

HO CHI MINH NATIONAL ACADEMY OF POLITICS

VU ANH BA

**QUALITY OF PARTY WORK AND POLITICAL WORK OF
POLITICAL INSTRUCTORS AT ACADEMIES AND OFFICER
TRAINING SCHOOLS OF VIETNAM PEOPLE'S ARMY IN THE
CURRENT PERIOD**

**SUMMARY OF THE DOCTORAL DISSERTATION
SPECIALITY: PARTY BUILDING AND STATE GOVERNANCE**

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INTRODUCTION

1. Rationale of the study

Conducting Party and political work (PPW) is a fundamental principle in building the revolutionary armed forces under the leadership of the Communist Party of Vietnam. It is the responsibility of Party committees, Party organisations, and all officers and soldiers, with political organs and political officers at all levels playing a central role, particularly political instructors at grassroots units. The history of the building, combat, development, and growth of the People's Army of Vietnam (PAVN) has clearly demonstrated the vital role of political instructors in providing political education, fostering ideological commitment, and cultivating political awareness, moral qualities, discipline, patriotism, and a steadfast and courageous fighting spirit among officers and soldiers. As President Ho Chi Minh clearly stated *“The character of a political instructor exert an enormous influence on the troops. A political instructor who fails to fulfill their duties will result in poor troops.”*

Military academies and officer training schools are centres for educating and training military personnel at various levels, as well as for conducting research, applying scientific knowledge, and advancing military science in service of the armed forces and the nation. At these institutions, political officers play a central role in directing and organising Party and political work (PPW). They also serve as secretaries of Party executive committees or Party cells, leading Party organisations at the grassroots level, and as “on-site educators” within cadet management units.

The quality and effectiveness of PPW conducted by political officers at military academies and officer training schools directly contribute to strengthening the leadership and combat capabilities of Party committees and Party organisations, as well as improving the quality of cadres and Party members. At the same time, effective PPW contributes to building comprehensively strong cadet management units, ensuring the effective fulfilment of responsibilities for cadet management, education, and training, and enhancing the quality of education, training, and scientific research at military academies and officer training schools.

In recent years, under the direct leadership of Party committees and institutional leadership, together with the regular guidance and direction of political commissars and political organs, the quality of Party and political work (PPW) conducted by political officers at military academies and officer training schools has improved significantly.

Political officers have taken the initiative in studying and gaining a thorough understanding of the guidelines and policies of the Communist Party of Vietnam, the

policies and laws of the State, as well as directives, regulations, and guidance issued by Party committees and higher-level political organs. On this basis, they have provided timely and effective advice to grassroots Party committees and Party cells, while taking a leading role in organising and implementing PPW in accordance with the directions of higher authorities.

They have also advised Party committees and Party cells on appropriate measures to strengthen leadership and ensure the successful fulfilment of assigned missions. At the same time, they have taken direct responsibility for organising and overseeing PPW activities, contributing to the development of strong and exemplary Party committees and Party cells and to improving the quality of Party members. Alongside these positive achievements, the quality of PPW implemented by a number of political instructors in academies and officer training schools continues to reveal considerable shortcomings and inadequacies. The content, forms, and methods of implementation remain monotonous, mechanical, stereotyped, and slow to innovate, resulting in low quality and effectiveness. A segment of political instructors remains passive, displaying an attitude of waiting for, and relying excessively on, the instructions and guidance of principal leaders and higher-level political organs. They have not regularly or proactively researched and proposed to superior authorities and their own Party committees sound guidelines and measures to drastically innovate and enhance quality, operational efficiency, and practical effectiveness. The fighting capacity and persuasive educational power of political-ideological education and Party-building work remain constrained; the regularization of military conduct, as well as adherence to discipline and state laws among cadres, Party members, and the masses, continues to exhibit limitations and shortcomings. In isolated instances, certain political instructors have even breached discipline and succumbed to political-ideological degradation.

In the years ahead, the international and regional landscape will continue to witness profound transformations, evolving rapidly, intricately, and unpredictably. Major powers are adjusting their strategies, balancing cooperation and compromise while engaging in intensifying, often acute, strategic confrontation. Armed conflicts, localized wars, arms races, and high-tech warfare are unfolding across multiple regions, carrying heightened risks and latent threats of broader conflict. The Fourth Industrial Revolution continues to advance vigorously, exerting deep influences on all spheres. Sovereignty disputes over land territory, maritime zones, and islands, including those in the East Sea, remain complex and volatile, posing persistent risks of conflict.

The cause of national construction, development, and homeland defense undertaken by our people in the new era presents favorable opportunities alongside novel difficulties and severe challenges. The mission to build a revolutionary, regular, elite, and modern military must satisfy the rigorous requirements of firmly safeguarding the Socialist Fatherland of Vietnam in the new context. Concurrently, the tasks of education, training, and scientific research, the development of smart, modern military academies and officer training schools, the imperative to cultivate clean and strong Party committees and Party organizations possessing high leadership capacity and combat strength, and the advancement of cadre and Party member standards all urgently dictate that military academies and officer training schools vigorously bring into play the role and responsibility of political organs and political cadres at all levels in innovating and enhancing the quality, efficacy, and operational efficiency of PPW activities. Stemming from the aforementioned rationales, the author has selected the topic: ***“Quality of party work and political work of political instructors at academies and officer training schools of Vietnam People’s Army in the current period”*** as the doctoral dissertation.

2. Objective and aims of the dissertation

*** *Research objective***

To elucidate theoretical and practical issues concerning the quality of PPW conducted by the contingent of political instructors in military academies and officer training schools, thereby proposing viable solutions to enhance the quality of PPW performed by this contingent in the current period.

*** *Research aims***

First, to review the existing scholarship and literature relevant to the dissertation topic, thereby delineating the critical issues that the dissertation focuses on addressing.

Second, to clarify theoretical issues concerning PPW and the quality of PPW conducted by the contingent of political instructors in military academies and officer training schools.

Third, to assess the actual status of the quality of PPW, identify underlying causes, and determine the emergent issues in enhancing the quality of PPW conducted by the contingent of political instructors in military academies and officer training schools in the current period.

Fourth, to identify requirements and propose systematic solutions to elevate the quality of PPW conducted by the contingent of political instructors in military academies and officer training schools in the current period.

3. Object and scope of the dissertation

*** *Research object***

The quality of PPW conducted by the contingent of political instructors in academies and officer training schools of the PAVN in the current period.

