

International Journal of Social Science Exceptional Research

Theoretical basis for the quality of human resource training

Tran Huy Cuong ^{1*}, Huynh Thi Ngoc Quy ², Nguyen Duc Hai ³
Van Hien University, Vietnam

* Corresponding Author: **Tran Huy Cuong**

Article Info

ISSN (online): 2583-8261

Volume: 02

Issue: 06

November-December 2023

Received: 25-08-2023;

Accepted: 29-09-2023

Page No: 110-117

Abstract

The author has clearly presented the basic theory, characteristics, roles, functions, content as well as lessons learned of the research problem of human resource training as a basis for proposing solutions. solutions to improve the quality of human resource training. Criteria for evaluating the quality of human resource training or factors affecting human resource training also contribute to influencing the solutions offered later.

Keywords: theoretical basis, human resource training, quality management

Introduction

1.1.1. Human Resources

Today, as the economy is increasingly developing, there are many definitions of "human resources":

According to the United Nations, "Human resources are all the knowledge, skills, experience, capacity and creativity of people that are related to the development of each individual and the country."

The World Bank believes that human resources are all human capital including physical strength, mental capacity, and professional skills... of each individual. Thus, here human resources are considered a source of capital alongside other types of physical capital: monetary capital, technology, and natural resources.

From the perspective of economic development: human resource is a segment of the population within a specified age group capable of participating in labor.

Human resources are expressed in two aspects: in terms of quantity, it is the total number of people of working age working according to state regulations and the labor time that can be mobilized from them; In terms of quality, it is the health and professional level, knowledge and skill level of workers. Labor source is the total number of people of working age who are working or actively looking for work. Labor resources are also understood in two aspects: quantity and quality. Thus, according to this concept, there are some that are counted as human resources but are not labor resources that is: people who do not have a job but are not actively looking for a job, that is, people who do not have a job. The need to find a job, people of working age but studying...

According to Prof. Dr. Pham Minh Hac: "Human resources are the total labor potential of a country or a locality, that is, the labor force is prepared (at different levels) ready to participate in a job. Certain workers, that is, workers with skills (or abilities in general), by meeting the requirements of the labor structure transformation mechanism, the economic structure towards industrialization, modernization".

According to Associate Professor, Dr. Nguyen Tiep, Human resources: Human resources, the most important and dynamic factor of socio-economic growth and development. Human resources can be determined for a country, territory, locality (province, city...) and it is different from other resources (finance, land, technology...) in that human resources with creative labor activities, impact on the natural world, transforming the natural world to make other resources useful.

From the above perspectives, human resources in an enterprise are considered capital expressed in quantity and quality, the entire human capital including physical strength, mental capacity, and professional skills within the prescribed age range. The ability to participate in labor contributes to helping businesses operate optimally.

1.1.2. Human resource training

Human resource training are activities that take place within a specified period of time for an enterprise. The purpose of this activity is to overcome missing skills and improve professional knowledge of personnel, so that they better understand their tasks. Training time can be short-term or long-term depending on many factors.

▪ New training

Is the practice of conducting training for completely new workers who do not yet have the knowledge, skills, and expertise in the position they hold. This situation often happens to personnel working in the wrong profession, and businesses are unable to recruit suitable personnel. In today's labor market, new training often occurs due to choosing the wrong major.

▪ Retraining

Retraining is implemented when the employee still does not clearly understand the skills and expertise or the employee feels unsuitable for the position he was previously assigned to. In addition, retraining is also carried out when businesses want to transfer workers from one position to a position with completely different expertise from the current one.

▪ Additional training

During the work process, managers will recognize shortcomings in the work of employees. From those shortcomings, businesses will conduct training to supplement knowledge and skills for the positions that workers are undertaking, thereby helping to improve the quality of work.

▪ Advanced training

In businesses, advanced training will help workers perform tasks more easily and bring high efficiency. Advanced training will usually be for middle and high-level management positions such as department heads, directors and some other positions.

1. 2. Characteristics, functions and roles of human resource training

▪ Characteristic

● Labor power resides in the human body

If you want employees to work with maximum productivity, the first thing businesses need to do is ensure their salary and working environment.

