



Received: 22-08-2023  
Accepted: 02-10-2023

ISSN: 2583-049X

## **Comparative Analysis and Implementation of the Concept of MBO and MBP at HAGL Vietnam Group**

<sup>1</sup> Dinh Nguyet Bich, <sup>2</sup> Nguyen Thi Le Hoa, <sup>3</sup> Nguyen Thi Thu Thao  
<sup>1, 2, 3</sup> Van Hien University, Vietnam

Corresponding Author: **Dinh Nguyet Bich**

### **Abstract**

In the context of today's business environment, which has been constantly changing under the influence of many factors, management by objectives (MBO) and management by process (Management by process) Process - MBP) was born and widely applied in foreign enterprises. This method clearly reflects the development process of corporate governance, from vertically commanding management with Management by Time (MBT) to goal-driven management. connect and collaborate horizontally. The outstanding advantage of this method is to help the leadership improve productivity, efficiency and maximize the resources of the

enterprise, especially human resources, and also fundamentally break the concept of "workplace". (workplace), unleashing the working capacity and intelligence of employees. Therefore, this article is to analyze and compare the implementation of the concept of MBO and MBP at a large corporation, namely HAGL Group. is a problem that needs to be solved. On the basis of conceptual analysis and comparison between MBO and MBP to see the advantages and disadvantages, the work results as well as some notes to apply the appropriate business strategy to bring the most efficiency.

**Keywords:** MBO Concept, MBP Concept, HAGL Vietnam Corporation

### **1. Introduction**

#### **1.1 Business Strategy of HAGL Group in Vietnam:**

Determining the right management system is the foundation for businesses to develop sustainably, so HAGL always prioritizes the application of knowledge and good practice models on governance to put it into operation.

Strengthen financial management, risk management and expenditure monitoring by effectively controlling debt collection, applying cost-saving measures.

Expanding the domestic market and developing the market to other countries in the region, while standardizing the operating model, promoting the role of domestic and foreign branches and representative offices.

Promote brand development, maintain relationships with existing customers and approach potential customers with multiple channels and information clues, flexibly seize opportunities to expand the market.

In parallel with the performance evaluation, HAGL also focuses on improving the management system, organizational structure and human resources to match the Group's development goals. In addition, the training to improve the professional qualifications of the staff and the planning and fostering of the management staff are always considered the key tasks of the enterprise.

#### **1.1.1 Concept of MBO (Management by Objectives)-Management Model by Goals:**

Management by Objectives (MBO) is currently being implemented worldwide. However, despite its wide application, MBO does not always mean anything. Some still think of it as an appraisal tool, others as a motivational technique, however, others see MBO as a planning and control device.

Start by defining the goals of the top level, then define the goals and targets of the lower levels or for a shorter time. MBO Manage the entire work based on the measurement of the goal and based on the plan to execute the goal. This is a process where each member of the organization voluntarily binds and commits himself to work throughout the process from translation planning to inspection.

The essence is contract work. Almost the opposite of MBP.

Management by objectives (MBO) is a management model that improves the performance of an organization by clearly

defining goals that are agreed upon by both management and employees. The essence of management by goals is to set and link goals with actions towards the goals of every employee in the company. An important part of management by objectives is measuring and comparing actual employee performance with standards. Ideally, if employees are involved in goal setting and in choosing action plans, they will be more likely to fulfill their responsibilities. This will encourage engagement and commitment among employees, as well as align goals across the organization. The term was first coined by management guru Peter Drucker in his 1954 book, *The Practice of Management*. In Drucker's view, Goal management entails clearly and unambiguously defining the goals or work outcomes for which we want to build realistic programs to achieve them and accurately assessing the results. Job parameters by measuring specific results according to the stages of achieving the set goals.

### 1.2 The Concept of MBP (Management by Process)-Management Model by Process:

It is a management method based on the classification of activities according to processes.

The essence is to manage work according to a carefully analyzed and regulated cycle. Almost the opposite of MBO and this is essentially the foundation of ISO quality management systems.

According to strategist and reformer Faun deHenry (Marocco), in essence, MBP revolves around three elements: directing, monitoring, and adjusting processes to suit business goals, practices and strategies. Focus on organizational processes, in contrast to undocumented knowledge and experiences that do not represent the majority of employees; Develop and maintain methods that guarantee the same results. Thus, MBP is really a management method that requires not only discipline but also flexibility. Flexibility is that the company adheres to its commitment to process governance, but needs to regularly measure input, output, and process efficiency to determine where it needs to be changed. And make the necessary adjustments. In contrast, the discipline shown in implementing changes in the process must be based on what the data shows, rather than the opinions of a few employees or on simple facts. odd.

