# ENHANCING RELATIONSHIP, COMMUNICATION AND COOPERATION IN WORKPLACE THROUGH BOARD GAMES

BY

MR. SUCHAWAT UDOMMANGKORN

AN INDEPENDENT STUDY SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE
OF MASTER OF BUSINESS ADMINISTRATION
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IN BUSINESS ADMINISTRATION FACULTY OF COMMERCE
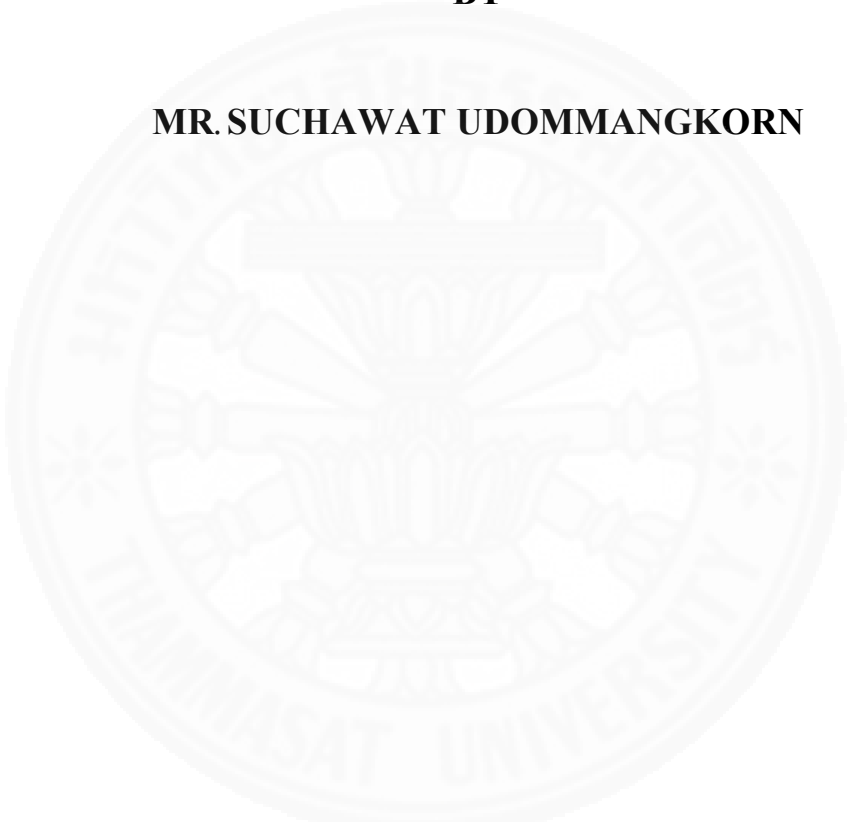AND ACCOUNTANCY THAMMASAT UNIVERSITY
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Chairman

_____

(James Edward Rubesch, Ph.D.)

Member and Advisor

_____

(Associate Professor Patnaree Srisuphaolarn, Ph.D.)

Dean

_____

(Associate Professor Pipop Udorn, Ph.D.)

| | |
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| Author | Mr.Suchawat Udommangkorn |
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## ABSTRACT

Board Game is a simulation of manner, rules and communication from the real world which players can experiment to develop theirs skills and relationship. It can be applied in real life activity. Board Game will be community for friends, families and workers in organization.

Board Game process is to improve and develop skill for workers in term of relationship, communication and cooperation by experimental activities which selecting group and plat board game together. Because of interpersonal and communication are the core to accomplish the team goals up to the organization goals

**Keywords**: Board Game, Relationships, Communication, Cooperation, Workplace

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# CHAPTER 1
# INTRODUCTION

## 1.1 Introduction

Because of fast changing world of information and communication technology, people change their behaviors and needs. Many organizations, enterprises and firms start emphasizing identified continuous changes in market forces to have the significant effects and developing their structures to deal with this situation by combining hierarchical structure with agile structure. These two models do not exactly fit reality and not one of them is better than another. Each model fits better into a different set of conditions, culture and values. Many organizations are complex mix of these patterns and recognition. It depends on consciousness, about which works best in the situations and which is the better fit for organization, environment. Each structure suits to different type of organization. Hierarchy matches with conventionally businesses, government, military, education and conventional families. This approach is taken conventionally but not always placed on cause and effect. Therefore, thinking is done to achieve predefined goals. Organizational vision, mission, value and strategy are defined from the top and then fall down to the bottom. Some benefit of this approach are that the rule lines of authority and values can easily be made explicit from the top and when people accept hierarchy as a legitimate order can be an easy and effective way to work. It is different from agile which is outside in or flat structure like a football team. Each football player has their own role and responsibility such as forward, midfield, defend and goalkeeper but every position has the same objective to win the game. Then organizations are trying to become more agile and responsive to customer demands as fast as possible, which is an advantage over competitors.

Traditionally many of organization used to be in hierarchy with a boss at the top but times are changing. There are now needs and desires work in different ways together and people are starting to self-organize beyond hierarchy. However, the many of

them do not know how to do this. Some people are working with a more collaborative approach set of values and flatter structures while other have more dynamic agile and evolutionary approach. Some of the challenges about teamwork in organization that it requires a paradigm shift in how things work in organizations which can be difficult to communicate and it takes time for people to learn a new way of doing things and can be challenging for some as it is very different how we use to work in organization. This paradigm shifts away from hierarchy these collections of people as more like living systems where we need to consider the whole individual parts and the relationships all together. There are different types of tasks and situations, which require either hierarchical or agile approaches. The important part of successful is to develop teamwork as unification of each department together, which can respond quicker and more intense.

Relationship, communication and cooperation are the important part of teamwork. Teamwork enables people in organization to accomplish their jobs quicker and more efficient than respond projects individually. Working together on various tasks can decrease workload for workers by enabling to share responsibilities or ideas. Moreover teamwork can also reduce pressure from working which allows everyone to be thorough in the completion of his or her responsibilities. It also provides workers with a chance to obligate with one another, which develops relations among them. Workers who set up a team working on a project always fell valued upon the successful completion of tasks. Circumstances in which all of them find an opportunity to contribute towards the tasks enhance relations within the team and develop their respect for each other, which increases the accountability of every worker in the team, particularly working under people who order a lot of respect within the business. Relationship, communication and cooperation can determine organization's accomplishment. Many good teams will build good organization's culture, vision and work life.

Many organizations have common problems related to relationship, communication and cooperation lacking among workers in workplace nowadays because of fast changing in organizational structures. This problem is sensitivity and complexity, which delicate especially when supervisor-subordinate or co-workers is combined with

the forms of friendships, family and even affair. These problems also affect the teamwork, team goal and group outcomes, which can be escalated to the high levels of conflicts between group members in term of doubtfulness, irritableness and resentment. The high levels of conflicts when it involves the big amount number of people, it makes a significant impact on small-scale up to the organization performance (The International Journal of Organizational Analysis, 2003). These problems start from a small part to everyone involved, all stakeholders, interpersonal communication happen to be mired in an identity conflict. This research interests in organizations communication among them with incident in title of teamwork and understanding because there are not sufficient theories of organizational communication. The objective of this research is to interrogate how organization theories focusing in enhancing the future of the organization performance.

In workplace, good relationship, communication and cooperation can be friendly and productive depends on quality, manner and dynamics of communication between people. Interpersonal conflicts originate mostly because of the communication difference. Individuals with potentially agendas, motives and interests, whether there are professional or personal issues, lead to a high risk of improving relationship issues, particularly when consolidated with other influence constituents including style, background, culture and ethic of work. Nowadays there are many organization structures in the world. Some of them are quite good at some business but some of them not. The different structure makes the different teamwork, objective, society and environments. However, the indispensable things are relationships, communication and cooperation. Not only dealing with the customers but also in the team members. So it is important thing that every business emphasizes in these titles.

According to (Rogers, 2012), the study indicated about encouraging socializing and interaction around a large public display that could make an encourage to begin conversations between people in the same physical space when first trialed at a book launch party, where many hundreds of persons (many who did not know each other) gathered and milled around in the physical space. This was intrinsically the sketching in

of people to the area around the creation of a buzz around it, which describes this situation in terms of a social affordance. It is the way not in deep in teamwork or cooperation. However, ice breaking, company outing or party that can make better relationship but it is inadequate to develop deeply relationships, communication and cooperation. Game is guided by the concept of adaptive communication (Hallgren, 2015). It is not just activities that begin the conversation between people. The idea is based on a prescriptive principle emphasizing the importance of learning, which can be legitimacy and integration.