As for wages, it should be paid periodically so that employees have enough budget to spend on daily living expenses and satisfy their needs. This periodic nature should be of a certain short duration so that employees can promptly pay expenses. It can be said that salary is a social category and must follow the rule that real wages are increasing to meet the needs of improving the quality of life of workers.

Regarding the working environment, administrators and management levels in businesses need to be properly aware

of the importance of creating a dynamic and creative environment. Only then will workers be able to satisfy their necessary needs during collective work and activities.

● The qualifications of workers can change in many directions

Another basic characteristic of human resources is that labor dynamics will change in different directions. It could be that the more you work, the more labor productivity will increase. Or conversely, the more you work, the lower your labor level becomes. Besides, the labor level may hardly change even after working for a long time.

● Administrators' awareness of human resources is increasingly changing

Not only will there be changes among workers, but managers' perceptions of human resources will also change over time. Specifically:

- There are managers who consider human resources as invaluable talents. Therefore, they will treat their employees with respect, always finding ways to encourage employees to constantly strive to contribute and develop their talents at work.
- There are managers who view human resources just like other resources. In this way, the business will still be able to survive, but it will certainly be difficult to improve business efficiency.
- In addition, there are also managers who have a disdain for human resources. They will behave according to the principle of disrespecting people and only considering salary.

● Human resources exist in a competitive market

The labor market is where people with labor and businesses will meet and agree on how the company will use their labor. Therefore, competition will be mandatory, including competition to employ labor and competition to find jobs. Above all, in the current era of globalization, competition has been greatly expanded. Workers can move to different countries to look for work. Employers also have the right to hire workers from abroad.

▪ Function

The function of human resource training and development is to solve and overcome current problems and prepare for future changes through improving the quality of human resources and making the most of human resources. human resources to promote business efficiency.

▪ Role

● For Businesses

Training and developing human resources is one of the important activities in an organization, with a great role and significance in the development of the business and its competition in the market. Creating and developing human resources helps businesses with the following:

- Helps individuals improve their labor productivity and thereby improve the labor productivity of the entire enterprise, while also improving the work efficiency of workers.
- Implementing training will help businesses minimize

occupational accidents, because after being trained, workers have a better understanding of machinery, so they can avoid incidents that occur in the workplace. their working process.

- Improve the stability and dynamism of the organization, while reducing the supervision of business leaders because after returning from training, workers are more self-aware in performing their work. .
- Training and developing human resources also has the effect of improving and maintaining the quality of human resources, creating conditions for applying new technical advances and management knowledge to businesses, and especially creating competitive advantages for businesses.

• **For each individual employee**

How does training and human resource development affect them?

- Firstly, training and developing human resources will help employees become more attached to the organization,
- The second is to create adaptation between workers and the current job, meeting the need for workers to improve their knowledge,
- Third, it helps workers gain new perspectives and new thinking at work, and this is also the basis for improving workers' creativity.
- With all the above roles and meanings of training and human resource development, each business needs to pay more attention to human resource training and development.

1.3. Content of human resource training

▪ **Identify training objects and training purposes**

When businesses want to train, they need to identify the target audience and training purpose to optimize costs and time for the business when supplementing the shortcomings of employees that the business needs to have quality human resources.

▪ **Forecasting human resource needs**

Businesses need to identify external and internal factors that affect the business's human resource needs. Accordingly, external factors include economics, socio-culture, law, population, customers, etc. And internal factors can include company policies, strategies, vision, culture, and shareholders.

Enterprises can identify training needs through the EISENHOWER method to determine which needs need to be met first.

Table 1: Identify training needs through EISENHOWER method

	Urgent	Not urgent
Important	1	2
Not important	3	4

Urgent but not important needs (1)

Needs that are both important and urgent (2)

Important but not urgent needs (3)

Needs that are neither urgent nor important (4)

Among the above types of needs, businesses will certainly prioritize meeting both important and urgent needs first, then

other types of needs.

▪ **Propose a training program**

Enterprises need to devise training programs appropriate to the target audience, goals, and needs of human resources.

- Who participates in training, who is trained, and how many?
- How long does the training program last?
- What is the frequency of training?
- What methods are used for the training program?
- What is the level of training?
- Where to train?

