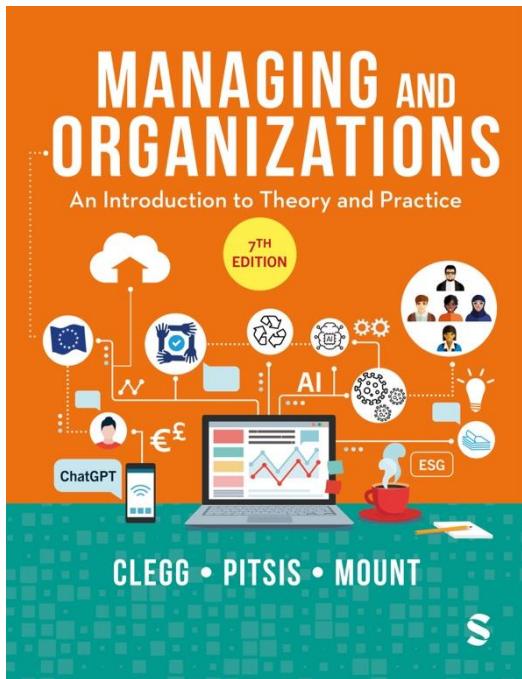




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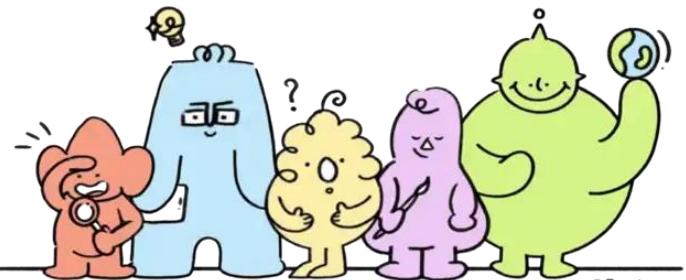
ICMB260: Management and Organizational Behavior



“MANAGING AND ORGANIZATIONS: AN INTRODUCTION TO THEORY AND PRACTICE”

DR. WALLAPA SUENGKAMOLPISUT

WEEK 3-1-2





2. Course Outline [Aj. Wallapa]

Week	Date	Topics
Week 1	Monday 5/1/26	Introduction to MOB, sensemaking
	Wednesday 7/1/26	Managing and Organizations & Technology <i>* Assigned Street Food Vendor Activity</i>
Week 2	Monday 12/1/26	Managing Organizational Design: Principles, Designs (Part 1)
	Wednesday 14/1/26	Managing Organizational Design: Principles, Designs (Part 2) <i>* Assigned Case study – Individual paper assignment</i>
Week 3	Monday 19/1/26	Managing Leadership: Transformation, Instruction, Inspiration * Quiz 1-2
	Wednesday 21/1/26	Managing Technology & Innovation [Individual Assignment]
Week 4	Monday 26/1/26	Class Cancelled due to business trip
	Wednesday 28/1/26	Class Cancelled due to business trip

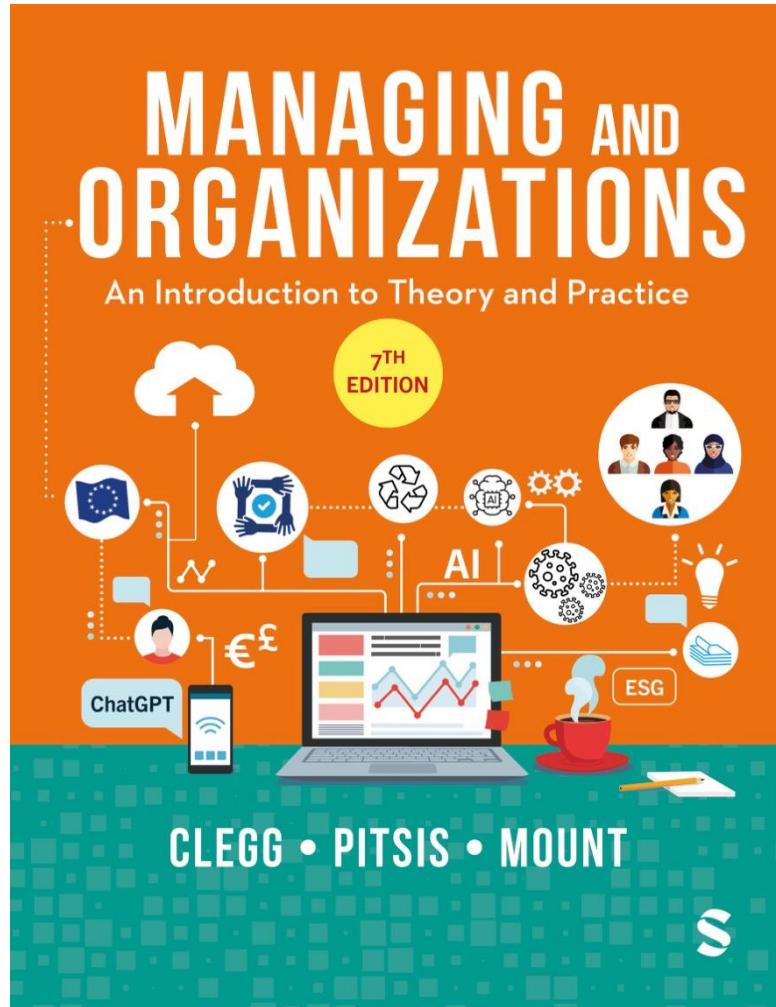




2. Course Outline [Aj. Wallapa]

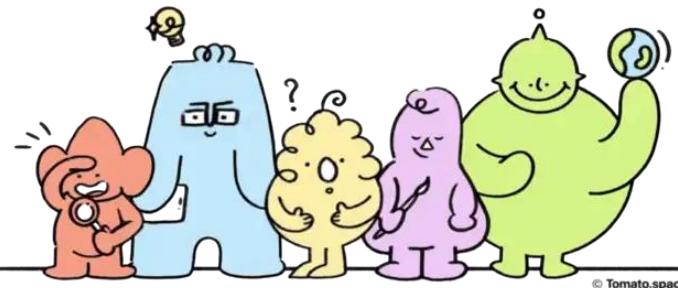
Week	Date	Topics
Week 5	Monday 2/2/26	Managing Power and Politics
	Wednesday 4/2/26	Decision Making & Managing Knowledge
	Thursday 5/2/26	ESG and Sustainability Business [No Attendance check!] [Make up Class 8:00-9:50 & 10:00-11:50] A449
	Thursday 5/2/26	Group Project consultation [Make up Class 13:00-16:00]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





Chapter 4

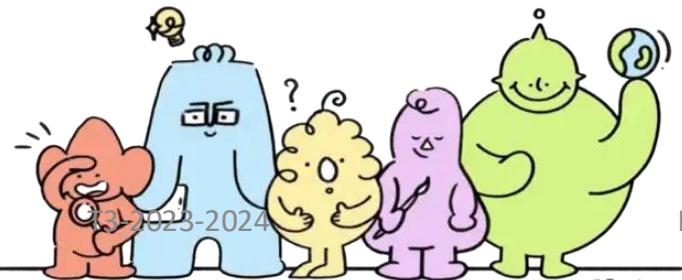
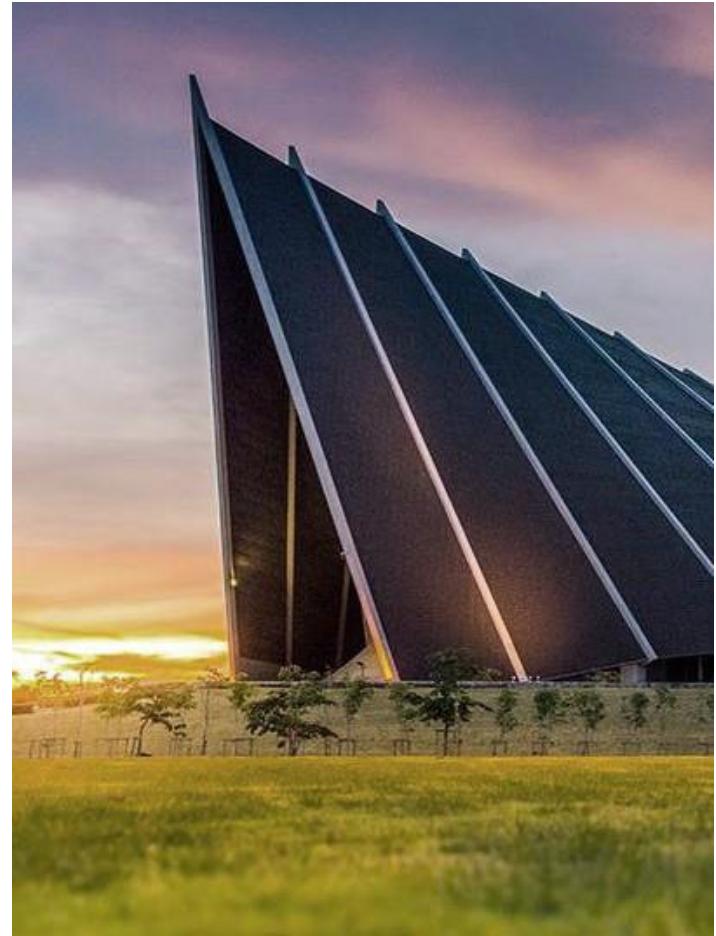
Managing leadership





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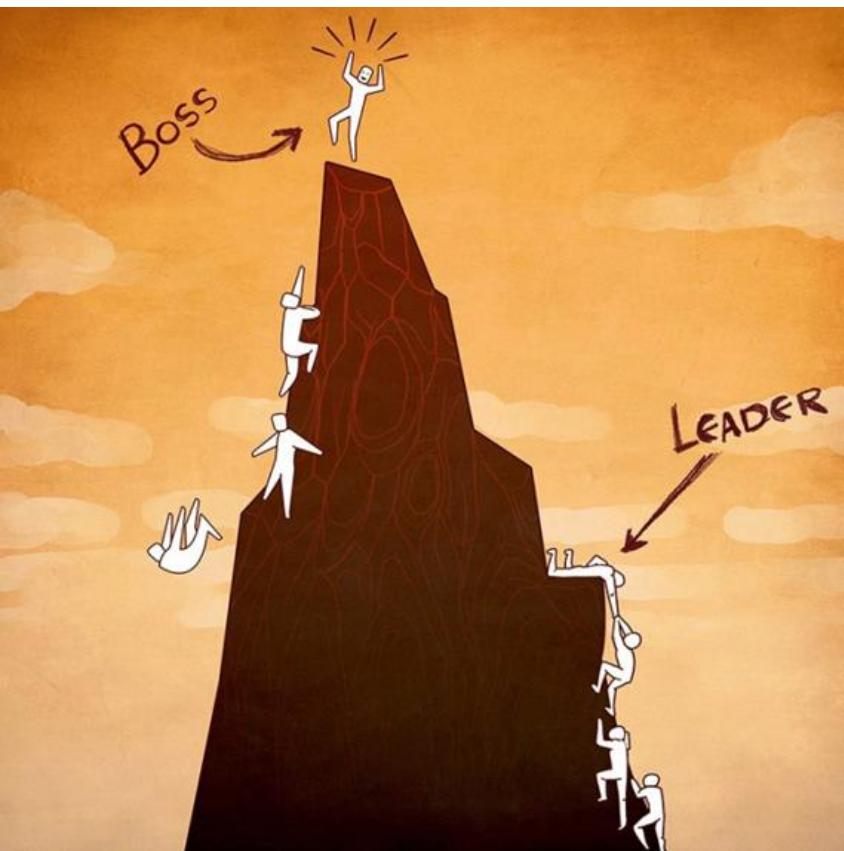


Based on your understanding



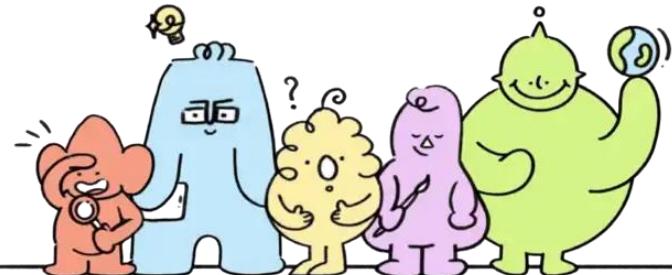
*A leader is one who inspires and motivates action;
having a can-do personality and strong leadership
skills is they key to leading the charge.*

Is it a differences between management & leadership



Introduction

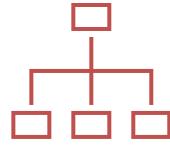
- *Leadership* is
 - The **process of directing, controlling, motivating, and inspiring staff toward** the realization of stated organizational goals
- A *leader*
 - **Leads** people as a ruler
 - **Inspires** people as a motivator
 - **Facilitates** or guides them as a coach and mentor



The differences between leadership and management (Grint and Holt, 2011)



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Management (Manager)

is concerned with organisation running smoothly, creating stability and following the rules.