*** *Research scope***

- *Scope of Content*: Theoretical and practical dimensions concerning PPW and the quality of PPW conducted by the contingent of political instructors in military academies and officer training schools.

- *Spatial Scope*: Focused on conducting empirical investigations and field surveys regarding the quality of PPW activities performed by the contingent of political instructors across cadet-management units (cadet regiments, battalions, and companies) among seven selected academies and officer training schools: the Military Academy of Logistics; the Border Guard Academy; the Air Defense - Air Force Academy; Army Officer College No. 1; Army Officer College No. 2; the Military Engineering Officer College; and the Artillery Officer College.

- *Temporal Scope*: Empirical data, survey materials, and field documentation are primarily gathered from 2020 to the present. The proposed solutions are oriented toward practical application through 2035.

4. Theoretical and Practical Foundations and Research Methodology

*** *Theoretical Foundation***

The dissertation is grounded in the Marxism-Leninism, Ho Chi Minh Thought, and the guidelines and viewpoints of the Communist Party of Vietnam regarding Party leadership over the military; building the armed forces politically; PPW in the PAVN; and the roles of political commissars, political instructors, political organs, and the contingent of political cadres.

*** *Practical Foundation***

The practical conduct and measurable quality of PPW carried out by political instructors in military academies and officer training schools; directives, resolutions, conclusions, review reports on PPW, and summary reports on education and training in academies and officer training schools of the People's Army of Vietnam (PAVN) at present; as well as the empirical survey and investigation findings obtained by the author across these institutions serve as the practical foundation of the study. Furthermore, the dissertation selectively incorporates and builds upon the research findings of relevant previously published academic works.

*** *Research Methodology***

Based on the scientific methodology of Marxism-Leninism, the dissertation employs a synthesis of research methods drawn from both specialized and

interdisciplinary sciences, with particular emphasis placed on: practical summation; documentary research; the combination of logical and historical methods; analysis and synthesis; statistical comparison; and sociological investigation...

Chapter 1: The dissertation employs documentary research methods alongside synthesis and analysis of findings from domestic and international studies pertinent to the research topic. Through inductive reasoning and thematic synthesis of these prior works, the chapter establishes a grounded basis for determining which areas the dissertation should inherit and advance, thereby systematically realizing its research objectives and tasks and demarcating the core issues that warrant in-depth investigation and clarification.

Chapter 2: The dissertation utilizes an integration of analytical and synthetic methods, coupled with historical-logical approaches, statistical procedures, and documentary analysis, to elucidate the foundational theoretical dimensions of the research subject and key knowledge components directly bearing on the construction of the dissertation's theoretical framework.

Chapter 3: The dissertation prioritizes a multifaceted array of methods, including synthesis, analysis, historical-logical reasoning, practical summation, sociological surveys, documentary research, statistical evaluation, and comparative assessments. These are deployed to evaluate the status quo, including encompassing strengths, shortcomings, and limitations in organizing the implementation of Party resolutions and conducting PPW, as well as in deducing empirical experiences. From this foundation, the study yields assessments, conclusions on merits and deficiencies, and practical lessons learned regarding the conduct of PPW across academies and officer training schools of the PAVN in the current period.

Chapter 4: The dissertation applies a synthesis of Marxist-Leninist methodology, analytical and synthetic techniques, comparative analysis, statistical measures, empirical surveys, and historical-logical methods to highlight favorable factors alongside emerging challenges. This analytical foundation enables the formulation of orientations and primary solutions aimed at elevating the quality of PPW across academies and officer training schools of the PAVN in the coming years.

5. Scientific Contributions of the Dissertation

The dissertation establishes the conceptual framework and clarifies the content, methods, roles, and characteristics of PPW conducted by the contingent of political instructors in military academies and officer training schools.

The dissertation develops the conceptual understanding, elucidates its theoretical connotations, and delineates the determining factors governing the quality

of PPW conducted by the contingent of political instructors in academies and officer training schools of the PAVN.

The dissertation contributes to deepening the theoretical dimensions concerning PPW carried out by the contingent of political instructors and the quality of PPW performed by this contingent.

The dissertation identifies the emergent and practical issues involved in elevating the quality of PPW conducted by the contingent of political instructors in academies and officer training schools of the PAVN.

The dissertation proposes two novel solutions: *First*, elevating the quality across all operational aspects of PPW conducted by the contingent of political instructors in military academies and officer training schools in the current period; *Second*, intensifying professional training, ethical cultivation, and practical competence development to refine the leadership methods and working styles in military academies and officer training schools in the current period.

6. Theoretical and Practical Significance of the Dissertation

*** *Theoretical significance of the Dissertation:*** The dissertation contributes to deepening several theoretical dimensions concerning PPW and the quality of PPW conducted by the contingent of political instructors in military academies and officer training schools in the current period.

*** *Practical significance of the Dissertation:*** The research findings of the dissertation contribute to providing scientific arguments and empirical rationales that Party committees, Party organizations, principal commanders, and political organs across military academies and officer training schools can consult and apply in directing and guiding the practical execution of PPW by the contingent of political instructors in the contemporary period.

7. Structure of the Dissertation

The structure of the dissertation comprises: the Introduction; the Main Body arranged into 4 chapters and 9 sections; the Conclusion; the List of Author's Published Scientific Works Related to the Dissertation; the List of References; and the Appendices.

CHAPTER 1

LITERATURE REVIEW

1.1. INTERNATIONAL RELATED RESEARCH WORKS

1.1.1. Studies on Cadres and Political Cadres in the Armed Forces

The building of cadres, political officers, commissars, and political instructors in the armed forces has long drawn substantial interest from scholars both in Vietnam and abroad. Key completed and published works include:

Zhang Sixue (Ed., 2006), *Party and Political work of the Chinese People's Liberation Army*, People's Army Publishing House, Hanoi; Peng Guangqian, Zhao Zhiyin, and Luo Yong (2012), *China's National Defense*, Ho Chi Minh City Publishing House; Ding Bangyu (2013), *Operational command science*, People's Army Publishing House, Hanoi.; Xi Jinping (2014), "Striving to bring into full play the lifeline role of Political work in building a strong military", in *Xi Jinping: The Governance of China*, Vol. II; Seng Thoong Unnang (2016), *Political acumen of the Main-force battalion cadres in the Lao People's Armed Forces in the contemporary period*, Doctoral dissertation in Party building and State governance, Academy of Politics, Hanoi; Bounlone Saluoisak (2016), *Building the Political officer corps in infantry regiments of the Lao People's Armed Forces in the contemporary period*, Doctoral dissertation in Party building and State governance, Academy of Politics, Hanoi; Neang Phat (2016), *Building the military cadres in the Royal Cambodian Armed Forces Today*, Doctoral dissertation in Party building and State governance, Academy of Politics, Hanoi; Phor Nara (2016), *Developing the qualities and competencies of Campaign- and Strategic-level cadres in the Royal Cambodian Armed Forces Today*, Doctoral dissertation in Party building and State governance, Academy of Politics, Hanoi; Bounthan Chanthalya (2016), *Cultivating the Working competencies of cadres in strategic organs of the General Political department of the Lao People's Armed Forces Today*, Doctoral dissertation in Party building and State governance, Academy of Politics, Hanoi; Institute of Military Political Work, Academy of Military Science (2018), "Emphasizing the Cultivation of a High-Caliber Cadres and Talents", *Chinese military and National Defense online*; and Phaythoun Keovongphet (2023), *Fostering working methods and styles of Company Party cell secretaries in Party committees of infantry regiments of the Lao People's Armed Forces Today*, Doctoral dissertation in Party building and State governance, Academy of Politics, Hanoi.

1.1.2. Studies on Party and Political work and its quality of in the Armed Forces

Institute of Military history of the Ministry of Defense of the USSR (1976), *Party and Political work in the Soviet Armed Forces 1918-1973: Historical summary*, People's Army Publishing House, Hanoi; A. A. Epishev (1976), *Several issues concerning Party and Political work in the Soviet Armed Forces*, People's Army Publishing House, Hanoi;

A. A. Epishev (1980), *Ideological Work in the Soviet Armed Forces*, People's Army Publishing House, Hanoi; P. I. Karpenko (1981), *Party and Political work in the Soviet Armed Forces*, People's Army Publishing House, Hanoi; Ministry of National Defense of the People's Republic of China (2002), *China's National Defense in 2002* (White Paper), Information Office of the State Council of the People's Republic of China; Central Military Commission of China (2003), *Regulations on Political work of the Chinese People's Liberation Army*; Zhang Sixue (Ed., 2006), *Political work of the Chinese People's Liberation Army*, People's Army Publishing House, Hanoi; Central Military Commission of China (2010), *Statute on Political Work*; and Thimsao Douangchampa (2016), *Elevating the Quality of Political Education for Non-Commissioned Officers and Enlisted Soldiers in Infantry Regiments of the Lao People's Armed Forces Today*, Doctoral Dissertation in Party Building and State Governance, Academy of Politics, Hanoi.

1.2. NATIONAL RELATED RESEARCH WORKS

1.2.1. Studies on Cadres and Political Cadres in the People's Army of Vietnam

Chu Huy Man (2006), *The Political commissar in the People's Army of Vietnam*, People's Army Publishing House, Hanoi; Pham Van Nhuan (2011), *Moral Qualities of Political commissars and Political Instructors in the People's Army of Vietnam*, People's Army Publishing House, Hanoi; Pham Van Huynh (2012), *Fostering ideological work methods for Grassroots political instructors in the People's Army of Vietnam Today*, Doctoral dissertation in Party building and State governance, Academy of Politics, Hanoi; Tran Sinh Huy (2013), *Developing the professional capacity of officers in Political divisions of infantry divisions in the People's Army of Vietnam Today*, Doctoral dissertation in Party building and State governance, Academy of Politics, Hanoi; Can Xuan Hung (2015), *Enhancing Party-Building capacity among Party Committee secretaries of Air Defense Regiments and Brigades Today*, Doctoral dissertation in Party Building, Academy of Politics, Hanoi; Luong Cuong (2017), "Building a Strong military cadres to meet task requirements in the new context", *National Defense Journal*, November 2017 issue; Nguyen Van Phuong (2017), *Building the Cadres in the Organization Boards of Divisions in the People's Army of Vietnam Today*, Doctoral Dissertation in Party Building, Academy of Politics, Hanoi; Pham Quang Thanh (Ed., 2017), *Enhancing the Youth Union Work Competence of Political Instructors at Grassroots Units in the Military Today*, People's Army Publishing House, Hanoi; Dang Duy Thai (2019), *Elevating the Quality of the Sub-unit Political Cadre Contingent from Ethnic Minorities in the People's Army of Vietnam*, People's Army Publishing House, Hanoi; Hoang Manh Hung (2019), *Several Issues on Elevating the Quality of Planning, Sourcing, Managing, Assigning, and Employing the Contingent of Political Instructors in Infantry Divisions of the Military in Accordance with the Party's Guidelines and Policies*, Doctoral Dissertation in Party Building, Academy of Politics, Hanoi; Vu Van

Tam (2022), *Advancing the Level of Political Theory of the Contingent of Political Instructors in District-Level Military Commands within Military Region 2 Today*, Doctoral Dissertation in Party Building, Academy of Politics, Hanoi; Nguyen Van Ky (Ed., 2022), *Enhancing the Competence of Company Political Instructors as Lead political instructors in the People's Army of Vietnam*, People's Army Publishing House, Hanoi; Luong Tien Luc (2023), *Fostering the Party-Building Competence of the Contingent of Party Cell Secretaries in Logistics Boards of Infantry Regiments in the Military Today*, Doctoral Dissertation in Party Building, Academy of Politics, Hanoi; Bui Quang Kha (2024), *Elevating the Quality of the Contingent of Company Political Instructors in Infantry Battalions of the People's Army of Vietnam Today*, Doctoral Dissertation in Party Building, Academy of Politics, Hanoi; and Khuat Trong Nam (2025), *The Party's Viewpoints on the Pioneering and Exemplary Role of Cadres and Party Members: Values and Orientations for Application in Contemporary Military Schools*, National Political Publishing House Truth, Hanoi.