**Benefits of Process Management:** Continuous control of the flow of work and activities in the business. Detecting and quickly correcting errors caused by information being transmitted quickly between departments, the head of each department is not only responsible for the work of his department but also jointly responsible for the work of the department. Behind me. Management by function, the head of any department knows the work of that department. Enabling everyone in the business to participate in quality improvement. For example, if the representatives of the purchasing department and the production department are involved right from the design stage, it is guaranteed that the materials will be purchased in accordance with the design and production requirements. Business processes facilitate the application of information technology to corporate governance. Building documents serving the business in a systematic and consistent manner. Detailed control of work performance through building process flowcharts, defining control points.

### 1.3 Compare the two concepts of MBO and MBP

**Table 1:** Compare the two concepts of MBO and MBP

Comparative Criteria	MBO	MBP
<b>1. Work results</b>	- Ensure output target - Effective - Do the right things	- Controlling every detail work but not sure to ensure the goal. - Performance - Working properly.
<b>2. User</b>	Usually senior and middle managers	Usually middle and low-level managers
<b>3. Advantages</b>	Favorable for work that is difficult to control or measure	Favorable for hard-to-target work.

### 2. Overview

MBO Program (Governance by Goal) of HAGL Participating decision making:

The extraordinary general meeting of shareholders of Hoang Anh Gia Lai International Agriculture Joint Stock Company took place on the afternoon of January 8 and was a great success. The General Meeting approved the production and business strategy for the period of 2021 - 2023 and elected the Board of Directors and Supervisory Board for the term of 2020 - 2025, in which Mr. Tran Ba Duong officially assumed the position of Chairman of the Board of Directors. by Hoang Anh Gia Lai International Agriculture Joint Stock Company.

Established in 2010, Hoang Anh Gia Lai International Agriculture Joint Stock Company has focused on planting rubber trees and oil palm trees with a total area of 85,000 hectares in Gia Lai, Dak Lak, Laos and Cambodia. However, due to the sharp drop in rubber prices, our company fell into a serious crisis, faced many difficulties, lost liquidity, and was unable to repay the due principal and interest. August 2018 is: 18,414 billion VND. In that context, we have invited THACO as a strategic investor to carry out financial restructuring in order to repay the due debt and at the same time convert a large part of the area of oil palm and rubber trees. to fruit trees.

A clear interval and performance feedback:

Over the past 2 years, from the date of signing the strategic cooperation agreement with THACO on August 8, 2018 until now, THACO has worked with HAGL to solve financial difficulties so that HAGL Agrico can pay its due bank debts and fulfill its obligations. The transformation and development of fruit orchards are carried out as follows:

THACO invested to buy 38% shares of Hoang Anh Gia Lai International Agriculture Joint Stock Company with the amount of VND 4,500 billion.

THACO through Dai Quang Minh Company acquired HAGL Myanmar from HAGL and continued to invest in this project with a total amount of VND 8,155 billion. Thereby, HAGL had money to lend HAGL Agrico an amount of VND 2,187 billion.

THACO and its subsidiary, Truong Hai Agriculture Joint Stock Company (THAGRICO), lent HAGL Agrico an amount of VND 5,994 billion.

THAGRICO has transferred 24,861ha of land from 03 HAGL Agrico subsidiaries (Indochina Rubber, Dong Penh

Rubber and Trung Nguyen Rubber) with a total amount of VND 7,626 billion.

Agrico has converted and developed orchards up to 24,600ha, of which bananas: 12,000ha; Mango: 6,000ha and 6,600ha of other fruit trees. Export revenue in 2019 reached 78 million USD, in 2020 reached 110 million USD.

As of November 30, 2020, HAGL Agrico owes the bank 5,700 billion VND, THAGRICO debt: 5,994 billion VND, HAGL debt 2,187 billion VND, payable to suppliers, partners and employees 2,196 billion VND; total liabilities is 16,078 billion VND and accumulated loss as of September 30, 2020 is 2,663 billion VND.

