

A Guideline of Development in Management of University in The North of Thailand in Order to Promote The Cultural Tourism

Case Study : Lumpang Rajabhat University

Dr.Weera Weerasophon

Abstract—This research aims to study and survey a potential in the areas affecting development and study of management factors affecting cultural tourism for Lumpang Rajabhat University in a model of a qualitative research as a survey research. The sample population is executives and faculty members, including persons related to university management of Lumpang Rajabhat University, total: 5 persons. The tools of research is used in the research as in depth interview which, the researcher distributed in-depth interview form. The obtained data was brought to conduct content analysis by brainstorming from expert academician, as well as, persons related to university management of Rajabhat University in order to consider readiness in cultural tourism management for Rajabhat University, analyze and develop to be a guideline for development of Rajabhat University for promoting cultural tourism.

From the study results, it is found that the factors of readiness in management, planning, organizing, personnel management, leadership and guiding, coordination, controlling, budgeting and marketing could influence to be a guideline for development of Lumpang Rajabhat University in order to promote cultural tourism; therefore, the University should prepare more plans concerning related matters, as well as, development, determining form and policy of Rajabhat University.

Keywords—Cultural Tourism, Rajabhat University, Tourism management

I. INTRODUCTION

TOURISM is an industry in service sector which has the important role affecting overall economic system of Thailand because it generates primary income of the Country; moreover, it is the industry generating many relevant business as, in each year, it can generate income into the Country in foreign currency for hundred billion Baht. The Tourism Authority of Thailand (TAT) forecasts the tendency of tourists who would travel to Thailand in 2012, total 19 million tourists, generating income approximately 1.4 trillion Bath. In the Rajabhat Universities Act, B.E.2547 (2004) [1-5], His Majesty had his royal command with kindness to establish Rajabhat Universities substituting Rajabhat Institutes having total 40 universities. The policies, missions and objectives of the Rajabhat Universities aim to be higher education

universities for local development strengthening power of wisdom of the Land, healing power of learning, praising local wisdom, creating arts and sciences for stable and sustainable advancement of people [6-7], having participation in management, maintenance, utilization of natural resource and environment with balance and sustainability. The objectives are to educate, promote academic matter and advanced profession, teach, research, provide academic service for community, improve, transfer and develop technology, preserve arts and culture, produce teachers and promote academic standing (Source: the Rajabhat Universities Act, B.E.2547 (2004)).

From the policies, missions and objectives and other information of Lumpang Rajabhat University, it indicates that Rajabhat University is the educational institute which is capable to support ideas of government policies in tourism promotion, build economics and society, capable to develop locality, strengthen power of wisdom of the Land, heal power of learning, praise local wisdom, create arts and sciences for stable and sustainable advancement [8-9]. Therefore, in this research, the researcher aims to study, survey factors promoting and supporting the governmental policies, local policies and the University's policy for emphasizing on promotion of cultural tourism by studying in form, structure, policy and guideline together with element of management in order to be a guideline in development and promotion for cultural tourism for Lumpang Rajabhat University [10-15].

Objectives

A Guideline of Development in Management of University in The North of Thailand in order to Promote the Cultural Tourism Case Study: Lumpang Rajabhat University which, have objectives of this research as follows:

1. To study readiness of management affecting cultural tourism development for Lumpang Rajabhat University
2. To study factors of management affecting cultural tourism for Lumpang Rajabhat University.

II. METHODOLOGY

The research regarding the development of Lumpang Rajabhat University for promoting cultural tourism, utilizing research model as mixed methodology consisted of documentary research and qualitative research as survey

Dr.Weera Weerasophon is a lecturer at Faculty of Humanity and Social Science, Suan Sunandha Rajabhat University, Bangkok, Thailand.

E-mail : weera.we@ssru.ac.th, weerasophon@gmail.com

research, studied documents and related research works, namely history of Lumpang Rajabhat University, management process, cultural tourism.

