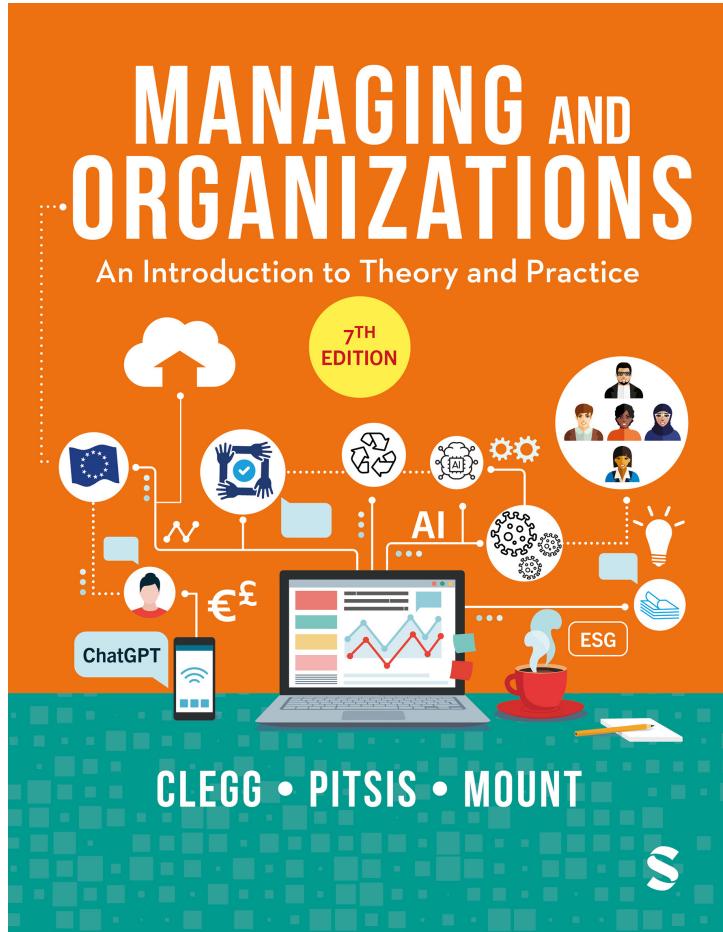




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ICMB260: Management and Organizational Behavior

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

DR. WALLAPA SUENGKAMOLPISUT
WEEK 3-2



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Week 3-2

MANAGING TECHNOLOGY AND INNOVATION



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Week 3-2

MANAGING IN A GLOBALIZED WORLD MANAGING TECHNOLOGIES -HATCH-



Learning Objectives

- To learn the major types of technology.
- To understand the relationship between technology/new technology and social structure.
- To explore how technology may be socially constructed.
- To consider technology as representation, control, and cyborgization.



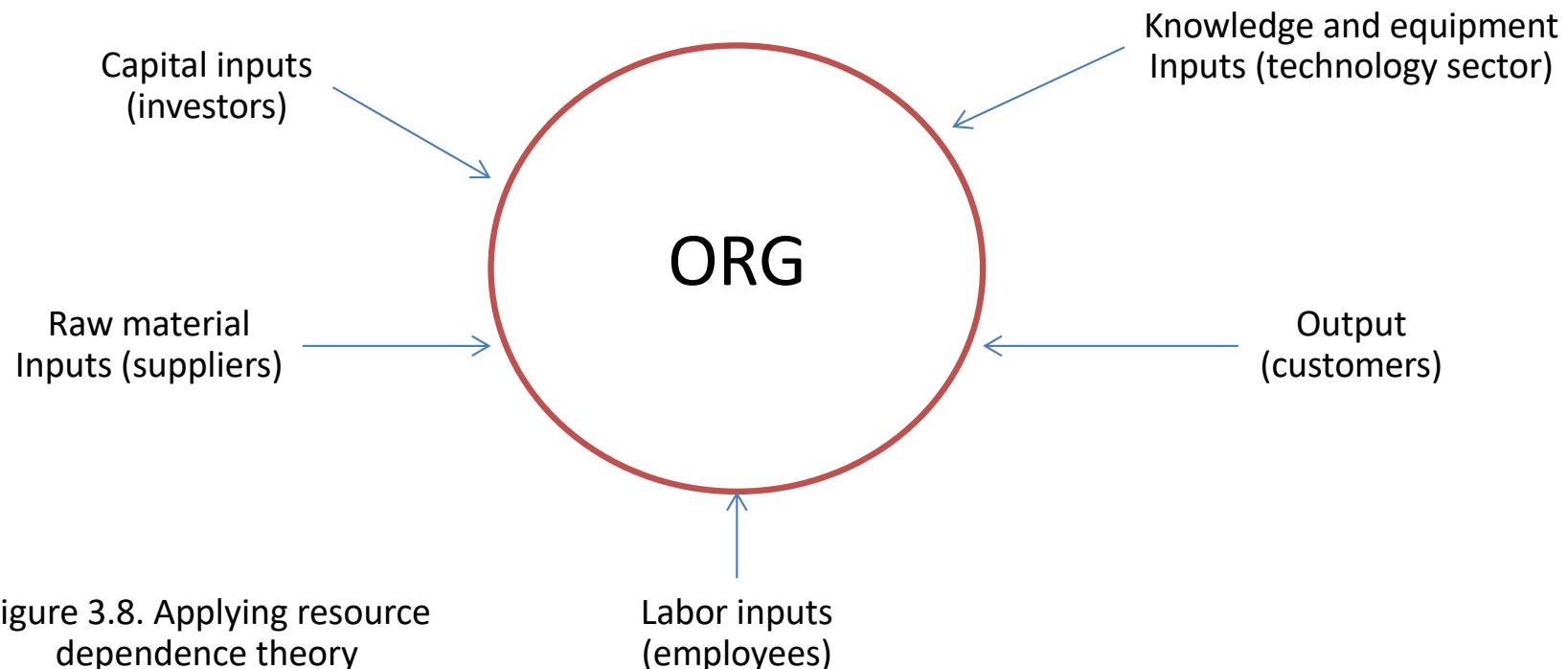
Resource Dependence Theory

Actors are resource integrators!!



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- Analysis of the inter-organizational network can help the organization understand the power/dependence relationships that exist between it and other network actors.





3 Perspectives on Technology...



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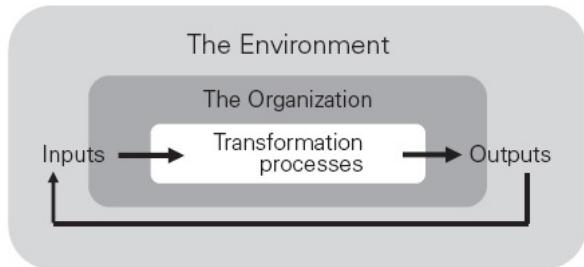


Figure 5.1 The organization as a technical system for transforming inputs into outputs

The technology of the organization is connected to the environment by its need for resource inputs and a market for the product and/or service that forms its output. The uninterrupted consumption of its output stream, shown by the arrow from outputs back to inputs in this modernist model, ensures new resource inputs will be provided to the organization.

Technology both shapes and is shaped by social interactions - through routines and improvisations.

Technology is the means of converting raw materials into finished outputs. It consists of objects, tasks, and knowledge. Technology determines structure.

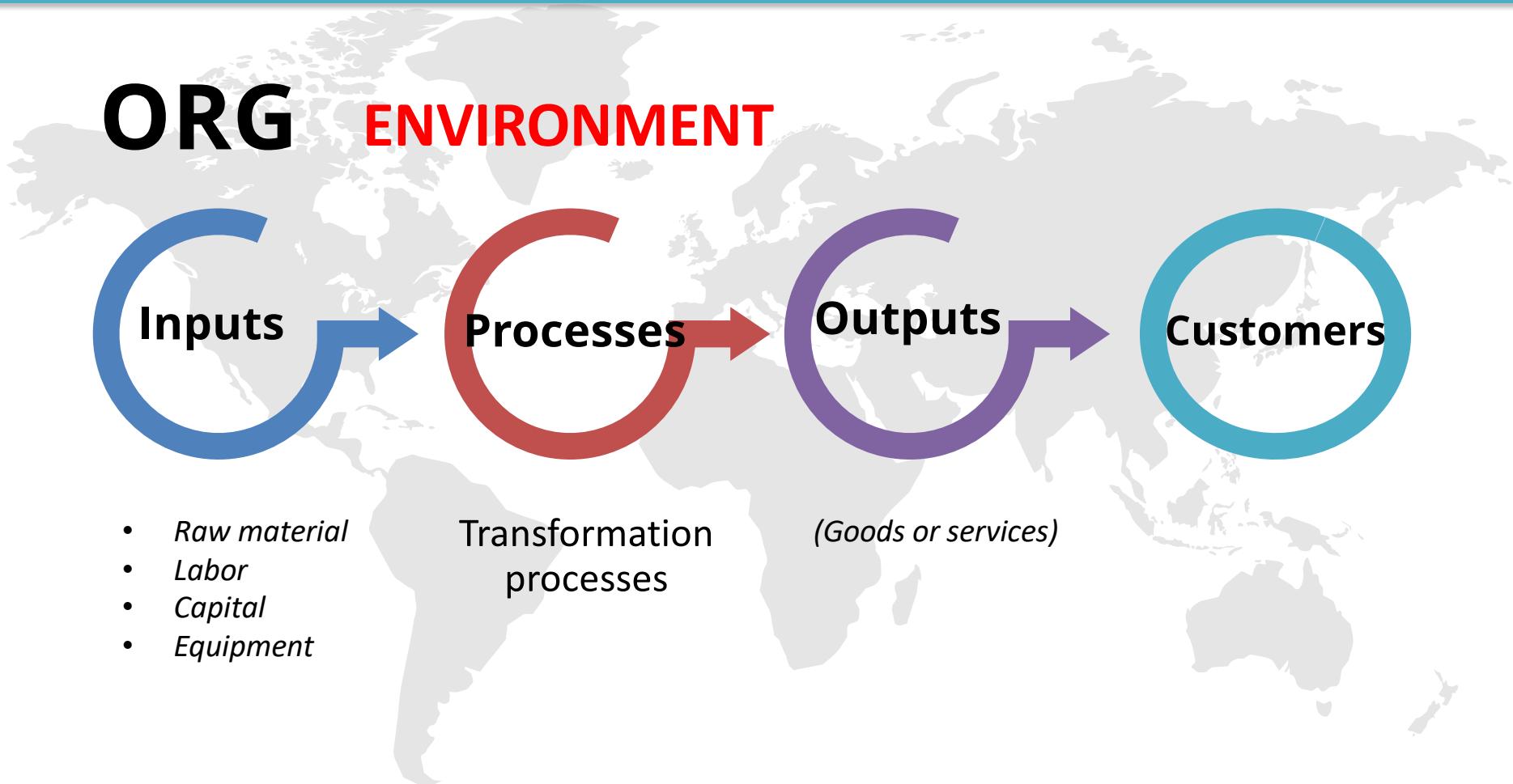
Technology is a form of remote control, discipline & power. It can also liberate.