It can be said that HAGL Agrico has escaped from the brink of bankruptcy but still has many difficulties to repay the above debts, and continues to need capital to take care of the garden and invest in infrastructure: irrigation, electricity, transportation, communication, general warehouse of materials, cold storage, internal logistics to serve the urgent needs of production.

Therefore, HAGL Agrico continues to carry out the restructuring in this phase as follows:

HAGL Agrico's Board of Directors has decided to transfer 04 companies with a total area of 20,744 hectares (including An Dong Mia Company, Hoang Anh Quang Minh Company owning 17,305 hectares in Cambodia and Hoang Anh Dak Lak Company, Co. Tay Nguyen Dairy Cow Company owns 3,439 hectares in Vietnam) to THAGRICO for VND 9,095 billion and the proceeds are VND 6,500 billion.

#### **Detail goal:**

HAGL Agrico also submitted to the congress the Investment and Development Strategy for the 2021-2023 period for the remaining land area of HAGL Agrico of 35,757ha in Laos (27,383ha) and the North of Cambodia (8,374ha). We focus on growing fruit trees (banana, mango, pineapple) and identify breeding cows and beef cattle as strategic areas of HAGL Agrico to ensure the foundation of organic agricultural production is managed. according to the industrial method, in which:

- Regarding the cultivation of fruit trees: The total area of fruit trees as of December 31, 2020 is 13,200 ha (in which banana: 5,400 ha, mango 4,000 ha, other fruit trees 3,800 ha). The plan to plant new key fruit trees by 2023 is 9,700 ha (in which banana: 5,200 ha, mango 2,500 ha, pineapple: 2,000 ha). The total area of orchards by the end of 2023 is 21,800 ha and 8,434 ha of rubber trees.
- Regarding cattle raising: Organize the breeding of reproductive cows and beef cattle according to the model of semi-grazing and concentrated fattening with a total herd of 110,000 heads by 2023 (of which 75,000 breeding cows, raised cows) meat and fattening is 35,000 heads).
- Research on the development strategy of Agriculture - Forestry and Livestock in Laos on a large scale; forming an industrial zone specializing in processing agricultural and forestry products in Southern Laos.

#### **MBP program of HAGL Group:**

Hoang Anh Gia Lai International Agriculture Joint Stock Company (HAGL Agrico - Code: HNG) has announced its consolidated financial statements for the fourth quarter of 2021 with sales going backwards and losses of trillions of dong last year.

In the fourth quarter of 2021, HAGL Agrico achieved nearly VND 307 billion in revenue, only half of the same period last year. In which, revenue from fruit is less than 157 billion VND.

Doing business below cost caused the company to record a negative gross profit of 467 billion in the period (negative 191 billion in the same period). Financial expenses were nearly 301 billion and other expenses incurred, so HAGL Agrico's net profit was negative by nearly 816 billion.

For the whole year of 2021, the company achieved VND 1,199 billion in net revenue, half of 2020 with 840 billion revenue from fruit. The net loss for the whole year is 1,119 billion VND while in 2020 there is still a net profit of nearly 21 billion VND. Accumulated loss by the end of last year was 3,426 billion.

Explaining the large loss in the fourth quarter and the whole year, HAGL Agrico said that it had reviewed the books and recorded and re-accounted expenses incurred from 2020 and earlier but not yet accounted for, including: Provision for receivables arising from 2018 is 52 billion, liquidation of processed fruit inventory from 2019; re-evaluating and recording the cost of work-in-progress, recording inventory on the backlog of financial statements from 2018 - 2020 to cost of goods sold in the fourth quarter of 2021 is VND 427 billion and the revaluation of exchange rate difference monetary items denominated in foreign currencies and recorded a loss on exchange rate differences of VND 230 billion at the end of the year.

In addition, the depreciation expense for rubber plantations is large (17,506 ha), of which the area of rubber garden not yet qualified for exploitation is 10,175 ha, the area of rubber with technical conditions is being exploited and harvested. is 7,331 hectares.

Due to the impact of the COVID-19 epidemic, the purchase price of fertilizers increased by 160%, packaging increased by 25% compared to the beginning of the year, and the cost of sea transportation recently increased by 20% compared to 2020.

The final reason for the company's big loss in 2021 is the impact of the COVID-19 epidemic causing increased labor costs and a lack of local labor resources. The shortage of workers for harvesting and packing resulted in a full year cancellation rate of 21% at the garden and packhouse.

