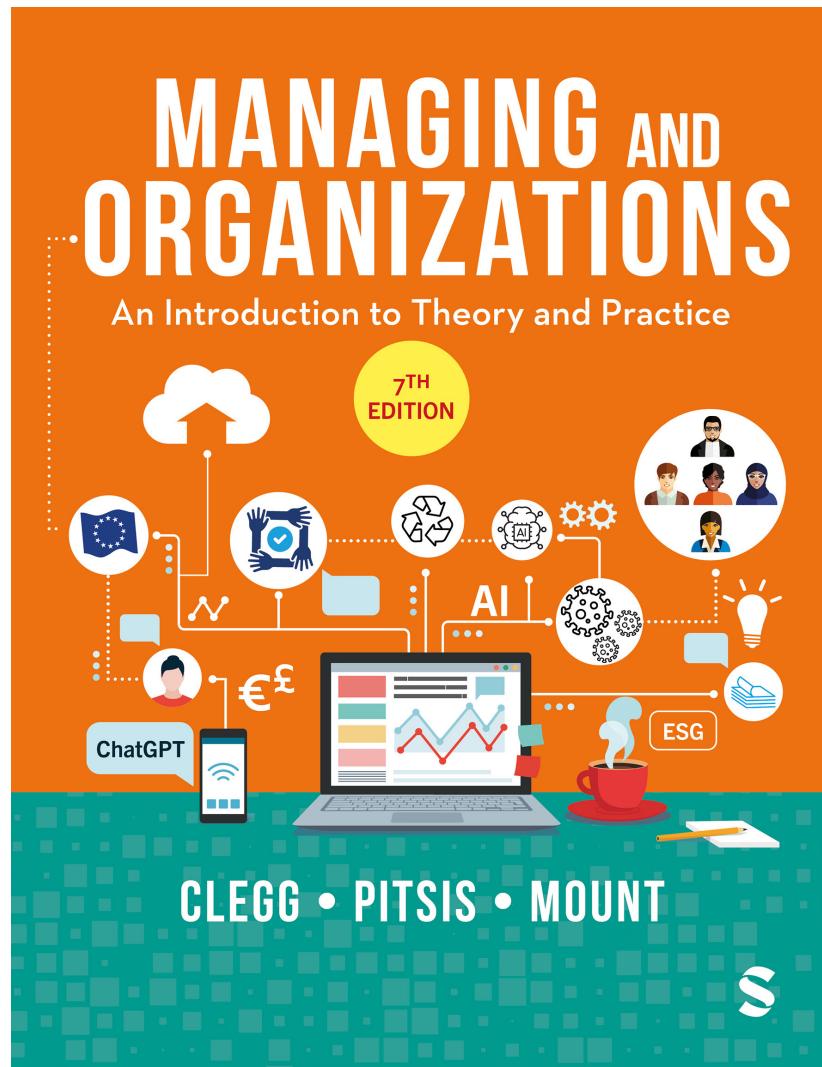




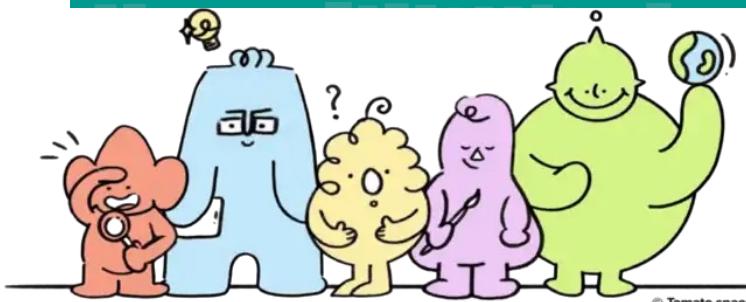
Mahidol University
International College



ICMB235 | ICMB260: Management and Organizational Behavior

**“INTRODUCTION TO MOB
DIFFERENT PERSPECTIVES”**

DR. WALLAPA SUENGKAMOLPISUT
WEEK 1-2

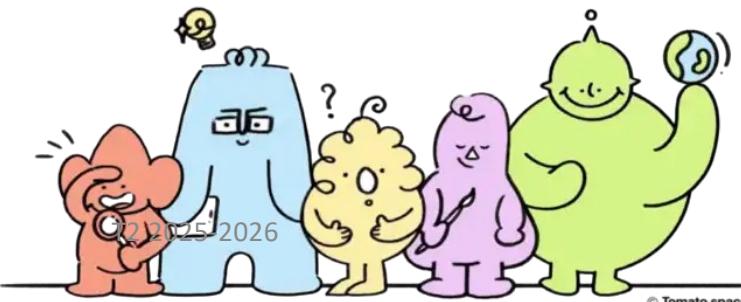




Mahidol University
International College

CHAPTER 1

Managing organizations Technology and Sensemaking





Managing as Sensemaking

- In the organisations modelled,
 - Managing involves top management team seeking to set a common frame within which organisation members, customers, suppliers, investors etc...
 - can make common sense of the organisation - What it is and what it does.
- This is called “Sensemaking”
- Sensemaking can be defined as a process of assigning meaning to events in the environment, by applying stored knowledge, experience, values and beliefs to new situations in an effort to understand them.