The Organization in its Environment



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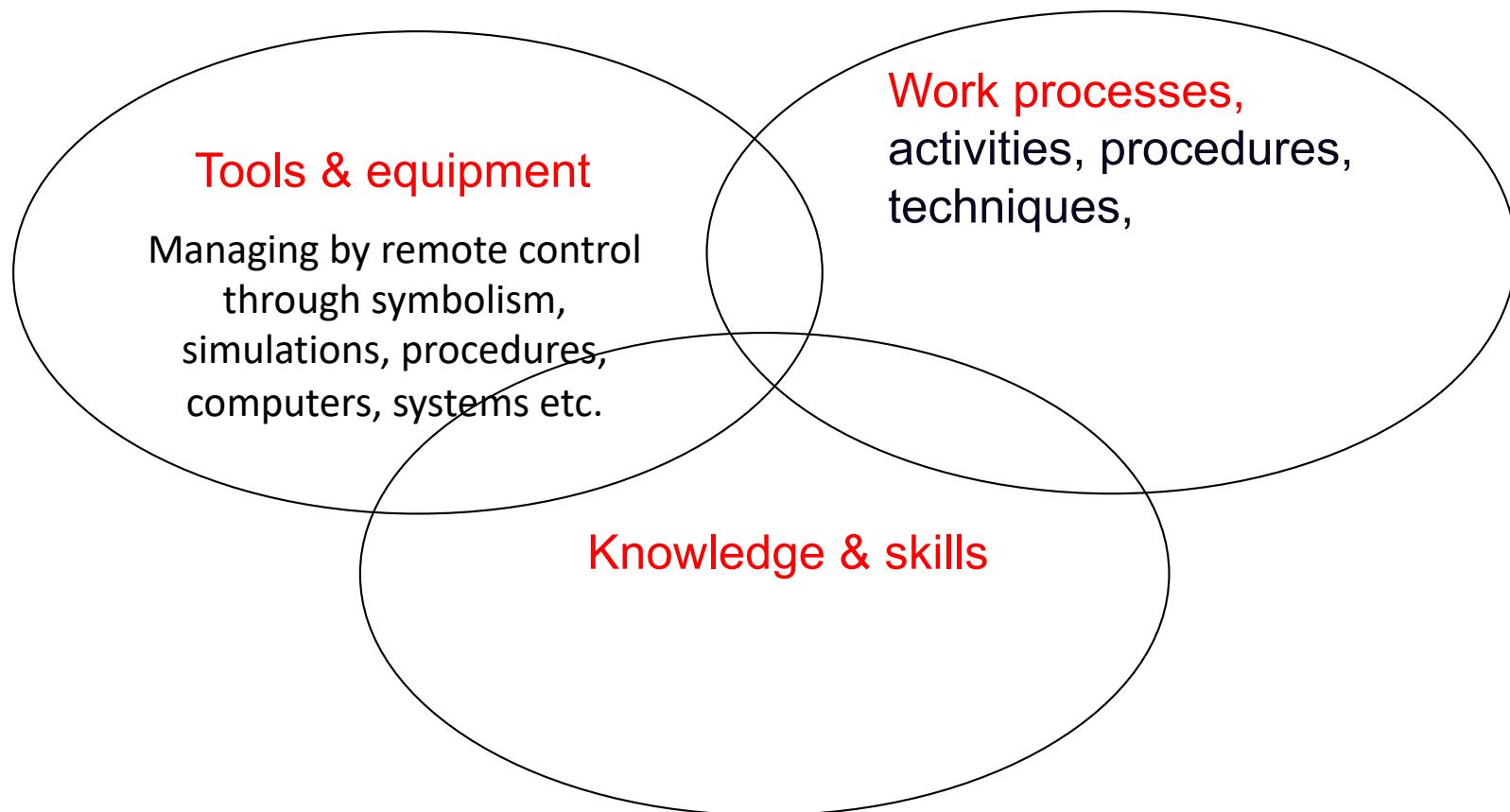




Technologies can be...

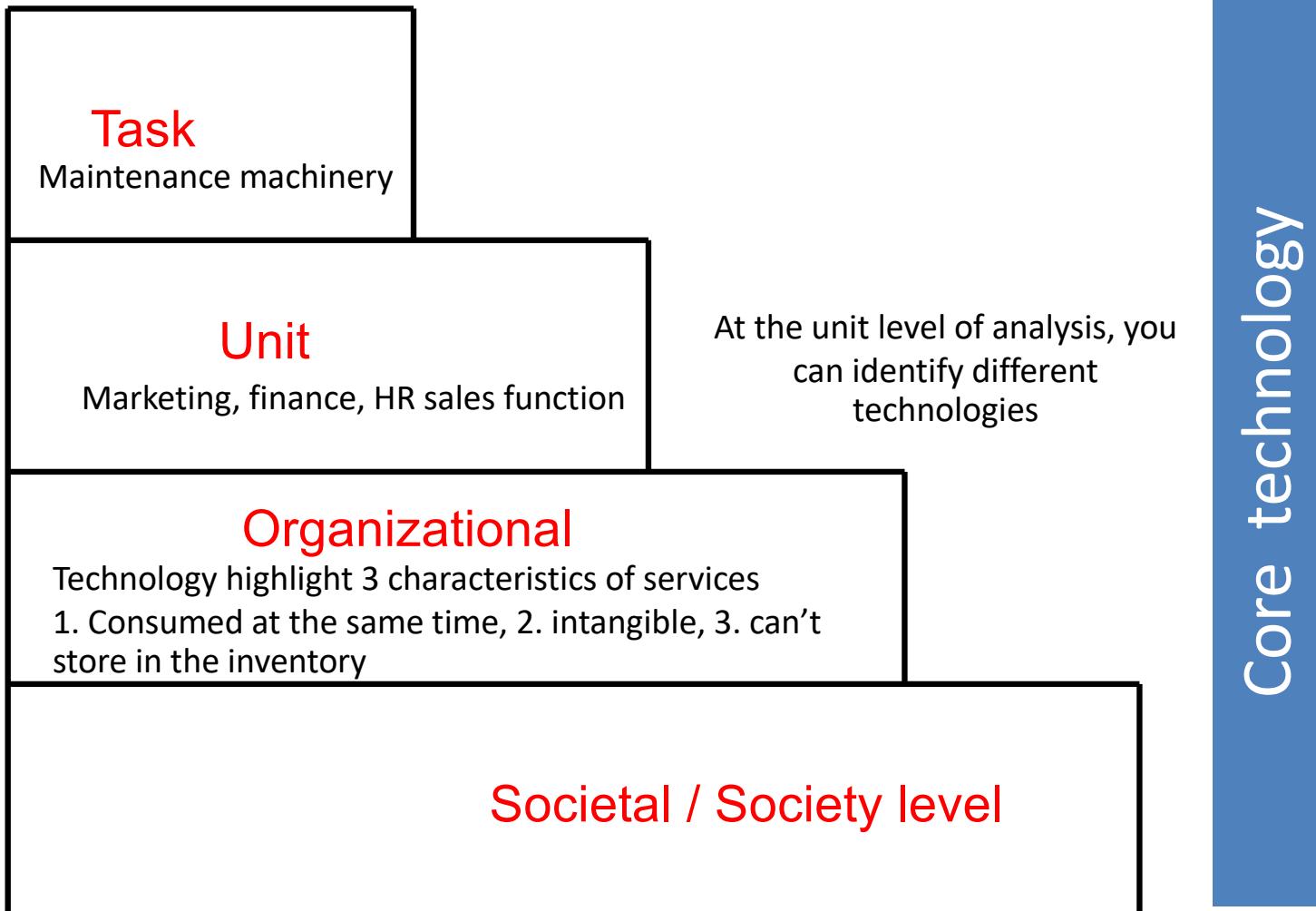


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Technology - Levels of Analysis



Strategy

Woodward was looking for the one best way to organize . . .

Structure

. . . she found that the best way depended **on** technology:

Strategy

Technology

Structure



The Social Construction of Technology (SCOT)



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Technology is co-constructed by environmental, social, cultural, economic, and technical factors.

Machines have a technical, historical, and a social presence.



Adaptive Structuration Theory

- Technology and social structure emerge in **interactions between people and technology.**
- We follow routines and we also improvise as we use technology - **technologies-in-practice.** (e.g. an accountant and graphic artist might use the same software differently).
- We shape technology and it shapes us.



Combining technology, social structure and environment



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- Modernist organisation theorists who have examined the **relationship of new technology to social structure** claim that : Computer technology and communication networks have made classical organisational and work designs.
- New technologies can also lead to greater decentralization of decision making because data are more readily available, decreased hierarchical levels.