Leadership (Leader)

Focuses on the vision of the future of organisation and creating new rules.

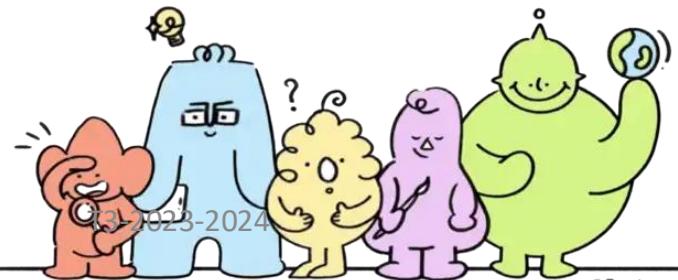
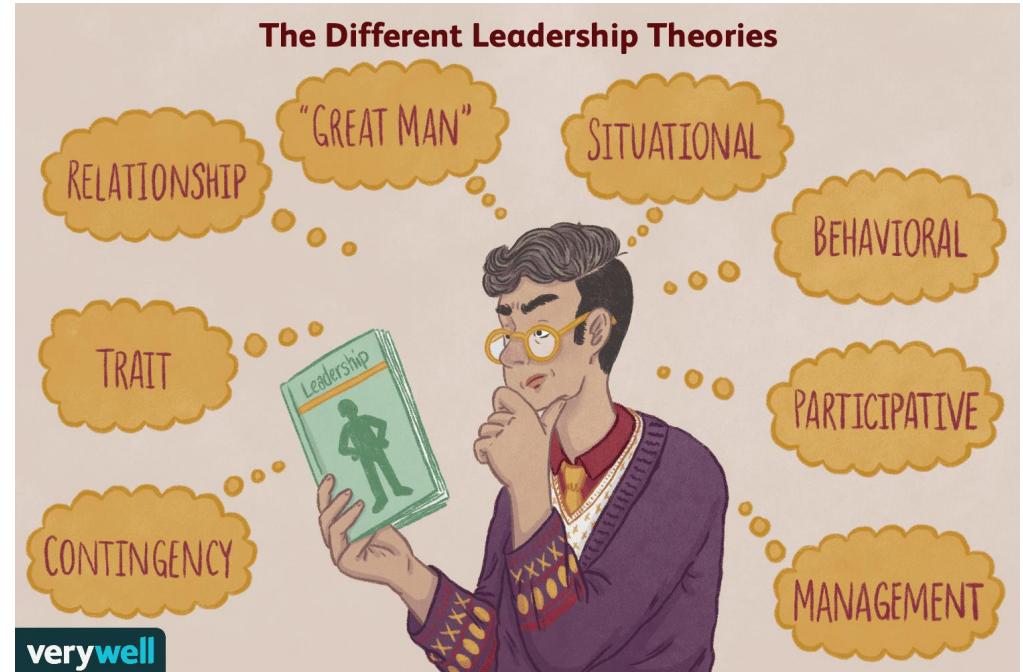
The process of leading or behaviour of others.

In broader definition, it can be carried out by anyone in the organisation.



Leadership Theories

1. Great man theory
2. Trait theory
3. Behavioral theories
4. Contingency Theories
5. Situational Theories
6. Path-Goal Leadership
7. Management Theories
(Transactional Leader)
8. Transformational Leader
9. Newer perspectives
Servant Leadership





1. Trait Theories (Great Man Theory)

1

Great Man Theory

In the 1840s Thomas Carlyle suggests
great leaders are born, not made.

INTRINSIC LEADERSHIP TRAITS
DEFINING A DESTINED LEADER:



Intelligence



Sociability



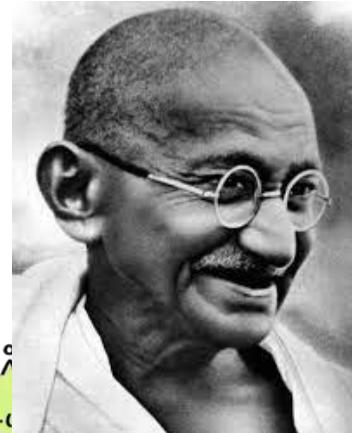
Confidence



Charisma

1. Great Man Theory

- Assumes that the capacity for leadership is inherent – that
- Great leaders are born, not made. “Born to be”
- Great leaders are perceived as heroic
- Great leaders rise their leadership when needed.
- The term “Great Man” was used because, at the time, leadership was thought of primarily as a “Male quality” especially in terms of military leadership.



Abraham Lincoln

13-2023-2024

Mahatma Gandi

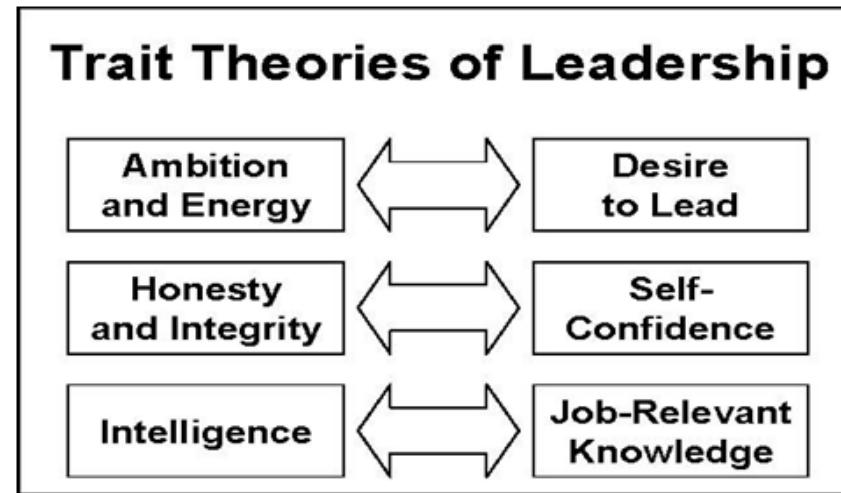
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King Bhumibol –
King Rama 9

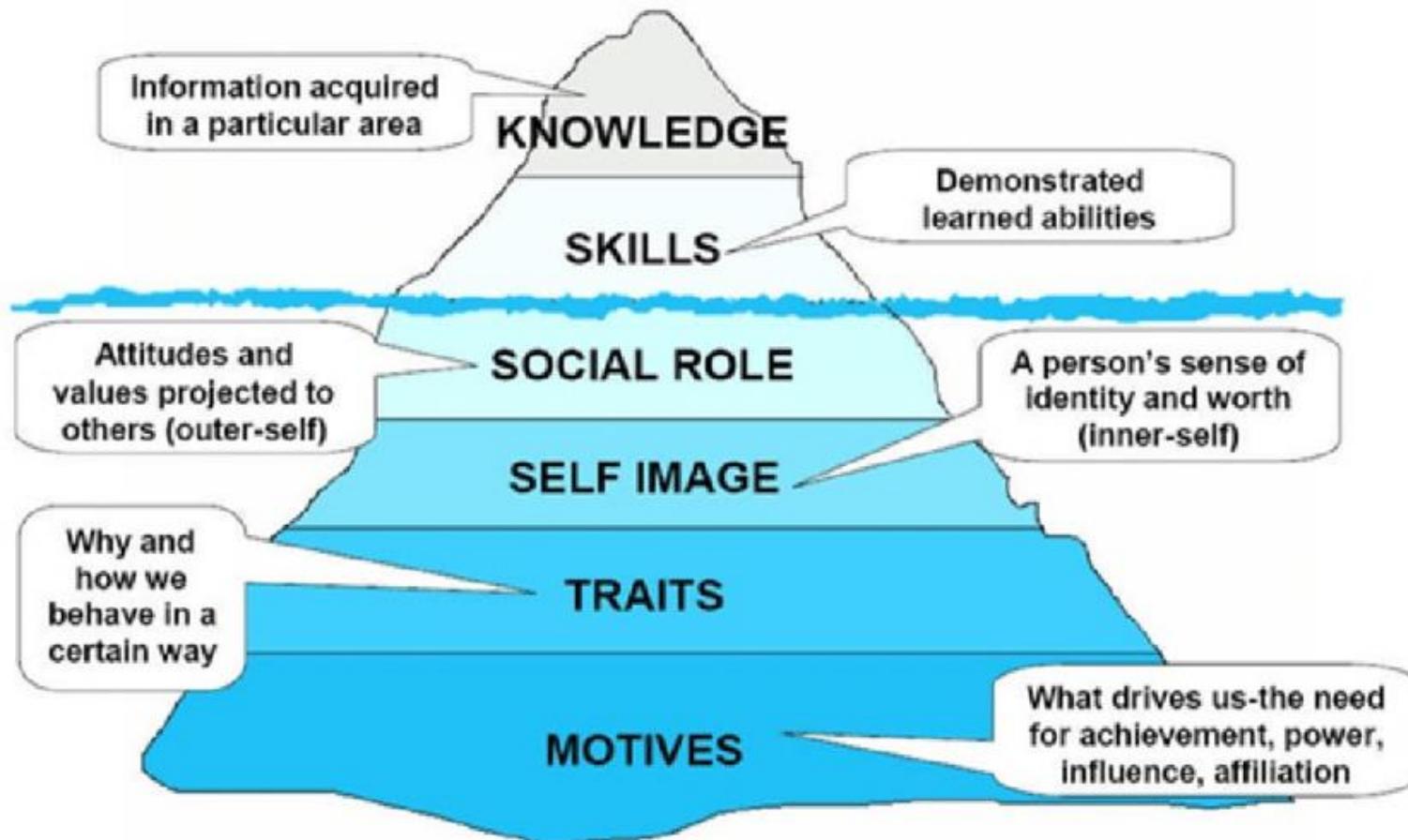


2.Trait Theory of Leadership

- Trait theory of leadership suggests that...
 - Similar in some ways to “Great Man” theory
 - Assumes that people inherit certain qualities and traits that make them better suited to leadership
 - Personality is distinguish from others i.e. charisma, Inspiration, confidence etc
 - “Borns to be” – Leadership styles are from innate rather than learned
 - Some arguments are; “Some people has specific trait but are not leaders?”

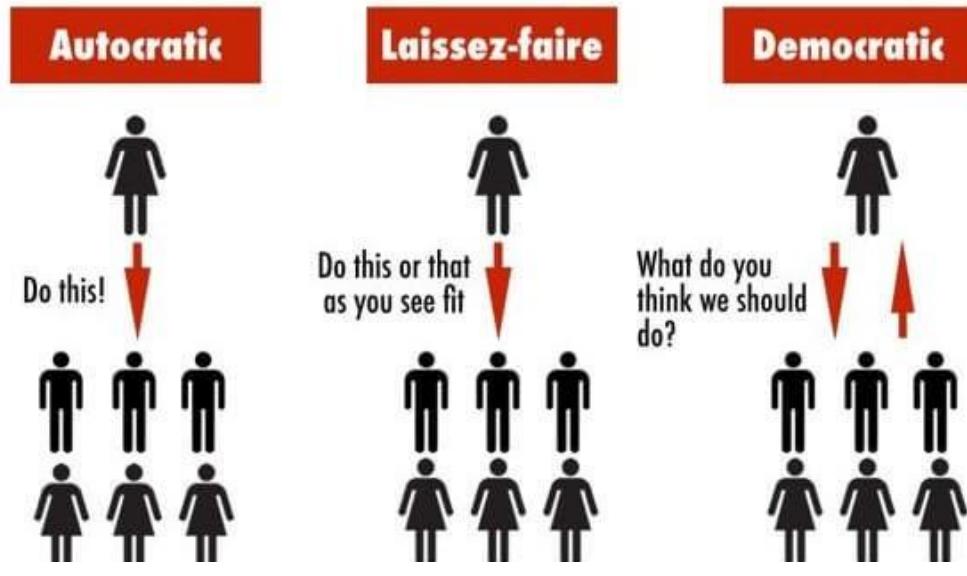


Competencies Model



3. Behaviour Theories

- Behavioral theories of leadership are based upon the belief that **great leaders are made, not born.**
- This leadership theory focuses on the actions of leaders, not on mental qualities or internal states.
- According to this theory, **people can learn to become leaders** through teaching and observation



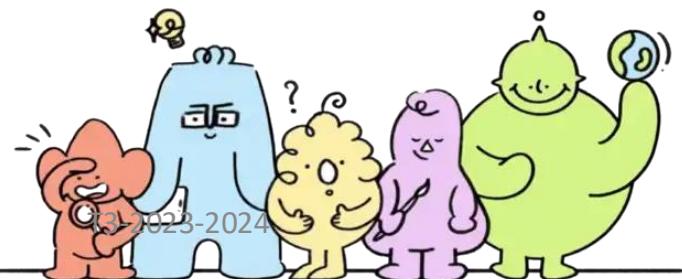
Autocratic Style – the leader uses strong, directive, controlling actions to enforce the rules, regulations, activities, and relationships; followers have little discretionary influence



Democratic Style – the leader takes collaborative, reciprocal, interactive actions with followers; followers have high degree of discretionary influence



Laissez-Faire Style – the leader fails to accept the responsibilities of the position; creates chaos in the work environment



Kurt Lewin 3 Leadership style

Table 12.4.

