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The Actual Situation of Building the Organizational Structure of HAGL Vietnam Group

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Abstract

Enterprises will operate effectively if employees properly understand the company's working process as well as their work, setting up an organizational structure will help employees understand their role in the company. company and to whom they need to report to make decisions. With a strong structure and a clear plan to overcome obstacles will help the business run more smoothly. An organization must have unity of leadership, this is a condition to create order in the organization, and at the same time, contributes to creating effort, increasing the responsibility of members in the organization. want to operate more efficiently and

scientifically. Currently, Hoang Anh Gia Lai is one of the largest real estate companies in Vietnam, a multi-disciplinary business group with 52 subsidiaries divided into the fields of rubber and minerals. Real estate, wood, stone, hotel, construction and sports. In the company, every department understands its duties and functions properly, has the ability to create high responsibility; The position of each part constituting the organizational structure is clearly divided but still related and closely linked to each other, creating a close connection for the organization.

Keywords: Organizational Structure, Contact, Attachment, Close Connection, Hoang Anh Gia Lai, Vietnam

1. Introduction

An organizational structure is a system of formal operating relationships that includes many separate jobs, as well as collective jobs. The organizational structure is a collection of parts (units, individuals) that are interdependent, are specialized and have certain responsibilities and powers, are arranged into stages and levels. to perform administrative functions and to serve the common goals of the organization. The organizational structure of an enterprise is a collection of different parts (units and individuals), which are interrelated and interdependent, to perform the business mission of the enterprise.

With the organizational structure, the requirements must be consistent with business goals and strategies. Ensure clear, specific and accurate delegation of authority. Ensure coordination of activities between departments. Ensure balance and efficiency. Manage and control the activities of the organization. An organizational structure must clearly articulate the duties of employees and link different tasks within an organization to achieve the overall goals of the organization.

The necessary conditions of the organizational structure must ensure accuracy, economy, direction for the future, understanding of own and common tasks, decision-making, sustainability and adaptability. Permanence and self-renewal.

Businesses need organization because:

In the organization, although there are many different departments, performing different functions and tasks, they are unified and focused to produce results for the defined goals of the organization.

The members of the organization all have a certain role and contribute their efforts to help the organization achieve the common goal.

The division of labor for each member, ensuring the expertise and deep activity of a member on a certain job. Proper assignment will impact the effectiveness of the organization.

An organization must have unity of leadership, this is a condition that creates order in the organization. At the same time, contributing to creating efforts, efforts, increasing the responsibility of members in the organization who want to operate more effectively and scientifically.

Each business, each corporation will choose to build a different organizational structure to suit the company's situation as well as the way it does business and operates the business, each construction method will bring advantages and limitations. private. To understand more about how to build an effective organizational structure and bring economic benefits, let's learn together

about the Status of Construction of HAGL Vietnam's Organizational Structure.

2. Overview of the Research Problem

Management Structure of Hoang Anh Gia Lai Group

General Meeting of Shareholders: Is the highest authority to decide on all important issues of the Company in accordance with the Enterprise Law and the company's charter. The General Meeting of Shareholders is the body that approves long-term investment policies in the development of the company, decides on the capital structure, elects the management agency and administers the company's production and business.

Board of Directors: As the management body of the company, has full power on behalf of the company to decide on all issues related to the purposes and interests of the company, except for matters falling under the authority of the General Meeting of Shareholders. The Board of Directors consists of seven members. Each member of the Board of Directors has a maximum term of 5 years and can be re-elected at the next General Meeting of Shareholders. The Board of Directors is elected by the General Meeting of Shareholders of Hoang Anh Gia Lai. The current Board of Directors consists of seven people. Including one Chairman of the Board of Directors and six members. The Board of Directors has the following main responsibilities:

Determine operational goals on the basis of strategic objectives approved by the General Meeting of Shareholders and decide on the business development plan and annual budget;

To decide on the organizational structure of the company, to appoint and dismiss managers of the Company at the request of the General Director;

Appointment, dismissal, dismissal of the General Director or a manager or representative of the company;

Propose the annual dividend and determine the interim dividend, organize the dividend payment and decide the salary of the company's managers.

Supervisory Board: The Supervisory Board is elected by the General Meeting of Shareholders of the company. Currently, the Supervisory Board consists of three members, the term of the Supervisory Board shall not exceed 5 years. Members of the Supervisory Board can be re-elected for an unlimited number of terms. The main responsibility of the Supervisory Board is to check the reasonableness and legality of business activities and financial statements of Hoang Anh Gia Lai.

