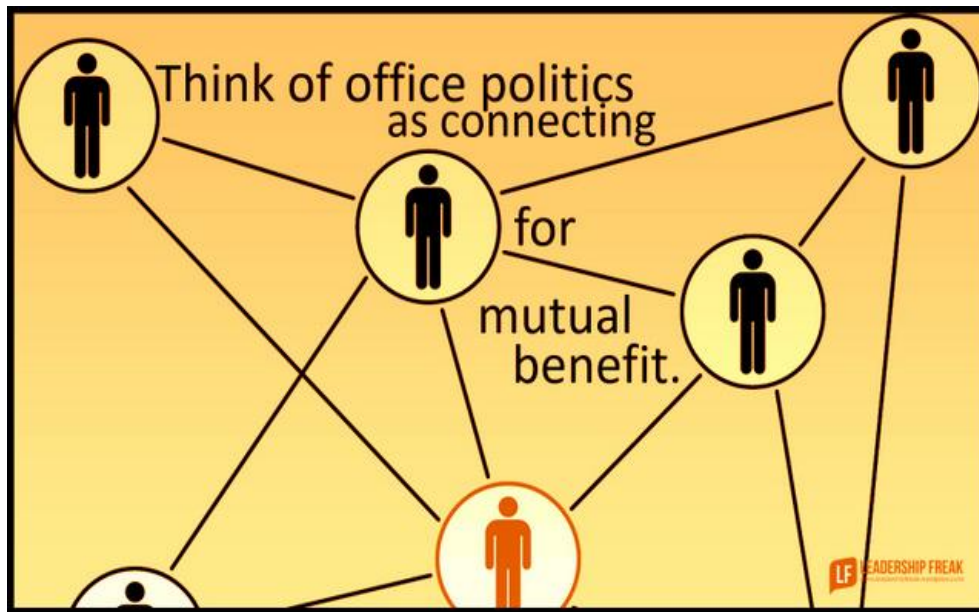
- **Individual or groups pursued interest** in competition typically with other.
- Related to power and influence, resources, and leadership.
- **Organisational Politics**: Refers to the network of social relations between people in and around organizations – whether willingly or not, in practices of power

Politics

"The organizational structure is pretty simple; We do the work; they take the credit."

- Politics arise from
  – The internal pressure in structural divisions in the organization
  – The external pressure coming from stakeholders or other actors or organizations in the environment.

Office politics (common seen)

- Game-playing and manipulation
- Understanding which tasks are prestigious and which dead-end
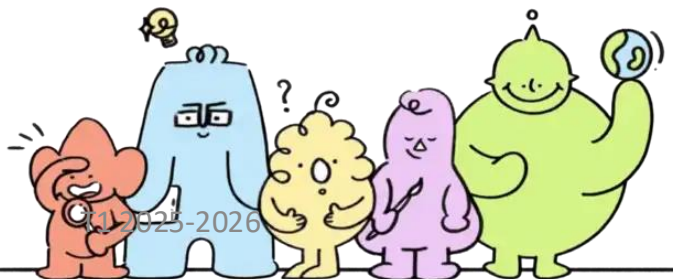- Language – shifting responsibility
- Mentor supporting your career
- Working out who's powerful – who's the 'in crowd' and the outsiders
- Using politics to present information and yourself in a positive light – for personal advantage
- 'Sucking up to the boss' – Kiss Ass

    (To be very nice to people in authority because you want them to help you)

- Being seen in a good light
- Going for a drink or sporting event with colleagues and getting inside information
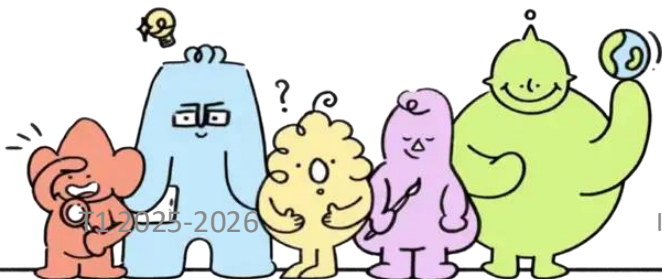
Why politics happened (Common Seen)

by Pim Kamosingki

- Difference of opinion on the project deliverables, requirements, or risks
- Desires for career progression
- Budget or agreement for project
- Career advancement
- Status
- Getting own way
- Getting out of difficult tasks
- Personal need for power and influence

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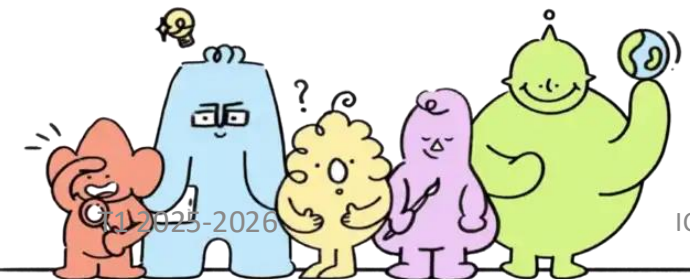
Consequences of politics

- Lose time

- People not truthful

- Illogical conclusions and decisions

- Back-stabbing (แทงข้างหลัง)

- Lack of trust

- Insecurity
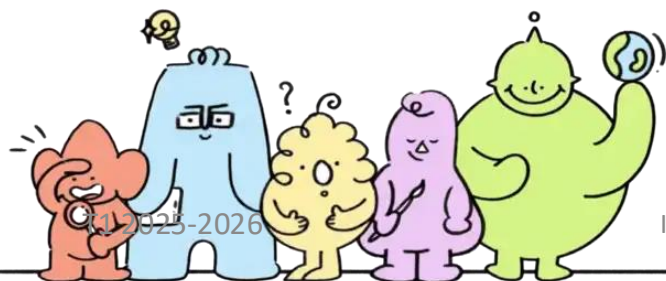
Implications

- Competing goals, visions, and ambitions

- <u>Need for power and status</u>

- <u>Workplaces are competitive</u> (Result Oriented culture)

- Politics essential part of organizational life

Actually…In short, Workplace politics are normal!!!