1.2.2. Studies on Party and Political Work and its quality in the People's Army of Vietnam

General Political Department (2013), *Elevating the Quality of Party and Political Work of the Border Guard in Implementing the Party and State's Ethnic and Religious Policies in the New Context*, People's Army Publishing House, Hanoi; Nguyen Minh Khai (2014), *Research on Party and Political Work of the People's Army of Vietnam in Preventing, Combating, and Mitigating Natural Disasters and Catastrophes Today*, Ministry of National Defense-level Scientific Research Project; Nguyen Dinh Hieu (2015), *The Quality of Party and Political Work in Combating Drug-Related Crimes Conducted by the Border Guard in the Northwestern Border Provinces Today*, People's Army Publishing House, Hanoi; General Political Department (2016), *Party and Political Work in the Mission of Defending Maritime and Island Sovereignty by the Border Guard*, People's Army Publishing House, Hanoi; Nguyen The Hai (2017), *Party and Political Work in Building Reserve Forces across Provinces and Centrally Administered Cities within Military Region 7 Today*, Doctoral Dissertation in Party Building, Academy of Politics, Hanoi; Do Can (2018), "Enhancing the Effectiveness of Party and Political Work Across Operations and Tasks", *National Defense Journal*, Issue 4; Nguyen Trong Nghia (2020), *Summing up Party and Political Work of the People's Army of Vietnam in Performing the Mission of Combating and Preventing "Peaceful Evolution" (1975-2020)*, Issue 122, p. 56; Pham Van Hao (2021), *Elevating the Quality of Party and Political Work in the Combat Training Mission within Naval Ship Brigades of the Navy Today*, Doctoral Dissertation in Party Building, Academy of Politics, Hanoi; Phan Dang Thanh (Ed., 2022), *Party and Political Work in Developing the Contingent of Military Flight Instructors Today*; Nguyen Phu Trong (2023), *Some Issues on the Military Guidelines and National Defense Strategy in the Cause of*

Building and Defending the Socialist Fatherland of Vietnam in the New Era; Trinh Van Quyet (2024), *The Role of Party and Political Work Throughout 80 Years of Building, Fighting, and Maturing of the People's Army of Vietnam*; and Ngo Van Huynh (2026), *The Quality of Party and Political Work in the Combat Training Mission of Air Force Regiments of the Air Defense - Air Force Today*, Doctoral Dissertation in Party Building and State Governance, Academy of Politics, Hanoi.

1.3. SUMMARY OF RESEARCH FINDINGS AND ISSUES FOR FURTHER RESEARCH IN THE DISSERTATION

1.3.1. Summary of Previous Research Findings

First, on the theoretical front, several research works have conducted in-depth analyses of the contingent of political commissars and political instructors in the armed forces, focusing on elucidating conceptual frameworks, roles, responsibilities, authorities, and essential requirements regarding qualities, competencies, and working methods. In addition, other studies have concentrated on assessing the quality of PPW through concrete manifestations in key missions such as training, combat readiness, the formal military regularization and discipline maintenance. From these investigations, practical measures have been proposed to elevate the efficacy of PPW undertaken by political organs and the contingent of political cadres.

Second, these existing studies serve as valuable resources and provide a solid theoretical foundation for the doctoral candidate to inherit and advance within the dissertation concerning the contingent of political instructors in military academies and officer training schools. The dissertation is oriented toward specific objectives: (1) synthesizing and rationalizing fundamental issues regarding the contingent of political instructors; (2) constructing and clarifying the conceptual connotation of PPW conducted by the contingent of political instructors; (3) analyzing concrete manifestations and determining factors, as well as establishing criteria for quality assessment; and (4) proposing practical solutions to enhance the quality of PPW conducted by the contingent of political instructors in the contemporary period.

Third, on the practical front, numerous research works at the level of commissioned scientific projects and doctoral dissertations have conducted empirical surveys and data analysis to comprehensively assess the practical state of PPW quality implemented by political organs, political commissars, and political instructors. These scholarly works have not only highlighted merits, limitations, and underlying root causes, but also distilled valuable practical lessons. On that basis, they have formulated conceptual frameworks and assessment criteria, while proposing scientific solutions to enhance the quality of PPW executed by the contingent of political instructors in the PAVN.

Fourth, it can be affirmed these earlier findings serve as valuable reference materials that the candidate selectively inherits. Crucially, however, the literature review shows that no prior research has systematically and comprehensively addressed the topic: "*Quality of Party and Political Work by Political Instructors at Academies and Officer Training Schools of the Vietnam People's Army in the Current Period*" from the perspective of Party Building and State Governance. Therefore, this dissertation topic is entirely original and does not duplicate any previously published work.

1.3.2. Issues Requiring Further Investigation by the Dissertation

Drawing upon the findings of the literature review of both domestic and international scientific research works, the dissertation delineates the following critical issues that warrant further systematic investigation:

First, building on the review of prior research, the dissertation establishes the imperative to conduct in-depth research to formulate a precise conceptual understanding of the contingent of political instructors. Specifically, it is necessary to elucidate their responsibilities, duties, authorities, and operational working relationships within military academies and officer training schools. Concurrently, the dissertation will clarify fundamental theoretical dimensions concerning PPW undertaken by the contingent of political instructors, establishing a robust theoretical foundation for subsequent evaluation and the formulation of solutions.

Second, the dissertation will define the concept of PPW quality as carried out by political instructors in military educational institutions. It will rationalize the governing factors and establish clear, systematic criteria to evaluate the effectiveness of work performed by the contingent of political instructors in the contemporary period, thereby ensuring that the evaluation remains objective and methodical.

Third, the dissertation will analyze and accurately evaluate the practical status and quality of PPW executed by the contingent of political instructors across military academies and officer training schools. On that basis, it will clearly delineate the underlying causes of both achievements and deficiencies. This analysis not only identifies core issues but also highlights emerging challenges, establishing a solid empirical foundation for deriving effective solutions.

Fourth, the study aims to assess and project the impact of influential factors on elevating the quality of PPW conducted by the contingent of political instructors in military academies and officer training schools. Grounded in this projection, the dissertation will determine operational requirements and propose a comprehensive, viable system of concrete solutions aimed at advancing the work quality of this contingent in the years ahead.

CHAPTER 2

THEORETICAL AND PRACTICAL ISSUES CONCERNING THE QUALITY OF PARTY AND POLITICAL WORK CONDUCTED BY POLITICAL INSTRUCTORS AT MILITARY ACADEMIES AND OFFICER TRAINING SCHOOLS

2.1. POLITICAL INSTRUCTORS AND THEIR PARTY AND POLITICAL WORK IN MILITARY ACADEMIES AND OFFICER TRAINING SCHOOLS

2.1.1. Military Academies and Officer Training Schools and their Contingent of Political Instructors in Military Academies and Officer Training Schools

2.1.1.1. Military Academies and Officer Training Schools

Presently, the PAVN comprises 21 military academies and officer training schools, categorized by management level. Specifically, 9 academies and officer training schools are directly subordinate to the Ministry of National Defense, while the remaining 12 institutions are subordinate to the General Departments, military services, and specialized combat arms.

