

The objective of this thesis is to study the effects of the improvement of organization structure, which is only a part of its over all improvement, concerning consistency of the organizational objectives and policy and efficiency of various management functions i.e., planning, organizing, commanding, coordinating and controlling, including communication. Moreover, the study also deals with the evaluation of managers' opinions on the suggested organization structure.

Various documents available in the organization and field data from questionnaires and observation were utilized in the study. The study concentrated on using descriptive and analytical approaches to interpret and summarize the results.

The results of the study could be summarized as follows:

- The suggested organization structure is consistent with the new objectives and policy of the State Railway of Thailand, which are concentrated on competition with other modes of transportation, by changing its structure to be several profit centers and increasing decentralization.
- The improvement of efficiency on management functions will be fulfilled by establishing Policy and Planning Bureau in order to gather all plans from every departments to set up an organization policy. The regional bureaus will be utilized to decentralize decision making at the operation level in order to release various routine works from top management. Chain of command will be arranged by types of activity, especially transportation activities which consist of mechanical engineer, civil engineer and operation. Those activities will be supervised by one supervisor for a better coordination. Furthermore, the Information System Bureau will provide new technology for better communication, more reliability on decision making and more efficiency on planning. The Internal Auditing Bureau will assure top management in controlling all activities operated under the organization policy and planning.
- The study shows that 78.9 percent of managers and supervisors accepted the new organization structure and believed that the structure will assist in efficiency improvement on management functions. However, those who rejected the new organization structure pointed out that the State Railway of Thailand should pay attention to an individual efficiency and the acceptance of individual on the changes of authorities and responsibilities.

The author suggested that the State Railway of Thailand should provide several trainings to its personels in order to make a better understanding on the necessity of changes, to change their attitude towards teamwork, and to prepare them for new responsibilities at various levels in the future. Furthermore, an improvement on public relation and various motivation toward personels are necessary.