

Research Title	Attitude of People in Bangkok towards Eating Rabbits
Researchers	Prayoon Boonprasert Ninnart Olanwarawuth Saisawan Ruangwiset Faculty of Commerce and Accountancy Thammasat University
Year	1980

ABSTRACT

Despite a general impression of rabbits as pets, there is a significant demand of rabbits as a food source in Europe and America today. Each year, the United States imports a considerable amount of rabbit meat from China and Australia. France and Germany have expressed their interest to buy rabbit meat from Thailand, but it has not yet materialized. At present, there is no promotion for rabbit raising on a commercial basis to meet this market demand. As a result, Thailand is losing exchange earnings and missing an opportunity to reduce its trade deficit.

The purpose of this study is to explore local demand for rabbit meat in lieu of chicken, duck, pork, beef, or fish. A survey of local attitudes toward rabbit consumption was conducted in Bangkok, looking at the marketability of processed rabbit products, pricing distribution and promotion. Finally, an attempt was made to study the demand for rabbit meat in the international market and the opportunity for export.

As a pilot project for the investigation of demand for rabbit consumption within Metropolitan Bangkok, this study entails two types of research:

1. Documentary research: for basic research and general information, data was collected from books, journals and documents from libraries, rabbit farming associations and related government offices.
2. Survey research: to study the attitude of the Bangkok population toward rabbit consumption, a questionnaire has been designed for use in personal interview.

A sample of 1200 households was randomly drawn from the population of Bangkok, using the three-stage equal probability sample technique.

Interviews were conducted by undergraduate students with marketing research experience.

The interview results of 1186 households revealed that 17.5% have eaten rabbit and half this number admit that they like to consume rabbit. The

fact that 82.5% of the Bangkok population has never tasted rabbit, however, is not an indication of dislike; 27% of this number do not know where to buy it. Approximately 40% are willing to try rabbit if it is available on the market. The study indicates that rabbit should be sold in the fresh market in consumer packaging with a variety of choices of cuts. Introductory prices should be in the range of 26-35 baht per kilogram. It can be concluded that there already exists a small market for rabbit with a possibility for expansion through appropriate promotion.

Research Title	Containerization in the Import and Export Business
Researcher	Assistant Professor Niyada Chunnawong
Year	1985

ABSTRACT

The objective of this research is to study the container system used in Thailand in the import and export business. The researcher found in her research that the practices in Thailand are quite different from the general rules practiced in the Western countries.

Thailand's major exports are agricultural products and consumer goods, while its main imports are machinery, raw materials and electrical products. Most of our trade is within Asia; we have only restricted trade with the Eastern European countries for political reasons.

Most international trade transportation is by sea, the cheapest means of transportation. Both importers and exporters prefer to use foreign vessels because they are more efficient, providing good services and covering a greater number of international ports than do Thai vessels.

Nowadays container vessels seem to be replacing conventional vessels. The importers and exporters predict that in the future they will use more container vessels despite the higher costs since the transport time can be reduced, the delivery schedules are more reliable and thus their overall productivity can be increased.

Sea-Land Co. was the first company to bring containers to Thailand. It therefore created the demand for export by container. The annual volume of inbound and outbound containers has been increasing ever since. Shipping companies predict that demand for containers will further increase due to the cargo vessel's arrival. This means not only that the cargo is safe from robbery and damage but also that storage space rental costs are reduced.

The 20-foot containers are the most popular in Thailand. Thai companies tend to use LCL containers much more than FCL containers. This is in contrast to Western countries. For example, in Antwerp the LCL traffic is only 5% while FCL traffic constitutes 95%. In fact, this is the main cause of port congestion. The Port Authority of Thailand can solve similar problems by providing more facilities and organizing the storage area by stacking containers in triple or quadruple stack. Another possible solution is to develop a new deep-sea port.

The main problem that faces the shipping industry in Thailand is the inefficiency of the government sector services, including the Port Authority of Thailand, Customs Department and the Express Transportation Organization. Their personnel must change their attitude. They must show more social

responsibility and ethics. The Thai government must reduce the red tape, provide more facilities and eliminate the monopoly system in the Port.

Besides, a container system does not create any labor problem because LCL containers need manpower at the CFS.

