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**STATE ADMINISTRATION FOR SMALL AND MEDIUM -
SIZED ENTERPRISES IN VIETNAM**

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SUMMARY OF PUBLIC ADMINISTRATION PHD THESIS

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INTRODUCTION

1. Necessity of the thesis

Developing small and medium-sized enterprises (SMEs) is a long term strategy, consistency and transparency of the Government of Vietnam, is the central task of the policy of economic development of the country in order to promote all social resources for the production of. Government always create legal environment, favorable policies for SMEs in all sectors of economic development and equality of fair competition in order to mobilize all resources for development investment.

In recent years, especially after the law relating to the operation of enterprises (companies) by the National Assembly, many programs and policies related to support SMEs have been launched to facilitate SME development rapidly in number, gradually improve the quality and contribute significantly to the economic development and social (socio-economic) of the country. Along with the rapid development of regional SMEs, the management of the state (state management) for SMEs has been renovated and overcome many weaknesses in management practices in planning mechanism centrally ago, gradually changing in the direction consistent with the economy market, contributing significantly to the development and enhancing the role of SMEs in the economy, while promoting internal resources, arouse consciousness settle for the people, create more opportunities for businesses and entrepreneurs choose the form of business, field, field of business, enriching the goods and services for social needs, creating more food jobs for workers.

However, besides the achievements, the State management activities for SMEs exist many problems such as forecasting and strategy development, system development plans of SMEs is limited; Vietnam does not have specific rules for SMEs (currently drafting the Law on supporting SMEs), some policies and regulations of the State and the programs and policies related to support SMEs are not comprehensive, not timely , implementation is slow and less effective; State management apparatus for SME activities are not really effective, efficient, consistent, equitable and sustainable; State management cadres and leaders of SME managers are inexperienced; The inspection, inspection audit for SMEs Vchua timely accountability and overlapping, making it difficult to blame and handling when violations make SMEs Vietnam today is facing difficulties as lack of capital, land and production space, access to the market, business connection, the management level is limited, skilled workforce and low technological level, technically obsolete difficult to implement innovation and business activities, inefficient, slow growth, unsustainable.

Standing in front of this reality, requires SMEs have to innovate, but also poses a critical requirement that the State must state management innovation for SMEs in order to:

- Orientation activities of SMEs in line with the strategic development of socio-economy of the country, to encourage SMEs to actively build strategic business expansion and market development at home and abroad, actively involved in integration international economy.

- Creating a legal environment and policies consistent support to SMEs to take advantage of opportunities, overcome the challenges posed by the process of globalization and integration into the international economy, to meet the requirements of the market to profit targets, thereby creating jobs for the society and increase incomes for workers, increased revenues, contributing to the building and socio-economic development of the country

Promoting SMEs improve competitiveness in order to survive and grow in the market economy and globalization integration. State management must put pressure on SMEs their self-innovation, enhance the competitiveness of enterprises.

Implementing the policy of the State is the innovation activities of SMEs, focusing on innovation in business.

Especially during the Vietnam economy opening up and integration as the impact on the economy, the international commitments require state management needs to change to make the investment environment BUSINESS equality, transparency, ventilation, development of human resources, to help SMEs to access support from the State and take advantage of opportunities and overcome new challenges in the context of globalization. To promote more efficient state management for the development of SMEs should clearly identify the existence of state management for SMEs in Vietnam, find out the main causes of existence there. In order to renew the state management of SMEs in Vietnam should fully research and theoretical scientific, legal, and practical. Stemming from the above analysis, research students choose issues "State Administration for small and medium-sized enterprises in Vietnam" as a doctoral thesis management, hoping to contribute to be a part significantly to the development of SMEs through a number of proposals to reform state management for this kind of enterprises.

2. Objectives and the tasks

2.1. Research objectives

Joint research purpose is to give directions and specific measures to reform state management for SMEs in Vietnam.

The specific purpose of the thesis was to clarify the theory of state management for SMEs; State management situation for SMEs in Vietnam and propose solutions to state management innovation for SMEs in Vietnam in the coming time.

2.2. Research Tasks

To achieve this purpose, the subject is responsible for:

Codified with additional rationale for state management for SMEs through the clarification of concepts, contents of state management for SMEs; analyze the experience of state management for SMEs of some countries in the world and draw the lessons about state management for SMEs have reference value for Vietnam.

Analyze and evaluate the state of state management for SMEs to show the results achieved, the limited presence and cause of the limitations of state management for SMEs in Vietnam today.

Forming opinions, determine the direction and proposed solutions to the system state management innovation for SMEs in Vietnam in the coming time.

3. Subject and Research scope

3.1. Subject of thesis: Study subjects of the thesis is the state management for SMEs.

3.2. Scope of thesis

About Space: research on a national scale.

About Time: The thesis studies state management for SMEs in Vietnam from 2008 to the present, a period of economic integration of Vietnam into the deep, wide into the international economy, research orientation to 2020 and vision 2030 strategy.

Content: The thesis studied the contents of the state management for SMEs. SMEs including micro enterprises, small businesses and medium enterprises. Micro enterprises are enterprises with number of employees from 10 people or less. Small enterprises are enterprises with a total turnover of 20 billion or less, or the number of employees from more than 10 people to 200 people (for enterprises engaged in commercial activities and services, the criteria for determining the total revenue from 10 billion VND or less, or the number of employees from more than 10 people to 50 people). SMEs are medium when both total revenue from 20 billion to 100 billion, or the number of employees from 200 people to 300 people (for enterprises engaged in commercial activities and services, the total turnover criteria is defined as from 10 billion to 50 billion, or the number of employees from 50 people to 100 people).

4. Methodology and Research Methods

- **Methodology:** The thesis studied on the basis of the method of dialectical materialism and historical materialism, the basic tenets of Marxism-Leninism and Ho Chi Minh's chairman; the views of the Party and the State on the state management for SMEs is reflected in the resolutions of the Party, the government, the laws and the laws governing documents relating to SMEs.

- Research Methods

On the basis of the methodology; thesis using a combination of the following methodology:

Document collection method: This method is used to collect documents related to the thesis includes material from the law, legal writing, the official statistics of the VCCI, GSO and the Ministry of Planning and Investment and Taxation; The article, specialized scientific journals, concludes the analysis, other scholars have been implemented; Results survey, direct interviews with 2,628 SMEs non-state (from the 2:10 to the 3:36 in the sample questionnaire in Annex 3) operations in 9 provinces and cities including Hanoi (296 enterprises in Ha old cabinet and 371 enterprises in Ha Tay), Hai Phong (219), Ho Chi Minh city (653), Phu Tho (254), Nghe An (340 companies), Quang Nam (171 companies), Khanh Hoa (99), Lam Dong (92 companies) and Long An (133) is made investigation, survey and direct interviews in May 2015 by 6.7 and 8; and the results of five rounds earlier (2005, 2007, 2009, 2011 and 2013) of the team investigating the SME coordination between the three agencies group Research for Development Economics (DERG) of the Department of

Economics (DoE), University of Copenhagen, Denmark; The Research Institute of the Central Economic Management, the Ministry of Planning and Investment and the Research Institute of Labor and Social Affairs, Ministry of Labour, Invalids and Social Affairs. This method is used during the dissertation research.

