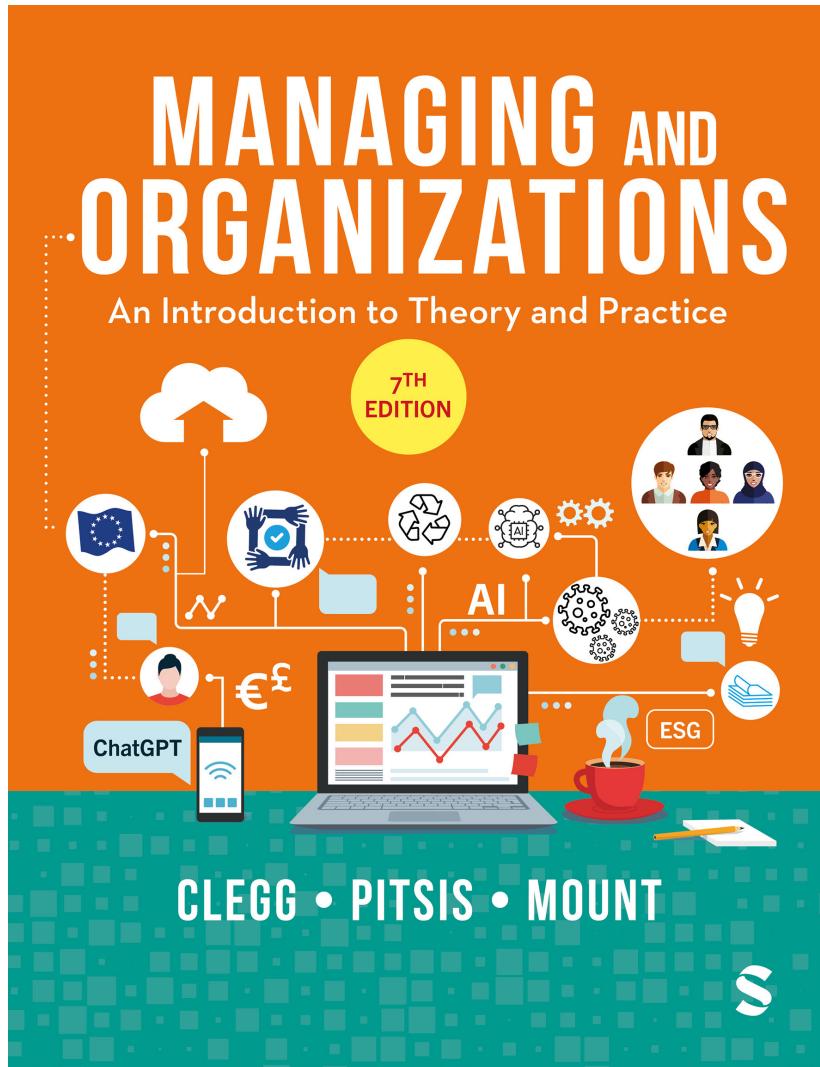




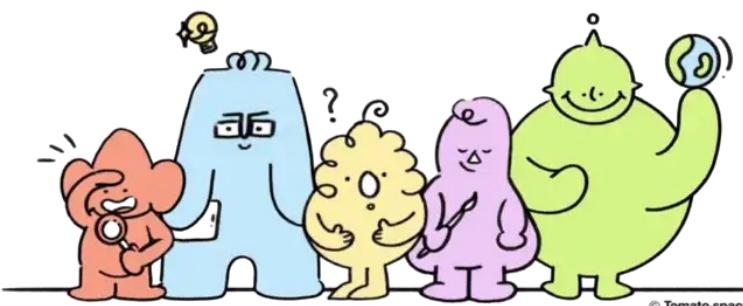
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# ICMB235 & ICMB260: Management and Organizational Behavior

**“INTRODUCTION TO MOB  
DIFFERENT PERSPECTIVES”**

DR. WALLAPA SUENGKAMOLPISUT  
WEEK 2-1



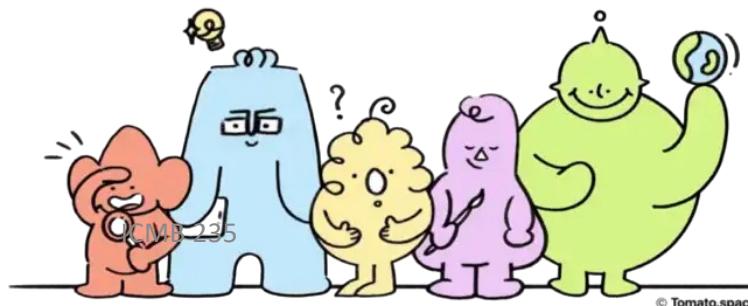


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## 2. Course Outline [Aj. Wallapa]

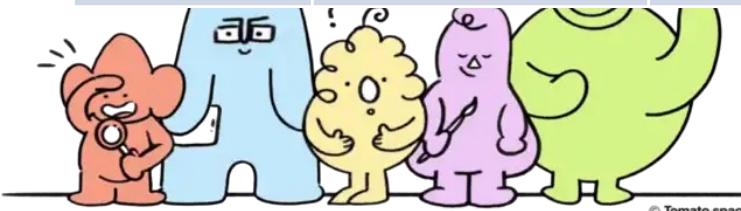
Week	Date	Topics
Week 1	Monday 5/1/26	Introduction to MOB, sensemaking
	Wednesday 7/1/26	Managing and Organizations & Technology <i>* Assigned Street Food Vendor Activity</i>
Week 2	Monday 12/1/26	Managing Organizational Design: Principles, Designs (Part 1)
	Wednesday 14/1/26	Managing Organizational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





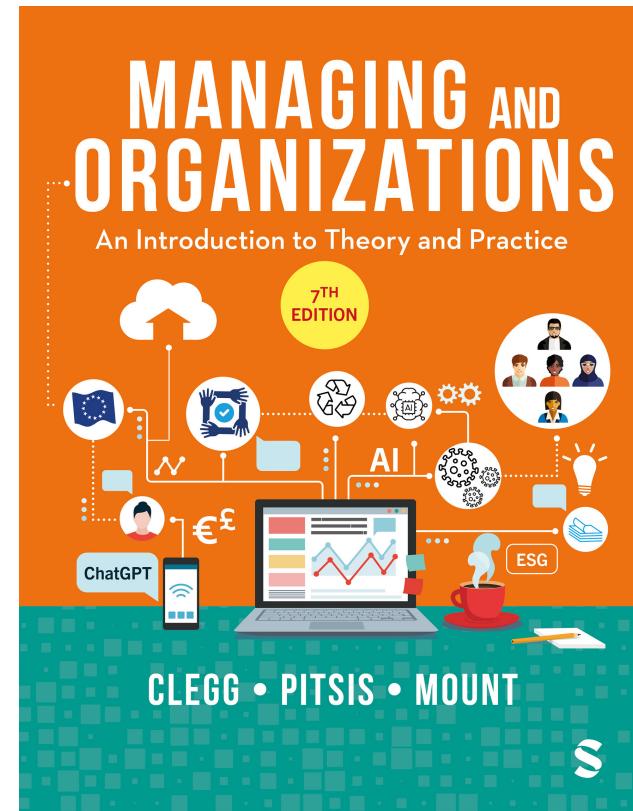
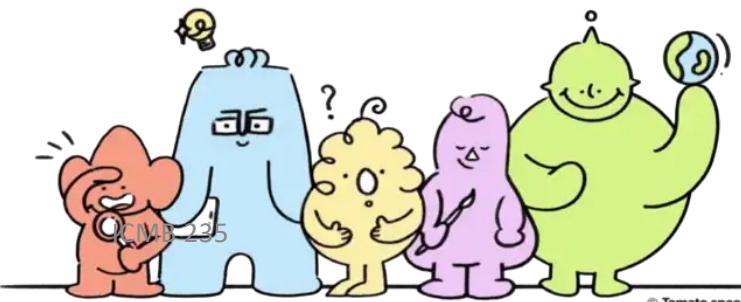
## 2. Course Outline [Aj. Wallapa]

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]
	Thursday 5/2/26	Group Project consultation [Make up Class 13:00-16:00]
Week 6 [Aj.Saifon]	Wednesday	Managing Individuals: differences at work #1
	Monday	Managing Individuals: differences at work #2
Week 7	Sunday 22 <sup>nd</sup> Feb 26	Mid-Term Exam [at computer lab room]



# CHAPTER 14

## Managing organizational design



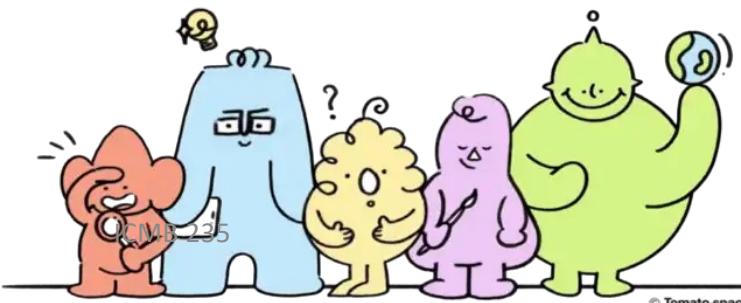
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Week 2-1

# THE RATIONAL ORGANIZATION ORGANISATION STRUCTURE, BUREAUCRACY PART 1



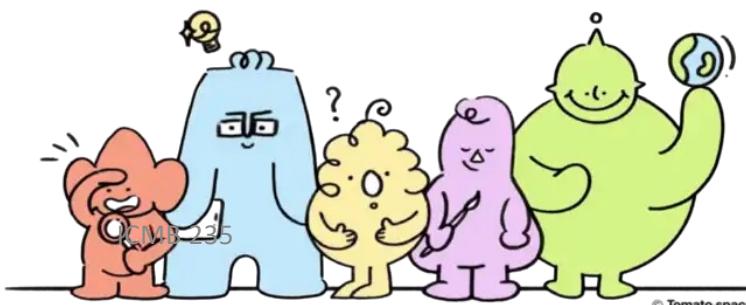
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# Topic cover



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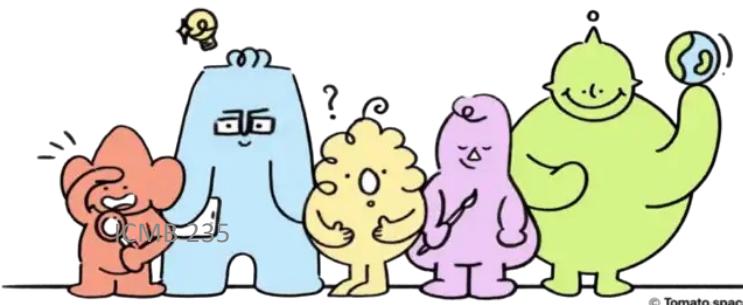


- Adam smith (capitalism)
  - Henry Fayol
  - Bureaucracy
  - Henry Ford and Fordism
  - Max weber
  - Comtemporary - MCDonlad



# Introduction

- Importance of reducing cost
- Labour – the largest cost for organizations
- Rational work design – applied to the labour process to make workers more cost-effective
- Found in contemporary organizations – roots in Taylorism and Fordism
- Not just about costs and efficiency – also control of the labour process through rational work design

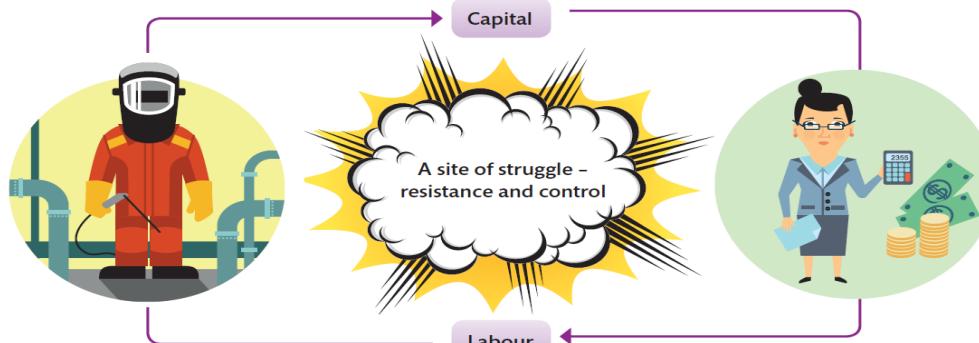


# Introduction



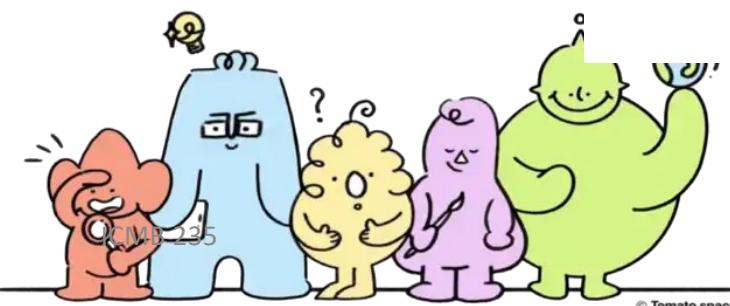
- Origins
  - Many management ideas reduced management to simple principles or '*one-best-way*' models
  - Wherever economic activity has been spread across the globe, general management theories have spread with them, often suggesting that there is one best way to manage – “**what today is often called *best practice!!!***”

Figure 3.2.  
Conflict in the  
capitalist  
wage-labour  
relationship



Rational work design  
The design of work tasks to achieve maximum efficiency and reduce costs.