ICMB235 SECTION03-04
DR.WALLAPA SUENGKAMOLPISUT





Amazon Go

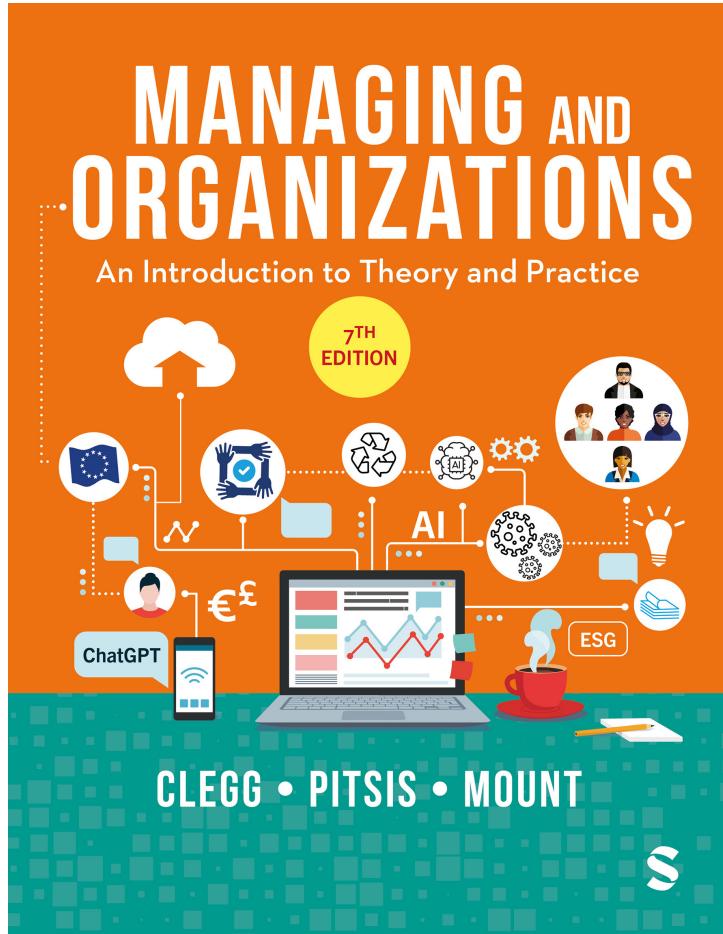


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Chapter 11

Managing innovation and change



Introduction



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- Innovation
 - Refers to the implementation of a new or significantly improved product or service or new organizational process
 - As this definition implies innovation is both a process and an outcome



Introduction



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- Mapping the innovation process
 - The initiation period i.e. new manager, a shift of technological paradigm, a loss in market share, which set the stage for a new innovation to emerge.
 - The development period – once development begins, the initial idea proceeds along a planned pathway, but then splits into multiple divergent pathways through cycles of exploring new direction and trial-and-error learning, where new goals are formed.
 - The implementation period – the adoption of the innovation are achieved by integrating the new idea and ensure that it fit within a local context and situation.
 - Leading the innovation journey – Managing the innovations requires leadership skills and involvement from top executive



Innovation as an open process



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- Innovation is not just confined to internal stakeholders
 - Being open to external sources of knowledge and information allows firms to innovate
 - These can overcome tension that arise between internal technological knowledge that drives the development of new innovation and specialist market knowledge.
 - **External stakeholders include lead-users, suppliers, competitors and more recently online crowds**
- Networks and platform innovation
 - A *platform* is defined as an evolving eco-system that is created from many interconnected pieces
 - Indeed, innovation takes place outside of organisation boundaries in networks, communities, movements or other more fluid forms of social organisation.
 - **Platforms in which various parties co-create new products, services and experiences that contribute toward platform's development (Parker and Van Alstyne, 2017).**



Innovation as an outcome

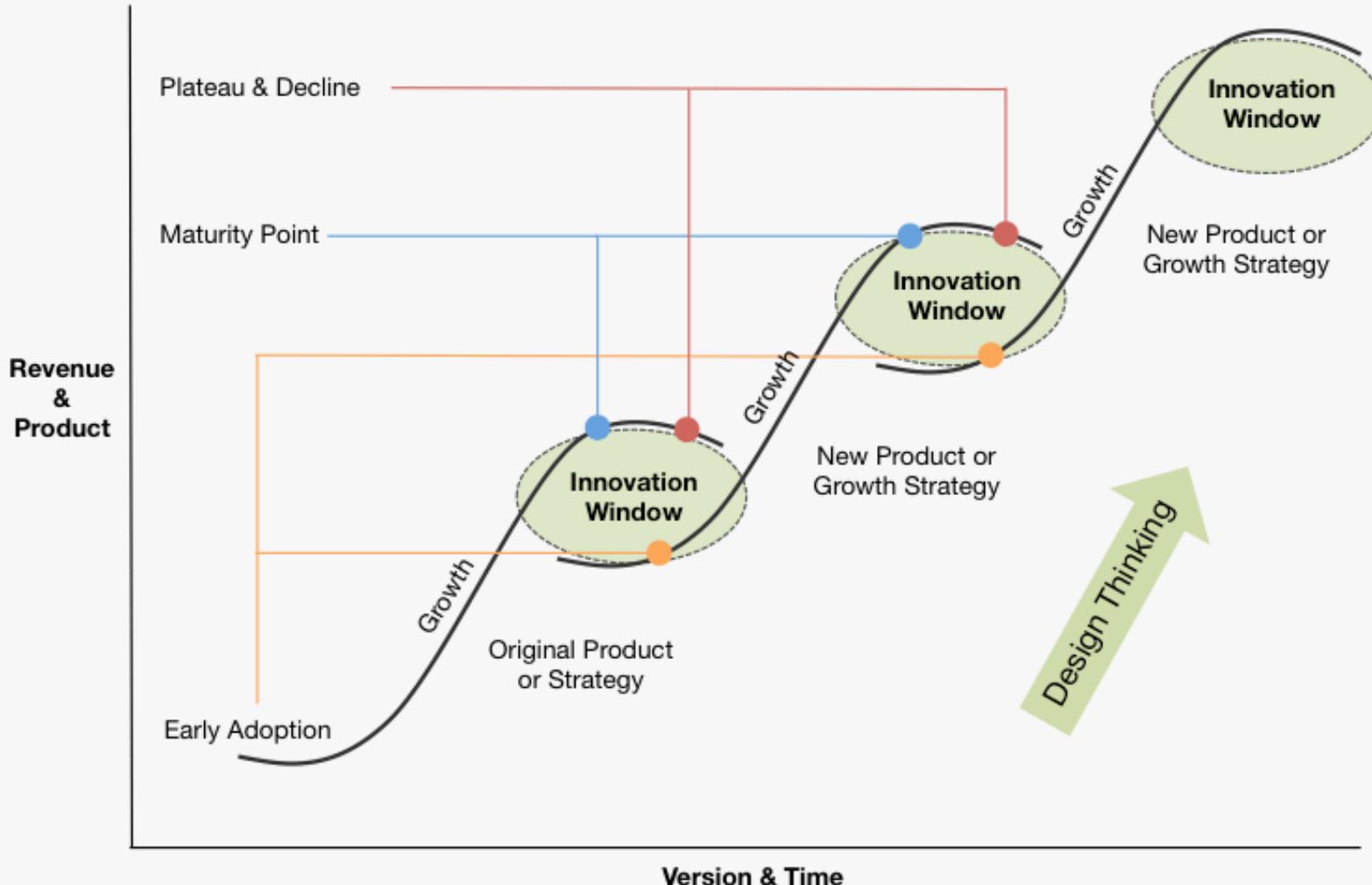
- Innovation outcomes
 - Can come in many forms, **including new products, services, processes, and business models**
 - When taken cumulatively over time, induce cycles of technological change known as waves of creative destruction
- Innovation cycles and technological paradigms
 - Successive waves of product and process innovation drive industrial progression that follow s-curved trajectories



S-Curves



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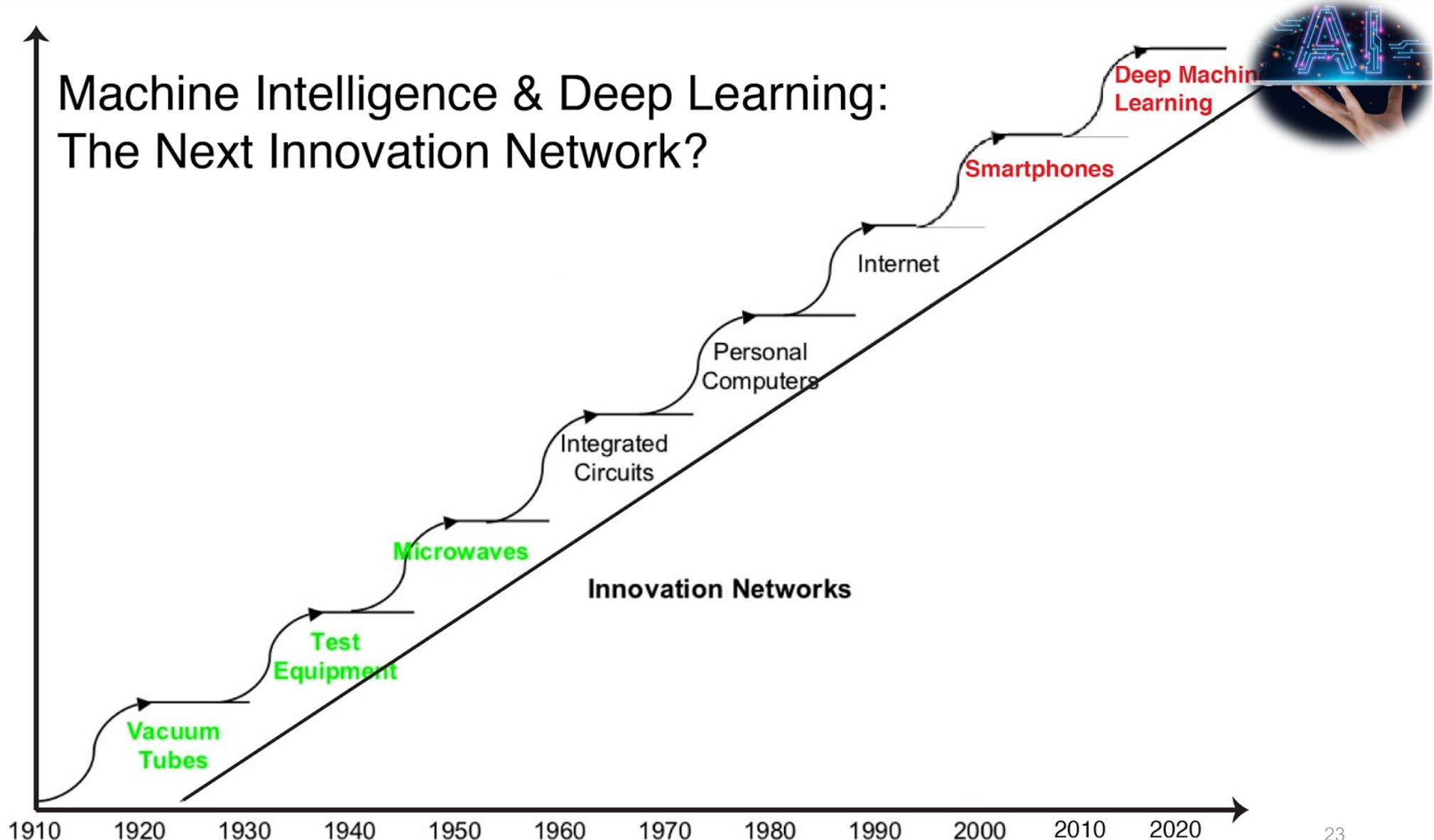




The Next Innovation...?



