

Basic Issues of Bidding Management of Construction Enterprises

Chu Minh Anh^{1*} 

¹University of Transport and Communications, No.3. Cau Giay Street, Lang Thuong Ward, Dong Da District, Hanoi, Vietnam

| | |
|--|--|
| <p>Abstract: This study aims to explore the basic contents of bidding management of construction enterprises and the limitations and shortcomings of this activity. To achieve this purpose, this study focuses on studying theoretical issues of bidding activities and bidding management of construction enterprises; surveying the current status of bidding activities and bidding management of construction enterprises. The research results show that bidding activities and management of construction enterprises have achieved many important results, contributing to the general transparency of bidding activities and the management of construction enterprises in particular. However, bidding activities and bidding management of construction enterprises still have some shortcomings and limitations. Based on theoretical research and surveys through questionnaires related to the management of bidding activities of construction enterprises, this study points out the shortcomings and limitations, thereby proposing solutions to improve the management of bidding activities of construction enterprises in the future.</p> | <p>Research Paper</p> <p>*Corresponding Author: Chu Minh Anh University of Transport and Communications, No.3. Cau Giay Street, Lang Thuong Ward, Dong Da District, Hanoi, Vietnam</p> <p>How to cite this paper: Chu Minh Anh (2025). Basic Issues of Bidding Management of Construction Enterprises. <i>Middle East Res J Econ Management</i>, 5(2): 14-22.</p> <p>Article History: Submit: 26.02.2025 Accepted: 28.03.2025 Published: 02.04.2025 </p> |
| <p>Keywords: Basic issues, management activities, bidding activities, construction enterprises.</p> | |
| <p>Copyright © 2025 The Author(s): This is an open-access article distributed under the terms of the Creative Commons Attribution 4.0 International License (CC BY-NC 4.0) which permits unrestricted use, distribution, and reproduction in any medium for non-commercial use provided the original author and source are credited.</p> | |

INTRODUCTION

Bidding is an important activity in the national economy, contributing significantly to the process of market transparency, creating fairness in economic activities and contributing significantly to promoting organizations in the process of investing in the development of enterprises, contributing to the sustainable development of the national economy. According to RIP (2024), for many businesses, bidding management is one of the most important processes for obtaining new business and retaining customers. Every contractor needs an effective bidding project management process to improve efficiency and organization. From the bid solicitation (when an agency issues an invitation for companies to work on a construction project) to the submission of documents on the project's timeline and cost, an effective bidding management process will demonstrate why your company will be successful in securing the bidding project.

For construction enterprises, construction bidding is a part of the production and business activities of enterprises and has become a popular activity and is of interest to the whole society. This activity represents a strong transformation from the subsidy mechanism (previously) to the market

mechanism, competition, fairness and equality in basic construction investment (currently). Along with the economic development of the country, bidding work has also been gradually improved and institutionalized in the legal system and state management hierarchy. The birth of the Bidding Laws (previously the Laws of 2005, 2013 and currently the Law of 2024) and the system of bidding regulations are great steps forward to overcome the shortcomings and inadequacies of bidding work, to perfect and improve the quality of bidding work, to meet the requirements and tasks of bidding work in the current economy.

For construction enterprises, the increasingly complete system of regulations has served to make bidding more competitive and transparent. However, in the management of bidding activities of construction enterprises, some weaknesses have been revealed in: Legal understanding, capacity of enterprises, lack of advice from professional units, lack of individuals who are well-trained in bidding activities; and lack of correct awareness of bidding activities of enterprises. To clarify the basic issues of bidding management of construction enterprises, this study focuses on answering the following questions:

- (i) What is the position and importance of bidding management for construction enterprises?

- (ii) What are the basic contents of bidding activities and bidding management of construction enterprises?
- (iii) What are the shortcomings and limitations of bidding management of construction enterprises?

Answering the above questions, based on the survey results, research, analysis, and evaluation, thereby providing solutions to improve the quality of bidding management activities of construction enterprises in the future.

