

MOB

Individual level : personality, motivation, perception & attitudes

นิติวิทยา

Group level : team dynamics, leadership, conflict & cooperation, decision making

Organizational level : structure, culture, policies & practices, strategy

Key underlying theories : Psychology - human behavior, Social psychology - impact the group

Sociology - society shapes ppl, ภาษาและวัฒนาการ
Anthropology - culture, value, rituals, Political science - power within org.

Individual Behavior in org.

- personality traits : how they influence

behavior, team building

- perception : perception of their work

แวดล้อมงาน

environment, colleagues, org. can

shape attitude, motivation, performance

- motivation : factors that motivate empls.

ex. financial reward, recognition, growth

- decision making : indvl. make

นิติบัญญัติ

decision in workplace, cognitive biases

Group dynamic & teamwork

- group formation : how groups are formed,

roles, norms that impact group performance

- communication : coordination tasks, resolve

conflict, fostering, collaboration

การท่องเที่ยว

- conflict resolution : manage & resolve,

maintain productive work environment

Org. structure & design

โครงสร้างภายในองค์กรเป็นอย่างไร

- org. structure : hierarchy, relationship,

decision making process, effectiveness

- org. culture : shared values, beliefs,

behavior, environment

- org. change : adapt to external change,

maintain long-term success

CHAPTER 1 : Managing org.

• Sense-making : understand what's going on around them, past present future situation, managers guide dcs making

• sense-giving : influencing how others make sense, ex.

managers communicate vision / explanation, help lead team

to org. goals, guiding others' perception

• sense-breaking : break down old ways of thinking, adapt

challenge / disrupt existing norms, transformational change

Framing : the way information, situation presented by leader

Positive framing → growth mindset, reduce anxiety

Negative framing → threat to survive, stress + anxiety, urgency

The Paradigms : way of viewing world / reality through

concepts, values, practices

increase
EDI

Equality
Diversity
Inclusion
นิติธรรมด้วยตัวเอง

Changing paradigms : the digital age & transformation

ex. cost reduction, operational efficiency, data decision making

Global shifts : moving into digital age, AI, machines, devices

ex. Starbucks traditional services vs. vending machines

Chapter 12 : Managing org. design

Slavery → direct mgmt control → early modern management

① Early modern approaches

Frederick Winslow Taylor : Scientific management

Standardization - design nature of work

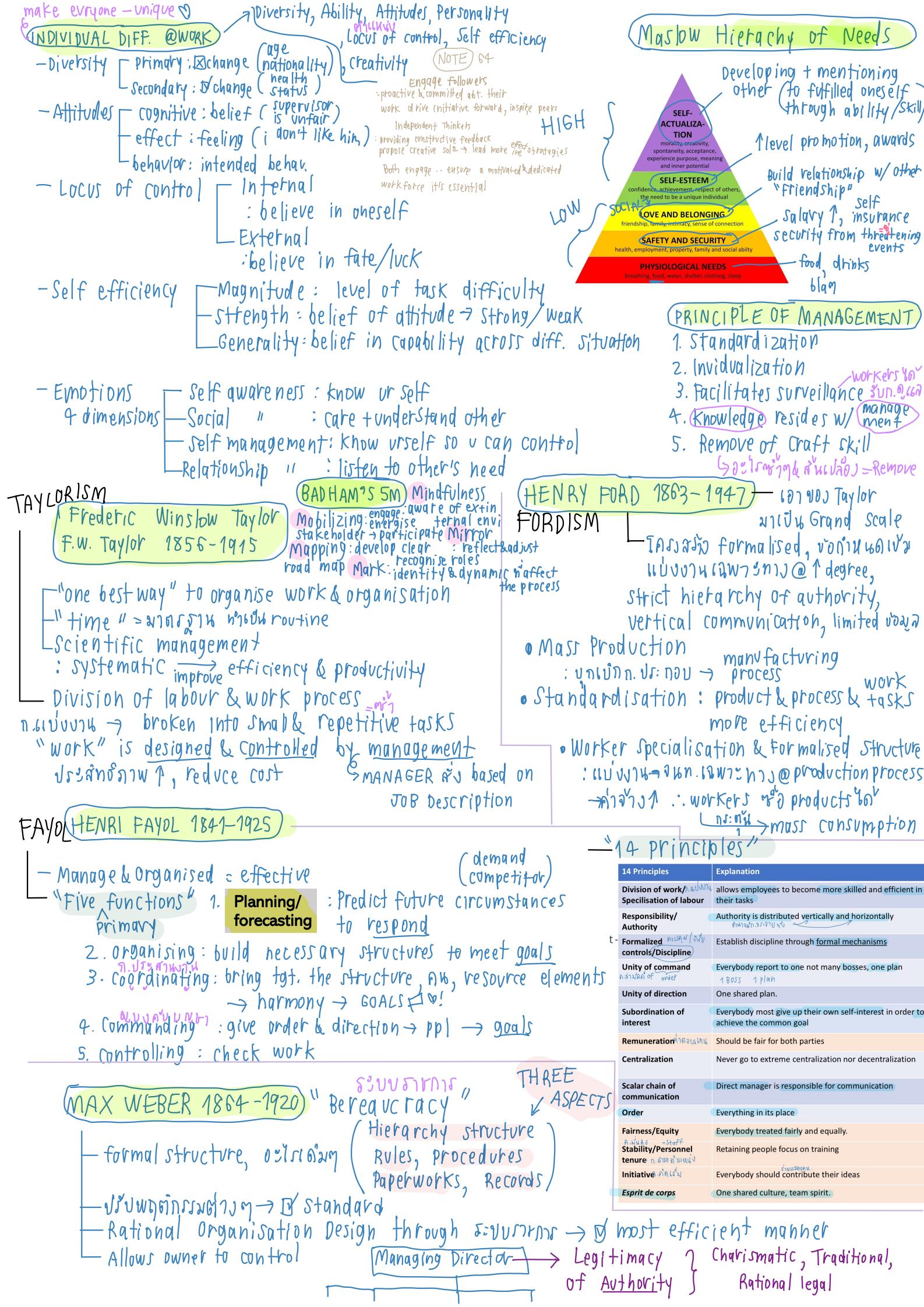
Individualization - workers are individualized