Seven Survival Tips for Office Politics Games (1/2)

1. Analyze the Organization Chart

- <u>Map the political power and influence</u> in your organization, rather than people's rank or job title.
- "Who are the real influencers?," "Who has authority but tends not to exercise it?," "Who is respected?," "Who champions or mentors others?," and "Who is the brains behind the business?"

2. Understand the Informal Network

- Watch closely (but discreetly and respectfully) to find out who gets along with who, and who finds it more difficult to interact with others.

3. Build Connections

- Now that you know how existing relationships work, you can start to build your own social network.
- Build high quality network

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Seven Survival Tips for Office Politics Games (2/2)

4. Develop Your "People Skills"

- politics are all about people, so strong "Interpersonal skills" will stand you in good stead when it comes to building and maintain

5. Make the Most of Your Network

- Build your personal brand and raise the team profile
- Demonstrates your honesty and integrity.
- Ask for feedback from others who may have a different perspective on your work

6. Be Brave – but Not Naive

- Keep your distance from people who practice "bad" politics.
- Get to know the gossips and manipulators better

7. Neutralize Negative Politics

- Remain professional at all time, don't take sides
- Avoid passing the rumor

(1)2023-2026

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Next week (Last) Individual quiz for first half 9th February 2026 (1.5%)

cover topics of Managing conflict, power & politics

[Makeup class] Thursday 5th Feb 2026
Room A449

First Session: 8:00-9:50 am.
Second Session: 10:00-11:50

ESG and Sustainability Business
[No Attendance check!]
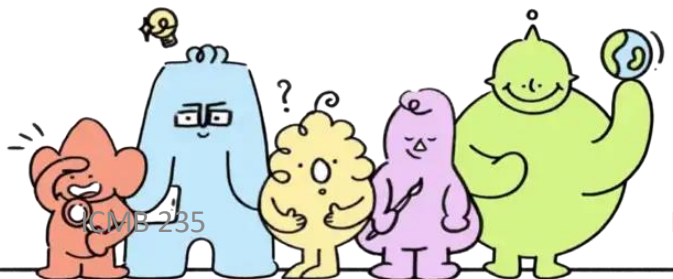
[Makeup class] Thursday 5th Feb 2026 Room A327

Group Project Consultation

Guidelines:

- 15 mins for each group, please come on time
- please enter the room at your specific time slot
- Please prepare any issues, concerns, or questions regarding the presentation or report to seek advice, if necessary.

Reschedule Group Project consultation if needed

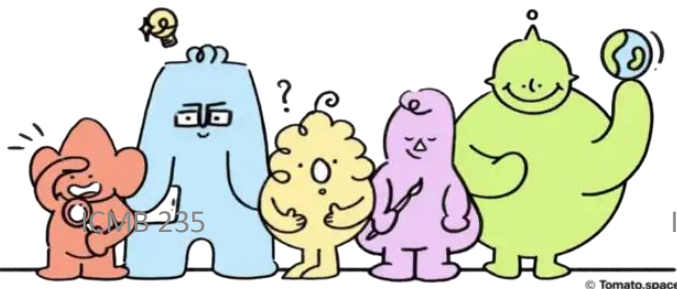## Group Project Consultation # 1 [5th Feb 2026 Room A327]

Please reserve timeslot fit with your availability [Option] Please bring the Template brainstorming idea with you

Section 3-Section 4

Slot No.	Date	Time	Section No.	Group No.	Street Food Vendor name	Confirmed by Ajarn
New	Thu 5th Feb	9:15-9:30				
New	Thu 5th Feb	9:30-9:45				
New	Thu 5th Feb	9:45-10:00				
New	Thu 5th Feb	11:15-11:30				
New	Thu 5th Feb	11:30-11:45				
1	Thu 5th Feb	12:30-12:45	3	7	ข้าวต้มมือสมัครเล่น	Confirmed by Ajarn
2	Thu 5th Feb	12:45-13:00	3	3	ผัดไทยสุชาดา	Confirmed by Ajarn
3	Thu 5th Feb	13:00-13:15	3	2	เทียนตี้ ข้าวมันไก่	Confirmed by Ajarn
4	Thu 5th Feb	13:15-13:30	3	4	พี่นอมอาหารตามสั่ง	Confirmed by Ajarn
5	Thu 5th Feb	13:30-13:45	4	5	steak dek uan salaya11	Confirmed by Ajarn
6	Thu 5th Feb	13:45-14:00	4	1	แซ่บยโสธรต้มแซ่บจิ้มจุ่ม	Confirmed by Ajarn
7	Thu 5th Feb	14:00-14:15	4	6	Thug and Thyme	
8	Thu 5th Feb	14:15-14:30	4	3		
9	Thu 5th Feb	14:30-14:45	4	4	ชมดาว	
10	Thu 5th Feb	14:45-15:00				
11	Thu 5th Feb	15:00-15:15				
12	Thu 5th Feb	15:15:15:30	3	5	โกวเล็ก สุกี้ฮ่องกง ศาลายา	
13	Thu 5th Feb	15:30-15:45	3	1	อบทะเล ศาลายา	
14	Thu 5th Feb	15:45-16:00	4	8	ย่างเตาถ่าน By Mr. Kero	
15	Thu 5th Feb	16:00-16:15	4	7	ข้าวมันไก่ปะป๋า	