Board game is one of the face-to-face activity games, which everyone sits and plays in the same place. It contains with board and components, which made from paper, plastic and wood. It is a simulation of the real world by using theme such as Egypt, mafia, king of Arthur and soldier, which we will be the person that relate to the game and have to win the objective of the games with the same rules as others people. Therefore, every player has the same resources that they have to plan, manage and action in the best ways that they can do to accomplish the goal of the games. Moreover, everyone also interacts and spends time together whether to help or compete each other.

**1.2 Research Objective**

This research comes up to test whether board game can enhance workers about relationship, communication and cooperation in organization that combining the structure hierarchy with agile. People who worked from multiple departments need to work together which they were different position, skill and belief. Therefore, I did find and select the organization that start developing agile structure by choosing one of the agile worker's group to play board game. This group contained of different-age persons between 28-34 years old. I selected 2 different types of game, which are cooperation and competition games to see difference and diversity. After they finished playing board game, I am using qualitative, exploratory and interviews which study with the group of

participate workers. It is important to observe the behaviors of each player during and after playing that shows to other players.

The experiment is not suitable when the age is very different. because of seniority that can make thoughtfulness between players and that can be the variability of the results. Therefore this method will not express for the hierarchy structure organization. In contrast to agile structure organization that important and necessary to work together with others then it is compulsory to make them closer with each other. It is sometimes hard if they are all most different part of passion and thought. However, board games are only the game that simulate from the real life. Therefore every player will be more relax and comfort.
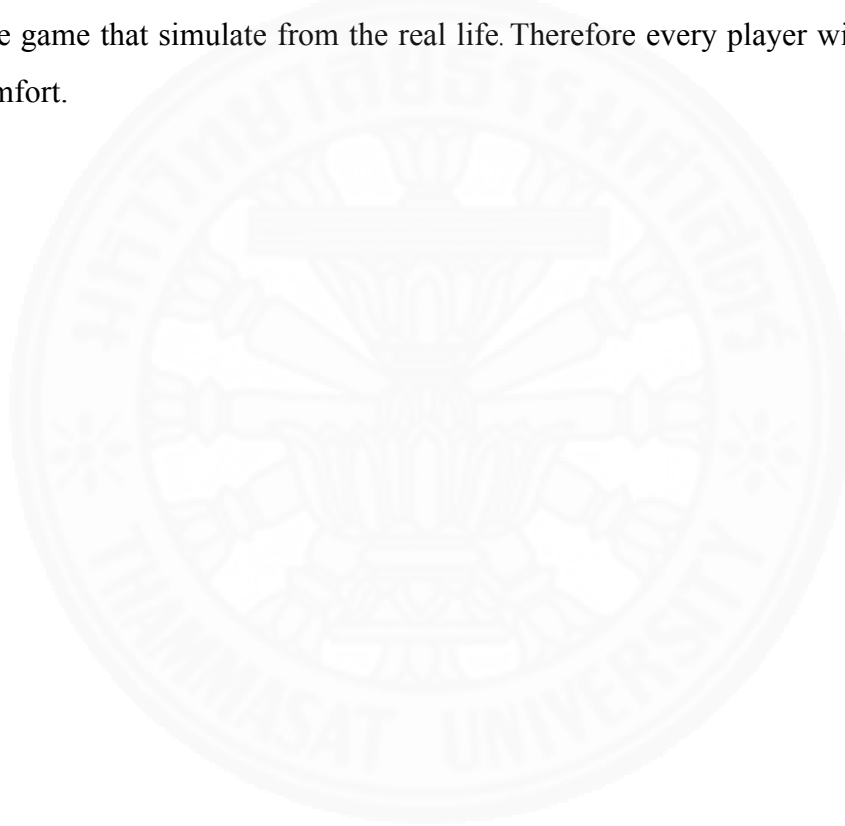
# CHAPTER 2
# REVIEW OF LITERATURE

## 2.1 Organization Trend Today

Getting things done with people is complicated when it works well can be fabulous, inspiring and when it does not, it can be discourage and depressing. Organization, team or any kind of group is doing well except for people which can very easily get tangled up around each other with expectations, misunderstandings and feeling. It is invisible and hard to talk about. So organization or team to be effective, we need to look at how we work together as well as what we do and if we want to improve that soon become obvious that there are no quick fixes or simple solutions. Traditionally many of us used to being in hierarchies with the boss at the top but times are changing and we are seeing a paradigm shift in how people organize. There are now needs and desires work in different ways together and people starting to self-organize beyond hierarchy. Many of organizations do not know how people work with a more collaborative approach set of values and flatter structures while others have a more dynamic agile and evolutionary approach while others just create a fuzzy mess this paradigm shift away from hierarchy. These collections of people as more like living systems where we need to consider the whole individual parts and the relationships all together there are different types of tasks and situations which require either hierarchical collaborative or agile approaches.

Hierarchical structures the common in conventional businesses government military, education and traditional families. The approach is taken conventionally but not always placed on cause-and-effect thinking and projects are done to achieve predefined goals. Some examples of group norms here are a command and control power over approach where people higher up make decisions, so the person at the top has the final say other hierarchies work in more collaborative ways where authority is delegated and management is more empowering job descriptions are clearly defined. Organizational vision, mission, strategy and values are defined from the top and then filtered down.

Some benefits of this approach are that the rules lines of authority and values can easily be made explicit from the top and when people accept hierarchy as a legitimate order can be an easy and effective way to work are not always. However, some challenges are seeing a cultural shift away from values of hierarchy towers more collaborative values like democracy participation and inclusion. It can be difficult to integrate the culture of a hierarchy with a more collaborative approach conventionally some approaches or tools used to work with culture in hierarchy. Our team building events with those trust games that make everybody cringe running a culture change project as if culture is something that can be changed or even controlled by a management decision rolling out the new company. Value statement with a big fanfare which everyone often ignores or forgets these conventional approaches often consider culture as unimportant as if it is the soft stuff and fail to recognize the invisible unconscious and assumed things between us which are taken for granted and can create obstacles. Therefore there is often a need for what is unconscious and assumed to be brought into awareness and made an explicit to remove obstacles and enable more effective working together with the competing values framework.

Organizations with a more collaborative approach and set of values are likely to include a mix of different views about how people work together as well as acknowledging and working with the inner dimensions of group life. People who are very action-oriented and do not like to spend too much time sitting around and talking at the other, those are who like to reflect on the process of how people work together and relationships between them and there are people everywhere between or who move in different positions at different times. This is often a point of tension in this approach. For some organizations that define themselves as collaborative this work of building trust and high quality relationships can be fundamental to their existence and identity. They can spend much of their time doing work to create a healthy culture discussions seek wisdom from many voices and generate commitment for decisions by including people. Some examples of group norms here are sharing power is good we reject hierarchy power over relationships and instead share power in the group. We would prefer collaboration and

cooperation to command in control we make decisions by voting or consensus. Participation and inclusion are good when everyone should have a voice and no one should be silenced space is given to include people's feelings. Facilitators facilitate meetings instead of having a chair or bus to run them. Some benefits of working in this way are that people are more inclined to feel included sing from the same sheet and feel a commitment to what is decided this is often highly sought after but difficult to achieve in hierarchies when facilitated well different voices can bring more wisdom to give more informed and better quality decisions when they work well. These organizations can be very joyful satisfying rewarding and nourishing. There is more permission for people to bring the whole of who they are into their work together. Some of the challenges of working in this way it can take a long time to reach decisions things are often not clear or confusing which can lead to conflict or frustration and make it difficult to get anything done. People who are more action orientated or do not share the values of the group and feel alienated and excluded some tools here are balancing action with reflection and working together voluntary activities to build trust and develop relationships. It likes getting to know each other outside of meetings group agreements or ground rules nonviolent communication, conscious communication including becoming more aware of what personal issues we bring and who will become on a group agreeing to conflict. Management policy using the methodology like dynamic governance can create a culture of collaboration and cooperation since it is founded on a principle of making policy or constitutional decisions by consent.

Self-organization with a dynamic steering approach takes the elements from hierarchy and collaborative approaches which work the best and combines them to make something new a different kind of system altogether. It is a distributed authority system with clear roles and ways of making decisions and much of what is normally hidden is explicit. Therefore much of what the other two ways of running organizations are trying to achieve to create culture is not considered necessary here. There is a way of understanding different types spaces in organizations. These are personal space tribe space, role space and organizational space. However there is a set of rules called the

constitution, which are the same for everyone and like in a sport that cannot be bent to suit anyone's preferences or purpose. Power is vested in the process or rules not in any particular people as in hierarchy or in the group as a whole as in collaborative groups. Authority is distributed among role to serve the purpose. Some benefits of this approach are that the ways of dealing with difficulties and how we work together are built into the system so they do not create lumps under the carpet or lasting barriers to being effective. So there is no need to spend the extra time and energy to sort these things out. People who work in these organizations report the tribes' space as being very rich because it is easier for people to relate to each other more clearly without other things about the roles or organization getting in the way. For example, feeling intimidated by talking to the boss outside of meetings because there is not a boss or feeling emotional baggage about carious people because of the unresolved tensions or political divisions often exists in other organizations. This clears the way for more authentic relationships between people in the tribe space and they are not acting in their roles. Some of the challenges here or that it requires a paradigm shift in how things work in organizations which can be difficult to communicate and it tales time for people to learn a new way of doing things and can be challenging for some as it is very different how we use the working in organizations.

