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UNITY OF THEORY AND PRACTICE IN THE DECISION-MAKING OF PROVINCIAL-LEVEL KEY OFFICIALS IN THE SOUTH CENTRAL REGION TODAY

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INTRODUCTION

1. Rationale for the Study

As the country enters a new era of development, accelerates industrialization and modernization, promotes digital transformation, develops a green economy and marine economy, and deepens international integration, improving the quality of decision-making by the contingent of officials, particularly provincial-level key leaders and managers, has become increasingly imperative. The Party's resolutions and conclusions on building the contingent of officials, renewing leadership methods, and enhancing the effectiveness and efficiency of national governance require officials to strengthen their theoretical thinking, capacity for summarizing practice, and quality of decision-making.

From the perspective of Marxism-Leninism and Ho Chi Minh Thought, the unity of theory and practice constitutes a fundamental methodological principle that ensures the correctness and scientific character of cognitive and practical activities. For provincial-level key officials, the proper application of this principle to decision-making is of profound importance. However, practice shows that, in some cases, there remain manifestations of dogmatic application of theory and an absolutization of experience; the quality of investigation, field surveys, forecasting, and summarization of practice remains limited, affecting the effectiveness of decision-making and the implementation of decisions.

This issue is particularly pressing in the South Central region, an area of strategic importance in economic, political, national defense, and security terms, with substantial potential in the marine economy, tourism, logistics, energy, and interregional connectivity, while also being strongly affected by natural disasters, climate change, and fluctuations in regional and global conditions. These characteristics require decisions made by provincial-level key officials to be consistent with the Party's orientations and the State's laws while also being appropriate to the practical conditions of each locality.

Although numerous studies have examined the theory and practice of decision-making in leadership and management, there has been no systematic and in-depth study, from a philosophical perspective, of the unity of theory and practice in the decision-making of provincial-level key officials in the South Central region. Therefore, the study entitled "**Unity of Theory and Practice in the Decision-Making of Provincial-Level Key Officials in the South Central Region Today**" has practical theoretical and practical significance, contributing to the development of the theoretical foundation and providing scientific arguments for improving the quality, effectiveness, and efficiency of decision-making by provincial-level key officials in the current period.

2. Research Purpose and Tasks

2.1. Research Purpose

On the basis of clarifying selected theoretical issues and assessing the current state of the unity of theory and practice in the decision-making of provincial-level key officials in the South Central region, the dissertation proposes major solutions to improve the effectiveness of applying this unity in the decision-making of the above-mentioned contingent of officials in the coming period.

2.2. Research Tasks

- To review and assess studies related to the topic and identify issues that require further investigation and clarification in the dissertation.

- To analyze and elucidate selected theoretical issues concerning the unity of theory and practice in the decision-making of provincial-level key officials.

- To survey, analyze, and assess the current state of applying the unity of theory and practice in the decision-making of provincial-level key officials in the South Central region; clarify achievements, limitations, causes, and issues arising from the current situation.

- To propose major solutions to improve the effectiveness of applying the unity of theory and practice in the decision-making of provincial-level key officials in the South Central region in the coming period.

3. Research Object and Scope

The research object of the dissertation is the unity of theory and practice in the decision-making of provincial-level key officials.

In terms of content, the dissertation focuses on the unity of theory and practice in making strategic leadership and management decisions that orient local development by provincial-level key officials.

In terms of geographical scope, the dissertation examines practice in the provinces and centrally governed cities of the South Central region and Central Highlands in accordance with the current orientation for the adjustment of socio-economic regions, including Da Nang, Quang Ngai, Gia Lai, Dak Lak, Khanh Hoa, and Lam Dong.

In terms of time, the dissertation focuses on the period from 2015 to the present.

4. Theoretical Foundation and Research Methods

The dissertation is conducted on the basis of the worldview and methodology of Marxism-Leninism and Ho Chi Minh Thought, particularly the principle of the unity of theory and practice.

The principal research methods include analysis and synthesis, historical and logical methods, generalization and systematization, statistical methods, comparison, and summarization of practice.

5. Novel Scientific Contributions of the Dissertation

First, the dissertation contributes to clarifying the content, manifestations, and factors affecting the unity of theory and practice in the decision-making of provincial-level key officials from the perspective of Marxist-Leninist philosophy.

Second, on the basis of a practical survey of the South Central region, the dissertation analyzes and assesses the current state of applying the unity of theory and practice in the decision-making of provincial-level key officials; identifies achievements, limitations, causes, and issues arising from the current situation.