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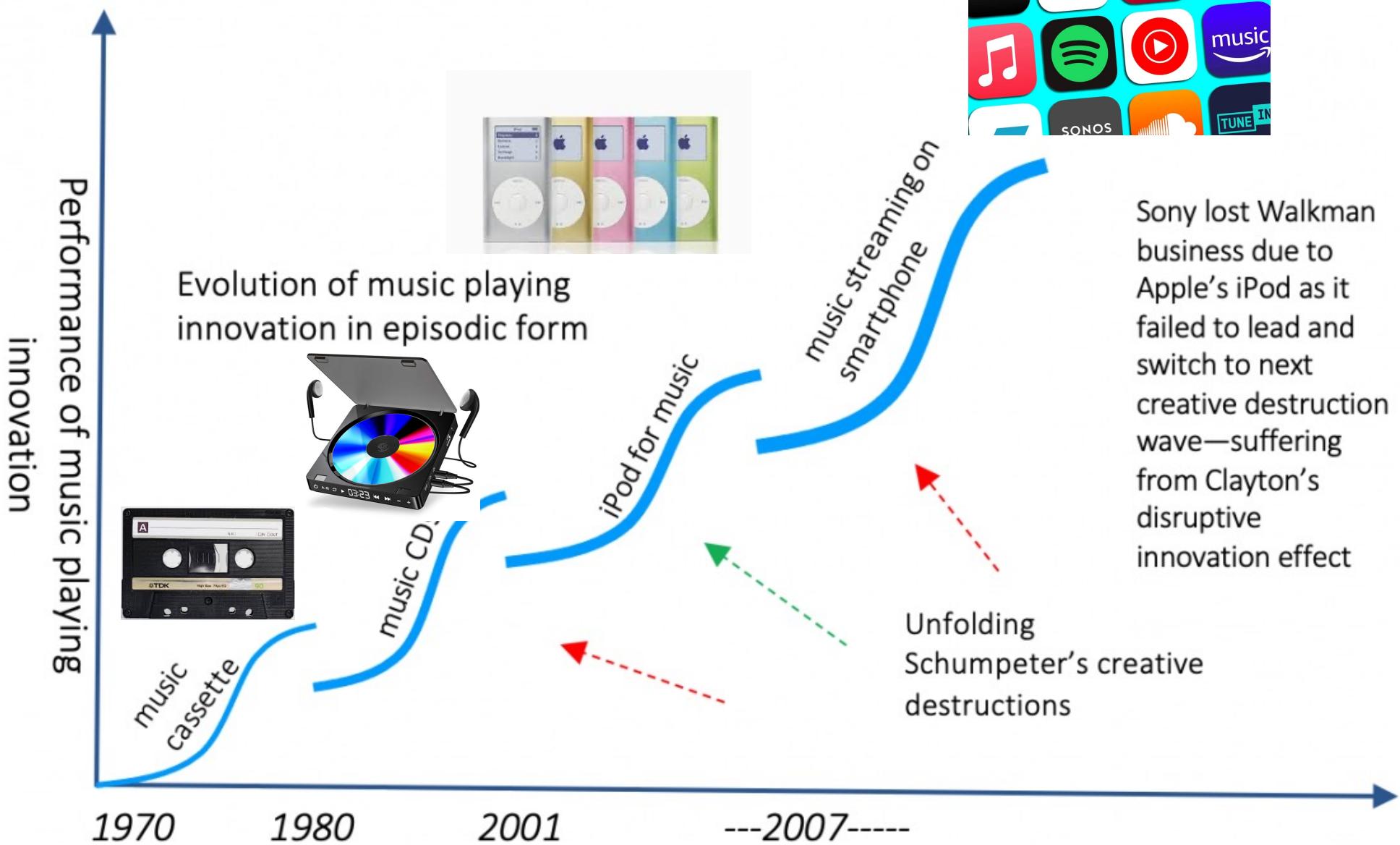




S-Curve – Music Playing Innovation



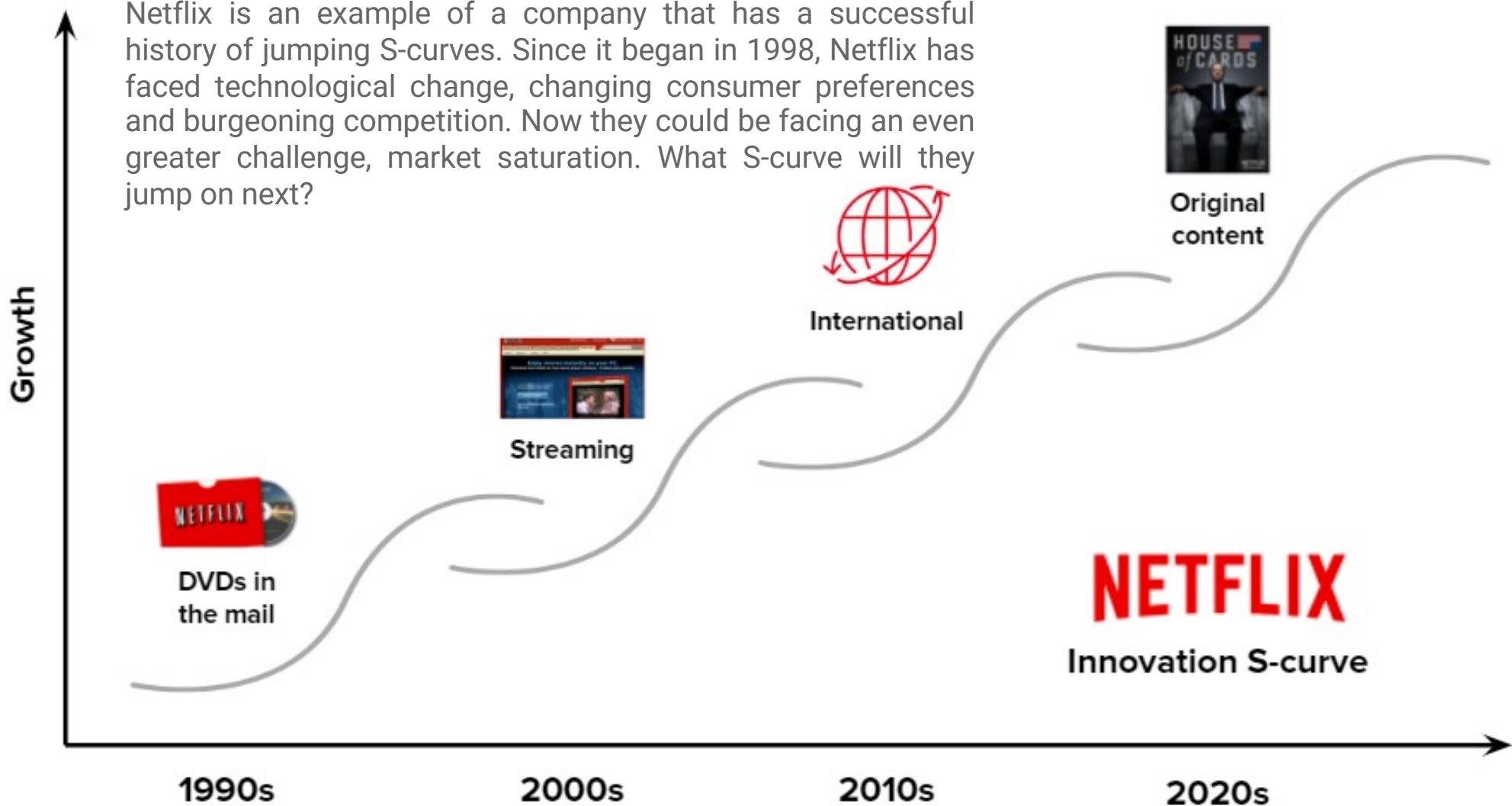
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Netflix: Ready to jump on to the next S-curve?



Netflix is an example of a company that has a successful history of jumping S-curves. Since it began in 1998, Netflix has faced technological change, changing consumer preferences and burgeoning competition. Now they could be facing an even greater challenge, market saturation. What S-curve will they jump on next?





Social innovation



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- Social innovation refers to
 - New ideas (products, processes, services etc.) that meet social needs and create new social relationships





How social innovation works?



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Prompts, inspirations and diagnoses

- Every new idea starts with the perception of a problem or a crisis. The problem is experienced, framed and turned into a question

Proposals and ideas generation

- Initial ideas are developed and the proposal is discussed

Prototyping and pilots

- So ideas need to be tested in practice. Trial and error

Sustaining

- This step includes the development of structures and sustainable income streams to ensure that the best ideas have a useful vehicle to travel

Scaling and diffusion

- Good ideas have to spread

Systemic change

- The ultimate goal of social innovation involves change on big scale driven by social movement.
New business models



Case: Oreo, Coca-Cola



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Case: Oreo, Coca-Cola

- “Besties” bring out the best in each other.
- Just ask Coca-Cola® and the OREO® brand, two “bestie” brands teaming up to offer fans unique flavor experiences that celebrate the “Real Magic” of friendship.
- A pair of limited-time-only products — Coca-Cola® OREO™ Zero Sugar and OREO® Coca-Cola™ Sandwich Cookie — leverage the brands’ signature tastes and iconography to deliver playfully unexpected innovations.