There are many conventional tools for market research strategic analysis and these can help people decide what to do about structure so their organization fits well. This is normally very rational process which can conventional relies on a prediction and control approach. Some benefits here works well and things are stable enough that you can predict where you want to go and control how you get there and when the world is simply enough at a few people at the top can see and know enough to make good decisions in these conditions, this approach can enable an organization fit and function well. Some challenges about the world are changing faster than many hierarchical structures can adapt and it is difficult for a few people at the top to make sense of today's fast-changing complexity to lead well and even with agile leaders are also difficult for organizational structures to adapt and be nimble. There are dozens of business and

strategic planning tools with this kind of approach used in conventional hierarchies but what all this looks like when people organize without the hierarchical structure connects two parts look at two approaches to self organizing which are shaped by different ways of seeing and being in the world.

## 2.2 Workplace Conflicts

Creating culture, which it exists in the space between us but it is invisible that we cannot see, touch and feel. Every group, team or organization has one that it is a bit like the personality of a group which is made of agreements about how things work around here, which are mostly unspoken, assumed expected and shared between some or most people. It is about values and it is important. These are often called norms or like unspoken rules because they defined what was normal even if they never spoken about. For example, lots of people do not like conflict so when something difficult happens we often sweep it under the carpet and try to ignore it. It is what we do when something difficult happens. It becomes an invisible unspoken agreement or norm and each group or organization has their own set of norms, which will combine to create a culture the feelings and atmosphere of what it likes to be part of that group. It has a huge impact on how effective a group or organization can be come challenges around issues of culture or when norms are not shared and then tensions arise. If norms are not clear, it can be confusing or if norms are not helpful for the group like the conflict, It will make some ways of responding are to clarify things between people make the invisible visible examine unexamined assumptions. This is so that things can be brought out into the open talked about and clarified to make the group more effective different ways of running organizations have different ways of creating and working with culture.

Many people in workplace who finally had to resign their jobs because they always were witnessed bullying from one or more person of their co-workers that feel negative behaviors from a long time. In this place, bullied people hard to cope with the actions of others. There are many of bullying behaviors such as defaming, aggressive

emotion and hostility. It significantly delivers uncontrollable repeated actions affecting directly to one or more workers which impact on their mind including indignity, anxiety and performance declination. The high levels of conflicts are connected to the experienced inconsonant between groups in their views and desires that affect the parties outcomes. In contrast, conflicts can have a challenge in innovation, thinking and creativity but it happened a few, which compared to the negative consequence. It depends on the duration and intensity of conflicts. Rigorous conflicts make continuing contradiction in progress to the next step of productive outcome or work. Most of conflict research focused on the tactics to eradicate conflict problems before it happened or during the early phases. When conflict spread to the large numbers of worker, more incident and bigger effect forthcoming interactions. It is the result of variety of behaviors and emotions.

In organization, a large number of counterproductive emotions and behaviors (Oluremi, 2003). These consequences consist of aggression discontentment defaming and hostility, which can stimulate on intention-response, are interrupted. From a small incident, which can prevent individuals, completing valued work goals. Workers have many ways of reaction to discontentment, and this attempt may comprise counterproductive manners that range from alliance to animosity, associational aggression or impairment. The discontentment of organization can decline work performance and overall relationship. However, the sufficient administration of conflict supports problem solving, develop team productiveness and the relationships between the team members. Conflict can be reacted to cooperatively or competitively. Productive conflict can lead to positive approach that happen as people deal with their uncontrollable incidents and try to resolve their conflicts. Research shows that people incorporate and concentrate their idea to solve conflicts and invigorate their relationships.
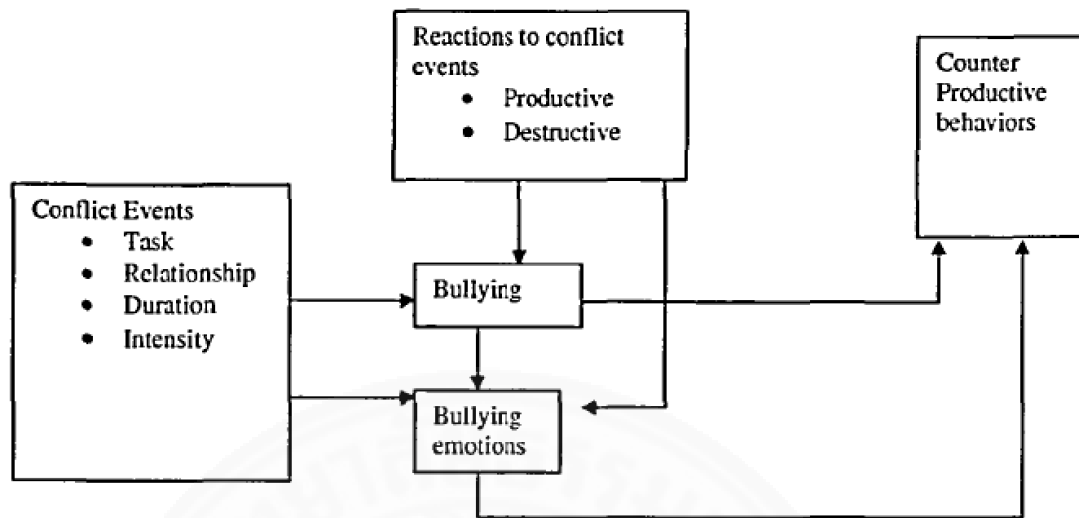
Figure 2.1 The relationship between conflict events, emotion, reaction to bullying and counterproductive behaviors

From the picture, it indicates that relationship and communication about works are the most factors that become the bullying and further affect the productivity of organization. If these happen with all of the small part of the company, it will make more continuous effects the overall goals and the environments of the organization.

## 2.3 Communication Failure

Organization communication appears to obstruct in an identity crisis. There are multiple levels of analyses intrinsic in the workplace. Communication has to be obvious within and over the areas of interpersonal synergy, between organizational small-units and environmental interactions (Karlene, 2007). All workers and their colleagues are the important small-units which came from different culture, belief, background and edification that can cause inexactly objective and meaning when communication. For the environmental interactions, work system is the main problems that bring about the

communication failure such as ambiguous and boundary of responsibility, which affect relevant for thoughts, which build the barriers to receive the messages. Closed mind, it is an important part of the cause to communication failure which lead to misunderstanding and conflicts. Communication failure that is not only misunderstand but also involve in term of work such as the work responsibility, project duration and work amount. In the ways of mismatch understanding that work flows of work is slowly and unclear that makes huge problems of the objective and time. It also affects the relationships among workers that involves of that projects. This title will be the delicate matter in organization. Not only dealing with the customers, it also the team members.

## 2.4 Employee's satisfaction in workplace

Nowadays people are the most important part that concerned in the business workplace and organization in the world. If people are happy, it will effect in the good way in organization but if the people are not happy, it will have a problem and conflict in the workplace that will make the bad environment. The overall will affect with the goal and the objective in the business outcome.

According to (Harte, 2002), the well being of workers is in the best interest of organizations and communities. Workplace is a necessary part of an individual's life that influences his or her life and the well-being of the organizations and communities. Most of the adults' time spends their lives in workplace. Variation in adult life satisfaction can accounted for satisfaction in work. The simple of work including superintendence and complexity has been involved irregularly to an individual sense of control and depression. Now it is perceived that unhappiness affect only to ischemic heart disease in contributing to decrease productive and healthy year of life. However, study are suggested that more satisfied workers are more cooperative, more helpful to their colleagues, more punctual and time-management, indicated that they have more days of work and stay much more longer than dissatisfied workers. Observation of the happy, productive workers has connected emotional well-being with work performance.

