

This file has been cleaned of potential threats.

If you confirm that the file is coming from a trusted source, you can send the following SHA-256 hash value to your admin for the original file.

8ac1bc258cb15055a9ac95be6625e6fdffbf3323266e523be72c4cb84f50f44b

To view the reconstructed contents, please SCROLL DOWN to next page.

Development of Effective Meeting Management: A Case Study of the Secretariat Department, College of Logistics and Supply Chain.

Boonyavee Khajornkasirat^{1*} and Chanicha Moryadee²

^{1,2}College of Logistics and Supply Chain, Suan Sunandha Rajabhat University,
Suan Sunandha Rajabhat University, 1-U-Thong Nok, Dusit, Bangkok, Thailand,

E-Mail: boonyavee.kh@ssru.ac.th¹ , chanicha.mo@ssru.ac.th²

*Corresponding author

Abstract.

Meeting management plays a crucial role in organizational performance, particularly for secretarial work that supports executives in planning, coordination, and monitoring tasks (Daft, 2021; Robbins & Coulter, 2020). Ineffective meeting management often results in delays, miscommunication, and operational inefficiencies, which directly affect executive decision-making and organizational effectiveness (Drucker, 2007; Mintzberg, 2009). This research aims to (1) investigate the problems and obstacles in meeting management within the Secretariat of the College of Logistics and Supply Chain, (2) analyze approaches and methods that contribute to effective meeting management, and (3) propose recommendations for improving meeting processes to enhance work efficiency.

Several analytical tools were employed to ensure a comprehensive study. SWOT Analysis was applied to identify strengths, weaknesses, opportunities, and threats in meeting management (Wehrich, 1982; Robbins & Coulter, 2020). The Cause and Effect Diagram was used to determine the root causes of recurring issues, enabling targeted improvements in administrative and operational processes (Ishikawa, 1986). Risk Analysis assessed potential risks related to processes, personnel, and technology, supporting the development of preventive and mitigation measures to reduce operational disruptions (Hillson, 2009). Finally, the TOWS Matrix was used to integrate internal and external factors in formulating actionable strategies for more effective meeting management and strategic alignment (Wehrich, 1982). The findings are expected to establish a more systematic, transparent, and standardized meeting management process, strengthen executive decision-making, and sustainably enhance the operational efficiency of the College of Logistics and Supply Chain (Daft, 2021; Yukl, 2013).

Keywords: Meeting Management, Secretariat, SWOT, Risk Analysis, TOWS Matrix

1. Introduction

Meetings are essential activities for exchanging information, making decisions, and determining the operational direction of an organization (Robbins & Coulter, 2020; Mintzberg, 2009). This is particularly true in educational institutions, which have diverse missions and require coordination among various departments to achieve organizational goals effectively (Daft, 2021). Therefore, secretarial work plays a vital role in managing meetings in a systematic

and efficient manner, as well as in effectively supporting the management's operations and decision-making processes (Drucker, 2007; Yukl, 2013).

However, several problems and obstacles are still found in meeting management, such as incomplete preparation of documents, untimely coordination, and a lack of continuity in following up on meeting resolutions, which commonly occur in administrative and secretarial operations (Mintzberg, 2009; Robbins & Coulter, 2020). These issues significantly affect the quality of meetings and undermine the effectiveness of administrators' decision-making processes (Drucker, 2007; Daft, 2021). Consequently, this study aims to examine the development of meeting management in the secretarial work of the College of Logistics and Supply Chain, to analyze factors influencing efficiency, and to propose guidelines for improving the meeting management process to enhance its overall effectiveness and organizational performance (Yukl, 2013; Hillson, 2009).

1.1 Research Objective

1. To study the problems and obstacles in meeting management within the secretarial work of the College of Logistics and Supply Chain.

2. To analyze the approaches and methods used for effective meeting management in secretarial work.

3. To propose improvements in meeting management within secretarial work in order to enhance work efficiency.

2. Literature review

The study entitled "The Development of Effective Meeting Management: A Case Study of Secretarial Work at the College of Logistics and Supply Chain" applied relevant concepts, theories, and related research as a framework for data analysis and synthesis. The summary is presented as follows:

Strategy focuses on its application in competitive environments, reflecting the "best guess" regarding what actions should be taken to ensure future success while facing competitors or operating under changing conditions.

Dess and Miller (1993: 5) classified strategies into two distinct types: intended strategies and realized strategies, which are explained as follows.