Regarding the financial situation, by the end of 2021, the total asset size of HAGL Agrico is VND 14,017 billion, a sharp decrease of 43% after no longer merging with HAGL. Liabilities at the end of the fourth quarter were 8,018 billion with 5,864 billion dong of loans, including 3,272 billion dong from banks, 2,093 billion dong from HAGL, 457 billion dong from Thagrigo and a small part from other businesses. Equity is 5,999 billion.

Accounting for separate losses for the cost of converting orchards 2,400 billion in 2022

In 2022, HAGL Agrico plans to produce 177,000 tons; revenue of VND 2,400 billion, double 2021. This year, the company plans to complete Nong Khang airport and hand it over to the Lao government. Total investment in 2022 is about 898 billion VND and is expected to disburse 422 billion.

In addition, the company will also work with HAGL and BIDV to settle the debt between the parties and receive back the certificate of land ownership in Laos and Cambodia owned by HAGL Agrico which has previously attached tax

to BIDV. is guaranteeing the value of HAGL with a guaranteed value of VND 4,780 billion.

### 3. Current Status and Context of HAGL in Vietnam

The current status of most Vietnamese enterprises is affected and influenced by many political-economic-cultural factors. Around these factors, every business must have its own strategies and management methods to ensure its existence and sustainability. It is the above factors that force the managers to have their own optimal management method and since then, strategic management (MBO) and process management (MBP) have appeared in the system. management, both of the above management elements are suitable for leadership levels from high to low, contributing to the management of the entire work based on the measurement of goals and based on the implementation plan of the goals, contributing to achieving the goals. Achieve goals, contribute to achieve detailed work.

Given an assumption such as Hoang Anh Gia Lai Group has set a profit target of more than 100 billion dong. According to the document submitted to shareholders on November 26, 2021, the company aims to achieve revenue of VND 2,055 billion and profit after tax of VND 104 billion, revenue is expected to decrease sharply compared to previous years, but in return the company will cut losses because No provision was recorded on prudent principle as last year, plus restructured and divested investments.

From the above goal of Hoang Anh Gia Lai, if the corporation chooses the management method according to the MBO goal, it will be more suitable for the senior management segment and the jobs that are difficult to control the implementation process:

#### *Advantages (MBO)*

- Subordinates will be more creative, free to develop strategies to increase sales
- Create initiative for each individual in the organization
- Leaders have more time to find the optimal method of achieving goals
- Everything will ensure fairness, transparency, clearly showing each person's capacity
- High flexibility

#### *Cons (MBO)*

- Concentration is not guaranteed
- Organizations and employees are easily misled
- Difficult to control and right quality standards
- Maybe even in the wrong direction
- Requires the performer to have a high sense of responsibility
- The heterogeneous personnel behavior makes it difficult to control costs during the implementation process.

In contrast, when Hoang Anh Gia Lai chooses the management by process (MBP) method, it will also have its own advantages and disadvantages:

#### *Advantages (MBP)*

- Guaranteed high concentration, even all pre-positioned.
- Less errors in all aspects, ensuring the set standards.
- Easy standard.
- Control every process from start to finish.

#### *Cons (MBP)*

- Subordinates are less creative because everything is strictly regulated.
- The initiative is not high, but the dependence is high.
- There is no flexibility.

#### **Comparison Table MBO-MBP:**

HAGL from 2009 to 10 years later, 2019 has ups and downs as illustrated below:

Hoang Anh Gia Lai Joint Stock Company (HAGL) has just explained the changes in business results in its semi-annual reviewed consolidated financial statements for 2021.

Accordingly, the profit after corporate income tax of HAGL has a big difference before and after the audit. Specifically, the profit after corporate income tax announced by enterprises is VND 18,284 billion, while the figure given by the audit is VND 8,310 billion. Thus, the difference between the company's profit before and after the audit was 9,974 billion VND.

According to the explanation of HAGL, during the review of the semi-annual consolidated financial statements, E&Y proposed to adjust the figures affecting the profit after tax related to the increase in cost of capital due to the adjustments related to the value allocation. Reasonableness of assets in terms of consolidation and reduction of provision for receivables after performing a recoverability review.

HAGL also has an explanation for the fluctuations in business results on the reviewed semi-annual financial statements of 2021 and the consolidated semi-annual financial statements of 2020. Accordingly, in the first half of 2021, the company's after-tax profit reached VND 8.3 billion, an increase of VND 1,405 billion compared to the first half of 2020, because in the first half of 2020, the business had a loss of VND 1,396 billion.