LITERATURE REVIEW

Bidding activities

According to the Vietnamese Encyclopedia (1995): Bidding is a special transaction method, in which the person who wants to build a project (the bidder) announces in advance the requirements and conditions for the construction of the project so that the person who receives the construction project (the bidder) announces the price he wants to receive. The bidder will choose the contractor who is suitable for his conditions and has a lower price (National Council for Directing the Compilation of the Vietnamese Encyclopedia, 1995). According to the Vietnamese Dictionary (2003): Bidding is understood as a public competition, whoever accepts to do or sell with the best conditions will be assigned to do or sell the goods (Phe, 2003).

Law on Bidding No. 61/2005/QH11 clearly stipulates: "Bidding is the process of selecting contractors who meet the conditions of the inviting party to implement bidding packages for the procurement of goods, construction and installation, and consulting services" (National Assembly, 2005). Bidding is the process of selecting contractors to sign and implement contracts for the provision of consulting services, non-consulting services, procurement of goods, construction and installation; selecting investors to sign and implement investment project contracts in the form of public-private partnerships, investment projects using land based on ensuring competition, fairness, transparency and economic efficiency (National Assembly, 2013). Bidding is the process of selecting contractors to sign and implement contracts for the provision of consulting services, non-consulting services, procurement of goods, construction and installation, selecting investors to sign and implement investment project contracts based on ensuring competition, fairness, transparency, economic efficiency and accountability (National Assembly, 2023).

From the above viewpoints, bidding activities are the State's management method for construction activities through authorizing investors (inviting parties) to publicly select contractors. Like any business method, bidding also has certain principles that need to

be followed to ensure objectivity, fairness and efficiency.

Bidding activities management

According to RIP (2024): Bidding management is the process of systematically preparing, submitting and controlling proposals to respond to customer invitations for construction projects. The goal is to produce a competitive proposal that demonstrates the bidder's qualifications and capabilities to successfully handle a project. The procurement management process consists of five steps, namely, bid solicitation, bid submission, bid selection, contract formation, and project implementation.

According to Tendium (2024): Public procurement is a time-consuming process that requires efficient and well-designed processes. Although the focus is often on regulations, requirements, and sales strategies, procurement is also a project that can be managed more or less efficiently. That is why effective project management is so important in the procurement process and how it impacts both the procurement team and the business results, in other words, the importance of procurement management.

From the above perspectives, procurement management is understood as: the systematic process of influencing the creation, submission, and monitoring of bids or tenders to secure contracts or projects. This includes identifying opportunities, preparing proposals and ensuring compliance with customer requirements while optimizing the allocation of resources and time.

RESEARCH METHODS

Research on legal documents: To clarify the basic contents of bidding activities and the basic issues of bidding management of construction enterprises, this study focuses on the following basic legal documents: (i) Law on Bidding (Law No. 22/2023/QH15); (ii) Decree 23/2024/ND-CP detailing several articles and measures to implement the 2023 Bidding Law on selecting investors to implement projects in cases where bidding must be organized according to the provisions of the law on industry and sector management; (iii) Decree 24/2024/ND-CP detailing several articles and measures to implement the 2023 Bidding Law on selecting contractors; (iv) Decree 115/2024/ND-CP guiding the Law on Bidding on selecting investors to implement investment projects using land, etc.

Study the guiding circulars of the Ministries and branches, specifically: (i) Circular 02/2024/TT-BKHDT regulating the activities of training, fostering knowledge and examination, granting and revoking professional certificates on bidding; (ii) Circular 03/2024/TT-BKHDT regulating the bidding document form for selecting investors to implement projects in cases where bidding must be organized according to the provisions of the law on industry and field

management; (iii) Circular 05/2024/TT-BKHĐT regulating the management and use of costs in selecting contractors and investors on the National Bidding Network System; (iv) Circular 06/2024/TT-BKHĐT guiding the provision and posting of information on contractor selection and bidding document forms on the National Bidding Network System, etc. Industry and interdisciplinary research methods, specifically: Comparison - contrast method, analysis-synthesis method, logic method, etc. The use of general research methods allows for specific and detailed assessment of issues related to bidding activities and bidding management of construction enterprises.