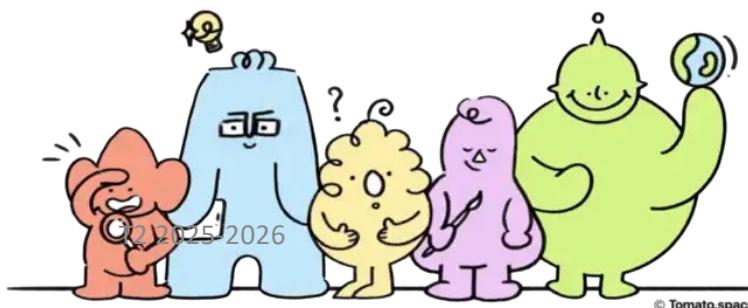
Sensemaking: Understanding Sensemaking in Organizational Management



Mahidol University
International College



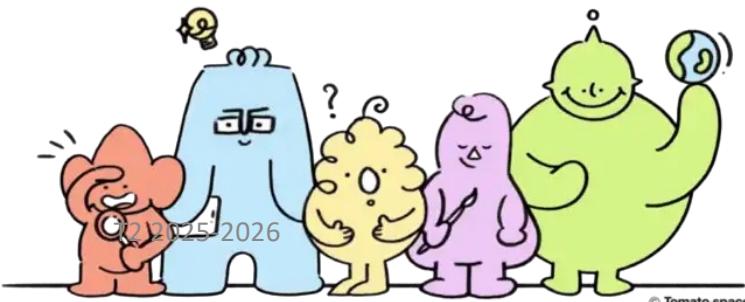
- In organisation, managers want to try and have their employees make the same sense
- You as manager... you may make individual sense of what's happening around you by using data, sound, sight touch, taste etc. to assemble pattern from the data.
- Actually it is **your sense, not others.**
- The significant part to make common senses, Manager creates a "**Frame**" **enabling things to be connected together** to make coherent sense called "**Framing**"





Sensemaking and framing: Creating Common Understanding through Framing

- A key part of **the managers' role** is to '**frame**' the sense that others have of the roles that they play in the organization
- Managers manage through processes of:
 - Sense making
 - Sense giving
 - Sense breaking





Sense-making



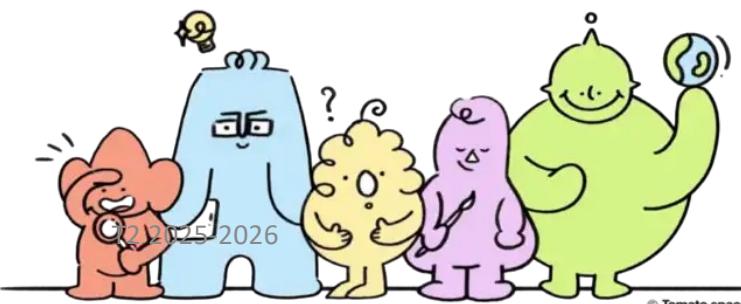
Mahidol University
International College



Sensemaking is about people's attempt to understand past, present, and future situations; it depends on one's understanding of what happened and one's ability to lead future activities (Tillmann and Goddard, 2008; Weick, et al., 2005).



Sensemaking as a cognitive phenomenon is an everyday occurrence that happens inside an individual's head when s/he "makes sense" of something.





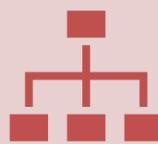
Sense-giving



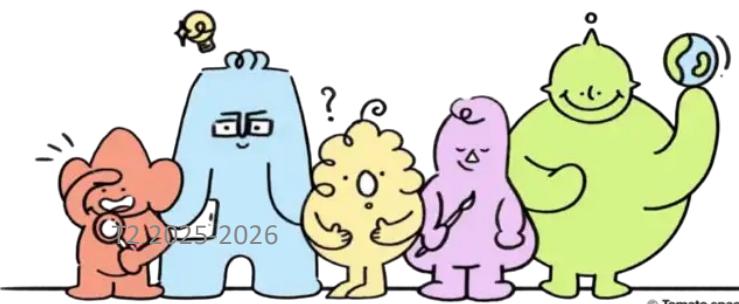
Mahidol University
International College



Sensegiving, is defined as “attempting to influence the sensemaking and meaning construction of others towards a preferred redefinition of organizational reality” (Gioia and Chittipeddi, 1991, p. 442).



The term was created to understand management’s role in the sensemaking process (Catasús, et al., 2009): in fact, if sensemaking is related to the idea of identifying justifications, then sense-giving refers to that of diffusing justifications within an organization (Green, 2004).





Sense-breaking



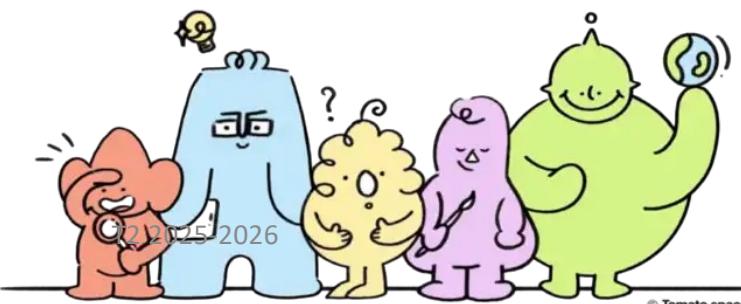
Mahidol University
International College



Sensebreaking occurs **when a person's process of sensemaking is disrupted by contradictory evidence** i.e. it is concerned with breaks in the scanning, interpretation, and learning dynamics of the sensemaking process.



Sensebreaking actions take place in the form of questioning, reframing, and redirecting and it can lead to positive evolutionary or learning scenarios, or rather, to failures.