Third, the dissertation proposes major solutions to improve the effectiveness of applying the unity of theory and practice in the decision-making of provincial-level key officials in the South Central region, thereby contributing to improving the quality, effectiveness, and efficiency of local leadership and management decisions.

6. Theoretical and Practical Significance of the Dissertation

Theoretically, the dissertation contributes to further clarifying the theoretical foundation of the unity of theory and practice in the decision-making of leaders and managers and provides additional scientific arguments for studying decision-making activities from the perspective of Marxist-Leninist philosophy.

Practically, the dissertation provides scientific arguments for improving the quality of decision-making by provincial-level key officials in the South Central region and may serve as a reference for research, teaching, learning, and the training and development of officials.

7. Structure of the Dissertation

In addition to the Introduction, Conclusion, List of the Author's Published Scientific Works Related to the Dissertation, References, and Appendices, the dissertation consists of four chapters and fourteen sections.

CHAPTER 1
OVERVIEW OF RESEARCH RELATED TO THE TOPIC

1.1. Studies Related to Theoretical Issues Concerning the Unity of Theory and Practice in the Decision-Making of Provincial-Level Key Officials

A review of domestic and international studies shows that many works have focused on elucidating fundamental theoretical issues concerning the relationship between theory and practice, as well as the content, role, and methodological significance of the principle of the unity of theory and practice in cognition and practical activity. At the same time, studies on

leadership and management decisions have addressed concepts, characteristics, processes, influencing factors, and requirements for improving decision-making quality. These findings provide an important theoretical foundation for studying the unity of theory and practice in the decision-making of provincial-level key officials.

1.2. Studies Related to the Current State of Applying the Unity of Theory and Practice in the Decision-Making of Provincial-Level Key Officials

Studies have analyzed the current state of applying theory in leadership, management, and decision-making activities by officials at different levels and in different sectors and fields. The findings show that applying the principle of the unity of theory and practice has produced positive results, contributing to improved decision quality and effectiveness in implementation. At the same time, studies have identified limitations in awareness, theoretical thinking, investigation, field surveys, summarization of practice, and forecasting, resulting in some decisions being insufficiently grounded in practical conditions and having limited implementation effectiveness. These findings constitute important practical foundations for the dissertation's assessment of the unity of theory and practice in the decision-making of provincial-level key officials in the South Central region today.

1.3. Studies Related to Solutions for Applying the Unity of Theory and Practice in the Decision-Making of Provincial-Level Key Officials

On the basis of theoretical and practical research, many studies have proposed orientations and solutions to improve the effectiveness of applying the principle of the unity of theory and practice in leadership, management, and decision-making activities. Major solutions focus on improving theoretical knowledge and thinking capacity; strengthening investigation, field surveys, summarization of practice, and forecasting; renewing leadership and management methods; promoting democracy and collective intelligence; and strengthening inspection and supervision of

decision implementation. These studies provide important references for the dissertation to inherit and apply in proposing solutions to improve the effectiveness of applying the unity of theory and practice in the decision-making of provincial-level key officials in the South Central region in the coming period.

1.4. General Assessment of the Value of the Reviewed Studies and Issues Requiring Further Research

The reviewed studies have contributed to clarifying theoretical and practical issues concerning the unity of theory and practice, leadership and management decisions, the current situation, and solutions for improving decision-making quality, thereby providing an important scientific foundation for the dissertation to inherit and develop.

However, there has been no systematic and in-depth study of the unity of theory and practice in the decision-making of provincial-level key officials in the South Central region from a philosophical perspective. Issues concerning the content, manifestations, influencing factors, current state, causes, and solutions for ensuring this unity in the decision-making of provincial-level key officials in the South Central region have not been fully elucidated. This constitutes the scientific gap that the dissertation focuses on investigating and clarifying, thereby contributing to improving the decision-making quality of this contingent of officials in the coming period.

CHAPTER 2
UNITY OF THEORY AND PRACTICE IN THE DECISION-MAKING OF PROVINCIAL-LEVEL KEY OFFICIALS IN THE SOUTH CENTRAL REGION TODAY: SELECTED THEORETICAL ISSUES

2.1. Basic Concepts

2.1.1. Theory and Practice

In Marxist-Leninist philosophy, scientific theory is a system of knowledge generalized at a high level that reflects the essence and laws of nature, society, and thought; it differs from empirical knowledge, which

primarily reflects separate and directly observable aspects of reality. Theory not only explains reality but also performs the functions of orientation, forecasting, and guidance for practical activity.