1. Intended strategies refer to strategies that managers deliberately propose, design, and expect to lead to success in achieving predetermined organizational objectives (Mintzberg, 1994; Robbins & Coulter, 2020). Intended strategies consist of three key components: goals, which define the desired outcomes; policies, which provide guidelines for decision-making and action; and plans, which specify the steps and resources required to implement the strategy effectively (Mintzberg, Ahlstrand, & Lampel, 2009; Daft, 2021), as illustrated in Figure 1.

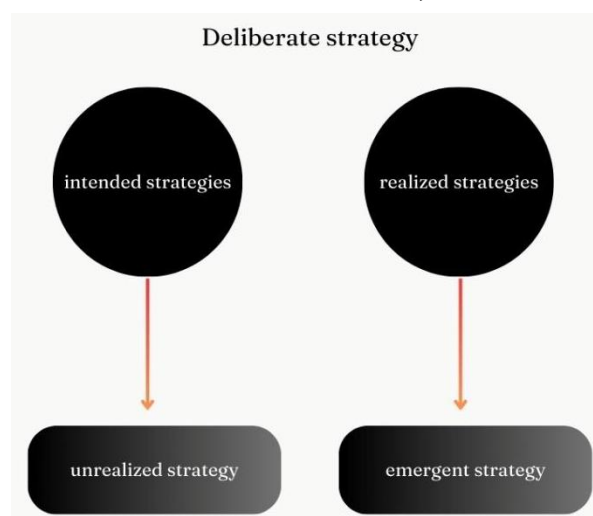
Figure 1 Intended strategies
Source : Dess and Miller, 1993



2. Realized strategies are the outcomes that emerge from the implementation of intended strategies and often differ from what was originally planned (Mintzberg, 1994; Mintzberg et al., 2009). While goals, policies, and plans are formulated as an organization’s intended strategy, the actual results at the implementation stage may diverge significantly due to practical constraints and environmental influences (Daft, 2021; Robbins & Coulter, 2020). In practice, most original strategies undergo multiple adjustments during the implementation process, as organizations operate within dynamic and uncertain environments (Mintzberg, 1994). Changes in economic conditions, technological developments, and competitive pressures may render previously formulated strategic plans ineffective or obsolete (Porter, 2008). Consequently, organizations must continuously adapt and modify elements of their strategies to sustain competitive advantage and to align with emerging opportunities over time (Mintzberg et al., 2009; Teece, Peteraf, & Leih, 2016).

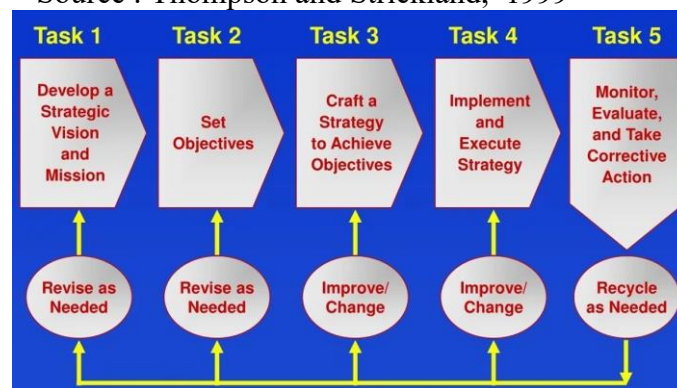
The relationship between intended strategies and realized strategies can be explained through the concept of deliberate strategy, which emphasizes the alignment between strategic intentions and actual implementation (Pitts & Lei, 1993), as illustrated in Figure 2.

Figure 2 Deliberate strategy
Source : Pitts and Lei, 1993



3. Evaluating performance and initiating corrective adjustments involve making improvements that may begin at various stages, including the formulation of the vision, the determination of long-term strategic direction, the setting of objectives, the development of strategies, or the implementation of strategies. These adjustments are made by considering actual experiences and by modifying plans to align with new conditions, new ideas, and newly emerging opportunities. The five tasks of strategic management are interrelated and interconnected, as illustrated in Figure 3.

Figure 3 Five Tasks of Strategic Management
Source : Thompson and Strickland, 1999



Based on the above definitions of strategic management, it can be summarized that strategic management is the process of determining the direction or course of action of an organization in order to achieve its goals or objectives (Daft, 2021; Robbins & Coulter, 2020). This process involves identifying and analyzing various factors arising from both the internal and external environments of the organization to formulate the most appropriate operational plans and strategies (David & David, 2017; Wheelen & Hunger, 2018). Through effective strategic management, organizations are able to align resources and capabilities with environmental conditions, thereby achieving established goals in an efficient and sustainable manner (Porter, 2008; Teece et al., 2016).