Survey method: This study conducted a survey of 27 people who are working in the field of bidding activities and bidding management of construction enterprises; enterprises located in some provinces and cities in the Southern region of Vietnam. The questionnaire was designed to focus on the following basic issues: (i) Assessment of the importance and role

of bidding management; in construction enterprises; (ii) Basic contents of bidding activities and bidding management of construction enterprises; (iii) Existences and limitations of bidding management of construction enterprises. Based on the survey results, the study analyzes and evaluates, thereby proposing solutions to improve the quality of bidding management of construction enterprises in the future.

RESEARCH RESULTS

Assessing the importance of bidding activities management of construction enterprises today

To assess the importance of bidding management of construction enterprises today, the author conducted a survey of 27 people who are working in the field of bidding and managing bidding activities of construction enterprises; enterprises located in some provinces and cities in the southern region of Vietnam. The results are shown in Table 1.

Table 1: Assessing the importance of bidding activities management of construction enterprises today

| Order | Rating Level | Number (people) | Percentage (%) | Valid Number (people) | Percentage (%) |
|--------------|------------------|-----------------|----------------|-----------------------|----------------|
| 1 | Not important | 0 | 0.000 | 0 | 0.000 |
| 2 | Less important | 1 | 3.704 | 1 | 3.704 |
| 3 | Rather important | 3 | 11.111 | 3 | 11.111 |
| 4 | Important | 14 | 51.852 | 14 | 51.852 |
| 5 | Very important | 9 | 33.333 | 9 | 33.333 |
| Total | | 27 | 100 | 27 | 100 |

The survey results in Table 1 show that the assessment is focused and “Important” with 14/27 assessors (51.852%); followed by “Very important” with 9/27 assessors (33.333%); “Rather important” ranked 3rd with 3/27 assessors (11.111%). No one assessed it as unimportant, but there was still 01 person who assessed it as “Less important” (3.704%). This survey result is similar to some previous studies (Dung, 2021; Nguyet, 2022; Anh, 2021). Thus, the management of bidding activities of construction enterprises has now been focused on and assessed as “Important” in construction enterprises. However, there are still people who rate it as “Less important” and “Rather important”. This shows that there is a need for solutions to raise awareness of construction enterprises in the management of bidding activities.

The role of bidding activities management in construction enterprises

To assess the role of bidding management of construction enterprises today, the author conducted a survey of 27 people who are working in the field of bidding activities and managing bidding activities of construction enterprises; enterprises located in some provinces and cities in the southern region of Vietnam. Based on the results of theoretical research and legal regulations (Government, 2024; Ministry of Planning and Investment, 2024; Dung; 2021, Nguyet, 2022), the author designed a questionnaire and conducted a survey with the following regulations: (1) Not role; (2) Little role; (3) Rather has a role; (4) Has a role; (5) Very has a role. The results are shown in Table 2.

Table 2: The role of bidding activities management in construction enterprises

| Survey content | | Degree evaluation | | | | | | | | | |
|----------------|---|-------------------|----------------|-----------------|----------------|-----------------|----------------|-----------------|----------------|-----------------|----------------|
| | | 1 | | 2 | | 3 | | 4 | | 5 | |
| Oder | | Number (people) | Percentage (%) | Number (people) | Percentage (%) | Number (people) | Percentage (%) | Number (people) | Percentage (%) | Number (people) | Percentage (%) |
| A | Objectives of bidding management | | | | | | | | | | |
| 1 | Streamline the bidding | 0 | 0.000 | 2 | 7.407 | 3 | 11.111 | 15 | 55.556 | 7 | 25.926 |