Practice is the totality of purposeful, historically and socially conditioned material-sensuous activities of human beings aimed at transforming nature, society, and human beings themselves; it is the basis, driving force, and purpose of cognition, as well as the criterion for testing the correctness of theory. Local socio-economic development in practice creates new requirements for the decision-making of provincial-level key officials.

Theory and practice have a dialectical relationship: practice is the basis, source, and criterion for testing theory; scientific theory reflects the essence and laws of reality, provides orientation and forecasts, and enhances the conscious character of practice. Therefore, theory must be linked with practice, while dogmatism, empiricism, and detachment from practice must be avoided.

2.1.2. Unity of Theory and Practice

In Marxist-Leninist philosophy and Ho Chi Minh Thought, theory and practice have a dialectical relationship and are unified in the process of cognition and transformation of reality. Practice is the basis, source, driving force, and criterion for testing the correctness of theory; scientific theory provides orientation, guidance, and a higher degree of consciousness to practical activity. This unity requires theory to originate from practice, be tested in practice, and return to guide practice, thereby overcoming dogmatism and empiricism. The dissertation conceptualizes the unity of theory and practice as the dialectical unity between scientific theory and practical activity, ensuring the scientific character, feasibility, and effectiveness of practical activity; it constitutes a methodological foundation for studying the decision-making of provincial-level key officials in the South Central region.

2.1.3. Decision and Leadership and Management Decision-Making

A leadership and management decision is the outcome expressing the will of an authorized subject to orient, regulate, or resolve issues arising in

the practice of social management. Decision-making is the process of cognition, information collection and analysis, selection, and determination of an appropriate course of action in order to formulate a decision. Decision and decision-making are unified but not identical: a decision is the outcome, whereas decision-making is the process through which that outcome is formed. Decision-making commonly includes problem identification, information processing, selection of alternatives, issuance and implementation, and inspection of the decision. Decision quality depends on the scientific and objective character and practical appropriateness of the decision-making process. Therefore, the unity of theory and practice constitutes an important methodological foundation that contributes to improving the correctness, feasibility, and effectiveness of leadership and management decisions.

2.1.4. Decision-Making by Provincial-Level Key Officials

Provincial-level key officials are persons holding major leadership and management positions within the provincial-level political system who have authority or a decisive role in important local matters. Decision-making by provincial-level key officials is the process of selecting and determining a course of action within the scope of their authority in order to resolve important local issues.

The dissertation conceptualizes the unity of theory and practice in the decision-making of provincial-level key officials as the dialectical integration of theory and practice throughout the entire process of leadership and management decision-making, on the basis of properly understanding and applying Marxism-Leninism, Ho Chi Minh Thought, the Party’s guidelines and orientations, and the State’s policies and laws, while simultaneously starting from practice, closely following and regularly summarizing local practice, thereby ensuring that decisions are scientifically grounded, practically appropriate, feasible, and effective.

This unity is manifested throughout the processes of cognition, analysis, forecasting, selection of alternatives, issuance, implementation,

inspection, supervision, summarization, and adjustment of decisions; at the same time, through the summarization of practice, it contributes to supplementing and developing theory and enhancing the decision-making capacity of provincial-level key officials in subsequent decisions.

2.2. Overview of the South Central Region and Its Provincial-Level Key Officials

2.2.1. The South Central Region

Within the scope of this study, the South Central region comprises Da Nang, Quang Ngai, Gia Lai, Dak Lak, Khanh Hoa, and Lam Dong. This is a strategically important area connecting the Central Coast with the Central Highlands, with substantial potential in the marine economy, industry, services, tourism, high-tech agriculture, and renewable energy, while also playing an important role in national defense and security. Alongside these advantages, the region is affected by natural disasters, climate change, development disparities, and the need to strengthen interregional connectivity. These characteristics require provincial-level key officials to apply flexibly the Party's guidelines and orientations and the State's policies and laws in accordance with practical conditions, thereby ensuring the unity of theory and practice in decision-making.

2.2.2. Provincial-Level Key Officials in the South Central Region

Provincial-level key officials in the South Central region are officials holding major leadership and management positions within provincial-level political systems who have authority or participate in deciding important local matters. They are directly responsible for translating the Party's guidelines and orientations and the State's policies and laws into decisions appropriate to practical conditions, while organizing implementation, inspecting, and adjusting decisions. Given their position and responsibilities, provincial-level key officials are the direct subjects determining the quality and effectiveness of ensuring the unity of theory and practice in local leadership and management activities.

