CHAPTER IV

STRUCTURE OF DECISION-MAKING IN THE THAI UNIVERSITIES

The Thai University Rector's Decision-Making Process

Thai University Rector's Decisional Role

Obtaining

Values through
1. Documents
2. Mass Media

Obtaining

Facts through
1. Experts
2. Executive officers
3. Implementers

Analyses

Chart 8
The University Rector as a "man" is a political animal, living and working with many of his kind in the organisational framework. He needs, therefore, to consider their reactions to his decisions. Since decision-making is his main leadership activity it is the principal motive for his behaviour in whatever leadership role he finds himself—that of supervisor, executive, manager or administrator.

Now it seems quite in order to launch a description of the decision itself and the decision-making as a process by defining its immediate goal or result. A decision is a course of action or inaction chosen to meet the requirements of a situation, popularly termed "problem". A vital element or characteristic already implied in previous paragraphs is the fact that the decision is forward looking.

Many authorities underscore the idea that a decision is one of a number of examined alternatives and that it is one that the decider considers the best. Although, this view may be a bit sanguine in the light of the fact that many individuals have neither the time nor ability to conceive and organize any considerable number of alternatives, it is probably not basically in error because even the busy
or very slow individual knows that there are two courses from which to pick—the one he leans towards and the other one which he rejects. As to the decider choosing the alternative he considers best, there can be little argument if one is willing to accept, at times, rather extreme or weird value judgements.

The Rectors' decision-making role in the Thai universities is simple. The process of arriving at dependable solutions to problems is planned and systematic, analysed and interpreted. Most people have a vague idea of what is involved but the concept of research role is oriented towards experimentation like physical sciences. This research is the most important tool for advancing knowledge, for promoting right process, and for enabling him to relate his decisions more effectively to his environment, to accomplish his purpose, and to resolve conflicts. It is oriented toward the discovery of the relationships that exist among the phenomena of the world in which men live.

There are two types of decisions. One is the spontaneous, the other is Rational. The Rectors' decisions involve Rational judgement; so the decisions have to be based on the collected facts, values, operational choices and analysis of alternative means and ways of implementation of a desired goal is required. His decisions are the
important steps of the administrative system. Results cannot occur if no decisions are taken and if he decides slowly or if he is inert, the work is delayed.

Decision-Making is said to be an intellectual activity of the Rector, because it requires selection from among alternatives. This is, of course a minimum rationale for classifying it as an endeavour of the intellect. Certainly the necessity for imagination constitutes further proof. If imagination is defined as the capacity to, or the act of, marshalling one's intention and experience to envision the future, there can be no doubt about the vital role it plays in decision-making. Decisions, although always taken at a moment of time, are designed with future consequences primarily in mind. So the future must be seen at least in generality, if the decision is to be properly oriented in terms of goals. Decision-making, then is intellectual because it calls for the use of both judgement and imagination. It could be argued successfully that imagination can be classified as a component of judgement, perhaps not an altogether illogical categorization since the administrator should look into the future before he formulates alternatives and makes his choice of the one he ranks first.

The basic tone of this research study is intended to be realistic to set down what really happens or should
transpire in a chosen segment of the administrator’s behaviour. The basic point of reference is the usual administrator and a portion of his usual behaviour. However, it has been said truthfully that the ordinary can be comprehensible and measurable only when the ideal is understood. It seems appropriate, therefore, to devote some attention to the ideal decision-maker on the individual who consistently selects the best alternative and attempts a short description of himself. The Rectors’ behaviour pattern, can be divided into five ways:

1. he will estimate the situation in its parts as well as in its totality;
2. he will learn how far the environment can be modified to maintain personal adaptability;
3. he will be creative in proposing alternatives and in grasping new opportunities to meet the situation;
4. he will anticipate reactions of others in terms of expected results as well as in terms of calculated risks; and
5. he will remain flexible and committed to a multiple front strategy. The end result of this behaviour pattern can be the choice of the best alternative in each situation.