| | | | | | | | | | | | |
|---|---|-------------|--------------|------------|--------------|-------------|---------------|--------------|---------------|-------------|---------------|
| | process: Ensure efficient and accurate bid preparation, minimizing errors and delays. | | | | | | | | | | |
| 2 | Improve bid winning rates: Well-crafted bids increase the likelihood of winning a bid. | 0 | 0.000 | 1 | 3.704 | 2 | 7.407 | 15 | 55.556 | 9 | 33.333 |
| 3 | Optimize costs: Effective management helps prevent wasted resources and ensures competitive bids without compromising quality. | 0 | 0.000 | 1 | 3.704 | 2 | 7.407 | 14 | 51.852 | 10 | 37.037 |
| 4 | Build long-term relationships: Successful bids enhance reputation and build trust with customers, leading to continued business and sustainable growth. | 0 | 0.000 | 0 | 0.000 | 3 | 11.111 | 16 | 59.259 | 8 | 29.630 |
| Total average | | 0.0 | 0.000 | 1.0 | 3.704 | 2.5 | 9.259 | 15.0 | 55.556 | 8.5 | 31.481 |
| B Optimizing and Enhancing of Bidding Operations | | | | | | | | | | | |
| 1 | Streamline the bidding process: Ensure efficient and accurate bid preparation, minimizing errors and delays. | 0 | 0.000 | 2 | 7.407 | 3 | 11.111 | 15 | 55.556 | 7 | 25.926 |
| 2 | Improve win rates: Well-crafted bids increase the likelihood of winning a bid. | 0 | 0.000 | 1 | 3.704 | 3 | 11.111 | 15 | 55.556 | 8 | 29.630 |
| 3 | Optimize costs: Effective management prevents wasted resources and ensures competitive bids without compromising quality. | 0 | 0.000 | 1 | 3.704 | 2 | 7.407 | 14 | 51.852 | 10 | 37.037 |
| 4 | Build long-term relationships: Successful bids enhance reputation and build trust with customers, leading to continued business and sustainable growth. | 1 | 3.704 | 2 | 7.407 | 3 | 11.111 | 13 | 48.148 | 8 | 29.630 |
| Total average | | 0.25 | 0.926 | 1.5 | 5.556 | 2.75 | 10.185 | 14.25 | 52.778 | 8.25 | 30.556 |

The survey results in Table 2, section A. “Objectives of bidding management” show that: in all contents, the assessments are concentrated on “Has a role” with an average of 15/27 assessors (55.556%); followed by “Very has a role” with an average of 8.5/27

assessors (31.481%); “Rather has a role” with an average of 2.5/27 assessors (9.259%). No one assessed “Not role” and only 01/27 assessors assessed “Less role” (3.704%). With these survey results, it can be seen that construction enterprises have clearly identified the

roles of bidding management. Therefore, in determining the content of bidding management activities, construction enterprises have paid attention and identified it as an important content in the development process of the enterprise. However, the fact that there are still people who evaluate "Little role" shows that there are still some construction enterprises that do not pay much attention to bidding management activities.

The survey results in Table 2, section B. "Optimizing and making bidding activities more effective" show that: in all contents, the evaluations are concentrated on "Has a role" with an average of 14.25/27 evaluators (reaching 52.778%); followed by "Very has a role" with an average of 8.25/27 evaluators (reaching 30.556%); "Rather has a role" with an average of 2.75/27 evaluators (reaching 10.185%). On average, 0.25/27 people rated it as "Not role" (0.926%) and on average, 1.5/27 people rated it as "Little role" (3.704%).

The survey results show that construction enterprises have clearly identified the roles of bidding management. Therefore, in determining the content of

bidding management, construction enterprises have paid attention and identified it as an important content in the development process of the enterprise. However, the fact that there are still people who rate it as "Little role" shows that there are still some construction enterprises that do not pay much attention to bidding management activities.