Survey methods sociology: After a review of the survey results 2,628 SMEs (form questionnaire in Annex 3) and the secondary data else, to find out the information not be collected or should exploit adding, fellows used method survey forms for comments from officials and public servants directly involved in bodies state management for SMEs and some entrepreneurs in SMEs in the country.

Content The questionnaire included 38 closed questions sorted by content state management for SMEs, is divided into 3 groups: (i) questions to assess the status of SMEs (7 questions), (ii) Questions on the status of state management for SMEs (18 questions), (iii) The question towards innovative solutions state management for SMEs (13 questions) and 01 open-ended questions (form questionnaire in Appendix 1).

Total survey generated 220 votes;

Total survey collected: 198 votes (90%), including:

- 12 votes from central agencies: Bureau of enterprise development, the Ministry of Planning and Investment; units to support SMEs of the Ministry of Science and Technology, Ministry of Industry and Trade, Ministry of Agriculture and Rural Development, Ministry of Finance, Ministry of Justice and Development Bank VN, State Bank, the General Department of Taxation ... (6.1%);

- 36 support centers and SMEs Department Committee (Appendix 4) (18.9%);

- 118 votes from agencies local level: Provincial People's Committee, the Department of Planning and Investment (Appendix 6), the Department attached, DPC and the focal point for support of SMEs in the region (Annex 5) (59.6%);

- 32 businessmen working in SMEs in Hanoi (16.7%);

The closed questions using Likert scale of 5 levels, including: degree strongly agree, agree levels, relative levels agreed, the level and extent disagree strongly disagree. For ease of analysis, each question is designed in positive clauses, whereby if the respondents answered strongly disagree that means the problem is very weak and vice versa. The results of data processing using SPSS software authors are presented in Appendix 2 of the thesis.

Analytical methods: this method is used to analyze system information obtained from the above two methods, combined with interviews, consultations, consult some policy makers, entrepreneurs and scientists to give commentary and recommendations of fellows. This method is used in all four chapters of the thesis.

Comparison method: this method is applied to study foreign experience, thereby drawing lessons reasonable, appropriate application can refer to the socio-economic conditions in Vietnam. This approach focuses mainly used in Chapter 2 of the thesis.

Besides, the fellows also use some research methods such as modeling methods, mapping method, historical method, inductive method, deductive method ... to provide additional the scientific foundation of the thesis.

5. The question of research and scientific theories

5.1. Research question

The thesis was conducted to answer the following research questions: (i) state management for SMEs in Vietnam are made like? (Ii) If possible, the State management will bring benefits to SMEs in Vietnam? (Iii) How to state management innovation for SMEs in Vietnam?

5.2. Scientific theories

Hypothesis 1: The operation of SME development in Vietnam.

Expected results: On the basis of the concept of SMEs, aggregate, analyze the impact on operations of SMEs, assess the results of SMEs reached, the matter even more difficult and cause analysis, confirmed development activities of SMEs in Vietnam have difficulties to be managed by the State.

Hypothesis 2: good state management will facilitate Vietnam SME development.

Expected results: Based on the delimitation of state management can separate content for SMEs, aggregate state management situation for SMEs in Vietnam last time; analyze, evaluate the advantages, limitations and objective reasons and subjective such restrictions.

Hypothesis 3: Perform synchronization, the solution will unify state management innovation for SMEs in Vietnam.

Expected results: On the basis of the limitations and the cause of these limitations, the thesis proposed measures and conditions to implement state management innovation to innovation for SMEs in Vietnam.

6. New scientific contributions of the thesis

In theory: On the basis of research material legacy of Vietnam has and the countries of the world, the thesis systematized scientific basis, a comprehensive analysis, clarify functions, additional theoretical concept of SMEs; State management concept for SMEs: the subject pointed out, the object management state management for SMEs; the specific evaluation criteria for SME state management. Based on the theory of scientific management, to build a system of state management content for SMEs including development planning system SMEs; construction, issuing, disseminating and guiding the implementation of the legislation on SMEs; organizational system state management apparatus for SMEs in Vietnam and control activities of SMEs. Based on analysis of state management experience for SMEs in a number of countries around the world, the thesis draw some lessons learned valuable reference for Vietnam.

At a practical level: The study results can reference in research, teaching and learning about state management for SMEs. The thesis can be useful material for the

work of state management staff in planning and implementing guidelines and policies on SMEs and state management for SMEs.

Research results: Recommended orientation, system solutions and conditions to implement state management innovation for SMEs in Vietnam in the coming time. Research results will be aggregated and thesis proposes some specific contents of state management for SMEs in the draft to build support SME Law.

7. The thesis structure

Besides the introduction, conclusion, references and appendices, the contents of the thesis is divided into four chapters: Chapter 1: Literature review; Chapter 2: The science of state management for SMEs; Chapter 3: Scientific grounds of state management for SMEs in Vietnam; Chapter 4: Orientation and renewing State management solution for SMEs in Vietnam.

Chapter 1: LITERATURE REVIEW

1.1. OVERVIEW OF THE STUDY

The research related to state management for businesses in general, the contents of state management for SMEs in particular have been many organizations and individuals at home and abroad and research works are published in many different forms, with different levels. Fellows classification studies have into 2 groups: Research works in the world and Research works in Vietnam.

1.1.1. Research works in the world

In the field of development of SMEs in the world, the research related to SMEs, state management for SMEs is very rich in many different aspects have confirmed the role, importance and contribution of SMEs in development economic development and research policies and management mechanisms for this kind of business development. This is the birth documentation studied references in the research process state management content for SMEs in Vietnam to reform state management for this kind of enterprises.

1.1.2. Research works in Vietnam

In Vietnam, the issues relating to SMEs; Managing SMEs and the role of agriculture QL for this kind of enterprises are also many scholars, researchers, policy makers are interested, studied under many angles. Fellows classification of research in the country made up of four groups of research problems: (1) Focus on analyzing the role and importance of regional SMEs for the development of the economy, thereby affirmed the necessity of having to develop SMEs in strategic socio-economic development of the country; (2). The study of the experiences of developing countries in the SMEs, which find out what lessons can be applied to the development of SMEs in Vietnam; (3) Focus depth analysis of the status of Management of SMEs in Vietnam in the years following the economic reforms, during the period of international economic integration; (4) The study of some contents related to the

management of State for SMEs and the programs and policies of the State support for SMEs.

Among the domestic research projects on small and medium-sized enterprises mentioned the management of the State, there have been some studies as a doctoral thesis, monographs, articles published in magazines specialized, the presentations at the workshop discussed the role of the State for SMEs under many different angles. It is also a rich source of materials used in their study in the thesis. However, this is only the analysis, topical comment, not comprehensive, in-depth about the state management for SMEs.