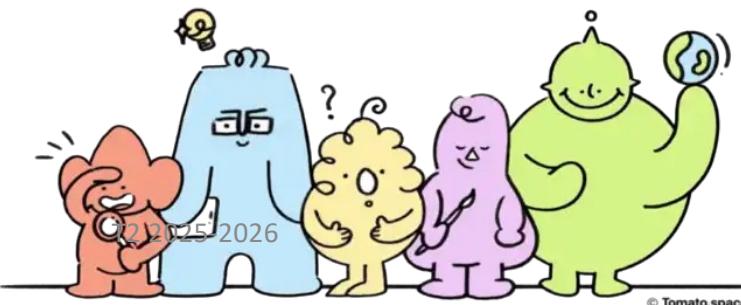


The Paradigms: Understanding Paradigms in Disciplines



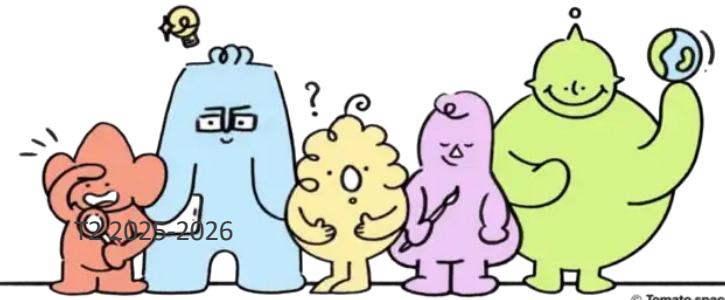
Mahidol University
International College

- Paradigm is...
- A coherent set of assumptions, concepts, values, and practices that constitute a way of viewing reality
- There is usually a single dominant or ‘normal’ paradigm





Changing paradigms



Managing technological changes

- Traditionally, organizations were neither very responsive nor flexible because of their bureaucratic nature
- More responsive organizations should have employees who are capable of problem solving rather than having to refer to a higher authority
- New technologies attach a premium to a flexible, timely approach to customer requirements



Changing paradigms

Digital Transformation



Mahidol University
International College

- The digital age:
 - Digital technologies and a growing international division of labour between economies make the world economy increasingly globalized,
 - The fourth industrial revolution: algorithmic innovation, the gig economy, digital nomads, working from home, etc.

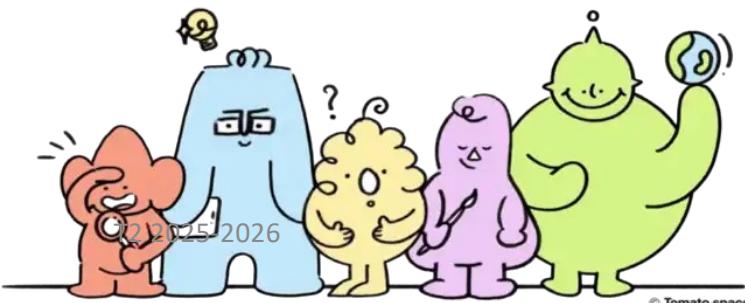




Digital organization



Mahidol University
International College



- Managing technological changes
 - Organizations were either very responsive nor flexible
 - More responsive organizations should have employees who are capable of problem-solving rather than having to refer to a higher authority
 - New technologies attach a premium to a flexible, timely approach to customer requirements
 - Different generations and digital capabilities



Global shifts



Mahidol University
International College

- Growth in artificial intelligence (AI) and smart teams working with intelligent machines and devices after COVID-19
- Managing technological changes and the way organizational employ their employees.
 - **Organizations were either very responsive nor flexible**
 - **More responsive organizations** should have employees who are capable of problem-solving rather than having to refer to a higher authority
 - **New technologies** attach a premium to a flexible, timely approach to customer requirements
 - **Different generations** and digital capabilities





Digital Nomads Career Pattern



Mahidol University
International College

- Remote worker
- Freelancers
- Online business owners
- Passive Income Investors