2.3. Manifestations of the Unity of Theory and Practice in the Decision-Making of Provincial-Level Key Officials in the South Central Region Today

2.3.1. Concretizing the Party's Guidelines and Orientations and the State's Policies and Laws in Accordance with Local Conditions

A fundamental manifestation of the unity of theory and practice in the decision-making of provincial-level key officials in the South Central region is their ability to translate the Party's guidelines and orientations and the State's policies and laws into decisions appropriate to local practical conditions.

This manifestation is reflected in ensuring political and legal consistency in the decision-making process; creatively applying the general viewpoints and orientations of the Party and the State to the practical conditions of each locality; linking development objectives with available resources, conditions, and implementation capacity; and promptly adjusting decisions in response to changes in practice.

In this way, theory is realized in leadership and management activities, while local practice becomes the basis for testing, supplementing, and improving the application of the Party's guidelines and orientations and the State's policies and laws in decision-making.

2.3.2. Properly Reflecting Local Practical Needs in the Decisions of Provincial-Level Key Officials in the South Central Region Today

Another manifestation of the unity of theory and practice in the decision-making of provincial-level key officials in the South Central region is that decisions properly reflect the requirements, needs, and issues arising from local practice.

This is manifested in promptly grasping the situation; correctly identifying emerging issues in socio-economic development, national defense and security, and the building of the political system; determining objectives, tasks, and solutions appropriate to the specific practical conditions of the locality; and regularly updating and adjusting decisions

in response to changes in practice. Thus, practice becomes the direct basis for decision-making, ensuring that decisions accurately reflect objective requirements and meet local development needs, thereby contributing to the objectivity, feasibility, and effectiveness of leadership and management activities.

2.3.3. Being Tested by Local Practice in the South Central Region

The third manifestation of the unity of theory and practice in the decision-making of provincial-level key officials in the South Central region is that decisions are tested by local practice and their correctness is affirmed.

This manifestation is reflected in the assessment of decisions after their issuance and implementation through outcomes and effectiveness in socio-economic development, national defense and security, the building of the political system, and the extent to which the issues identified have been resolved. Practice not only tests the appropriateness, feasibility, and effectiveness of decisions but also reveals limitations and shortcomings so that decisions can be promptly adjusted and improved and theoretical understanding can be supplemented.

Therefore, the extent to which decisions are tested and affirmed by practice is an important measure of decision quality and simultaneously reflects the degree to which the principle of the unity of theory and practice is applied in the leadership and management activities of provincial-level key officials in the South Central region.

2.4. Factors Affecting the Assurance of the Unity of Theory and Practice in the Decision-Making of Provincial-Level Key Officials in the South Central Region Today

2.4.1. The Party's Guidelines and Orientations, the State's Policies and Laws, and the Management Mechanism

The Party's guidelines and orientations, the State's policies and laws, and the management mechanism are factors that provide orientation and establish the political, legal, and institutional framework for the decision-making activities of provincial-level key officials in the South Central

region. They constitute important bases for leadership and management subjects in determining objectives, selecting alternatives, and organizing the implementation of decisions at the local level.

These factors have a significant impact on ensuring the unity of theory and practice in decision-making. The coherence, appropriateness, and feasibility of the system of guidelines, policies, laws, and management mechanisms create conditions for the correct and creative application of theory to local practice in decision-making; conversely, institutional shortcomings may constrain the effective application of theory and affect the quality and effectiveness of decisions.

2.4.2. Practical Conditions of Localities and the Country and the Contemporary Context

The practical conditions of localities and the country, together with the contemporary context, are objective factors that significantly affect the assurance of the unity of theory and practice in the decision-making of provincial-level key officials in the South Central region. Local socio-economic conditions, national development requirements, international integration, digital transformation, sustainable development, and changes in the global situation create both opportunities and new challenges for leadership and management decision-making.

The continuous movement and transformation of practice require the application of theory in decision-making to remain closely grounded in objective reality and to promptly incorporate new requirements of localities and the country. Therefore, a correct understanding of practical conditions and contemporary development trends constitutes an important basis for ensuring the unity of theory and practice and improving the quality and effectiveness of decision-making.

