

SUMMARY AND NEW CONCLUSIONS OF THE THESIS

- 1. Thesis Title:** Financial management in State universities under the Ministry of Education and Training (Moet) in Ho Chi Minh City regarding the financial autonomy condition
- 2. Major:** Finance –Banking Code : 62.34.02.01
- 3. PhD candidate:** Trương Thị Hiền
- 4. Scientific supervisors:**

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- 5. New conclusions of the thesis:**

Academic and practical contributions:

The thesis has systematized rationale regarding financial management and provided new concepts in financial management in state universities. These new concepts aim to maximize revenue, minimize expenses, increase staff salary as well as maintaining training quality. Training outcomes are assessed on the following criteria: appropriateness of training program, capacity of newly graduated students, rate of students having jobs matching their backgrounds, university social responsibility, scientific research, and university services.

Similarities and differences between financial management in the context of state universities and enterprises have been identified. Since financial relationships in state universities are among the government, students, staff and society, these stakeholders contribute to the revenue of universities. Also, universities' expenses are for the purpose of maintaining the above relationship.

The thesis also emphasized the necessity, requirements and performance assessment criteria of financial autonomy in state university. The most significant number in assessment criteria is the rate of non-budget income out of total university budget. Besides, responsibility of university and other stakeholders play a key role in maximizing financial autonomy in universities. Universities, in general, also should pay attention to maintain training quality and reputation in the era of integration.

New suggestions based on the research findings:

On the basis of the analysis of financial management in 4 state universities which are under the Ministry of Education and Training (Moet) in HCMC, there are two categories of financial autonomy including fully financial and partially financial autonomy between 2011 and 2015 in terms of following aspects: details of income sources, expenses on branch budget, increasing income of the officials and the reality of using financial management tools.

The thesis evaluates and comments on achieved results and points out limitations on financial management mission in universities which are under the Moet in HCMC. Based on this, the thesis

proposes solutions in order to improve financial management mission in the under-Moet universities in HCMC regarding the financial autonomy condition. Those solutions are as follows:

- Solutions of mobilizing income sources excluding state budget
- + Increasing the enrolments of post-graduate, high-quality and international programs.
- + Broadening and improving the quality of training and scientific research services for society in general and for the nation in particular.
- + Boosting the financial mobilization from foreign investments
- + Researching pilot donations and putting them into practice
- + Mobilizing financial sources from credit channels apart from above mentioned sources.
- Solutions of sufficient expenses
- + Improving the training and scientific research quality
- + Effectively solving the financial problems of state universities
- + Boosting the use of sponsoring sources to improve facilities and equipment for the universities
- + Constructing and fulfilling some flat-rate policies and delegating the financial autonomy for large-scale units in state universities
- + Comprehensively cooperating with enterprises based on win-win principles.

Besides the suggestions on fulfilling the financial management tools, the thesis also proposes that State universities should actively apply the model of Balanced Scorecard by Robert S. Kaplan and David Norton in management in order to obtain the universities' strategic goals, which leads to the best result in the field of managing finance.

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