Name	Decision making	Role of group	Advantages	Disadvantages
Autocratic	Centralized	Followers	Quick decision making	Can hinder creativity
Participative	With group, leader overall	Participating and involved	Involvement and originality	Can be slow in time of crisis
Laissez faire	Left to the group	Have full autonomy	Freedom of group members	Slow decision making and often unproductive

**Lewin's
Leadership
Styles**

Authoritarian
provide clear expectations



Participative
participate in the group, offer guidance

Delegative
offer little or no guidance

Authoritarian (Autocratic)
"I'm in Charge"



Participative (Democratic)
"What's Your Opinion?"



Delegative (Laissez-Faire)
"You're on Your Own!"



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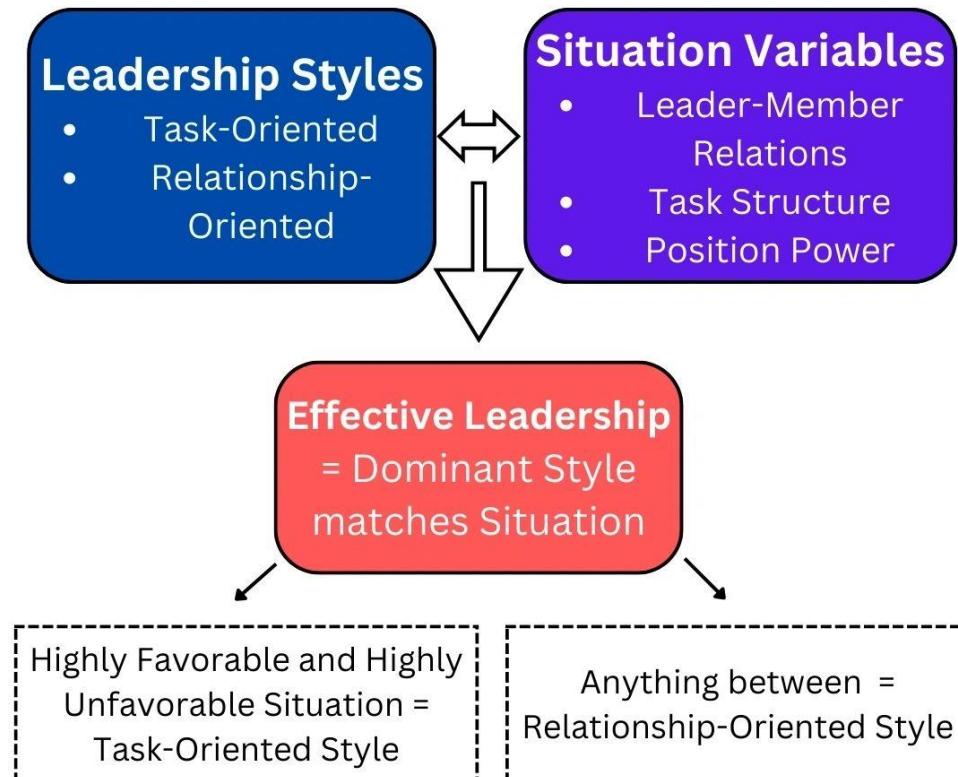
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4. Contingency Theories (1/2)

- Focus on particular variables related to the environment which might determine which particular style of leadership is best suited for the situation.
- According to this theory, no leadership style is best in all situations. **"No One Best Way!"**
- Success depends upon a number of variables / factors, including the leadership style, qualities of the followers, and aspects of the situation.

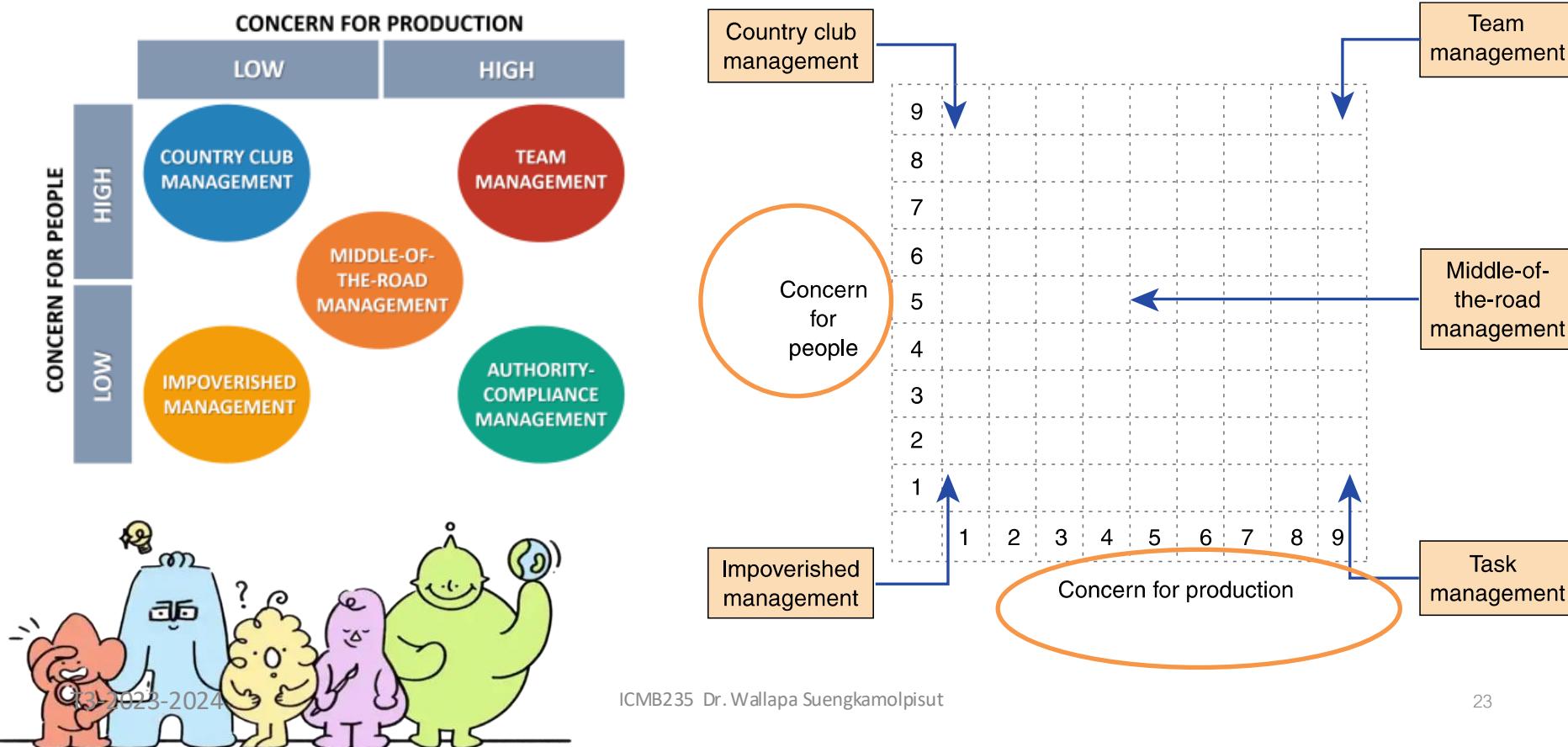


Fiedler's Contingency Model of Leadership



4. Contingency Theories (2/2)

- Blake and Mouton from the University of Texas proposed a **two-dimensional Managerial Grid** based on a manager's concern for production (task-oriented) and concern for people (relationship-oriented).



5. Situational leadership model

- Developed by Paul Hersey and Kenneth Blanchard
- “**No One Best Way Leadership style**”
- A leader is expected to use the appropriate style based on the subordinates’ readiness and willingness to be led by others





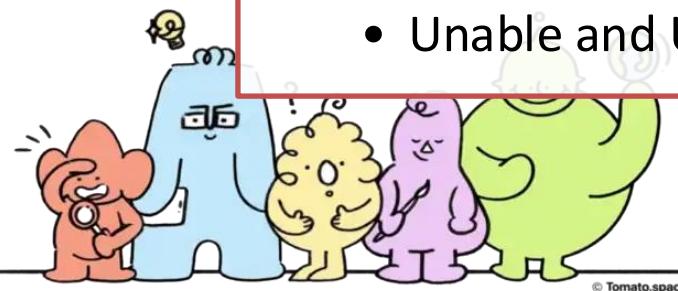
Situational leadership model

Four leadership styles or roles

- Delegating (S4)
- Participating (S3)
- Selling (S2)
- Telling (S1)

To be used according to follower readiness

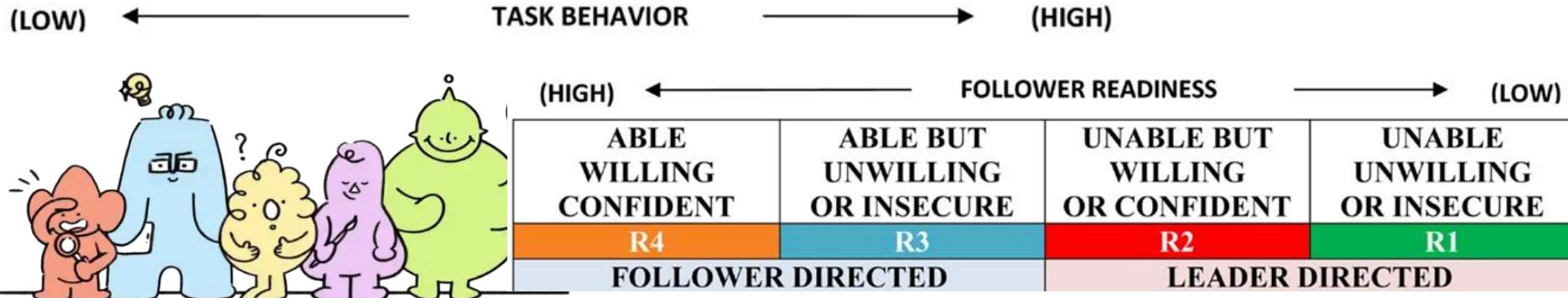
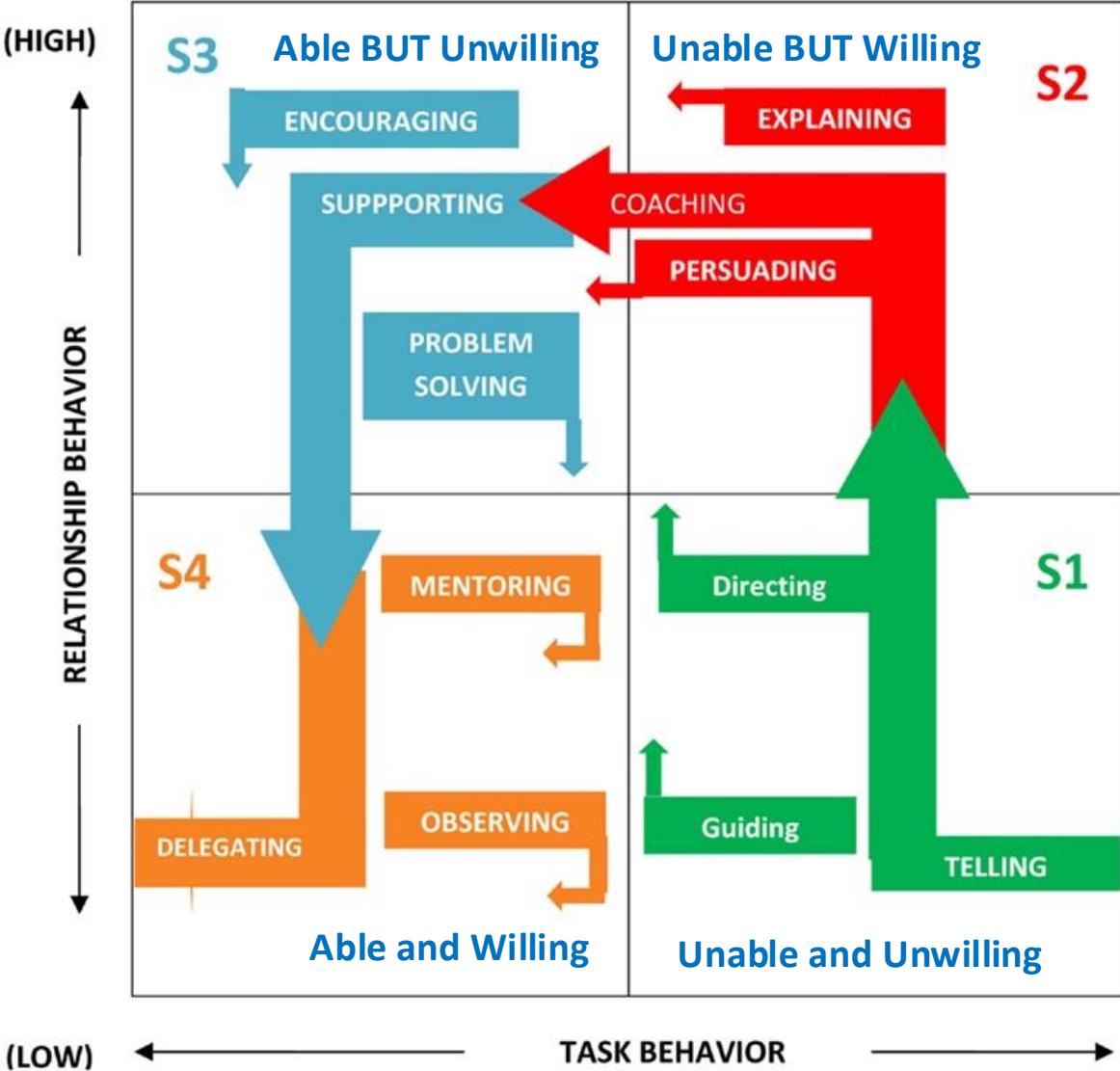
- Able and Willing (R4)
- Able and Unwilling (R3)
- Unable and Willing (R2)
- Unable and Unwilling (R1)





Situational leadership model

How to map...