Branches: A branch is a dependent unit of the company, responsible for performing a part of its functions and in accordance with the company's lines of business. The branch's management structure consists of branch directors, branch deputy directors, heads of departments, divisions and divisions.

Representative Office: Representative office is the consulting unit of the company, has the task of representing by authorization for the interests of the company and protecting those interests.

Head Office

Accounting-Finance Department: Directing, organizing, guiding and inspecting the accounting departments in the office and units under the Company, branches and representative offices according to the current regime.

Administration Department: Management of official

documents, papers, administrative books and company seal, reception work, administrative service. In addition, advising the Board of Directors on matters of organizational structure and personnel arrangement in accordance with the development requirements of the company. Recruiting and developing resources for the company.

Planning-Investment Department: Develop action plans for the whole company. Directing and organizing the guidance and inspection of the planning and use of plans in units and departments from the stage of determining the planning group, developing the decision plan, detailed plans, using, control the use of the plan. Making investment projects, implementing investment procedures, managing investment project dossiers.

Basic Construction Department: Design of small and medium-sized construction works, make cost estimates of works, supervise construction, take over, prepare completion documents, finalize works

The organization according to the number of management levels of the corporation in a horizontal structure with 5 management levels is relatively reasonable.

Organizational structure according to the following characteristics:

Flexibility: Find the industry that can be strongest to focus on development (coffee, rubber); Take advantage of domestic and foreign investment capital sources from real estate or export products such as forestry and agriculture to rotate capital flexibly.

High reliability: Tasks are clearly and specifically assigned to each department → Every department understands their duties and functions properly, and has the ability to create high responsibility; The position of each part constituting the organizational structure is clearly divided but still related and closely linked to each other, creating a close connection for the organization.

Economy: In the past 2 years, HAGL has been thorough in the organizational structure and downsizing, bringing inefficient industries out of the group structure. significantly reducing the pressure on capital allocation => the corporation has the opportunity to focus on key industries.

Reasonableness: The number of levels is built in a sufficient way, suitable for administrative functions and stages in the business cycle. Each department can perform different specialized tasks, avoiding overlap and duplication in the management stage.

Efficiency: Having a powerful management apparatus as well as employees to meet a large volume of work

3. Reality

The organizational model is quite simple and clear. The structure closely follows the management process associated with strategic objectives. The apparatus is closely organized among leaders and departments. This structure realizes specialization, concentrating capacity for specialized areas

- High operational efficiency if the task is repetitive daily
- Make full play of the advantages of industry specialization
- Pay more attention to professional standards and employee conduct
- Facilitating rigorous testing of the top level

The organizational model has an additional supervisory board, which can control and understand the management process of senior management

The product model should focus more on product and professional standards

Many commanders make the gong apparatus easy to bureaucracy

Lack of coordination between function rooms

Weakening the individual's dynamism

Limit the development of the general management team

Period: 1990 - 1993

Start-up as a Private Enterprise: Producing wooden furniture.

- 1990: A small workshop made furniture for students.
- 1993: Construction of the first wood processing factory; Established Hoang Anh Gia Lai Private Enterprise. Inauguration of interior and outdoor wood processing factory in Gia Lai.
- 2005: Opening operation Royal Gia Lai Resort Da Lat.
- 2006-2007: Converting to a joint stock company model
- Dragon Capital and Jaccar became strategic shareholders of the company.
- 2008: Signed a contract to sponsor USD 19 million for the Lao Government to build "Section 2009 Athletes' Residence"

Signed a project development contract and received an investment license to plant 10,000 hectares of rubber in Attapeu province, Laos.

Inauguration and handover of luxury apartments on Tran Xuan Soan street (HCMC) and luxury apartments on Hoang Van Thu street (Pleiku city).

Signing strategic cooperation agreement with BIDV and Sacombank.

Groundbreaking ceremony of Hoang Anh River View luxury apartment project (HCMC).

Dividend bonus shares to shareholders at the ratio of 100:49.9 • Granted 8,000 hectares of land to grow rubber trees by Gia Lai Provincial People's Committee Sign a strategic cooperation contract with Arsenal (UK)-Football Club World-famous football Inauguration of Royal Gia Lai football academy Arsenal JMG.

Commencement of the project of Phu Hoang Anh luxury apartment complex (HCMC).

Groundbreaking ceremony for Hoang Anh Can Tho luxury apartment project

Granted by the Lao government 5,000 hectares of land to grow rubber trees in Attapeu province

- 2009: Groundbreaking ceremony of Golden House luxury apartment project (HCMC) Groundbreaking ceremony of Bau Thac Gian luxury apartment project (Da Nang).