When the data from the interview forms was brought to consider in order to be the guideline for proceeding in research and summarizing of document consideration for utilizing in next phase of the research, then, the data of relevant research documents was studied to develop as tools utilized in research procedure as in-depth interview, total: 5 persons, including executives, faculty members, people residing in community, folk sage around Lumpang Rajabhat University [16-20]. However, topics of interview and content are the same set in order to study the readiness in management leading to cultural tourism of Lumpang Rajabhat University by brainstorming for academic experts, as well as, persons related to the management of Lumpang Rajabhat University. When the results of brainstorming were obtained, they were brought to summarize and draft to be the guideline of management of Lumpang Rajabhat University for promoting cultural tourism.

III. RESULTS AND DISCUSSION

A Guideline of Development in Management of University in The North of Thailand in order to Promote the Cultural Tourism Case Study: Lumpang Rajabhat University have the objectives to study the readiness in management affecting the development in cultural tourism for Lumpang Rajabhat University and to study factors of management affecting cultural tourism for Lumpang Rajabhat University. The researcher utilized a qualitative research model, and the tools utilized in research procedure are in-depth interview having questions for open interview from academic experts, as well as, persons related to the management of Lumpang Rajabhat University, total: 5 persons. The persons included in this research consist of executives, faculty members, person residing in community, folk sage around the University which are knowledgeable and experienced persons. The researcher arranged discussion meeting regarding the study of the guideline of the development of Lumpang Rajabhat University for promoting cultural tourism; therefore, the researcher hereby presents the analysis of interview forms as follows:

The interview forms for the study of readiness in the developmental guideline of Lumpang Rajabhat University for promoting cultural tourism [21-25]:

Topics in the interview

1. Rajabhat Universities and the Development to be the Tourist Attraction.

Interview Speech

“We can do it”

Vice-Rector for Research and Development

“We can do it”

Head of administration office of university president

“We can do it that because local Rajabhat Universities should have details of personnel using for development

Director of university education

“Rajabhat Universities can be the sustainable tourist attractions.”

Assistant of president of Lumpang Rajabhat University

“We can do it. As from the view points, the Universities are the tourist attractions themselves because Lumpang Rajabhat University has Art and Culture Center and is the academic service center for public. Probability is up to the context in each university.”

Local tourist guide

Topics in the interview

2. Factors regarding Readiness in Management.

2.1. Plan and Policy

Interview Speech

“In the present time, we don't have the plan (1-3 years). Lumpang Rajabhat University should have the plan and policy, starting from short-term plans that are be able to act promptly, as for the long-term plan, it will be a strategic plan to render the University to be the cultural tourist attractions.

Vice-Rector for Research and Development

“Currently, there have some plans. The responsible executives must have the role in decisive decision making importantly, must make the plan and communicate to responsible units using the Rajabhat Universities as the hub to all relevant regions, namely community, folk sage, tourism technician, , marketing personnel, entrepreneur, tour guide, for example the Universities wish to develop agricultural tourist attractions; the excellent expert of province, technician from the Ministry, community are invited to jointly develop the tourist attractions; the Universities should prepare short-term plan to be an urgent plan, conduct survey and observation in successful tourist attractions in order to apply and issue policy and find a strong point of the Universities to be a selling point supported by budget.

Head of administration office of university president

“There should be short-term and long-term plans, that is to say, for the cultural tourism, community must have full participation in short term, that is, first, there must be an understanding with local personnel that what cultural is. In long term, are there any step in locality that has a participation? What should we do to make them understand? All of them are in the long-term part which have not been prepared. It is up to the personnel management for positioning in area; however, currently, there is no clear guideline, it is depended on the researcher requesting for support in this field.”

Director of university education

“Rajabhat Universities should have the plans and policies for supporting to be the sustainable tourist attractions in both personnel and budget, as well as, objectives and clear goals in order to receive coordination from all working parts; the

Universities should have short-term plans to build an understanding and develop personnel to have participation and long-term plans to invest for developing several aspects to be in conformity with sustainable tourism attraction policies. The details in planning of policy is not be found.

Assistant of president of Lumpang Rajabhat University

“There must be a participation from foundation to advanced level for discussion in order to find the direction in development and making it to be more concrete. A presentation of art and culture works by requesting coordination from each local community to jointly brainstorm. As far as we know, there are no long-term plans and mostly, are short-term plans.”