▪ **Implement the plan**

Enterprises conduct human resource training according to the proposed training program.

▪ **Test and evaluate**

After each training course, it is necessary to check and evaluate the effectiveness that the training program has achieved in both quantity and quality. Training activities need to be evaluated to see what results are obtained and to draw lessons for the next time. Those who organize training activities need to answer the following questions:

- Did the implemented activities achieve the set goals?
- What do employees learn from the training program?
- What issues in the training program need to be improved, supplemented or changed?
- What changes (in terms of content, methods, as well as costs) should be made in future training plans?
- On the other hand, evaluating the results of training activities also helps answer questions that business leaders want to know about training benefits. That is:
- Are there any changes for employees in their work?
- Were performance issues resolved before the training was implemented?
- Is the cost and effort put into training worthwhile and reasonable? What is the final result for businesses?

Evaluating the results of human resource training is evaluated through quantitative indicators such as:

- Average training cost per employee
- Labor productivity
- Revenue and profit earned per unit of training investment cost

In addition, it is also expressed through qualitative indicators such as changing the quality of work completed after training, changing employees' awareness, raising awareness and responsibility for assigned work, and increasing satisfaction. in work...

1.4. Factors affecting human resource training

1.4.1. Factors inside the business

▪ **Company's development goals and strategies**

Production and business strategies are specified by human resources strategies consistent with the company's production plan. Based on that, training and human resource development plans will be implemented to meet needs and accomplish the set goals.

- **Policy to attract human resources**

A business with a suitable human resource attraction policy, stemming from accurate and scientific human resource planning, will attract more quality people. This contributes to creating favorable conditions for human resource development at the enterprise.

- **Work environment**

The working environment is a factor that influences human resource development so that businesses have more favorable conditions in attracting human resources, especially high quality human resources. To create a truly friendly, cohesive and sustainable working environment, building and developing corporate culture is extremely necessary.

- **Financial sources**

Finance is the most basic factor influencing human resource development for the survival and development of a business. It is a prerequisite to ensure the implementation of human resource development activities in the enterprise. Therefore, human resource development in an enterprise needs to be considered with the financial capacity of the enterprise.

1.4.2. Factors outside the business

- **Technology environment**

The world economy is developing at high speed, with the explosion of the scientific and technological revolution. To keep up with world developments, businesses must have strategies for training and developing people, grasp the latest achievements of technology, and use technology with high efficiency.

- **Legal and political environment**

A stable political environment helps businesses and workers feel secure in living, working and studying better. At that time, human resource training and development will be highly effective.

The State's policies have a great influence on business activities in general as well as human resource training and development in particular. The State has many tools to realize the goal of socio-economic development and social justice, including policies on creating jobs for workers, contributing to hunger eradication and poverty reduction.

These policies have been expressed in law to help businesses easily implement, making the lives of businesses increasingly improved.

- **Economic environment: factors influencing human resource development**

Our country is in the transition phase to a market economy with increasingly deep integration and increasing people's needs. One of those needs is the desire to have a higher income and a better position in society, so improving knowledge, skills, and expertise is more necessary than ever. Funding to support training has the effect of stimulating them to participate in training and learning.

- **Cultural and educational environment**

The cultural environment inside and outside the enterprise has more or less an impact on the training work of the enterprise. If everyone in society values learning and improving their level of knowledge, the number of workers who want to learn will increase, thereby making labor results

highly effective.

If the social education and training system is good, it will also provide businesses with high quality workers with qualifications and skills to perform the job, then businesses will train less and the training results will be better. higher efficiency.

And vice versa, if the social education and training system is not developed, the workforce recruited into the enterprise is not highly qualified, then the enterprise will spend a lot of money on training and the results achieved will also be poor. not tall.

