

IBP 3433

Organizational Behavior

Lecture



**By Asst. Prof. Dr. Kevin
Wongleedee
Director of ILPC**



What is definition of
organizational behavior (OB)?

...



Organization Behavior (OB)

Organization behavior is the study of how to improve the attitudes and behaviors of individuals and groups in the organization.



One of important problems in
the organization is **conflict**.


...



What is organization conflict?

- A disagreement of idea, belief, and opinion in the organization.

What are the strategic solutions for organization conflict?



...



1. Contending (competing head on) strategy

- You use this strategy when...
 - 1. You believe that you are right about the issue of the conflict.
 - 2. The issue of conflict is so important to you.
 - 3. The other side is weak.



2. Yielding (give in) strategy

- You use this strategy when...
 - 1. When the issue is not important to you.
 - 2. The other side is more powerful.
 - 3. You believe you may be wrong about the issue of the conflict.



3. Inaction (withdraw) strategy

- You use this strategy when...
 - 1. When you seem to gain nothing from the conflict.
 - 2. When negotiation means you will lose rather than gain.
 - 3. When you don't care about the issue of conflict anymore.



4. Problem-solving strategy

- You use this strategy when...
 - 1. Problem is complex.
 - 2. When condition can be set, for example, I will do this only if you do that.
 - 3. There is an open communication between the two sides.



5. Compromising Strategy

- You use this strategy when...
 - 1. When both sides are equally powerful.
 - 2. If both sides compete, both will lose rather than gain.
 - 3. When both sides are willing to yield.



What is power?

The answer is...



What is power?

Power is an ability to control the behavior of others to behave the way we want.



Six Kinds of Power.

- **1. Reward Power.**
- The power to make people comply (agree with you or follow your instruction) by giving them reward such as money, gift, grade, promotion, and etc.
- Example: The CEO said to you if you can improve the sale by 20% this year, you will get promoted to an assistant manager.



Six Kinds of Power

- **2. Coercive Power.**
- The power to make people comply by using punishment such as reprimand, warning, demote, salary cut, no bonus, and terminated.
- Example: The manager said to you if you are absent again, you will lose your job.



Six Kinds of Power

- **3. Legitimate Power**
- The power to make people comply by using order, rule, law, and direct authority such as the order from the manager to employees or from professor to students.
- Example: When the professor told students to present the answer in the class, students have no choice but do it.



Six Kinds of Power

- **4. Expert Power**
- The power to make people comply by using their information and expert knowledge such as doctor to patients, lawyer to clients, and architect to clients.
- Example: When your wife told you to exercise, you don't do it. But when the doctor told you to exercise daily, and you follow his instruction.



Six Kinds of Power

- **5. Referent Power**
- The power to make people comply by using your personal influence such as charming, approval, friendship, charisma, and admiring.
- Example: When employees admire the boss and want to be like the boss, the boss then has a referent power.



Six Kinds of Power

- **6. Connection Power**
- The power to make people comply by using some connections with important people such as the CEO.
- For example: Joe is only an assistant manager, but it seems like he has a lot of power in the firm because he is a nephew of the CEO.

What are the Eight important techniques to influence other people?



The answer is...



Techniques to influence others

- **1. Rational Persuasion**
- Use reasons
- Use logical argument
- Use facts and evidence



Techniques to influence others

- **2. Inspirational Appeals**
- Use compliment and kind words
- Use ideals, values
- Use a very polite request



Techniques to influence others

- **3. Consultation**
- Use concern and being friendly
- Use suggestion
- Use recommendation



Techniques to influence others

- **4. Exchange**
- Use exchange favor
- Use an indication to return with more gifts or benefits
- Use a form of promise of whatever the other side wants.



Techniques to influence others

- **5. Pressure**
- Use threats
- Use persistence, never give up
- Use the technique of “keep coming back”



Techniques to influence others

- **6. Authority**

- Use policy

- Use rule and regulation

- Use tradition and culture

- Use the technique of “this is the way we do it here”



Techniques to influence others

- **7. Group or coalition**
- Use group of employees, a group of students, a group of protesters
- Use the whole family
- Use the unions
- Use the whole community



Techniques to influence others

- **8. Personal Feeling**
- Use feeling of loyalty
- Use feeling of friendship
- Use feeling of the same background such as same high-school, same province, same religion, same last name.



Assignment # 6

(After Midterm)

- 1. What is the definition of conflict? List and explain five strategies to handle conflict in the organization. Also, provide your own example of what the best situation to use each strategy.
- 2. What are eight important techniques to influence other people? Explain. In your judgment, which is the most important technique? Why?
- 3. **What is power? List and explain six kinds of power with your own situation example for each.** In your opinion, which power(s) do you think the PM of Thailand have or don't have? Explain.
- 4. What is the definition of organization behavior? In your opinion, which is the best way to improve staff's behavior: punishment or reward. Write a short essay to explain your opinion.