** Core Responsibilities and Duties of Military Academies and Officer Training Schools*

Pursuant to Article 9 of the *Statute on School Work of the People's Army of Vietnam*.

** Administrative and Military Organizational System*

Pursuant to Article 6, Chapter 2 of the *Statute on School Work of the People's Army of Vietnam*.

** Party Organizational System in Military Academies and Officer Training Schools*

In implementing Regulation No. 332-QĐ/TW dated June 24, 2025, of the Politburo on Party organization within the People's Army of Vietnam, and Regulation No. 208-QĐ/TW dated July 26, 2026, of the Central Committee on the Implementation of the Party Charter, an Academy or School Party Committee is established at each military academy and officer training school. The Party Committees of military academies and officer training schools constitute the direct superior echelon of grassroots Party organizations.

2.1.1.2. The Contingent of Political Instructors in Military Academies and Officer Training Schools

** Concept, Functions, Duties, and Working Relationships of Political Instructors in Military Academies and Officer Training Schools*

Concept: A political instructor in military academies and officer training schools is a qualified political cadre appointed by competent authorities to hold the position of company political instructor or battalion political instructor (course-management department political instructor); elected by the Party cell congress or battalion (course) Party congress, or appointed by competent authorities, to serve as Party cell secretary or

Party executive committee secretary; acts as the principal authority in charge of political affairs, undertaking PPW; collaborates with the company commander or battalion commander (head of the course-management department) to formulate and organize the execution of the unit's overall work plans; and shares joint responsibility before the Party committee, political commissar, and director (superintendent) of the military academy or officer training school, as well as before their respective Party cell committee, Party cell, or Party committee, for all activities of the unit.

** Core Responsibilities and Duties of Political Instructors in Military Academies and Officer Training Schools*

** Working Relationships of Political Instructors in Military Academies and Officer Training Schools*

2.1.1.3. Concept, Characteristics, and Role of the Contingent of Political Instructors in Academies and Officer Training Schools of the People's Army of Vietnam

** Concept of the Political Instructors: The contingent of political instructors in military academies and officer training schools is an aggregate of qualified political cadres who satisfy prescribed statutory criteria and are appointed by competent authorities to the positions of company political instructor or battalion (course-management department) political instructor; elected by Party committees or cells, or appointed by superior Party committees, to serve as Party cell secretaries or Party executive committee secretaries; serve as the principal authorities in charge of political affairs, undertaking PPW; collaborate with company commanders or battalion commanders (heads of course-management departments) to formulate and execute the unit's collective work plans; and share joint responsibility before the Party committee, political commissar, and director (superintendent) of the military academy or officer training school, as well as before their respective Party cell committee, Party cell, or Party committee, for the comprehensive activities of the unit.*

** Characteristics of the Contingent of Political Instructors in Military Academies and Officer Training Schools*

First, political instructors in military academies and officer training schools comprises formally trained political cadres drawn from diverse sources.

Second, the age, length of military service, professional knowledge, operational capacity, and practical experience in conducting PPW among the contingent of political instructors in military academies and officer training schools are uneven.

Third, the overwhelming majority of these instructors still encounter substantial socioeconomic pressures and family-related domestic challenges.

** Role of the Contingent of Political Instructors in Military Academies and Officer Training Schools*

First, political instructors in military academies and officer training schools constitutes the core force in thoroughly grasping, disseminating, concretizing, and

formulating implementation plans for Party guidelines and lines, state policies and laws, resolutions, directives, regulations, decisions, statutes, conclusions, instructions, and combat orders issued by superior Party committees and commanders, as well as by their own Party committees and cells.

Second, instructors in military academies and officer training schools serves as the pivotal core in building and enhancing the leadership capacity and combat strength of Party cell committees, Party cells, and Party executive committees; advancing the quality of the cadre contingent and Party members; building robust units and mass organizations; and acting as the nucleus of unity within the Party cell, Party organization, and unit.

Third, political instructors in military academies and officer training schools represents the core force directly determining the quality of PPW activities within education, training, scientific research, the regularization of military conduct, and other assigned duties.

Fourth, they directly participate in command activities, regularizing unit discipline and military order, and managing unit discipline, thereby contributing to bolstering the command, managerial, and operational authority of company commanders and battalion commanders (heads of course-management departments).

Fifth, they serve as the core force directly engaged in struggle on the political and ideological front, actively refuting erroneous and hostile viewpoints, and firmly defending the Party's ideological battleground within the unit, academy, and officer training school.

2.1.2. Party and Political Work Conducted by the Contingent of Political Instructors in Military Academies and Officer Training Schools

2.1.2.1. Concept, Content, and Methods of Party and Political Work Conducted by the Contingent of Political Instructors in Military Academies and Officer Training Schools

** Concept: Party and Political Work (PPW) conducted by political instructors in military academies and officer training schools encompasses the integrated system of ideological, organizational, policy, and mass mobilization activities carried out by company and battalion (cadet department) political instructors. This work proceeds under the leadership, direction, and guidance of the institution's Party Committee, leadership, and Political Division, as well as the immediate Party committees and cells. Its overarching objective is to build clean and strong company Party cells and battalion Party organizations, while developing units that are Comprehensively Strong, Exemplary, and Model. Thereby, it reinforces and safeguards the absolute, direct, and comprehensive leadership of Party cells and committees over their units, maximizes the political-ideological morale of troops, and ensures the successful fulfillment of educational, training, scientific research, and assigned military duties.*

** Content of PPW Conducted by the Contingent of Political Instructors in Military Academies and Officer Training Schools*

First, conducting political and ideological education; propaganda and agitation work; emulation and commendation work; and mass cultural and artistic activities.

Second, implementing contents and measures to build company Party cell committees, company cells, battalion headquarters, and battalion (course) Party committees and organizations that are thoroughly robust in terms of politics, ideology, ethics, organization, and cadres.

Third, executing contents and measures to build the cadres in companies and battalions (cadet departments) to ensure sufficient quantity, appropriate structure, and moral qualities, competence, and prestige commensurate with the requirements of education, training, scientific research, building strong cadet-management units and academies/schools, and successfully executing other assigned missions.

Fourth, implementing the contents and measures of military security work, heightening revolutionary vigilance, safeguarding military secrets and state, military, and unit confidential information, and strictly adhering to regulations on internal political protection.