Basic Elements of the Strategic Management Process

The strategic management process consists of four basic elements (Wheelen and Hunger, 2000: 8):

1. Environmental scanning

The strategic management process begins with studying, analyzing, examining, and evaluating both the internal and external environments of the organization (Wheelen & Hunger, 2018; David & David, 2017). The information obtained from this environmental assessment is then communicated to key personnel within the organization to support strategic awareness and decision-making (Daft, 2021). The primary objective of this process is to identify strategic factors arising from both internal and external environments, as these factors play a critical role in shaping organizational direction and determining long-term success and sustainability (Porter, 2008; Teece et al., 2016).

One of the simplest methods for environmental assessment is the widely used SWOT analysis, which derives its name from the first letters of four key components:

S = Strengths

W = Weaknesses

O = Opportunities

T = Threats

2. Strategy formulation

Strategy Formulation refers to the development of long-range plans to guide organizational management, ensuring alignment with current opportunities and challenges, as well as the organization's strengths and weaknesses. The process of strategy formulation includes:

- Defining the corporate mission establishing the organization's fundamental purpose and direction.
- Setting achievable objectives determining specific goals that can be successfully accomplished.
- Developing strategies designing approaches to achieve the set objectives.
- Establishing policies creating guidelines to direct the implementation of strategies effectively.

3. Strategy implementation

4. Evaluation and control

3. Methodology

The researcher has established a conceptual framework to guide the study and analysis, divided into three main components as follows:

1. Input

This component includes the essential background information for the research:

Current problems and obstacles : Examining the actual issues in meeting management within the secretarial work, including inefficiencies in preparation, execution, and follow-up.

Relevant concepts and theories : Reviewing literature related to effective meeting management, the role of secretaries, and the use of various strategic tools.

Research tools : Identifying the main tools for analysis, including SWOT Analysis , Cause and Effect Diagram, Risk Analysis, and TOWS Matrix.

2. Process

This component refers to the steps of conducting the research:

Data collection : Using qualitative research methods, including in-depth interviews and observations of relevant personnel.

Data analysis :

Phase 1: Conducting Content Analysis to understand the real problems and obstacles.

Phase 2: Applying the tools identified in the Input stage for in-depth analysis:

Cause and Effect Diagram to identify root causes of problems.

Risk Analysis to assess potential risks and impacts.

SWOT Analysis to evaluate strengths, weaknesses, opportunities, and threats.

TOWS Matrix to develop strategies for problem-solving and improvement.

Synthesis of results : Summarizing and connecting the findings from all tools to form a coherent conclusion.

3. Output

This component refers to the expected outcomes that can be applied in practice:

Conclusions on problems and obstacles : Providing clear information on the main issues and challenges in meeting management at the College of Logistics and Supply Chain.

Guidelines and methods for development : Offering concrete and practical approaches to improve the meeting management process.

Recommendations for improvement : Proposing actionable suggestions that can be implemented to enhance the efficiency of secretarial work in both the short and long term.

3.1 Population and Sample

- Population: All personnel involved in meeting management and participation at the College of Logistics and Supply Chain.
- Sample: Selected from personnel serving in secretarial roles and managerial or supervisory positions who regularly attend meetings. Purposive Sampling was used to ensure the sample had relevant experience and direct knowledge of meeting management.

3.2 Research Instruments and Instrument Development

The instruments used for data collection included:

- In-depth Interview Guide: Developed to provide a structured framework for questions on key issues, including:
 - Meeting preparation: Setting agendas, preparing documents and information, and notifying participants.
 - During the meeting: Time management, discussion control, and recording conclusions.
 - Post-meeting follow-up: Preparing meeting minutes and monitoring the implementation of resolutions.
 - Problems and obstacles encountered: Causes and impacts at each stage.
- Observation Checklist: Used to record actual meeting management behaviors and served as supplementary data to support the interviews.

3.3 Data Collection

Data collection was conducted through the following steps:

1. Permission and rapport building: Obtain consent from administrators and relevant personnel and establish mutual understanding for the research.

2. In-depth interviews: Conduct interviews with the sample group using the prepared guide, recording data through notes and audio recordings (with permission).
3. Observation: Observe the actual meeting management process at appropriate times.
4. Data compilation: Review and compile data obtained from interviews and observations.