Global (Business) Shifts Starbucks Traditionally service



Mahidol University
International College



shutterstock.com • 1423314401

© Tomato.space



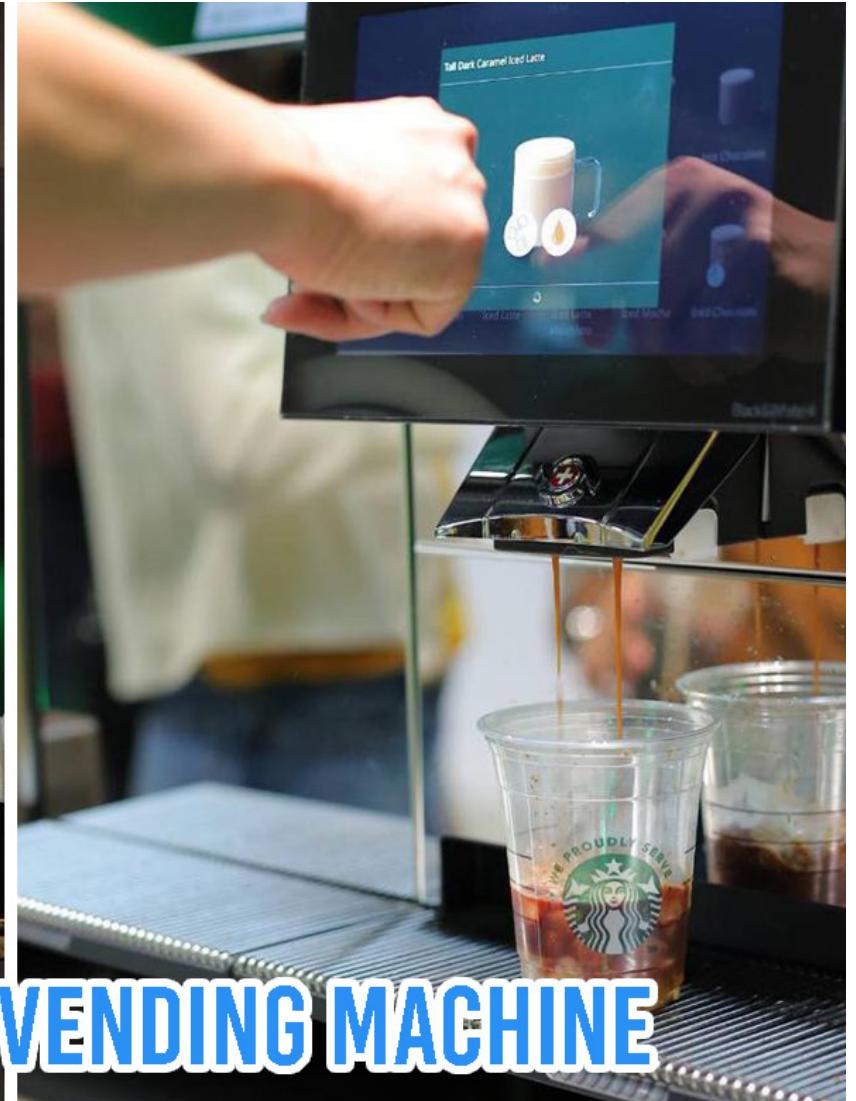
ICMB235 & ICMB200



16



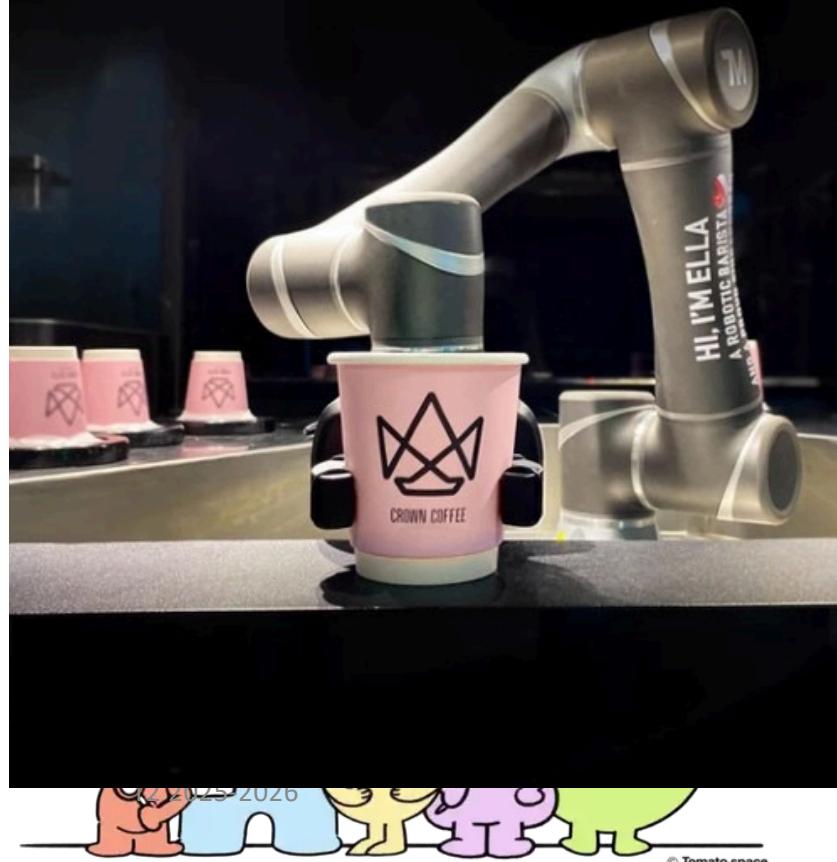
FIRST STARBUCKS VENDING MACHINE





Mahidol University
International College

Ella Robot Barista in Singapore



ICMBZ35 & ICMBZ60

20



How it work!