Basic issues of bidding activities management of construction enterprises today

To assess the role of bidding management of construction enterprises today, the author conducted a survey of 27 people who are working in the bidding and bidding management of construction enterprises; enterprises located in some provinces and cities in the southern region of Vietnam. Based on the results of theoretical research and legal regulations (Government, 2024a & 2024b; Ministry of Planning and Investment, 2024a & 2024b; Anh, 2021; Dung; 2021, Nguyet, 2022), the author designed a questionnaire and conducted a survey with the following regulations: (1) Not important; (2) Less important; (3) Rather important; (4) Important; (5) Very important. The results are shown in Table 3.

Table 3: Basic issues of bidding activities management of construction enterprises today

| Survey content | | Degree evaluation | | | | | | | | | |
|----------------|---|-------------------|----------------|-----------------|----------------|-----------------|----------------|-----------------|----------------|-----------------|----------------|
| | | 1 | | 2 | | 3 | | 4 | | 5 | |
| | | Number (people) | Percentage (%) | Number (people) | Percentage (%) | Number (people) | Percentage (%) | Number (people) | Percentage (%) | Number (people) | Percentage (%) |
| Oder | | | | | | | | | | | |
| A | General management steps | | | | | | | | | | |
| 1 | Prepare for Tender: Identify requirements and objectives; Research potential suppliers or contractors; Develop detailed tender documents, including specifications, timelines, and evaluation criteria. | 0 | 0.00 | 1 | 3.704 | 2 | 7.407 | 16 | 59.25 | 8 | 29.63 |
| | | | 0 | | | | | | 9 | | 0 |
| 2 | Invite Tenders: Issue tender documents to selected suppliers or make them public; Communicate terms, conditions, and submission instructions to ensure clarity. | 1 | 3.70 | 2 | 7.407 | 4 | 14.81 | 13 | 48.14 | 7 | 25.92 |
| | | | 4 | | | | 5 | | 8 | | 6 |
| 3 | Submission and Evaluation: Suppliers prepare and submit tenders within the specified time; Organize evaluation of tenders based on criteria such as cost, quality, and | 0 | 0.00 | 1 | 3.704 | 2 | 7.407 | 14 | 51.85 | 10 | 37.03 |
| | | | 0 | | | | | | 2 | | 7 |