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Topics in the interview

2.2. Factor regarding Readiness in Organization Management.

Interview Speech

“Lumpang Rajabhat University needs and should create a unit to support for developing to be the tourist attraction by promoting according to National Strategies and support learning and teaching.”

Vice-Rector for Research and Development

“The University should create an internal working unit by selecting the aptitude or strong point of the University, interesting and attractive things by creating working unit that may be a created working unit to be responsible temporarily such as Art and Culture Center. When such working unit can turn to be a tangible unit, then, it can be established as the responsible unit in the development of cultural tourism directly.”

Head of administration office of university president

“We do not have any clear plan or policy, but in the future, it may have a certification of tourism plan supporting developmental plans together with national developmental plan.”

Director of university education

“Lumpang Rajabhat University should create a unit to support the development to be the sustainable tourist attraction.”

Assistant of president of Lumpang Rajabhat University

“Now, we have a feeling that Rajabhat Universities are the tourist attraction themselves; therefore, there should not have any directly responsible unit as the University has Art and Culture Center and Director; thus, it is not necessary to create more units as those groups will continue taking responsibility.”

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Topics in the interview

2.3. Factor regarding Readiness in Management of Working Person.

Interview Speech

“Lumpang Rajabhat University should prepare personnel from Ph.D to support and compete having related Personnel Administration Division/ Faculty/ Department/ Field supporting in selection.”

Vice-Rector for Research and Development

“In making of examination and interview for measuring the working attitude in tourism development, the participant in the examination or interview should demonstrate knowledge and skill that could utilize in actual work and should have tolerance and experiences before. The responsible unit in the selection should be the same unit to be developed as cultural tourist attractions.”

Head of administration office of university president

“The university, in sessions, has the selection, that is to say, accepting more instructors in tourism field for faculties having the field of tourism management.”

Director of university education

“Lumpang Rajabhat University should prepare, allocate and select the personnel having experience, vision and knowledge towards the change in order to be in the part of a working team. Unit of central office and personal division should be responsible to the personnel selection.”

Assistant of president of Lumpang Rajabhat University

“For now, there should not have any direct unit as Lumpang Rajabhat University has Art and Culture Center and Director. For the matter of creating more units or organizations, we don't have any plan yet. Generally, the director of Art and Culture Center are the person who selects the personnel to be working. The committee are responsible to select appropriate characteristics of such personnel to be working in the unit.”

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Topics in the interview

2.4 Factors regarding Readiness in Leadership and Guiding.

Interview Speech

“Executives should determine a strategy/ policy/ vision/ promote tourism, as well as, determine strategic long-term plans having period as 5-10 years for consistency.”

Vice-Rector for Research and Development

“Executives determines main plan and policy for responsible unit to be able to merge with official tasks affecting goodness; the plan is be able to make as long-term plan, namely inviting entrepreneur to consult with, making advertising media, public relation, finding partnership or ally such as nearby local tourist attractions making new package tour; the executives needs to determine tourism developmental plan to be developed consistently and to be evaluated.”

Head of administration office of university president

“Policy and Plan may be determined. A strategy of the University may be a guideline which must be comply with the strategy clearly that such guideline are the subject matter of cultural tourism in the plan of the University clearly; however, first there must be a development in personnel, that is to say, the University must accept the personnel being good at this field to work with the University.”

Director of university education

“Executives of the University should determine clear policies, have goal and time frame and predict the expected outcomes when finishing, both success and not success according to the plan. The executives should have long-term plans related to working part in those locality as the University could not be alone but local community and supporter must be in support making policies be sustainable and generally recolonized.”

Assistant of president of Lumpang Rajabhat University

“In the present time, the executives, who said broadly that they wanted to make them but that did not mean not give the support, will see that which persons would be suitable with this kind of work and suitable to take responsibility and perform tasks well when works have been assigned. Long term plans of the University must be cooperated with every related party to participate in planing policy. All in all, it is also depended on the executives.”