# CHAPTER 3
# BOARD GAME

## 3.1 Board game

Board game is a tabletop that consists of board and components, which make of wood, paper and plastic to use for playing and relate to games' theme. Board game are almost simulation the real world onto the board that every players assume to be that roles in the game with the same instruction and rule with other people. Most of the board games have the goal that the players have to achieve. Early board games represented a battle between the two players such as Chess, Checkers, Tic-Tac-Toe and Othello but the modern board games are still based on defeating opponent players in terms of point collecting, resources managing and opponent counters. Although most of the latter are role-playing games which the board is secondary to the game, serving to help visualize the game scenario. Games can be based on pure strategy, chance or a mixture of the two, and usually have a goal that a player aims to achieve. Early board games represented a battle between two armies, and most current board games are still based on defeating opposing players in terms of counters, winning position or accrual of points. The amount of time required to learn to play or master a game varies greatly from game to game. Learning time does not necessarily correlate with the number or complexity of rule. The time required to learn how to play or expert a game variation greatly from game to game, however, it is not necessarily correlate with the number or complexity of rules. Game like Japanese games "Go" and Chess possess relatively simple rule sets, but they have great strategy depth. Board games have been played in most cultures and societies throughout history. A number of important historical sites, artifacts and documents shed light on early board games. For example, Chess, which is a game, played on a chessboard by two people who maneuver sixteen pieces each according to rules governing movement of the six kinds of pieces (rook, knight, bishop, king and queen). The objective is to bring the opponent's king into checkmate.

Figure 3.1 Chess board game (Early ages)

The middle age of board games that were changed and improved little by little to have more variable method and objective to play. The board game that famous in this age is monopoly that players can enjoy with their friends and families. It is not just only 2 players game. Monopoly board game that demonstrates an economy, which rewards wealth creation, is better than one in which monopolists work under few constraints. Players move around the game-board buying, trading, or selling properties, developing their properties with houses and hotels, and collecting rent from their opponents, with the goal being to drive them all into bankruptcy, leaving one monopolist in control of the economy. This game is the good start of the modern board game. However, Monopoly is too much depend on luck by rolling dice in every steps of the game that can makes players hard to manage and plan their actions. Therefore this game is not as popular as before. Modern board games then replace monopoly nowadays. Many people also turn to play modern board games because they are many types and option that they can choose.

Figure 3.2 Monopoly board game (Middle ages)

The modern board games are developed to have many types which most of the games have their theme such as adventure, history and psychology. There are now more than thousand board games. The way of the games change from directly battle to resources collecting and planning. We can plan and manage as much as monopoly. Most of the modern board games do not depend on luck but depend on decision. It makes player is more happy to play. For example, Catan board game which is multiplayer board game. Players assume the roles of settlers, each attempting to build and develop holdings while trading and acquiring resources. Players are awarded points as their settlements grow; the first to reach a set number of points, typically 10, is the winner.

Figure 3.3 Catan board game (Modern ages)



Figure 3.4 Splendor board game (Modern ages)

**3.2 Board game category**

Board Games have more than thousand games in the world, which can separate in many ways such as ages, number of people, instruments, components and skills. In this study we are focusing on skill development. These skills will be more improved depending on intensity and frequency of playing also players and environment.

We can classify board game by skill development into 6 categories that consist of sensing, creativity, strategy, cooperation, negotiation and memory. Some of board game can have not only 1 type in it. It can have more than one, which is ingeniously combined with game mechanics and creativity of game creator. All of these categories are built not only skill development but also fun which is not boring. They can be the invention that can make better relationships, communication and cooperation among players.



Figure 3.5 Board game category

### 3.2.1 Sensing

Sensing board game is about player have to use their speed, impulse, muscle to listen, watch and action as fast as possible to compete the opponents by snatching the pieces or resources that the order or the command from the cards or the hints to achieve the goal of the board games. This category will also improve muscle in their body up to games and develop speed of action and reaction as fast as they can. The famous board games in this type are spot it, Speed cups, Jungle speed, Geistes and Dixit jinx. Some of games we have to use many of body respond that synchronize each other parts such as eyes and arms, arms and mouse. Therefore intensity and frequency will affect this type too much. If you play a lot, you will be better in sensing. For example, Speed cup, in this game, each player receives a set of five plastic cups, each a different color; a deck of 24 cards is shuffled and placed face down in the center of the table next to the bell. One player flips over the top card, which depicts colored objects trains, birds, cups, etc. They all are stacked vertically or horizontally, and then everyone tries to recreate this colored sequence with her own set of cups.



Figure 3.6 Speed cups board game

### 3.2.2 Creativity

Creativity board game quite opens for the imagination and fantasy even the rule is all the same every time with every players but amusement of games are differences depend on players and creativity. Some groups play in other ways that they familiar. This board game type is quite relax because it is not exactly right or wrong. They can create what they want if it is within rules. The famous board games in this type are Dixit, Concept and Spyfall. Some of games are about pictures and some about realism in lying. For example, Dixit is storytelling board game, which is for the turn and looks at the images on the 6 cards in her hand. From one of these, she makes up a sentence and says it out loud (without showing the card to the other players). Each other player selects the card in their hands, which best matches, the sentence and gives the selected card to the storyteller, without showing it to the others. The storyteller shuffles her card with all the received cards. All pictures are shown face up and every player has to bet upon which picture was the storyteller's.



Figure 3.7 Dixit board game

### 3.2.3 Strategy

Actually most of board games are the strategy game because every game which are not only cooperation game but also competition game have to think and plan how to accomplish the goal of the game. Every step can affect the later steps at the rest of the games, which are hard to fix if the early game is not good. This type is quite famous because it is not up to luck but people can make their decisions and can agree with the results. The famous board games in this type are Smallworld, Agricola, Evolution and Splendor. For example, Agricola, which you are a farmer in a wooden, shacks with your spouse and little else. On a turn, you get to take only two actions, one for you and one for the spouse, from all the possibilities you will find on a farm collecting clay, wood and stone for building fences and so on. You might think about having kids in order to get more work accomplished, but first you need to expand your house.



Figure 3.8 Agricola board game

### 3.2.4 Cooperation

Cooperation board game works as a team. Every player has the objective to complete. Most of the games give the players roles, which every role is important depends on the combination of the role that can help the game success. The famous board games in this type are Hanabi, Pandemic, Escape the curse of the temple and Flash point. Communication is very important in this type of games. For example, Flash point board game, which is about a fire, has erupted in a large home, threatening the property and its occupants. As the first responders to the fire, players must enter the home to rescue the people trapped inside. Resources are scarce, and time is not an ally. As the fire spreads out of control, victims are endangered and the building approaches collapse. Players must cooperate to mount a successful rescue effort.



Figure 3.9 Flash point board game

### 3.2.5 Negotiation

Negotiation board game explicitly involves and encourages making deals and alliances with other players and backstabbing when appropriate. Winning is rare without participating in these deals unlike cooperative board game. Negotiation board game is still largely competitive, while granting players certain time to make mutual agreements through discussion. The famous board games in this type are I'm the boss, Bohnanza and Chinatown. For example, Chinatown board game is a negotiation game in the truest sense of the word which every player acquires ownership of sections of city blocks then place tiles, representing businesses, onto the block-sections. At the end of each turn, each tile you have laid gives you some sort of payout, but completed businesses (formed of three to six connected tiles of the same type) pay quite a bit better. All these resources are dealt to the players randomly, however, so players must trade to get matching businesses and adjacent locations.



Figure 3.10 Chinatown board game

### 3.2.6 Memory

Memory board game recalls what you have seen, listened and touched to reach the objective of the game. The famous board games in this type are Chicken Cha Cha Cha and Hanabi. For example, Chicken cha cha cha which is about your chicken past every single other player's chicken, stealing each one's "tail feathers" as you go by them. The first player to collect all of the tail feathers wins. Each chicken begins with only one tail feather, in its color. The chickens are then placed randomly on the egg tiles, with an equal number of unoccupied tiles separating each chicken from the next chicken "ahead" of it on the pathway as separate it from the next chicken behind it, with the goal that they be well spread out on the pathway.
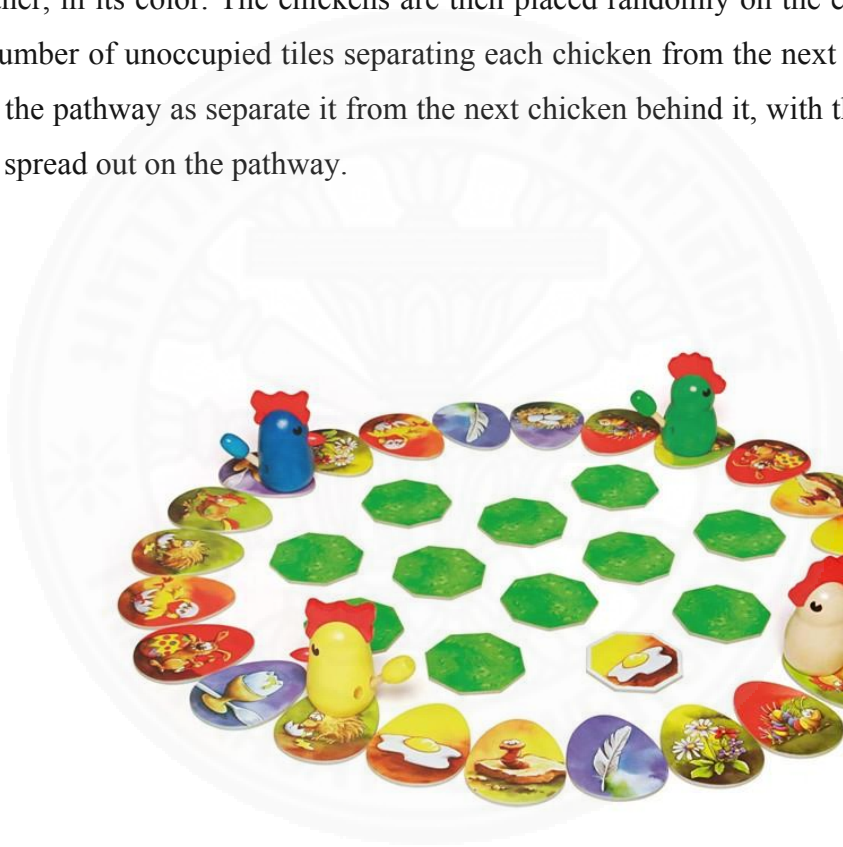