| | | | | | | | | | | | |
|---|---|-------------|-------------|-------------|--------------|-------------|--------------|--------------|--------------|-------------|--------------|
| compliance; Selection and shortlisting and finalization will be done after an objective evaluation process. | | | | | | | | | | | |
| Total average | | 0.33 | 1.23 | 1.33 | 4.938 | 2.66 | 9.876 | 14.33 | 53.08 | 8.33 | 30.86 |
| | | 3 | 5 | 3 | | 7 | | 3 | 6 | 3 | 4 |
| B Identify bidding opportunities | | | | | | | | | | | |
| 1 | Research and Monitor: Proactively monitor tenders using government portals, industry networks and online platforms. | 1 | 3.70 4 | 1 | 3.704 | 2 | 7.407 | 15 | 55.55 6 | 8 | 29.63 0 |
| 2 | Pre-qualification: Assess eligibility and fit with your organisation's capabilities to focus on the most promising opportunities. | 1 | 3.70 4 | 2 | 7.407 | 3 | 11.11 1 | 14 | 51.85 2 | 7 | 25.92 6 |
| 3 | Market Analysis: Evaluate competitors and customer needs to position your business effectively. | 1 | 3.70 4 | 1 | 3.704 | 3 | 11.11 1 | 14 | 51.85 2 | 8 | 29.63 0 |
| Total average | | 1.00 | 3.70 | 1.33 | 4.938 | 2.66 | 9.876 | 14.33 | 53.08 | 7.66 | 28.39 |
| | | 0 | 4 | 3 | | 7 | | 3 | 7 | 7 | 5 |
| C Determine bid winning opportunities | | | | | | | | | | | |
| 1 | Tailored Proposal: Customize the bid to address the specific needs and priorities outlined in the bid. | 0 | 0.00 | 2 | 7.407 | 3 | 11.11 1 | 15 | 55.55 6 | 7 | 25.92 6 |
| 2 | Clear and Concise Communication: Use clear language, highlight unique selling points, and present compelling value propositions. | 1 | 3.70 4 | 2 | 7.407 | 4 | 14.81 5 | 13 | 48.14 8 | 7 | 25.92 6 |
| 3 | Supporting Documentation: Include financial information, technical information, and accurate case studies to build credibility. | 1 | 3.70 4 | 3 | 11.11 1 | 2 | 7.407 | 14 | 51.85 2 | 7 | 25.92 6 |
| Total average | | 0.66 | 2.46 | 2.33 | 8.642 | 3.00 | 11.11 | 14.00 | 51.85 | 7.00 | 25.92 |
| | | 7 | 9 | 3 | | 0 | 1 | 0 | 2 | 0 | 6 |
| D Time Management | | | | | | | | | | | |
| 1 | Project Management Tools: Use tools to track milestones, allocate resources, and ensure on-time delivery. | 1 | 3.70 4 | 3 | 11.11 1 | 3 | 11.11 1 | 13 | 48.14 8 | 7 | 25.92 6 |
| 2 | Prepare early: Start early so you can review and adjust thoroughly. | 2 | 7.40 7 | 2 | 7.407 | 4 | 14.81 5 | 13 | 48.14 8 | 6 | 22.22 2 |
| 3 | Mitigate risks: Identify | 1 | 3.70 | 2 | 7.407 | 3 | 11.11 | 14 | 51.85 | 7 | 25.92 |

| | | | | | | | | | | | |
|---|--|-------------|-------------|-------------|--------------|-------------|--------------|--------------|--------------|-------------|--------------|
| | potential delays and build contingency plans to avoid last-minute issues. | 4 | | | | 1 | | 2 | | 6 | |
| Total average | | 1.33 | 4.93 | 2.33 | 8.642 | 3.33 | 12.34 | 13.33 | 49.38 | 6.66 | 24.69 |
| | | 3 | 8 | 3 | | 3 | 6 | 3 | 3 | 7 | 1 |
| E. Manage the necessary requirements | | | | | | | | | | | |
| 1 | Thorough Review: Carefully analyze bid documents to understand submission criteria, specifications, and legal obligations. | 1 | 3.70 | 3 | 11.11 | 2 | 7.407 | 15 | 55.55 | 6 | 22.22 |
| | | | 4 | | 1 | | | | 6 | | 2 |
| 2 | Internal Audit: Conduct pre-submission checks to ensure accuracy and completeness. | 2 | 7.40 | 2 | 7.407 | 4 | 14.81 | 14 | 51.85 | 5 | 18.51 |
| | | | 7 | | | | 5 | | 2 | | 9 |
| 3 | Compliance with Standards: Ensure compliance with industry regulations and customer-specific guidelines. | 2 | 7.40 | 2 | 7.407 | 3 | 11.11 | 13 | 48.14 | 7 | 25.92 |
| | | | 7 | | | | 1 | | 8 | | 6 |
| Total average | | 1.66 | 6.17 | 2.33 | 8.642 | 3.00 | 11.11 | 14.00 | 51.85 | 6.00 | 22.22 |
| | | 7 | 3 | 3 | | 0 | 1 | 0 | 2 | 0 | 2 |

The survey results in Table 3, section A. "General management steps" shows that: in all contents, the assessments are concentrated in "Important" with an average of 14.33/27 assessors (53,086%); followed by "Very important" with an average of 8,333/27 assessors (30,864%); "Rather important" with an average of 2,667/27 assessors (9,876%). There is an average of 0.33/27 assessments as "Not important" (1,235%) and there are 1,333/27 assessors as "Less important" (4,938%).