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Topics in the interview

2.5. Factor regarding Readiness in Coordination

Interview Speech

“There should be a working group and a determination of clear plan within organization by cooperating with units or other external organization with the working group, including evaluation of working results in every working session.”

Vice-Rector for Research and Development

“The dean should create direct units to be responsible or the host in working and cooperating by empowering in cooperating with external units (not have to be approved by the dean) and provide supporting budget. The units should be coordinated with, namely Provincial TAT, Central TAT, tourism entrepreneur, local community, website and etc.”

Head of administration office of university president

“As for organization, the arrangement of organization charts in the matter of tourism should be clear. Cooperation with third

party not only within the organization should be considered. Main units of the province, TAT, Municipality should be participated in thinking and development to be correct and tangible.”

Director of university education

“Within organization, there should be a cooperative form and internal networks as Top Down to be clear with operatives and to be in compliance with the objectives of plan. Within organization, there should be should be a cooperative form and internal networks as holism which can be considered and decided in several matters in one point making working performance efficiently, smoothly, totally and can respond to the needs of external customers very well.”

Assistant of president of Lumpang Rajabhat University

“In the present time, we already have Art and Culture Center which would be used for coordination through this organization in kind of submitting an official letter to the director directly. Recently, instructors are accepted to be directors. The former formality is to use invitation letter of personal relationship or invite third party to jointly determine model.”

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Topics in the interview

2.6. Factor regarding Readiness in Control

Interview Speech

“Lumpang Rajabhat Universty should create working group by determining model, having follow-up and evaluation in working results.”

Vice-Rector for Research and Development

“There should be the collection in statistics together with initiation of developmental plan to be compliance with step and procedure, for example statistics of proper direction of what things should be improved in the University to be the cultural tourist attractions for knowing the guideline.”

Head of administration office of university president

“The data of tourists coming into area and people in area and satisfaction of tourist attractions”

Director of university education

“Rajabhat Universities should have a report making, collection of statistics, achievement according to the monthly goal and should have a public relation of working results together consistently in order to draw public attention.”

Assistant of president of Lumpang Rajabhat University

“In every project or arrangement, we always collect data by making satisfactory evaluation form of the participants; we think that this method is the easiest way.”

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Topics in the interview**2.7. Factor regarding Readiness in Budgeting****Interview Speech**

“Lumpang Rajabhat University will build investment funds and budgets by creating networks with organizations in private sector, including promoting in event arrangement, especially the important unit in the University, namely Art and Culture Center and creation of special activities and learning activities to gain income for the University.”

Vice-Rector for Research and Development

“Lumpang Rajabhat University will find investment funds in the development from the income of the University, from mutual investment from entrepreneur/ government subsidy/ province/ Sub-district Administration Organization/ Provincial Administration Organization as the University will generate income from entering fee, area rental fee, additional income such as food, performance and souvenir.”

Head of administration office of university president

“For finding of funds, nowadays, there are so many funds and certain unit that intend to develop tourism. The income are from tourism creating circulating in funds within local community; person residing in the locality has incomes from the tourism and brings them to use creating circulation and supporting growth in economics.”

Director of university education

“We should find funds and budget to promote sustainable tourism from two funds, namely internal-from the management of each internal unit to support budget in joint performance, external – from governmental agencies and/or general private sector which envision on the importance and future benefits.”

Assistant of president of Lumpang Rajabhat University

“The direct income comes from the University allocated. In fact such income is not less, and mostly, our Lumpang Rajabhat University usually has events which can enter without any fee; a few event will collect entering fee; however, if there are the collection of fee, those fee will be entered to the project entirely. Therefore, there will be no external income as the University focuses on academic service that gains incomes for supporting.”

Local tourist guide**Topics in the interview****2.8. Factor regarding Readiness in Budgeting****Interview Speech**

“Lumpang Rajabhat University should establish the board of committee, create working plan, find joint networks and present working results through media in order to promote marketing led to development.”