Importers and exporters believe that containerization can help Thailand's international trade especially if the government also improves the transportation system of the hinterland, e.g. expressway, railway and telecommunication systems, which are needed to support the container system. It is hoped that the Joint Public-Private Sectors Consultative Committee can solve some of these problems, thereby helping the import and export trade directly.

Research Title: Business Ratios of Industries during 1984-1985
Researchers: Kesaree Narongdej
Faculty of Commerce and Accountancy, Thammasat University
Year: 1986-1987

ABSTRACT

The research sets out to study the business ratio of 51 Thai industries. A financial analysis of business enterprises is beneficial to the private and public sectors as a whole. The analysis indeed has become even more complex in light of the changing world business situation.

As the financial analysis is carried out by various parties, the results will be different depending on individual objectives and interests. At the moment there is no database on enterprises of the same business. It is, therefore, one of the objectives of this research to calculate business ratios, showing the highest, lowest and average ratios of each business. The average ratio will serve as an index for comparison when analyzing each business. It also helps analysts to compare and assess the financial status and business performance of various businesses. The researcher has used the finding of the research conducted during 1981-1985 as a basis for calculating the overall average index of businesses in every industry in each year for six years. This will throw light on overall business performances in each year, thus reflecting the business trend in Thailand during that period.

In addition, the researcher seeks to summarize the performances of Thai businesses in terms of the average index of the business ratios.

The research concludes that most businesses in Thailand tend to depend on loans for investment with a rate of return of 6%. The rate of return based on sale volume is at a loss of 10%, the figure being an average value of the years 1981-1985 during which most businesses suffered losses.

Research Title: Organizational Culture and International Business in Thailand

Researchers: Pranom Khowinwipat and Kesinee Withoonchart

Faculty of Commerce and Accountancy

Thammasat University

Year: 1989

ABSTRACT

This research studies and analyzes various issues pertaining to the role of Thailand in conducting international business and its cultural characteristics that may affect the perception of the atmosphere of effectively doing international business.

Part I provides a general description of issues that Thailand is facing in doing international business. The data and contents in Part I are based on the study and analysis of documents and articles that have been published, as well as on interviews with international businesspersons.

Part II discusses and analyzes various cultural perspectives including other factors relevant for foreign businesspersons doing business in Thailand

Part III deals with the application of techniques and ideas borrowed from international management in Thailand, especially how they are modified to suit the context of the Thai society.

The final section (Parts IV and V) presents research methodology and various studies on Thai and foreign businesspersons in carrying out business in Thailand, such as cultural values, types of work and work satisfaction.

Research Title: Organizational Design and Management of Labor Unions
Researchers: Naengnoi Pongsamart
Faculty of Commerce and Accountancy, Thammasat University
Year: 1975-1976

ABSTRACT

Labor relations became a big problem for Thailand during 1973-1974. The objective of this research is to study and survey facts about Thai labor unions at that time, focusing on the conflict between workers and employers., their views on each others, and their attitudes toward the organizational design and management of labor unions as well as the Labor Relations Act of 1975.

This is a field research, using the questionnaire sent out to the target group for completion. The population consists of 97 employers, 302 workers, and 90 labor union leaders, who returned the completed questionnaire. Sources of information include government agencies, administrators of the Personnel Management Association of Thailand, and about 200 industrial plants and businesses where labor problems were likely to occur.

The research report summarizes answers from the three groups recorded item by item and shown together in one table. The questions are listed into sections, each displaying the answer item by item row by row. Each row consists of three columns, showing the research findings from the workers, labor union leaders, and employers respectively.

The questionnaire lists items into 8 sections:

- Section A: Particulars about the respondents
- Section B: General attitudes toward labor relations
- Section C: Knowledge about labor laws, starting with labor protection laws, followed by Labor Relations Act (1975)
- Section D: Facts about business enterprises of the respondents
- Section E: Attitudes toward economy, society and politics
- Section F: Detailed views on Labor Relations Act (1975)
- Section G: Additional views on Labor Relations Act broken down in two sub-sections:
 - 1. Labor dispute settlements
 - 2. Labor Relations Act (1975)
- Section H: Attitudes toward each others:
 - 1. Worker attitudes toward employers
 - 2. Employer attitude toward workers

Research Title: Personnel Management in Thailand
Researchers: Niyada Choonhawong
Faculty of Commerce and Accountancy, Thammasat University
Year: 1975-1976

ABSTRACT

The objective of the study is to find out about general practice of personnel management in Thailand covering as many aspects as possible. The study looks at the issue from the perspectives of the government sector, state enterprises, and private organizations involved in the manufacturing and sale of service. The samples are 100 organizations – small, medium, and large. Data are collected using the questionnaire and supplemented by further interviews. The questionnaire consists of 100 items with multiple-choice and open-ended formats.