2.4.3. Political, Economic, and Social Environment and External Impacts

The political, economic, and social environment and external impacts are objective factors that significantly influence the process of ensuring the unity of theory and practice in the decision-making of provincial-level key

officials in the South Central region. Political stability, the level of economic development, socio-cultural characteristics, and the degree of social consensus affect the formulation, issuance, and implementation of decisions at the local level.

In addition, factors such as globalization, international integration, scientific and technological development, digital transformation, natural disasters, epidemics, and changes in regional and global conditions increasingly affect the assurance of the unity of theory and practice in decision-making. Proactively identifying, forecasting, and adapting to these impacts contributes to ensuring this unity and improving the quality and effectiveness of decision-making.

2.4.4. Capacity, Qualities, Political Resolve, and Practical Experience of Provincial-Level Key Officials

The capacity, qualities, political resolve, and practical experience of provincial-level key officials are subjective factors of particular importance to ensuring the unity of theory and practice in decision-making. These officials are the direct subjects who receive and apply theory to practice and summarize practice in order to supplement theoretical understanding for adjusting decisions.

This factor is reflected in theoretical cognition, dialectical thinking, and forecasting capacity; political qualities, public-service ethics, and sense of responsibility; political resolve in handling complex situations; as well as experience and capacity in summarizing practice. The quality of provincial-level key officials directly affects the assurance of the unity of theory and practice in decision-making.

CHAPTER 3
UNITY OF THEORY AND PRACTICE IN THE DECISION-MAKING OF PROVINCIAL-LEVEL KEY OFFICIALS IN THE SOUTH CENTRAL REGION TODAY: CURRENT SITUATION AND ISSUES ARISING

3.1. Current State of the Unity of Theory and Practice in the Decision-Making of Provincial-Level Key Officials in the South Central Region Today

3.1.1. Unity of Theory and Practice in Decision-Making: Achievements and Causes

3.1.1.1. Major Achievements

First, provincial-level key officials in the South Central region have, in general, concretized the Party's guidelines and orientations and the State's policies and laws into leadership and management decisions appropriate to local practical conditions, thereby contributing to ensuring consistency between the general development orientations of the central level and the development requirements of individual provinces. This is reflected in the fact that many localities have proactively issued resolutions, action programs, and development plans to concretize central-level orientations. For example, Da Nang implemented Resolution No. 43-NQ/TW (2019) on the construction and development of the city to 2030, with a vision to 2045; Quang Ngai issued Resolution No. 07-NQ/TU (2022) on marine economic development for 2021–2025; and Khanh Hoa implemented Resolution No. 09-NQ/TW (2022) on the construction and development of the province to 2030, with a vision to 2045, among others. These decisions demonstrate a relatively flexible application of the central strategic orientations to the specific practical conditions of each locality.

Second, many decisions have been issued on the basis of close attention to local practice, reflecting requirements, tasks, and issues arising in socio-economic development, national defense and security, and the improvement of people's living standards; thereby contributing to

resolving difficulties, exploiting potential and advantages, and promoting local development. This is illustrated by Dak Lak's issuance of Resolution No. 04-NQ/TU (2021) on digital transformation to meet the requirements of modernizing public administration and improving local governance; and Lam Dong's issuance of Resolution No. 104/2018/NQ-HĐND (2018) on support for production linkages and product consumption to promote agricultural restructuring and high-tech agriculture, among others. These decisions show that the decision-making of provincial-level key officials has generally been grounded in objective local needs and has relatively well addressed development requirements in the new period.

Third, many decisions have been tested in local practice, initially confirming their correctness, feasibility, and effectiveness; many policies and solutions have produced positive effects in practice, contributing to enhancing the effectiveness and efficiency of leadership and management and creating momentum for local development in the region. This is clearly demonstrated by Kon Tum Province (now part of Quang Ngai Province) issuing Resolution No. 14-NQ/TU (2022) on investment, development, and processing of medicinal materials, contributing to the formation of a key medicinal-materials production area and creating livelihoods for local people; and Khanh Hoa issuing Resolution No. 34-NQ/TU (2023) on promoting the value of cultural heritage in association with sustainable tourism development, contributing to tourism growth and expanding the space for socio-economic development, among others. These outcomes show that many decisions made by provincial-level key officials have been tested in practice and have initially demonstrated their correctness during implementation.

3.1.1.2. Causes of the Achievements

The achievements in ensuring the unity of theory and practice in the decision-making of provincial-level key officials in the South Central region result from the combined impact of subjective and objective factors.