Figure 3.11 Chicken Cha Cha Cha board game

# CHAPTER 4
# BOARD GAME EXPERIMENT

## 4.1 Board Game Experiment Method

The experiment were conducted for 2 times to study that board games could develop relationships, communication and cooperation. Both experiments were qualitative and exploratory which collect information by semi-structured interviews method. The studies were proposed to provide an in-depth examination of the characteristics' relationships, communication and cooperation in workgroup. It inspected the behaviors and emotional interaction among each people in the group. The selected workers in an organization were choosing from the agile structural group. Both studies contained wide range aging, which were 28-34 years old and consisted of 7 workers, which are 4 men and 3 women from different department in organization such as finance, engineering, human resource and project development. All workers were excited and willing to participate to these board game studies. Study tasks were interdependent but carried out the individual thought, and member was perceived as a team. At last, notify permission was earned from each team member to be observed, surveyed and interviewed.

Experiment 1 was focused on the communication and cooperation in the group by playing cooperative board game to observe each person interact with other as a team and how they communicated with other team member to accomplish the objective of the games. In addition, each game was chosen that is challenge and difficult to win the goal of the game in order to share their thought, feeling and reaction as much as possible. When they dealt with the possibility of external enforcement of cooperative behavior will affect people and game, which aims to predicting and coalition will form, or not after they got result of action. This experiment also observed and collected each characteristic data of each team member and relationship among them.

Experiment 2 was focused on the relationship in the team member by playing competition board game to observe each person respond to each team member and how they reacted from their action. This experiment was emphasized about emotion and feeling after being annoyed or stolen to victory. Competition board game was chosen in consideration of scramble and destruction of trust. Each person has to fight and compete other to win the game. In addition this experiment aims to collect character data of each team member and relationship among them while action and reaction from the players and the factors of the game.

## 4.2 Experiment 1: Cooperation Games

Board games were selected to this experiment are Hanabi, Escape the curse of the temple and pandemic which all of these are cooperation games. These games are emphasizing teamwork to accomplish the same goals in many type of skill such as strategic planning, resource management, mechanic analyzing and memory recognition which were difficult to win the goal or objective. This experiment 1 was set up in week 1 and week 3 to compare and collect the progressive data and development of each individual player's emotion and teams' emotion.



Figure 4.1 Board game study's participants

### 4.2.1 Hanabi

It is a cooperative board game in which the players do not compete against one another and focus on a same goal. This theme game is about we are all pyro technicians who have accidentally mixed up the compounds of the firework such as powders, rockets and wicks. The objective is to work together to ensure the display is not disaster. The card deck consists of five different colors of cards, numbered 1–5 in each color. For each color, the players try to place a row in the correct order from 1–5. In this game you hold your cards so that they're visible only to other players. To assist other players in playing a card, you must give them hints regarding the numbers or the colors of their cards. Players must act as a team to avoid errors and to finish the fireworks display before they run out of cards. An extra suit of cards, rainbow colored, is also provided for advanced or variant play.



Figure 4.2 Hanabi board game components

### 4.2.2 Escape the curse of the temple

It is a cooperative board game in which all the players do not compete against one another and focus on a same goal. This theme game is about we are all explorers who have accidentally lost in the temple chamber while the curse is activated. The objective is to work together to activate the magic gem in the temple chamber to banish the curse and escape from the temple. Once the exit tile is revealed, players can attempt to escape the temple by moving to that tile, then rolling a number of blue dice equal to the magic gems that *haven't* been removed from the gem depot. Thus, the more gems you find, the easier it is to escape the temple. When a player escapes, he gives one die to a player of his choice. If all players escape before the third countdown, everyone wins; if not, everyone loses, no matter how many players did escape.



Figure 4.3 Escape the curse of the temple board game components

### 4.2.3 Pandemic

It is a cooperative board game in which the players do not compete against one another and focus on a same goal. This theme game is about we are all members of a disease control team who work together to develop cures and prevent disease outbreaks before 4 deadly diseases contaminate humanity. Taking a unique role within the team, players must plan their strategy to mesh with their specialists' strengths in order to conquer the diseases. For example, the Operations Expert can build research stations which are needed to find cures for the diseases and which allow for greater mobility between cities. The scientist needs only four cards of a particular disease to cure it instead of the normal five but the diseases are spreading quickly and time is running out. If one or more diseases spread beyond recovery or if too much time elapses, the players all lose. If they cure the four diseases, they all win.



Figure 4.4 Pandemic board game components

**4.3 Experiment 2: Competition Games**

Board games were selected were Survive escape the Atlantis, Avalon and Mafia de Cuba which all of these are competition games. These games type can show how people action and reaction with others when they are scramble and destruction of trust. Each person has to fight and compete other to win the game at the end. Therefore everyone might show the other side that the team has never see.

This experiment was set up in week 2 and week 4 to compare and collect the progressive data and development of each individual player's emotion and teams' emotion.



Figure 4.5 Board game study 2nd participants

### 4.3.1 Survive escape the Atlantis

It is a competitive board game in which the players have to compete against one another and will be the winner. This theme game is about we are the explorers that discovered the mysterious island of Atlantis in the middle of the ocean and found the treasures and artifacts, but the Atlantis begins to sink and now we have to leave the Island as fast as possible. Who get the most people back will be the winner. An island made up of 40 hex-tiles is slowly sinking into the ocean (as the tiles are removed from the board). Each player controls ten people (valued from 1 to 6) that they try and move towards the safety of the surrounding islands before the main island finally blows up. Players can either swim or use boats to travel but must avoid sea serpents, whales and sharks on their way to safety.
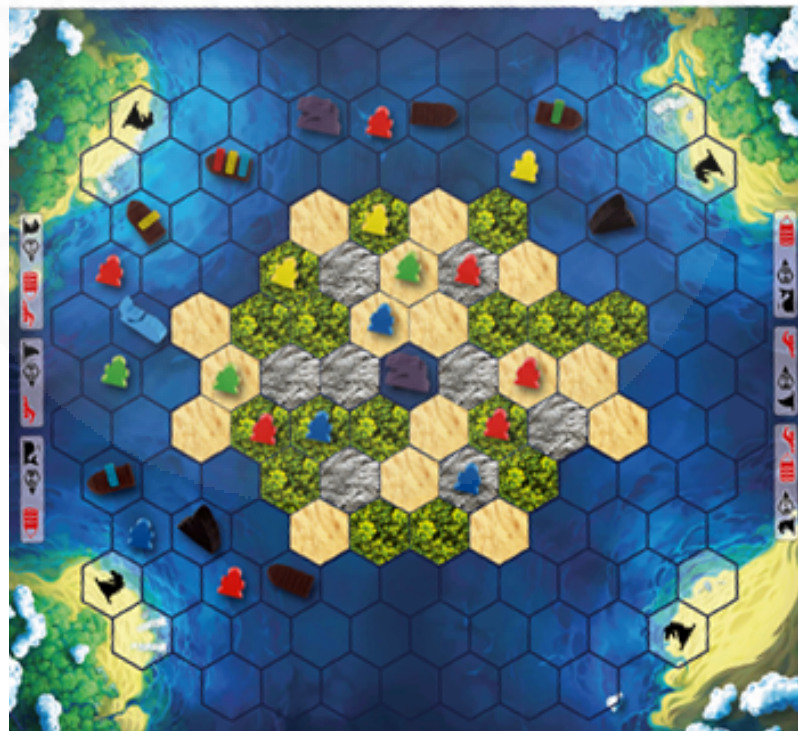


Figure 4.6 Survive escape the atlantis board game components

### 4.3.2 Avalon

It is a competitive board game in which the player has to compete against one another and will be the winner. This theme game is about we are separated in 2 teams which good and bad person. Whose side wins the 3 missions are the winners. Avalon pits the forces of Good and Evil in a battle to control the future of civilization. Arthur represents the future of Britain, a promise of prosperity and honor, yet hidden among his brave warriors are Mordred's unscrupulous minions. These forces of evil are few in number but have knowledge of each other and remain hidden from all but one of Arthur's servants. Merlin alone knows the agents of evil, but he must speak of this only in riddles. If his true identity is discovered, all will be lost.