Fifth, consolidating and building genuinely strong Ho Chi Minh Communist Youth Union, Trade Union, and Women's Union organizations, as well as Military Councils, ensuring their effective operation in accordance with designated functions and assigned duties.

Sixth, educating and creating favorable conditions for cadres, cadets, defense workers, and soldiers to carry out mass mobilization work; enforcing strict discipline regarding public statements and communication; managing and ensuring the safety and economical maintenance of technical assets; and diligently attending to the material and spiritual well-being of subordinates while strictly implementing military family support policies.

Seventh, organizing and executing PPW across all unit operations and duties, with primary focus placed on education and training missions, the regularization of military conduct and disciplinary training, and preventing and combating "peaceful evolution" schemes directly from within the unit.

Eighth, directly participating in, and organizing cadres, cadets, and staff to engage in, scientific research in the military social sciences and humanities, with special emphasis on summing up practical experiences drawn from PPW activities within the unit.

** Methods of PPW Conducted by the Contingent of Political Instructors in Military Academies and Officer Training Schools*

First, organizing the study, thorough comprehension, and internalization of the Party's lines and guidelines, as well as state policies and laws - with particular emphasis on Party and state orientations and policies regarding education, training, science, and

technology, alongside the building and combat missions of the armed forces; and implementing resolutions, laws, circulars, decrees, and guidance from superior echelons and academy/school Party committees and directorates (executive boards) regarding institutional tasks.

Second, conducting surveys, investigations, and practical research to firmly grasp unit characteristics and relevant personnel dynamics, particularly learner target groups; and flexibly and creatively applying the principles of conducting PPW within education, training, and scientific research by closely integrating ideological, organizational, and policy work to achieve substantive outcomes.

Third, employing propaganda campaigns, emulation drives, and cultural, sports, and recreational programs during weekends and rest hours to stimulate engagement.

Fourth, relying on Party committees, Party cells, commanders, and mass organizations; upholding the exemplary role and responsibility of cadres and Party members - most notably principal and leading cadres within the unit; and expanding and promoting internal democracy to execute PPW activities effectively.

Fifth, closely linking PPW activities with education, training, scientific research, the regularization of military conduct, and other operational fields through structured coordination with functional organs and units across the academy or officer training school.

Sixth, implementing work through coordinated activities and operational partnerships with local Party committees, authorities, and populations, as well as with fraternal organs and stationed units in the locality.

Seventh, executing work through the periodic meetings and activities of the Youth Union, the operations of the Military Council, and preliminary and final review conferences evaluating PPW in education, training, and scientific research; and bringing into full play the role of PPW institutions and grassroots cultural facilities within cadet units.

In addition, PPW is conducted through maintaining established working routines and operational regimes, conducting daily, weekly, monthly, and quarterly inspections of educational and training tasks, and organizing regular briefings, consultations, political study sessions, organizational activities, roll calls, flag-raising ceremonies, and task assignments. It is further enacted through assigning missions, conferring rewards, enforcing disciplinary sanctions, and conducting formal performance assessments and classifications for collectives and individuals across constituent organizations.

2.1.2.2. Characteristics of Party and Political Work Conducted by the Contingent of Political Instructors in Military Academies and Officer Training Schools

First, PPW activities are organically bound to the institutional mission, educational objectives, and cadre development standards of the military school.

Second, PPW activities conducted by the contingent of political instructors across companies and battalions within military academies and officer training schools take place simultaneously within pedagogical environments and military operations.

Third, the primary targets of PPW activities undertaken by the contingent of political instructors in military academies and officer training schools are diverse groups of cadets, whose profiles systematically develop and transition according to academic year and training course cycles.

Fourth, these PPW activities are directly shaped and influenced by the socioeconomic, political, and cultural environments of the localities where the institutions are stationed.

2.1.2.3. Role of Party and Political Work Conducted by the Contingent of Political Instructors in Military Academies and Officer Training Schools

First, it directly mobilizes political commitment and high morale to generate synergistic strength, thereby elevating the quality of education, training, and research, and ensuring the successful attainment of the school's training objectives.

Second, it contributes directly to cultivating a wholesome, civilized pedagogical environment that fulfills the cultural and spiritual needs of cadres, cadets, and soldiers.

Third, it plays an indispensable role in building clean, strong grassroots Party organizations and well-ordered cadet-management units, while actively preventing negative, backward influences from infiltrating the unit.

2.2. CONCEPTS, DETERMINING FACTORS, AND EVALUATION CRITERIA REGARDING THE QUALITY OF PARTY AND POLITICAL WORK CONDUCTED BY THE CONTINGENT OF POLITICAL INSTRUCTORS IN MILITARY ACADEMIES AND OFFICER TRAINING SCHOOLS

2.2.1. Concepts and Determining Factors Regarding the Quality of Party and Political Work Conducted by the Contingent of Political Instructors in Academies and Officer Training Schools of the People's Army of Vietnam

2.2.1.1. Concept of the Quality of Party and Political Work Conducted by the Contingent of Political Instructors in Military Academies and Officer Training Schools

Concept:

The quality of PPW conducted by the contingent of political instructors in military academies and officer training schools is the synthesized value of implementing all phases, stages, contents, forms, and measures of ideological work, organizational work, policy work, and mass mobilization work; reflects the qualities, competencies, and practical experience of the contingent of political instructors; and is centrally manifested in the outcomes of achieving established targets and requirements, building clean and strong Party committees and organizations, developing comprehensively strong units, and successfully accomplishing education, training, scientific research, and other assigned duties.

2.2.1.2. Factors Determining PPW Quality

First, the leadership and direction exerted by Party committees and principal commanders toward the missions of education, training, scientific research, unit building, and PPW activities across military academies and officer training schools.

Second, the leadership capacity and fighting capacity of grassroots Party committees and Party cells within cadet-management units.

Third, the political qualities, moral character, lifestyle, knowledge base, competencies, practical experience, working methods, and working styles of the contingent of political instructors in military academies and officer training schools.

Fourth, the political validity, creativity, and contextual appropriateness of the content, forms, and measures of PPW implemented by the contingent of political instructors.

Fifth, the proactive participation of constituent organizations and forces, alongside the material facilities and equipment designated to guarantee PPW activities conducted by the contingent of political instructors in military academies and officer training schools.

2.2.2. Evaluation Criteria for the Quality of PPW Conducted by Political Instructors in the Current Period

First, the awareness, sense of responsibility, and professional competence of the contingent of political instructors in directing, guiding, and organizing unit-level PPW activities.