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# Early modern approaches

## Engineering: F. W. Taylor

- Scientific Management

## Fordism and the production line

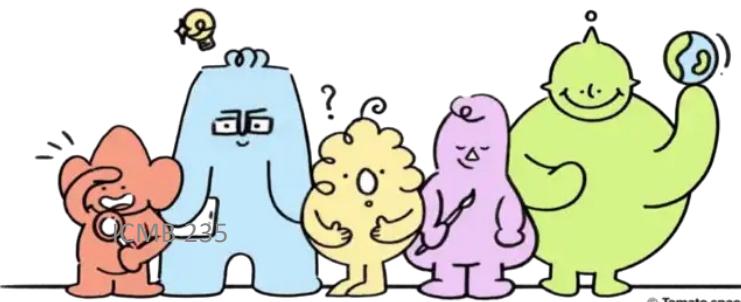
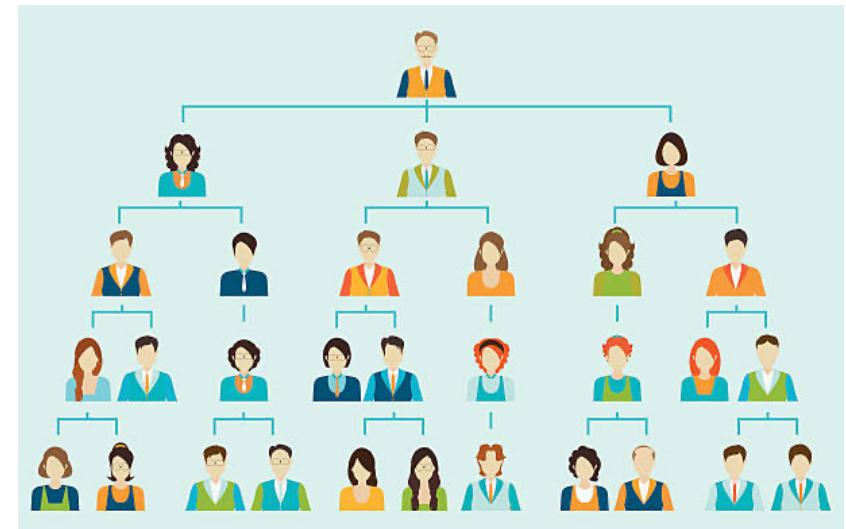
- Formalized structure

## Henri Fayol

- 14 principles of organization

## Max Weber and bureaucracy

- Characteristics of bureaucracy





# Engineering: F. W. Taylor

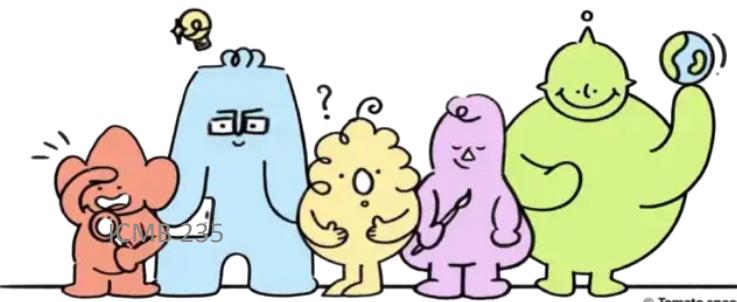
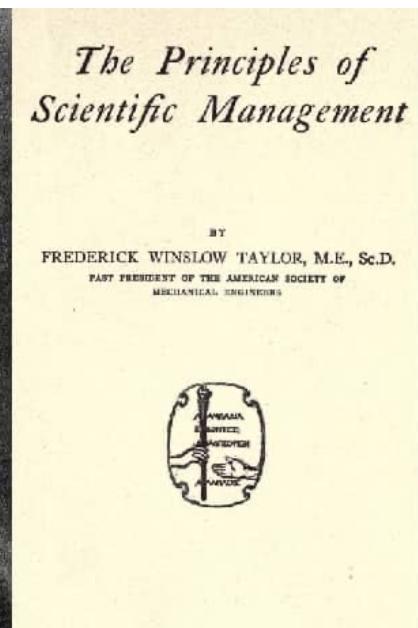


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## Rational work design

The design of work tasks to **achieve maximum efficiency and reduce costs.**

- Examine how rational work design is applied to the labour process
  - “**Taylorism**” is the work process designed by Taylor.
  - Division of labour and its process – division of labor and work processes were broken into small, repetitive tasks. Work is designed and controlled by management.
  - Division of work between managers and workers: managers plan and design the work and workers do it based on the “Job Description”



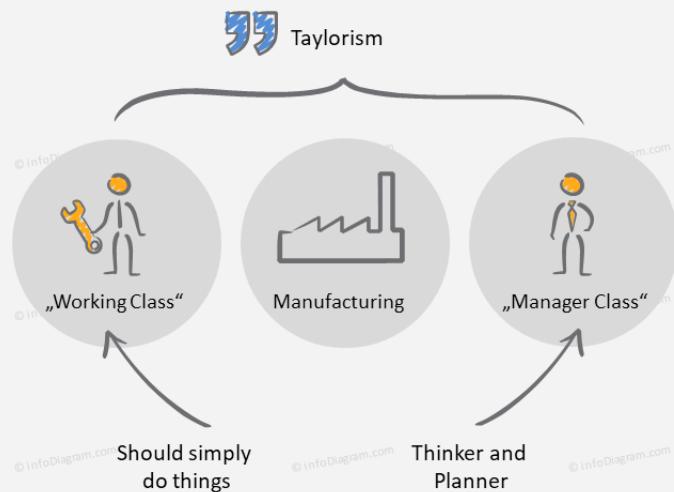


# Control through Taylorism



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## Where the current management comes from



Get these slides & icons at [www.infoDiagram.com](http://www.infoDiagram.com)

## Standardization

- By designing and defining precisely the nature of work

## Individualization

- Workers were now individualised

## Facilitates surveillance

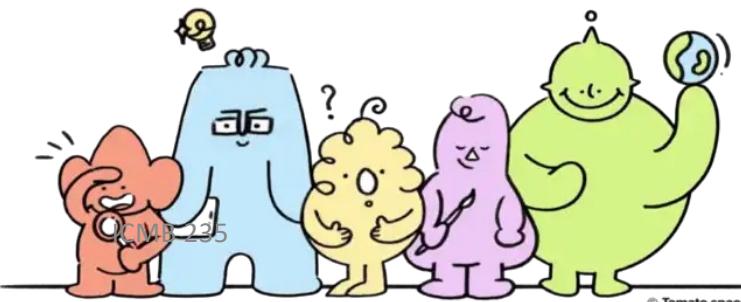
- Workers underwent direct supervision

## Knowledge resides with management

- Workers only have knowledge of their one small part of the job

## Removal of craft skill

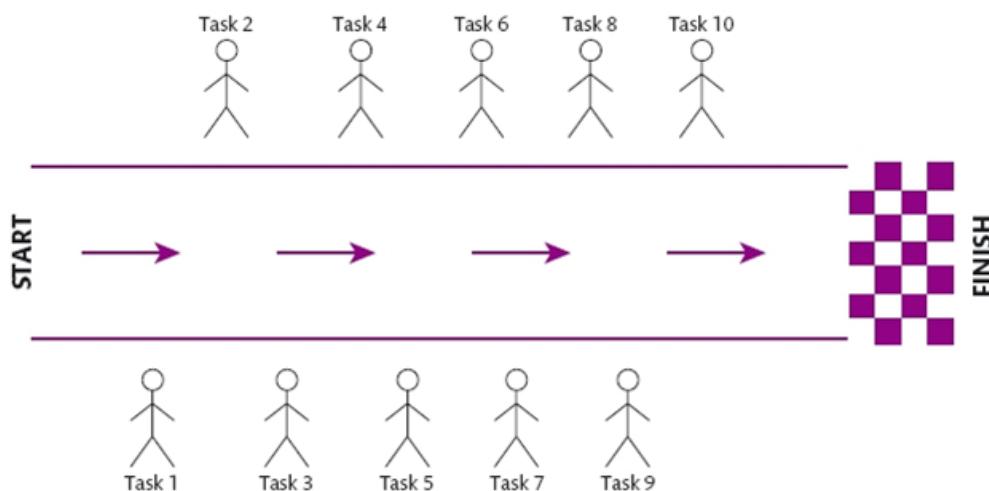
- The repetitive task, worker become more expendable and can be replaced easily by other unskilled labour.



# Fordism



- From manager perspective Taylorism made great gains, increasing efficiency and shifting control firmly in favours of management.
- These changes in control and efficiency are taken even further by **Henry Ford's development of the moving assembly line**
- Fordism is the formalized structure; rigid job description and prescription, a high degree of work specialization; clear and strict hierarchy of authority, vertical communication and a limited information network
- The use of a **moving assembly line to mass produce goods.**



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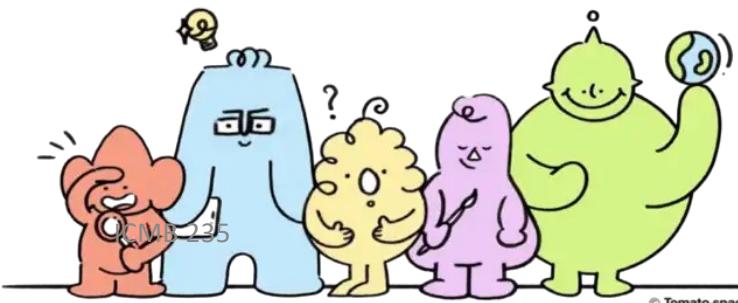
# Henri Fayol

## From small to large scale organisation



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- Organisation need to be managed and organised in order to function effectively.
- **Henri Fayol** who laid the foundations for our common-sense view of what orderly managing and organizing entails.
- Classical Management School – emphasizes rationality and finding the ‘one best way’ to manage.



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# Henri Fayol: 5 functions and 14 principles of management – ensure efficient management whoever holds the office



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## Fayol's five functions of management

Planning/forecasting	Looking to the future, trying to calculate and predict future circumstances (demand, competitor), and acting so as to be able to respond to this
Organising	Building up the necessary structures, resources, and people to best meet the needs and goals of the organisation
Coordinating	Bring together the structure, human and resource elements of the organisation to act in harmony and towards the goals of the organisation
Commanding	Giving orders and directions to people within the organisation to maintain activity towards achieving the organisation's goals.
Controlling	Checking and inspecting work-monitoring rather than direct command



## Fayol's 14 principles of management

14 Principles	Explanation
Division of work	Same as Smith, Marx , Vargo & Lush - whoever
Responsibility	Authority is distributed vertically and horizontally
Formalized controls	Establish discipline through formal mechanisms
Unity of command/Direct	Everybody report to one not many bosses, one plan
Unity of direction	One shared plan.
Subordination of interest	Everybody must give up their own self-interest in order to achieve the common goal
Remuneration	Should be fair for both parties
Centralization	Never go to extreme centralization nor decentralization
Scalar chain of communication	Direct manager is responsible for communication
Order	Everything in its place
Fairness	Everybody treated fairly and equally.
Stability	Retaining people focus on training
Initiative	Everybody should contribute their ideas
Esprit de corps	One shared culture, team spirit.

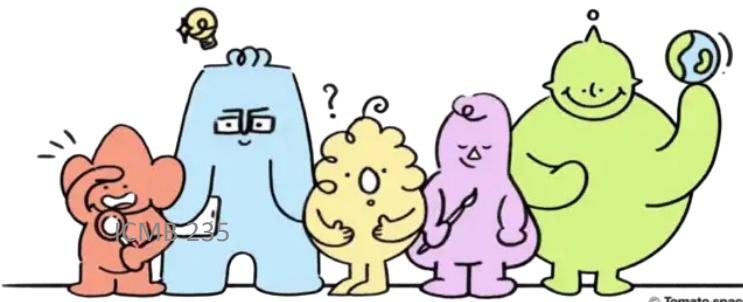


# Max Weber and bureaucracy an introduction



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- Rational organisation design through bureaucracy – the design of organisation structures and activities in order to achieve the organisation goals in the most efficient manner possible
- Bureaucracy refers to the formal structures by using three aspects of bureaucratic control
  - Hierarchy/organizational structure
  - Rules, procedures, and policies
  - Paperwork and records
- Bureaucratic structure aims to standardize behaviours and activities throughout the organisation.



# Bureaucratic hierarchy allows the owner to control the organisation in an indirect and more efficient manner

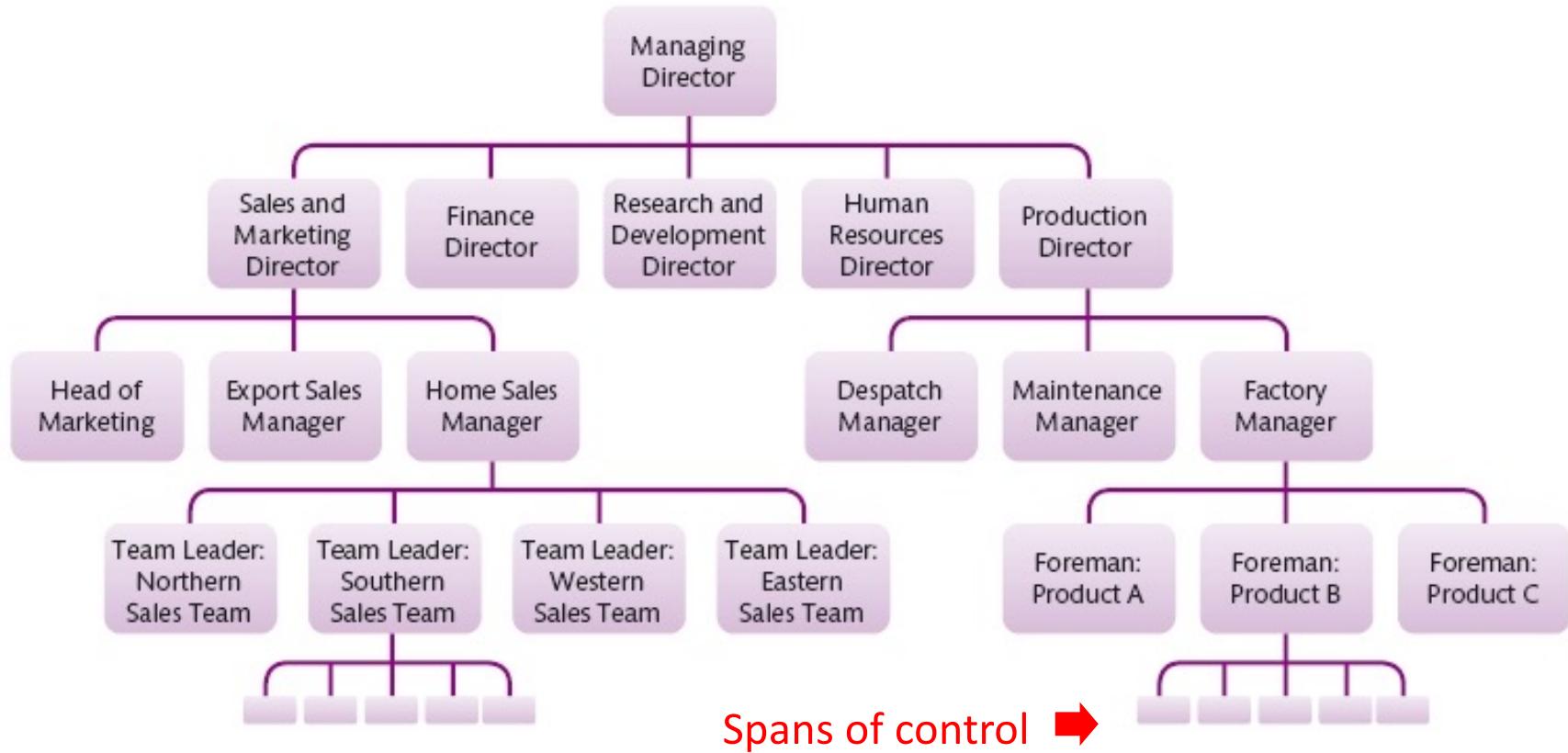
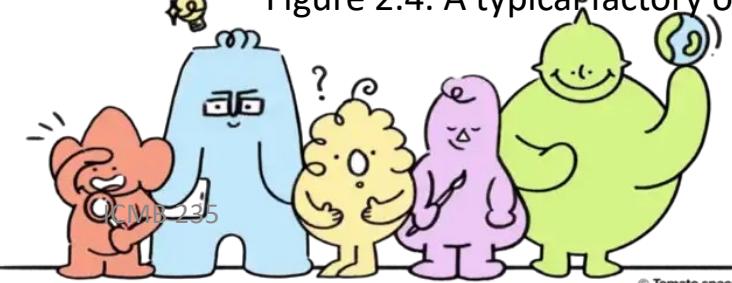


Figure 2.4. A typical factory organization – how is the structure differentiated vertically and horizontally?