Facilitates surveillance - workers are directly controlled

Knowledge w/ mgmt - workers have knowledge only of their work

Removal craft skill - repetitive task, worker replaced easily

by unskilled labour



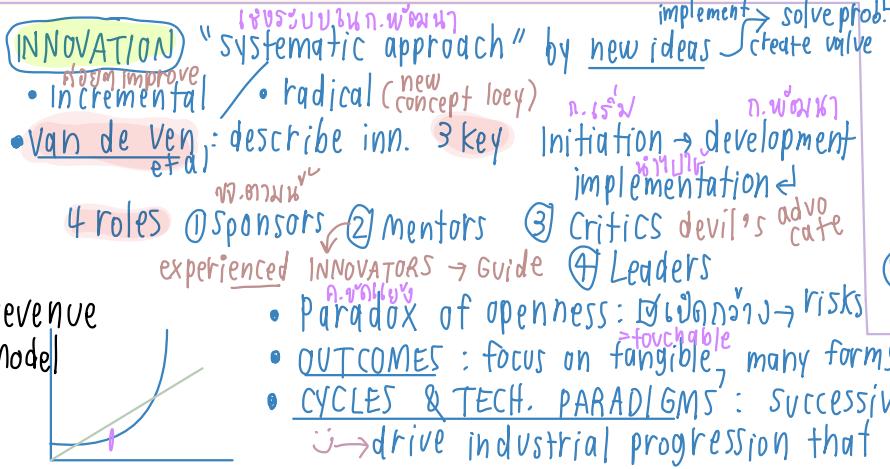
Positive aspects

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

Bureaucracy PROs vs CONS



• Focus @ leader's charm & persuasive commu.

- Leaders: energetic, visionary
- make things easier → lead & influence ppl

CHARISMATIC LEADERS

Cuts deals with employees	Transform institutions
Exchange with workers	Offer a vision of the future that people want to buy into
Monitor and control workers	Feel part of the solution
Extrinsic motivation (motivation នូវការ)	Intrinsic motivation (រាយការ)
Short-term self-interest	Long-term substantive goals
Works best with inexperienced followers	Works best with experienced followers
Contingency theory	Charismatic leadership
Manager	Leader
Tame problems	Wicked problems
Preserver/trustee	Insurgent entrepreneur
Organizational man	Maverick (អ្នកសម្រេច)

SERVANT LEADERSHIP

by Robert K. Greenleaf
① 2 main: serve bc. I am the leader
I am the leader bc. I serve

- prioritizes the growth well-being & empowerment w/b.
- put w/w. first, to ↑ the organization
- THEORY X/Y McGregor 1960
 - (X) requiring control & coordination
 - (Y) motivated by feelings
 - view employees as lazy
 - seek autonomy
 - fulfillment, meaningful @ work