The reason for this difference, as explained by HAGL, was a decrease in gross profit of VND 307 billion, because the Group no longer consolidated the profits of Hoang Anh Gia Lai International Agriculture Joint Stock Company and other companies. Subsidiary of this enterprise. Profit from financial activities increased by 186 billion VND, mainly due to the increase in profit on liquidation of investment in Hoang Anh Gia Lai International Agriculture Joint Stock Company. Meanwhile, selling expenses decreased by 167 billion dong, mainly due to no longer consolidating Hoang Anh Gia Lai International Agriculture Joint Stock Company. Management expenses decreased by VND 1,288 billion, because in the second quarter of 2020, the Group's Board of Directors decided to make provision related to large bad receivables in the past. However, in the second quarter of 2021, the provision for outstanding debts decreased compared to the same period in 2020. Besides, other losses increased by 146 billion dong, mainly due to the fact that in the period in which the conversion cost of some orchards was recorded. Ineffective to banana cultivation.

In 2022, Bau Duc's business plans to have a net revenue of VND 4,820 billion, profit after tax of VND 1,120 billion; increased 116% in revenue and 9.3 times in profit compared to 2021. This is HAGL's highest profit since 2015.

The company plans to invest another 2,000 hectares of bananas, bringing the total banana area to 7,000 hectares. At

the same time, the enterprise plans to build 9 more clusters of barns for raising sows and pigs (including 2 clusters in Laos, 2 clusters in Cambodia). Accordingly, the total number of barns has increased to 16 clusters with a capacity of more than 1 million pigs per year.

In addition to implementing a business strategy to focus on two main products (banana and pig farming), this year, HAGL orients key tasks including financial restructuring, reducing outstanding loans to banks to 5,000. billions dong. As of the third quarter of 2021, financial debt was at VND 8,318 billion, down more than VND 10,000 billion compared to the end of 2020. Debt mainly came from more than VND 6,116 billion of long-term bond debt and more than VND 1,200 billion of debt. Eximbank, Laos-Vietnam Joint Venture.

#### 4. Solution

▪ MBO is a management model according to objectives: It is essentially a contract of work. Almost the opposite of MBP. Suitable for the senior management segment and suitable for work where the process is difficult to control.

+ Advantages:

- Creative subordinates
- Create proactively
- High flexibility
- Plenty of time for leadership
- Fair, transparent according to capacity

+ Disadvantages:

- Concentration is not guaranteed
- Easy to go wrong
- Difficult to meet standards
- Failure to control the process
- Maybe even in the wrong direction
- Requires the implementer to have a high sense of responsibility
- Difficult to control costs for the implementation process due to inconsistent employee behavior

- MBP is a process-based management model: Suitable for middle and low-level management according to technological processes. The essence is to manage work according to a carefully analyzed and regulated cycle. Almost the opposite of MBO.

+ Advantages:

- Ensures high concentration, even if all is pre-defined
- Less deviation in all aspects, thus ensuring the standards set, even difficult
- Easy to get right
- Control the process from start to finish

+ Disadvantages:

- Subordinates are less creative because everything is strictly regulated
- The initiative is not high, but the dependence is high
- Not highly flexible

- Solution:

+ Determining the appropriate management system is the foundation for sustainable development of enterprises. Therefore, HAGL always uses the knowledge and good practice models of governance to put into operation.

+ Strengthen financial management, risk management and expenditure monitoring by effective control, applying cost reduction measures.

+ Expanding the domestic market and developing the

market to other countries in the region, at the same time standardizing the operation and promoting the role of domestic and foreign branches and representative offices.

+ Promote brand development, maintain relationships with existing customers and reach out to potential customers by many channels and information clues, flexibly seize opportunities to expand the market.

+ Provide solutions in line with the set goals with high efficiency in work.

+ Controlling the target work in detail and clearly, doing the right thing, high working efficiency.

+ Pointing out a certain solution in the work to ensure high concentration, less error in all aspects, easy to correct.

+ Compliance with each provision is also to help businesses know how to do it right from the beginning. Getting it right from the start will reduce the cost of error correction, recycling, etc. Getting it right from the start must be done right from the design stage, and not just the product design.

+ Thus, depending on the business line and the actual situation of the enterprise, the enterprise should choose the MBO or MBP management method or combine both methods to create the highest management efficiency.