Figure 4.7 Avalon board game components

### 4.3.3 Mafia de Cuba

It is a competitive board game in which the players have to compete against one another and will be the winner. This theme game is about we are separated in many characters that we can choose. Who can accomplish in their roles will be the winners of the game. The Godfather recovers his cigar box. He blows a fuse when he finds the disappearance of diamonds. He must find his treasure and punish offenders by providing them cement shoes before throwing them in the bay. After heated debates and perilous deductions, The Godfather, with the help of is faithful henchmen will try to find all his stolen diamonds.



Figure 4.8 Mafia de Cuba board game components

**4.4 Interview**

The experiments were proposed to provide an in-depth examination of the characteristics' relationships, communication and cooperation in workgroup. It inspected the behaviors and emotional interaction among each people in the group. The participants were separated and interviewed individually to avoid someone thought influence other to thought. Data from the semi-structured interviews for experiment 1 and 2 were transcribed and analyzed using systematic interpretative techniques where we focus on our research questions:

1. What do you get from these board games?
2. What is the game objective?
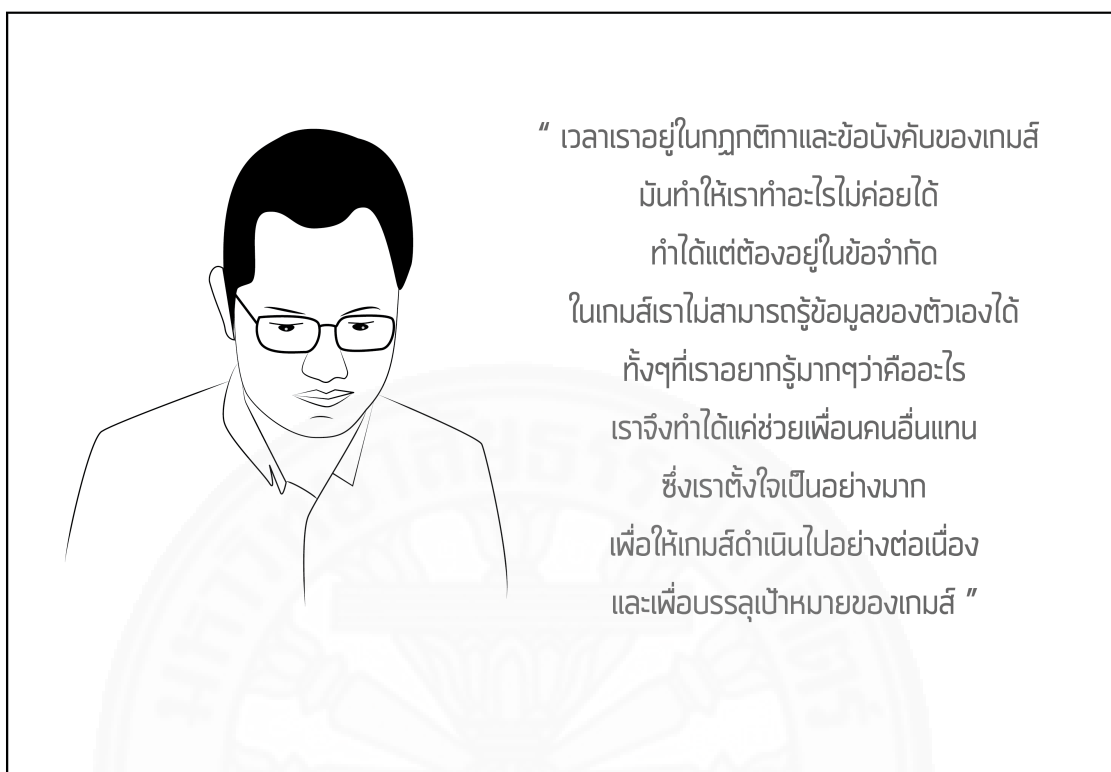


Figure 4.9 Players Interviewing

"เวลาเราอยู่ในกฎกติกาและข้อบังคับของเกมส์
มันทำให้เราทำอะไรไม่ค่อยได้
ทำได้แต่ต้องอยู่ในข้อจำกัด
ในเกมส์เราไม่สามารถรู้ข้อมูลของตัวเองได้
ทั้งๆที่เราอยากรู้มากๆว่าคืออะไร
เราจึงทำได้แค่ช่วยเพื่อนคนอื่นแทน
ซึ่งเราตั้งใจเป็นอย่างมาก
เพื่อให้เกมส์ดำเนินไปอย่างต่อเนื่อง
และเพื่อบรรลุเป้าหมายของเกมส์ "

Figure 4.10 Interview player 1

1) Player 1 Interview.

Question 1

Answer, " When we were in the rules or regulations of the games, it limited us for doing or action. Sometimes it was uncomfortable to communicate with other to work as a team. In some games we cannot know that much information, which is hard to make do the useful step to approach a goal or objective. Especially when we do not know our data in their own self. The better thing to do is to think and plan for other to do instead of me. Sometime it is harder than do it on myself because we have to communicate in the correct way and make them understand what I meant to be. For example, in Hanabi board game, I could not look at my cards because the rule of the game and I would like to see them very much. We could only support friends and make the team to complete goals.

Question 2

Answer, " In the game, everyone can make a failure or mistake which is a normal when playing games. As in the Hanabi board game while playing, someone had told me what card I was carrying and how to do the next step but in a while ago I could not remember what I had to do the next step and that made everyone lost the good opportunity to do the better next step after my turn. Finally, at the end of the game no one blames or complain to me, but I still feel guilty and I remember that I will never do a mistake again."



" การเล่นเกมส์เหมือนการทำงานร่วมกันเป็นทีม
ทุกคนมีจุดมุ่งหมายเดียวกัน
ไม่มีการแข่งขัน
ช่วยกันคิดและวางแผน
ไม่ใช่เอาความคิดใครคนใดคนนึง
แล้วเอามาตัดสินใจ
แต่เราจะปรึกษาและตกลงกัน
โดยจะนำเป้าหมายมาเป็นหลัก "

Figure 4.11 Interview player 2

2) Player 2 Interview.

Question 1

Answer, " Personally I think playing board game or computer game, it likes working together as a team which involve with relationship,

communication and cooperation. Everyone has the same goal or objective, which does not have to compete with each other. We help with thinking, planning and correcting mistakes. Not only one thought can make the decisions, but also everyone consults and agrees with team's decisions together. Everyone emphasizes on interest not his or her position. Everyone has the same goals. It is not competition and we have to work as a team. It is not individually thought to complete the goals. "

Question 2

Answer, " While playing board game, I thought that it was difficult about how to deal with the mechanic of the game in title of resource management, gaming experience, systemic thinking and sensing. Besides that, most of the games were created for win as a team, which you cannot individually play to achieve the objective. I think this game tell me that we cannot work alone. We have to communicate with other people.