Mahidol University
International College

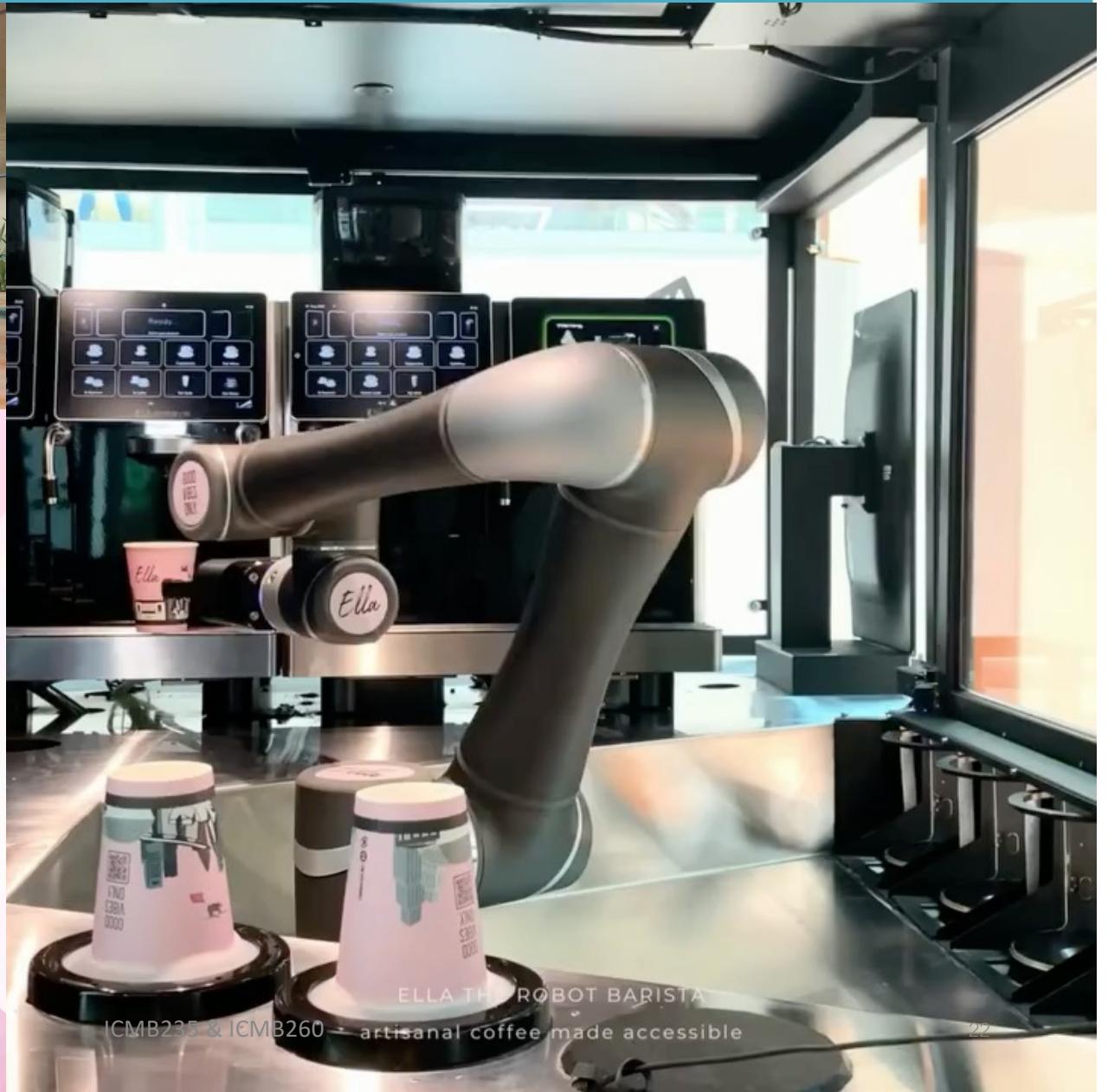


What Your Coffee Says About You

Americano Double Espresso Cappuccino

Latte Iced Hazelnut Latte Tea Latte

SWIPE to find out >>>

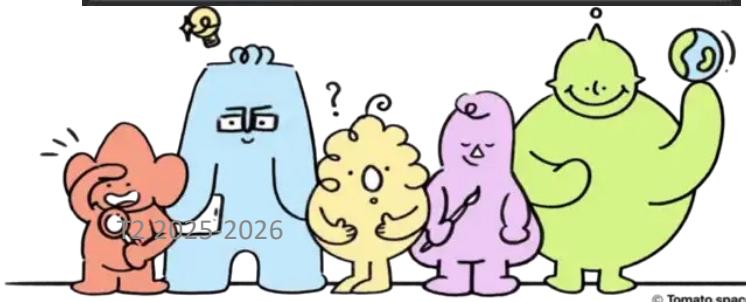




Is it similar or different?



Mahidol University
International College



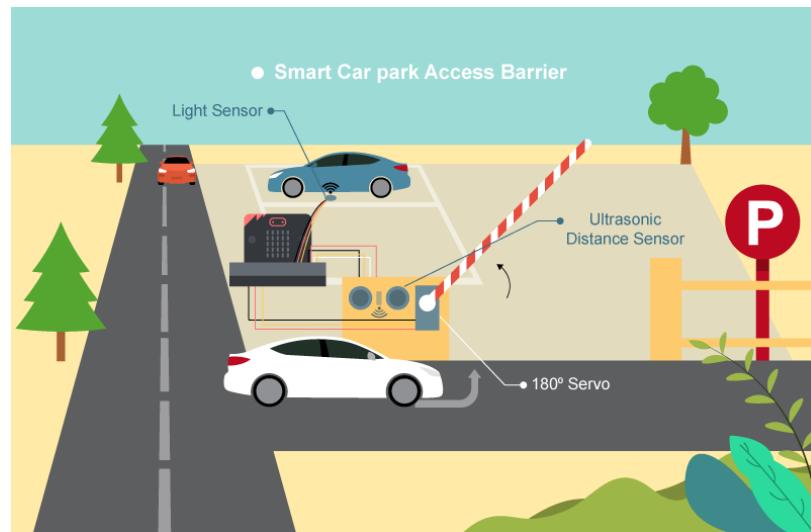
Please discuss....need more analysis.