1.5. Criteria for evaluating the quality of human resource training

- Awareness of workers
- Job performance
- Achieve goals at work

1.6. Lessons learned at home and abroad

- **Ford Thang Long Joint Stock Company**

Ford Thang Long Joint Stock Company, formerly known as Transport Services and Tourism Joint Stock Company, was established under Decision No. 2604/QD-UB dated July 1, 1998. During its history of formation and development, from a small unit of Hanoi City, the Company was equitized into a joint stock company. Through many changes in organizational structure and name during 15 years of development, Ford Thang Long Joint Stock Company has now become a large joint stock company, operating according to the model of parent company complex - subsidiaries and dependent units. The parent company is Ford Thang Long Joint Stock Company. Appreciating and developing quality human resources is a prerequisite for a company to be competitive in business activities. With the goal of improving the professional and professional quality of human resources, the Company has developed a training process to ensure training is carried out in a scientific, systematic and highly effective manner. In addition, promoting human resource training and development also aims to: Build, preserve and promote the Company's image and brand; thereby attracting talented people to work, contributing to the Company's development of production and business activities and contributions to society.

With the specific characteristics of production and business activities at the enterprise, the Company ensures that all employees are trained to have enough professional capacity to perform assigned tasks well. Training programs are diverse and rich, provided in the form of classes, on-the-job training or self-study. Employees are financially supported and encouraged to maintain continuous learning. As well as being provided with corresponding development opportunities. Training forms at the Company include:

On-the-job training: applies to

- Newly recruited people: Training content includes dissemination of the Company's rules and policies and guidance on expertise and operations.
- People changing positions: Training content includes professional guidance and regulations in the new position.
- During work, more experienced people will communicate and exchange experiences with less experienced colleagues. This work is carried out

regularly in all working positions.

Internal training

- Training and coaching on working skills are regular training activities of the Company. The training program mainly focuses on training internal rules, regulations, processes, new products and sales skills. ... for the Company's employees. The training board consists of employees with assigned functions and tasks, highly professional experience, and the ability to communicate and teach to disseminate products, experiences, as well as practical knowledge to students. staff.

Outside training

- Based on job needs, employees will be selected to be sent to study abroad to attend courses on: Leadership skills, management skills, teamwork skills, marketing and sales skills or the Company will invite highly qualified and reputable experts to teach employees at the Company such as: Contract drafting skills, negotiation skills, and communication with customers.
- In addition, the companies that supply products to the Company have their own courses on their products or training courses supported by partner companies for officers and employees at the Company.
- Vietnam Oil and Gas Corporation

Vietnam Oil and Gas Group is a state-owned company that was decided to transform into a single-member limited liability company owned by the State according to Decision No. 924/QĐ-TTg dated June 18, 2010 of the Prime Minister. Government. Vietnam Oil and Gas Group is a strong economic group in Vietnam, well known in the region and the world.

During the period 2009 - 2012, the Parent Company - Vietnam Oil and Gas Group and its member units organized 277,544 employees to participate in training courses of many types. The total cost of training and developing human resources is 1,627 billion VND. On average, each employee of the Group participates in training 1.36 times/year. However, when comparing the total training costs with the total revenue of the entire Group in four years (2009: 272.47 trillion VND; 2010: 478.4 trillion VND; 2011: 675.3 thousand billion VND billion VND; 2012: 773.7 trillion VND), the average cost used to train each employee in a year is still quite modest. The average training cost for each employee in the Group reached 7.98 million VND/year, while the average labor productivity of an employee reached 10.79 billion VND/year.

The two main contributors to human resources for the country's Oil and Gas industry are Petroleum Vocational College (PVMTC) and Vietnam Petroleum University (PVU). In particular, PVMTC has organized 2,375 training courses with 49,993 students, of which, the training according to the Group's plan was 322 courses with 12,992 students attending, exceeding the assigned plan; Total funding for training according to the Group's plan is 192,976 million VND.

PetroVietnam Fertilizer and Chemicals Corporation - Joint Stock Company (PVFCCo) shares experience in in-depth training, expert training and self-training. Vietnam Petroleum Institute emphasizes the development of human resources in the Oil and Gas industry, so it involves three tasks: scientific

research, training and application of scientific research into actual production; especially the in-depth training of the industry. The Vietnamese - Russian joint venture Vietsovpetro, one of the key units of the Vietnam Oil and Gas Group, also performed very well in human resource training and achieved many important results.

PetroVietnam Drilling and Drilling Services Corporation (PV Drilling) shares experience in building a model to improve leadership capacity. Emphasizing that PVD's leadership model must be consistent with many criteria: consistent with world standards, Vietnamese culture, and PVD corporate culture. Petroleum Exploration and Production Corporation (PVEP) is one of the leading units in building a leadership position system. At the Conference, the unit's successes in the process of building and applying the Human Resources Management System based on capacity, title standards and sharing online training experiences were very effective.