" แต่ละเกมส์มีอุปกรณ์หรือสิ่งที่เกมส์ให้มาไม่เท่ากัน
ส่วนใหญ่เกมส์จะบังคับให้ทรัพยาการมาไม่มาก
แล้วพวกเราต้องมาคิดและคำนวณ
ว่าใช้อย่างไรให้คุ้มค่าที่สุด
ซึ่งบางทีเราก็ขาดแคลนทรัพยากรเหล่านั้น
เราจึงจำเป็นต้องเสียส่วนของเรา
เพื่อให้เกมส์ดำเนินต่อไป
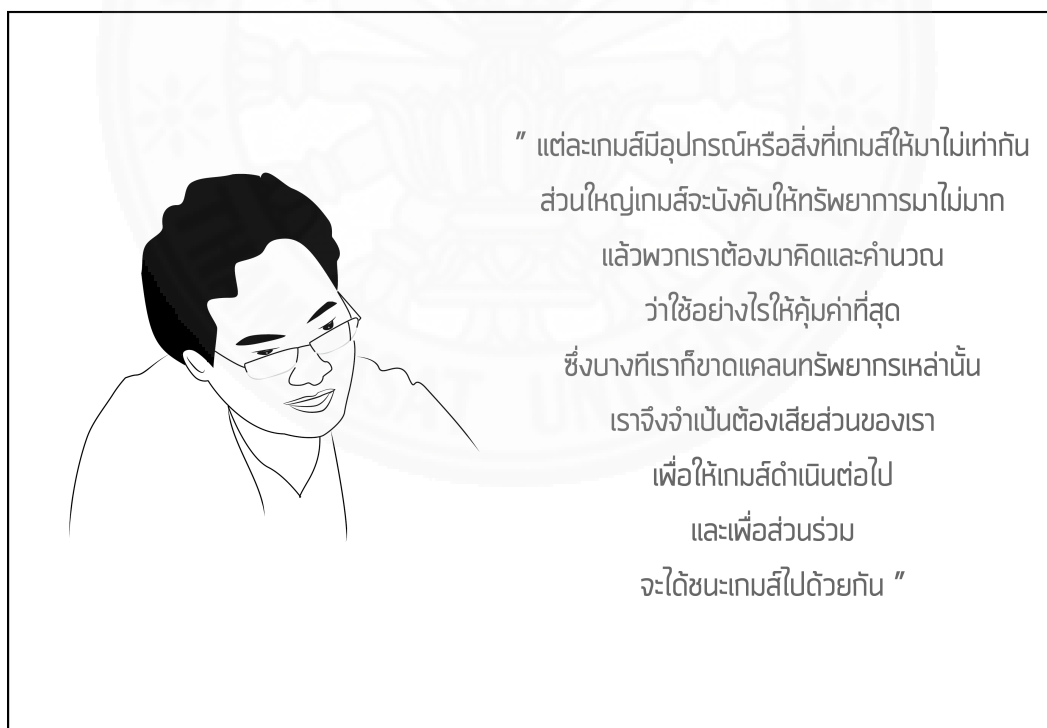และเพื่อส่วนร่วม
จะได้ชนะเกมส์ไปด้วยกัน "

Figure 4.12 Interview player 3

3) Player 3 Interview.

Question 1

Answer, " In each game there are different devices, equipment and components which most of the games forces and limited resources of the games to have not much. So we have to think and calculate how to manage and use the resources in the best value. Sometimes the game forces us to lack of those resources which we need to sacrifice our essential resources to keep the game going. It is a part of teamwork and to accomplish the game's goal. We all have the same resources but sometimes we have to sacrifice own resources to extend the game to continue."

Question 2

Answer, " The important thing to complete the goal or objective of the game is listening and understanding what other try to communicate. We should carefully emphasize the essences and thinking what they want us to do in the next step. Sometime we have to ponder what other said and apply it with our information to go the better step. We can make a good decision from that information. No matter right or wrong, we take the retribution together.

" เกมส์มีหลายประเภทและหลาหลายรูปแบบ
แต่ละเกมส์มีวิธีที่ชนะได้หลายแบบ
ขึ้นอยู่กับว่าแต่ละคนจะเลือกเล่นวิธีไหน
เมื่ออยู่ระหว่างการเล่นเกมส์ไม่แปลกเลย
ที่แต่ละคนจะมองคนละมุมกัน
เพราะว่าเรามองไม่เห็นของตัวเอง
แต่จะทำยังไงให้คนอื่นเห็นในมุมเดียวกับเรา
เราอาจจะเห็นไม่เหมือนกัน
แต่ว่าจะทำยังไงให้เค้าเข้าใจเรา "

Figure 4.13 Interview player 4

4) Player 4 Interview.

Question 1

Answer, " There are many kind of game which I played such as cooperation, competition and negotiation games. Each Game has many ways to win goal or objective. It depends on how each player chooses to play. During playing game, it was not surprise that everyone thought in different way and mindset because each players obtain and observe different resources. It involved in cooperation game, which we have to observe and communicate with other to tell the important and understand messages. Each other's looked in a different point of view because we cannot see own senses. But how do we make other people which can see the same view of us and understand each others."

Question 2

Answer, " First I think to success in playing with the goal or purpose, which everyone had to have belief and confidence with other people what they would like to tell you for the main point and can use that information to develop their jobs and move to the next step. The game can be played well if you believed each other but I think rather than belief is forgiveness. Sometimes other people think differently from us because they did not see the same point of view.



" ในขณะเล่นเกมส์เกมส์นึง
มีอยู่จังหวะนึงที่ผมต้องเลือกสละทรัพยากรไป
ผมจะต้องทิ้งเพื่อนำคำใบ้กลับมา
เพื่อทีมจะได้ดำเนินไปต่อได้
ผมทิ้งผิดแต่คนในทีมไม่มีใครด่าว่าผมเลย
ทั้งที่ผมทำผิดนะ
ผมว่าเราทำผิดได้
แต่คนในทีมต้องซัพพอร์ตเมื่อเราทำผิด "

Figure 4.14 Interview player 5

5) Player 5 Interview.

Question 1

Answer " During playing games, there was a moment which I had to sacrifice my own resources to bring hint back that is important for the game in

order to keep the team going. However I left the important resources in the future, but no one blame me in what I did wrong. I think everyone can make mistakes but team has to understand, forgive, support and encourage teammates. I remind that next time if my teammate has important resources, I will tell them first before they left it.

Question 2

Answer " Board game teach me about teamwork and responsibility sharing together. When someone made mistakes, everyone in team share result and responsibility. It makes me feel if we win, we win together but if we lose, we also lose together too. Therefore if someone does a mistake, we share responsibility together.
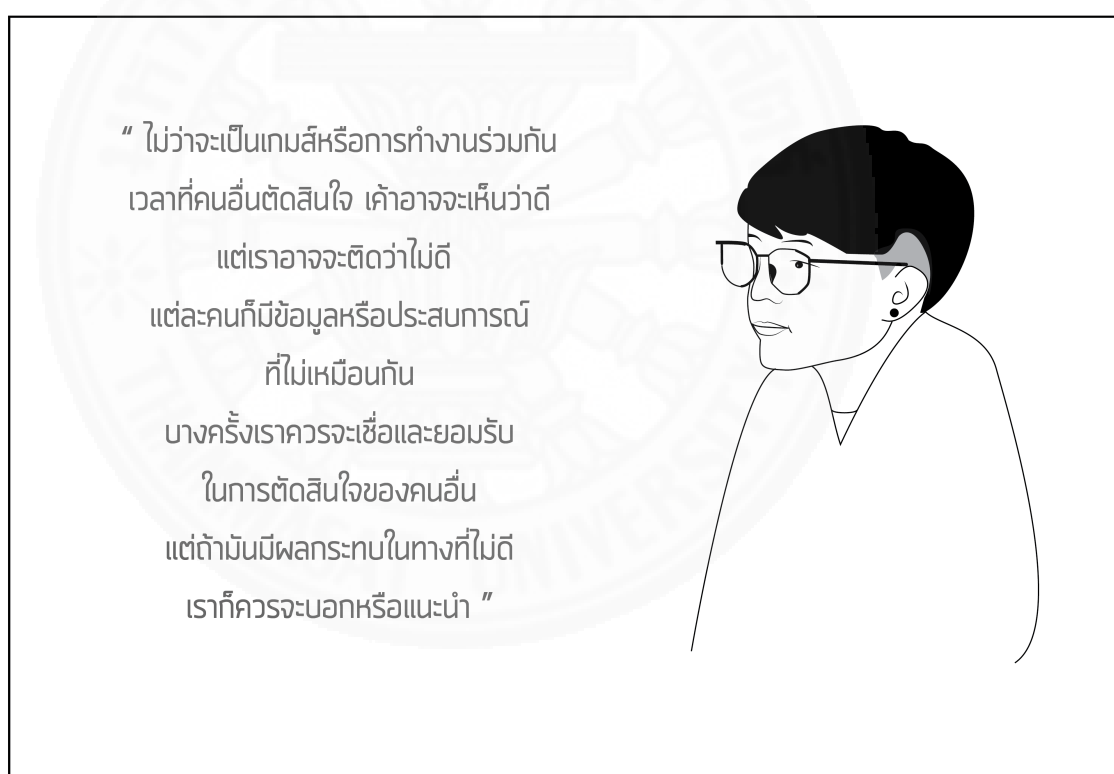


Figure 4.15 Interview Player 6

6) Player 6 Interview

Question 1

Answer, " Whether it is a board game or collaboration in the workplace. Sometimes when my teammate make decision that he thought it was correct but I thought it was incorrect. It can occur this situation because each person has different information and experience. We sometimes should respect and trust in their teammate's decisions. However, if I see that it was not strongly appropriate and it could make a big mistake then I had to tell them.