6. Path Goal Leadership theory

- Leaders help follower motivation **by making the path-goal clear, removing obstacles/roadblocks** that followers might encounter in the process of goal attainment.
- Coaching/providing direction to keep the followers on track, and increasing work satisfaction (Northouse, 2016).
- Vroom (1964) states that path-goal theory borrows from the motivation perspective of the expectancy theory (as cited in Northouse, 2016)



Path-Goal Leadership



Defines Goals



Clarifies Path



Removes Obstacles



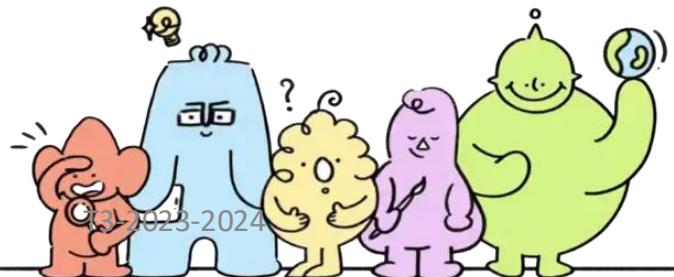
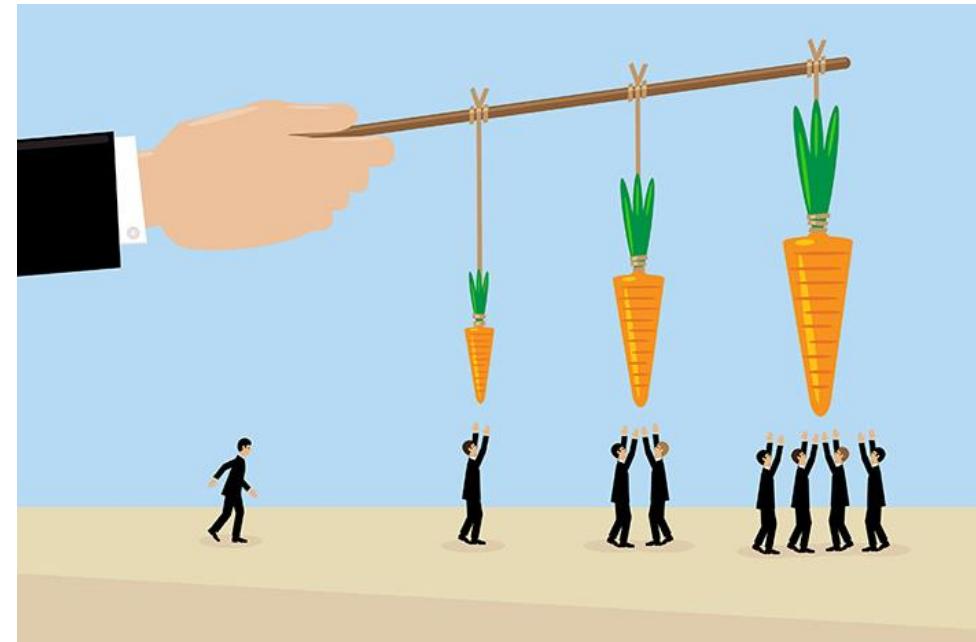
Provides Support



7. Management Theories

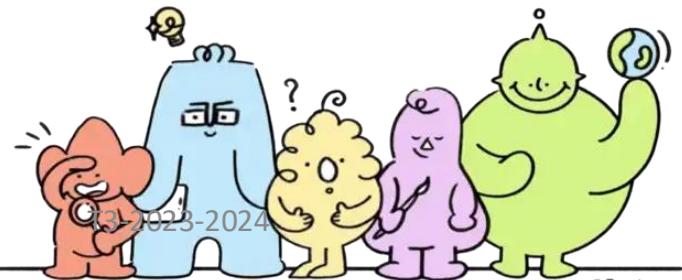
Transactional leaders

- Management theories (also known as “Transactional theories”) focus on the role of supervision, organization, and group performance.
- Transactional leaders do critical management functions such as **role clarification and task requirements** and **allocate and provide rewards and punishments**
- They adhere to organizational policies, values, and vision and are strong on planning, budgeting, and meeting schedules
- They are less people-focused and more **task-oriented**



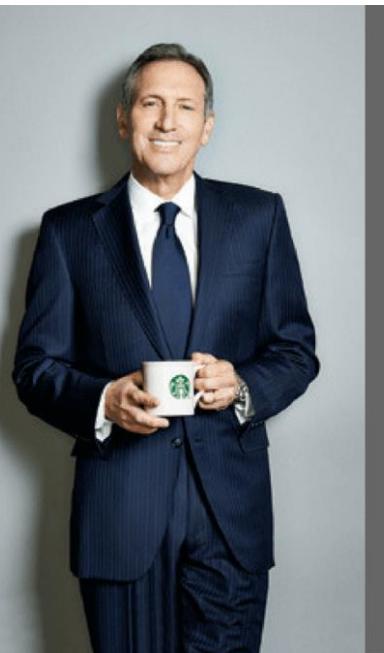
8. Transformational leaders

- They deal mainly with abstract and intangible concepts like vision and change and innovation
- **Inspires positive changes** in both the employees under them and the organization as a whole.
- Creates a distinctive culture within the organizations and teams that they lead.



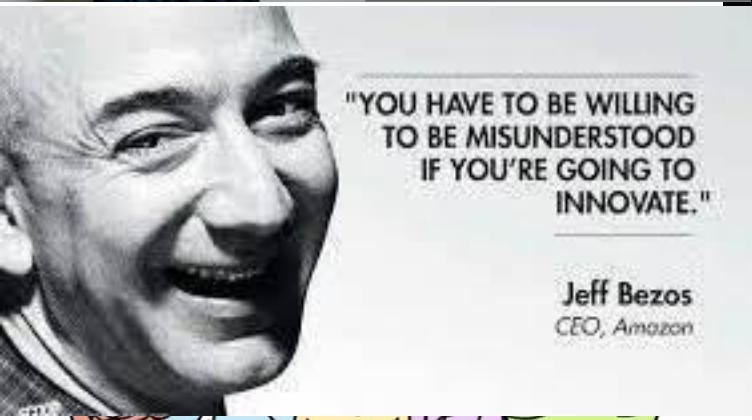


Sample of transformational leaders in corporate business world



“The more uninspiring your origins, the more likely you are to use your imagination and invent worlds where everything seems possible.”

Howard Schultz,
CEO, Starbucks

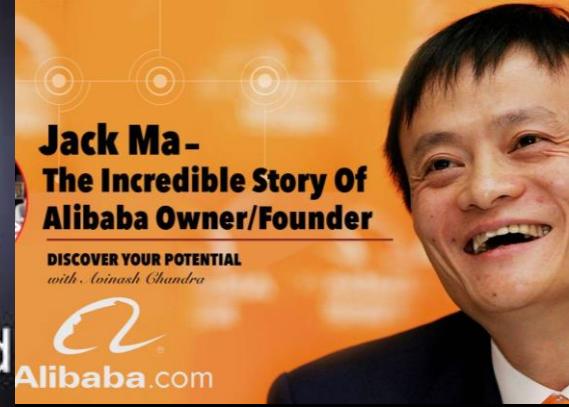


“YOU HAVE TO BE WILLING TO BE MISUNDERSTOOD IF YOU'RE GOING TO INNOVATE.”

Jeff Bezos
CEO, Amazon



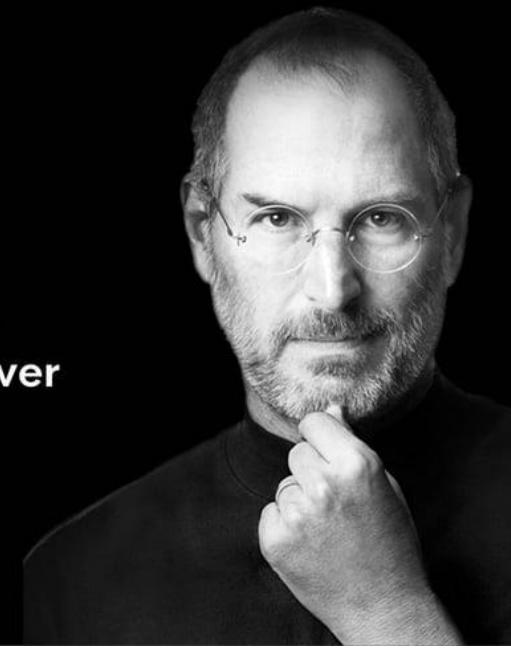
Grove



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Steve Jobs was the king of innovation, a perfectionist, and an advocate and believer of teamwork.





Can charisma drive changes? Charisma VS Transformational Leader

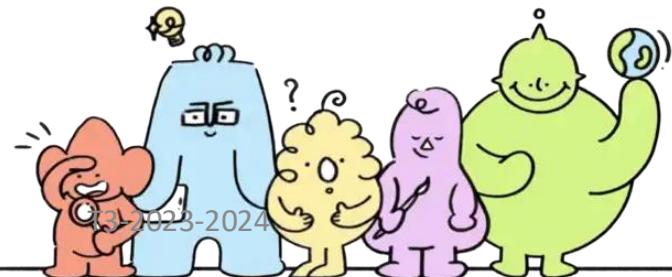
- *Charismatic leaders* have a **motivating effect upon people** and are able to create great visions about an idealized future
“Transforming visions into reality”
- Charismatic leader becomes easier to lead and influence people in the organization.





9. Newer perspectives Servant Leadership

- The theory of “Servant leadership” was started by Robert K. Greenleaf (1970)
- Greenleaf initially proposed an **"I serve" mentality** for servant leadership
- Based it on the two main premises of
 - "I serve because I am the leader," and
 - "I am the leader because I serve."



What Is Servant Leadership? A Philosophy for People-First Leadership



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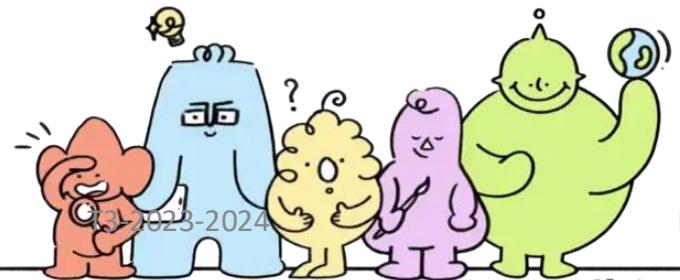


- Servant leadership is a leadership style that prioritizes the growth, well-being, and empowerment of employees.
- Servant leadership puts employees first to grow the organization through their commitment and engagement.



Famous servant leaders in the corporate world

- Alan Mulally, CEO of Ford Motor
- Susan Wojcicki, CEO of YouTube;
- Paul Polman, CEO of Unilever;
- Howard Schultz, CEO of Starbucks; and
- Tim Cook, CEO of Apple;
- Among many others.



