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**IN COLLABORATION WITH**  
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**MANAGEMENT INNOVATIONS TOWARDS**  
**IMPROVING THE QUALITY OF**  
**EDUCATION IN HANOI**

**DOCTOR**  
**OF BUSINESS ADMINISTRATION**

**BY**  
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# CHAPTER I

## INTRODUCTION

### I. Background of the study

According to the International Organization for Standardization (ISO 9000), the product quality is measured by the degree of conformance to the collection of characteristics of predetermined specifications and standards. The quality of products and services create a trademark, prestige and the existence of an organization in current circumstances.

On one hand, the Department of Education Standard School-Ministry of Education and Training 2010 posit that quality education can make progress. The capability of the students to access and gain new knowledge is seen as a step towards advancing in life. Achieving quality education, therefore, must be taken seriously. However, given the limitations, the desired quality of education has not yet been coming as expected.

The Hanoi 2020 Vision 2030 approved by the City People's Committee in July 2012 defined quality education and training comprehensively. Accordingly, in 10 years, the education and training sector should have strived and achieved good results in expanding access to opportunities; developed a wide range of school types and forms of learning; implemented innovative education and improved the quality of staff; the education law and the traditional education are enhanced; the solidification program, school modernization investment priority, and the number of schools increased rapidly to national standards; the management of education system has had significant innovations in the direction of increased decentralization, autonomy and social responsibility in performing the assigned tasks, organizational structure, staffing and in financing of public schools; and, the models of private schools and

other educational institutions have elements coming from or influenced by best practices from foreign countries which were gradually put into effective operation, and at the same time attracting resources for social investment to education and training for sustainable development.

The motto of educational development is “standardization, socialization, modernization and democratization.” Hanoi capital which is the center of politics, science and economy of the country needed to respond aggressively to the aims of this educational development. Therefore, improving the quality of education should become a very urgent concern in order to create a workforce with the necessary knowledge, skills and attitude required at meeting the requirements of socio-economic development in the Hanoi capital.

However, the education system is without any pressing issues and concerns. It is still far from responding very effectively and efficiently to the call of times. In particular, the quality of education in Vietnam is still generally wanting. It is in this context that this research project was conducted.

## **II. Statement of Research Objectives**

With the end-goal of improving the quality of education, this research focused on the following specific objectives:

- a. To describe the condition of human capital and material resources in Hanoi-based schools in terms of professional qualifications of school managers and faculty, faculty complement, prevalent human resource management practices, school managers’ and teachers’ training standard and capability to use foreign language and information technology,

student enrolment, students' performance evaluation, school distribution in Hanoi, education socialization; and library and other learning facilities.

- b. To obtain from the research respondents and describe their perception on the responsiveness of the selected school management inputs such as assigned tasks, financial system, and school curricula, in responding to the need of effectively managing the educational system.
- c. To describe the respondents' desired improvements for an effective management of educational system towards achieving responsiveness in educational services, equality between public and non-public schools, comprehensive international integration, and improved quality of training in foreign languages and informatics.

### **III. Statement of the Problem**

This research was conducted to look into some possible management innovations for the purpose of improving the quality of education in Hanoi. Specifically, this research work was designed to answer the following problems:

- a. What is the condition of human capital and material resources in Hanoi-based schools in terms of:
  - Professional qualifications school managers and faculty;
  - Faculty complement;
  - Prevalent human resource management practices;
  - School managers' and teachers' training standard and capability to use foreign language and information technology;
  - Student enrolment;
  - Students' performance evaluation;



- School distribution in Hanoi;
  - Education socialization; and
  - Library and other learning facilities.
- b. How responsive are the selected school management inputs such as assigned tasks, financial system, and school curricula in responding to the need of effectively managing the educational system?
- c. What improvements can be proposed for an effective management of educational system towards achieving:
- Responsiveness in educational services,
  - Equality between public and non-public schools,
  - Comprehensive international integration, and
  - Improved quality of training in foreign languages and informatics.

#### **IV. Significance of the Study**

This research work will be very significant to the following:

- a. For the Department of Education and Training Hanoi People's Committee of Hanoi City, People's Committees of districts, Education and Training, this research can be a valuable inputs in formulating their plans and strategies in improving education and training in Hanoi.
- b. For students and future researchers, this study can provide an array of rich data useful for understanding the status and the problems being faced by the education managers in Hanoi. Further, this can serve as a ready reference towards deeper study of the other issues and the corresponding improvements that the educational system needs to undertake in the future.

- c. For students, this research is very important as it is hoped that this will result in improvements in school management. The old management system will be replaced by the new ones. The refinements in teaching and in education will allow educational institutions to come closer to the educational mission of the century - learn to know, learn to work, learn to live, and learn to express yourself. The students are expected to be able to acquire knowledge, skills and attitude to become honest, responsible, empathic, optimistic, active, and creative citizens.
- d. For the students' parents, this research will help them to have the most realistic view toward educational quality. As a result, they will be expected to make intelligent choices for their kids' learning environment. At the same time, they can help create the best educational environment at home. They will be given the opportunity to react positively and co-operate with the schools in educating their children.
- e. For managers in Hanoi, this research is will be meaningful to them as they will be able to see their weaknesses and expected to institute suitable changes for the education sector.
- f. For teachers, this research will help them work on changing the content and methods of education. The parents also recommended investing in teaching conditions and educational methods for their children.
- g. For potential investors in the education sector, including the government, businesses, private companies, etc., this research will serve as a source of good reference especially for those who aspire to create innovative educational environment. For foreign and domestic investors who spend money on non-public schools, they will have good references on the