NOTES

prototypes = និមុន
Dynamic = ភ្លាមៗ lively

THE RATIONAL ORGANISATION

Theory available for achieving goal

"definable / specific goal"

- define the role of each member @ organization
- roles & goals → clearly defined & predict
- work design two: efficiency, variety
- anonymity

- 1 clear objective (goals drive)
- 2 formal structure (clearly defined)
- 3 efficiency & effectiveness (workflows, efficiency)
- 4 standardised procedures → rules, reduce variability, ensure consistency

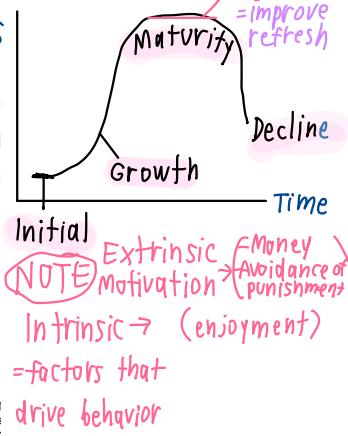
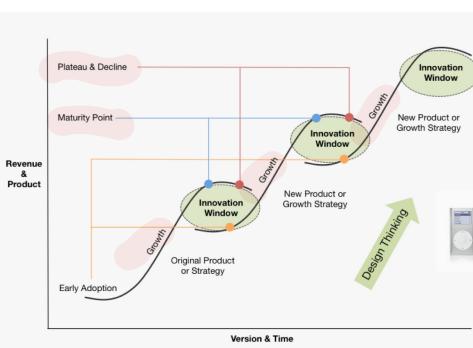
⑤ Impersonal Relationships

→ maintain fairness

- experienced INNOVATORS → Guide
- Leaders
- Paradox of openness: → risks
- OUTCOMES: focus on tangible, many forms → Products, Services, Process, Business Model
- CYCLES & TECH. PARADIGMS: successive waves of products & process innovation

3 main phases: slow, Rapid, Maturity

start Growth / Plateau



supporting our

- focus on natural tendencies to behave in effective ways
- 3 basic psychological → Autonomy, Competence, Relatedness
- self vs. non-self

SELF DETERMINATION

THEORY → SDT

- Motivated by intrinsic rewards
- Driven by enjoyment, interest, or satisfaction
- Feel in control

- Motivated by extrinsic rewards
- Driven by obligation or responsibility
- Feel a lack of control

TYPE OF CHANGE

- 1 Strategic Intervention
 - culture change programmes
 - system planning
 - Human Process
 - Interpersonal & social issues
 - Group based & team building activity
 - T-Group (Training g. → learn ab. of group)
- 2 Technostructural
 - Tech. & structural issues
 - Downsizing/Delayering
 - Redesign of organi. structure
 - New IT system
 - Overall organisational interventions
- 3 Human Resources Issues
 - issues @ more individual level (management)
 - Appraisal
 - Rewards (Bonus)
 - Employee wellness
 - Diversity
- 4 Emergent Approach
 - change is planned for long-term, solid structure
 - adjust, flexible
 - plan in advance

Naïve APPROACH

- simple, straightforward
- quickly & easy

Planned APPROACH

- change is planned for long-term, solid structure
- x plan in advance

EMERGENT APPROACH

- as it occurs
- learn from process

② contemporary org. approach

Mcdonalization technology

- efficiency : short time , least cost

- calculability : measurable

- predictability : standard product, emplo

- control : replace human w/ technology

ex. banks, supermarket, cinemas

org. panopticons : Jeremy Bentham

- powerful symbol of maintaining control

- make individual action visible : prisoner

can be watched but dont know exact time

ex. digital camera , call center , data record

contingency theory *நிறுத்தி அளவு*

no one-size fits all org. structure , various disruptions & adjustment for operation ex. human error , short of materials . Suggest

- org. envi. : predictable envi = bureaucratic structure

- org. tech : routinised tech = more bureaucratic

- org. size : bigger org. size , standardize = bureaucr.