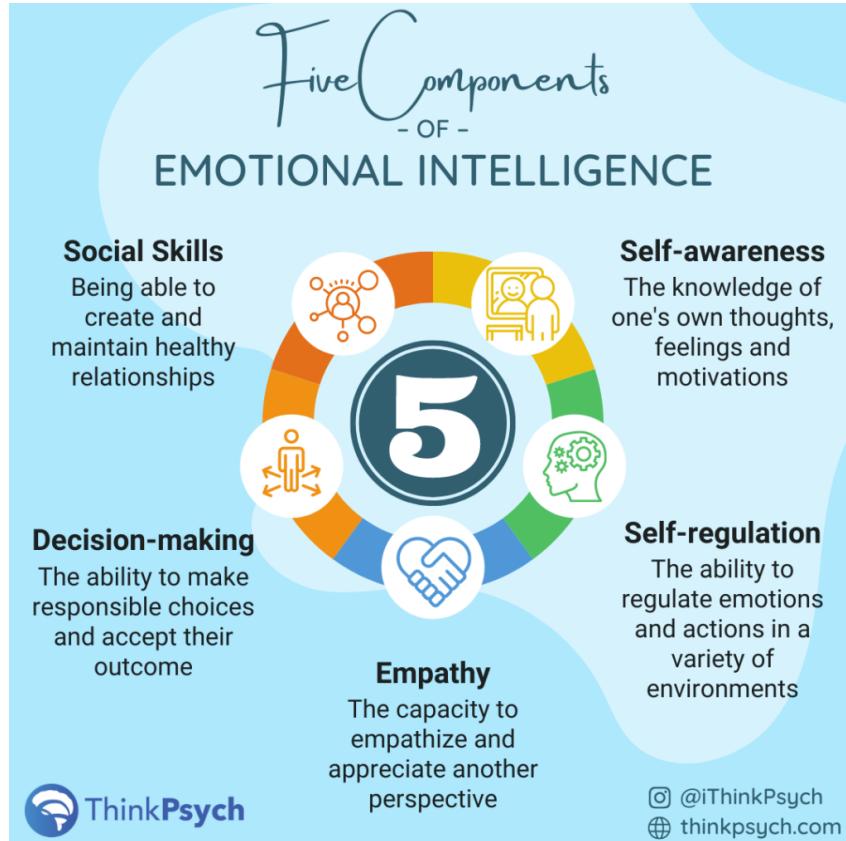
“These leaders show qualities that include being risk-adverse, employee-focused, and driven by success over profits.”

How to manage Followers

with positive psychology of leadership



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- Both followers and leaders need **emotional intelligence**
- Leaders and followers are increasingly seen as allies rather than relations of power
- Leader as motivator!
- Leader as transformer!
- **Relations of trust** between leaders as well as amongst followers are important



Leader as a coach!

Coaching competencies

- Trust building
- Empathy
- Active listening
- Influence tactics
- Set goals
- Monitor performance
- Feedback
- Encourage positive actions
- Discourage negative actions



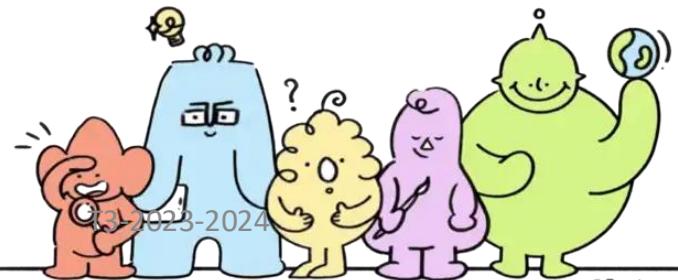
Leader as a Motivator!

Theory X and Theory Y Motivation

Leadership Styles based on Authority



- Theory X and theory Y
 - *Theory X* is a managerial orientation that views employees as lazy, self-interested, and requiring control and coordination
 - *Theory Y* is a managerial orientation that views employees as motivated by feelings of self-worth, and seek autonomy, fulfilment, and meaningfulness at work

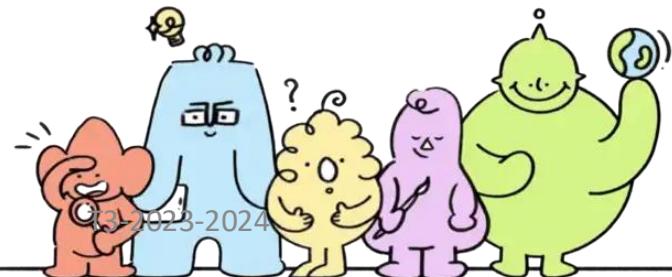




Leader as a Motivator!

Motivation

- Two types of motivation
 - *Extrinsic motivation* refers to external factors that drive behaviour such as money, avoidance of punishment, etc.
 - *Intrinsic motivation* refers to internal factors that drive behaviour such as enjoyment, self-expression, etc.
- Content theories: those contents within us which drive us and "No One Best Way" (e.g. Maslow hierarchical of needs)
- Process theories: the cognitive and affective processes involved in motivation (e.g. Equity theory, Vroom's theory)



Leader as a Transformer! Leading the change



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**Next Week Lecture Topic “Managing Technology and
Managing Change”**



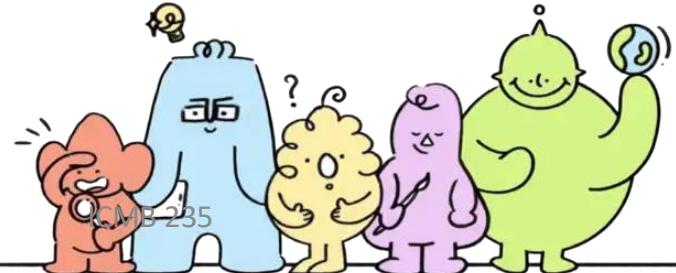
[Makeup class] Thursday 5th Feb 2026

Room A327 (12:00-16:00)



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.



ICMB 235

ICMB235 Dr. Wallapa Suengkamolpisut

Makeup Class Group Project Consultation 1

Thursday 5th Feb 2026 [12:30-16:15]



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- Please reserve the time slots that fit with your schedule by accessing this link or QR Code
- *Group project consultation #1 : Please bring the Brainstorming Street food vendor sheet and prepare the issues of street foods vendor project report for discussion
- In case that you don't have any issues, skip the session is allowed.

https://docs.google.com/spreadsheets/d/1G_Peo-cZJ2q3G0FD_BWHSBwKzBKFT0GA/edit?gid=532895398#gid=532895398





	A	B	C	D	E	F	G
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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.	Time	Section No.	Group No.	Street Food Vendor name	Remarks	Confirmed by Ajarn
1	12:30-12:45					
2	12:45-13:00					
3	13:00-13:15					
4	13:15-13:30					
5	13:030-13:45					
6	13:45-14:00					
7	14:00-14:15					
8	14:15-14:30					
9	14:30-14:45					
10	14:45-15:00					
11	15:00-15:15					
12	15:15-15:30					
13	15:30-15:45					
14	15:45-16:00					
15	16:00-16:15					

Please reserve slot by 30th Jan 26

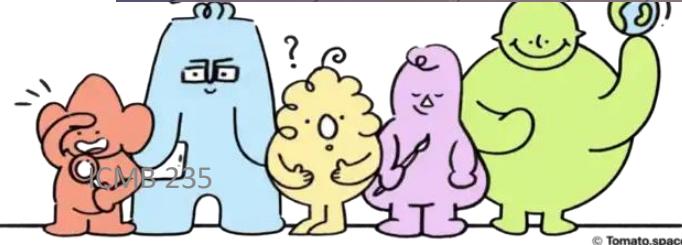


Dr. Wallapa Sueungkamolpisut

ICMB 235

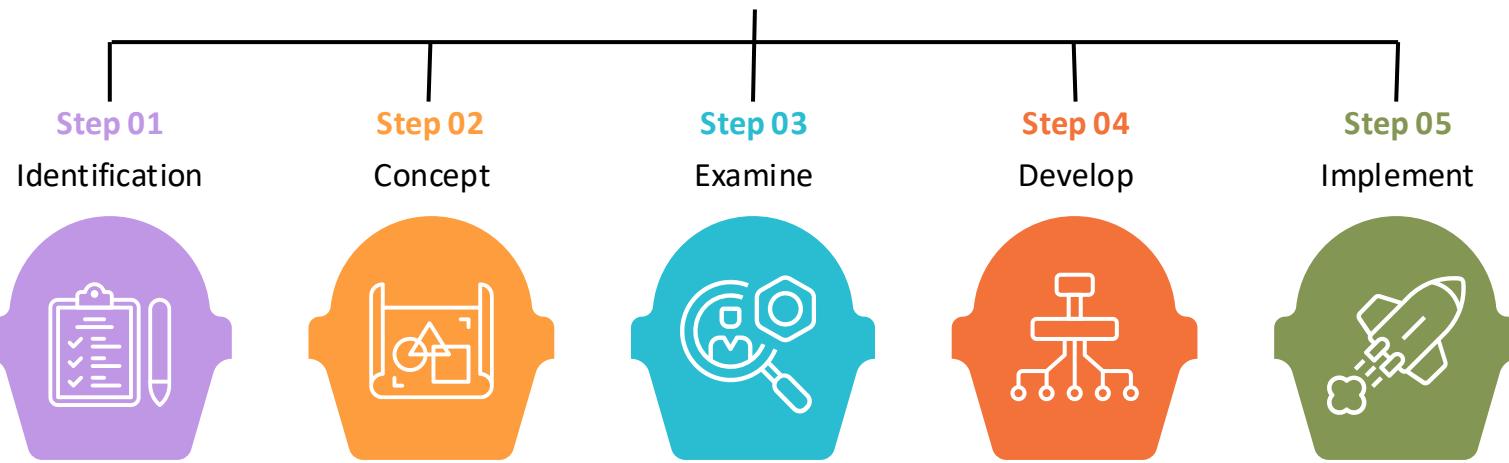


Street Foods Vendor Project Update

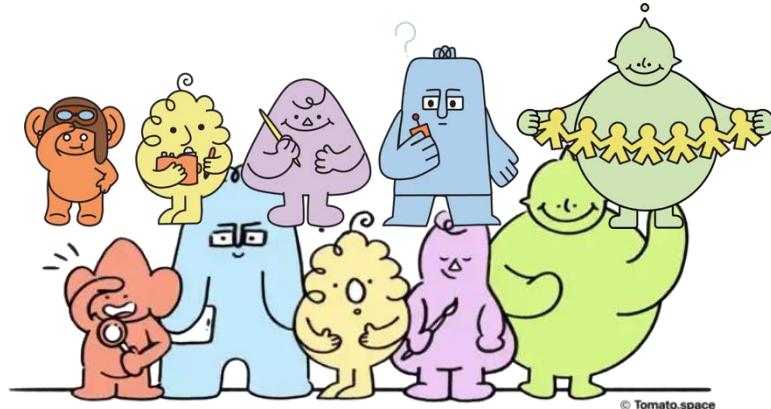




STREET FOODS VENDOR NAME: _____ DESIGN THINKING



ICMB 260: Street Foods Vendor Project
Section: _____ Group No. _____





Section: _____ Group: _____ Street Foods Vendor Name: _____

Location: _____

Street Foods Vendor Profile:



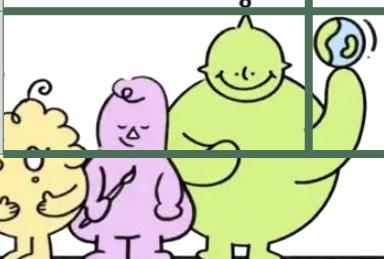
DATA COLLECTION



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GROUP: _____

STREET FOODS VENDOR NAME: _____

Key Observations	1st Visit	2nd Visit	Key Observations	1st Visit	2nd Visit
	Date _____	Date _____		Date _____	Date _____
Time _____	Time _____	Time _____	Time _____	Time _____	Time _____
1.			6.		
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3.			8.		
4.			9.		
5.			10.		