# Max Weber and bureaucracy Arguments!!!

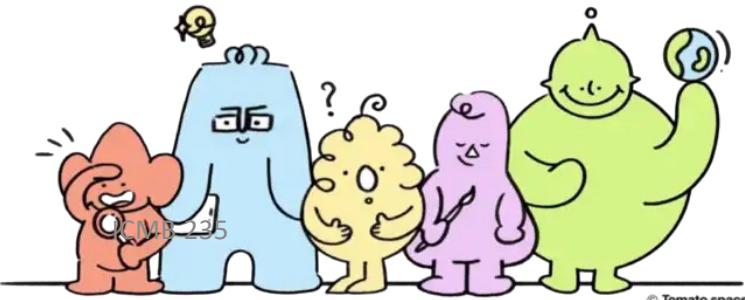


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- A double-edged sword?  
(Pros and Cons)



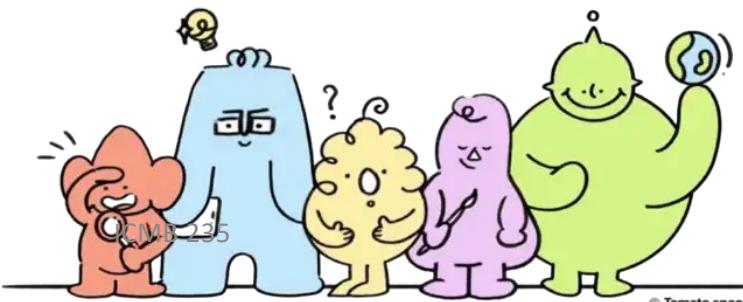
- Fayol: bureaucracy as technical, efficient design
- Weber: negative effects and the 'iron cage'





# Max Weber and the critique of bureaucracy

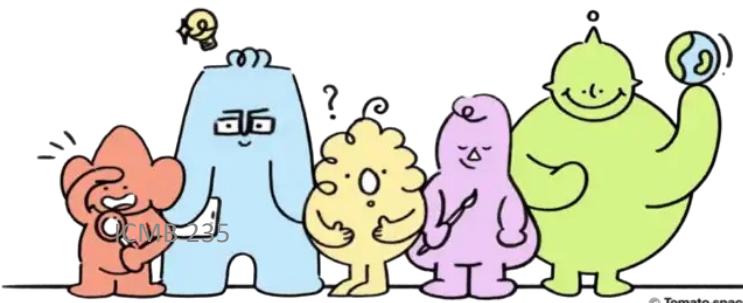
- Wrote in early 1900s, around same time as Fayol
- Weber was a sociologist – **not a manager nor a management theorist**
- Noted technical efficiency of bureaucracy – **but** critical of its effects on people and society
- From traditional and **charismatic authority** to **rational-legal authority**
  - Power come from tradition i.e. charisma and personality of individual leader.
- The **iron cage** of rationality
  - The increased of presence of bureaucracy in society and its **potential to trap people in its routines and procedures**.





# Classic Views of Structure

- Ideal Bureaucracy (Max Weber)
  - Is an organizational system characterized by a hierarchy of authority and a system of rules and procedures that create a maximally effective system for large organizations.
  - Weber claimed that the bureaucratic form of administration is superior to other forms of management with respect to:
    - Stability
    - Control
    - Predictability of outcomes





# BUREAUCRACY PRO VS. CON



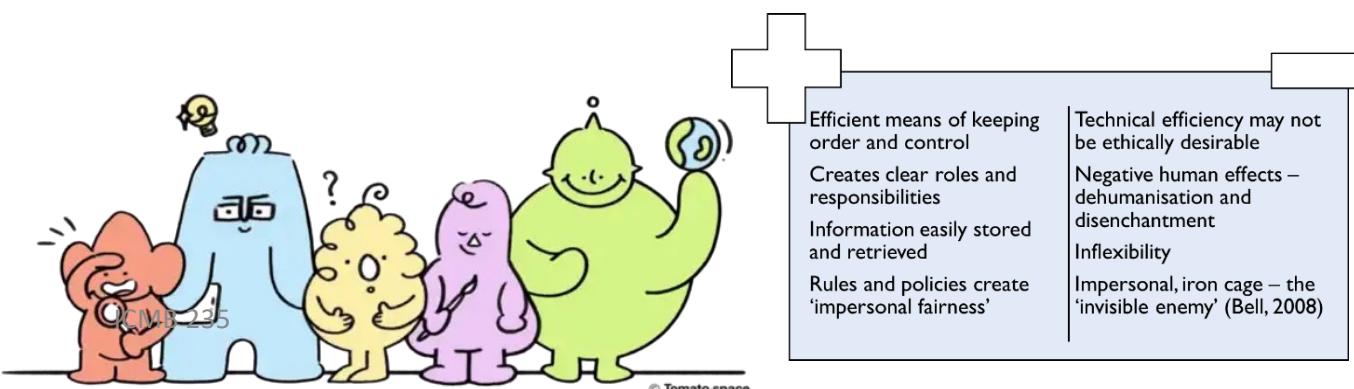
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## Positive aspects

- Efficient means of **keeping order and control**
- Creates clear roles and responsibilities
- Information easily stored and retrieved
- **Rules and policies create 'impersonal fairness'**

## Negative aspects

- Technical efficiency may not be ethically/business desirable
- Negative human effects – dehumanisation and disenchantment (routine rather than work independent)
- **Inflexibility**
- **Impersonal, iron cage** – the 'invisible enemy' (Bell, 2008)





# Summary Part 1

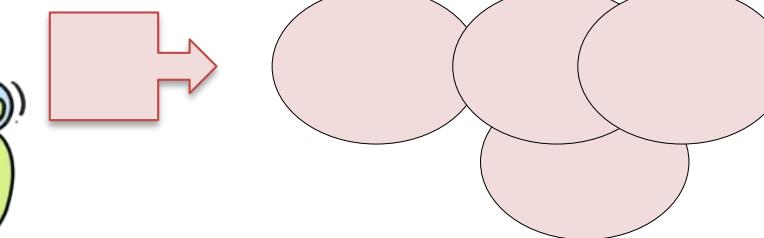
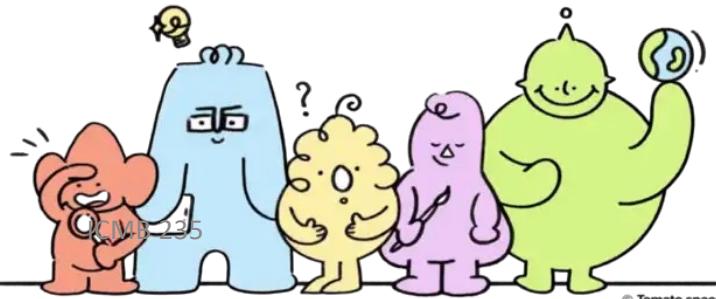
## Early Management Approach

- Rational work design increases efficiency and control
- Classic examples – Taylorism and Fordism – but also found in contemporary organizations
- Inflexible – is it suited to today's organizational world?

In Theory (the factory and the ideal bureaucracy):



In practice:



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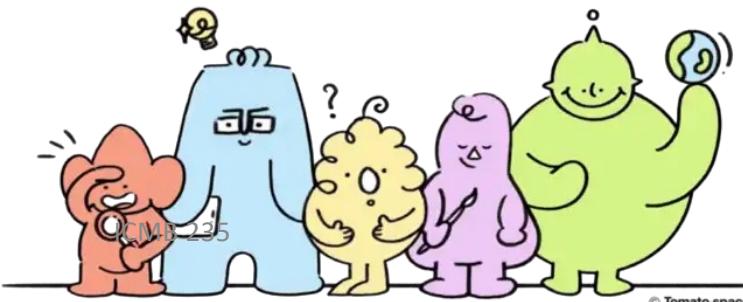


# Conclusions: The future for bureaucracy



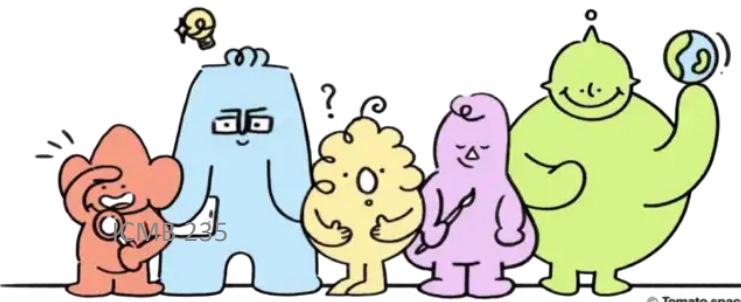
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- The ‘death of bureaucracy’ (Bennis, 1966)
- Inflexibility makes bureaucracy obsolete in a dynamic, **post-bureaucratic** world
- BUT – rational organization and bureaucracy prevalent in contemporary organizations
- Computers – process bureaucratic records more quickly and in greater volume
- ‘Files’ and ‘folders’ – the language of bureaucracy in contemporary computer technology



Week 2-2

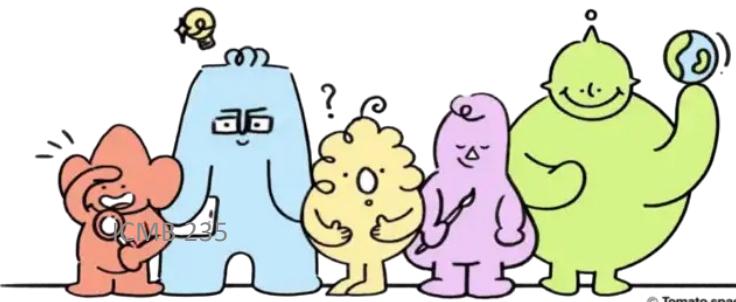
# THE RATIONAL ORGANIZATION ORGANISATION STRUCTURE, BUREAUCRACY PART 2



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Contingency theory

# CONTEMPORARY ORGANISATION APPROACH



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# The contemporary environment

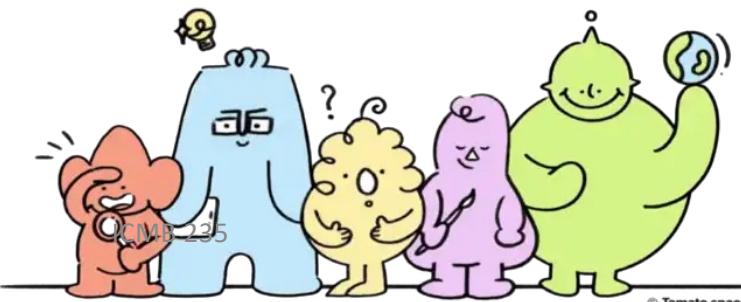


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- Rationalization – formed in a time of **stable environments**
- Contingency theory – NO ‘one best way’ to design organization – needs to fit to environment

We are  
**HERE!**

**The contemporary environment** – fluid, dynamic, changeable, turbulent, uncertain





# Contemporary management



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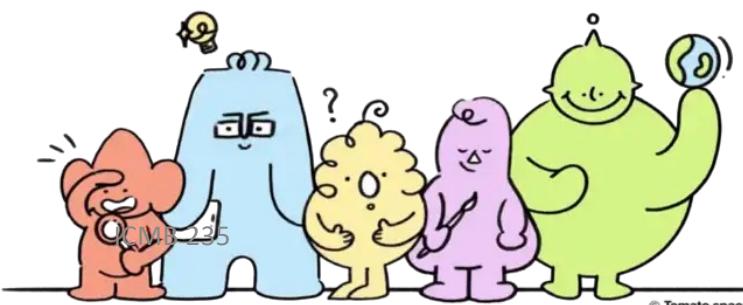
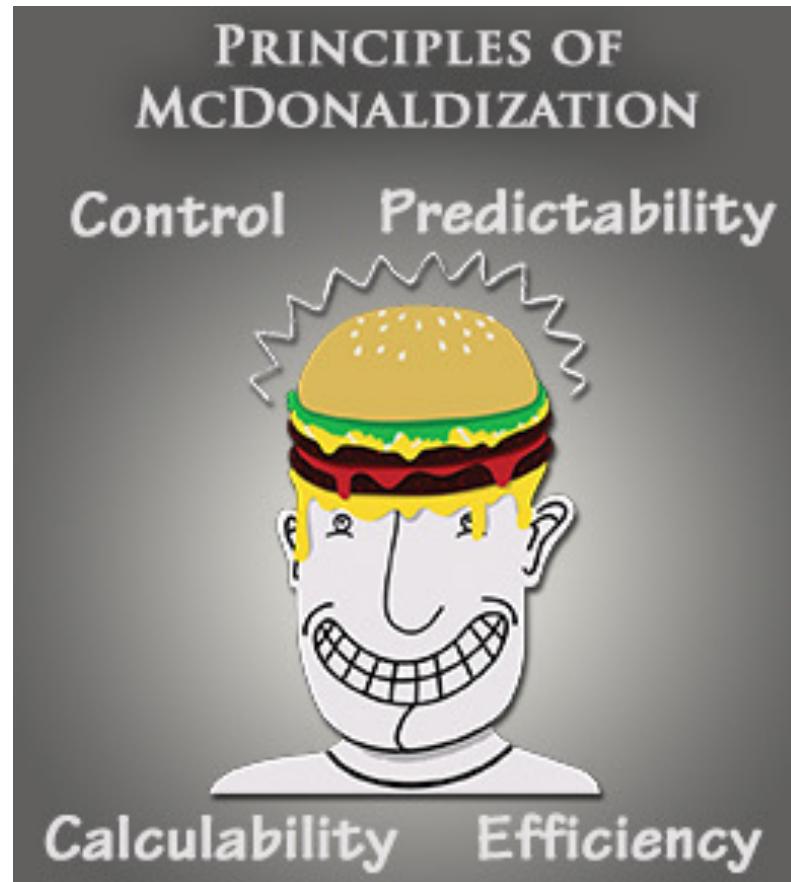


- Contemporary management refers to **the current and modern practices**, principles, and theories employed in the field of management to **effectively and efficiently achieve organizational goals**





# Contemporary approaches



- **McDonaldization**
- **Contingency theory**





# Contemporary management models

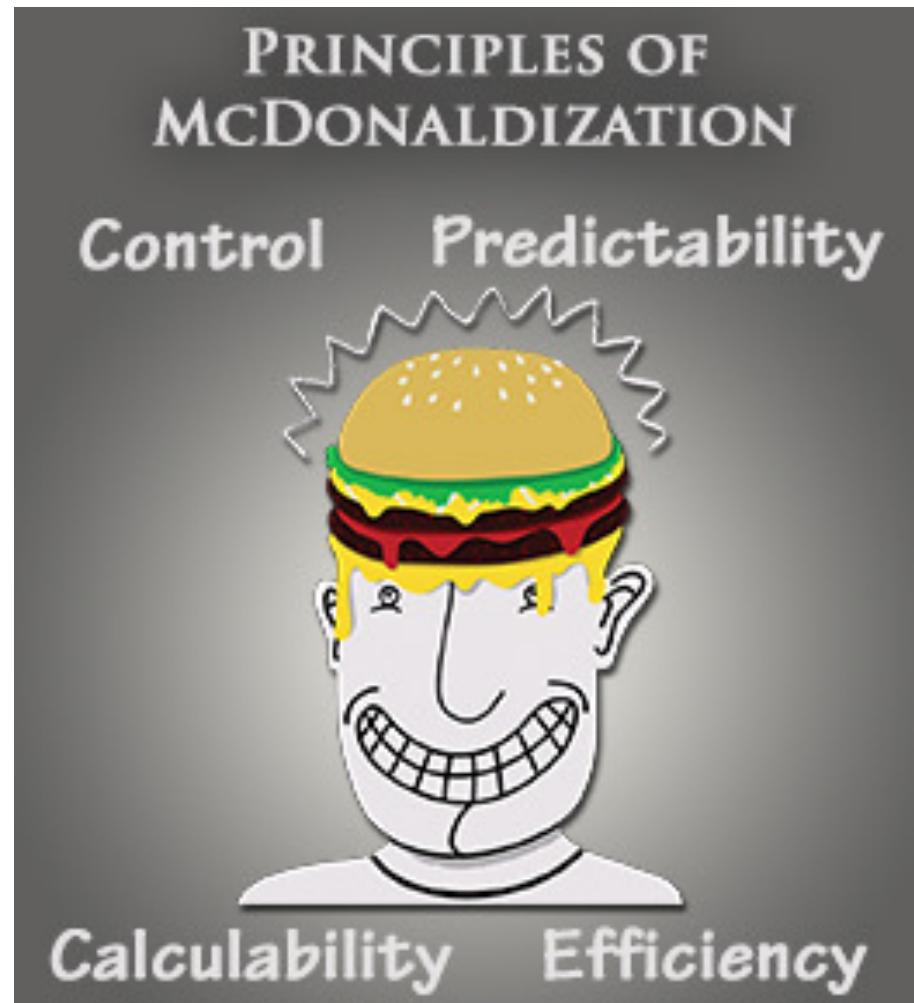


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- McDonaldization
  - An idea developed by **George Ritzer (1993)** for the application of goal-oriented rationality to all areas of human life



Control in a fast-food restaurant.