1.2. SOME REMARKS ON THE SITUATION OF RESEARCH

Situation research shows that the monographs, dissertations, scientific topics and articles, presentations seminars for businesses in general, including SMEs in particular have to consider many aspects to internal State management solution for SMEs. The issues that make sense both theory and practice to develop SMEs, to some extent contributed to clarify some theoretical issues, legal and practical importance of state management for SMEs in Vietnam. However, may find the study limited to general issues, there has been a comparative evaluation results in practical activities, but the old data or macro-economic situation inconsistent with the international situation as well as in the country today. From this fact, studies state management for SMEs in Vietnam in view of management with urgency to propose solutions applicable in practice state management for SMEs in Vietnam in the coming time.

1.3. ISSUES OF THE THESIS TOPICS TO BE CONTINUED FOCUS RESEARCH AND SETTLEMENT

Synthesis of previous studies, in this study, research fellow state management for SMEs in Vietnam under management perspective.

Chapter 2: SCIENTIFIC GROUNDS OF MANAGEMENT FOR STATE SMALL AND MEDIUM ENTERPRISES

2.1. OVERVIEW SMALL AND MEDIUM - SIZED ENTERPRISES

2.1.1. Criteria for determining small and medium-sized enterprises

Worldwide, the concepts of SME statistics vary by country. In Vietnam, the former has many different concepts on SMEs. However, in the context of Vietnam today, fellows introduced the concept of "small and medium-sized enterprises are the basis business registered according to law, is divided into three levels: micro, small , just under the total revenue or number of employees per year, "according to Table 2.2 detail later.

Table 2.2: Classification Criteria of small and medium-sized enterprises

Scale Business Area	Small Business	Microenterprise		Medium Enterprises	
	Number of employees	Revenue	Number of employees	Revenue	Number of employees
I. Agriculture, forestry industrial and fisheries	Less than 10 people	less 20 billion	from over 20 to 200 people	from over 20 billion to 100 billion	from over 200 people to 300 people
II. Industry and construction	Less than 10 people	less 20 billion	from over 10 to 200 people from over 20	from over 20 billion to 100 billion	from over 200 people to 300 people
III. Commerce and services	Less than 10 people	less 10 billion	từ trên 10 người đến 50	from over 10 billion to 50	from over 50 people to 100

Source: Author based on Decree 56/2009 / ND-CP

2.1.2. Advantages and disadvantages that the small and medium-sized enterprises in the market economy

The common feature of the SME sector has been analyzed many scholars in various research projects through the analysis of the strengths and its weaknesses in the economy. Overall, the study results are broadly consistent in their assessment of the strengths and limitations of SMEs.

(1) Regarding the advantages, compared with large enterprises, SMEs are considered the business sector with high flexibility, creativity is abundant, and has a comparative advantage in competition in many areas .

(2) Due to the small scale nature, SMEs often have limited essentially limited access to basic resources such as capital, land; weak management skills, workforce unskilled; outdated technology and limited in building business connections, access to the domestic market as well as internationally.

2.1.3. The role of small and medium-sized enterprises in the economy

Undergo long development history, SMEs in the country is seen as a driving force important politically, socially and economically. Scholars study of SMEs have much to prove on the special role the importance of SMEs, in which the most basic is: First, create more jobs, increase incomes for workers and over which contribute to national goals of sustainable development. Second, to contribute to the restructuring of the economy towards a dynamic and effective. Third, to contribute to the production capacity and the growth of the national economy, Fourth, the development of SMEs also contribute to building a market economy institutions completely.

2.2. STATE MANAGEMENT FOR SMALL AND MEDIUM ENTERPRISES

2.2.1. State management concepts for small and medium-sized enterprises

2.2.1.1. Approach

Research for SME state management requires clarification (1) Object Management: SME system. To clarify the purpose, objectives, characteristics and role

of SMEs is what? (2) The subject of management: State management apparatus for SMEs. To clarify: State Administration of SMEs aims What? State management of SMEs means that do? (Contents of state management for SMEs). (3) Environment - Markets: Considering the functional state management for SMEs to put in the market economy and environmental context changes to clarify the environmental factors affect how the operation SMEs as well as state management activities?

2.2.1.2. Concept

Synthesis and inheritance selectively some perspective, Fellows introduced the concept of "state management for SMEs as the action of the State to SMEs, through the process of planning, building, organizing, the implementation of normative law, programs and policies relating to the management and support of SMEs, control activities of SMEs, creating appropriate environment, equitable, favorable so that SMEs implement its mission with the force, high efficiency in a sustainable manner, consistent with the objectives of socio-economic development of the country in terms of environmental changes in the national and international ".

2.2.2. Goals, evaluation criteria state management for small and medium-sized enterprises

2.2.2.1 The objective of state management for small and medium-sized enterprises

State management for SMEs towards the overall objective is to promote the role of SMEs contribute to growth and economic stability, sustainable development. Towards the common goal, the state management for SMEs with specific targets specific aims of sustainable development of SMEs, SME working properly oriented, lawful and SMEs operate efficiently.

2.2.2.2. Evaluation criteria for state management small and medium-sized enterprises

(1) Purpose of evaluation

Determining the appropriate and inappropriate, the deviation in the management process; Adjust the discrepancies in order to ensure the achievement of its objectives for SMEs; Raises the lessons, propose solutions or proposals to reform the elements (objectives, resources, tools ...) and content management are no longer appropriate.

(2) The basic evaluation criteria for SME state management

To assess the state management for SMEs, the thesis applies the model of state management criteria are Asian Development Bank in 2003 and outlined many countries around the world currently use. Since then, the thesis built system evaluation criteria for SME state management is effective, efficient, consistent, fair and sustainable.

2.2.3. Contents of state management for small and medium-sized enterprises

Contents of state management for SMEs is based on scientific grounds: First, there may be multiple approaches to manage, but this thesis use approach management

process to review the contents State management for SMEs. Secondly, state management for SMEs under the management of state management more economic entities. Third, state management for specific SMEs but basically still have to reach agreement with the state management for companies in general in the market economy.

From the above grounds, content state management for the SME has some specific than general businesses including

2.2.3.1 Planning the development of small and medium-sized enterprises

Planned development of SMEs is the determination of the mission, vision, strategy, plans and systems development of SMEs is based on an analysis of the opportunities and challenges from the environment, analyzing the potential and advantages the national economy, economic sectors, regions and localities.

2.2.3.2. Develop, promulgate and popularize and guide the implementation of the legislation on small and medium-sized enterprises and legal documents related

SMEs affected by the system of legal documents issued by the State Government, the State management agencies for SMEs in central and local levels. The formulation and promulgation of legal documents and complete them over time have particularly important role for the creation of uniform legal basis, adjusted favorable business environment and regulatory activities of SMEs, including construction, promulgation and dissemination, guidance system of legal General for SMEs and develop, promulgate and disseminate, guiding the implementation of management development support SMEs.

