

ABSTRACT

Thesis Title : A Study on Middle Managers' Attitude toward
Management of Protection and Eradication of Narcotics
and Drugs : A Case Study of the Royal Thai Police
Headquarters.

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The objectives of this research are as follows:

1. To study on middle managers' opinions toward management of protection and eradication of narcotics and drugs.
2. To analyze problems and provide solutions as well as eliminate barriers to increase organizational productivity.

The data are obtained from interviewing middle managers who are in the position of superintendent and sub-superintendent ranking from Police Colonel and Police Lieutenant Colonel. These persons work in the Royal Thai Police Headquarters, having direct responsibility for protection and eradication of narcotics

and drugs. Two hundred persons were random by mean of classified random from the three workplaces central bureau, metropolitan, and regional police stations.

The study revealed that most of the middle managers who work directly with narcotic line are in the age of 30-35 years. Those people have work tenant of 16-24 years and were married. All of them held bachelor degree and have more than 30 subordinates. The findings indicate that their opinions are complied with the headquarters management of policy and planning, controlling, directing and commanding; including management of personnel and training. The headquarters managed accordingly to the theory of Harold Koontz. The concept of this theory is that organization is a part of management and managers must provide organization's factors for attaining its goals.

Five functional areas of management are applied in this study. They are:

1. Planning : the headquarters has certain objectives, including short term plans and long term plans, distribute to every management level. Top plans will be kept in secret while subordinates know only drafted plan.
2. Organizing : Since the headquarters is in the form of bureaucratic organization, with large size, therefore its structure and line of command must be clear. Usually, there are barriers of inflexibility and complexity of performance in some respects.
3. Staffing: Workers selection must be suitable for their job and the development of their ability must be continous in order to gain high efficiency. In this case, the headquarters has appropriate selection system and continuous training for its workers before giving them an assignment.
4. Leading: Subordinates persuasion to work is a result of creating sense of realization since they are admitted to work at the beginning. Directing

through line of command is rather clear. Subordinates have the respect and believe in the supervisor's order. Workers' moral is in the middle level.

5. Controlling: Feedback control is used to examine action plan. The success of suppression is in the range of 50-70 percent and a result of every suppression has to report to supervisor. In addition, the plan must be reviewed in order to improve for the next performance.

A result of the study showed that the headquarters realized the importance of management according to the Harold Koontz theory and continuous execution. However, the occurrence of problems and barriers is a result of insufficient budget, especially, un-updated equipment and facilities.