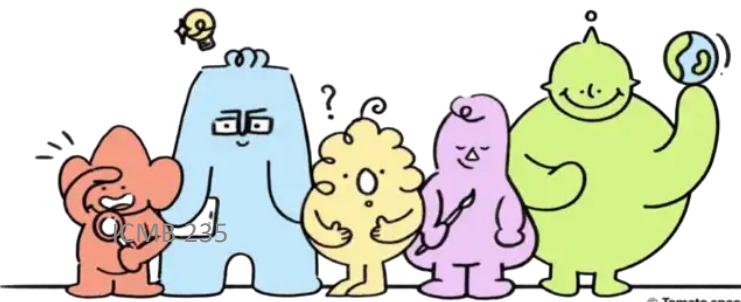


# McDonaldization's four basic principles are:



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- Efficiency
  - The optimum manner, **with little waste**
  - Shortest amount of time and with the least cost input (wages, resources) /
- Calculability
  - **Measurable and calculated**; to achieve that efficiency
- Predictability
  - **Predictable, standardized settings**
  - Standard product (Burger) range (c.f. Model T car in black)
  - Standard employee behaviour
- Control
  - **Autonomy of human workers minimised** (the possibility of doing otherwise is limited)
  - Replacing human with non-human labour (technology)



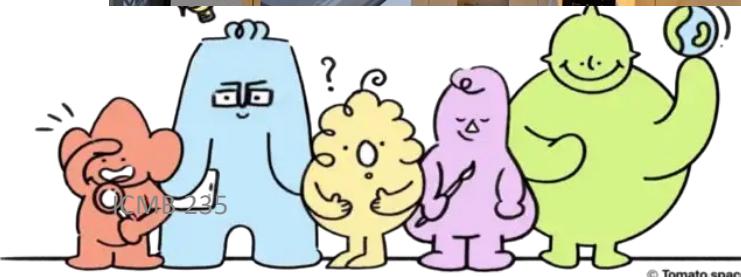


At the McDonald's self-ordering machine,  
which key element of McDonaldization was  
applied for?



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## Efficiency, Calculability, Predictability, Control





# McDonald's at Copenhagen



Discuss with your friend...

“From the video, analyze whether McDonald's business operations are effective. Use rational support for your analysis”

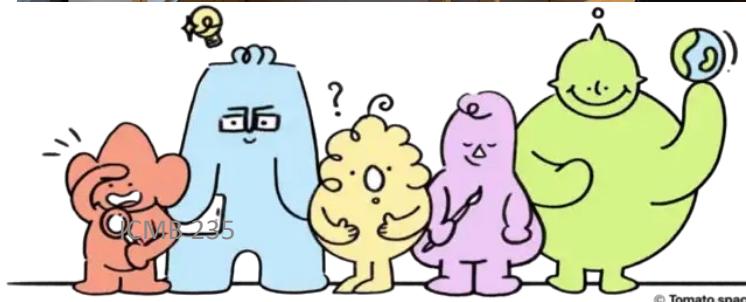
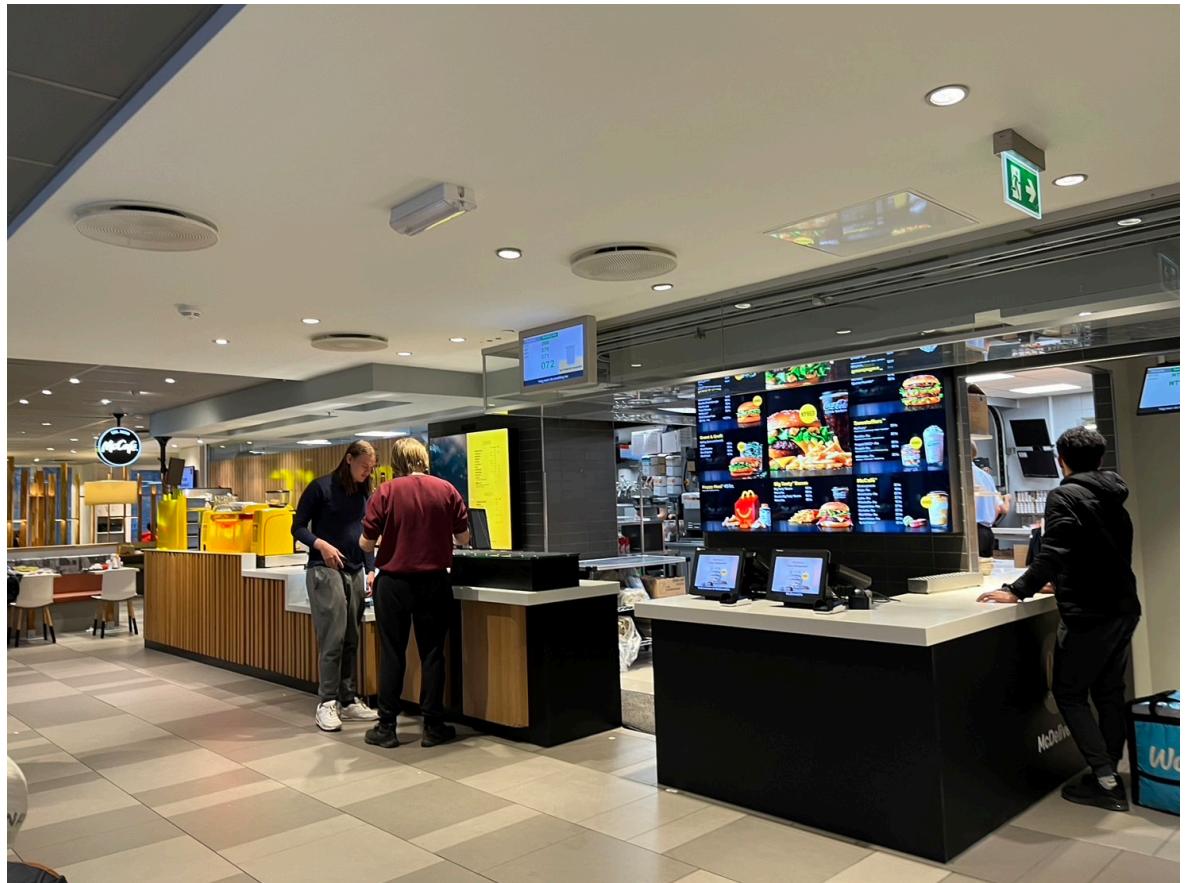




# Take Out and Eat-In Separate line station



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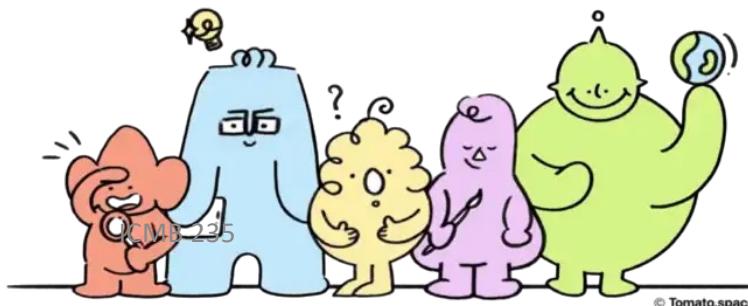
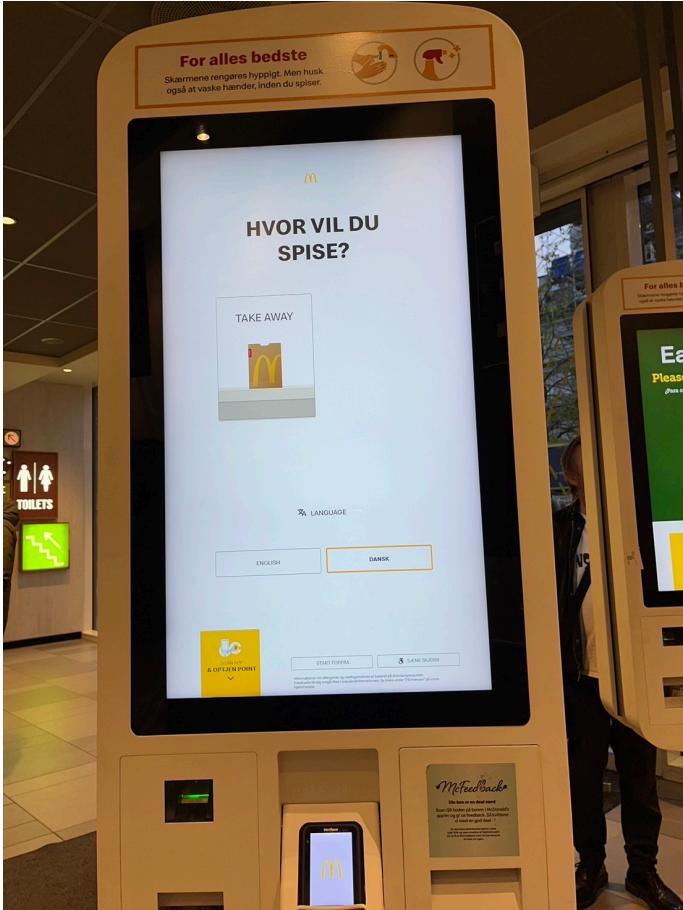




# Take Out and Eat-In Separate line station



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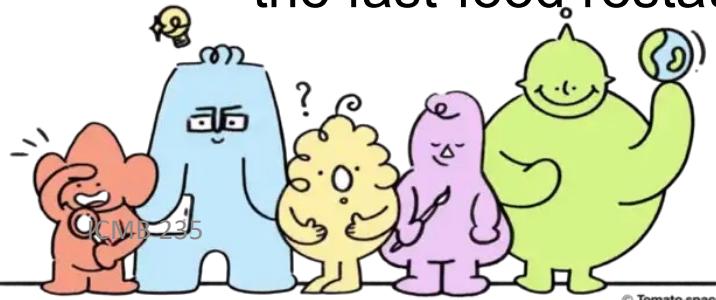


# The McDonaldization of society



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- Examples of McDonaldized organizations (all self-services with technology platform)
  - Banks
  - Multiplex cinemas
  - Budget hotels
  - Supermarkets
  - Universities
- Deskilling and ‘McJobs’
  - The obsolescence of workplace skills caused by **rational work design or the introduction of new technology**
  - Deskilled jobs found particularly in service industries such as the fast-food restaurant.

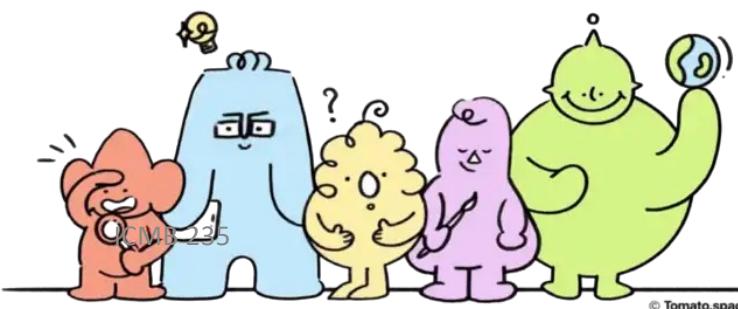
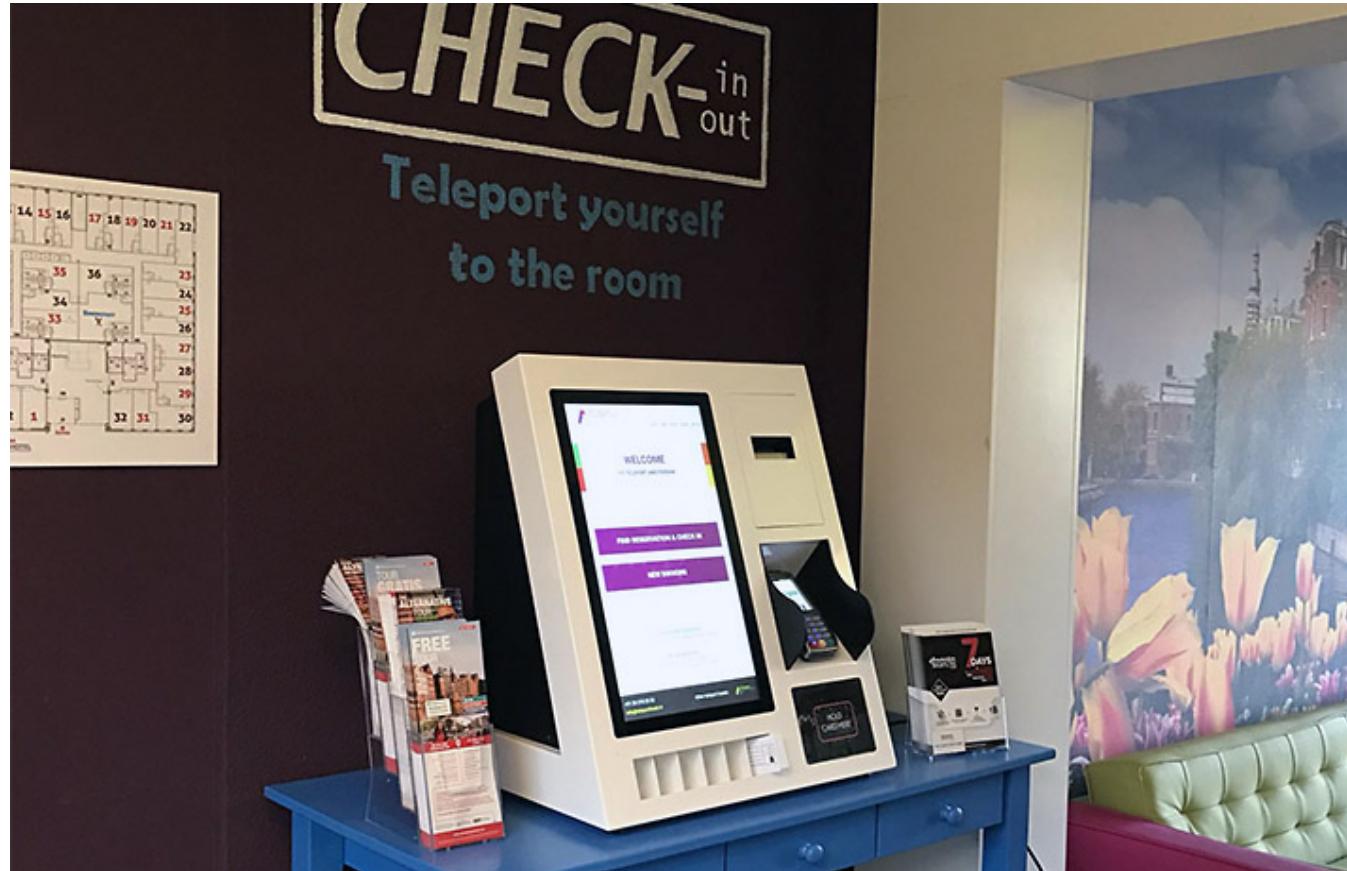




# Budget Hotel Self-Check-in



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# Other contemporary models of rationalization



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barcode.