2.2.3.3. Organizational apparatus of state management for small and medium-sized enterprises

Organizational apparatus of state management for SMEs as a unified system of individuals and units within an organization of the state, there is close contact, interact with each other, help each other to perform the objective of developing a sustainable SME-oriented and objectives of the State. Building organizational apparatus includes (i) build the structure of the apparatus; (ii) determine the functions, duties and powers; (iii) development of state management team working for SMEs.

2.2.3.4. Control activities of small and medium-sized enterprises

The purpose of controlling the State for SMEs to ensure to SMEs operating lawfully and properly oriented, protection of legitimate interests and reasonable for both companies and society, ensuring effective socio-economic. The thesis analyzes the grounds for control and content control of State for SMEs in the form of monitoring, testing, inspection and auditing of the State.

2.2.4. Factors affecting the state management for small and medium-sized enterprises

The thesis analyzes the factors affecting the state management for small and medium-sized enterprises is the general trend of the world; the views of the Party, the State, State institutions; socio-economic conditions of the country and the level of development and level of governance in small and medium-sized enterprises.

2.3. EXPERIENCE ON MANAGEMENT OF STATE FOR SMALL & MEDIUM ENTERPRISES AND LESSONS LEARNED VALUABLE REFERENCE FOR VIETNAM

2.3.1. State management experience for small and medium-sized enterprises of some countries in the world

In this chapter, Fellows learn from the fact that some content strength of state management for SMEs has been successful in a number of countries in China, Japan and Taiwan to see the rules, trends and directions State management innovation of this sector in the world. So we can get some useful lessons applied in the context of restructuring the economy and in the process of development and international economic integration for Vietnam in Chapter 3.

2.3.2. Lessons learned about state management for small and medium-sized enterprises for Vietnam

Through the analysis and synthesis of experience and development policy of SMEs of the countries in the world, we can draw some lessons learned in building the development policy of SMEs to Vietnam reference plan small and medium-sized enterprises development tied to the strategy of socio-economic development of the country; chemical management laws SMEs, especially in support of SMEs; reforms of state management for SMEs; Innovation control the direction most favorable conditions of SMEs.

CONCLUSION CHAPTER 2

Chapter 3: ACTUAL SITUATION OF STATE MANAGEMENT SMALL AND MEDIUM - SIZED ENTERPRISES IN VIETNAM

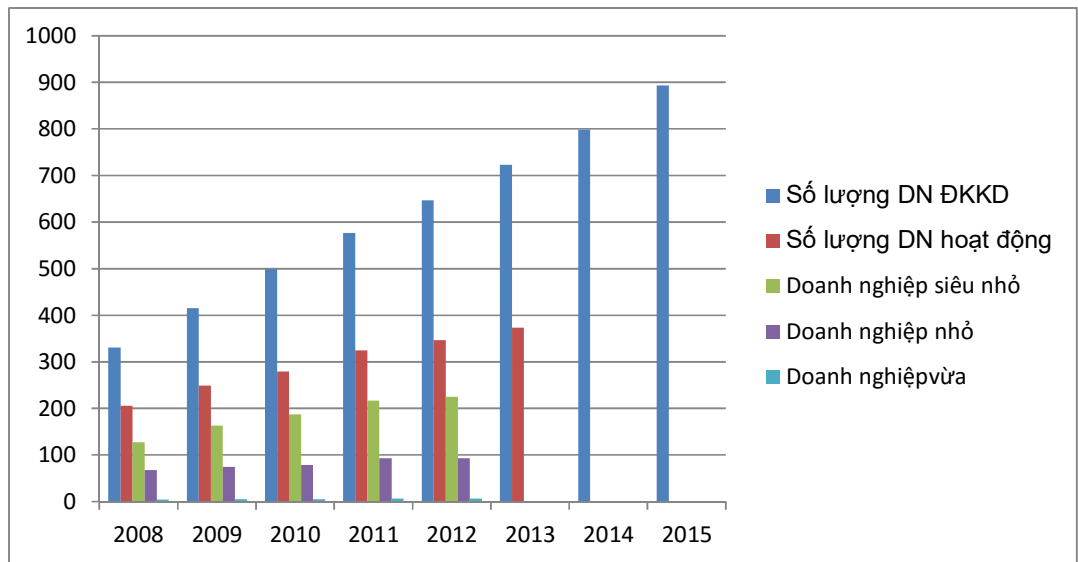
3.1. REALITY SMALL AND MEDIUM BUSINESS DEVELOPMENT IN VIETNAM

3.1.1. The situation of small and medium-sized enterprises in Vietnam

3.1.1. The situation of small and medium-sized enterprises in Vietnam

According to the criteria scale of total revenue or number of employees per year of SME, research biosynthesis data types Micro-sized enterprises, small businesses, medium enterprises, the number of businesses are operating according to the General Department of Taxation and the number of registered businesses Business Registration Department from 2008 to 2015 in chart 2.1.

Chart 2.1. Aggregate number of enterprises in 2008 and 2015



Source: Ministry of Planning and Investment, the General Statistics Office

The chart 2.1. I see the number of active enterprises have implemented tax liability accounted for only around 50% of the business registration of enterprises, the majority of businesses are operating with ultra-small size. Although the number of companies has increased every year, but could see the business community in general and SMEs in particular are still facing many difficulties expressed by the large number of corporate dissolution, bankruptcy, shut down and stop taxpayer.

3.1.2. Assessment of the situation of small and medium enterprises

Through the status of SMEs and sample analysis results from the questionnaire showed that, over the years, SME has achieved operating results are very encouraging. Some SMEs confirms the prestige, quality, effectiveness and your brand in the market. However, in the face of opportunities and challenges, SMEs revealed many shortcomings, especially on competitiveness. Fellows analyze the advantages and limitations of SMEs.

3.1.3. The cause of the limitations of small and medium-sized enterprises

Based on these limitations, graduate students analyzed the causes of the SME as businesses are not active, and the lack of capacity on strategic planning business, building and brand development should not determine the beneficial competitiveness, investment spread when no strategy; price competitiveness of SMEs lower mainly due to the management and use of funds, not least efficiency loans; operation check product quality in some SMEs not close; limitations of human resources and general administration officials in particular SMEs.

The cause of the state management will be presented later in Section 3.3.3.

3.2. PATTERNS OF STATE MANAGEMENT FOR SMALL & MEDIUM ENTERPRISES IN VIETNAM THROUGH TIME

3.2.1. Regarding the development planning system small and medium-sized enterprises

Strategic orientation of development plans of SMEs by the Prime Minister decided in accordance with the direction and strategy of socio-economic development of the country. So far, our country has had the Decision of the Prime Minister 236/2006 / QD-TTg through 5-year plan from 2006 to 2010 on October 23, 2006 and the Decision of the Prime Minister 1231/2012 / QD-TTg through 5-year plan from 2011 to 2015 to September 7, 2012. development plan 2016-2020 has been the provinces and cities directly under the central government issued based on strategic local socio-economic development Phoenix.

