

ABSTRACT

RESEARCH PAPER : A Study on Problems and Obstacles of the Implementation of the
New Bangkok International Airport Company Limited ' s Second
Bangkok International Airport Project

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This study is undertaken to accommodate three objectives: 1) to study problems and obstacles in the implementation of the Second Bangkok International Airport Project responsible by the New Bangkok International Airport Company Limited, 2) to study the opinions of the management team of the New Bangkok International Airport Company Limited concerning the causes of such problems and obstacles and 3) to find suitable measures for the improvement of the performances of the New Bangkok International Airport Company Limited.

A qualitative approach is selected for this study. Based on the wide collection of information concerned including researches, research papers, the cabinet resolutions and the national economic and social development plan, a form of questionnaire is constructed. Structured interviews were employed in this study through 17 managers of the New Bangkok International Airport Company Limited.

Findings:

1. The problems and obstacles of the implementation of the Second Bangkok International Airport Project arose when the works related to the planning and control in the organization, the organization capacity, acceptance and relations in the organization, rules and regulations, cabinet resolutions, as well as governing acts of legislation.

2. The causes of the problems and obstacles in the implementation of the Second Bangkok International Airport Project arose from the practices of the organization itself. Examples were that most works were assigned not in accordance with employees' job description, the lack of qualified personnel below management level, the application of other organizations' rules and regulations, the lack of its own organizational culture and external factors, i.e. the economic, social, and political environments.

3. To solve such problems and obstacles for the improvement of the Company's performances, recommendations are :

3.1 Clear annual action plans covering project management, personnel and finance as well as investment are necessary.

3.2 Work assignments must accord with employee's job descriptions.

3.3 Organization of construction management must be in the form of project management team led by a project director who will be responsible for the project coordination and solutions to any problems occurred in all contracts.

3.4 Organizational structure must be adjusted to suit each stage of the project missions, i.e. construction period, transition period, and operation period.

3.5 Personnel development programs must be arranged to accommodate the missions at each stage.

3.6 The Company must have its own rules and regulations.

3.7 Initiatives, work philosophy and organizational culture must be strongly encouraged.

3.8 The project implementation must be in transparency with full explanations for any inspections in order to avoid any interference and influences by politicians.