The finding consists of 9 chapters:

Chapter 1 starts with the function of personnel management and its practice in Thailand in organizations of various types and sizes in general. It then goes on to describe organizations with regular personnel management departments, how they are staffed and what they do. This is followed by considerations whether or not they can fulfill their expected functions. If not, what are their priorities? The chapter also describes how a personnel department is divided into smaller units, when it first came into being, and which executive it is responsible to. In the case where there is no regular personnel department, who is responsible for the work?

The chapter then deals with the functions of executives in terms of knowledge, competency, and experience. It rounds off with the policy of personnel management.

Chapter 2 deals with manpower planning and job analysis, especially manpower forecasting, future needs, existing workforce, and methods used in job analysis.

Chapter 3 is on recruitment, selection, and hiring. Recruitment can be done internally and externally. It describes sources of recruitment, in particular, the most widely adopted method of recruitment in Thailand, and factors involved. The section is followed by the procedure and criteria for worker selection. It ends with hiring practice involving work records, contracts of employment and working conditions, probation, and performance monitoring of new employees.

Chapter 4 touches on worker training and executive development. It spells out considerations for organizing training programs, including methods, venue, selection criteria, and

expenditure, as well as post-training evaluation and work improvement, and training abroad. The last topic in this chapter deals with executive training and development.

Chapter 5 is on performance evaluation, including elements of fair valuation, errors and biases of job assessment, as well as performance evaluation techniques.

Chapter 6 on work control deals with disciplinary procedures and compliance, disciplinary actions, and disciplinary authorities. The performance evaluation is related to principles and practice of promotion, transfer, demotion, dismissal, suspension and termination.

Chapter 7 on labor relations starts with the definition of the term, existence of labor unions or worker committees, strikes, dispute resolution, and complaint procedure.

Chapter 8 on wages and salaries deals with work and wage structures and methods involved. It goes on to describe other considerations such as the salary structure, calculation of wage rates on the basis of equality, minimum wages, regular and special salary increments, incentive wages, and salary calculation for workers and executives.

Chapter 9 is concerned with welfare and benefits for workers, in terms of actual payments, insurance welfare and other services, including accumulated retirement savings and pensions.

The findings as reported in various chapters are based on the tallied and elaborated responses to the questionnaire.

Research Title: Practical Price Setting for Manufacturers and Wholesalers in Thailand
Researchers: Prayoon Boonprasert
Faculty of Commerce and Accountancy, Thammasat University
Year: 1975-1976

ABSTRACT

Product price setting has an important direct effect on consumers and can determine the success or failure of manufacturers/operators. The study on practical price setting for manufacturers and wholesalers in Thailand is a worthy undertaking. It can throw light on whether or not Thai businesspersons have the right principles in setting the price of their goods and who plays an important role in so doing.

Through a survey approach, primary data are collected by interviewing executives of selected companies and plants, using simple random sampling. The sample population consists of 193 manufacturers and wholesalers (93 manufacturers and 100 wholesalers).

The finding is as follows:

1. Most Thai manufacturers and wholesalers set their prices in a systematic manner with a clear objective, primarily taking into consideration the rate of return from the capitals.
2. On policy and price-setting strategies, they tend to see how their competitors set out to do on the basis of market prices and the competitors' prices. However, no less than 10% of the manufacturers and wholesalers resort to a "price war" policy. Such reduced price competition may affect the consumers if it leads to small operators closing their businesses, and as a consequence, only big operators survive, resulting in market monopoly.

Research Title: Problems of Financial Management and Agricultural Cooperatives in Thailand
Researchers: Sunee Sakranan and Nipat Chitprasong
Faculty of Commerce and Accountancy, Thammasat University
Year: 1978-1979

ABSTRACT

The history of agricultural cooperatives can be traced back more than 60 years. They originally evolved from fund-raising cooperatives and credit cooperatives for production. Agricultural cooperatives now adopt a multi-purpose business approach. As Thailand is primarily an agricultural nation, about 80% of the people are farmers. If they are given appropriate assistance and understand how to help themselves, many good things will come to pass to the population at large.

