CONCLUSION
NEW CONTRIBUTIONS OF THE DOCTORAL THESIS IN ECONOMICS

- Thesis Topic: "Developing Communication Activities at Private Universities in Hanoi"

- Field: Business Administration; Code: 9.34.01.01

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The dissertation has made the following new contributions:

1. Theoretical aspects

The dissertation has contributed to systematizing and clarifying the theoretical basis for developing communication activities in higher education institutions, especially in the context of the increasingly expanding and important role of the non-public higher education sector in Vietnam within the national education system. Based on inheriting and analyzing research works both domestically and internationally related to organizational communication, educational communication, university brand management, and public relations management, the dissertation has synthesized, analyzed, and selected a suitable theoretical approach to build a theoretical basis for researching the development of communication activities in non-public higher education institutions.

Through the process of researching and systematizing different theoretical viewpoints, the dissertation has built a relatively comprehensive theoretical framework for developing communication activities in the university

environment. This theoretical framework is formed on the basis of combining approaches to strategic communication, educational marketing communication, organizational brand management, and management of relationships with public groups in the field of higher education. Integrating these theoretical approaches helps create a comprehensive and systematic view of the role of communication activities in the development and enhancement of the competitiveness of private higher education institutions.

Besides clarifying the concept and content of communication activities in the higher education environment, the thesis also analyzes in more detail the functions and roles of communication in university management, especially in building image, enhancing academic prestige, attracting students, strengthening engagement with stakeholders, and supporting the implementation of the school's development strategy. Based on this, the thesis has identified the basic contents constituting the communication activities of private universities, including brand and image; external communication activities; Internal communication activities; monitoring, inspection, and evaluation activities.

At the same time, the thesis also identified the main groups of factors influencing the development of communication activities in non-public higher education institutions. These factors include internal and external factors. Identifying and analyzing these factors helps to clarify the necessary conditions for developing communication activities effectively and sustainably.

In addition, the thesis also proposed a system of criteria and methods for evaluating the level of development of communication activities in non-public universities. These criteria are built on components such as brand recognition, the effectiveness of external communication activities, the effectiveness of internal communication, and the effectiveness of the communication activity monitoring and evaluation system. This system of criteria contributes to creating

a scientific basis for evaluating the current state and guiding the development of communication activities in non-public higher education institutions.

Through the systematization and development of a theoretical framework on communication activities in higher education, this thesis not only supplements and enriches the theoretical basis of this research field but also provides an important scientific foundation for analyzing the current situation and proposing solutions for developing communication activities at private universities in Hanoi.

2. Regarding Practical Aspects

Firstly, based on conducting practical surveys at private universities in Hanoi and analyzing data collected from various sources, the thesis comprehensively and systematically assessed the current state of communication activities in private higher education institutions. The research process was carried out through a combination of different research methods such as questionnaire surveys, in-depth interviews, document analysis, and synthesis of secondary data from reports of training institutions and case studies. As a result, the thesis has relatively fully reflected the overall picture of the organization and implementation of communication activities at private universities in Hanoi in the current period.

The research results show that private universities have gradually paid more attention to building and developing communication activities as an important tool to enhance the image and reputation of the institution. Many universities have proactively built brand identities and developed diverse communication channels such as websites, social media, media events, and student recruitment promotional activities. Communication activities in some universities have begun to be organized in a more professional manner,

contributing to increased brand recognition and building relationships with various public groups such as students, parents, businesses, and society.

However, alongside the positive results achieved, the thesis also points out many limitations and shortcomings in the development of communication activities at private universities. Firstly, the development of communication strategies at many training institutions remains short-term and not closely linked to the overall development strategy of the university. Some universities have not yet developed long-term communication plans or have not clearly assigned responsibilities in managing and coordinating communication activities. Furthermore, the organizational structure responsible for communication in many universities is still not fully developed, and the number of communication personnel is insufficient, leading to limitations in expertise, resulting in less effective implementation of communication activities.

In addition, the level of digital technology application in communication activities of private universities is uneven. Although many universities have used digital communication platforms such as social networks, websites, and online marketing tools, the exploitation of these platforms is still not truly effective, and a systematic and long-term digital communication strategy has not been formed. Some communication activities are spontaneous, lacking coordination between departments within the university, leading to low information dissemination effectiveness.