4. Results

This chapter presents the results of data analysis from the study entitled “The Development of Effective Meeting Management: A Case Study of Secretarial Work at the College of Logistics and Supply Chain.” The findings can be summarized as follows:

4.1 Content Analysis Results

Based on in-depth interviews and observations, the problems and obstacles in meeting management within the secretarial work can be categorized into three main stages:

4.1.1 Pre-meeting problems:

1. Document preparation: Lack of organization of meeting agenda documents, resulting in delays in compiling and distributing materials to participants.
2. Scheduling and coordination: Appointment information is disorganized, causing confusion about dates, times, and locations.
3. Agenda setting: Agendas are unclear or overloaded with topics, leading to prolonged meetings that stray off-topic.

4.1.2 Problems during the meeting:

1. Time management: Meetings often exceed the scheduled time due to off-topic discussions.
2. Lack of information: Some participants do not review documents in advance, delaying decision-making.
3. Recording resolutions: Meeting minutes and conclusions are often incomplete or unclear, leading to misunderstandings.

4.1.3 Post-meeting problems:

1. Report preparation: Meeting reports take a long time to prepare and lack standardized formats.
2. Follow-up: There is no systematic follow-up on the implementation of decisions, causing some decisions not to be executed.

4.2 Analysis Using Strategic Tools

The data from section 4.1 were further analyzed using various strategic tools as follows:

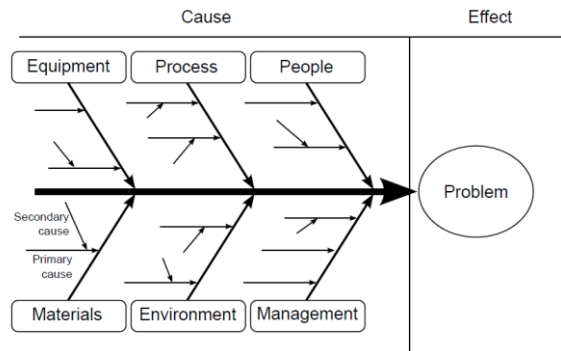
4.2.1 Cause and Effect Diagram (Fishbone Diagram)

Analysis using the Fishbone Diagram identified the root causes of ineffective meeting management, which can be categorized into four main areas:

(If you want, I can continue and translate the specific four main areas of causes as the next section.)

Figure 4 Cause and Effect Diagram (Fishbone Diagram)

Source : Ishikawa, K (1968)



The root causes of ineffective meeting management were identified and categorized into four main areas:

1. Man (Personnel): Lack of time management and report-recording skills. Insufficient awareness of the importance of preparing before meetings.
2. Method: No standardized meeting management procedures. Communication between secretarial staff and participants is not systematic.
3. Machine (Tools/Equipment): Limited use of technology or software to support meeting management.
4. Environment: Excessive workload, leaving little time for preparation. Organizational culture does not prioritize effective meetings.

4.2.2 SWOT Analysis

1. Strengths (S):

- Personnel are committed to improving work processes.
- Management supports efforts to enhance work procedures.

2. Weaknesses (W):

- Lack of up-to-date skills and tools.
- No standardized operating procedures or manuals.
- Work still heavily relies on paper-based systems.

3. Opportunities (O):

- Adoption of technology to support meeting management, such as online scheduling systems, digital document management, and training programs to enhance skills.

4. Threats (T):

- Policy changes that are inconsistent or unclear.
- Resistance to change from some personnel.

4.2.3 TOWS Matrix

Based on the SWOT analysis, strategies to improve meeting management can be developed as follows:

- SO (Strength-Opportunity): Leverage personnel commitment (S) and technological opportunities (O) to implement a digital meeting management system.
- WO (Weakness-Opportunity): Address skill and tool deficiencies (W) by utilizing training opportunities (O) to develop personnel capabilities.
- ST (Strength-Threat): Use management support (S) to overcome resistance to change (T) by fostering understanding and acceptance.
- WT (Weakness-Threat): Reduce risks from lack of standardized procedures (W) and policy changes (T) by creating standardized operating manuals.

These analyses will serve as the foundation for recommendations in the next chapter, ensuring that the development of meeting management in the secretarial work at the College of Logistics and Supply Chain is effective and sustainable.