New Paradigm



Mahidol University
International College

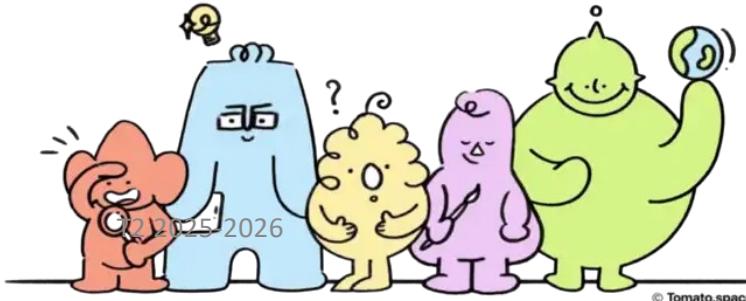




At Car parking



Mahidol University
International College

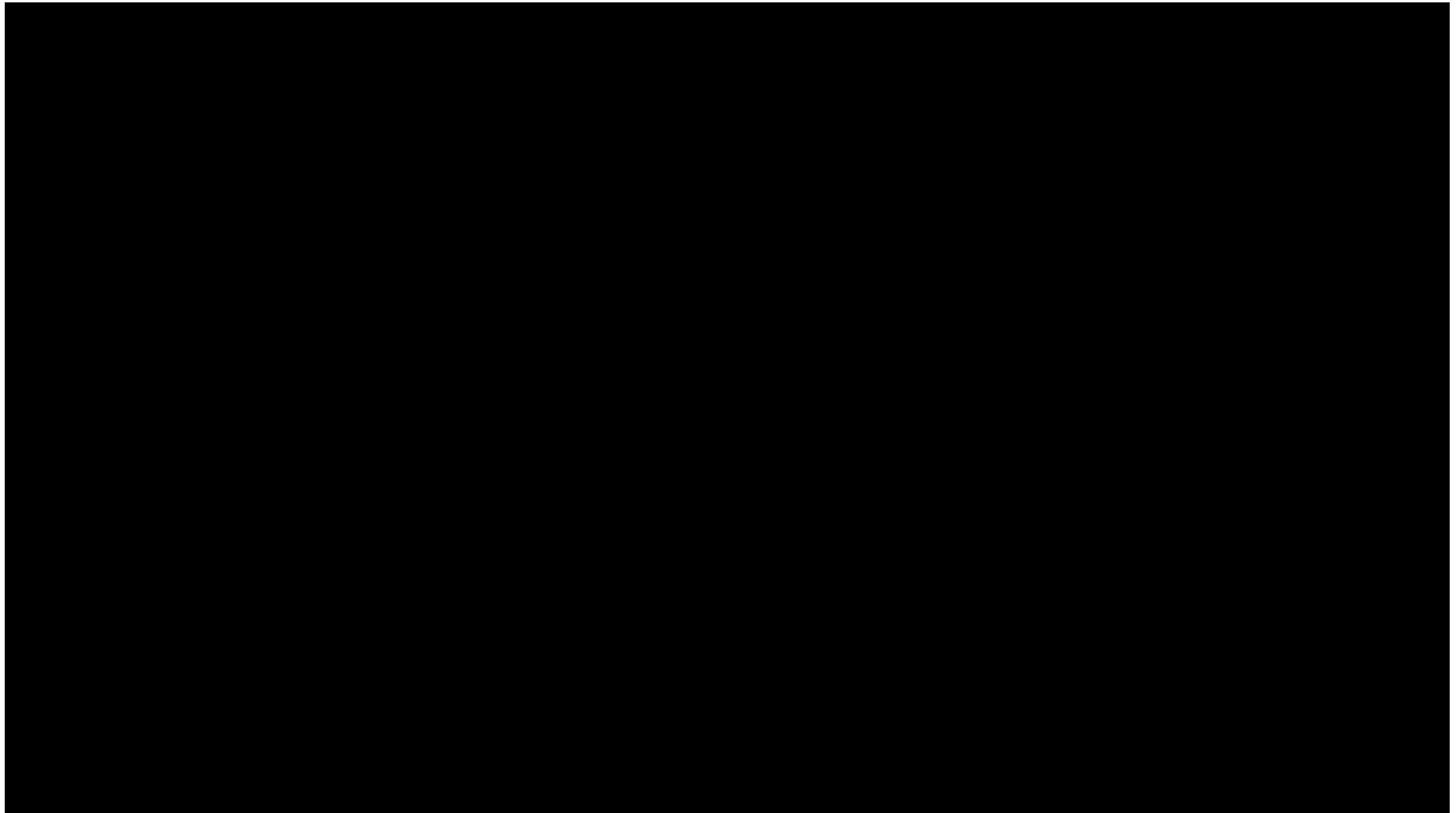




Automated Valet parking



Mahidol University
International College





The way technology changes the way we live!



Mahidol University
International College

ROBOTIC SMART PARKING

ICMB235 & ICMB260

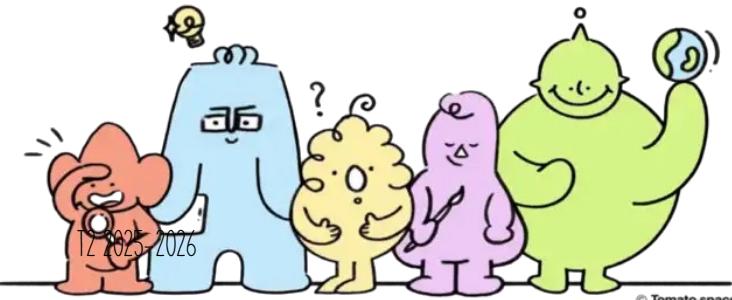
© Tomato.space

Q2 2025-2026



Street vendor discussion & Presentation

- Each Group discuss and agreed which restaurant you would like to explore the work processes





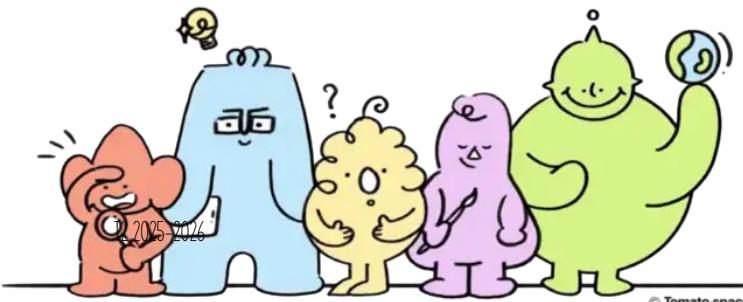
Term Projects [first half] Street Food Vendor Experience!



Mahidol University
International College

INSTRUCTIONS

- Select one restaurant (chain restaurant isn't allowed)
- Sit-in at least two times
- Observe all processes
- Analyze and Compare the process from ordering till taking foods
- Brainstorming and discussion next week





Register Street vendor name in the shared drive by today



Mahidol University
International College

- Get the sheet street food vendor

T2 2025-2026 Groupwork Namelist [XLSX](#)

File Edit View Insert Format Data Tools Help

Street Food Vendors registration [T2 2025-2026]

Section 3

Group No.	Street Food Vendors Name	Types of Cuisines i.e. Thai, Japanese, Italian etc	Remarks
G1			
G2			
G3			
G4			
G5			
G6			
G7			
G8			

Section 4

Group No.	Street Food Vendors Name	Types of Cuisines i.e. Thai, Japanese, Italian etc	Remarks
G1			
G2			
G3			
G4			
G5			
G6			
G7			
G8			

Section 03 Section 04 Street Foods Vendors

© Tomato.space



https://docs.google.com/spreadsheets/d/1G_Peo-cZJ2q3G0FD_BWHSBwKzBKFT0GA/edit?usp=sharing&ouid=112656647802435097663&rtpof=true&sd=true