Subjectively, provincial-level key officials have gradually improved their political resolve, theoretical qualifications, leadership and management capacity, ability to grasp practical conditions, and capacity to creatively apply theory to the specific conditions of localities.

Objectively, the Party's leadership and direction, the improvement of the policy, legal, and management systems, together with the achievements of the country's renovation and development, have created favorable conditions for improving decision-making quality and ensuring the unity of theory and practice in local leadership and management activities.

3.1.2. Unity of Theory and Practice in Decision-Making: Limitations and Causes

3.1.2.1. Major Limitations

First, some decisions made by provincial-level key officials in the South Central region have not fully concretized the Party's guidelines and orientations and the State's policies and laws in accordance with local practical conditions. Some decisions still exhibit dogmatic or empirical tendencies, with the application of central-level orientations not being sufficiently flexible or closely linked to the specific conditions and advantages of localities. For example, following Politburo Resolution No. 26-NQ/TW (2022), concretization in some South Central localities remained focused on listing tasks and lacked breakthrough measures. Practice in Khanh Hoa and Da Nang shows that some decisions had to be adjusted during implementation, reflecting certain limitations in forecasting capacity and in applying central-level orientations to local practice.

Second, some decisions have not fully reflected local practical requirements and needs, resulting in limited feasibility and implementation effectiveness. In some cases, the identification of priority development needs, assessment of resources, and forecasting of implementation conditions have not been sufficiently comprehensive, causing some decisions that were correct in orientation to fall short of expectations in implementation. This is clearly reflected in the Ninh Thuan Provincial

Party Committee's issuance of Resolution No. 20-NQ/TU dated January 25, 2022 on the development of a renewable energy center; however, during implementation, the power transmission system became overloaded at certain times, requiring capacity curtailment. In addition, the Khanh Hoa Provincial Housing Development Program under Resolution No. 121/NQ-HĐND dated October 19, 2021 had to be adjusted and supplemented in 2023 and 2024 to better align with practical needs and implementation conditions.

Third, some decisions have not been fully tested and affirmed by local practice as correct and have even revealed shortcomings during implementation. Although many development decisions in South Central localities have generated positive effects, some have still required adjustment, supplementation, or further improvement during implementation. For example, in Gia Lai, Resolution No. 47/NQ-HĐND dated August 10, 2021 on the medium-term public investment plan for 2021–2025 was adjusted several times to update the capital structure, project portfolio, and investment resources. In Binh Thuan (now part of Lam Dong Province), the implementation of Resolution No. 06-NQ/TU dated October 24, 2021 on tourism development to 2025, with orientations to 2030, also generated a need to review and adjust certain tourism and coastal urban projects to better align with practical conditions.

3.1.2.2. Causes of the Limitations

The limitations in ensuring the unity of theory and practice in the decision-making of provincial-level key officials in the South Central region stem from both subjective and objective causes.

Subjectively, some officials remain limited in strategic thinking, the capacity to summarize practice, forecasting, and the application of theory in decision-making.

Objectively, the rapid and complex development of practice, changes in the socio-economic environment, together with certain shortcomings in mechanisms, policies, and conditions for implementation, have affected decision-making quality and the degree of unity between theory and practice in leadership and management activities.

3.2. Issues Arising from the Current State of the Unity of Theory and Practice in the Decision-Making of Provincial-Level Key Officials in the South Central Region Today

3.2.1. Contradiction Between the Requirement to Improve Awareness and Capacity to Apply the Principle of the Unity of Theory and Practice in Decision-Making and Limitations in the Awareness and Application Capacity of Provincial-Level Key Officials in the South Central Region

In the context of rapid development, international integration, and digital transformation, decision-making requires provincial-level key officials to continuously improve their theoretical qualifications, dialectical thinking, analytical capacity, and forecasting ability. However, the awareness and capacity of some officials to apply the principle of the unity of theory and practice remain limited, creating a gap between requirements and implementation capacity.

This is manifested in the fact that the application of theory and orientations is at times dogmatic, mechanical, or overly empirical, without being sufficiently linked to the specific historical conditions of each locality. This situation reflects the fact that the relationship between the general and the particular has not been handled effectively enough in decision-making. Therefore, it is necessary to improve dialectical thinking, the capacity to summarize practice, forecasting, and the creative application of theory, together with innovation in the training, assessment, and utilization of officials, in order to ensure the unity of theory and practice in decision-making.