* **SARFIT** : structural adjustment to regain fit



Institutional theory

suggest org. adopt certain structure & practices

go along w/ social and cultural norms , what is appropriate or standard in society
norms within

Isomorphism : orgs. become similar over time,

shape from external factors & pressure , shared

value & norms (regardless of improve efficiency)

Modern design : M form (multidivisional) : *உடனடியாக விதைக்கப்படும் துறைகளை ஒரு மூலம் இணங்குவது*

big company , many product lines , many division , team

- matrix org. : PRJ A HR FIN IT

 B | | | |

CHAPTER 4 : Managing leadership

Leadership : directing , inspire , coaching , motivating

Manager : create stability , smooth running , follow rules

Great man theory leaders are born to be , not made

Trait theory outstanding personality ex. confidence , charisma task competency , - personality traits , demographic traits , age gender interpersonal skill (communication , manage , relationship)

Behavioral theory great leaders are MADE , not BORN

Kurt Lewin 3 leadership styles

1. Autocratic : Do this ! (direct , control , rule , strong)

2. Laissez-faire : Do this / that as you see fit (freedom , maybe chaos)

3. Democratic : What do you think (collaborative) Delegating coaching supporting direct

situational theory No one BEST WAY leadership Rational

= 4 leadership styles : delegating , participating , selling , telling support coach direct

use according to follower readiness : willing & able , unwilling & able , willing & unable , unwilling & unable

Path goal theory leader help make clear path - goal ,

directive , supportive , participative , networking , value - based

Path : define goals → clarify path → remove obstacles →

provide support ex increase sales , ensure team skills

தொழில்

Transactional leader less ppl focus , more task oriented , provide reward & punishment based on performance , monitor & control workers , work best with inexperienced followers , cut deals with employees

Transformational leader inspire positive change ,

feel part of solution , long term substantive goals ,

work best with experienced followers

- shamrock org. : executives / workers are part-time

- network org. : web relationship , flexible , துறைகளுக்கு இடையில் தொழிற்சாலை

- rhizomes: non-hierarchical , decentralised

- design thinking : inspiration , ideation , implementation

(sketches) (testing) (develop)

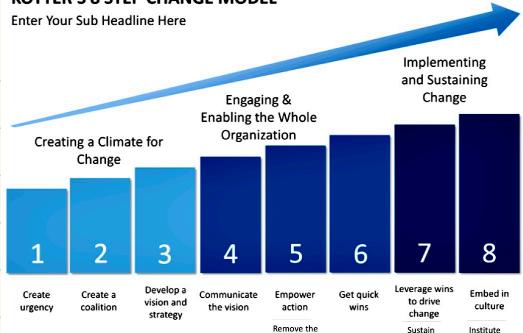
structure → allows org. be
more flexible & agile → create
a web of relationship

↳ Mechanistic org. = ↑ level of
formalization

Kotter's 8 Steps Change Model

KOTTER'S 8 STEP CHANGE MODEL

Enter Your Sub Headline Here



- A. Create coalition**
- B. Create urgency**
- C. Communicate the vision**
- D. Develop a vision and strategy**
- E. Empower action/ Remove obstacles**
- F. Embed in culture**
- G. Get quick win**
- H. Leverage wins to drive change**

พິທົນອີກ

politics
• why org. have politics
- competition over resources, recognition, influence
- power dynamics: hierarchies strat., power imbalance, control, negotiate

- uncertainty: when goals're unclear
politics come to shape outcomes

- strategic change & adaption:
adapt to external envi.

ex. of politics game:

nug

counter-insurgency - elite, manager vs. insurgent worker

decision making

Sporadic processes	Fluid processes	Constricted processes
Uneven quality of information	More formal meetings	Widespread consultation across a range of expertise
Many sources of information	Fewer delays	Neither as fluid nor sporadic
Scope for negotiation	Short cycle of decision-making	More authoritatively structured
Informally spasmodic and protracted process	Process steadily paced, formally channelled and speedy	Process carefully and narrowly channelled by the identity, directing it
In crisis or specific needs	In normal situation	More rigid and serious situation

Functional stupidity: empty stop questioning process

lead to lack of innovation, poor decision making

Stupidity paradox: intelligent empty unproductive

ex. power in org.: Secretary stop info. access for director

Member of mkt. control decision making

Who has power in org. :

ນຸ່ງສຸດ

executive power: set goals, strategic director,

hire, fire, set policies, agree purchase, close / open

management power: operational decision,

individual career progression, reward / punishment

worker power: specialist knowledge / skills,

resist / implement management request / control

Bureaucratic power: set rules / career structure

Tech. power: machines set how work operate

systemic power: social forces shape org.

(NOTE)

legitimacy = ຖົງຕົວຕາງໝາຍ

coercive = ກົບປັບປຸງຄຸນ

Insurgency = ປະຈາກຈະ

Manager = ພູດຕານ

✓

Insurgency = ປະຈາກຈະ