WOULD YOU CONSIDER THIS PRODUCT TO BE INNOVATIVE?



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Based on your perspective as consumer?



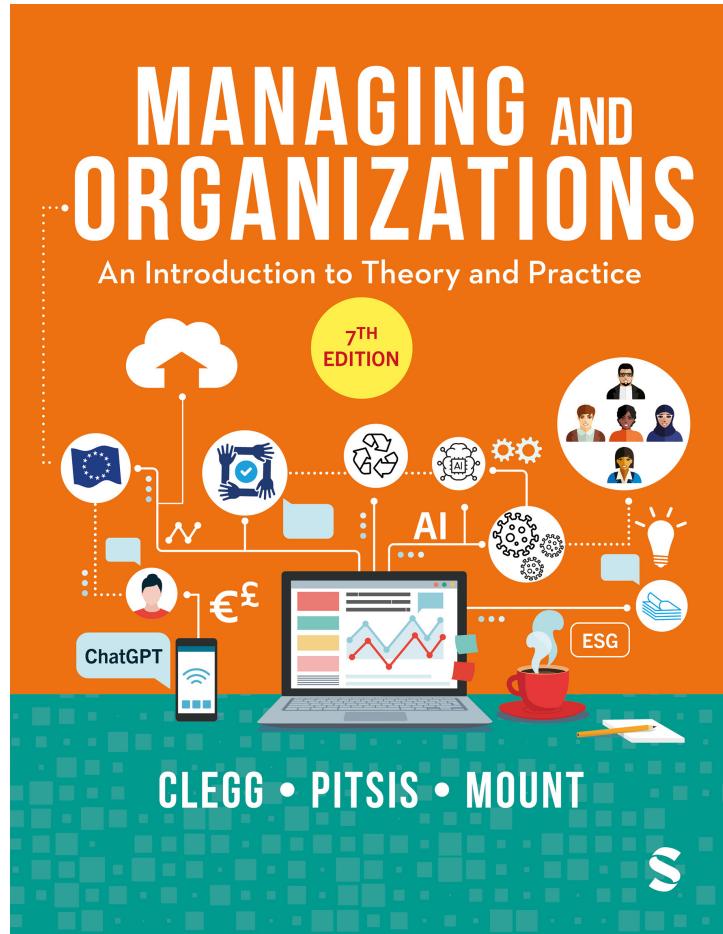


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Chapter 11

Managing innovation and change (Cont.)



External triggers for change (PEST)



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Figure 11.1. The PEST model and external triggers for change.





Internal triggers for change

- Senior and Swailes (2012: 22)
 - **New senior staff** – ‘new broom sweeps clean’
 - Managerial aspirations and decisions
 - Union pressure and action
 - Politics and power of groups and individuals
 - Pressures for increased capacity i.e. PEST
 - Redesign, e.g. technology, physical layout



Triggers and resistance



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- Conflicting perspectives
- Triggers – forces towards change taking place
- Resistance – reactions against the change
- Force-field analysis – plotting our triggers and resistance

Conflicting perspectives of change triggers and resistance



- **Triggers** – factors which push towards a change taking place or forces towards change taking place
- **Resistance** – factors which prevent or hinder a change taking plan or reactions against the change
- Conflicting perspectives

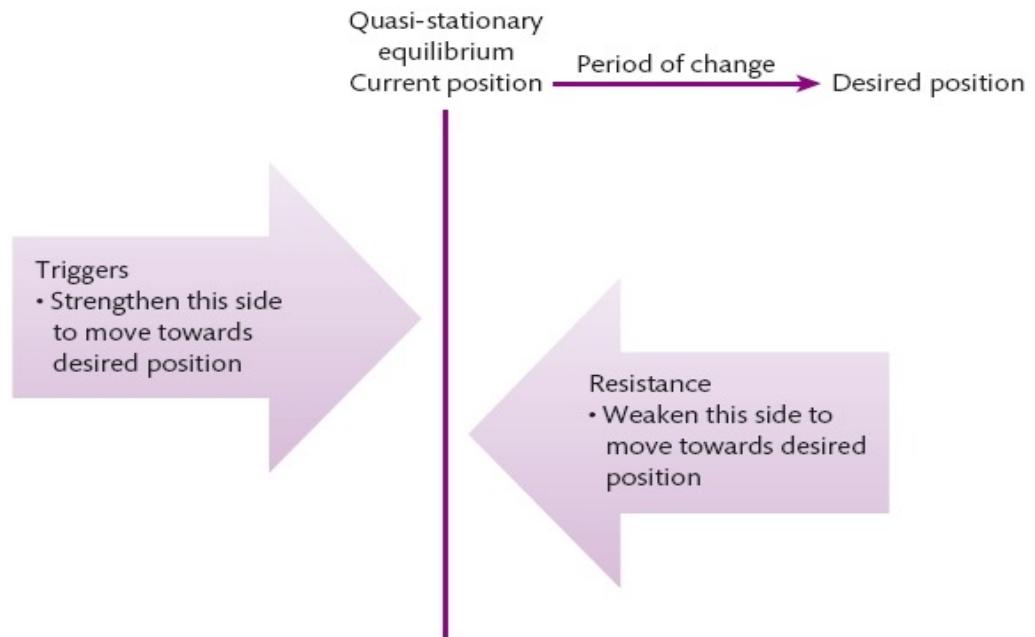


Figure 11.3.

Force-field analysis – Example of giving up smoking

Force-field analysis (Lewin, 1943) is a technique which provides a snapshot or overall view of a change situation

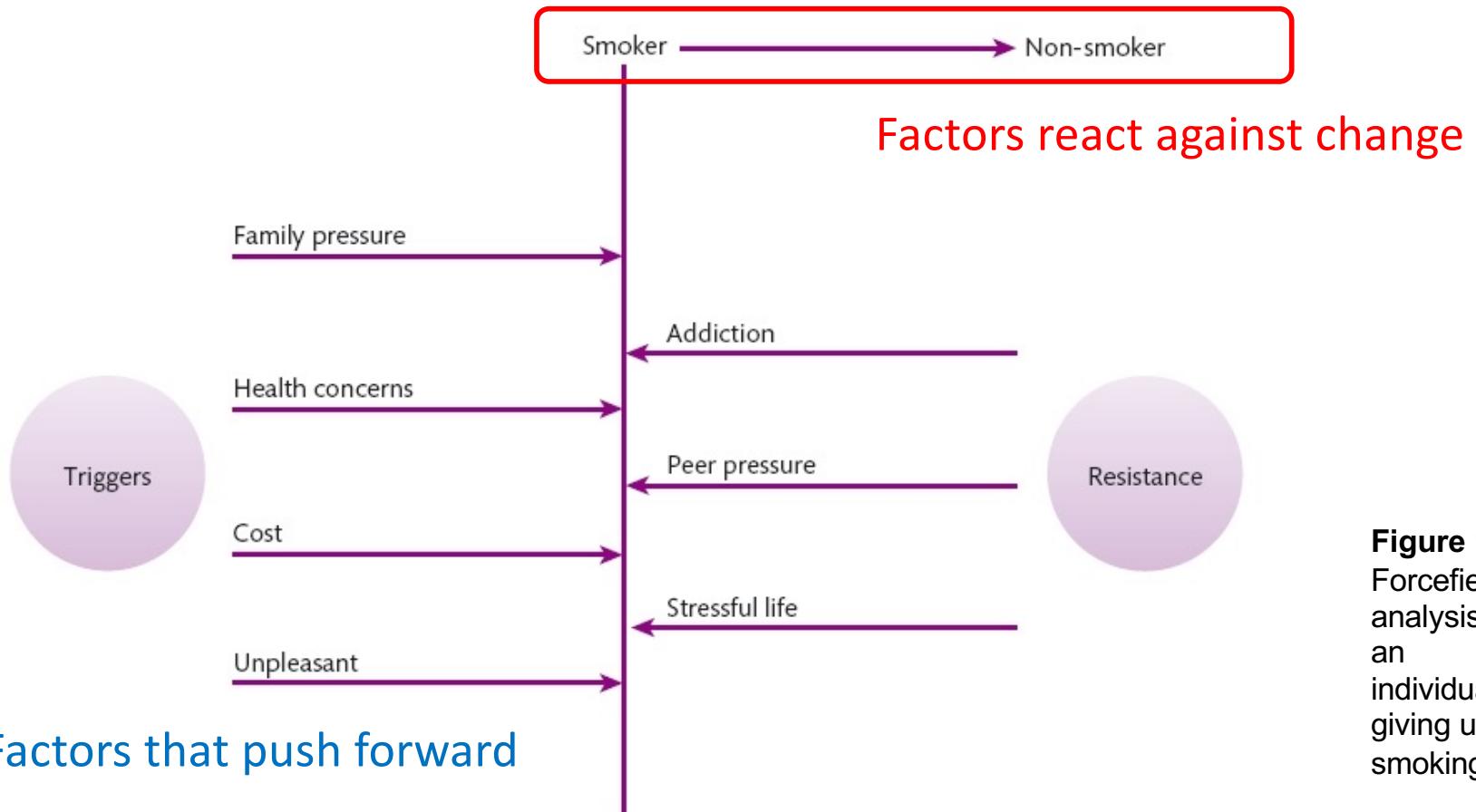
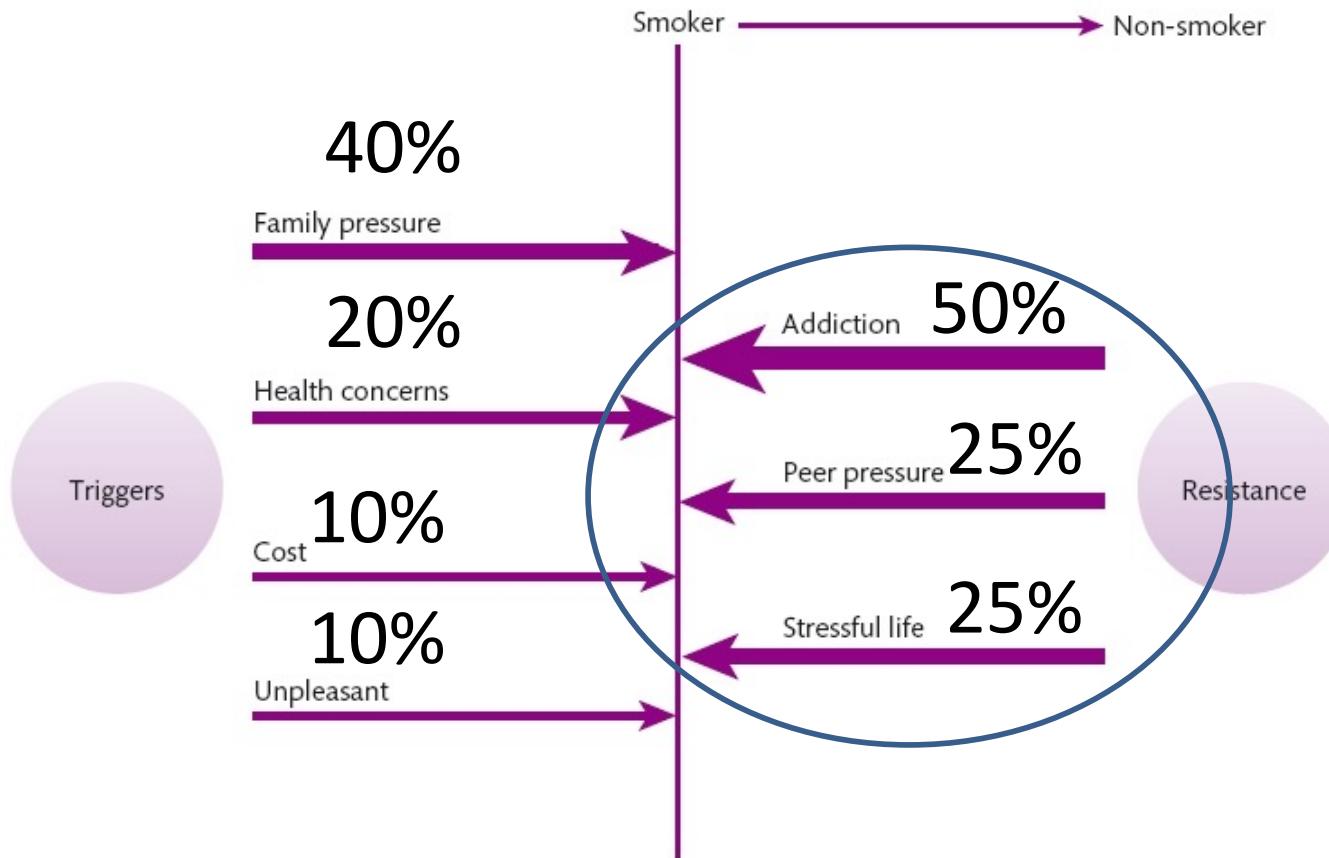