3.2.2. Contradiction Between the Requirement to Improve Processes and Mechanisms for Ensuring the Unity of Theory and Practice in Decision-Making and Shortcomings in Current Decision-Making Processes and Mechanisms

In the context of new development requirements, decision-making requires increasingly scientific and modern processes and mechanisms that ensure the integration of theory and practice. However, in some South

Central localities, decision-making processes remain insufficiently interconnected, feedback and adjustment mechanisms are ineffective, and policy analysis, forecasting, and the collection and utilization of data for decision-making remain limited. In some cases, coordination mechanisms and consultation with citizens, businesses, and relevant stakeholders are not substantive enough, affecting the ability to test the feasibility of decisions. Inspection, supervision, summarization of practice, and post-decision feedback have not been fully implemented, delaying the detection and adjustment of emerging shortcomings.

In essence, this contradiction reflects the gap between the requirement to organize cognitive and practical processes scientifically and the limitations of existing operational mechanisms. Therefore, it is necessary to continue renewing decision-making processes, improve coordination mechanisms, strengthen the application of data and digital technologies, promote consultation and feedback, and enhance the summarization of practice, thereby ensuring the unity of theory and practice in decision-making.

3.2.3. Contradiction Between the Requirement for Consistency in Implementing Central-Level Guidelines and Orientations and the Requirement for Appropriate Application to the Specific Practical Conditions of South Central Localities

Decision-making by provincial-level key officials in the South Central region must simultaneously ensure consistency in understanding and implementing central-level guidelines and orientations and appropriateness to the specific historical conditions of each locality. Differences in natural conditions, economic structures, resources, and development advantages require the general orientations to be concretized flexibly and creatively, avoiding mechanical and standardized application. Conversely, absolutizing local specificity may lead to fragmented development, weak connectivity, and deviation from common orientations.

In essence, this is an expression of the dialectical relationship between the general and the particular in applying theory to practice. Practice

shows that some officials remain limited in their capacity to harmonize common orientations with local specificity, causing some decisions to require adjustment during implementation. Therefore, it is necessary to improve the capacity to understand and analyze practice and to creatively apply central-level orientations, while strengthening interregional connectivity and harmonizing local interests with common interests, thereby ensuring the unity of theory and practice in decision-making.

3.2.4. Contradiction Between the Requirement to Strengthen the Summarization of Practice and Policy Feedback and Limitations in the Summarization of Practice and Policy Feedback in Decision-Making

In the context of new development requirements, decision-making requires the summarization of practice and policy feedback to be conducted regularly, scientifically, objectively, and promptly in order to test, supplement, and develop theoretical understanding. However, in some South Central localities, the summarization of practice remains oriented toward compiling information rather than generalizing issues of theoretical significance and policy orientation. Mechanisms for policy feedback, data utilization, impact assessment, and forecasting remain limited; practical information is not promptly transformed into scientific arguments for adjusting decisions. The relationship between the summarization of practice, policy formulation, and theoretical development is not yet sufficiently close, resulting in a certain lag between changes in practice and adjustments to decisions.

In essence, this contradiction constrains the dialectical cycle of “practice – cognition – decision – new practice.” Therefore, the summarization of practice should be renewed in a scientific, systematic, and continuous direction; feedback mechanisms should be improved; and data utilization and stakeholder participation should be strengthened, thereby ensuring substantive unity between theory and practice in decision-making.

CHAPTER 4
SOLUTIONS TO IMPROVE THE EFFECTIVENESS OF APPLYING THE UNITY OF THEORY AND PRACTICE IN THE DECISION-MAKING OF PROVINCIAL-LEVEL KEY OFFICIALS IN THE SOUTH CENTRAL REGION IN THE COMING PERIOD

4.1. Improve Theoretical Cognition and Dialectical Thinking Capacity among Provincial-Level Key Officials in the South Central Region in Applying the Unity of Theory and Practice to Decision-Making

Improving theoretical cognition and dialectical thinking capacity among provincial-level key officials in the South Central region is a foundational solution for ensuring the unity of theory and practice in decision-making. This solution focuses on improving political-theoretical qualifications, scientific thinking capacity, analytical ability, capacity to summarize practice and forecast, and the creative application of the Party's guidelines and orientations and the State's policies and laws to specific local conditions; thereby overcoming dogmatic, mechanical, and empirical tendencies in decision-making. On the basis of properly understanding and applying the principle of the unity of theory and practice, provincial-level key officials should regularly link theoretical study with the resolution of practical issues and improve their capacity to identify and address relationships and contradictions arising in the development process. This will improve the quality, scientific character, feasibility, and effectiveness of decisions and meet the requirements for rapid and sustainable development of the South Central region in the new period.