3.2.2. Develop, promulgate and popularize and guide the implementation of the legislation on small and medium-sized enterprises and legal documents relating in Vietnam today

Last time, the system of legal documents on SMEs frequently the State agency authorized to review, consider and edited, updated in line with the actual situation of SMEs in our country.

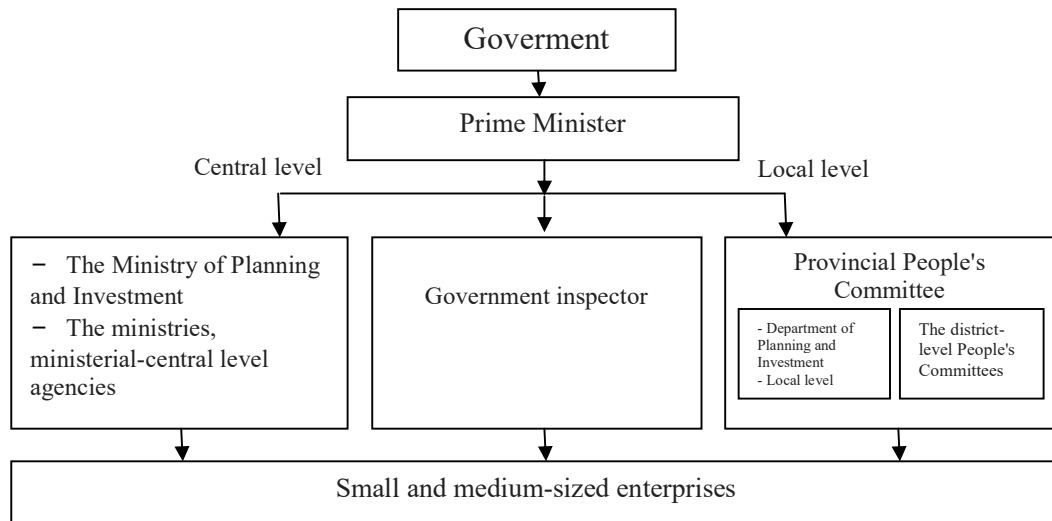
The State management for SMEs in Vietnam began clearer since 2001 with the introduction of Decree No. 90/2001 / ND-CP dated 23/11/2001 of the Government on development aid SME (has been replaced by Decree No. 56/2009 / ND-CP of the Government dated 30/6/2009). On this basis, plans, programs and projects to state management for SMEs has been promulgated and implemented in recent years have been gradually come to life, to contribute to raising awareness and interest for the development of SMEs by ministries and localities in the key areas: administrative reform in the field of taxation and customs; financial assistance and credit for SMEs; improve efficiency, enhance technological capabilities, technical expertise for SMEs; human resource development for SMEs and legal support for enterprises

3.2.3. Situation organizational apparatus of state management and apparatus manufacturing business for small and medium-sized enterprises

3.2.3.1. Regarding the structure of the apparatus

Through the study of the process of building the structure of the apparatus and the functions, duties and powers of organization system management apparatus SMEs in Vietnam, Fellows summed relations agencies state management for SMEs both between central and local by chart 3.1.

Chart 3.1: The system state management agency for small and medium-sized enterprises under central management decentralization – local



Source: Author compiled

The thesis also analyzes through the organizational structure of the agency approach to support for SMEs and according to state management agencies under the SME lifecycle.

3.2.3.2. About defined functions, duties and powers of the apparatus

Thesis research functions, duties and powers of the apparatus from the central to local levels.

On the status of coordination among the agencies state management for SMEs, the results of processing according to sample verse 18, with the average value is 2.74 / 3 shows multiple comments without the close cooperation, and between the agencies. Practice the years shows that the Council encourage the development of SMEs are established and operate under the provisions of Decree 56 last time is not really effective, not shown coordinating role management activities of SMEs among agencies and organizations related to the management of SMEs, because the participation of the ministries, branches, localities, organizations and business associations in this Council is not positive. In Vietnam, the implementation of management activities involving SMEs multiple ministries, all provinces and cities directly under the central government and a number of agencies and other organizations. SME managers are deployed in many sectors of the economy wide. Therefore, there should be an agency to coordinate and supervise the overall management activities of SMEs among ministries, sectors, localities, associations aligned to the management of SMEs of both countries in each period and to focus resources management, avoid spread, the current fragmentation.

3.2.3.3. Regarding human resources in the organizational structure of the state management for small and medium-sized enterprises

Factors that are decisive in the apparatus of state management for SMEs as human resources staff working in the machinery. Through scientific basis in Chapter 1, secondary data and primary obtained, graduate students analyze the quantity and

quality of cadres and civil servants working in the agencies state management for SMEs, the responsibility of the managing the documents state management over time.

3.2.4. State Situation control for small and medium-sized enterprises

To comply with the law, the authorities state management related collaboration with the authorities of the State regular or irregular conduct and inspection activities of the SMEs in the areas of basic to guide the operation of enterprises, solve the problems that arise during the operation of the company, control and handling of violations in the implementation of laws and regulations of the State.

3.3. REALITY MANAGEMENT REVIEW OF STATE FOR SMALL & MEDIUM ENTERPRISES

3.3.1. Overall assessment by criteria

Using the results of state management situation analysis for SMEs, combined voiket sample analysis, study state management Birth assessing the situation for SMEs under the criteria.

3.3.2.1. Effectiveness: Effectiveness of state management for SMEs is assessed through compliance with the law, comply with all directives from state management agencies of SMEs; evaluate the effectiveness and level of realism State management over State power according to the indicators of the level of implementation of the organization to build and implement development-oriented SMEs; On the regulatory level, the intervention and support of the State (intervention, support excessive or lack of regulation, appropriate support in the business activities of SMEs); On the level of legislation on SMEs are full, synchronized or not; Laws issued on time, little change to facilitate legal and policy support for SME development

3.3.2.2. Effectiveness: Effectiveness is an indicator reflecting the level of exploitation of inputs to generate maximum performance with minimum operating costs, or productivity indicators reflecting activity, performance use the input costs. Therefore, to understand the effectiveness of state management of SMEs operating results reflect the maximum state management and state management costs to a minimum. State management efficiency was assessed by the level of achievement of content compared to the target state management of the SME state management has set the State and SMEs about the goals and objectives of socio economy.

3.3.2.3. Suitability: suitable criteria in state management for SMEs include: Conformity of the goal-oriented; the provisions of the law that says inside fit together, fit in legislation between the forms of management of SMEs, the fit between law with guidelines implemented for SMEs, the conformity between provisions for SMEs with other legal provisions, the compatibility between the regulations for SMEs with reality; suitable for the content, operating methods; the appropriateness of the content, methods, forms, test, inspection, process monitoring SMEs.