Along with the performance evaluation, HAGL also focuses on improving the management system and human resource structure to match the Group's development goals. In addition, the training to improve the qualifications of the staff and the planning and fostering of the management staff are always considered the tasks of the enterprise.

#### 5. Conclusion

Hoang Anh Gia Lai Group is a large corporation specializing in real estate and agricultural investment, with strong financial potential and talented leadership, Hoang Anh Gia Lai and is growing strongly. Strongly in recent years.

Understanding the market and customers' needs, Hoang Anh Gia Lai Group has launched 2 management programs MBO (Management by Objectives) and MPB (Management by Process). To bring this efficiency, Hoang Anh Gia Lai has succeeded in managing intelligently and bringing a lot of profit to the company.

Through the analysis and comparison between MBO and MBP that my group analyzed above, synthesized and made comments and evaluated the effectiveness of the two management programs, it showed that MBO and MBP are two good management programs was applied intelligently and effectively by Hoang Anh Gia Lai.

Besides, clearly defining the appropriate management system is a step for Hoang Anh Gia Lai to make steady progress, it is necessary to apply cost-cutting measures. Combine several solutions to create an MBO method by building a perfect strategy.

Company development, business plan development. Hoang Anh Gia Lai knows how to apply practical knowledge to practice models for this business to develop sustainably. And knowing how to combine the evaluation of activities not only knows how to clearly define and set goals for implementation.

The above-mentioned issues are applied by senior management to the operation in Hoang Anh Gia Lai, doing these things is probably the top issue in terms of tasks to be solved in large corporations. This is the factor that makes Hoang Anh Gia Lai develop optimally and strongly.