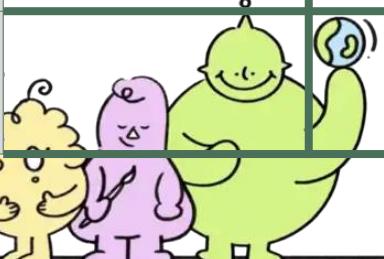
DATA COLLECTION



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GROUP: _____

STREET FOODS VENDOR NAME: _____

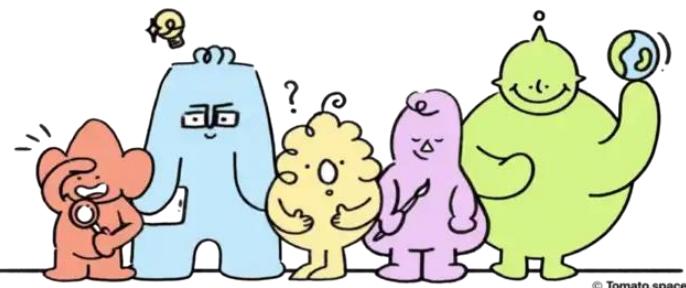
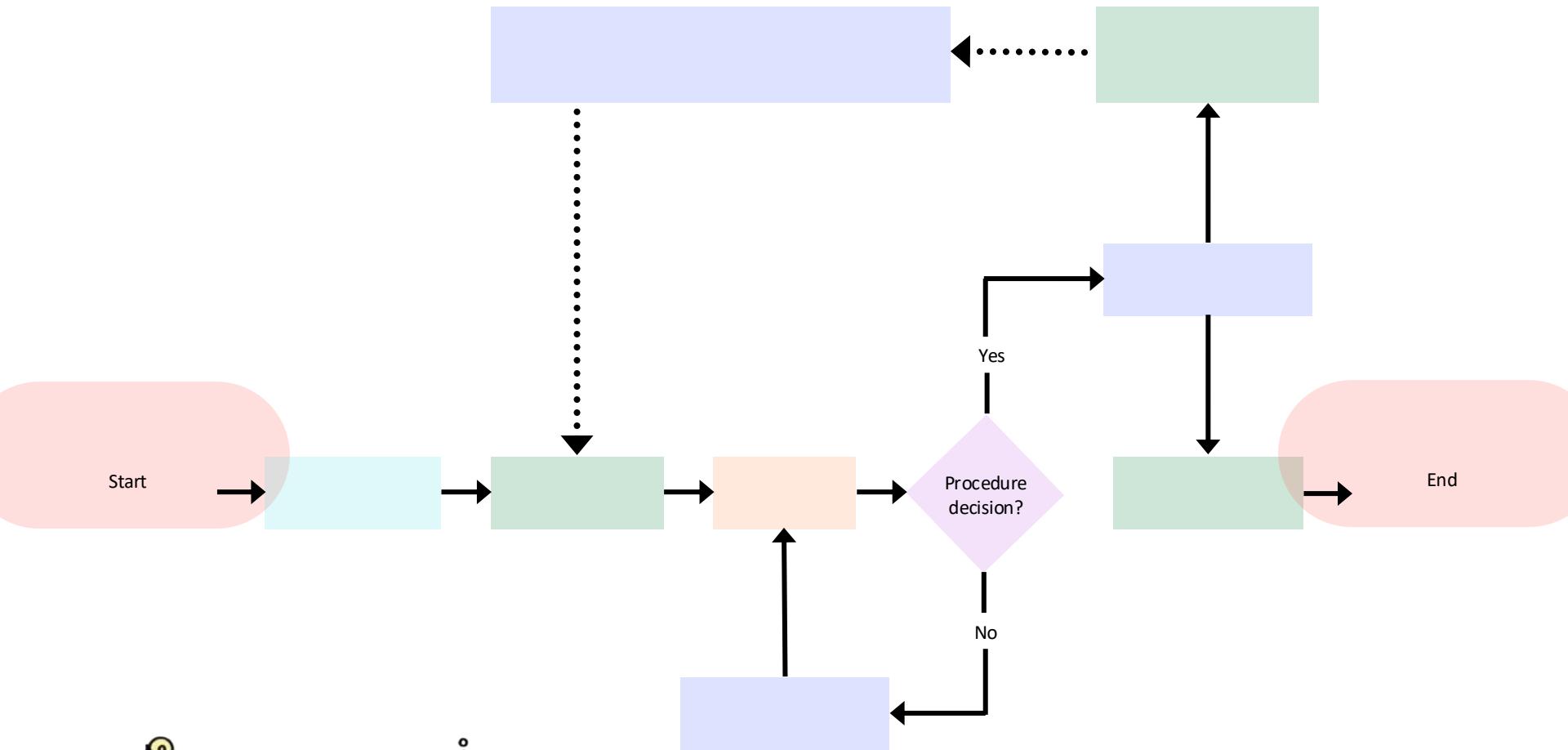
Key Observations	1st Visit	2nd Visit	Key Observations	1st Visit	2nd Visit
	Date _____	Date _____		Date _____	Date _____
Time _____	Time _____	Time _____	Time _____	Time _____	Time _____
11.			16.		
12.			17.		
13.			18.		
14.			19.		
15.			20.		

FLOWCHART [SAMPLE]

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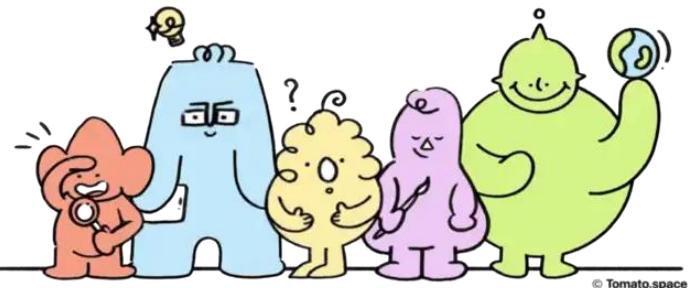
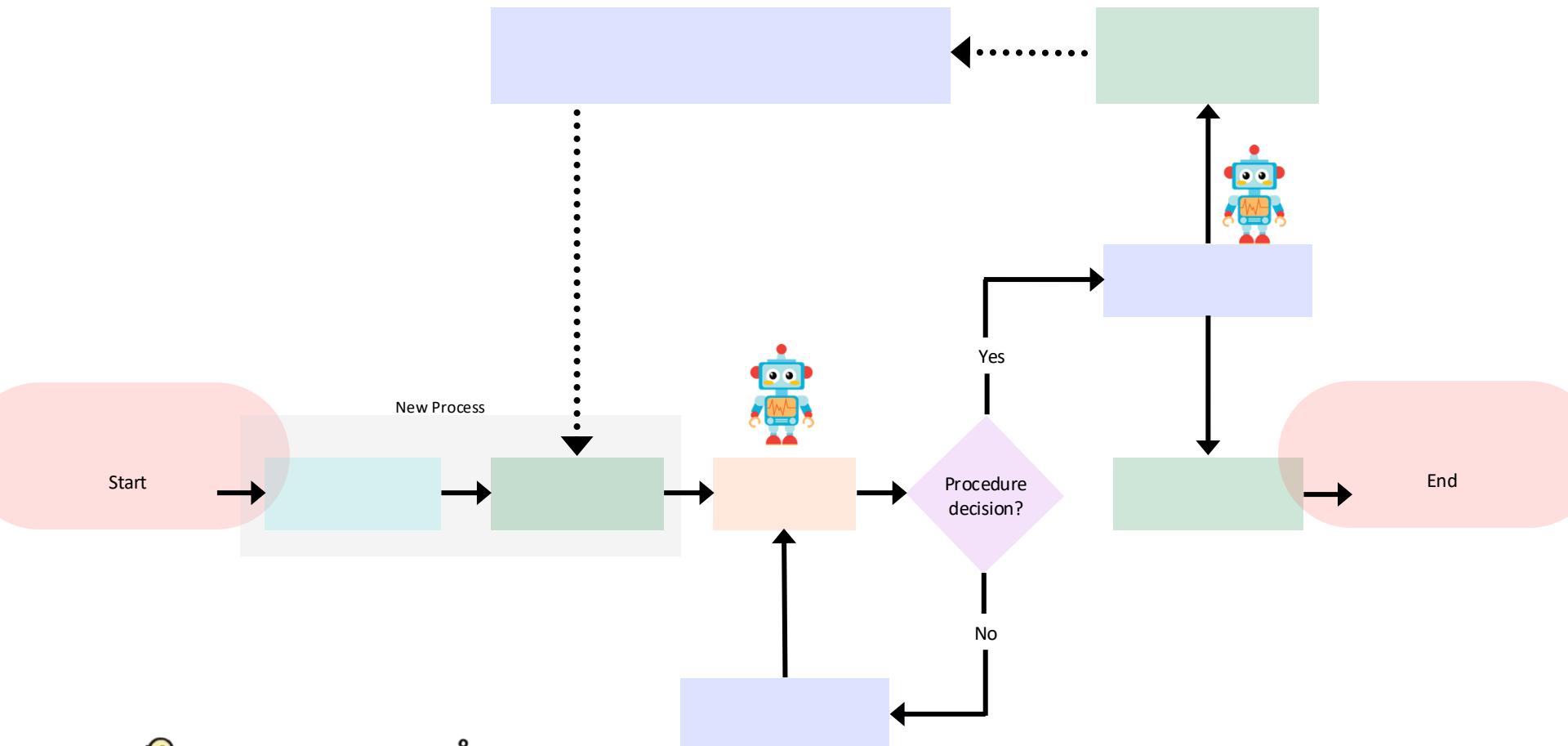


FLOWCHART [SAMPLE]

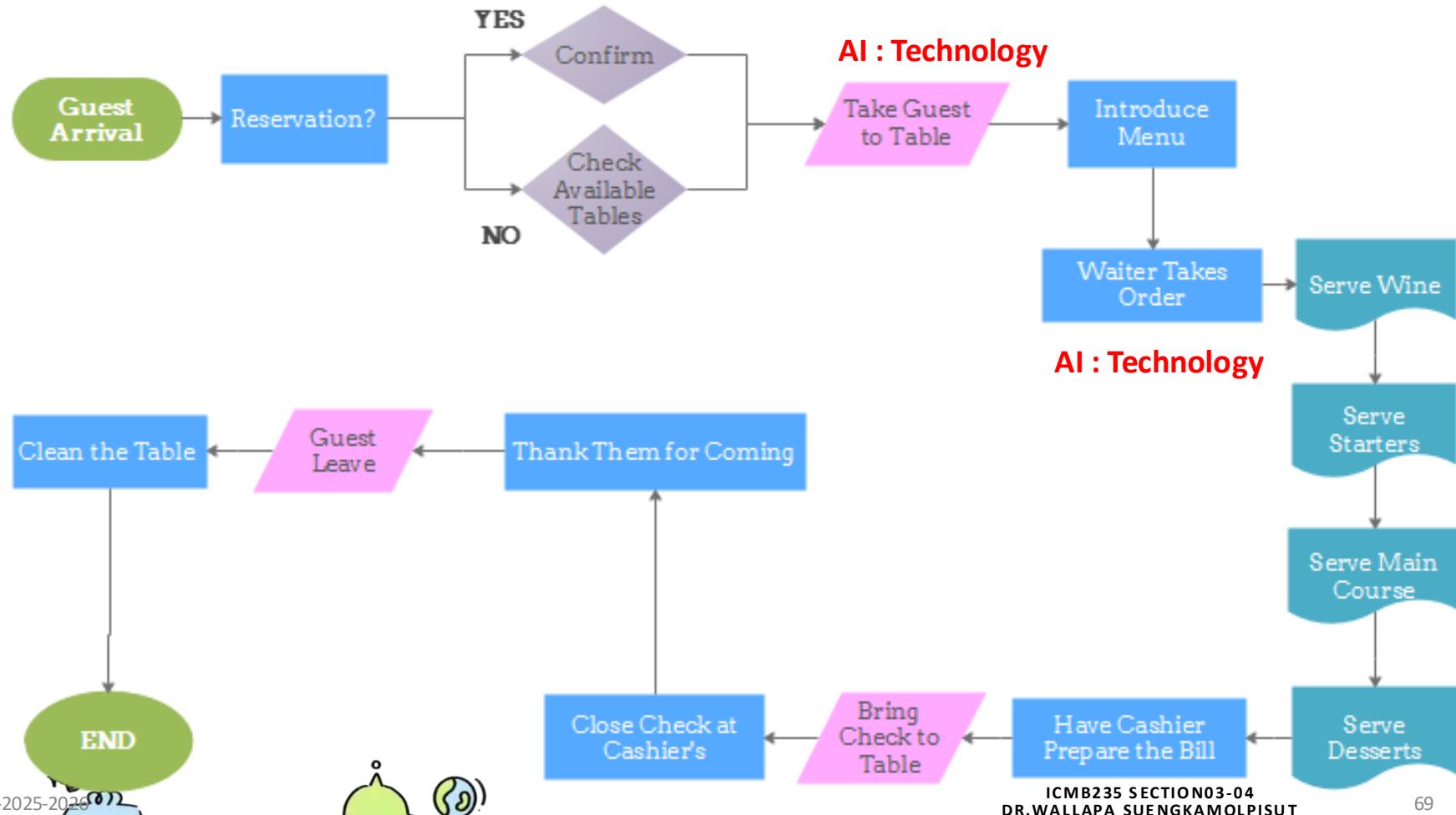
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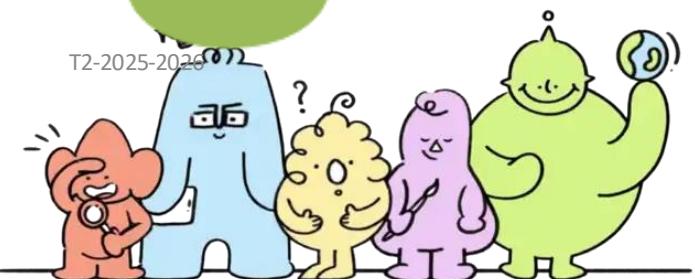
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Sample of streets foods vendor operations process