Question 2

Answer, " During the game we have to observe our teammates with the attention to understand what they say and feel because it can make you understand what others want to tell.



Figure 4.16 Interview Player 7

7) Player 7 Interview

Question 1

Answer, " First, everyone should reduce each individual thought and emphasize in the team thought. Moreover, we should think of other's next step in the game and in the work. Second, I think the most important thing is belief but now I think rather than that is forgiveness. Sometimes they make that decisions because they did not see like we are."

Question 2

Answer, " I realized that making relationship, communication and cooperation effectively which it was more than talking and listening but it was about understanding and trust. Moreover I got the important thing is about an achievement which is come teamwork. Not only verbal language is necessary but also body language is very important.
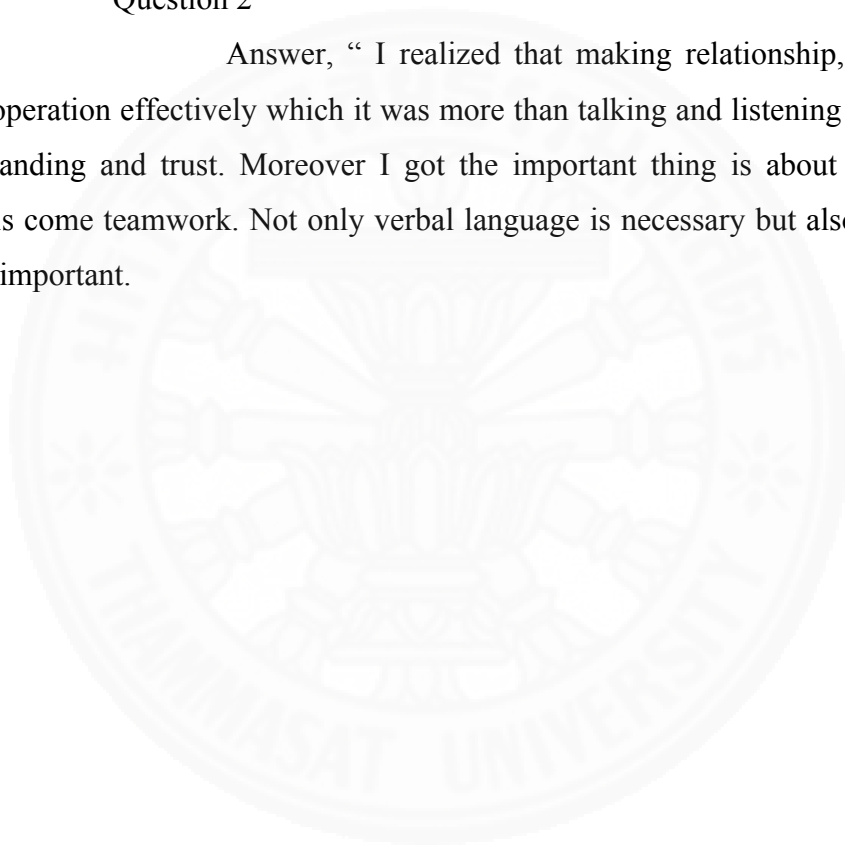
# CHAPTER 5
# CONCLUSION

## 5.1 Conclusion

According to both experiments that have examined the relationship, communication and cooperation between workers and their co-workers in order to observer their impact on the behaviors in the workplace. Therefore the objective of this research was discover the relationship in a group interactions and reactions.

Experiment 1, which emphasize the games, which are cooperation games, revealed that intragroup in term of different characteristics are task or relationship related. In addition, Experiment 1 illustrated evidence that emotion of communication, relationship and behaviors of verbal and body language accompanied cooperation. According to (Oluremi, 2003), few studies have studied and discovered the specific incidents that might stimulate affect at work. Results from experment 1 revealed that communication and relationship is one of those specific events that arouse various emotional reactions at work. Cooperation games make team to accomplish in the same goals, which make workers try to listen, observe and understand the information from their colleagues sent. Not just words but as well as facial expression, body languages and intention. This make them much better know each other's.

Findings from experiment 2 emphasizing the games which are about competition games, indicated that it is more relax and comfort than experiment 1 because these types of games are make them fun and happy. Experiment 2 revealed that inwardness and sincerity behaviors reported by respondent include bluffing, teasing and joking. They do not need to think complicatedly and do not be afraid of the goal failure. Because of relaxing emotion, it builds relationship quickly than the cooperation game. However, it enhances communication and relationship rather than cooperation.

Experiment week 3 and 4 are quite smooth and more relaxing. Players opened their mind and talked more than week 1 and 2. Everyone is better in encouraging

to tell what they think and criticize ideas from other players to discuss what the appropriate decision that team should choose to do. In addition, players are better in joking with others to make the game funnier.

The current experiment developed and tested a causal model of how board games enhance relationship; communication and cooperation lead to productive behaviors and teamwork. Their duration and intensity were connected to the group's emotional interactions and reactions in the workplace. One possible explanation for this finding may that relationship, communication duration does not allow the team more time to build. Workers who perceived higher level from board game were more likely to be involved in productive behaviors. In addition, emotional reactions and interactions during the game make people open their mind to observe, understand and respect much more in each other which it is the beginning of work together as a team.

## 5.2 Limitation

As observation, first, most of the workers have asynchronous time to join the activity because of different works and responsibility. It is hard to gather them all together. The duration between playing board game at least 1 hour which is too much for worker to sacrifice time. Second, number of players also involved importantly in the experiment because some games require less players but some game much people. Third, Board game master who can clearly explain the rule of board game is also necessary because if there is no balance in the game that makes goal of the game tolerance. Finally, the most important is after playing, we should have time to discuss and express their opinion to share with their colleagues that can make powerful of enhancing.

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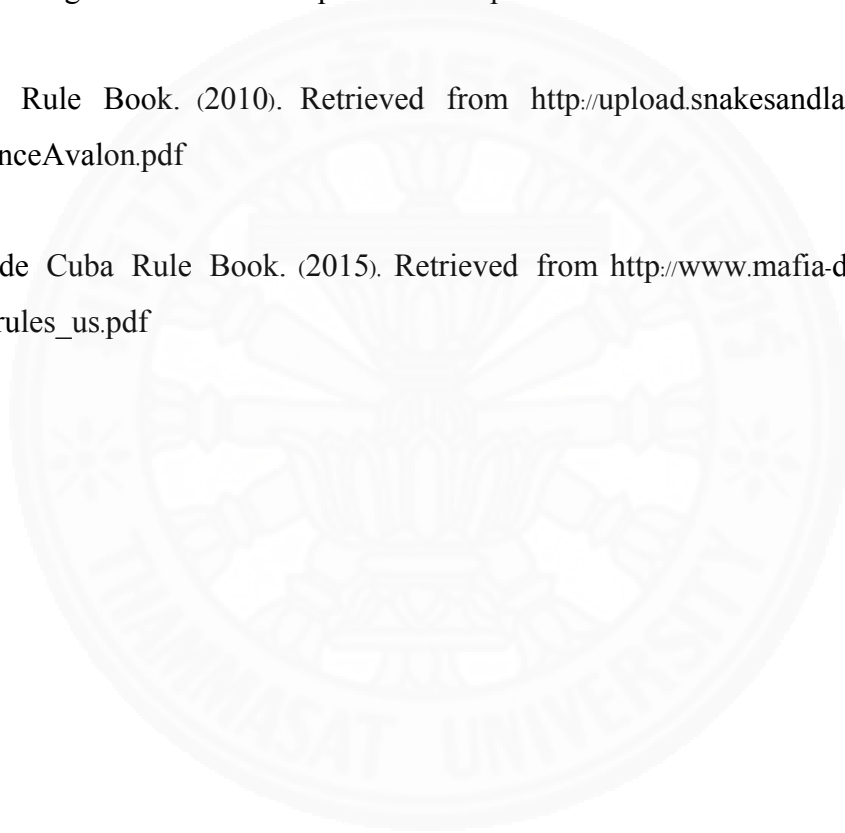
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| Name | Suchawat Udommangkorn |
| Date of Birth | April 23,1987 |
| Education Attainment | 2009: Bachelor of Engineering, KMITL |
| Work   Position | Test Product Engineer |
| | Sales Engineer |
| | Board Game Cafe Owner |
| Work Experience | 2014 to Present: Board Game Cafe Owner at Momots Board Game Cafe |
| | 2013 to 2014: Sale Engineer at Supreme Product |
| | 2010 to 2013: Test Product Engineer at NXP Semiconductor |