In fact, the budget for human resource training of the Petroleum Group is the highest among state-owned economic corporations. Particularly, Vietnam Petroleum Institute, Petroleum Vocational College and Vietnam Petroleum University each year the Group invests no less than 500 billion VND... And among the Group's units, it ranks number one in terms of training costs. is Vietsovpetro, followed by PV Gas, PVEP, PVD, PTSC...

In the coming time, we must aim at 6 important contents: continuing to build and perfect the Group's human resource management (HRM) system according to international standards, with the focus being on building and perfecting the Group's human resource management (HRM) system according to international standards. title standard system, job performance evaluation system, capacity-based salary system; Continue to build a management team, implement management training programs for officials with leadership positions and source staff before appointment; Continue to build a team of technical experts for the Group's 5 main production and business areas, especially in-depth training programs.

American experience

The US has clearly defined the motto "human resources are the center of all development". To maintain its position as a superpower in economics, science and technology, the human resource strategy focuses on training human resources and attracting talent. In human resource training, the US has built an education system with two characteristics: universality and liberality. The US education system places special importance on university education. There are 4,200 universities in the US, colleges, ensuring that all people in need can participate in college and university training programs. In the US, the system of community colleges and universities is strongly developed to ensure universality in higher education. These schools focus on training working skills for workers, currently in the US 78% have About the population graduated from universities, colleges and vocational schools. In the US, develop both community colleges and research universities. The ratio of research schools and community universities is 1/30, meaning for every 1 research university there are 30 community universities. In higher education in the US, competition between schools is very fierce. Universities assert themselves by the quality of teaching and build their own brands. If students can get into good, famous universities and study

well, their chances of getting a job will increase greatly. Along with investing a lot of money from the state budget in human resource training, the US also mobilizes many other resources from society into human resource training. Companies in the US also pay close attention to human resource development and worker training. In 1992, the cost of training workers in companies was 210 billion USD; In 1995, that cost reached 600 billion USD, in 2000 it was over 800 billion USD and now it is up to nearly 1,000 billion USD.

▪ Singapore's experience

Technical and vocational training play an important role in the ongoing reform of Singapore's education system. Engineering and technology are always a top priority in training, English, math and science subjects are mandatory subjects accounting for 1/3 of the program time and the state invests in building technical and scientific academies. vocational training.

Singapore also encourages companies to participate in training human resources for the country. The state applies many policies to encourage companies to organize training courses or vocational training for employees and workers during the working process. The technical education institute cooperates with companies to implement a parallel apprenticeship model, students will participate in internships and be paid right at the company, while the theoretical learning process will take place at the schools. vocational institute. The Singaporean government only invests in very few public schools of exemplary quality. For the non-public sector, the Government creates conditions to develop and encourage connections and connections with foreign countries, inviting prestigious international universities to set up branches... to train human resources. quality for the country.

Singapore's education strategy is on the one hand both a response to changes in global economic conditions and a tool to build and maintain national cultural identity, which is a globally applicable bilingual program. All schools offer training in English and one of the three mother languages to represent the three major ethnic groups: Chinese, Malay and Tamil. Including English in the compulsory curriculum connects Singapore to the world, but teaching the mother tongue preserves national identity. National education subjects are taught at universities. In essence, this subject aims to equip the young generation with the basic behaviors, values and orientations that make up true Singapore citizens.