Second, the evaluation of the execution of PPW contents and measures undertaken by the contingent of political instructors across military academies and officer training schools.

Third, the evaluation of concrete outcomes in realizing PPW targets and requirements; outcomes in building Party committees, Party organizations, and Party cells, as well as building robust units; and outcomes in accomplishing core political missions and other assigned duties.

Fourth, the outcomes achieved in educating, training, and cultivating the qualities, competencies, working methods, working styles, and overall military officer character of cadets upon graduation and commissioning.

CHAPTER 2 CONCLUSION

Conducting PPW constitutes a fundamental principle governing every aspect of unit building and operations within cadet-management units across military academies and officer training schools. Conducting PPW is the shared responsibility of Party committees, Party cells, commanders, political instructors, executive committees of mass organizations, and every cadre, Party member, and cadet in the unit. Within this framework, the political instructor serves as the principal authority in charge of political affairs, directly grasping and internalizing resolutions, directives, and guidelines from

superior echelons as well as resolutions of their own Party organization, while formulating plans, providing guidance, and organizing the execution of PPW activities alongside other assigned missions.

CHAPTER 3

THE ACTUAL STATUS AND EMERGENT ISSUES REGARDING THE QUALITY OF PARTY AND POLITICAL WORK CONDUCTED BY THE CONTINGENT OF POLITICAL INSTRUCTORS IN MILITARY ACADEMIES AND OFFICER TRAINING SCHOOLS

3.1. THE ACTUAL STATUS OF THE QUALITY OF PARTY AND POLITICAL WORK CONDUCTED BY THE CONTINGENT OF POLITICAL INSTRUCTORS IN MILITARY ACADEMIES AND OFFICER TRAINING SCHOOLS

3.1.1. Strengths

First, the vast majority of political instructors across academies and officer training schools demonstrate firm political awareness, actively organizing and guiding unit-level PPW activities strictly within their designated authority.

Second, the content and methods employed by political instructors have undergone substantive, pragmatic, and timely innovations, effectively supporting the schools' education, training, and scientific research missions.

Third, PPW activities conducted by the contingent of political instructors fundamentally meet established goals and requirements, contributing positively to the exemplary completion of education, training, scientific research tasks, and other assigned duties.

Fourth, the overall competence and performance of the political instructor corps fundamentally meet the rigorous requirements of practical military reality.

3.1.2. Limitations

First, a segment of political instructors still demonstrates limited awareness, responsibility, and professional capacity in guiding and organizing PPW across training, research, formal military regularization, and discipline enforcement.

Second, shortcomings persist in how certain instructors implement PPW contents and measures, exerting a noticeable negative impact on the overall fulfillment of their units' political missions.

Third, the outcomes of building clean and strong Party committees and cells, alongside developing "comprehensively strong, exemplary, and model" units, continue to manifest limitations.

Fourth, the ability to discharge core statutory responsibilities remains constrained among some instructors, which hinders the comprehensive accomplishment of collective tasks in cadet-management units.

3.2. UNDERLYING CAUSES OF THE ACTUAL STATUS AND EMERGENT ISSUES REGARDING THE QUALITY OF PARTY AND POLITICAL WORK CONDUCTED BY THE CONTINGENT OF POLITICAL INSTRUCTORS IN MILITARY ACADEMIES AND OFFICER TRAINING SCHOOLS

3.2.1. Factors contributing to the strengths

First, the achievements of national renewal (Doi Moi) and military building have created favorable objective conditions for political instructors to execute their assigned duties.

Second, the attentive, rigorous leadership and direction exerted by the Central Military Commission, the Ministry of National Defense, the General Political Department, as well as Party committees, Party organizations, political organs, political commissars, and commanders at all levels in building the military cadre contingent in general, and the contingent of political instructors in cadet-management units in particular.

Third, the training quality of political cadres across military academies and officer training schools has been steadily elevated, increasingly satisfying the practical requirements of grassroots units.

Fourth, Party committees, political commissars, deputy political commissars, political divisions, the contingent of political instructors, and cadres and Party members within cadet-management units have consistently demonstrated proactivity and creativity in leadership and operational direction, thereby making vital contributions to elevating the quality of PPW conducted by the contingent of political instructors.

Fifth, the provision of material facilities and favorable conditions ensuring PPW activities conducted by the contingent of political instructors across military academies and officer training schools.

3.2.2. Factors contributing to the shortcomings

First, the adverse impacts of the negative aspects of the market mechanism, social evils, and subversive activities by hostile forces have constrained the outcomes of PPW activities performed by the contingent of political instructors in military academies and officer training schools.

Second, the leadership, direction, and practical organization of PPW activities of the contingent of political instructors by certain Party committees, principal leaders, and functional organs across military academies and officer training schools remain constrained in several respects, at times lacking consistency and synchronization.

Third, the roles and responsibilities of constituent organizations and societal forces in supporting PPW activities conducted by the contingent of political instructors in military academies and officer training schools have, at certain junctures, not been fully mobilized.

Fourth, a number of political instructors still exhibit deficiencies in their capacity to lead Party-building work and build comprehensively strong, model units.

Fifth, a segment of political instructors across military academies and officer training schools has not maintained regular, voluntary, and proactive efforts in personal study, self-cultivation, and moral tempering, resulting in deficits in knowledge, operational competence, and practical experience.

3.2.3. Emergent Issues Concerning the Quality of Party and Political Work Conducted by the Contingent of Political Instructors in Military Academies and Officer Training Schools Today

First, resolving the contradiction between the increasingly demanding requirements regarding the quality of PPW conducted by the contingent of political instructors in military academies and officer training schools and the existing levels of awareness and responsibility demonstrated by relevant subjects and participating forces.

Second, resolving the contradiction between the increasingly demanding requirements regarding the quality of PPW conducted by the contingent of political instructors in military academies and officer training schools and the instances of lax supervision or outright delegation and abdication of responsibility ("khoán trắng") to political instructors by certain Party committees, principal commanders, and functional organs at all levels today.

Third, resolving the contradiction between the imperative to innovate and elevate the efficacy and quality of PPW in military academies and officer training schools and the persistent sluggishness in innovating the content, forms, and measures of conducting PPW among the contingent of political instructors today.

Fourth, resolving the contradiction between the escalating requirements regarding the quality of PPW in military academies and officer training schools and the existing limitations and inadequacies regarding professional knowledge, operational competence, and practical experience within the contingent of political instructors in military academies and officer training schools today.