Figure 11.5
Forcefield analysis for an individual giving up smoking.

Figure 11.6.





Managing change



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TYPES OF CHANGE

Human Relations in Organizations



Types of change and the nature of the organisation (Cummings and Worley, 2009)



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Strategic interventions

- Overall corporate strategy, e.g. products and services, corporate values, competitive advantage, response to corporate environment
- Culture change programmes
- Systems planning
- Organizational learning
- Rebranding

Technostructural interventions

- Technological and structural issues, including division of labour, production.
- Downsizing/delayering
- Redesign of organizational structure and bureaucracy
- New IT system
- Overall organizational interventions e.g. BPR, TQM

Human process interventions

- Interpersonal and social issues such as communication, interaction, decision-making and leadership.
- Group-based and team building activities (see chapter 6) aimed at strengthening group dynamics and the functioning of teams.
- T-Groups – attitudes trainings
- **A *T-group* or training group is a form of group training where participants themselves learn about themselves

Human resource issues

- Human issues at a more individual level, e.g. performance management, recruitment and selection.
- Appraisal
- Reward management (e.g. bonus systems),
- Managing diversity
- Employee wellness



Planned change



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- Change can be implemented and planned for in a rational way
- Change is unfortunate, and driven by external forces (triggers)
- Organizations must adapt quickly in order to restore stability
- Examples:
 - Lewin's model of unfreezing, changing, refreezing
 - Business process reengineering



There are three broad approaches which examine the implementation of change;



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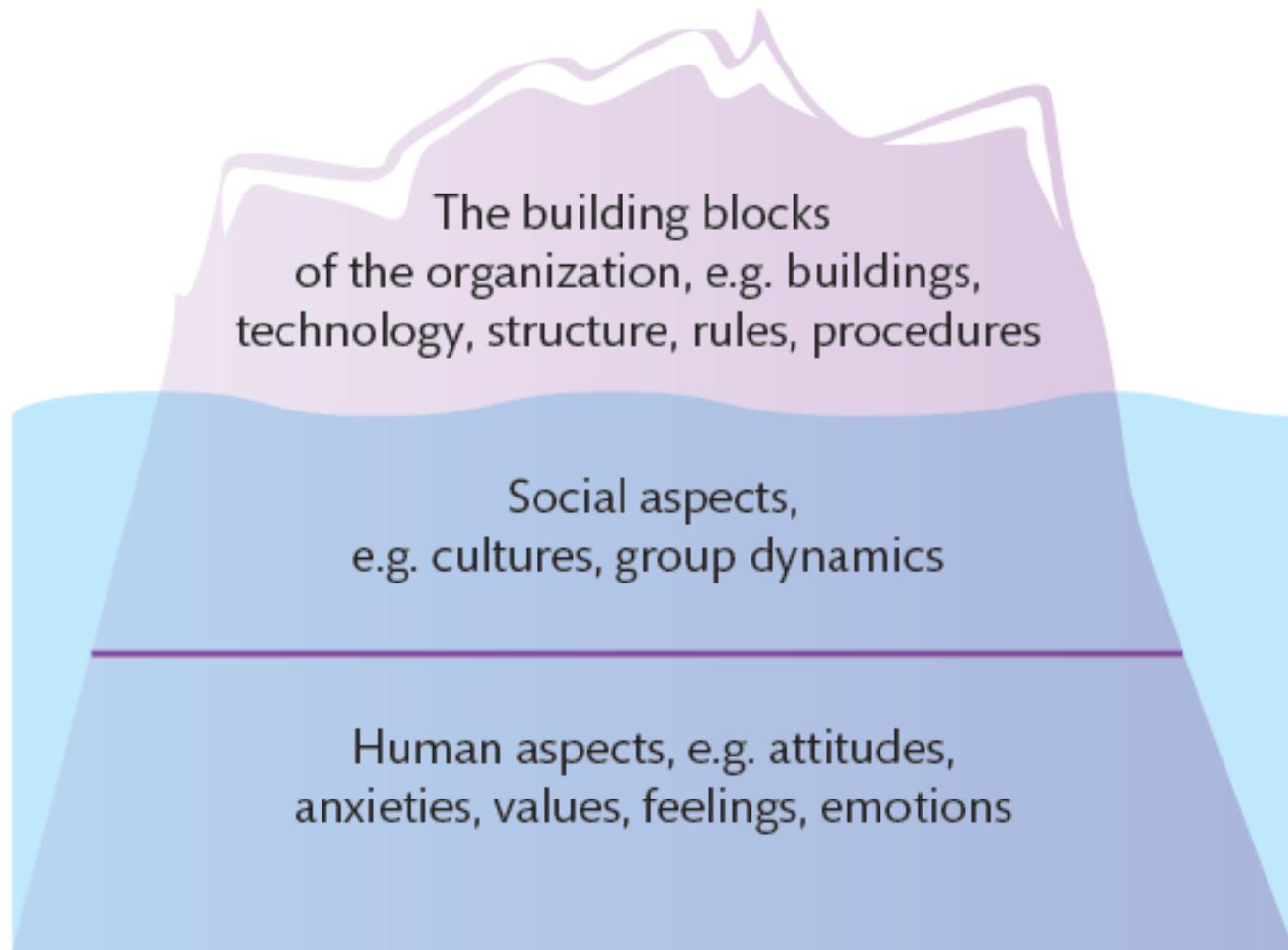
- Three perspectives of change implementation
 - Naïve approach – organization as building blocks
 - An approach to change which sees the organisation in simplistic terms as if it were a set of building blocks which can be rearranged easily
 - Planned approach – organization as an iceberg
 - An approach to change which sees change as planned over a series of long-term steps. Pay attention to human and social aspects of change, which are seen as 'hidden aspects' below the surface, as if the organisation were an iceberg. Closely linked with OD
 - Emergent approach – organization as a river
 - An approach to change which sees the organisation as being like a river, in constant flow, and suggests that in such an environment change emerges in the course of events rather than being planned in advance.

'Hidden depths' of the iceberg the Naïve and planned approach to change



Figure 11.7

Aspects
of the
organization
above and
below the
surface.

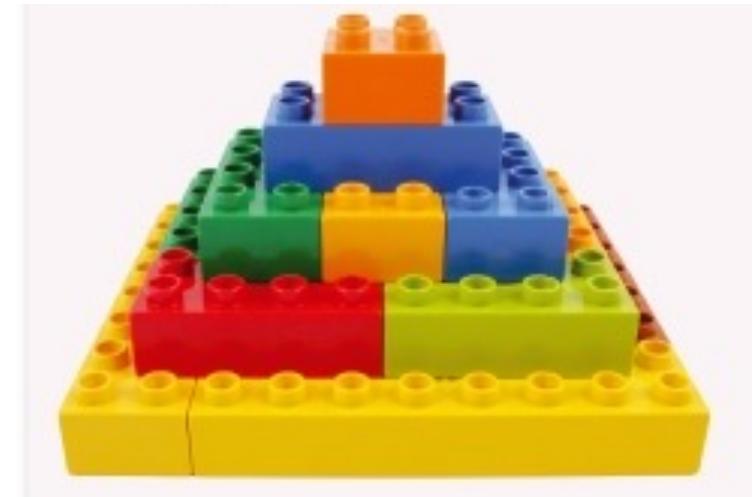




1. Naïve Approach

The organization as a set of building blocks

- The organisation has a solid structure that management have complete power to control and change at will. **Managing change is as easy as rearranging a set of children's building blocks.**
- This takes a very mechanical view of how we gain knowledge of the organisation and there is little account taken of human elements.
- **Resistance to change and to management power** is seen as being align to the organisation





2. The planned approach to change The organization as an iceberg

- Solid *structure*, but with hidden depths
- *Knowledge* from getting ‘beneath the surface’ – use of psychology
- Psychological techniques give *power* over hidden depths
- *Resistance* understandable, but can be overcome with long-term planning



3. The organization as a river

Environment change emerges in the course of events rather than being planned in advance.