Reference

- Anh DBH, LDM Duc, PB Ngoc. Subjective Well-Being in Tourism Research. *Psychology and education*. 2021; 58(5):3317-3325.
- Bien BX, Tien NV. Solutions enhancing competitiveness of made-in Vietnam brands in Vietnamese market, *International Journal of Research in Marketing Management and Sales*. 2019; 1(2):93-99.
- Diem PT, Vu NT, Nhan VK, Vang VT. The Strategy of CRM System Development ment at Mega Market Vietnam. *International journal multidisciplinary research and growth evaluation*. 2021; 2(4):802-806.
- Diem PT, Vu NT, Dung HT, Dat NV. The Process of CRM System Implementation at Dien May Xanh in Vietnam. *International journal multidisciplinary research and growth evaluation*. 2021; 2(4):761-768.
- Diem PT, Vu NT, Dung HT, Bien BX, Duc PM. Customer Care and Customer Relationship Maintenance at Ministop, Family Mart and CoopSmile in Vietnam. *International journal multidisciplinary research and growth evaluation*. 2021; 2(4):744-751.
- Diem DL, TTT Trang, PB Ngoc. Development of Tourism in South Central Coastal Provinces of Vietnam. *Journal of archeology of egypt/egyptology*. 2021; 18(8):1408-1427.
- Diep LH, Vu DT Hai, TTH Thuan. China and USA in Vietnam's International Relations in the Region. *Journal of archeology of egypt/ egyptology*. 2021; 18(8):2681-2710.
- Duc LDM, Thuy Cooperative, Yen NTH. Corporate Social Responsibility and Corporate Financial Performance Case of Listed Vietnamese Companies, *Zeszyty Naukowe Politechniki Czestochowskiej. Zarzadzanie*. 2018; 32:251-265.
- Duc LDM, Mai NP. Enhancing Sustainability in the Contemporary Model of CSR: a Case of Fast Fashion Industry in Developing Countries. *Social Responsibility Journal*, 2020.
- Dung HT, Tien NV. Branding building for Vietnam tourism industry reality and solutions, *International Journal of Research in Marketing Management and Sales*. 2019; 1(2):63-68.
- Dung NTH, TT Trang, VT Hien, Editor Phuong. Factor Affecting Tourists' Return Intention. A Case of Binh Quoi Village in Ho Chi Minh City. *Journal of archeology of egypt / egyptology*. 2021; 18(9):493-507.
- Dung NTH, TT Trang, PB Ngoc. Assessing Customer Satisfaction for Can Gio Tourist Destination in Ho Chi Minh City. *Journal of archeology of egypt/egyptology*. 2021; 18(14):249-268.
- Giao NQ, TTT Trang, NP Mai. Sustainability Issues in the Development of Higher Education Industry. *Hong kong journal of social sciences*. 2021; 57:79-90.
- Hung NT, Vu NT, Bien BX. Risks of Vietnamese Enterprises in Trade Relations with China. *International Journal of Research in Finance and Management*. 2020; 3(1):1-6.
- Mai NP. Green Entrepreneurship Understanding in Vietnam. *International Journal of Entrepreneurship*, 2020, 24(2).
- Minh HTT, Dan PV. Branding building for Vietnam higher education industry-reality and solutions, *International Journal of Research in Marketing Management and Sales*. 2019; 1(2):118-123.
- Minh NH Diep, LH Vu, DT Hai, TTH Thuan. ASEAN and China in Vietnam's International Relations in the Region. *Journal of archeology of egypt/ egyptology*. 2021; 18(8):2661-2680.
- Ngoc PB, TTT Trang. Current Path to Community Based Sustainable Tourism Development of Khanh Hoa Province in Vietnam. *Journal of archeology of egypt / egyptology*. 2021; 18(9):508-525.
- Ngoc NM, Nhan VK. Family business in Vietnam and in Poland: Review of characteristics and trend of development, *Journal of Southwest Jiaotong University*. 2020; 54(6):1-19.
- Ngoc NM. Branding Strategy for Gamuda Land Real Estate Developer in Ho Chi Minh City Vietnam. *Celadon City Project. Psychology and education*. 2021;