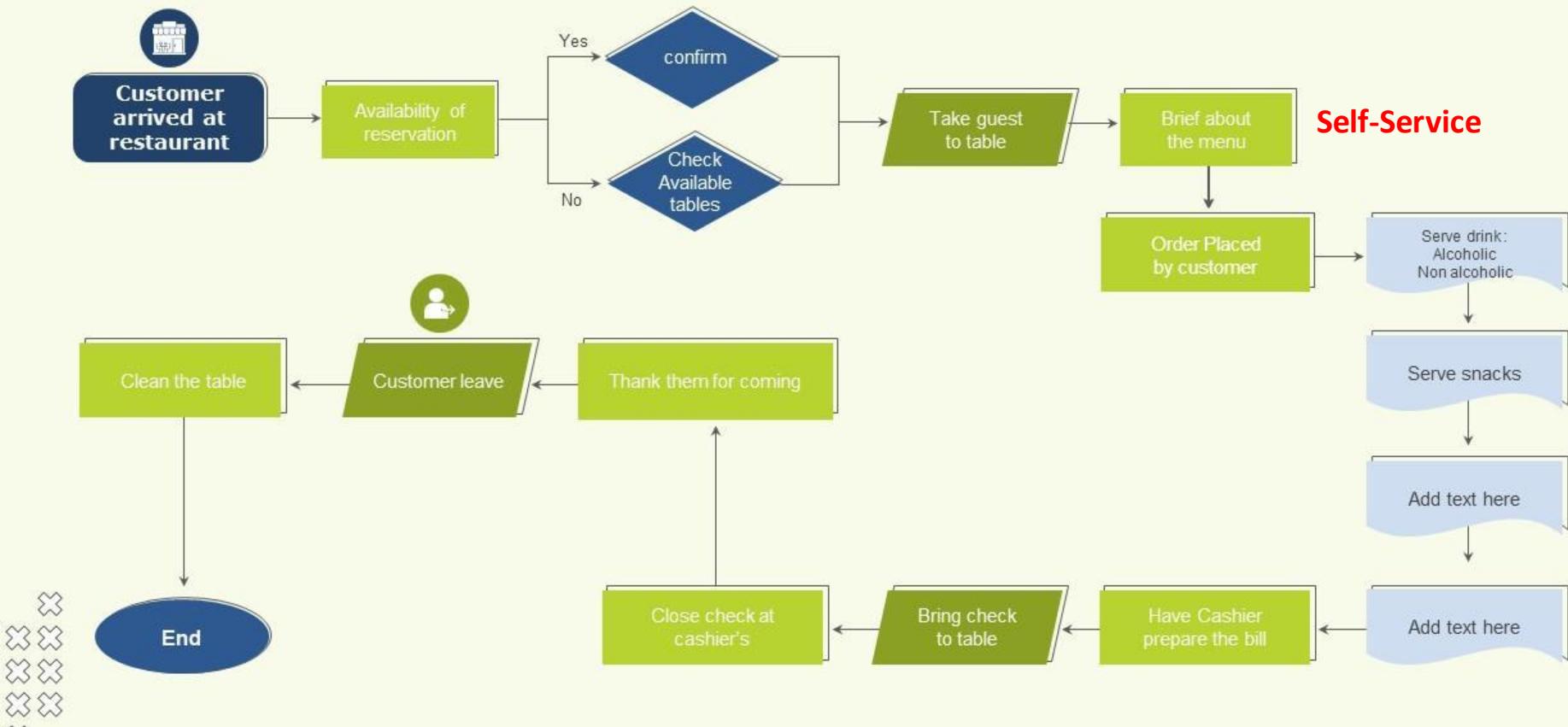
T2-2025-2026



Sample of streets foods vendor operations process

Restaurant operation flow chart for dinning orders

Following slide shows restaurant that can assist managers in taking orders are creating new opportunities. The process start from customer arrival at restaurant and ends with customer leaving the restaurant by providing feedback



This slide is 100% editable. Adapt it to your needs and capture your audience's attention.



Brainstorming Ideas

Collect Ideas

Concept

Goal

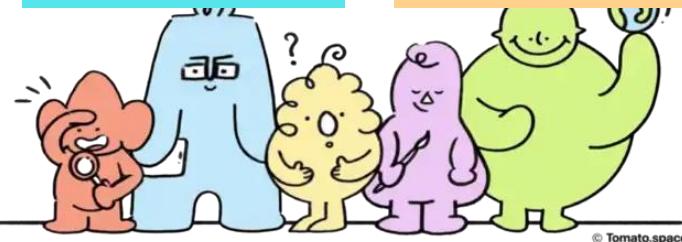
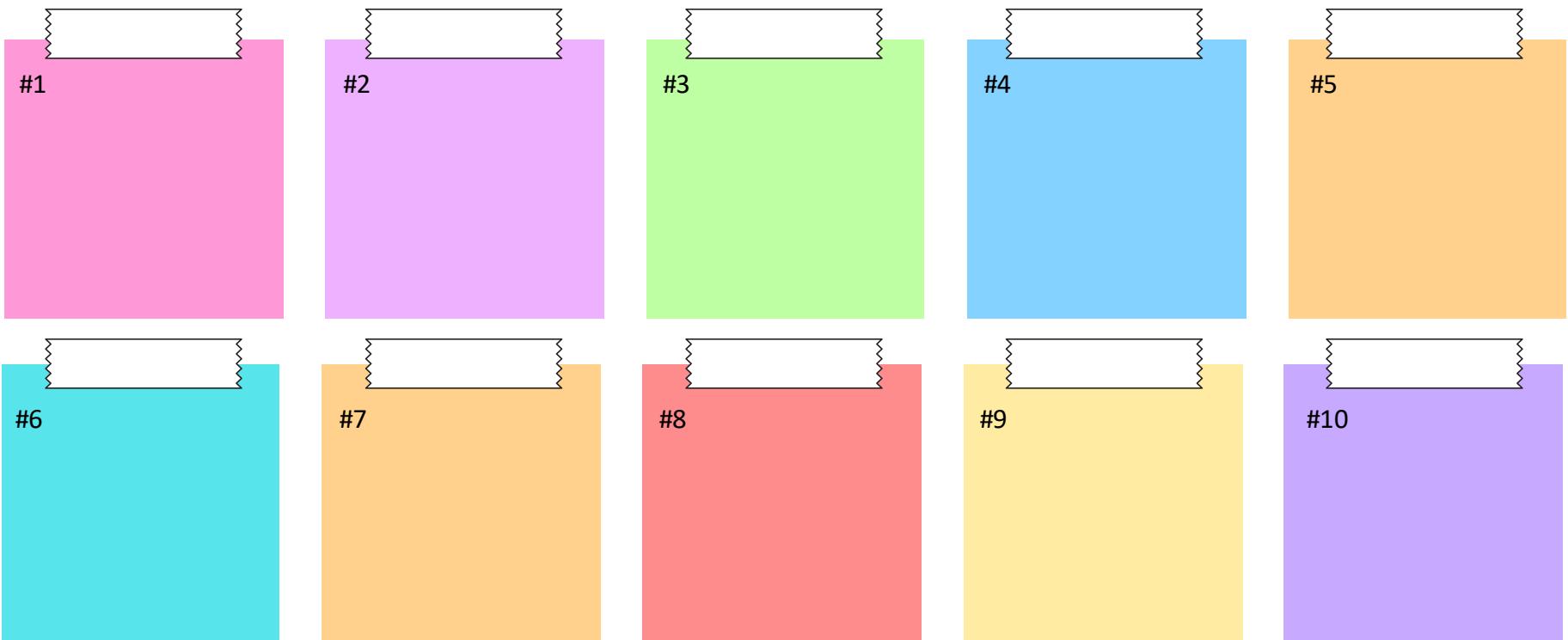
Main Idea





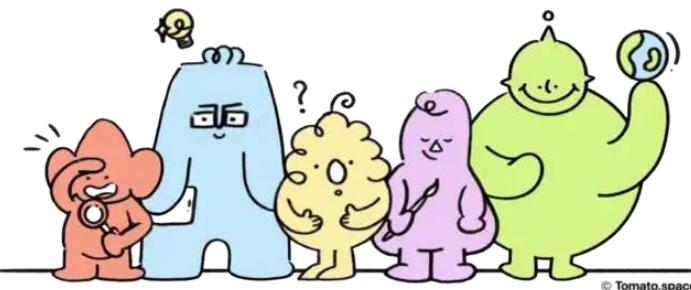
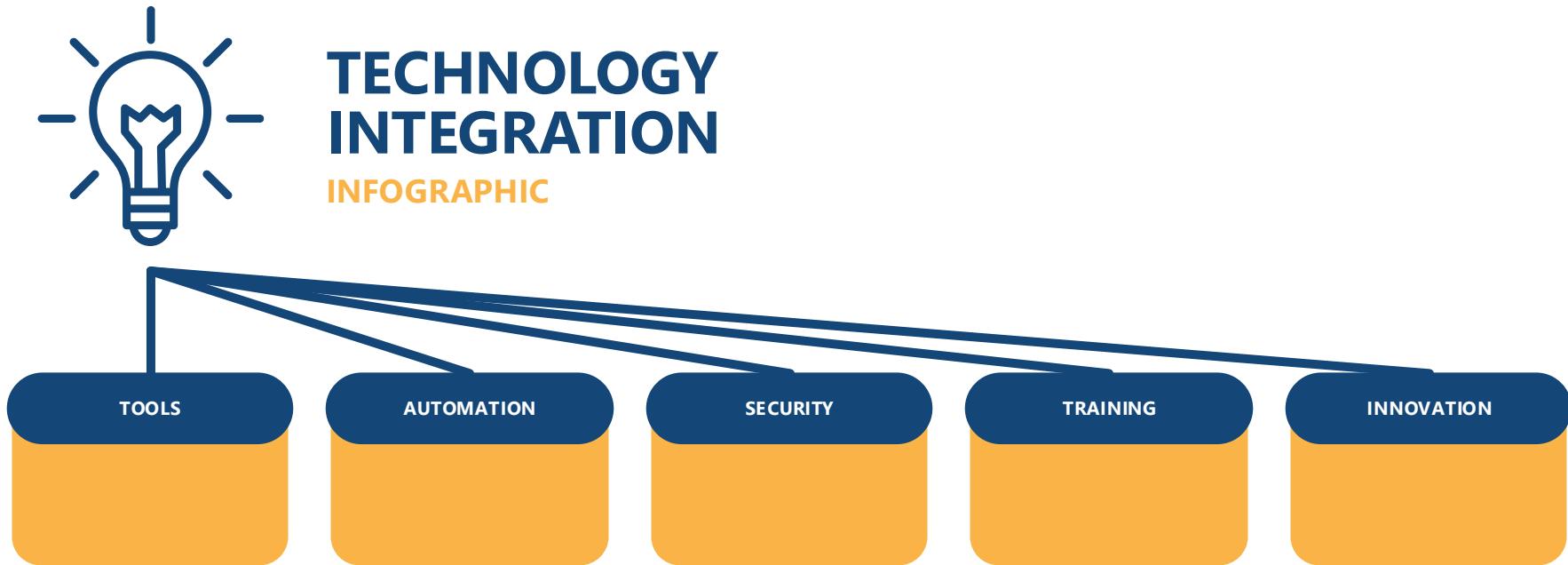
How Did You Solve the Problem?

Demonstrate idea to solve the Street Food Operations problem:



Technology & Innovation (Clegg Chapter 11)

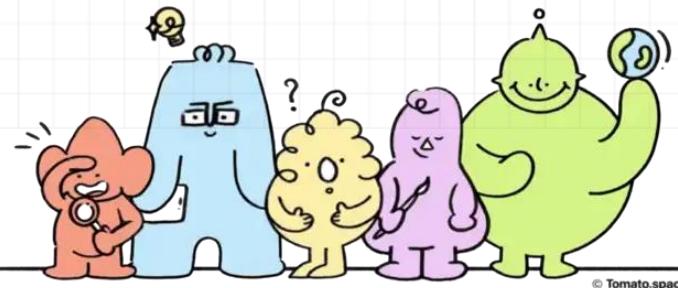
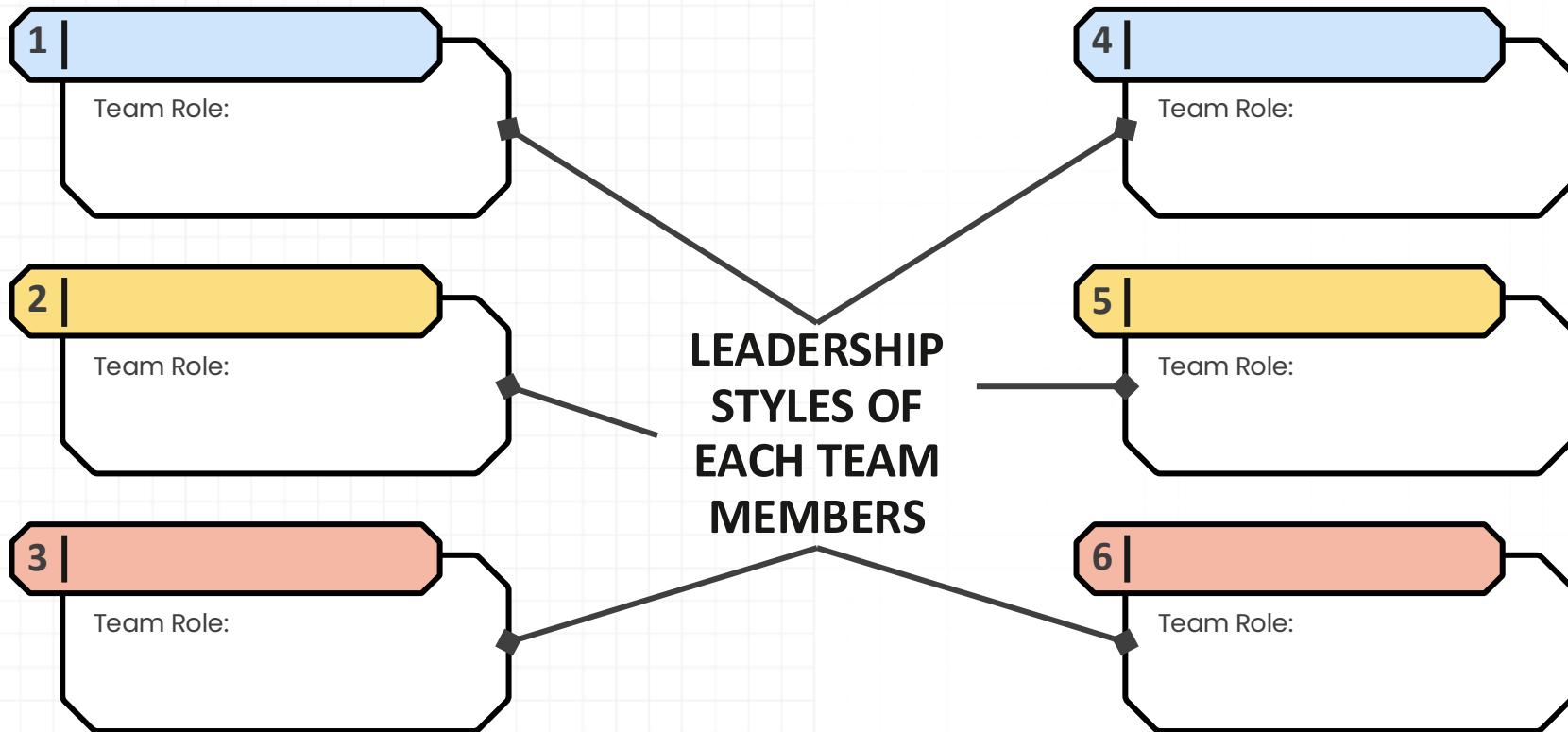
What kind of technology, propose one innovative service idea to attract and retain customers.