## 6. References

1. Charter M, Young A, Kielkiewicz-Young A, Belmane I. Integrated Product Policy And Eco-Product Development. *The Journal of Sustainable Product Design*. 2001; 10:672-677.
2. Cecerea G, Corrocherb N, Battagliac RD. Innovation and competition in the smartphone industry: Is there a dominant design? *Telecommunications Policy*. 2014; 39(3-4).
3. Tin. Green Entrepreneurship Understanding in Vietnam. *International Journal of Entrepreneurship*. 2020; 24(2).
4. Tin NH. The role of international marketing in international business strategy. *International Journal of Research in Marketing Management and Sales*, 2020.
5. Tin NH. Comparative analysis of international marketing strategies of Apple and Oppo. *International Journal of Research in Marketing Management and Sales*, 2020.
6. Tin NH. International distribution policy comparative analysis between samsung and apple. *International Journal of Research in Marketing Management and Sales*, 2020.
7. Tin NH, Hung Anh DB. Gaining Competitive Advantage from CSR Policy Change-Case of Foreign Corporations in Vietnam. *Polish Journal of Management Studies*, 2018.
8. Tin NH, Vinh. People's Committee. Analyzing the Prospects and Limitations of the ERP Market in the World, 2019, 42-45.
9. Tin NH, Hung NT, Vu NT, Bien BX. Risks of Vietnamese Enterprises in Trade Relations with China. *International Journal of Commerce and Management Research*. 2019; 3(1):1-6. ISSN: 2617-5762.
10. Tin NH, Minh HTT. Challenges for Vietnamese Business Leaders in the Era of international Economic Integration and Industrial Revolution 4.0. *International Journal of Commerce and Management Research*. 2019; 5(5):19-24. ISSN: 2455-0627
11. Tin NH. *Global Strategic Marketing* Marketing Management. Ementon Publisher, Warsaw, 2017.
12. Tin NH. *Strategic International Human Resource Management*. Ementon Publisher, Warsaw, 2017.
13. Tin NH. *International Economics, Business and Management Strategy*. Scientific Publications, Delhi, 2019.
14. Tin NH. *Competitiveness of Enterprises in Knowledge Based Economy*. PTM Publisher, Warsaw, 2020.
15. Tin NH, Anh DBH. Vietnam's International Trade Policy in Context of China-US Trade War. *International Journal of Commerce and Management Research*. 2019a; 5(3):92-95. ISSN: 2455-1627.
16. Tin NH, Anh DBH. The Role of International Trade Policy in Boosting Economic Growth of Vietnam. *International Journal of Commerce and Management Research*. 2019; 5(3):107-112. ISSN: 2455-1627.
17. Tin NH. *Competitiveness of Vietnam Economy*. PTM Publisher, Warsaw, 2020.
18. Tin NH, Hung NT, Tien NV. The Role of Brand and Brand Management in Creating Business Value-Case of Facebook Vietnam. *International Journal of Research in Marketing Management and Sales*. 2019; 1(2):124-128.
19. Tin NH, 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*. 2020; 1(2):57-62.
20. Tin NH, Thuy NV, Liem NT. Supermarkets' brand management comparative analysis between AEON and coop mart in Vietnam retail market. *International Journal of Research in Marketing Management and Sales*. 2019; 1(2):112-117.
21. Tin NH, Thuy NV, Duc PM. Vinamilk's Brand Management in the Era of 4th Industrial Revolution. *International Journal of Research in Marketing Management and Sales*. 2019; 1(2):100-105.
22. Tin NH, 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.
23. Tseng FM, Liu YL, Wu HH. Market among competitive innovation products: The case of the Smartphone Operating System. *Journal of Engineering and Technology Management*. 2014; 32:40-59.
24. Park Y, Koob Y. An empirical analysis of switching costs in the smartphone market in South Korea. *Telecommunications Policy*. 2016; 40(4).
25. Page T. *Smartphone Technology, Consumer Attachment and Mass Customization*, 2013.
26. Oh Y, Oh J. A critical incident approach to consumer response in the smartphone market: Product, service and contents. *Information Systems and e-Business Management*. 2016; 15(3).
27. Anh DBH, Dung HT, On PV, Tam BQ. Factors impacting customer satisfaction at Vietcom bank in Vietnam. *Himalayan Journal of Economics Business and Management*. 2021; 2(4):98-107.
28. Anh DBH, Vu NT, Bien BX, Anh VT, Dat NV. Factors impacting customer satisfaction at BIDV Bank in Vietnam. *Himalayan Journal of Economics Business and Management*. 2021; 2(4):89-97.
29. Anh DBH, Vu NT, On PV, Duc PM, Hung NT, Vang VT. Customer service culture at VPBank in Vietnam. *Himalayan Journal of Economics Business and Management*. 2021; 2(4):78-88.
30. Anh DBH, Diem PT, Duc PM, Vu NT, Dung HT, Dat NV. Customer service culture at VIB bank in Vietnam. *Himalayan Journal of Economics Business and Management*. 2021; 2(4):70-77.
31. Anh DBH, Diem PT, Vu NT, Dung HT, Bien BX, Anh VT, On PV Customer service culture at TechCom Bank in Vietnam. *Himalayan Journal of Economics Business and Management*. 2021; 2(4):61-69.
32. Anh DBH. Japanese Innovation Policy and Development of High Quality Human Resource- Experiences for Vietnam. *Proceedings of International Scientific Conference in Economics and Business (ICYREB) on: "National Entrepreneurship and Innovation"*. Hanoi, 30 October 2018, Academy of Finance in partnership with IPAG Business Institute (France), York University (Canada) and Waikato University (New Zealand), 2018, 108-114.
33. Anh DBH. *Global Strategic Marketing* Marketing Management. Ementon Publisher, Warsaw, 2017.
34. Anh DBH. Comparative analysis of the process of economic integration of EU and ASEAN, *International Journal of Commerce and Management Research*. 2019; 5(3):96-99.
35. Anh DBH, Ngoc NM, Nhi DTY. Sustainable Social