The survey results in Table 3, section B. "Identifying bidding opportunities" show that: in all contents, the assessments are concentrated in "Important" with an average of 14.33/27 assessors (53.086%) (equal to section A); followed by "Very important" with an average of 7.667/27 assessors (27.395%); "Rather important" with an average of 2.667/27 assessors (9.876%). There is an average of 1.0/27 assessments as "Not important" (3.704%) and 1.333/27 assessors as "Less important" (4.938%).

The survey results in Table 3, section C. "Determining the opportunity to win the bid" shows that: in all contents, the assessments are concentrated on "Important" with an average of 14/27 assessors (51.852%); followed by "Very important" with an average of 7/27 assessors (25.926%); "Rather important" with an average of 3.00/27 assessors (11.111%). There is an average of 1.0/27 prices as "Not important" (3.704%) and there are 2.333/27 assessors as "Less important" (8.642%).

The survey results in Table 3, section D. "Time management" shows that: in all contents, the assessments are concentrated in "Important" with an average of 13,333/27 assessors (49,383%); followed by

"Very Important" with an average of 6,667/27 assessors (24,691%); "Rather important" with an average of 3,333/27 assessors (12,346%). There are an average of 1,333/27 assessments of "Not important" (4,938%) and 2,333/27 assessors of "Less important" (8,642%).

The survey results in Table 3, section E. "Management of necessary requirements" shows that: in all contents, the assessments are concentrated on "Important" with an average of 14/27 assessors (51,852%); followed by "Very important" with an average of 6.0/27 assessors (22,222%) (the lowest of all surveyed contents); "Rather important" with an average of 3.0/27 assessors (11,111%). There are an average of 1,667/27 prices as "Not important" (6,173%) and 2,333/27 assessors as "Less important" (8,642%).

With this survey result, it shows that construction enterprises have clearly identified the basic and important contents of bidding management. Therefore, in determining the content of bidding management activities, construction enterprises have paid attention and identified it as an important content in the development process of the enterprise. However, the fact that there are still people who evaluate "Little role" shows that there are still some construction enterprises that do not pay much attention to bidding management activities.

CONCLUSION AND DISCUSSION

The above survey results show that bidding and bidding management activities have been focused on and paid attention to by construction enterprises, and many effective management mechanisms and methods have been developed. However, theoretical studies and

surveys show that this activity still has some limitations and shortcomings and needs to be overcome, specifically:

Firstly, some construction enterprises do not have a correct understanding of the importance, role and management processes of bidding activities, so they have not fully assessed the management processes as well as the consequences and activities that this activity brings to the enterprise. Therefore, for enterprises, it is necessary to have solutions to raise awareness as well as measures to train the bidding team of the enterprise to become more professional and operate more effectively.

Second, in the context of increasingly complex corruption, negativity and losses in construction bidding, proposing solutions is an urgent and necessary task. The reality of several recent cases in some construction enterprises shows that enterprises need to build an independent mechanism for their bidding activities based on legal regulations. In reality, from the stage of preparing bidding documents to the bidding process, serious problems can occur that affect the bidding results. Therefore, it is necessary to have independent legal consultants to help control the implementation steps and achieve legal efficiency.

Third, perfecting the mechanism and policies of enterprises: Enterprises need to establish a department (office) specializing in market research and bidding activities. Enterprises need to carefully analyze investment policies to suit their financial capacity, expertise and business fields to achieve the best results when participating in bidding.

The above are preliminary and initial research results, so there are still many shortcomings and limitations. The incomplete research of legal documents is also a major barrier in determining research issues. The number of survey respondents is 27 people, which is relatively small, and the lack of classification of survey subjects is also a limitation of this study. However, the results achieved are the initial basis for construction enterprises to refer to in the bidding process and achieve good results. The limitations of this study will continue to be studied in the coming time to further improve the quality of bidding management of construction enterprises.