The organization as a river

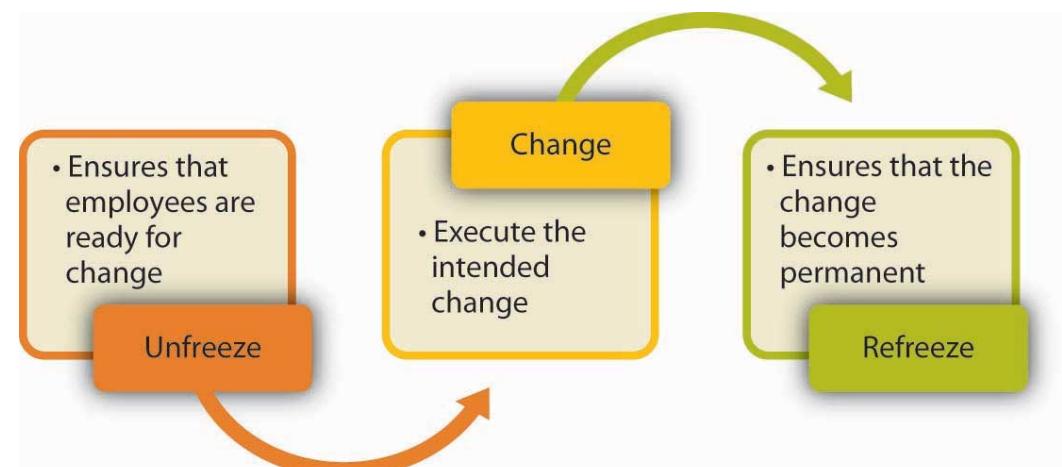


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- *Knowledge* escapes management's grasp/understanding
- *Power* not top-down, but in the flow of the organization itself
- *Resistance* natural and to be expected

The planned approach to change

- Lewin – history in group dynamics and social/attitude change
- Link with force-field analysis
- Lewin's three-step model of change
 - Unfreezing
 - Change Movement
 - Freezing / Refreeze



- For Example: Organization development

Badham's 5M framework



- Professor Badham has been studying organizational change and has synthesized his approach into a useful 5M model.
- He defines managing change as the process of influencing others to accomplish an objective.





Badham's 5M framework (Badham, 2013)



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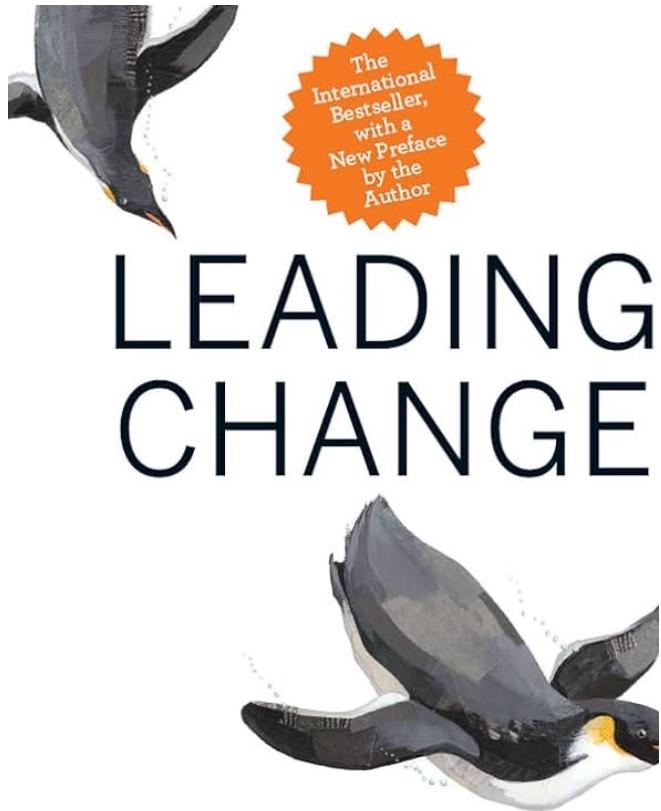
1. **Mindfulness:** change is difficult, messy and likely to fail; it is important to be mindful of its complexities and subtleties / Be prepare!
2. **Mobilizing:** this refers to getting stakeholder buy-in
3. **Mapping:** this action refers to planning the journey ahead
4. **Masks:** Performances, like those in theatres or concert halls, need 'masks' that transform people into performers that the audience finds engaging
5. **Mirrors:** these provide learning spaces in which actors can reflect on what has happened, why, and how to go forward



Kotter's 8 steps and circle!

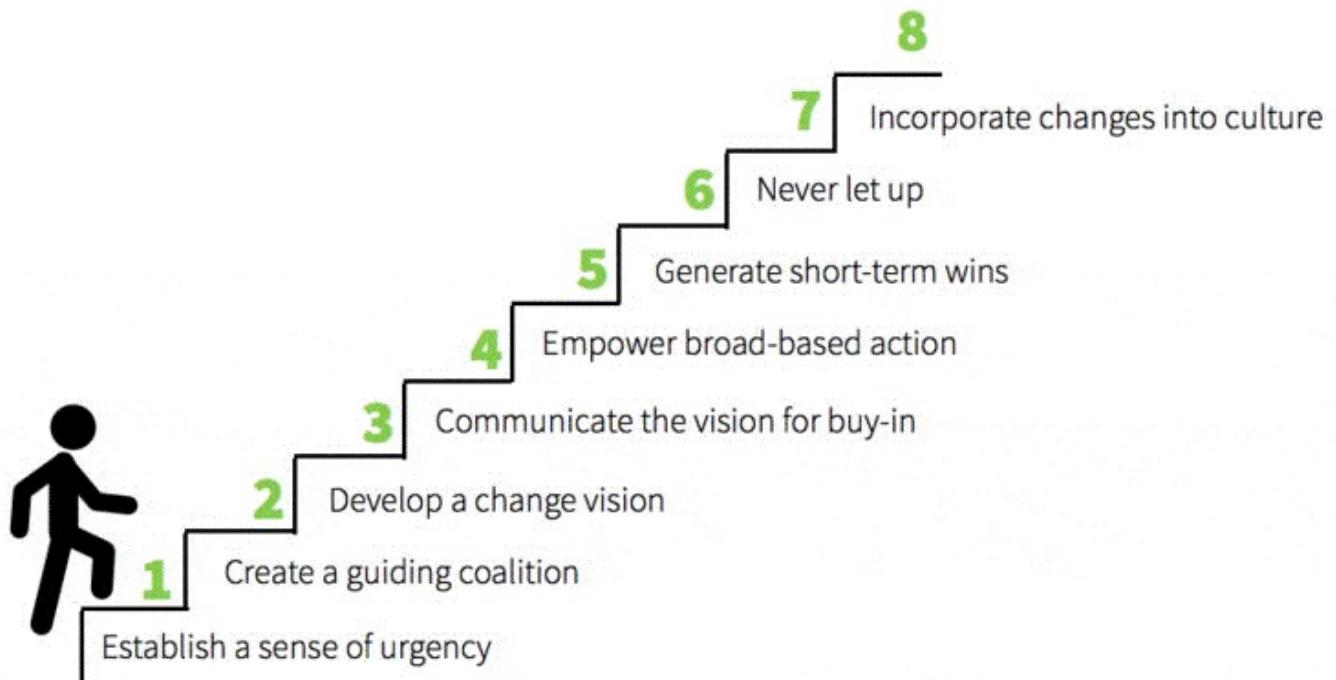


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JOHN P.
KOTTER

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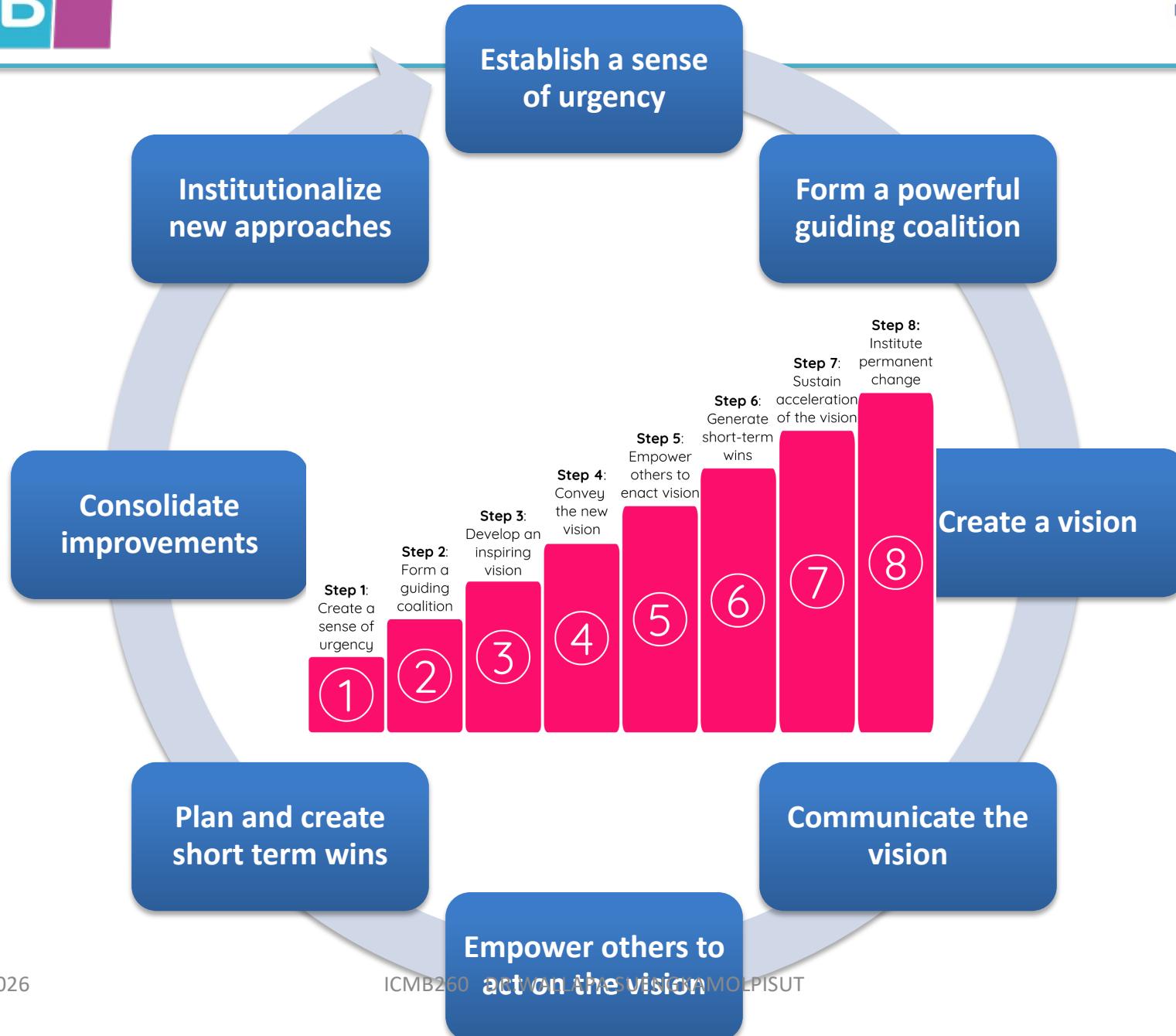