4.2. Renew Decision-Making Processes and Improve Mechanisms for Ensuring the Unity of Theory and Practice

Renewing decision-making processes and improving mechanisms for ensuring the unity of theory and practice is an important solution for enhancing the quality, scientific character, and effectiveness of decision-

making activities. This solution focuses on improving decision-making processes so that they originate from practical requirements and are grounded in data and scientific evidence; strengthening information collection and processing, consultation, critical review, forecasting, and impact assessment before decisions are issued. At the same time, mechanisms for inspecting, supervising, providing feedback on, and adjusting decisions during implementation should be improved, ensuring that practice is continuously tested and provides information back to the decision-making process. This will establish a scientific, interconnected, and adaptive decision-making process, contributing to improving the correctness, feasibility, and effectiveness of leadership and management activities and meeting the requirements for rapid and sustainable development of the South Central region.

4.3. Strengthen the Linkage between Central-Level General Orientations and Local Practical Conditions in the South Central Region in Decision-Making

This solution aims to ensure the unity of theory and practice through the creative application of the Party's guidelines and orientations and the State's policies and laws in accordance with the specific historical conditions of each locality in the South Central region. Accordingly, it is necessary to improve the capacity to concretize orientations and policies in association with local potential, advantages, resources, and development requirements; improve mechanisms for decentralization and delegation of authority together with power control and accountability; and promote interregional connectivity in the formulation and implementation of development decisions. This will promote local initiative and creativity, overcome mechanical, standardized, or parochial tendencies, and ensure harmony between the development requirements of individual localities and the common development orientations of the region and the country.

4.4. Strengthen the Summarization of Practice, Policy Feedback, Power Control, and Accountability in Decision-Making

This solution aims to improve mechanisms for testing, providing feedback on, and adjusting decision-making activities on the basis of summarizing practice. Accordingly, the quality of the summarization of practice and policy feedback should be improved so that emerging issues during decision implementation can be promptly identified and addressed; at the same time, democracy should be promoted and transparency, power control, and accountability of decision-making subjects should be strengthened. This will ensure that decisions are issued within the proper authority, are appropriate to practical conditions, serve the common interest, and are regularly tested, adjusted, and improved during implementation through the summarization of practice.

CONCLUSION

The unity of theory and practice is a fundamental methodological principle of Marxism-Leninism and Ho Chi Minh Thought and is of particular importance to leadership, management, and decision-making activities. For provincial-level key officials in the South Central region, the proper application of this principle is a condition for ensuring that decisions are consistent with the Party's guidelines and orientations and the State's policies and laws while also meeting practical requirements and the specific historical conditions of localities.

On the basis of theoretical research and practical surveys, the dissertation has clarified the content, manifestations, and factors affecting the unity of theory and practice in the decision-making of provincial-level key officials in the South Central region. The dissertation confirms that this unity is manifested in concretizing the Party's guidelines and orientations and the State's policies and laws in accordance with local practical conditions; properly reflecting development requirements; and being tested, adjusted, and confirmed as correct through implementation in practice.

Practice shows that ensuring the unity of theory and practice in the decision-making of provincial-level key officials in the South Central region has produced positive results, contributing to socio-economic development, national defense and security, and improved living standards. However, limitations remain in the capacity to apply theory, dialectical thinking, analysis and forecasting; decision-making processes and mechanisms; the ability to apply common central-level orientations in accordance with local specificity; the summarization of practice, policy feedback, power control, and accountability. Accordingly, the dissertation identifies four issues requiring focused resolution in order to better ensure the unity of theory and practice in decision-making.

On this basis, the dissertation proposes four major groups of solutions: improving the theoretical cognition and dialectical thinking capacity of provincial-level key officials; renewing decision-making processes and improving decision-making mechanisms; strengthening the linkage between central-level general orientations and local practical conditions; and strengthening the summarization of practice, policy feedback, power control, and accountability in decision-making.

Theoretically, the dissertation contributes to clarifying and supplementing theoretical issues concerning the unity of theory and practice in the decision-making of provincial-level key officials from a philosophical perspective. Practically, the research findings may serve as a reference for leadership and management, policy formulation, and the training and development of officials at the local level, contributing to improving the quality, effectiveness, and efficiency of decision-making and meeting the requirements for rapid and sustainable development of the South Central region in the new period.

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