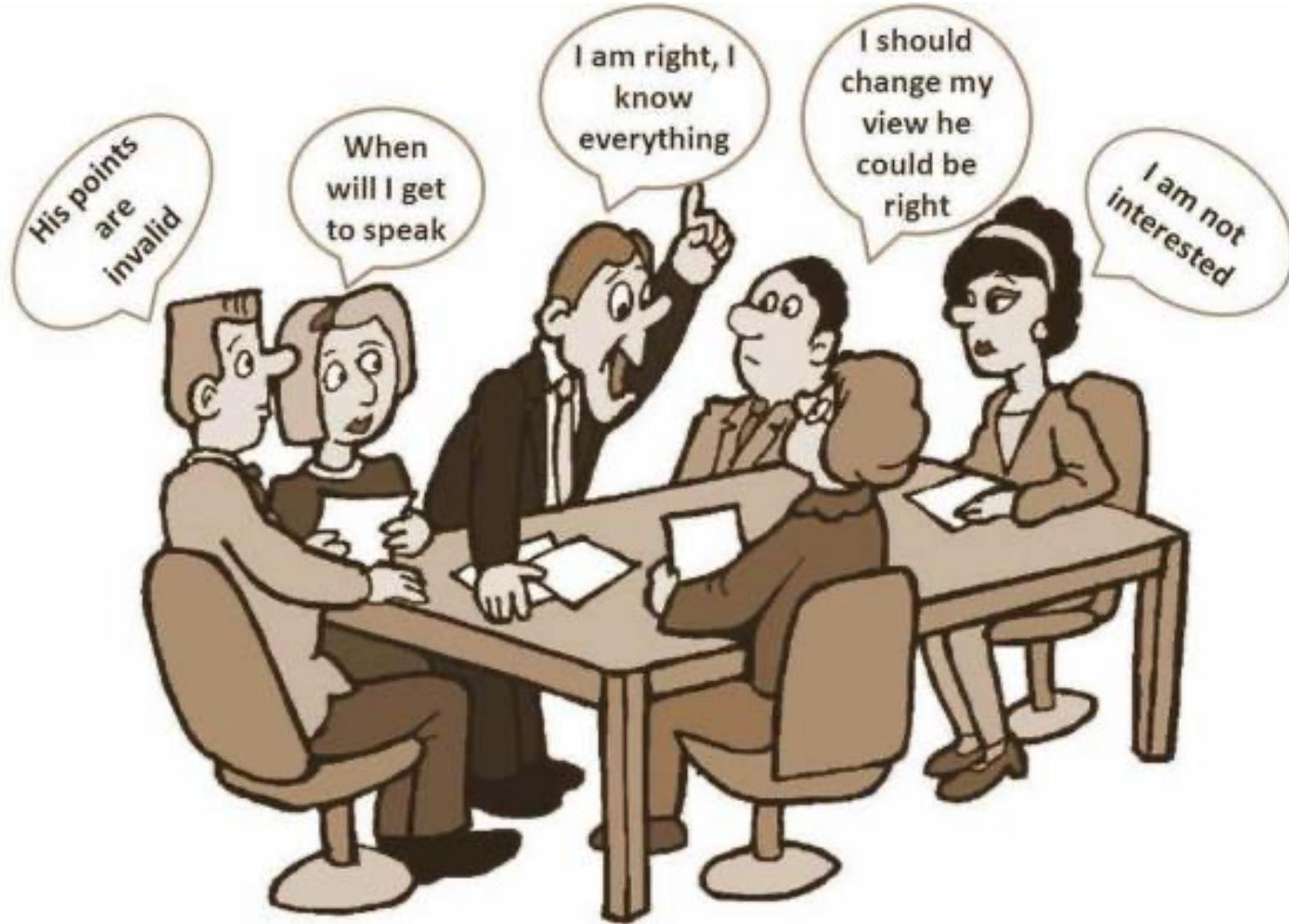


Discussion Time!!!

Additional 1 Sticker



Mahidol University
International College





Questions



Mahidol University
International College

1. Efficiency and Speed: (G1)

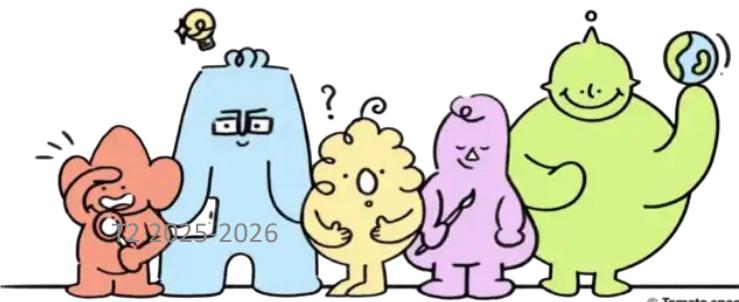
- a) How does the robot barista's efficiency compare to a human-operated coffee shop?
- b) In terms of speed, do you think the robot barista is an advantage in a busy environment?

2. Quality of Service: (G2)

- a) Does the robot barista compromise on the quality of the coffee or customer service compared to a human barista?
- b) Are there any aspects of customer interaction that the robot lacks?

3. Customization and Personalization: (G3)

- a) How well does the robot handle custom orders or special requests from customers?
- b) Is there a difference in the level of personalization compared to a human barista?





Questions



Mahidol University
International College

4. Maintenance and Technical Issues: (G4)

- a) What potential technical issues or maintenance challenges do you foresee with the robot barista?
- b) How would technical glitches impact the customer experience?

5. Impact on Employment: (G5)

- a) Discuss the potential impact of widespread adoption of robot baristas on human employment in the coffee industry.
- b) Are there any ethical considerations regarding job displacement?

6. Cost Considerations: (G6)

- a) Assess the initial cost and maintenance expenses of implementing a robot barista. Is it a cost-effective solution for coffee shops?
- b) Consider the long-term financial implications for businesses.