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# Any ideas?



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Why do many restaurants and bakeries offer meal promotions **during the week**?



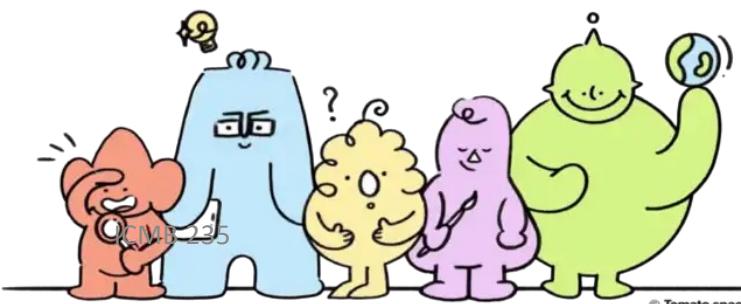


# Organizational panopticons “control”



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- Panopticons allow for **efficient exercise of control**
- Original design of Bentham based on a factory design
- Division of labour has panoptic principles – makes individual actions visible.
  - For example, any prisoner can be watched, but does not know exactly when they are being watched.
- Computers – storage of data and actions of workers



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# The call centre

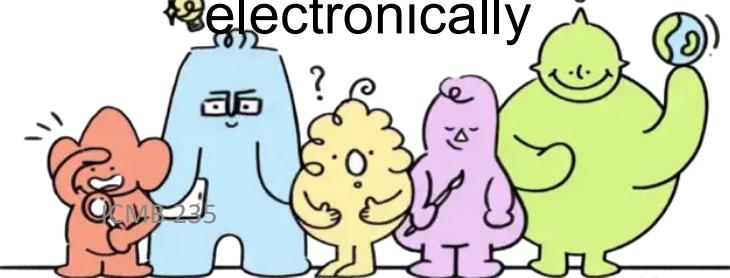


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- Call centre – an organisation or department set up to handle a large volume of telephone calls often managed efficiently using rationed techniques.
- An assembly line for handling calls
- Panoptic aspects
  - Physical layout of call centre floor
  - Potential to listen in to operators
  - Call data recorded electronically



rn day surveillance.

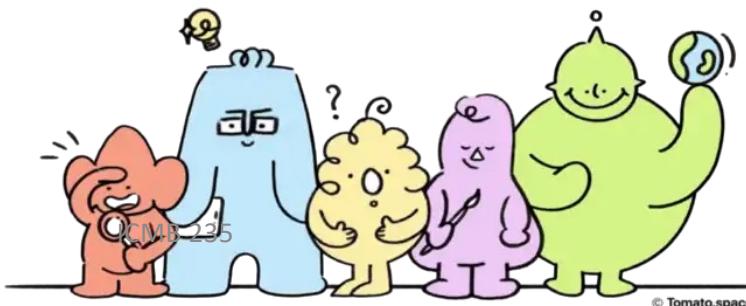




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# RE-ORGANIZATION STRUCTURE

## FROM BUREAUCRACY TO POST-BUREAUCRACY



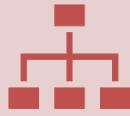
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# From bureaucracy to post-bureaucracy



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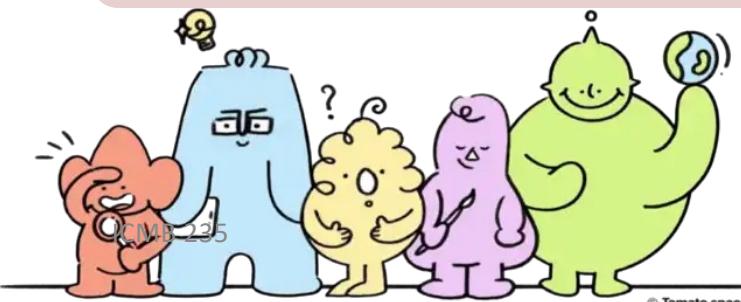
Mechanic Design / Traditional bureaucracy – rigid, fixed rules and structures



Organic Design / Matrix structures – away from rigid hierarchies and central command



Post-bureaucratic organization – Shifting from mechanic to organic by minimizing rules and structures to promote creativity and innovation



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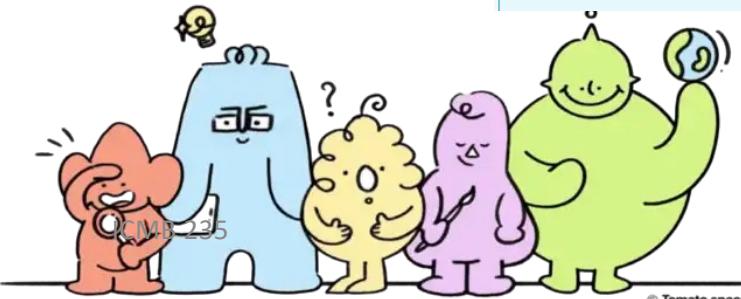


# Mechanic VS Organic Design



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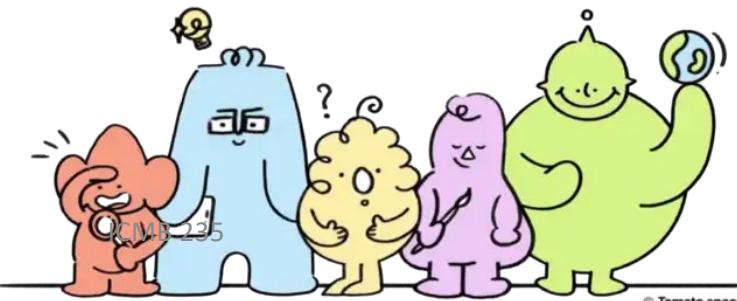
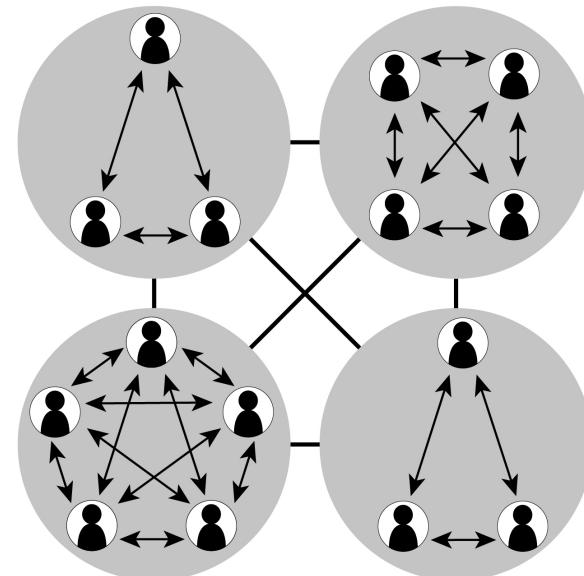
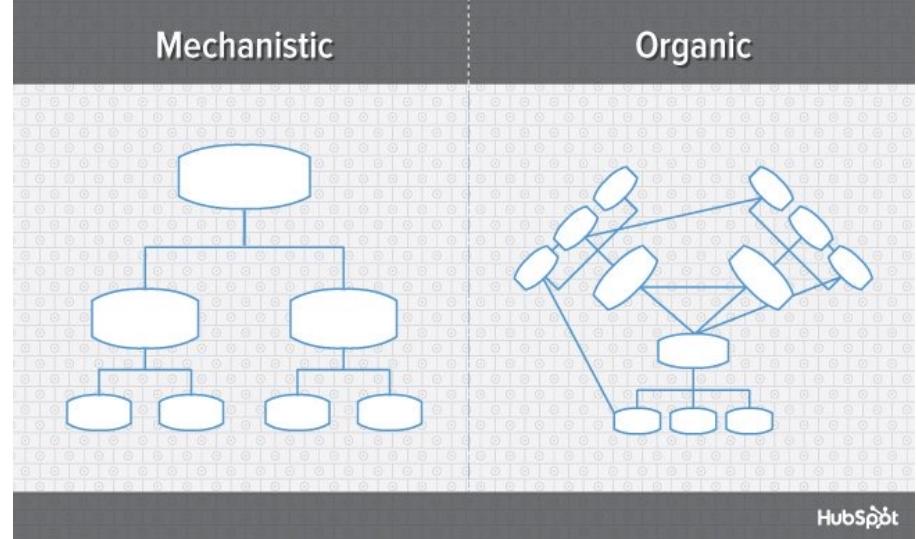
Mechanistic design	Organic design
High standardization	Low standardization
High formalization	Low formalization
Concentrated centralization	Decentralization
Little employee discretion	Extensive delegated discretion
Many authority levels	Few authority levels – flat organization
Large administrative component	Small administrative component
Deep specialization	Breadth rather than depth of specialization
Minimal face-to-face communication	Extensive face-to-face communication



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- **Matrix organizations**
  - traditional vertical hierarchy is overlaid by a horizontal structure consisting of projects, products and business subsidiaries or geographical areas i.e. Google
- **Networks**
  - shared resources, collaborations temporary project organizations





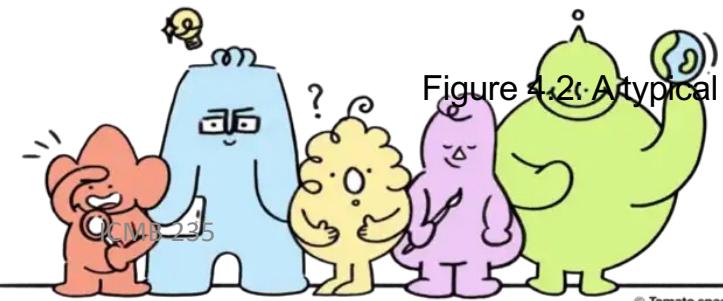
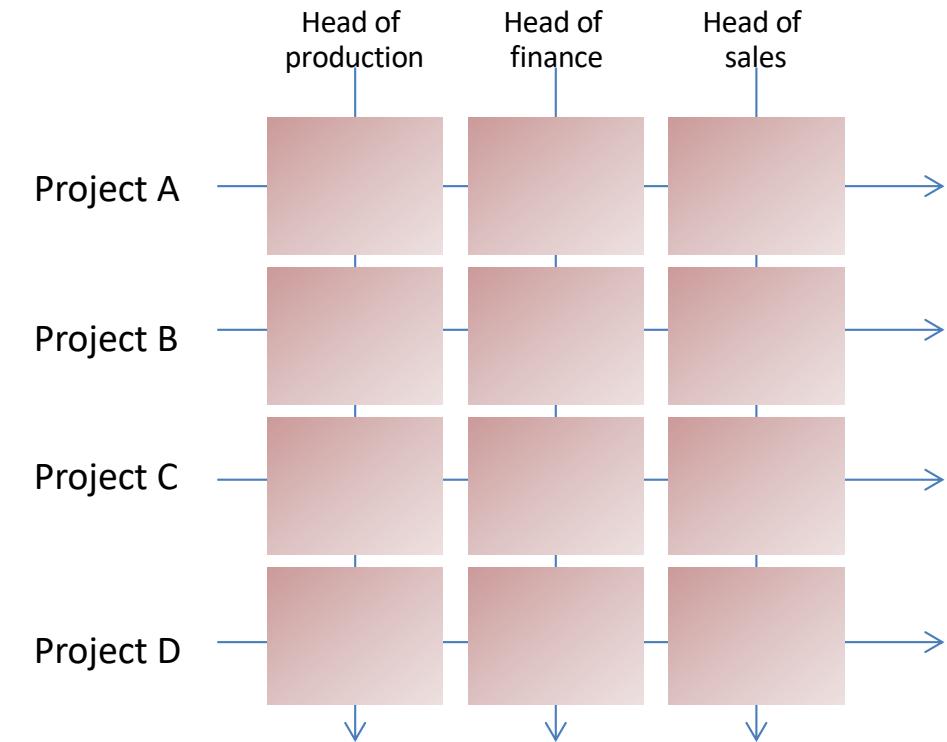
# Matrix Organisation



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- Organisational design was about making **the best ‘fit’** between organisation and its environment
- The **matrix organisation** means that, rather than being in one fixed work group, **people move between different teams.**

“The matrix organisation shifts away from bureaucracy in that it of management that unity of one command, where people have just one line manager, this moves away from rigidity of bureaucracy.”

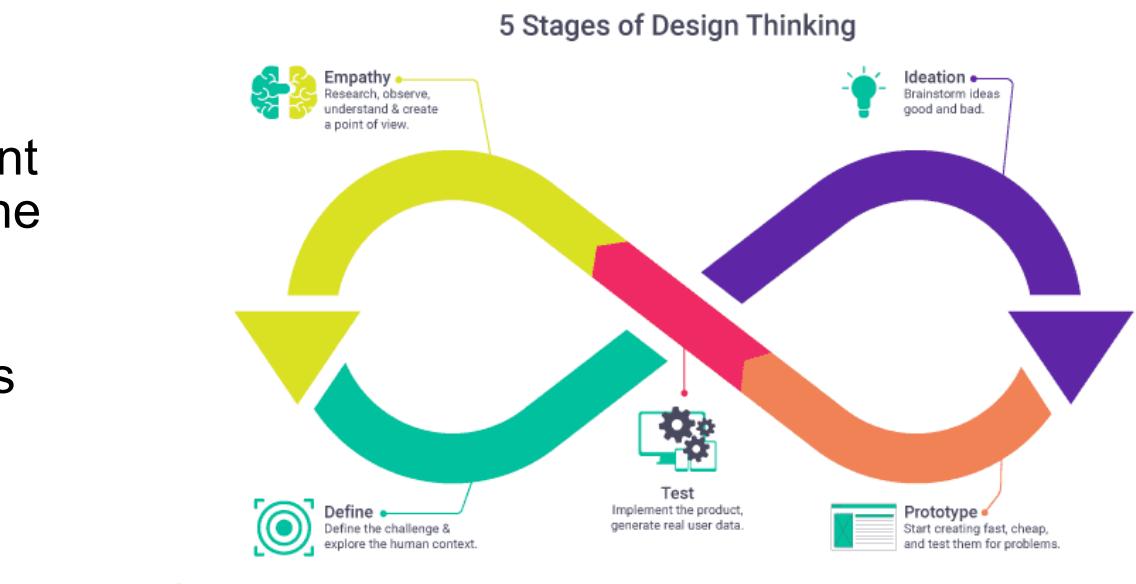
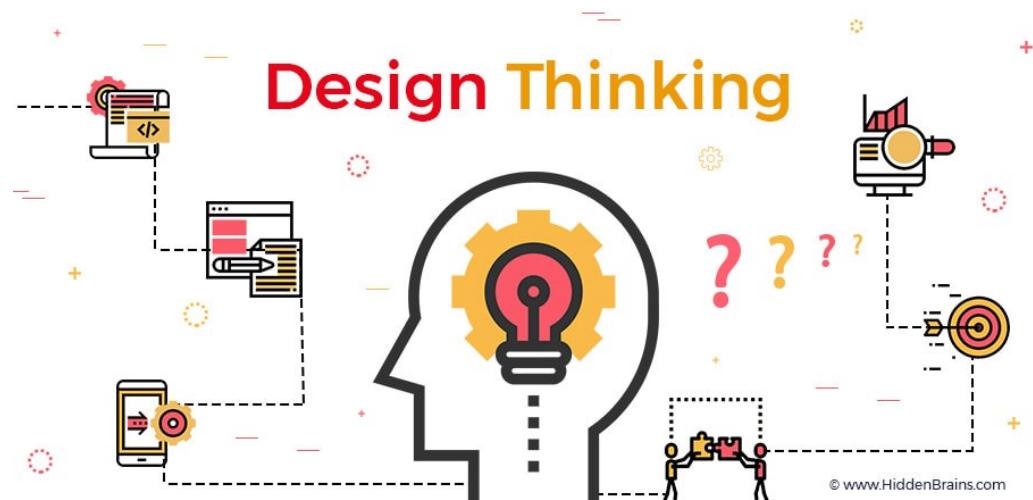
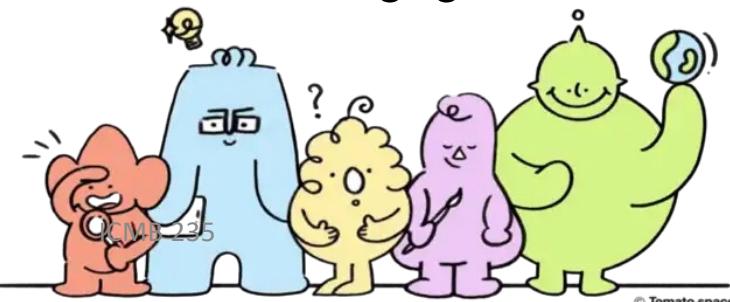