CHAPTER 3 CONCLUSION

PPW activities conducted by the contingent of political instructors in military academies and officer training schools play a vital role in elevating the quality of education, training, scientific research, the regularization of military conduct, and other assigned duties of cadet-management units. Over recent years, under the leadership of Party committees at all echelons, and guided and instructed by principal leaders—prominently including political commissars and political organs—the contingent of political instructors has exerted substantial efforts to enhance their moral qualities and competencies, firmly master their functions, duties, and authorities, actively innovate

operational content, and flexibly apply measures to elevate the quality of PPW activities. These efforts have positively contributed to building clean and strong Party committees, Party organizations, and Party cells, constructing comprehensively strong units, and successfully accomplishing the missions of education, training, scientific research, regularization of military conduct, disciplinary training, and other assigned tasks.

CHAPTER 4

REQUIREMENTS AND SOLUTIONS TO ENHANCE THE QUALITY OF PARTY AND POLITICAL WORK CONDUCTED BY POLITICAL INSTRUCTORS IN MILITARY ACADEMIES AND OFFICER TRAINING SCHOOLS IN THE CURRENT PERIOD

4.1. PROJECTION OF INFLUENTIAL FACTORS AND REQUIREMENTS FOR ELEVATING THE QUALITY OF PARTY AND POLITICAL WORK CONDUCTED BY THE CONTINGENT OF POLITICAL INSTRUCTORS IN MILITARY ACADEMIES AND OFFICER TRAINING SCHOOLS IN THE CURRENT PERIOD

4.1.1. Projected Factors Influencing the Quality of PPW Conducted by Political Instructors

First, developments in the global, regional, and domestic situation.

Second, the mission of defending the Fatherland and the mandate to build a revolutionary, regular, elite, and modern military in the new era.

Third, the imperative to fundamentally innovate military education and training, alongside the educational and training operations within military academies and officer training schools.

Fourth, subversive schemes and sabotage executed by hostile forces under the "peaceful evolution" strategy, compounded by the adverse impacts of the negative aspects of the market mechanism, social evils, and corrupt phenomena.

4.1.2. Requirements for Elevating the Quality of Party and Political Work Conducted by the Contingent of Political Instructors in Military Academies and Officer Training Schools in the current Period

First, improving the quality of Party and political work (CTĐ, CTCT) conducted by political commissars at academies and officer schools must consistently focus on ensuring that political commissars in trainee management units possess sufficient competence and credibility to successfully fulfill their assigned responsibilities and duties.

Second, improving the quality of Party and political work training for political commissars at academies and officer schools must be comprehensive and

coordinated, with a focus on successfully accomplishing tasks related to education and training, scientific research, the building of regularity, discipline training, and other assigned duties.

Third, quality enhancement must be conducted regularly, comprehensively, and synchronously, while maintaining clear focus and defined priorities.

Fourth, consistently maximize the roles and responsibilities of organizations, personnel, and available resources within trainee management units, while making effective use of the support provided by higher echelons, peer units, and local authorities in conducting Party and political work at academies and officer schools.

4.2. SOLUTIONS TO ENHANCE THE QUALITY OF PARTY AND POLITICAL WORK CONDUCTED BY THE CONTINGENT OF POLITICAL INSTRUCTORS IN MILITARY ACADEMIES AND OFFICER TRAINING SCHOOLS IN THE CONTEMPORARY PERIOD

4.2.1. Raising awareness and sense of responsibility across participating organizations and forces

4.2.2. Strengthening Party leadership, lead officer direction, and political organ guidance

4.2.3. Comprehensively improving all operational facets of unit-level PPW

4.2.4. Enhancing professional competencies, qualities, and working styles for political instructors

4.2.5. Mobilizing combined synergistic strength across military academies and schools

CONCLUSION

1. Conducting Party and Political Work (PPW) within educational and training missions constitutes a fundamental, regular, and vital duty for cadet-management units across military academies and officer training schools. The effectiveness of PPW performed by political instructors plays a decisive role in determining the success of the unit's central political tasks. This quality is governed by a synthesis of closely interrelated factors, notably: the political integrity and operational competence of the instructors and direct actors, alongside the resolute leadership and guidance provided by superior Party committees and functional organs.

2. The fundamental nature of conducting PPW by the contingent of political instructors across military academies and officer training schools is a comprehensive process, focusing centrally on the following operational dimensions: enhancing the awareness and sense of responsibility of direct actors; innovating the content, forms, and practical measures of conducting PPW; perfecting operational regulations and statutes;

systematically fostering the PPW competencies of political instructors themselves; and bringing into full play the proactive roles of mass organizations and Military Councils

3. Throughout the past period, efforts to elevate the quality of PPW undertaken by the contingent of political instructors across military academies and officer training schools have received due attention within education and training missions across cadet-management units, achieving numerous substantive outcomes. Nevertheless, measured against the increasingly rigorous standards of contemporary educational and training duties, PPW activities conducted by this contingent continue to reveal non-negligible shortcomings and limitations across operational contents, implementation measures, and the practical execution capacities of responsible subjects. These existing limitations stem from a variety of causes, among which subjective factors serve as decisive determinants.

4. Educational and training tasks within military academies and officer training schools are currently undergoing a qualitative leap forward, posing profound challenges to institutions as a whole and to cadet-management units in particular. Therefore, reforming and innovating to elevate the quality of PPW conducted by the contingent of political instructors constitutes an urgent and objective imperative to satisfy the escalating demands of educational and training tasks. To realize this objective, it is essential to deploy a synchronized continuum of solutions, including: generating a profound transformation in the awareness and responsibility of relevant organizations and forces; strengthening the leadership of Party committees and the professional guidance of superior political organs; identifying core priorities and flexibly deploying qualitative improvement forms and measures; prioritizing the development of PPW competencies for political cadres; and maximizing synergistic strength across military academies and officer training schools.

5. Ensuring high-quality PPW among political instructors across military academies and officer training schools is a complex endeavor that demands coordinated execution across the functional duties and jurisdictions of diverse organizations, echelons, and forces. However, this dissertation represents an initial scientific inquiry. As the practical realities of the nation, the military, and defense academic institutions continually evolve - and as training missions undergo ongoing adjustments - new theoretical and practical issues will inevitably arise. Consequently, the core findings and propositions established in this dissertation must be pursued in greater depth, expanded in scope, and further developed in future research.

LIST OF AUTHOR'S PUBLISHED SCIENTIFIC WORKS RELATED TO THE DISSERTATION

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