Questions



Mahidol University
International College

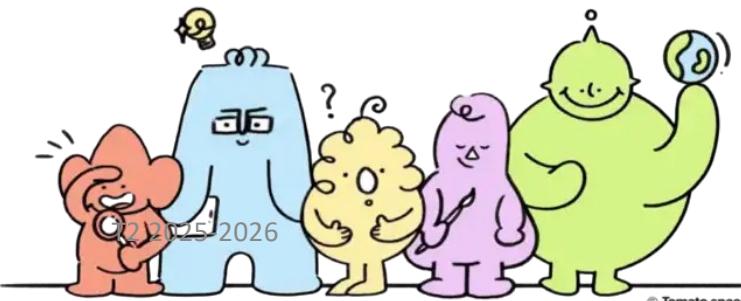
7. Human Touch vs. Automation: (G7)

- a) Discuss the importance of the human touch in the service industry. Are there elements that a robot can never replace?
- b) Consider how the balance between human-operated and automated services can be maintained.

8. Future Trends: (G8)

- a) Predict the future trends in the use of automation in the service industry, particularly in areas like cafes and restaurants.
- b) What advancements or improvements do you anticipate in the next generation of robot baristas?

All groups question: Why might new CEOs seeking to establish sense-making? And How sense-giving is important for driving business?





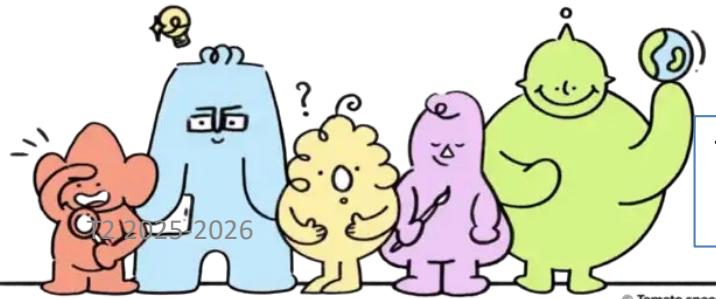
Section _____ Group No. _____
Question no. _____



Mahidol University
International College

a.) Key discussion

b.) Key discussion



Team members:

ICMB235 & ICMB260

1.
4.

2.

3.
5.



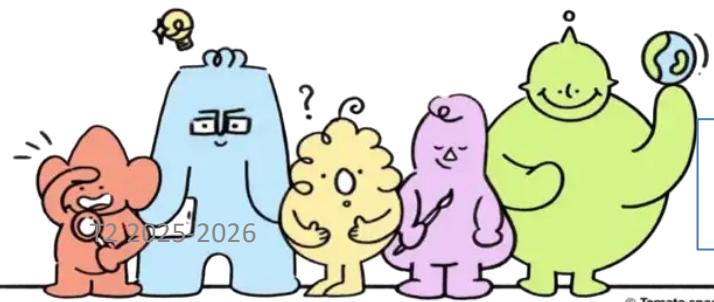
Section ___ Group No. _____



Mahidol University
International College

Key points discussions / Ideas:

All groups question: Why might new CEOs seeking to establish sense-making? And How sense-giving is important for driving business?



Team members:

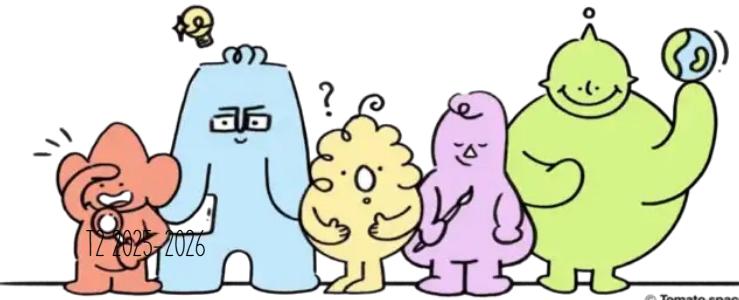
ICMB235 & ICMB260

- 1.
- 2.
- 3.
- 4.
- 5.



Street vendor discussion & Presentation

- Each Group discuss and agreed which restaurant you would like to explore the work processes





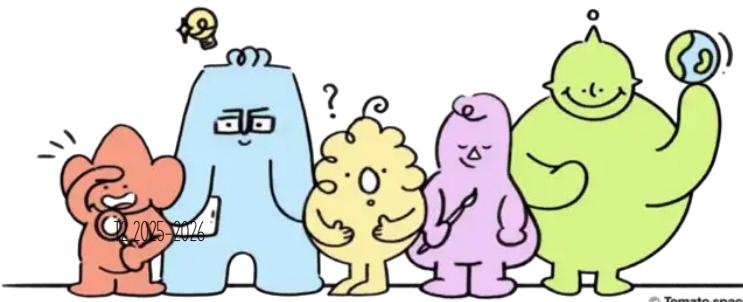
Term Projects [first half] Street Food Vendor Experience!



Mahidol University
International College

INSTRUCTIONS

- Select one restaurant (chain restaurant isn't allowed)
- Sit-in at least two times
- Observe all processes
- Analyze and Compare the process from ordering till taking foods
- Brainstorming and discussion next week





Register Street vendor name in the shared drive by today



Mahidol University
International College

- Get the sheet street food vendor

T12025-2026 Groupwork Namelist [XLSX](#)

File Edit View Insert Format Data Tools Help

A1 Street Food Vendors registration [T1 2025-2026]

Street Food Vendors registration [T1 2025-2026]

Section 1

Group No.	Street Food Vendors Name	Types of Cuisines i.e. Thai, Japanese, Italian etc	Remarks
G1			
G2			
G3			
G4			
G5			
G6			
G7			
G8			

Section 2

Group No.	Street Food Vendors Name	Types of Cuisines i.e. Thai, Japanese, Italian etc	Remarks
G1			
G2			
G3			
G4			
G5			
G6			
G7			
G8			

Street Foods Vendors



https://docs.google.com/spreadsheets/d/1G_Peo-cZJ2q3G0FD_BWHSBwKzBKFT0GA/edit?usp=sharing&ouid=112656647802435097663&rtpof=true&sd=true



- Quiz 1-2 will be arranged on Monday 19th Jan 2026
- Cover 1st and 2nd week topics due to some students may join the class later next week