Based on the analysis of the current situation, the thesis also clarifies the main causes of the limitations in communication activities of private universities. These causes include both subjective and objective factors. From the perspective of educational institutions, some schools have not fully recognized the strategic role of communication in university governance; financial and human resources allocated to communication activities are limited; and communication

management capacity has not kept pace with the demands of the digital media landscape. From the external environment, increasingly fierce competition in the higher education market, changes in educational management policies, as well as the rapid development of technology and modern communication trends, have posed many new challenges to the communication activities of private universities.

Secondly, based on the systematization of theoretical issues and the results of analyzing the current state of communication activities in private universities in Hanoi, the thesis proposes several comprehensive and synchronized solutions to promote the development of communication activities in private universities in Hanoi in the coming period. These solutions are built on a combination of theoretical orientation and practical requirements, while also being linked to the context of the strong digital transformation taking place in the fields of education and communication.

The proposed solutions focus on various aspects of communication activities, including perfecting communication strategies aligned with the university's development strategy; strengthening the organizational structure and improving communication management capacity; developing specialized human resources for communication; increasing the application of digital technology and modern communication platforms; and building a scientific and regular system for monitoring and evaluating the effectiveness of communication activities. These solutions aim to improve communication effectiveness, enhance brand recognition and positioning for private universities, thereby contributing to attracting students, expanding cooperation, and raising the profile of educational institutions in the increasingly competitive environment of higher education.

In addition to proposing immediate and medium-term solutions, the thesis also develops a development orientation for communication activities at private

universities in Hanoi until 2035, with a vision to 2045. This orientation is linked to Vietnam's higher education development strategy, the trend of digital transformation in education, and the development of digital communication in modern society. Thus, the thesis not only provides practical solutions for private higher education institutions but also contributes scientific and practical arguments for policy planning and strategy development of communication activities in the entire private higher education system in Vietnam in the future.

3. Conclusion

Based on theoretical research and practical surveys on the development of communication activities in private universities in Hanoi, this thesis has achieved important research results, contributing to both the theoretical and practical aspects of communication management in higher education, including private universities.

First, the thesis has systematized and clarified the theoretical basis for the development of communication activities in higher education institutions, especially in the context of private universities playing an increasingly important role in the higher education system in Vietnam. Through the synthesis and analysis of theoretical viewpoints related to organizational communication, educational communication, brand management, and strategic communication, the thesis has built a relatively comprehensive theoretical framework for the development of communication activities in the university environment. This theoretical framework contributes to clarifying the concept, content, role, and influencing factors of communication activities in private universities, while also proposing a system of evaluation criteria and development orientations for communication activities suitable to the specific characteristics of private higher education institutions in Vietnam.

Furthermore, the thesis systematically surveyed and analyzed the current state of communication development at private universities in Hanoi. The research results show that many educational institutions have initially shown interest in building and developing communication activities, implementing various forms of communication to enhance the image and reputation of the institution. However, communication activities at many universities still have certain limitations, such as a lack of long-term communication strategies, a lack of truly professional communication organizational structures, limited resources for communication activities, and inconsistent application of digital technology in communication. Through the analysis of survey data and practical information, the thesis has identified the main causes of these limitations, including subjective factors from the training institutions and objective factors from the policy environment, the education market, and the development trends of modern media.

Based on the results of theoretical and practical research, the thesis has proposed several solutions to develop communication activities at private universities in Hanoi in the coming period. These solutions are developed in a comprehensive and integrated manner, linked to the requirements of digital transformation in education and communication, while also being suitable to the practical conditions of private universities. These solutions focus on improving communication strategies, enhancing the organizational and management capacity of communication, developing professional communication human resources, strengthening the application of digital technology, and building a system for evaluating communication effectiveness. The aim of these solutions is to contribute to improving the effectiveness of communication activities, enhancing brand recognition, attracting students, and increasing the

competitiveness of private universities in the increasingly competitive environment of higher education.

In addition, the thesis also provides a development orientation for communication activities of private universities in Hanoi until 2035, with a vision to 2045. This orientation is linked to the development trends of higher education in the digital age and is consistent with Vietnam's higher education development strategy in the new period. The research results of the thesis are not only scientifically significant but also have practical value in supporting private higher education institutions to build and implement more effective communication strategies in the future.

Overall, the research findings of this thesis have contributed important scientific and practical arguments for the development of communication activities at private universities in Hanoi. At the same time, these results can also be referenced and applied in the process of building and developing communication activities at private higher education institutions in other localities of Vietnam, in the context of higher education gradually integrating and developing according to the trend of globalization.

RESEARCH STUDENTS

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