REFERENCES

- Anh, L. (2021). Innovation in thinking about bidding, lessons from practice and reform orientation. Vietnam Inspectorate Magazine. Retrieved from <https://thanhtvietnam.vn/dong-su-kien/doi-moi-tu-duy-ve-dau-thau-bai-hoc-tu-thuc-tien-va-dinh-huong-cai-cach-211455.html>
- DauthauInfor. (2023). What is construction bidding? Regulations on construction bidding. Retrieved from [https://dauthau.asia/news/tu-lieu-](https://dauthau.asia/news/tu-lieu-cho-nha-thau/dau-thau-xay-dung-la-gi-cac-quy-dinh-ve-dau-thau-xay-dung-1079.html)

cho-nha-thau/dau-thau-xay-dung-la-gi-cac-quy-dinh-ve-dau-thau-xay-dung-1079.html

- Dung, D. T. M., *et al.*, (2021). Some issues in bidding for construction of irrigation works in Tam Nong district, Dong Thap province. Journal of Construction Materials, 33. pp. 88-92. <https://doi.org/10.54772/jomc.3.2021.79>
- Government. (2020). Decree 23/2024/ND-CP detailing several articles and measures for implementing the 2023 Law on Bidding on selecting investors to implement projects subject to bidding per the provisions of the law on sector and field management. Hanoi.
- Government. (2024a). Decree 24/2024/ND-CP detailing several articles and measures for implementing the 2023 Law on Bidding on selecting contractors. Hanoi.
- Government. (2024b). Decree 115/2024/ND-CP guiding the Law on Bidding on selecting investors to implement investment projects using land. Hanoi.
- Ministry of Planning and Investment. (2024). Circular 02/2024/TT-BKHĐT regulating training activities, knowledge development, and examination for granting and revoking professional certificates on bidding. Hanoi.
- Ministry of Planning and Investment. (2024a). Circular 03/2024/TT-BKHĐT regulates the form of bidding documents for selecting investors to implement projects in cases where bidding must be organized according to the provisions of the law on industry and sector management. Hanoi.
- Ministry of Planning and Investment. (2024b). Circular 05/2024/TT-BKHĐT regulates the management and use of costs in selecting contractors and investors on the National Bidding Network. Hanoi.
- Ministry of Planning and Investment. (2024c). Circular 06/2024/TT-BKHĐT guiding the provision and posting of information on contractor selection and bidding document templates on the National Bidding Network. Hanoi.
- National Assembly. (2005). Law on Bidding (Law No. 61/2005/QH11). Hanoi.
- National Assembly. (2013). Law on Bidding (Law No. 43/2013/QH13). Hanoi.
- National Assembly. (2014). Construction Law (Law 2014 No. 50/2014/QH13). Hanoi.
- National Assembly. (2023). Law on Bidding (Law No. 22/2023/QH15). Hanoi.
- National Council for the Compilation of the Vietnamese Encyclopedia. (1995). Dictionary, Encyclopedia. Hanoi: Vietnam Encyclopedia Compilation Center.
- Nguyet, N. T. N. (2022). Current status of bidding in Vietnam and recommendations. Journal of Economics and Forecast. Retrieved from [https://kinhtevadubao.vn/thuc-trang-cong-tac-dau-](https://kinhtevadubao.vn/thuc-trang-cong-tac-dau-cho-nha-thau/dau-thau-xay-dung-la-gi-cac-quy-dinh-ve-dau-thau-xay-dung-1079.html)

thau-o-viet-nam-hien-nay-va-khuyen-nghi-21227.html

- Phe, H. (Editor-in-Chief, 2003). Vietnamese Dictionary. Hanoi: Dictionary Learning Center.
- RIP. (2024). The Importance of Bidding in Construction. Retrieved from <https://www.rib->

software.com/en/blogs/importance-of-bid-management

- Tendium. (2024). Efficient Project Management of the Bidding Process – Why Is It Important? Retrieved from <https://tendium.ai/en/blog/project-management-of-bidding-process/>