Commencement of Ba Thuoc 2 hydropower project in Thanh Hoa with a total capacity of 80 MW.

Commencement of Dak Srong 3B hydropower project in Gia Lai with a capacity of 19.5 MW.

Inauguration and handover of New Saigon Luxury Apartments Inaugurated and handed over the SEA Games Athletes' Village to the Lao Government.

Licensed by the Lao government to survey an iron mine with a reserve of 20 million tons.

Licensed by the Cambodian government to survey an iron mine with a reserve of 30 million tons.

Granted 12,000 ha of rubber plantation land by the Cambodian government Granted by the People's Committee of Dak Lak 3,000 ha of land for rubber trees.

Licensed by the People's Committee of Thanh Hoa province to survey 3 iron mines in the western districts of Thanh Hoa

Twice adjusted profit before tax plan: the first time from 1,150 billion VND to 1,400 billion VND and the second time to 1,700 billion VND

Divide bonus shares to shareholders at a ratio of 2:1

Successfully issued convertible bonds with a total value of VND 1,450 billion + 2010:

Inauguration and handover of Hoang Anh River View Apartment project (HCMC)

Commencement of construction of Economic office project Commencement of construction of Thanh Binh Apartment project

Commencement of construction of Incomex Apartments project

Convert VND1,450 billion at par value of convertible bonds into common shares

Issuing convertible bonds for Temasek Group with the value of VND 1,100 billion

Private placement of 16,216,250 shares to Deutsche Bank for GDR issuance and listing on the London Stock Exchange

Commencement of construction of a 200-bed hospital and infrastructure for the project area in Attapeu province - Laos

- 2011: Dividend bonus shares to shareholders at a ratio of 2:1

Groundbreaking ceremony of Attapeu international airport in Laos sponsored by Hoang Anh Gia Lai University Hospital of Medicine and Pharmacy - Hoang Anh Gia Lai officially came into operation

Hoang Anh Gia Lai started the construction of a sugar industry cluster in Attapeu-Laos

President Doan Nguyen Duc won the first prize "Ernst & Young-Entrepreneurial bravery"

Successfully testing the Israeli irrigation system at Hoang Anh Attapeu farm - Laos Dak Srong 2A hydropower plant officially connected to the national grid

Issuing and listing international bonds on the Singapore Stock Exchange • Issuing rubber swap bonds for Temasek with a value of VND 1,130 billion

Handing over and putting into use Hoang Anh River View Luxury Apartment (HCMC)

- 2012: Dakrong 3B hydropower plant with a capacity of 19.5MW has officially joined the national power grid.

Ba Thuoc 2 hydropower plant with a capacity of 80MW has officially joined the national power grid.

Signing a strategic cooperation contract to establish the University of Medicine and Pharmacy Hospital-Hoang Anh Gia Lai.

Sustainable development stage: from 2013

Focus on developing two main industries: agriculture and real estate

Agriculture: including rubber, sugar cane, oil palm, cattle raising Rubber: Total current planted area is 38,428 ha Oil palm: Total planted area is 28,626 ha Sugar cane: Total planted area is 6,000 ha Cattle raising: by the end of 2015, HAGL has imported 130,000 cows to raise on farms in Vietnam, Laos and Cambodia.

Real Estate: Separating subsidiaries that own apartment projects in Vietnam from the Group, keeping only a few projects under the Hoang Anh House Development and Construction Joint Stock Company and the Complex project. Hoang Anh Gia Lai Myanmar Center plays a key role.

- Currently, HAGL is a diversified business group with 52 subsidiaries divided into the fields of Rubber,

Minerals, Real Estate, Timber, Stone, Hotel, Construction, and Sports.

4. Solution

It is advisable to clearly divide the specific work of the board of directors to avoid avoiding responsibilities as well as shortcomings in solving work. There should be a room to do the connection, build a centralized method of services that can support the business. Similar work rooms can be grouped together to save a part of costs and human resources.