3.3.2.4. Fair criteria: Fellows fair evaluation criteria based on the balance of rights and obligations and the fair, proportionate to the value of access to the forms, types and methods of State support water between SMEs; fairness between SMEs and large enterprises in accessing bank loans ...

3.3.2.5. Sustainability: sustainability criteria in state management of SMEs is indicated by the stability of orientation, legal stability; ensure harmony of interests for the benefit of SMEs and overall socio-economic development. State legislation related to deployment of SMEs, each form and method of SMEs must be specific, clear, less adjustments, additional, adequate content needed to ensure that SMEs deploy business easily, ensuring that the process of implementation, each form, methods of SMEs are long-term stability, ensure the enforcement of SMEs. One of the indicators of the sustainability of state management for SMEs as percentage "survivors" and "longevity" of SMEs when entering the market.

3.3.3. The limitations of state management for small and medium-sized enterprises

To have the perfect solution, state management innovation for SMEs, should be based on the limitations of state management for SMEs include.

Forecasting and developing strategies and plans for development of SMEs is limited, unexpected difficulties and challenges of the process of international economic integration. No long-term orientation for the development of SMEs, the lack of solutions overall systems development of SMEs in relation to strategy, plans to develop businesses as well as the strategy and plan for socio-economic development general. Specifically in the following several aspects:

Role in promoting economic restructuring of SMEs has not been focused.

Enhanced role in promoting the competitiveness of the economy has many shortcomings.

Besides, a number of management policies of the State have not timely and in line with the market mechanism. Many policies have been implemented only in those rules, and general encouragement, there are no clear rules and limited results. Some policies have quality content is not real, form of implementation is not consistent with the object of SMEs. Policies and programs to support SMEs are currently being carried out sporadic, fragmented and scattered. Meanwhile, from now, if we want sustainable development, there must be the element of financial resources, the level of technology, access to markets, business law knowledge ... The level of construction and implementing policies to support SMEs at the local level are limited. Work to capture demand and production and business situation of SMEs is weak. Many local authorities are not actively building programs and policies to support SMEs in the province, most are only involved in the implementation of programs by the ministries and branches in charge. The program, implemented incentives scattered by many agencies and businesses that cost in order to enjoy preferential policies so that they are not very interested.

In this context, SOEs as part of the state economy plays a key role, foreign enterprises invested (FDI) received preferential policies of the central government and local authorities, preferential policies of credit, industrial policy aimed mostly to businesses large scale while policies towards SMEs also to achieve thus invisible text pushed SME come in less favorable than the kind of enterprises other.

State management apparatus of state enterprises is not intensive economic sectors business, support SMEs. Management staff have a university degree or higher but the majority have not experienced the economic management, trade, investment, finance, should be somewhat less than the required response. Style sometimes inappropriate to changes quickly and flexibly in the market.

Control activities are not closely SMEs. Audit and inspection is not performed often, the lack of sanctions strong enough to handle. Partly because law enforcement is not strict. Unofficial costs can create a compromise between enterprises and State management agencies, so do not abide the law, not create a competitive environment among enterprises equality

3.3.4. The cause of the restriction

The limitations of state management for SMEs due to the subjective reasons and objective.

3.3.4.1. Objective reasons

Due to the internal economy of our country include:

Environment business recent years did not improve much. Overall ranking of our country according to the World Bank for the year BUSINESS environment still inadequate (90/189 economy), wherein the taxpayer is 168/172, protecting investors indicators investment is 122/172, 119/189 index entrepreneur is; Administrative reform was slow, administrative procedures still heavy, lack of transparency, macroeconomic policy instability, causing distrust for businesses; Some policies supported but has been prescribed in Decree 56/2009 / ND-CP, but are governed by the Law of specialized (such as the Land Law, the Law on Investment and the Law on Credit Institutions, Law Bidding...); The majority of policies to support SMEs (6/8 policy groups stipulated in Decree 56/2009 / ND-CP) to be integrated into the implementation of programs in the sectors; The coordination between the ministries and between central and local weak, lack of coordination mechanisms to support the development of SMEs. At the same time, reporting mechanisms and information sharing has not been taken seriously and fully; The capacity of focal units supporting SMEs is weak and lacks; These shortcomings stem from the intrinsic SMEs; State development priorities still large enterprises, SOEs and attracting FDI. Emphasis the role of SOEs and the role of FDI enterprises which have not paid due attention to the role for the economic development of SMEs (in connection with FDI enterprises and large enterprises as the industry supports).

Due to the impact of the world: The economy in the process of economic integration cosmopolitan quickly, so it takes time to master can manage (government, agencies state management for SMEs in Central, localities and enterprises) as well as management objects (SMEs) adaptation and capacity building; The negative impact of the financial crisis, the world economic recession affecting the economy and domestic enterprises, including SMEs.

3.3.4.2. Subjective reasons

Capacity planning, policies and regulations applicable to limited companies, issued a policy unstable and synchronization, lack of time for some new issues arose.

Organize and direct the implementation of policies, regulations irresolute; lack of urge and timely evaluation.

The interest and investment of local support for development activities of SMEs is still low while central budget restrictions

Human resources in the state management apparatus always take control of the main activities, officials have not switched to thinking for the operation of SMEs (in the provision of public services and ensure implementation). A state management cadres for companies failing to meet the capacity requirements of quality, lack of experience. Thinking of state management agencies for SMEs have not really changed to suit the development of SMEs.

Banks usually give priority to state-owned enterprises are government loan guarantee due to less risk and offer higher incomes, causing a large area of SMEs Private excluded from the financial system.

SMEs are regarded as major employment areas, as contributing to the growth of economic development and improving competitiveness have not been respected.

Awareness inconsistent, incomplete on the role of SMEs, the implementation arrangements, innovation and development of SMEs are SOEs delay.

Control has not been properly respected, it is not really effective, weak accountability, hard attribution of responsibility.

CONCLUSION CHAPTER 3

Chapter 4: ORIENTATION AND ADVANCED SOLUTIONS EFFECTIVE MANAGEMENT OF STATE FOR SMALL BUSINESS AND MEDIUM IN VIETNAM

4.1. NEW MANAGING CHANGE DIRECTION OF STATE FOR SMALL BUSINESS AND MEDIUM IN VIETNAM

4.1.1. International context and in the country that affect the development of small and medium-sized enterprises in Vietnam

4.1.1.1. International context and domestic

The economic situation in the country and the world many difficulties and challenges, the Government maintained sound economic policies with positive solutions to restructure the economy based on economic models suit three breakthroughs in the fields of policy reforms, institutional development, human resources and build infrastructure toward modernization to implement the goals and key indicators of the development plans of SMEs.