Leadership Styles and Team Role

LEADERSHIP
STYLES OF
EACH TEAM
MEMBERS

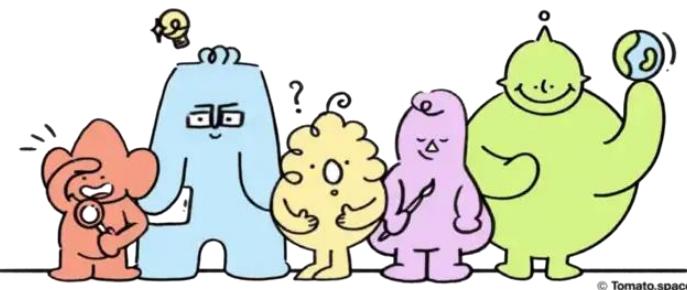
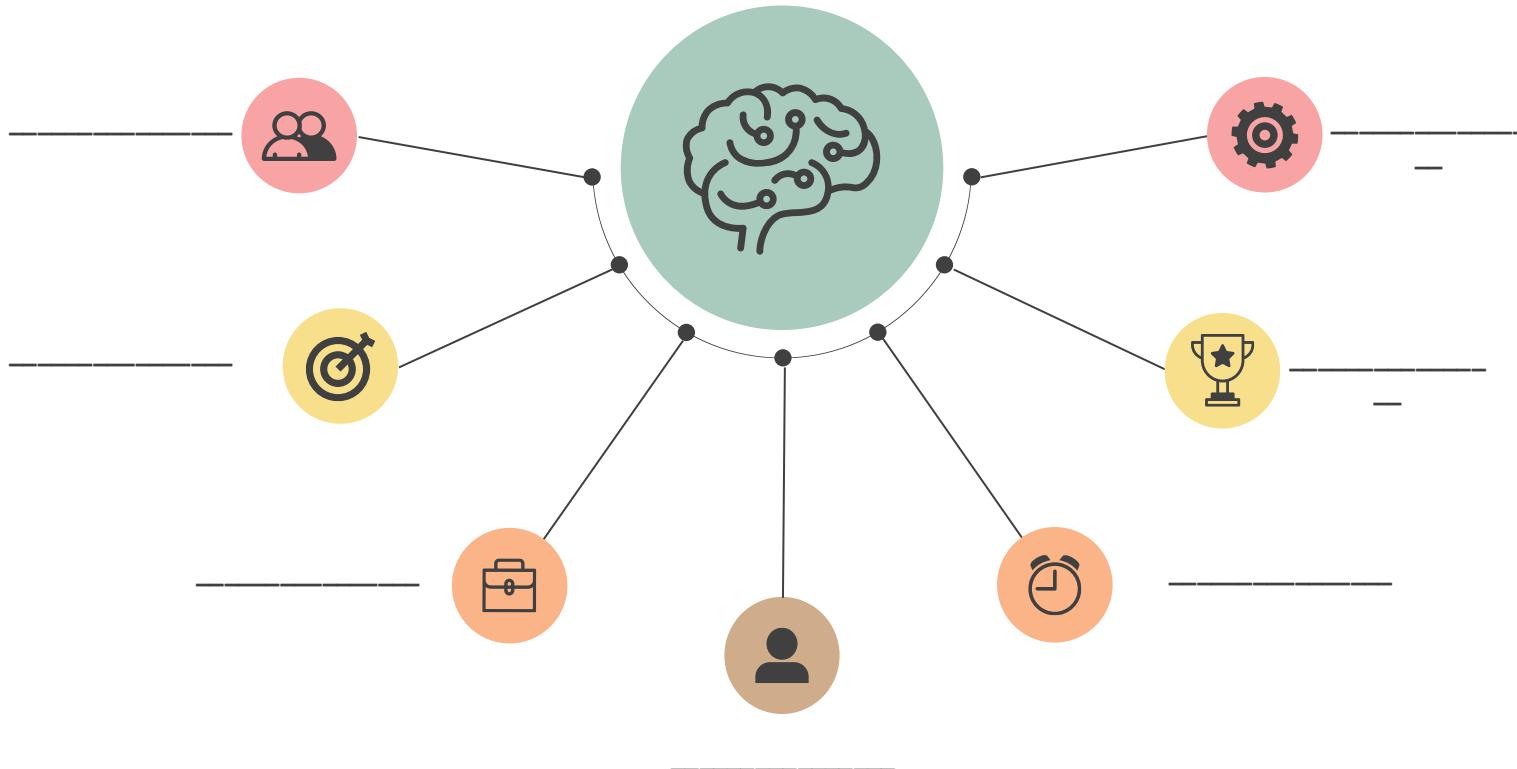


Which leadership style would you recommend for managing this business transformation? Why?



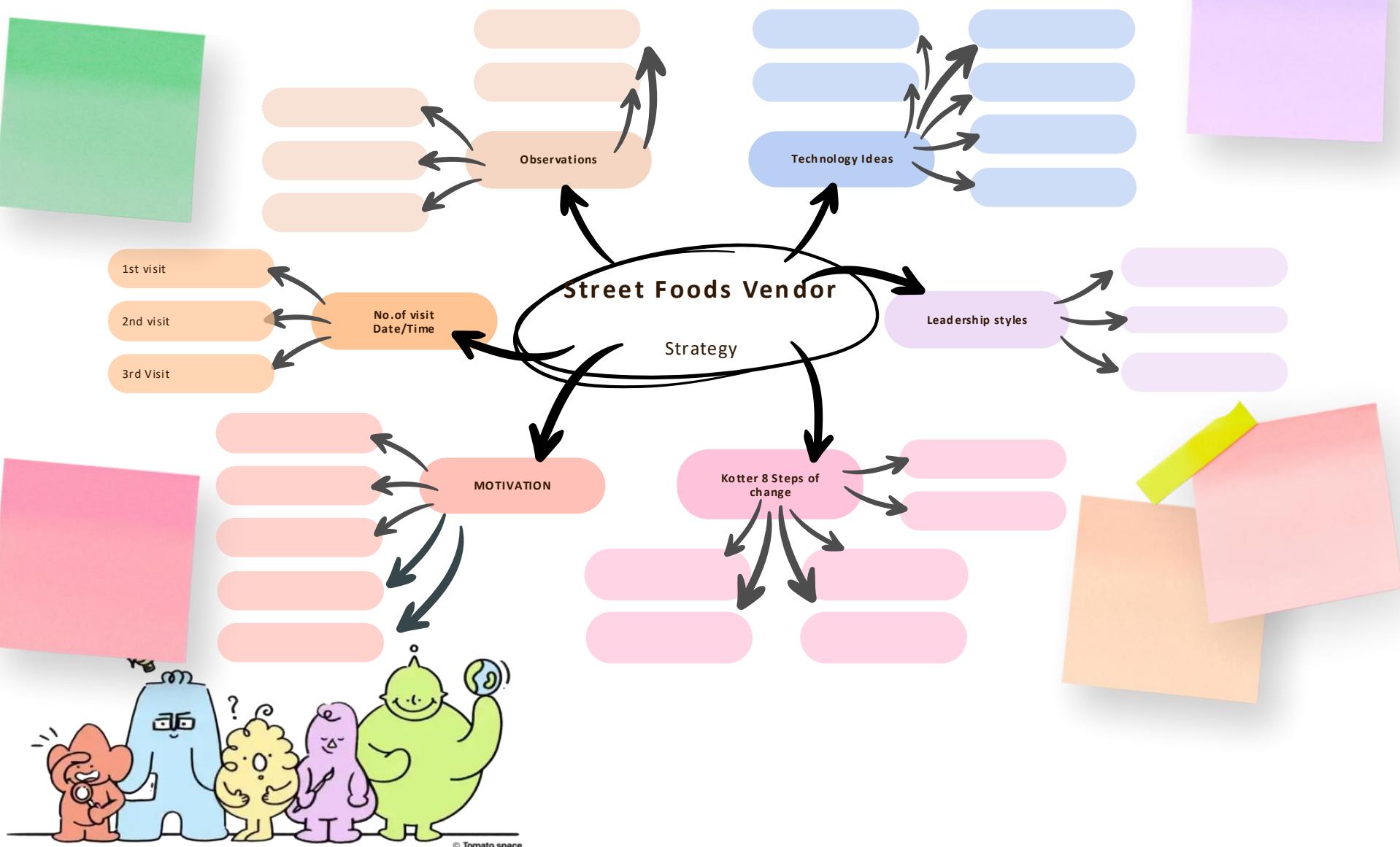
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KEY CHARACTERISTIC OF LEADER





Group: _____





01

Street food vendor Profile

02

First Visit [Date/Time]

04

Idea for Technology
Improvement

05

Leadership Style
[Business Transformation]

07

Ideas for Staff Motivation

03

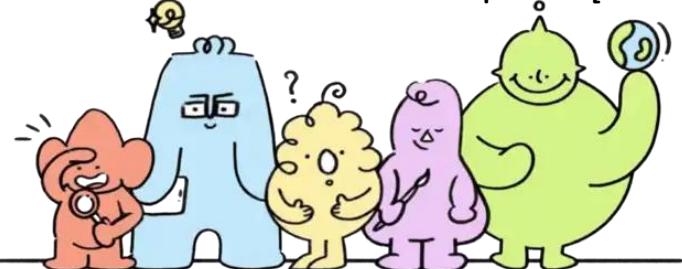
Second Visit [Date/Time]

06

Key Challenging for Change
process [Kotter]

08 Plan to Expand to Country: _____

Culture Transformation for Expansion [Hofstede]



Group: _____ Restaurant: _____

09 Idea + Note



BUSINESS MODEL CANVAS

Designed For:

Designed By:

Date:

Version:



KEY PARTNERS



KEY ACTIVITIES



VALUE PROPOSITIONS



CUSTOMER
RELATIONSHIP



CUSTOMER SEGMENTS



KEY RESOURCES



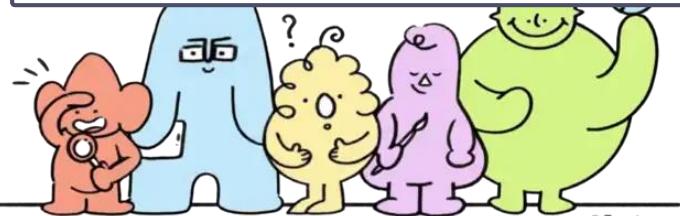
CHANNELS



COST STRUCTURE



REVENUE STREAM





STORYBOARD : PRESENTING IDEA [1/2]

SCENE 1	SCENE 2	SCENE 3
SCENE 4	SCENE 5	SCENE 6





STORYBOARD : PRESENTING IDEA [2/2]

SCENE 7	SCENE 8	SCENE 9
SCENE 10	SCENE 11	SCENE 12