High debt and thirst for capital, is the information about Hoang Anh Gia Lai Group Joint Stock Company (HAGL) in the past time. However, at the meeting with investors on August 19, 2013 in Ho Chi Minh City, Mr. Doan Nguyen Duc, Chairman of HAGL Group affirmed: As an enterprise operating in mergers and acquisitions business, if feel profitable, or inefficient to invest in other items with higher returns... then the Group is ready to do so. In fact, the cost of capital investment and operation of hydroelectricity is very large, the profit margin is no longer high. Therefore, we must have the option of selling less to invest in other areas with higher profit margins. Mr. Duc cited: HAGL sold 6 hydropower projects in June 2013, earning VND 2,099 billion, reducing the loan balance of VND 1,876 billion. These hydropower projects have been put into operation, with revenue and profit. Hydropower projects in Laos with a capacity of 66MW will be completed by the end of 2014, we are also considering selling them, or keeping them if they bring a high profit margin. Public opinion believes that selling Hydropower projects to save the situation in the "thirst for capital" of HAGL is not correct. Like hydropower projects, real estate projects in Vietnam that are not profitable, or slow, or have low profit margins will be separated from the Group. Specifically, An Phu company (a subsidiary of Hoang Anh Housing Development Company) will play the role of debt settlement to build projects for sale and sell the whole project... (about 13 projects). According to the plan from now until the end of 2015, An Phu will collect about 9,000 billion dong, to settle a part of the bank's debt. The mineral industry, too, will be separated from the system, or sold. Because this segment is risky, it is impossible to calculate reserves, investment costs, costs.... The wood and stone company will sell to 1,000 employees, the parent company will keep 20%. Mr. Duc said, When participating in offshore investment, thinking and strategy must change to suit the international business environment, the plan is to restructure to transfer capital from low or unprofitable assets to projects. higher profitability. After restructuring, parent HAGL will focus on developing in two main areas: Agriculture (Rubber, sugar cane, oil palm) and Real Estate industry: in which, the complex project Hoang Anh Center Myanmar plays the main role and 02 projects of office complex and shopping center (HCMC); 01 Da Nang project; 01 project Bangkok (Thailand).

According to Mr. Duc, this restructuring will help HAGL's consolidated financial statements reduce loan balances, improve financial ratios, increase attractiveness for investors, and facilitate mobilization of funds. According to Mr. Duc, the Hoang Anh Center Myanmar project officially broke ground on June 5, 2013, with a total investment of up to 440 million USD. The Group is focusing on drastic construction so that part of the project will be completed by the end of 2014. Currently, there are partners who manage

hotels, serviced apartments, offices, and shopping malls who have customers depositing to buy floors. rough. HAGL is expecting this project to bring big cash flow in the future. With office rental price 80-100 USD/m²/month and hotel 300USD/room/night. Regarding agriculture, HAGL has entered the harvest season after many years of reclamation. 7,000 ha of rubber were exploited for latex in 2013/48,000 ha were planted. In 2014, the area of latex exploitation will double. The current selling price of rubber latex is about 46 million VND/ton, while the average price is about 23 million VND/ton. 10,000ha of sugarcane has been planted, the first 40 tons of crystallized white sugar have been sold out. The average profit margin of sugar cane is 296,000 VND/ton of sugar cane; product cost 4,320,000 VND/ton. In addition, 4,000 hectares of experimental oil palm have been planted. Mr. Duc hopes with restructuring solutions and revenue from business activities of the Group such as: an industrial cluster with an investment capital of 100 million USD in Laos has come into operation; The proceeds from the sale of Thanh Binh project have been completed for VND 158 billion and by the end of August, the proceeds from the sale of investments will be VND 2,100 billion, debt will decrease to VND 10,000 billion / VND 13,000 billion of equity. at the end of this year. Hoang Anh Gia Lai Group and its IT partners have just announced the largest enterprise management solution implementation project among multi-industry enterprises in Vietnam and Indochina. With a solution provided by SAP, running on IBM's infrastructure including servers and storage - provided by TabViet as a partner with CSC as the consulting and project implementation unit. SAP's enterprise resource management solution, a business management model based on overall system analysis, deployed at HAGL, will strongly support the corporation in developing business strategies, achieving its goal of becoming an To become a leading enterprise in many industries in Vietnam, including rubber, real estate, minerals, hydropower, wood - stone and in the coming years to bring the HAGL brand beyond the Vietnamese border. Male.

To successfully implement the business strategy, HAGL needs a comprehensive integrated management information technology system, allowing businesses to conveniently access and manage all data, standardize and automate business processes. process and allow all divisions and branches of the business to share information on a single platform. Besides, with the continuous development of the group's size and the listing of shares on the stock exchange, HAGL needs a reliable supporting IT platform that ensures businesses the ability to handle a large amounts of data with ease, minimal downtime, absolute security, and at the same time maintaining a standardized, up-to-date and highly transparent information system.