The objective of this study is to find out about management problems facing agricultural cooperatives in relation to farmers. The focus is on the financial management which plays a crucial role in the survival of the cooperatives and also on other related issues.

There are two types of data used in analyzing the financial management:

1. Financial data refer to financial statements that each agricultural cooperative sends to the Cooperative Auditing Department. Cooperatives are classified into 3 levels:

Level 1: a cooperative with at least 1,201 members. There are 137 cooperatives.

Level 2: a cooperative with 601-1,200 members. There are 188 cooperatives.

Level 3: a cooperative with 600 members or less. There are 248 cooperatives.

2. General information includes the history of the cooperatives, number of members, amount of loans and their sources, amount of loans given to members, and loaning methods, as well as financial management and other undertakings that affect the cooperative's financial management. The financial statements used for analysis date back for three years.

All the data are obtained from documents relating to financial management and administration of the cooperatives, together with those collected from the questionnaire and interviews with relevant persons. The figure then is calculated to obtain a financial ratio.

The finding reveals cooperative financial management problems in several aspects, e.g. financial management, general administration, marketing, and accounting.

The research focuses mainly on the financial management. In summary, agricultural cooperatives suffer from a shortage of working capital. They cannot mobilize loans to meet the needs of their members and have difficulty with debt collection when the payment is due. There are several reasons for failure to re-pay the loan, such as members suffering from natural disasters, procrastination of the payment, and others. The cooperatives also are slow to analyze the credit situation when loans are not re-paid in time. Expenses are high because they do not understand the nature of financial management. There are other problems with regard to work effectiveness and personnel shortage in finance, marketing, general administration, and accounting.

Cooperatives have difficulty finding funding sources because agricultural loans are considered high risks. There is practically no private financial institution willing to get involved. A few commercial banks are ready to provide loans but only under strict conditions. They accept only cooperatives with good standing. The Bank for Agriculture and Agricultural Cooperatives is the only major funding source available. As a result, it cannot look after cooperatives everywhere. Despite having branches throughout the country, it does not have enough personnel. Cooperatives often need help and advice on financial management, but the bank, as creditor, can only do so much once a loan is made. Cooperative-promoting workers can help only in agricultural matters but are ineffectual when it comes to financial management. Besides, institutions that provide loans to cooperatives come up with so many complicated rules and conditions, resulting in delays. The re-payment schedule does not correspond with the harvesting season of the cooperative members, which constantly puts a financial pressure on them.

Lack of knowledge and understanding on the part of the members is another reason for the difficulty for the cooperative to conduct financial management effectively. When its members fail to cooperate, the cooperative cannot achieve its objectives. Financial flexibility and profit-making capacity only happen when the loans are managed effectively and when the sale volume grows, while cost saving and available resources are fully optimized.

The government sector too has an important role to play. So far it comes to the rescue when the situation becomes desperate. What it has done is to provide funding assistance without proper monitoring or serious advice.

The summary section of the research provides a number of recommendations for the cooperatives to conduct their businesses more effectively and offers best possible results to all concerned.

Research Title: Rice and Its Byproducts
Researchers: Jirabha Emasit
Faculty of Commerce and Accountancy, Thammasat University
Year: 1977-1978

ABSTRACT

The research aims to study the distribution of rice and its byproducts in terms of their volume and value as compared to other crops in the country and to determine whether the amount is substantial enough for further promotion. The study also assesses the use of rice byproducts and their needs in significant industries during 1977-1982.

The study focuses on marketing rather than production and considers only problems and factors that the government and/or the private sector can manage. The survey covers mainly the Central Region as it is an important source of rice farming and processing. The mills used as case studies are those operating in the province of Ayutthaya at Mueang District and Ban Phaen District and about 20 mills in the province of Nakhon Sawan at Phayuhakhiri District and Takhli District that the researcher can get access to. In addition, survey is made of vegetable oil plants in the province of Samut Prakan and animal feed plants, using Charoen Pokphand Company as a benchmark.

The research methodology involves the use of questionnaire and interviews. Samples are chosen by simple random sampling and judgmental sampling.

The report of the findings consists of 10 chapters. The first two chapters provide a background on rice, farming methods, costs, and difference between in-season and off-season rice farming, leading to rice farmers, their ways of life, and problems encountered. Chapter 3 explains the rice market structure comprising of 3 major markets and the role of various institutions in each market and ends with the government role in buying rice direct from the farmers.