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# Modern designs(2 of 2)

- **Design thinking**
  - Inspiration
    - Materialize problems through mock-ups, sketches, scenarios etc.
  - Ideation
    - Process of generating, developing and testing ideas through prototypes, piloting etc.
  - Implementation
    - The clear development and specification of the idea, its effective communication and engagement of others





# Sample Post-Bureaucracy company

## Google Thailand



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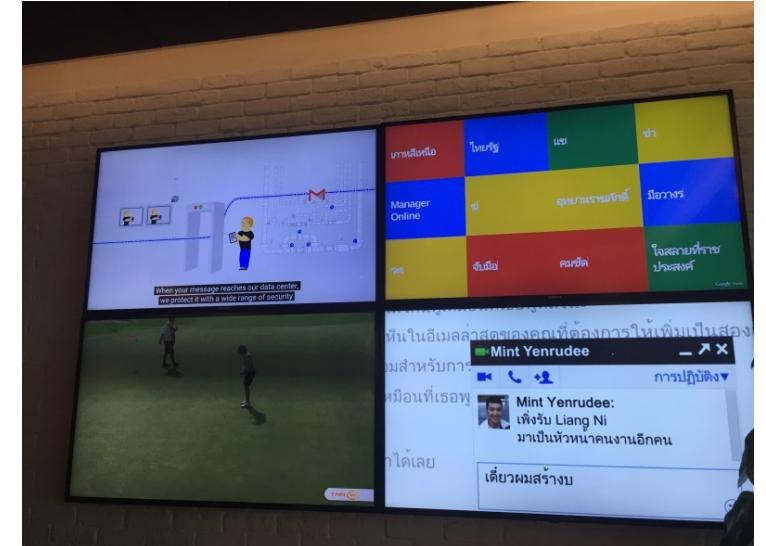
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# Google Thailand Office



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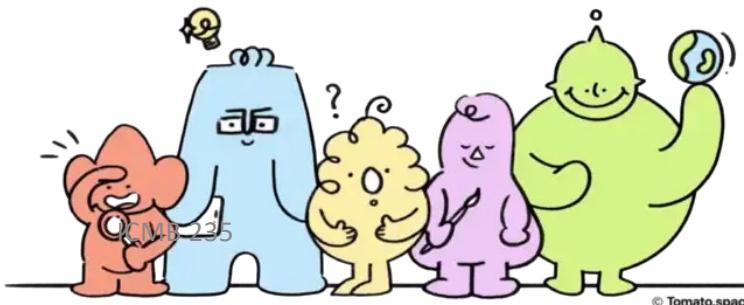
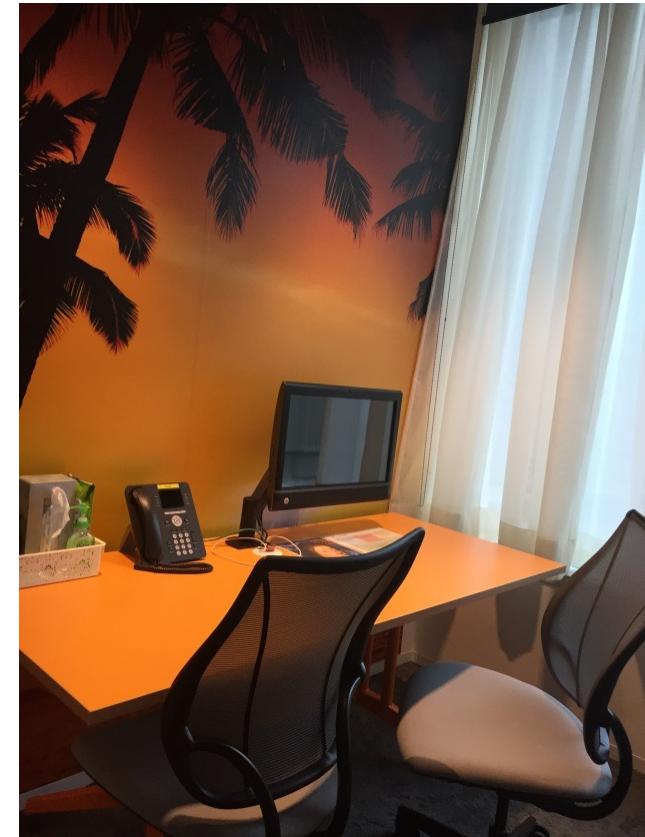
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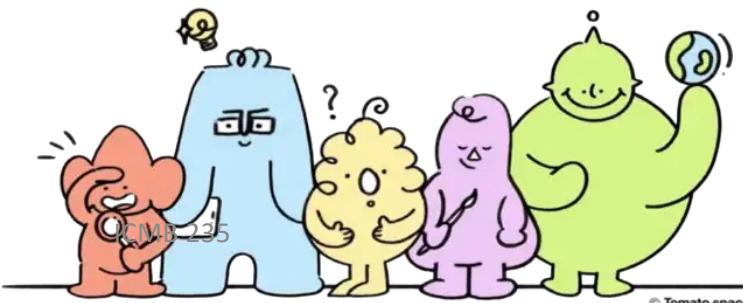
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# Contingency theory

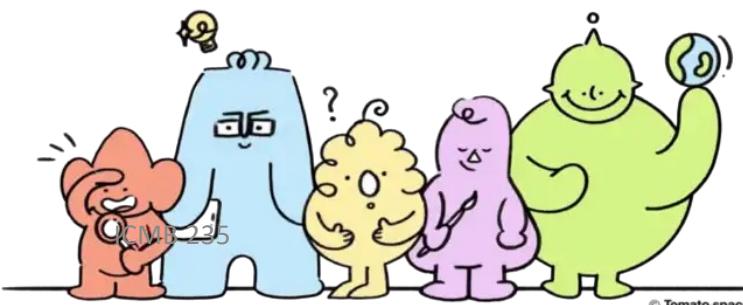
- Contingency theory :
  - There was this insight that **organization might be dependent on their environment** [both internal and external].
  - The **best way to organize depends on the nature of the environment** to which the organization must relate to...





# Contingency Theory

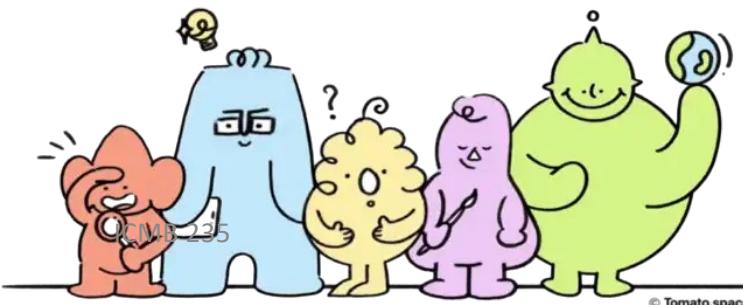
- Contingency theory – all organizations have to deal with and that will shape the organization's design
  - A. **(Organisational) Environment** determines structure – the more certain and predictable (Burns & Stalker)
  - B. **Technology** determines structure – adapt with more routinized technology with repetitive tasks, tend to become more bureaucratic (Woodward)
  - C. **The (Organisational) size** determines structure – become bigger, more bureaucratic, high degree of formalization, centralization and standardization (Aston project)





# Institutional Theory

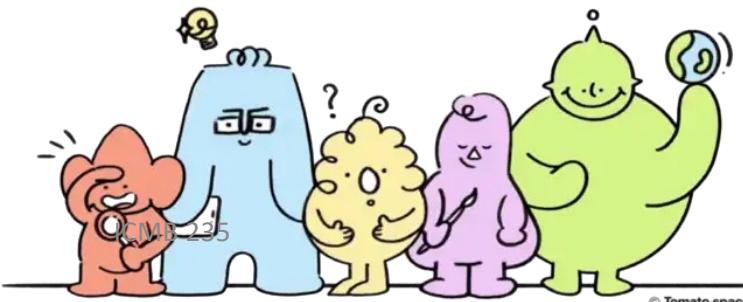
- Institutional Theory – has emerged and shifted the way organization design **emphasis** to understanding how organization appear legitimate in the eyes of stakeholders i.e. investor, customers etc.
- Focuses on how organization design and practices become cultural capital through coercive, mimetic or normative isomorphism





# Institutional Isomorphism (Institutional Theory)

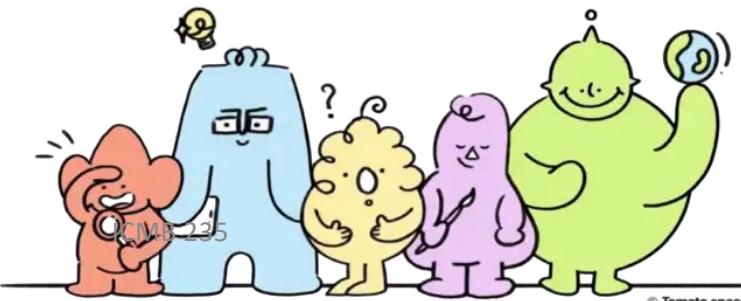
- **Institutional Isomorphism (Institutional Theory)**  
Organizations tend to become **more similar over time**—
- Not always because it is the most efficient, but because they seek **legitimacy** (to be accepted by regulators, stakeholders, and society).





# Three types of Isomorphism

- **Coercive isomorphism (pressure / rules):** Organizations change due to **laws, regulations, or powerful stakeholders**.  
*Example: ESG reporting required by regulators or investors.*
- **Mimetic isomorphism (copying under uncertainty):** Organizations **imitate successful peers** when they are unsure what to do. *Example: adopting hybrid work because leading firms do it.*
- **Normative isomorphism (professional standards):** Organizations align with **professional norms, education, and best-practice standards**.  
*Example: Management practices shaped by professional bodies and training.*



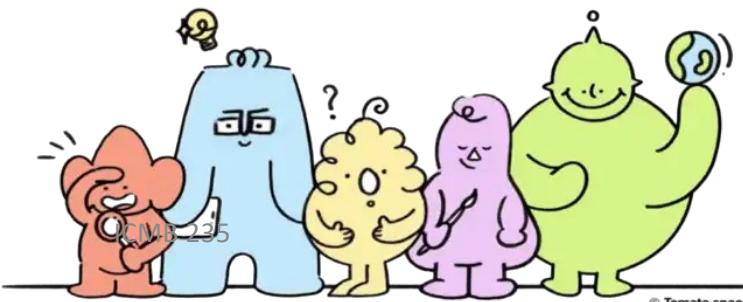


# SAR-FIT: Structural adjustment to regain fit



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- SARFIT: Structural Adjustment to Regain Fit
  - as organizations' contingencies change, organization design needs to be adjusted structurally to regain fit with the changed contingencies
- Four factors might lead to adaptive – or functional – change
  - Changes induced by the business cycle
  - Competition, increasing or diminishing market share
  - Levels of indebtedness, fuelling or dragging growth down, bankruptcy
  - Divisional risks, as some divisions fail to meet performance targets, while others exceed them



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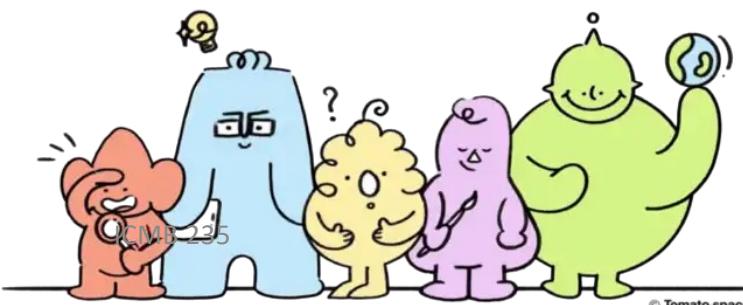


# Contingency Theory VS Leader!



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- Fiedler's Contingency Theory is one of the first formalized management theories to demonstrate the importance of selecting leaders based on group goals and dynamics.
- While some theories from the early twentieth century like Max Weber's principles of bureaucracy emphasize standardization and process. BUT **Contingency Theory** looks closer at how leadership style impacts group relationships and outcomes.



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# Pre-Read Requirement for Next Wednesday



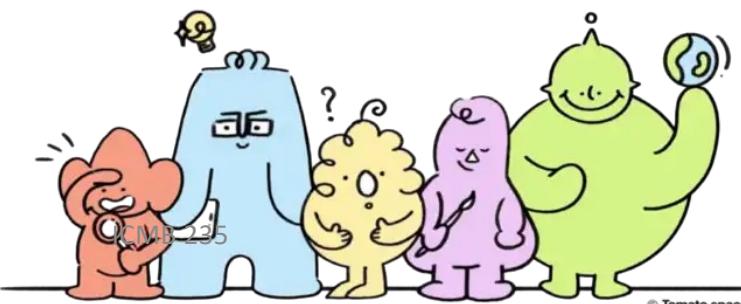
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## “Cultural Transformation at AIS: Navigating Generational Diversity and Inclusive Change in Thailand”

FIT	FUN	FAIR
<ul style="list-style-type: none"><li>สุขภาพดี พลังอันแรงกล้า</li><li>พร้อมทุกองค์ความรู้ และความสามารถในการรับมือกับทุกสถานการณ์</li><li>มุ่งเน้นสู่การสร้างผลลัพธ์ ที่เหนือความคาดหมาย</li></ul>	<ul style="list-style-type: none"><li>ทุกความท้าทายคือความสบุกของคนเอไอเอส</li><li>ทำงานกีฬา แต่ไม่หยุดกีฬาสบุกเดิมกีฬา</li><li>ปรับตัวคิดบวก เราทำได้</li></ul> 	<ul style="list-style-type: none"><li>ความเท่าเทียมกันของโอกาสที่ส่งมอบให้กับพนักงานทุกคน</li><li>เปิดใจ ยอมรับ ใบความหลากหลายและความแตกต่าง</li><li>รางวัลสำหรับความภาคภูมิใจให้กับพนักงานที่ส่งมอบผลงานที่ยอดเยี่ยมเพื่อตอบแทนงานที่มีคุณภาพ</li></ul>



Source: Singhatong, S., Suengkamolpisut, W., & Racela, O. C. (2025). Cultural Transformation at AIS: Navigating Generational Diversity and Inclusive Change in Thailand. *Asian Case Research Journal*, 29(04), 297-316.