4.1.1.2. Affect the development of small and medium-sized enterprises in Vietnam

SMEs are subject business characteristic and important meaning both economically and social role in the economy, especially in Vietnam, where most

companies are SMEs. In terms of risks, in the process of starting a business and development, SMEs may suffer directly the difficulties created from economic developments at home and abroad in a weak position because of the fundamental limitations inherent due to small capital size, level of science and technology and innovation applied in the manufacture of products and services is still low, the quality of human resources is not satisfactory, limited management capacity, accessibility and market expansion and the ability to respond to economic shocks, low-level and less flexible. So to create the investment environment, business advantages help SMEs launch and support those businesses to maintain operations, development, expand the scale and improve competitiveness, to contribute increasingly to economic development, along with the efforts of individual businesses themselves, the very need of the practical management activities from the Government.

4.1.1.3. Opportunities and challenges of state management for small and medium-sized enterprises in Vietnam

The impact of economic developments at home and abroad also affect the creation of opportunities and challenges of state management for SMEs.

4.1.2. Orientations state management innovation for small and medium-sized enterprises in the near future

Based on the view (i) the State Administration to achieve consistency in development policy small and medium-sized enterprises (ii) Development of a multi-sector economy in depth, ensuring equality for SMEs small and (iii) Management of the state only indirect intervention in the market, support innovation capacity of enterprises to be done by the principles of the market economy; renewing State management orientations for SMEs in the near future in Vietnam must thoroughly:

State protection of property, rights and legitimate interests and ensure the business of SMEs as prescribed by law. SMEs are active business all lines, areas where not prohibited by law; As well as the types of other businesses, SMEs irrespective of size (small, micro, medium), economic sectors of equality in access to capital (particularly the funding support for SMEs) , natural resources, land, markets ... and the opportunity business; The State shall ensure the consistent, long-term policies for businesses in general and the policies supporting SMEs in particular to ensure the prognosis for investors, SMEs assured business, ensuring a stable macroeconomic tissue, business favorable environment and safety for the development of enterprises; The provisions on conditions business must be clear, transparent and easy to implement, with a consistent roadmap for phasing out these types of sublicenses, charges, surcharges unreasonable. Improve efficiency in the direction of simplification of state management of money testing stages, enhanced post audits associated with conditions, specified and inspection and supervision; State management agencies to promulgate mechanisms and policies, legislation clearly defining each task must have a lead agency responsible, the head of the agency shall be liable to the same; No criminalization of economic relations, civil, and strictly handle violations of any law; Inspection, testing, supervision should ensure objective

to prevent, detect and handle violations and support and guide SMEs to comply with the provisions of law; On the part of SMEs to uphold the spirit of national pride, sense of law-abiding, perform integrity in business; build a culture of SMEs, business ethics and social responsibility of SMEs; healthy competition, sharing and cooperation links; innovation, enhance competitiveness.

4.2. FINISHING SOLUTIONS FOR STATE MANAGEMENT AND MEDIUM SMALL BUSINESS IN VIETNAM

Based on state management direction for innovative SMEs, combined with a general evaluation of the results of the survey, PhD students offering innovative solutions for SME state management.

4.2.1. Continuing innovation development plan small and medium-sized enterprises

The state should continue to develop and innovate the development plan of SMEs with the basic objectives are: to create conditions for enterprises to enter the market easily and to withdraw from the market; improving the business environment; ensure equality among all economic sectors; State management for SMEs with functional separation of investment business in the State of SME as SOEs; establishing clear property rights of individuals and organizations for assets in enterprises, their obligations and responsibilities to businesses for business results; institutionalization of these mechanisms in the legislation; In designing the overall strategic development of enterprises, as well as in the planning and development programs for SMEs, the State needs to consistently define freedom of business of the people is a dynamic and important goal of development in order to build a team of real entrepreneurs Vietnam have become one of the top priorities; In the innovation system of medium-term plan of 5 years and annually for SMEs future needs by the Government, which direct the Ministry of Planning and Investment in directing the provinces and cities directly under the central development and implementation sticking out strategy for socio-economic development of the locality. State management agencies for local SMEs maintained quality and promote the implementation and report to the Central Government for information for development planning appropriate SMEs; The process of developing and issuing development plans of SMEs are also considered improved and updated to more closely match the real progress of SMEs, supporting SMEs timely and up in the environment for fair competition; take advantage of the support of the state to promote the advantages of access, participation in the world economy and global value chains.

4.2.2. To continue the construction, issuing, disseminating and guiding the implementation of the legislation on small and medium-sized enterprises

The state should continue to improve the development, promulgation, dissemination and guide the implementation of the legislation on SMEs and legal documents related state should meet the basic requirements: (i) consistency of point of view, to advocate for the implementation process; (Ii) must be synchronized between the stages, all branches of the State management; (Iii) legal regulation of

business must be maintained stable for a long time to have enough time enterprises implement business plans; and last but most important; (Iv) must be a system of enforcement authorities and strictly true.

The formulation of the law, especially economic law necessarily have the participation of individuals and organizations representing the legitimate interests of the SME community; Early enactment Support SMEs to create a legal framework, a favorable environment for the development of SMEs, the business start-up, especially private enterprises, as motivation improve competitiveness and autonomy in the economy; Toward renewing State management regulations for SMEs, the State should apply both methods of monitoring the pre-audit and post-inspection; Thoroughly solve development issues, arising in relation to investment procedures, registration of SMEs, especially for foreign investors, economic organizations and foreign investment; Reform and improve the quality of regulations on business conditions. Deploying content development plans of SMEs, in addition to the early operation of the Fund to implement support SMEs. Government should clearly identify 2 content is content management and SME management programs implemented to support SMEs in the sector, key sectors.

4.2.3. Innovation apparatus of state management for small and medium-sized enterprises

Pursuant to the proposed solution is the apparatus state management for SMEs currently not meet the development requirements of SMEs, not to implement the functional state management for SMEs, not really facilitate SME business performance, the support policies of State for SMEs has been slow and has not brought the desired effect for SMEs. Therefore to renew the apparatus state management for SMEs, boldly reform towards streamlining apparatus, building apparatus state management competent and clean, create favorable conditions for SME business activities more effectively. State management apparatus innovation for SMEs is a very complex task involving many agencies, so it should comply with certain principles and implement synchronization solutions in terms of organization.

Principles of organizational structure of state management for SMEs:

To strengthen innovation systems and institutions at all levels State management agencies for SMEs towards effective and efficient; Decentralized innovation, enabling SMEs to autonomy and self-responsibility in business, compliance with laws and regulations of SMEs. State authorities competent to send representatives to participate in managing its equity in the equity of SMEs; for SME with 100% state capital and controlling shares, the State must also participate and decide on the plan of business, strategy, plans and planning for businesses.

Implementing solutions include:

Common solutions for system state management agencies for SMEs: (1) Innovation decentralized state management for SMEs; (2) Reorganization of state management apparatus to perform the unified state management function for SMEs irrespective of forms of ownership and economic sectors. Reviewing the state

management apparatus agencies to separation apparatus, civil servants and employees of state management functions performed and apparatus, civil servants and employees performing the function of the owner; (3) Continue to strengthen the monitoring apparatus, test, inspection, auditing towards ensuring quality control and inspection, just limit the phenomena of discrimination, harassment, offensive or obstacles SMEs; (4) Construction state management staff related to SMEs.