- 58(5):3308-3316.
21. Ngoc NM, TH Thu. The Impact of Financial Structure on Financial Performance of Logistic Service Providers Listed at Ho Chi Minh City Stock Exchange. *Journal of archeology of egypt/egyptology*. 2021; 18(2):688-719.
 22. Ngoc NM, PB Chau, TL Khuyen. The Impact of Financial Structure on Business Performance of Real Estate Enterprises Listed at Ho Chi Minh City Stock Exchange. *Journal of archeology of egypt/egyptology*. 2021; 18(8):92-119.
 23. Ngoc TT Trang, HTT Minh. Brand Building and Development for the Group of Asian International Education in Vietnam. *Psychology and education*. 2021; 58(5):3297-3307.
 24. Ngoc NM. Comparative Analysis of Advantages and disadvantages of the Modes of Entering the International Market, *International Journal of Advanced Research in Engineering and Management*. 2019; 5(7):29-36.
 25. Ngoc NM. Related and Non-related Diversification Strategy of Domestic Business Groups in Vietnam, *International Journal of Advanced Research in Engineering and Management*. 2019; 5(7):12-17.
 26. Nhi DTY, Chi DTP. CRM Application in Agricultural Management in the Mekong Delta. *International Journal of Multidisciplinary Research and Development*. 2019; 6(10):123-126.
 27. Phu PP, Chi DTP. The role of international marketing in international business strategy, *International Journal of Research in Marketing Management and Sales*. 2019; 1(2):134-138.
 28. Tam BQ, Diem PT, Duc PM, Dung HT, Dat NV, Nhan VK. The Strategic Customer Relationship Management at CoopMart in Vietnam. *International journal multidisciplinary research and growth evaluation*. 2021; 2(4):794-801.
 29. Tam BQ, Diem PT, On PV, Anh VT, Dat NV. The History of Development of CRM System at AEON Vietnam. *International journal multidisciplinary research and growth evaluation*. 2021; 2(4):737-743.
 30. Tam BQ, Diem PT, On PV, Anh VT, Hung NT. The Formation and Development of CRM System at Thien Hoa Electronics Supermarket in Vietnam. *International journal multidisciplinary research and growth evaluation*. 2021; 2(4):752-760.
 31. Thai TM, Hau TH, Vinh PT, Long NVT. Solutions for Tuyen Quang and Binh Phuoc Tourism Industry Sustainable Development. Comparative Analysis. *International Journal of Research in Marketing Management and Sales*. 2020; 2(1):101-107.
 32. Thao VTT, Hung Anh DB. Sustainability issues in social model of corporate social responsibility. Theoretical analysis and practical implications, *Journal of Advanced Research in Management*, 2019, 19(1).
 33. Tan NH. *International Economics, Business and Management Strategy*, Academic Publications, Delhi, India, 2019.
 34. Tan NH. *Principles of Management*. Financial Publisher. Ho Chi Minh City, 2020.
 35. Tan NH. *Leadership in Social Responsible Enterprises*. Ementon Publisher, Warsaw, 2015.
 36. Tan NH. *Change Management in a Modern Economy. Modeling Approach*. PTM Publisher, Warsaw, 2012.
 37. Tan NH. *Competitiveness of Enterprises in a Knowledge Based Economy*. PTM Publisher, Warsaw, 2012.
 38. Tan NH. *Competitiveness of Vietnam's Economy. Modeling Analysis*. PTM Publisher, Warsaw, 2013.
 39. Tan NH. *Develop Leadership Competencies and Qualities in Socially Responsible Businesses – Reality in Vietnam*, *International Journal of Research in Management*. 2019; 1(1):1-4.
 40. Tan NH. Challenges and opportunities for enterprises in the world of the 4th industrial revolution, *Proceedings of National Scientific Conference on Accounting, Auditing and Vietnam Economy in the Face of 4.0 Industrial Revolution*, 441-445, November 2017, Quy Nhon University, Quy Nhon, Binh Dinh province, 2017.
 41. Tan NH. *Develop Leadership Competencies and Qualities in Socially Responsible Businesses-Reality in Vietnam*. *International journal of research in management*. 2019; 1(1):01-04.
 42. Tan NH. *Solutions for Sustainable Development of Binh Duong Tourism*. *Proceedings of University Science Conference on: "Binh Duong Tourism, Enhancing Competitiveness towards Sustainable Development"*, 55 -67. Binh Duong Department of Culture, Sport and Tourism, 2018.
 43. Tan NH. *Hanoi Culture of Cuisine as Factor Attracting Tourists to Vietnam*. *Proceedings of University Scientific Conference on: Values of Gastronomic Culture in Tourist Activities* 101-105. Faculty of Social Science and Humanities, Department of Culture and Tourism. May 21, 2018, Tien Giang University, 2018.
 44. Tan NH. *Sustainable Development of Higher Education – A Case of Business Universities in Vietnam*. *Journal of human university natural sciences*. 2020; 47(12):41-56.
 45. Tan, NH. *Solutions for Tuyen Quang and Binh Phuoc International Tourism Products and Services Development. Comparative Analysis*. *International journal of research in marketing management and sales*. 2019; 2(1):131-137.
 46. Thien NH. *Trade Freedom and Protectionism of Leading Economies in Global Trade System*. *International journal of commerce and management research*. 2019; 5(3):100-103.
 47. Thien NH. Comparative Analysis of Advantages and disadvantages of the Modes of Entering the International Market. *International journal of advanced research in engineering and management*. 2019; 5(7):29-36.
 48. Thien NH. *Related and Non-related Diversification Strategy of Domestic Business Groups in Vietnam*. *International journal of advanced research in engineering and management*. 2019; 5(7):12-17.
 49. Thien NH. *Social Entrepreneurship and Corporate Sustainable Development. Evidence from Vietnam*. *Cogent business and management*, Taylor and Francis Publisher. 2020; 7(1):1-17.
 50. Thien NH. *Staff Motivation Policy of Foreign Companies in Vietnam*. *International journal of financial management and economics*. 2020; 3(1):1-4.
 51. Thien NH. *Working Environment and Labor Efficiency of State Owned Enterprises and Foreign Corporations in Vietnam*. *International journal of financial management and economics*. 2019; 2(2):64-67.
 52. Thien NH. *International Distribution Policy-Com*