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# Download the case study, link is posted in the E-learning



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Asian Case Research Journal | Vol. 29, No. 04, pp. 297-316 (2025)

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## Cultural Transformation at AIS: Navigating Generational Diversity and Inclusive Change in Thailand

Saifon Singhatong, Wallapa Suengkamolpisut, and Olimpia C. Racela

<https://doi.org/10.1142/S0218927525500117> | Cited by: 0 (Source: Crossref)



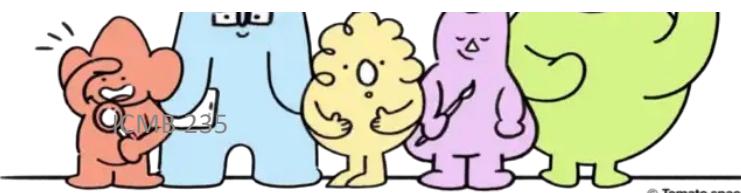
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Next >

### Abstract

This case study takes the reader through the journey of cultural transformation and strategic HR-led change at Advanced Info Service (AIS), a major telecommunications company in Thailand. Kantima Lerlertyuttitham, the Group Chief Human Resources Officer (G-CHRO), looks into potential Diversity, Equity, Inclusion and Belonging (DEIB) practices to reduce inequality in the company while navigating the 13,000 employees through transitions towards becoming a Cognitive Technology Company, or Cognitive Tech-Co., through a Fit Fun Fair organizational culture. One of the challenges faced during the transformation is the gap in technological skills, particularly among the older generation of employees, who are facing more difficulties adopting the new technology. With the adoption of more advanced technology in the workplace, Lerlertyuttitham is considering initiatives to close this technological gap among the long-tenure and older employees. The case positions DEIB as a complementary enabler to the broader HRM transformation, aligned with AIS's national values and ESG commitments.



Source: Singhatong, S., Suengkamolpisut, W., & Racela, O. C. (2025). Cultural Transformation at AIS: Navigating Generational Diversity and Inclusive Change in Thailand. *Asian Case Research Journal*, 29(04), 297-316.

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Figures References Related Details

Recommended

Navigating the Waves of Change: Emotional Agility as the Compass for Internal Auditors  
By (author): Ana Martins and Narishaa Shah  
Evaluating a Pandemic

Degrees and Patterns of Cross-Cultural Leadership Behavior Adjustment  
Expatriate Managers and Cross-Cultural Leadership in China

Leadership Effectiveness in Thailand  
Duangduen Bhanthumnavin and Duchduen Bhanthumnavin  
Leading in High Growth Asia

Expatriate Managers and Cross-Cultural Leadership in China

PDF Help

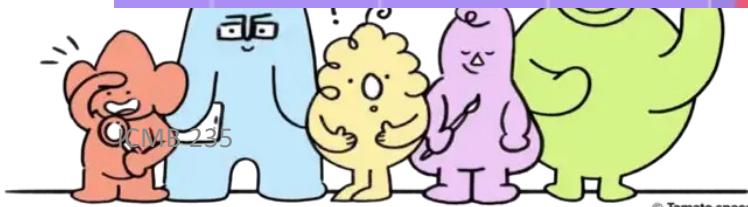


# Next Lecture...

## Leadership and Change management



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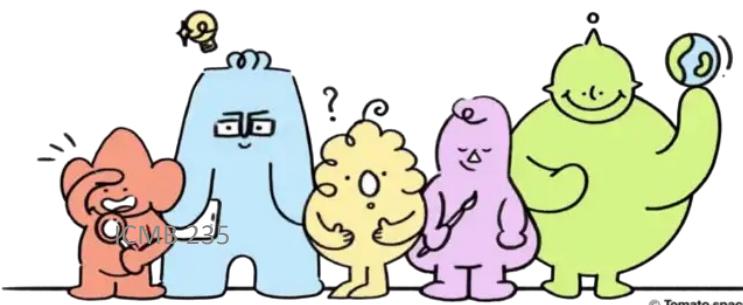


Next week Monday 19<sup>th</sup> Jan 26  
Quiz 1-2 (2% / 15 Minutes)



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## Introduction to MOB, Sensemaking Organisation Design

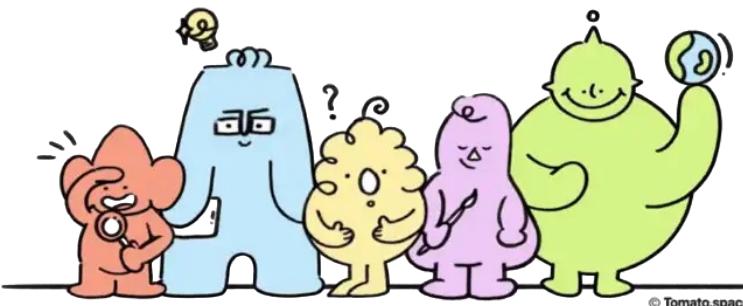


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# Appendix



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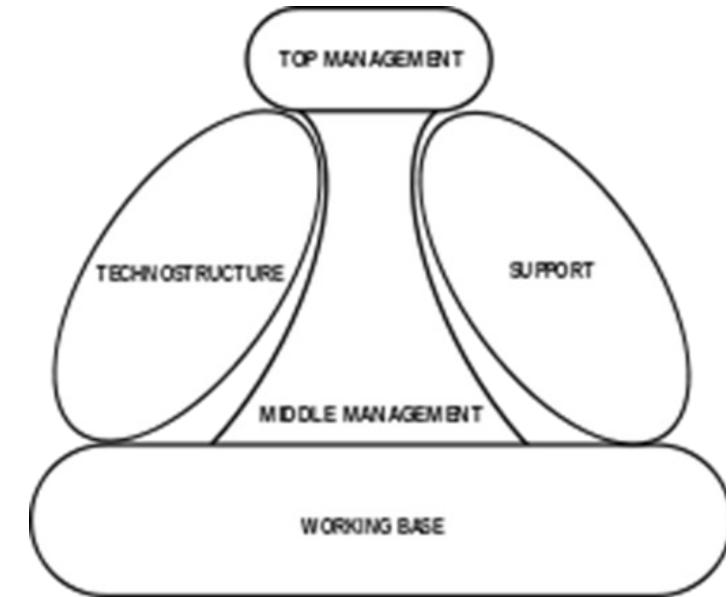
# Additional theories



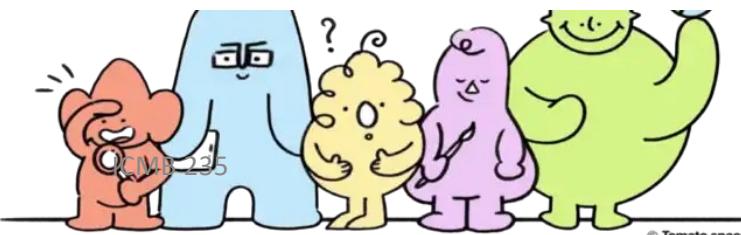
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Henry Mintzberg



## Structure in Fives Designing effective organizations

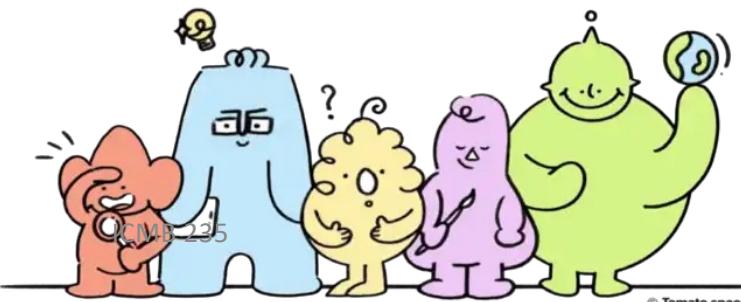


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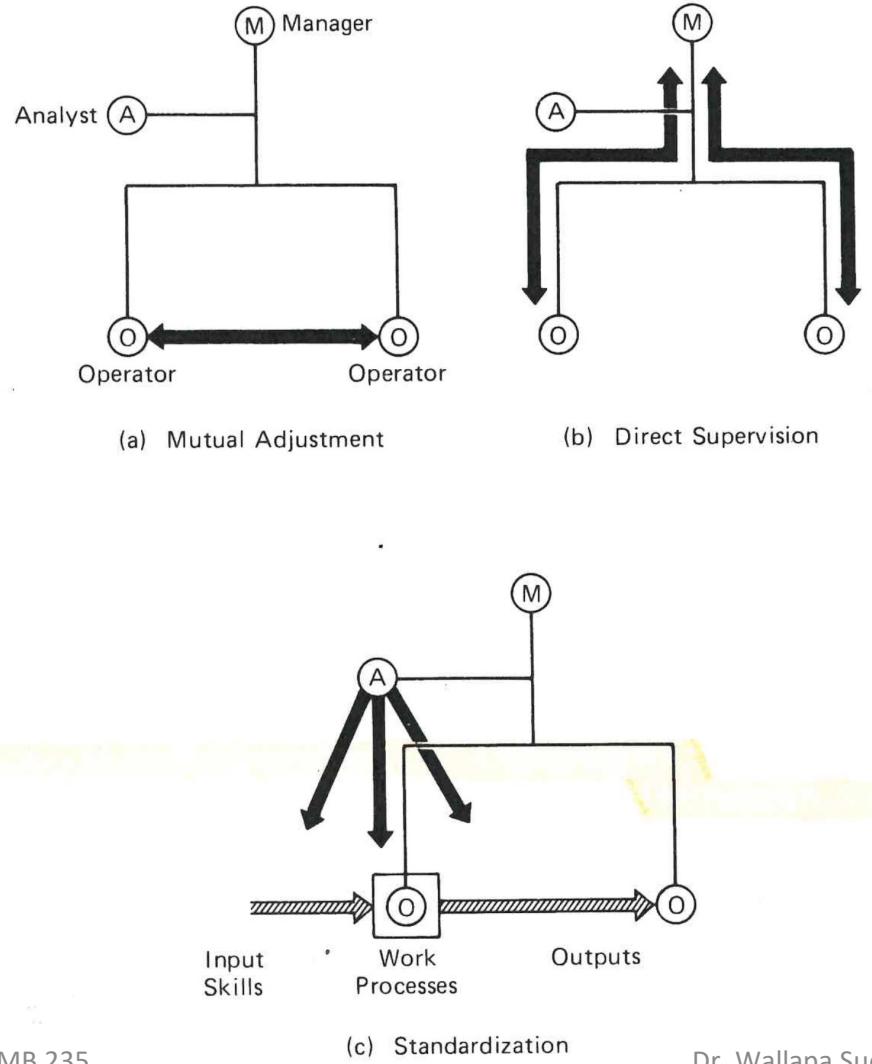


# Organizational Designs

- Mintzberg's Designs
  - Organization structure (**s**) reflects how **tasks are divided and coordinated**
  - Means of coordination
    - Mutual adjustment
    - Direct supervision
    - Standardization of worker (input) skills
    - Work processes
    - Outputs



# FIVE COORDINATING MECHANISM

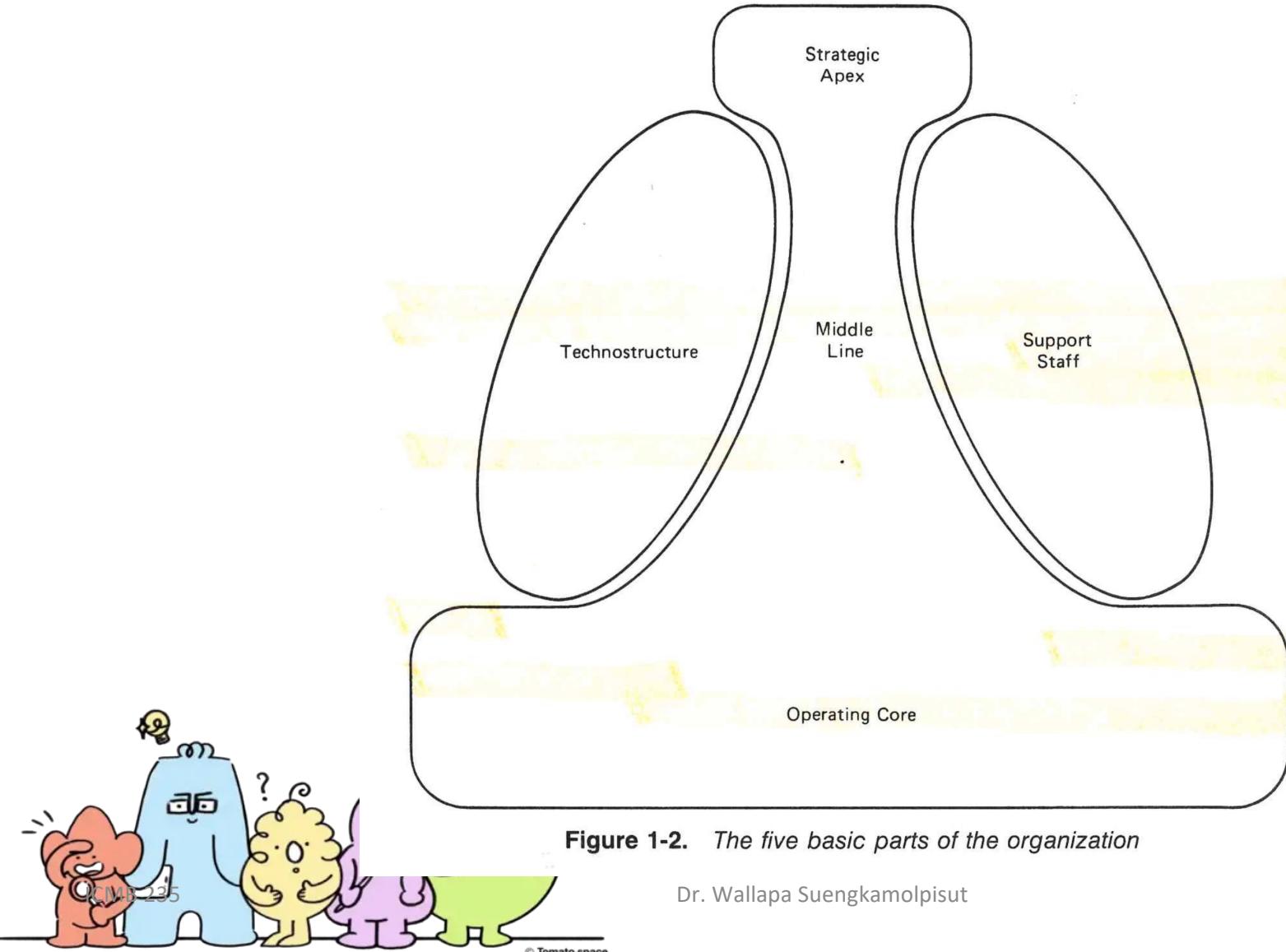


- **Mutual adjustment** – achieves the coordination of work by the simple process of informal communication.
- **Direct supervision** – achieves coordination by having one person take responsibility for the work of other, instructed and monitored.
- **Standardized** – people know what to do by their own that automated coordination i.e. working in car assembly line, surgeons in the hospital etc.