SAP ERP solution-powered, consulted, and supported by three leading IT partners-will enable HAGL to comprehensively manage enterprise resources to solve business problems over time. real-time at both the operational and strategic levels, assess potential risks, and make the fastest and most accurate business decisions. SAP ERP solution not only helps to serve the detailed operations of each employee, each department, but also solves the overall relationship of all departments, departments and employees in the enterprise, helping HAGL integrate all operations. corporate activities into a single system that meets the specific needs of business functions. Running on

the extremely powerful and optimized technology platform for IBM SAP applications, POWER7, the SAP ERP solution will have a stable, solid, flexible, reliable and always available infrastructure. willing to allow the company to expand its business at any time. POWER7 is designed to support applications that require very high data analysis capabilities for intelligent systems or require real-time analysis. POWER7 is capable of supporting the unique needs of new applications and services with the capacity to handle transactions with big data. In addition, this system also helps HAGL manage its existing applications and services with technological breakthroughs such as virtualization, high availability, low energy and memory savings. IBM, together with SAP, and CSC have cooperated to deploy SAP ERP solution for many enterprises in Vietnam, such as Tan Hiep Phat Group, and TH True Milk Dairy Food Joint Stock Company, in where IBM is the provider of IT infrastructure solutions including servers and storage, SAP is the ERP software provider, and CSC is the consulting and implementation unit. VPF Media, 2018, Hoang Anh Group Gia Lai.

5. Conclusion

EASY Businesses need organization because:

In the organization, although there are many different departments, performing different functions and tasks, they are unified and focused to produce results for the defined goals of the organization.

The members of the organization all have a certain role and contribute their efforts to help the organization achieve the common goal.

The division of labor for each member, ensuring the expertise and deep activity of a member on a certain job. Proper assignment will impact the effectiveness of the organization.

An organization must have unity of leadership, this is a condition that creates order in the organization. At the same time, contributing to creating efforts, increasing the responsibility of members in the organization who want to operate more effectively and scientifically.

Because of the division of duties between departments, there is a lack of communication between departments, with most management issues and debates taking place individually within each department. For example, department A and department B work on the same project, but the expectations and details for each specific job are different, which will lead to problems in the future.

A manager with strategic management will have a strong impact on the development as well as the profit of the business. As an administrator, it is well known that "success is the convergence of factors: opportunity, talent, preparedness". Any concept for luck, lucky or not is decided by yourself, so is the market. ". Opportunities sometimes come by themselves, but sometimes they are also capable of creating, opportunities will come to businesses that have the capacity as well as promote their full management capabilities. What is mentioned here is the organizational structure of the business. Talent is the problem of human resources of the enterprise, maybe an enterprise does not have many good management staff, but with a reasonable organizational structure, it will promote human resources in the best way. This is the most important factor, an appropriate organizational model capable of anticipating situations that will occur, not being surprised by market

fluctuations as well as other events. other influencing factors. All show that the role of organizational structure is undeniable. In the current period, businesses in our country have begun to focus on the function of developing the organizational structure, while others have dived into the function of attracting talents to enhance the capabilities and strength of the organizational structure... But it is always a situational problem, if it is not solved evenly because it is a function, then everything is important. Structural innovation is important, especially in the business context of our country. Business strategy is implemented through organizational restructuring projects, building support systems. Organizational restructuring occupies a key position in enterprise innovation. Strategic vision requires businesses to have a deep understanding of the organizational structure, because only when understanding the development trend of organizational structures, understanding the core values to be built, understanding development orientation of the business, then planning the business strategy. Therefore, the problem for administrative staff is never to think that they do not need to become an expert in the field of operation of the business. Because the race between businesses is always tense and fierce, but it's also art.

A good organizational structure must come from choosing an appropriate structural model. This structure helps to define how the work is done, where the authority and functions lie, who manages and who reports to whom, and most importantly, who is responsible for the results of the work. As such, it even provides an insight into the corporate culture. The org chart itself gives life structure to the business and makes everything easy to understand by itself. Building organizational structure is a very important part of forming organizations. To be a manager involves many factors, but the role of building the organizational structure of governance is an indispensable element of the administrator.

- The organizational structure of governance must ensure the accuracy of all information used in the enterprise thereby ensuring good coordination of activities and tasks of all parts of the enterprise.
- The organizational structure must be able to flexibly adapt to any situation that occurs in the business as well as in the environment.
- The governance structure must use administrative costs in the most effective way. An organization is effective when it is built to help accomplish the goals of the business with minimal costs. The criterion for considering this requirement is the correlation between the intended costs and the results obtained.
- There are reasonable relationships between stages and management levels; designed so that the number of management levels is the minimum, there is no redundancy, no shortage of departments, no overlapping tasks between departments; so that duties and powers must be commensurate.

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