5. Conclusion

The data analysis revealed that meeting management in the secretarial work of the College still faces challenges at every stage, from pre-meeting preparation to post-meeting follow-up, which is consistent with common administrative inefficiencies identified in organizational management studies (Daft, 2021; Robbins & Coulter, 2020). The main causes of these problems stem from several factors: personnel, who lack appropriate skills and professional attitudes; methods, which lack standardized procedures; and tools, where technology has not yet been effectively integrated to support work processes and coordination (Mintzberg, 2009; Yukl, 2013). Mangwaen, W. (2023), in the study entitled *The Relationship between Quality of Work Life, Organizational Culture, and Work Effectiveness of Academic Support Staff at the College of Logistics and Supply Chain, Suan Sunandha Rajabhat University, developed a questionnaire as the research instrument for data collection. The findings indicated that work development is positively associated with job performance and serves as a motivating factor that enhances employees' willingness to perform their duties, ultimately leading to improved work efficiency and the achievement of organizational goals.

Analysis using the Cause and Effect Diagram highlighted that the core issues are delays and off-topic discussions during meetings, which arise from multiple contributing factors related to people, processes, and supporting systems (Ishikawa, 1986). Meanwhile, the SWOT Analysis identified critical weaknesses, such as reliance on paper-based systems and the absence of modern management tools, but also revealed opportunities to leverage digital technology to improve efficiency and effectiveness (Robbins & Coulter, 2020; Daft, 2021). This systematic analysis enabled the formulation of strategic approaches through the TOWS Matrix, which integrates organizational strengths and opportunities to overcome weaknesses and address potential threats in a structured and proactive manner (Wehrich, 1982).

Acknowledgment

The research report entitled “The Development of Effective Meeting Management: A Case Study of Secretariat Operations at the College of Logistics and Supply Chain” has been successfully completed through the kind support and cooperation of many individuals. The researcher would like to express sincere appreciation to all those who generously provided valuable information, constructive suggestions, professional guidance, insightful opinions, and encouragement throughout the research process.

The researcher would also like to extend heartfelt thanks to the administrators and faculty members of the College of Logistics and Supply Chain, Suan Sunandha Rajabhat University, for their kind cooperation in participating in interviews, which constituted an essential contribution to the successful completion of this research.

Finally, the researcher would like to respectfully express profound gratitude to the parents and teachers/lecturers of all members of the research team for their continuous support, encouragement, and assistance, which have greatly contributed to the successful completion of this research report.

References

- Daft, R. L. (2021). *Organization theory and design* (13th ed.). Cengage Learning.
- David, F. R., & David, F. R. (2017). *Strategic management: A competitive advantage*
- Drucker, P. F. (2007). *Management challenges for the 21st century*. HarperBusiness.
- Hillson, D. (2009). *Managing risk in projects*. Gower Publishing.
- Ishikawa, K. (1986). *Guide to quality control* (2nd ed.). Asian Productivity Organization.
- Mintzberg, H. (2009). *Managing*. Berrett-Koehler Publishers.
- Mintzberg, H. (1994). *The rise and fall of strategic planning*. Free Press.
- Mintzberg, H., Ahlstrand, B., & Lampel, J. (2009). *Strategy safari: A guided tour through the*
- Mangwaen, W. (2023). *The relationship between quality of work life, organizational culture, and work effectiveness of academic support staff at the College of Logistics and Supply Chain, Suan Sunandha Rajabhat University*. *Journal of Professional Routine to Research*, 10(2), 29–37.
- Mintzberg, H. (2009). *Managing*. Berrett-Koehler Publishers.
- Pitts, R. A., & Lei, D. (1993). *Strategic management: Building and sustaining competitive advantage*. West Publishing Company.
- Porter, M. E. (2008). *The five competitive forces that shape strategy*. Harvard Business School Publishing.
- Robbins, S. P., & Coulter, M. (2020). *Management* (14th ed.). Pearson Education.
- Teece, D. J., Peteraf, M. A., & Leih, S. (2016). Dynamic capabilities and organizational agility: Risk, uncertainty, and strategy in the innovation economy. *California Management Review*, 58(4), 13–35. <https://doi.org/10.1525/cmr.2016.58.4.13>
- Weihrich, H. (1982). The TOWS matrix—A tool for situational analysis. *Long Range Planning*, 15(2), 54–66. [https://doi.org/10.1016/0024-6301\(82\)90120-0](https://doi.org/10.1016/0024-6301(82)90120-0)
- Wheelen, T. L., & Hunger, J. D. (2018). *Strategic management and business policy: Globalization, innovation, and sustainability* (15th ed.). Pearson Education.
- Yukl, G. (2013). *Leadership in organizations* (8th ed.). Pearson Education.