Kotter's 8 steps and circle!



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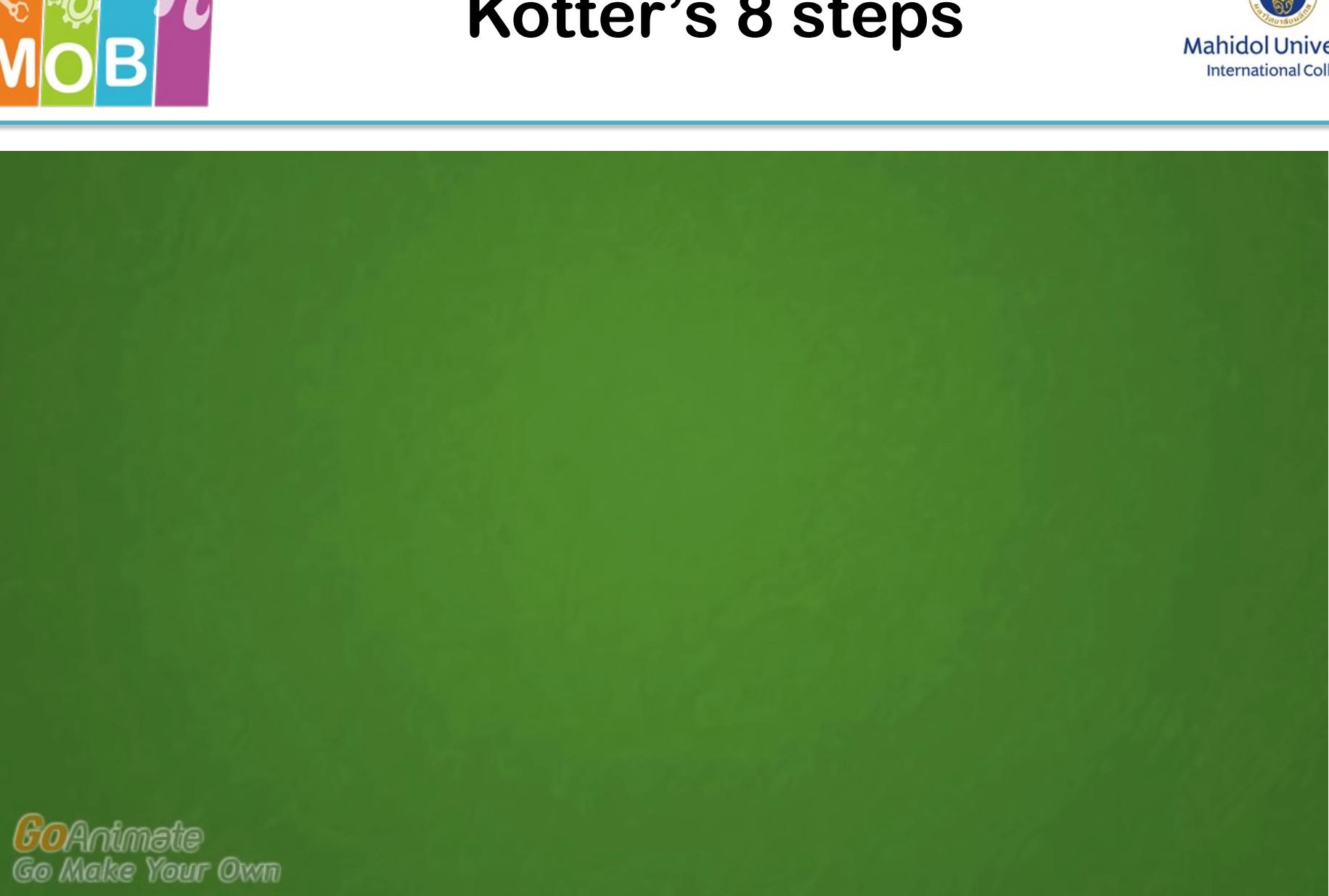




Kotter's 8 steps



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GoAnimate
Go Make Your Own



The 8 major failures

1. Not establishing a great enough sense of urgency
2. Not creating a powerful enough coalition
3. Lacking a vision
4. Under communicating the vision with a factor of ten
5. Not removing obstacles to the new vision
6. Not systematically planning for and creating short term wins
7. Declaring victory too soon
8. Not anchoring change in the corporation's culture and identity



**MONDAY 2nd February 2026
Quiz 3-4 – (1.5% / 15 Minutes)**



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Leadership and Managing Change





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Appendix

Kotter 8 steps of changes



Step 1:



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1. Create a sense of urgency

- The first step is all about taking everyone out of their comfort zones; followers and leaders alike. Everyone must understand and see the need for change, and be aware of how urgent this change is. This will create immediate support for an inspiring vision for the organisation. For a leader to achieve this, they must be open and clear in their dialogue, listing all the issues with current systems, processes and activities, and why they should be changed at this time. Followers can be involved in the discussion of possible solutions and potential threats to the change programme.



Step 2:

2. Form a guiding coalition

- As this change initiative is a project in itself, it requires a project team to be formed. The leader should seek to form a group of volunteers who have fully bought into the need for change and understand the goals of the project. This coalition will manage the general running of the initiative and will encourage all other employees to buy in and aid in its implementation. Ideally, this inner coalition will be formed of individuals from across different sectors of the organisation or team, as this diversity can offer unique approaches to problem-solving and decision-making, but also so that individuals from the wider organisation can buy into the team.



Step 3:



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3. Develop an inspired vision

- The guiding coalition and leadership now should coordinate to create an inspiring vision for change within the organisation. By formulating this clear vision, everyone throughout the organisation can understand fully what the project is aiming to achieve within the outlined timeframe. When change is outlined in writing, individuals can truly understand the intent and depth of the initiative, and by aligning it with organisational values and strategies, everyone can understand and buy in to the direction. Employees can be involved in strategising conversations so as to encourage further support for the project.



Step 4:



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4. Convey the new vision

- The predominant goal of the project is to encourage cooperation and support for the vision. Therefore, the way it is communicated to the wider organisation is paramount. Leaders should take every opportunity to discuss the changes with any individual followers or employees, accepting any concerns or issues on board and integrating them into planning considerations. The new vision needs to be integrated into activities of all individuals across the organisation, so if any one individual does not accept it, then it can lead to issues with synchronisation and cooperation.



Step 5:



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5. Empower others to enact the vision

- As the employees are those who will be forefront in implementing the change, then it is crucial that they possess all the skills, resources and confidence to do so. A good leader will empower their followers to be the best they can be, whether that be through training, coaching, mentoring, or any other method. As the vision is communicated across the organisation, leaders should become aware of any who are resistant to the change, and they should encourage openness to discover the root of this resistance. By removing any obstacles to progress in the initiative, and personal development, leaders can relieve this resistance whilst creating empowered and inspired individuals who have bought in to the vision.



Step 6:



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6. Generate short-term wins

- Nothing is more motivational at the individual level than success. By breaking the project down into smaller, short-term goals, then individuals gain a clear idea of progress, but are also motivated by immediate successes. Once they have achieved these short-term goals, individuals will be inspired to continue to build on these and to reach the next milestone for the initiative. By acknowledging and rewarding those who are crucially responsible for short-term wins, leaders can motivate individual followers, and others can become more aware of the route that the organisation is taking.



Step 7:



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7. Sustain acceleration of the vision

- In the experience of Kotter, many organisations fail to sustain real change as they declare victory over their change initiatives too early, mistaking short-term wins and immediate progress for long-term success. Change is a slow process - and to be fully accepted it must be ingrained in the underlying culture, values and objectives of the organisation. Quick wins are only the beginning of this long-term change, and the organisation must continue to seek improvements and push for new successes. Only after several successes have been achieved can it be established that the change process is paying off. Leaders should be open to accepting any failures or non-successes, and to listen to any suggestions from followers from across the organisation.



Step 8:



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8. Institute permanent change

- The final step is for leaders to anchor and truly embed change within the core and culture of the organisation. Change does not come about and sustain itself alone - all of the organisation's values and objectives, systems and processes must be inspected and evaluated in the context of the change initiative. Leaders are responsible for embedding this change at the team level, and altering the behaviours and standards of the team members in order to sustain the lasting effects. The progress of the initiative must be monitored closely and regularly in order to consolidate it at a deeper level. This should include discussions with individuals from across the organisation, as their inspiration and cooperation with the new change is crucial, and it is easy for this to drop off over time. Any new suggested improvements or changes can still be integrated into the progress of the project.