Vice-Rector for Research and Development

“There should be a promotion in students and personnel to know and understand the tourist attraction led to pass along, motivation from commission fee for guiding/ travel agencies/ tour guides, creating website, direct public relations to conduct public relations of tourist attractions nearby in order to draw tourists to visit, creating inviting board at the important place

Head of administration office of university president

“The University will see that community should have a participation in the development for thinking. The University could provide support in public relations, but, in the part of, marketing arising from local community having participation for creating consistency.”

Director of university education

“The University has the responsible units in marketing and public relations for insider and third party to recognize the development of tourist attractions. Also, the University makes online media thoroughly.”

Assistant of president of Lumpang Rajabhat University

“We will advertise with truth as an aggressive advertisement in forms of publication, TV, online to every government agency.”

Local tourist guide**Topics in the interview****3. Other matters****Interview Speech**

“Factors regarding recognition of tourism of personnel, as well as, awareness in the benefits of tourism and participation.”

Vice-Rector for Research and Development

“Subsidies form units/ finding selling point for possible development, such as sport tourism, agricultural tourism and cultural tourism”

Head of administration office of university president

“First, A policy level of the chief executive in strategic way must be determined clearly in order to have the development or management in tourism with clearness.”

Director of university education

“Other factors which promote the readiness leading to management in sustainable tourism of Rajabhat Universities, namely place, importance and personnel”

Assistant of president of Lumpang Rajabhat University

“For the external private agencies, recently, the University coordinates with external units, but does it relate with tourism directly or not? We can answer that “there is no the coordination related with tourism directly.”

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From the study of a guideline of development in management of Lumpang Rajabhat University in order to promote the cultural tourism, it is found that Lumpang

Rajabhat University is able to develop and manage as the University has the potential and strategic plan in support and the units in conformity with certain cultural tourist attractions, such as Art and Culture Center; however, the time in performance for building awareness and recognition in the organization may take some time, including budget spending on a preliminary development [26-29]. The factors of readiness in management are, firstly, planning; the researcher finds that there should be clear plans and policies; as for the possibility in conducting, there should be a cooperation between the University and third party units, namely Sub-district Administration Organization and Provincial Administration Organization and etc.. As for Organizing, from the interviews, the researcher finds that the responsible units in management of guidelines for development of Lumpang Rajabhat University in order to promote cultural tourism, and there should be a readiness in related personnel development, As for staffing, from the interviews, the researcher finds that internal personnel are ready and there should be initiative in management of guidelines of Lumpang Rajabhat University in order to promote cultural tourism together with allocate budget with clearness, determining a characteristics of persons accepting for working in this kind of work to be in compliance with the policies of the institute. As for leading, from the interviews, the researcher finds that the executives should create awareness and initiative in the plans for development of cultural tourists attractions to the operatives performing according to the plans [30-33]. As for coordinating, from the interviews, the researcher finds that the University should have the internal management by coordinating with internal units, as well as, external units, namely Provincial TAT to be a mutual system and network utilizing information for developing. As for controlling, from the interviews, the researcher finds that there should be a management in basic information and survey in order to be the management of guideline for development of Lumpang Rajabhat University in order to promote cultural tourism. As for budgeting, from the interviews, the researcher finds that finances and funds in performance could be found in 3 sections, namely government budget, generating income by the University itself, units or other related funds. Finally, as for marketing, from the interviews, the researcher finds that for the guidelines in development of Lumpang Rajabhat University in order to promote cultural tourism to be successful, there should be the promotions in all type of marketing by applying Thainess in presentation, including the student being the part of marketing promotion could affect and lead to the guideline of development in management of Lumpang Rajabhat University to promote cultural tourism.”

IV. CONCLUSION

Lumpang Rajabhat University should conduct short-term and long-term plans in the factors of readiness in management, planning, organizing, staffing, leading, coordination, controlling, budgeting and marketing, as well as, development and promotion in public relation, in the models and policies of Lumpang Rajabhat University to be able to relay the history of the University, background of that cultural tourist attractions , including nearby tourist attractions to jointly develop them to be a learning source of tourism to be

guidelines in development and promotion of cultural tourism in Lumpang Rajabhat University.

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