Specific measures on duties, powers and responsibilities of the agencies state management to support SMEs time to include the Government, the Ministry of Planning and Investment, the Ministry of Industry and Trade, the Ministry of Science and Technology, Ministry Finance, Ministry of Natural Resources and Environment, the State Bank of Vietnam, the People's Committees of provinces and cities under central ...

4.2.4. Solutions to control the activities of small and medium-sized enterprises

State is the body responsible for control of the SMEs. The policy of the State in this regard are: innovation activity monitoring, testing, inspection and auditing for SMEs is a regular task to ensure SMEs grow in the right orientation, done socio-economic objectives and business efficiency country; empowerment, decentralized innovation in business activities for SMEs must be coupled with mechanisms for monitoring, testing, inspection, auditing accordingly. State should cooperate closely with other State management agencies concerned shall control SMEs in key content, ensuring effective and efficient control. Controlling the content key for SMEs including control of investment and finance are the areas likely to develop negative, control the implementation of policies and documents, control over land use and innovation system control for SMEs

4.3. CONDITIONS OF OPTIONS

To the above solution is feasible, dissertation proposals to the State and SMEs carried out a number of conditions as follows:

In terms of perception, confirmed the role and objective system of SMEs

The important role of enterprises, including SMEs, which is oriented to the economy and the economic sectors, or the mainstream in budget contributions, growing rapidly both in number and size, closed contribution to the state budget and more. In view of the fellows, SMEs in fact there has been a significant contribution to the socio-economic development. In the context of international and domestic changes, state management for SMEs also have to improve the efficiency, first of innovative thinking, which can lead to innovation mechanisms and management policies in order development of SMEs.

Consensus and support of SMEs in the innovation process state management for enterprises

State management innovation for SMEs is not only the work of the State, but also related to the awareness and actions of the company. Without the consent and

support of SMEs, is difficult to create state management innovation for SMEs. How to achieve consensus and support it?

First, adhere to the principle of harmonious combination of the interests of workers - companies - state during state management innovation for SMEs; it is also our principles to get the consent and support, thereby empowering collaboration. Above principles must be reflected in the planning system, policies towards businesses.

Second, regular dissemination and propaganda of the new policies of the State for the staff of SMEs to public awareness and consistency in implementation.

Third, SMEs perform their rights and obligations as prescribed by law. Initiative in the exchange, reflecting the state management agencies to promptly remove difficulties and obstacles. SMEs have to innovate and improve their competitiveness, the support of the tax policy, capital, credit, land and the protection that the State created for SMEs. Create a healthy competitive environment, fair to SMEs in all sectors of the economy, the content is both renewing State management conditions to force SMEs to innovate and compete themselves effectively.

CONCLUSION CHAPTER 4

GENERAL CONCLUSION

State management for SMEs as the impact of the State on the SME, through the process of planning, organizing, directing and controlling the activities of SMEs, create a favorable environment so that SMEs carry out the mission his destiny to become effective, high efficiency in a sustainable way, aiming to develop the economic and social conditions of the country in the volatility of the environment in the country and internationally.

State management for SMEs in Vietnam is a task decision mean for the operation of SMEs in Vietnam with no small role in the economic development of the country. SMEs are subject enterprises characteristic and important meaning both economically and social role in the economy, especially in Vietnam, where most companies are SMEs. Despite the troubled times in the context of the general deterioration of the global economy, but to the present time the difficulty SMEs have been deactivated has trended downwards.

The study results, assessing the situation shows, state management for SMEs over the years despite many innovations but still inadequate in the following areas: In terms of planning the system development of SMEs; Construction, issued, widespread and guiding the implementation of legislation on SMEs in Vietnam today; of the state apparatus of state management organizations for SMEs; on the status of operational control SMEs.

The limitations of state management for SMEs reasons: capacity planning, policies and regulations applicable to SMEs remains limited; Administrative reform is slow; Special administrative procedures still heavy, lack of transparency; Organize and direct the implementation of programs and policies to support the slow, irresolute;

The deployment of the SME Development Fund, programs and policies relating to development aid to SMEs longer delay; Thinking of state management agencies for SMEs have not really changed accordingly; Awareness inconsistent, incomplete on the role of SMEs; Human resources did not meet requirements; The control was not properly respected, yet effective; The negative impact of the financial crisis, the world economic recession affecting the economy and domestic enterprises, including SMEs. The state management innovation for SMEs in Vietnam are determined towards: Creating policy coherence; Economic development of many components in depth, ensuring equality for SMEs; State management intervenes only indirectly in the market; Implementing the principle of maintaining competition in the provision of services to support SMEs. State management of complete solutions for SMEs in Vietnam, including: i) Continue development plan innovation of SMEs; ii) Continuing to improve state management policies to create an environment more favorable business for SMEs, focusing on content management and SME management programs SMEs in the sector, key sectors; iii) Continue the current organizational structure of state management for SMEs; vi) operational control Innovation SMEs. To the above solution is feasible, the State and SMEs need perceptually uniform in asserting the role and objective system of SMEs; SMEs need consensus and support for state management innovation. With limited time, the thesis inevitably make mistakes. Fellows also hope to receive the comments of the scientists to the subject can be implemented to bring the research of graduate students to pay off, contributing to the development of SMEs in the country.

THE LIST OF RESERCH WORKS RELATING TO THE THESIS

No	Name	Category	Place project announced	Year announced
1	Development of science, industry in the industrialization and modernization in VN (co-author)		Information Economy - Science, MPI	1996
2	Management of enterprises (participation)	Curriculum	National Political Publishing House	1997
3	Business Administration (participation)	Project of Ministry	National Academy of Public Administration	1998
4	Some problems of administrative institutional reform in our country (co-author)	Articles	Communist magazine	1998
5	Completing the pedagogical methods in training and retraining of staff, civil servant (secretary topic)	Project of Ministry	National Academy of Public Administration	1999
6	The scientific basis of the organizational administration structure in SOEs (participation)	Project of Ministry	National Academy of Public Administration	1999
7	Modern teaching methods for adults (participation)	Practical manual	Publisher People's Police	2001
8	The Role of the State in the development of economic groups in Vietnam	Articles	State management magazine, NAPA	2006
9	Standardized systems and training programs and fostering economic state management cadres and civil servants in the state administration system administrative offices and social and political organizations (secretary themes)	Project of Ministry	National Academy of Public Administration	2006
10	To promote the activities of small and medium-sized enterprises in Vietnam	Articles	State management magazine, NAPA	2015
11	Strengthening organizational apparatus aid small and medium-sized enterprises in Vietnam	Articles	Journal Articles Economic Management CIEM	2015