

ABSTRACT

The objective of this study is to compare and contrast the management practices employed by Thai managers to those employed by western trained managers with a view toward introducing new “Thai style” management practices to western managers. The study will look into how Thai and Expatriate Managers from selected manufacturing companies exercise their management practices when working with Thai Staff and some implications to organization development. The research objectives are as follows:

- To identify the viewpoint of selected manufacturing companies in Thailand on management practice differences between Thai and Expatriate Managers.
- To identify differences in management practices employed by Thai and Expatriate Managers in terms of planning, organizing, leading, controlling and motivating.
- To examine employee perception of management practices in terms of planning, organizing, leading, controlling and motivating of the two groups of managers.
- To identify recommended OD interventions to enable Thai, Expatriate Manager and employees to work more effectively.

The study initially identifies the underlying Thai and Chinese Confucian cultural influences on both Thai society and how these reflect into the management practices in term of planning, organizing, controlling, leading and motivating. The research used a series of questionnaires and interviews aiming at three populations, such as Thai managers, expatriate managers and staff). The statistical, qualitative and functional data were scrutinized to identify the main differences of expatriate and Thai managers; and the perception differences of staff towards their managers in the areas of planning, organizing, leading, controlling and motivating practices The study was found that statically both

expatriate and Thai managers obtained similar overall qualitative rating, while qualitatively and functionally, there were differences between expatriate and Thai managers in the emphasis of how they employed planning, organizing, controlling, leading and motivating practices.

In conclusion based on the findings, expatriate managers strongly demonstrated time and result-oriented, while Thai managers had tendency to focus on flow and/or process of how things be managed. The recommendation was that Thai managers should consider modifying their mode of supervision over time, that was provide employees close supervision when needed and delegate when employees demonstrated that he/he understand the work that needs to be done and how to do it then allow the staff to continue with more independence ensuring that the results are achieved. In the meantime, expatriate managers need to recognize that Thai staff many come from different job experience backgrounds that have different experiences in terms of self-motivation.