- parative Case Study of Samsung and Apple. *International journal of research in marketing management and sales*. 2019; 1(2):24-27.
53. Thien NH. Sustainability of Coastal Tourism Development: Comparative Analysis of Vietnam's Northern and Southern Provinces. *Journal of southwest jiaotong university*. 2021; 55(6):1-19.
 54. Thien NH. Knowledge Management in the Context of Industrial Revolution 4.0. *International journal of commerce and Economics*. 2020; 2(1):39-44.
 55. Than NH. Knowledge Management in Strategic Alliances and Foreign Joint Ventures. *Proceedings of University Scientific Conference of: Young Lecturers and MBA Students. Faculty of Economics, TDM University. Binh Duong, 2018, 141-149.*
 56. Than NH. Application of CRM in Agricultural Management. *Proceedings of National Scientific Conference on: Development of High-tech Agriculture in the Highlands in the Context of Regional Linkage and International Integration, 216-223. April 2019, Institute of Social Science in Central Region, Vietnam Academy of Social Science, 2019.*
 57. Than NH. CRM Application in Managing Hotel, Restaurant and Tourism Services in Vietnam. *International Journal of Research in Management*. 2019; 1(1):14-17.
 58. Than NH. CRM Application in Customer Service Management at Big4 Banks in Vietnam. *International Journal of Research in Management*. 2019; 1(1):9-13.
 59. Than NH. *Human Resource Management*. VHU Publisher, Ho Chi Minh City, Vietnam, 2020.
 60. Than NH. *Strategic International Human Resource Management*. Ementon Publisher, Warsaw, Poland, 2017.
 61. Than NH. *Responsible and Sustainable Business*. Eliva Press, Chisinau, Moldova, 2020.
 62. Vang VT, Hung NT. Comparative Analysis of Business Environment in Binh Duong, Dong Nai and Ba Ria Vung Tau of Vietnam Using EFE Matrix. *International journal multidisciplinary research and growth evaluation*. 2021; 2(4):769-778.
 63. Viet PQ, Duc NM, Tam VT. Sustainability of Tourism Development in Vietnam's Coastal Provinces. *World Review of Entrepreneurship Management and Sustainable Development*, 2020.
 64. Vu NT, Dung HT, Duc LD M. Determinants of real estate bubble in Vietnam, *International Journal of Research Finance and Management*. 2019; 2(2):75-80.
 65. Vu NT, Tien NV. The role of brand and brand management in creating business value case of Coca-Cola Vietnam, *International Journal of Research in Marketing Management and Sales*. 2019; 1(2):57-62.
 66. Vu NT, Bien BX, Anh VT. The Development Process of CRM System at VinMart in Vietnam. *International journal multidisciplinary research and growth evaluation*. 2021; 2(4):728-736.