Chapter 4 provides discusses the price of paddy rice fetched by the farmers and a combination of factors that have bearing on the price. The calculation is then carried out by computers of the National Statistical Office using the figures of the last ten years for reference. The analytical information thus derived represents a report of the agricultural sector.

Chapter 5 starts with the story of rice mills playing the central role of rice processing, including working hours, milling methods, standards of rice and other byproducts.

Chapter 6 sums up the survey results in Ayutthaya and Nakhon Sawan based on the information obtained from the fifty rice mills. Statistical means are given. The finding is

processed on the basis of the responses on the interaction of a number of issues such as the status of the respondents and their time with the mills, the length of existence of the mills and their sizes, the size of the mills and milling service, the size of the mills and the methods used in buying rice paddy from various sources, the quality of the mills and their production capacity, and the distribution of rice and its byproducts.

Chapter 7 tells the story of the mills that can put everything in place in an integrated manner.

Chapter 8 is concerned with rice byproducts including rice bran oil and other kinds of vegetable oil, expected needs of each type of animal feeds and their characteristics. The narration ends with the relationships between wholesale prices of different kinds of products such as rice bran, brown rice, maize bran, and broken rice.

Rice constitutes a major issue for producers, traders and consumers, an issue that the government needs to pay attention to and tackles very urgently.

Research Title: Supply of Swine to Meet the Number of Slaughtered Swine
Researchers: Naowarat Hongpairoj
Faculty of Liberal Arts, Thammasat University
Year: 1986-1987

ABSTRACT

The research studies how swine are produced and what factors govern their production in Thailand. There are three kinds of swine farming: domestic farming, small and medium enterprises raising less than 100 pigs, and large operations raising more than 100 pigs. Each type requires a different level of attention and care, while there are three swine production factors to be considered: breed, feed, and farm arrangements.

With regard to the sale of swine, the researcher looks at various kinds of merchants, retail areas for processed swine, and domestic swine marketing systems and comes up with the following finding:

1. There are several kinds of swine merchants: local live swine merchants, urban live swine merchants, swine wholesalers, and cut-up swine retailers. Each type of merchants plays a different role in the economy and swine distribution.
2. In studying the areas for processed swine retail trade, the researcher looks up at the impact of the Control of Slaughter and Distribution of Meat B.E. 2502 (1959) on distribution of processed swine for economic, marketing and public health reasons.
3. In studying domestic swine marketing systems, the focus is on the development of swine-related businesses, role of Saha Samakkhi Kha Sat Company, permission to sell swine beyond the authorized areas in Bangkok as the country's largest central swine market.

For slaughtering arrangements, the study looks at the role of the government in slaughter control for sale purposes. The Ministry of Interior is responsible for the matter, together with some other agencies concerned.

In addition, the researcher undertakes to study the cooperatives and swine farmers, especially regarding how and why the cooperatives are formed and what support the government has given to the efforts. The idea behind this is to ensure that farmers, traders, and consumers do not lose out to one another. Attempts are also made to study why some cooperatives were closed down and what problems beset those that try to survive. It is found that the main causes lie in

operation costs, management, lack of understanding about the principles and cooperative approach on the part of their members, work duplication, and others. The researcher also studies the role of the Bank for Agriculture and Agricultural Cooperatives.

The section that follows is concerned with the use of mathematical models, especially regression equation of least squares, to study the swine cycle. It is found that there are significant statistical problems regarding lagged endogenous variables and auto-correlated residuals.

The last part considers Thailand's foreign swine markets. As of 1978, there are only three countries contributing to the Thai market share with an export volume of 6-8 million baht. The researcher also touches on the regulations on swine export and concepts about disease-free zones that help to facilitate exporting the products to other countries.

The study recommends measures to resolve uncertainties of the swine market situation to various government agencies to consider:

1. Advice on how to raise swine correctly and disease-free.
2. Survey of the number of swine on a regular basis and coordination with the Department of Foreign Trade in finding foreign markets to which swine meat can be sold in time of excess production.
3. Search for other kinds of cheaper food as substitute for existing products whose prices have soared.
4. Strict enforcement of law to suppress illegal swine slaughtering which accounts for more than 50% of the total consumption.