

Table of Contents

AUTHOR'S DECLARATION.....	ii
DEDICATION.....	iii
ACKNOWLEDGEMENTS.....	iv
ABSTRACT.....	v
TABEL OF CONTENTS.....	vi
LIST OF FIGURES.....	xi
LIST OF TABLES.....	xii
LIST OF ABBREVIATIONS.....	xiii
CHAPTER 1.....	1
INTRODUCTION.....	1
The Purpose of the Study.....	1
The Change in Change Management in Thai Culture.....	1
The Significance of this Study.....	6
Research Questions.....	8
Thai Culture Conditioning to Leadership styles.....	9
Higher Education in Thailand.....	11
Recent Education Reform in Thailand.....	15
The National Education Act (1999).....	16
The Rajabhat University Act (2004).....	16
My Role in the Study.....	18
Theoretical Approach.....	19
Research Methodology.....	22
Ethical Considerations.....	24
Structure of the Thesis.....	24
.	
CHAPTER 2.....	26
REVIEW OF LITERATURE.....	26
Systems Theory and Systems Thinking.....	30
What is systems theory?.....	30
What is systems thinking?.....	31

Chaos Theory.....	34
What is chaos theory?.....	34
Change.....	36
What is change?.....	36
Why does change occur?.....	36
How does change occur?.....	37
The Meaning of Leadership.....	41
7 Dimensions of Leadership: Western & Thai Perspectives.....	45
Transformational leadership.....	45
Strategic leadership.....	46
Distributed leadership.....	48
Sustainable leadership.....	49
Political leadership.....	51
Ethical leadership.....	52
Entrepreneurial leadership.....	54
Complexity Leadership Theory.....	55
Conclusion.....	60
CHAPTER 3.....	61
METHODOLOGY.....	61
Qualitative Research Methodologies.....	61
Case Study.....	62
Methods of Data Collection.....	65
Interview Methodology.....	66
Analysis of Interview Data.....	69
The Analysis of Documents.....	72
Observations.....	73
Additional Considerations.....	74
Conclusion.....	74

CHAPTER 4.....	76
DATA INTERPRETATION & ANALYSIS FROM CASE STUDIES.....	76
Case study 1: Rajabhat Antoinette (RA).....	79
Responding to the Changed Environment.....	79
Human Resource Management and Development.....	79
Introducing New Degree Programmes.....	82
Developing International Relationships.....	87
Financial Considerations.....	88
Leaders' Response to Change.....	89
Leadership Dimensions.....	90
Underpinning Philosophy.....	92
Case study 2: Rajabhat Beatrice (RB)	96
Responding to the Changed Environment.....	96
Human Resource Management and Development.....	96
Introducing New Degree Programmes.....	101
Developing International Relationships.....	103
Financial Considerations.....	105
Leaders' Response to Change.....	107
Leadership Dimensions.....	107
Underpinning Philosophy.....	109
Case study 3: Rajabhat Christabel (RC)	112
Responding to the Changed Environment.....	112
Human Resource Management and Development.....	112
Introducing New Degree Programmes.....	115
Developing International Relationships.....	116
Financial Considerations.....	117
Leaders' Response to Change.....	119
Leadership Dimensions.....	119
Underpinning Philosophy.....	121

Case study 4: Rajabhat Danielle (RD)	123
Responding to the Changed Environment.....	123
Human Resource Management and Development.....	123
Introducing New Degree Programmes.....	126
Developing International Relationships.....	130
Financial Considerations.....	131
Leaders' Response to Change.....	132
Leadership Dimensions	132
Underpinning Philosophy.....	136
Case study 5: Rajabhat Elizabeth (RE)	138
Responding to the Changed Environment.....	138
Human Resource Management and Development.....	138
Introducing New Degree Programmes.....	140
Developing International Relationships.....	143
Financial Considerations.....	144
Leaders' Response to Change.....	147
Leadership Dimensions.....	147
Underpinning Philosophy.....	151
Case study 6: Rajabhat Fran (RF)	153
Responding to the Changed Environment.....	153
Human Resource Management and Development.....	153
Introducing New Degree Programmes.....	160
Developing International Relationships.....	162
Financial Considerations.....	163
Leaders' Response to Change.....	164
Leadership Dimensions.....	164
Underpinning Philosophy.....	167
Conclusion.....	168

CHAPTER 5.....	169
DATA SYNTHESIS.....	169
Responding to the Changed Environment.....	169
Human Resource Management and Development.....	169
Introducing New Degree Programmes.....	175
Developing International Relationships.....	179
Financial Considerations.....	181
Leaders' Response to Change.....	183
Leadership Dimensions.....	183
Underpinning Philosophy.....	189
Conclusion.....	193
CHAPTER 6.....	195
CONCLUSION.....	195
Research Questions.....	197
Western Style of Change in Thai Higher Education.....	206
Limitations and Opportunities for Further Research.....	207
Conclusion.....	209
REFERENCES.....	211
APPENDICES.....	227
Appendix A: The Rajabhat University Act (2004)	227
Appendix B: Participant Information Sheet.....	243
Appendix C: Consent Form.....	244
Appendix D: Indicative Questions for Interviews.....	245
Appendix E: Example of Interview Analysis.....	246