# The principle picture

## Organisational structure: Mintzber's Framework (Lunenburg, 2012)





# Sample of members in each five basic parts of the ORG.



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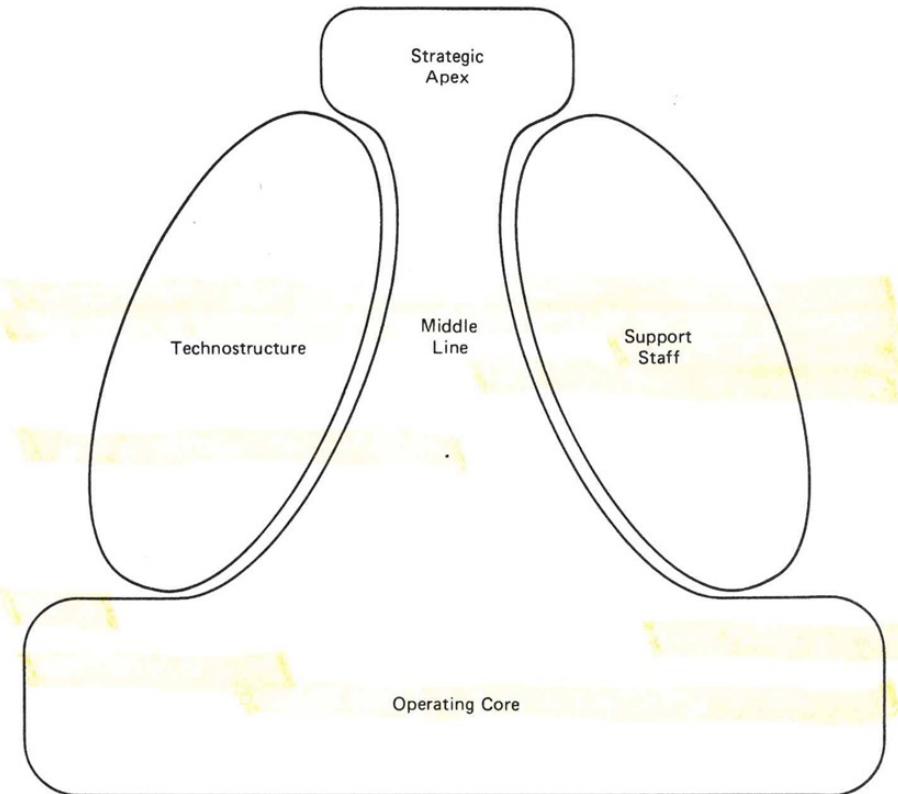


Figure 1-2. The five basic parts of the organization

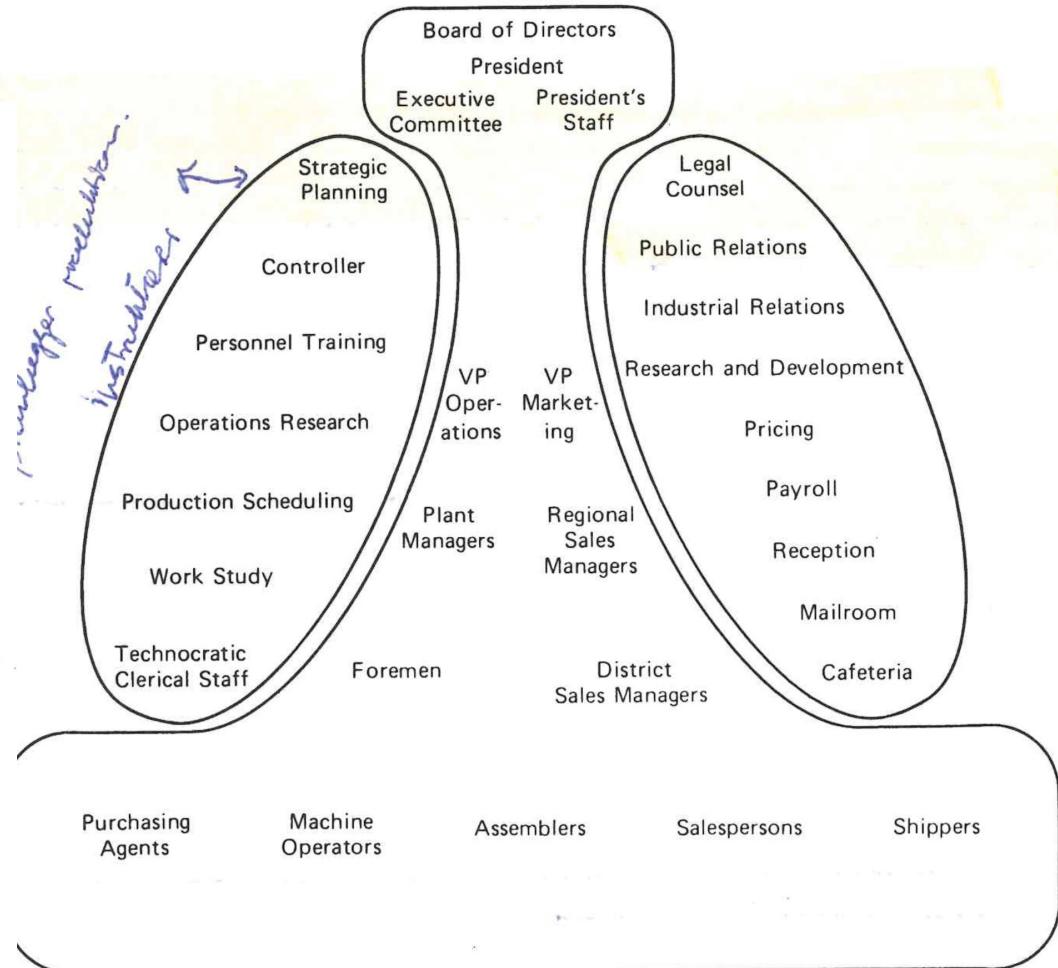


Figure 1-3. Some members and units of the parts of the manufacturing firm

# Organizational forms



Configuration	Prime Coordination Mechanism	Key Part of Organization	Type of Decentralization
Entrepreneurial organization	Direct supervision	Strategic apex	Vertical and horizontal centralization
Machine organization	Standardization of work processes	Technostructure	Limited horizontal decentralization
Professional organization	Standardization of skills	Operating core	Horizontal decentralization
Diversified organization	Standardization of outputs	Middle line	Limited vertical decentralization
Innovative organization	Mutual adjustment	Support staff	Selected decentralization
Missionary organization	Standardization of norms	Ideology	Decentralization





# THE FUNCTIONING OF THE ORGANIZATION



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- a. **Formal authority** – the flow of formal power down to hierarchy
- b. **Regulated flows** – of production work through the operating core, of commands and instructions down to admins hierarchy
- c. **Informal communication**, emphasizing the role of mutual adjustment in coordination.
- d. **Work constellations**, people in the organization cluster into peer groups to get their work done.
- e. **Ad hoc decision processes**, getting the requirement and seek the decision making from strategic team then get back to the requestors.



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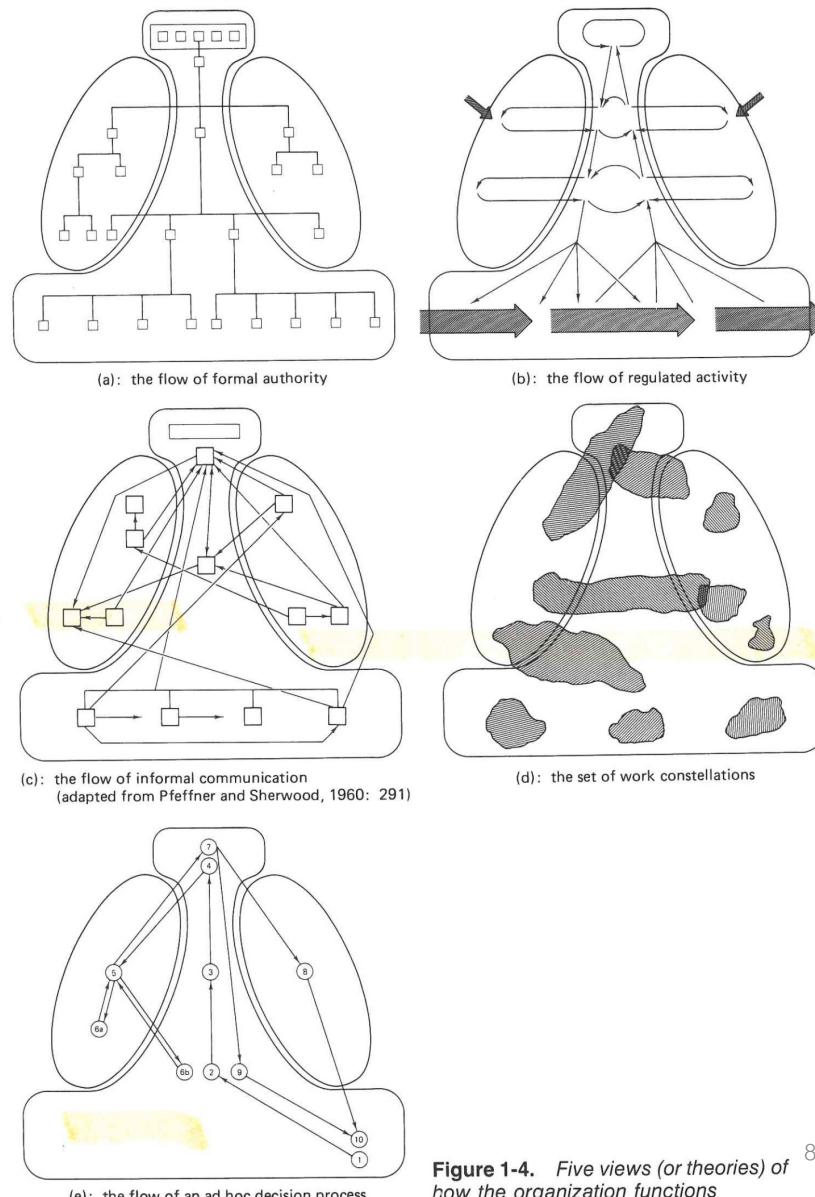
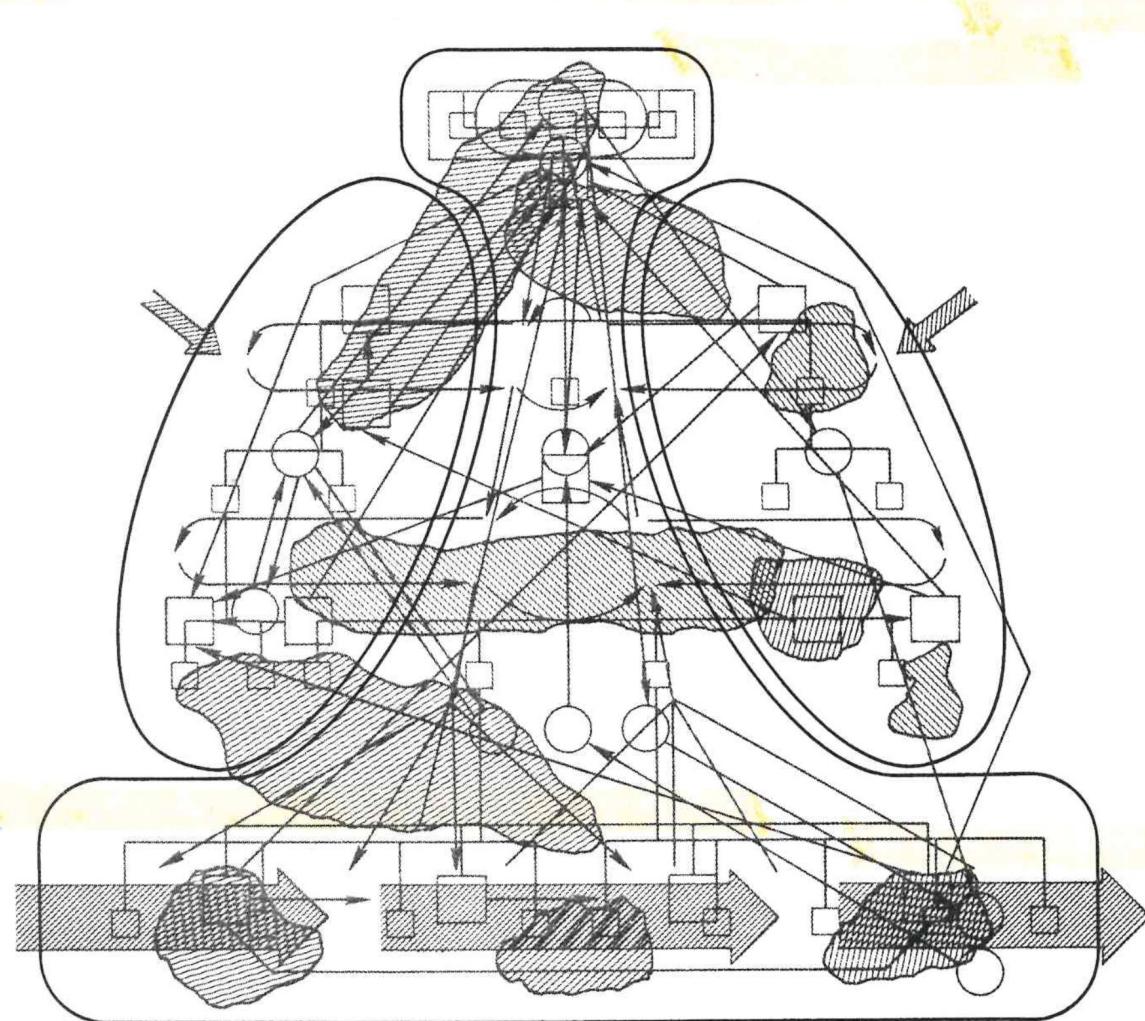


Figure 1-4. Five views (or theories) of how the organization functions

# From theories to practice!!!



**Figure 1-5.** A combined overlay: the functioning of the organization

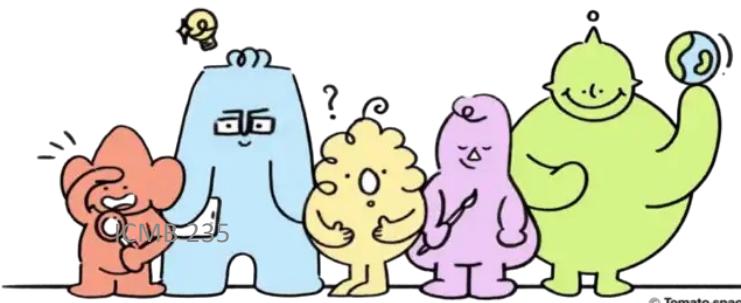


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