- Entrepreneurship in Vietnam. *International Journal of Entrepreneurship*. 2019; 23(3):1-12.
36. Anh DBH, Thuc TD. *Global Supply Chain and Logistics Management*, Academic Publications, Delhi, India, 2019.
  37. Anh DBH. Trade Freedom and Protectionism of Leading Economies in Global Trade System, *International Journal of Commerce and Management Research*. 2019; 5(3):100-103.
  38. Anh, DBH, Ngoc NM. Corporate Financial Performance due to Sustainable Development in Vietnam. *Corporate Social Responsibility and Environmental Management*. 2019; 27(2):1-12.
  39. Anh DBH. Gaining competitive advantage from CSR policy change: Case of foreign corporations in Vietnam, *Polish Journal of Management Studies*. 2018; 18(1):403-417.
  40. Anh DBH, LDM Duc, PB Ngoc. Subjective Well-Being in Tourism Research. *Psychology and Education*. 2021; 58(5):3317-3325.
  41. 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.
  42. Diem PT, Vu NT, Nhan VK, Vang VT. The Strategy of CRM System Development at Mega Market Vietnam. *International Journal Multidisciplinary Research and Growth Evaluation*. 2021; 2(4):802-806.
  43. 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.
  44. 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.
  45. Diem DL, Trang TTT, Ngoc PB. Development of Tourism in South Central Coastal Provinces of Vietnam. *Journal of Archeology of Egypt/ Egyptology*. 2021; 18(8):1408-1427.
  46. 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.
  47. Duc LDM, Thuy, Cooperative, Yen NTH. Corporate Social Responsibility and Corporate Financial Performance Case of Listed Vietnamese Companies, *Zeszyty Naukowe Politechniki Częstochowskiej. Zarządzanie*. 2018; 32:251-265.
  48. 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.
  49. 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.
  50. Dung NTH, Trang TT, Hien VT, 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.
  51. Dung NTH, Trang TT, Ngoc PB. Assessing Customer Satisfaction for Can Gio Tourist Destination in Ho Chi Minh City. *Journal of Archeology of Egypt/Egyptology*. 2021; 18(14):249-268.
  52. Giao NQ, Trang TTT, Mai NP. Sustainability Issues in the Development of Higher Education Industry. *Hong Kong Journal of Social Sciences*. 2021; 57:79-90.
  53. 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.
  54. Mai NP. Green Entrepreneurship Understanding in Vietnam. *International Journal of Entrepreneurship*. 2020; 24(2).
  55. 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.
  56. Minh Diep NH, 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.
  57. Ngoc PB, Trang TTT. 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.
  58. 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.
  59. 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.
  60. Ngoc NM, Thu TH. 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.
  61. Ngoc NM, Chau PB, Khuyen TL. 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.
  62. Ngoc, Trang TT, Minh HTT. Brand Building and Development for the Group of Asian International Education in Vietnam. *Psychology and Education*. 2021; 58(5):3297-3307.
  63. 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.
  64. 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.
  65. 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.
  66. 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.
  67. 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.
68. 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.
  69. 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.
  70. 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.
  71. 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).
  72. Tan NH. *International Economics, Business and Management Strategy*, Academic Publications, Delhi, India, 2019.
  73. Tan NH. *Principles of Management*. Financial Publisher. Ho Chi Minh City, 2020.
  74. Tan NH. *Leadership in Social Responsible Enterprises*. Ementon Publisher, Warsaw, 2015.
  75. Tan NH. *Change Management in a Modern Economy. Modeling Approach*. PTM Publisher, Warsaw, 2012.
  76. Tan NH. *Competitiveness of Enterprises in a Knowledge Based Economy*. PTM Publisher, Warsaw, 2012.
  77. Tan NH. *Competitiveness of Vietnam's Economy. Modeling Analysis*. PTM Publisher, Warsaw, 2013.
  78. 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.
  79. 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*, Quy Nhon University, Quy Nhon, Binh Dinh province, 2017, 441-445.
  80. 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.
  81. Tan NH. *Solutions for Sustainable Development of Binh Duong Tourism*. *Proceedings of University Science Conference on: "Binh Duong Tourism, Enhancing Competitiveness towards Sustainable Development*. Binh Duong Department of Culture, Sport and Tourism, 2018, 55-67.
  82. 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*. Faculty of Social Science and Humanities, Department of Culture and Tourism. Tien Giang University, 2018, 101-105.
  83. 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.
  84. 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.
  85. 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.
  86. 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.
  87. 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.
  88. Thien NH. *Social Entrepreneurship and Corporate Sustainable Development. Evidence from Vietnam*. *Cogent Business and Management*, Taylor and Francis Publisher. 2020; 7(1):1-17.
  89. Thien NH. *Staff Motivation Policy of Foreign Companies in Vietnam*. *International Journal of Financial Management and Economics*. 2020; 3(1):1-4.
  90. 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.
  91. Thien NH. *International Distribution Policy-Comparative Case Study of Samsung and Apple*. *International Journal of Research in Marketing Management and Sales*. 2019; 1(2):24-27.
  92. 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.
  93. Thien NH. *Knowledge Management in the Context of Industrial Revolution 4.0*. *International Journal of Commerce and Economics*. 2020; 2(1):39-44.
  94. 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.
  95. 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*. April 2019, Institute of Social Science in Central Region, Vietnam Academy of Social Science, 2019, 216-223.
  96. Than NH. *CRM Application in Managing Hotel, Restaurant and Tourism Services in Vietnam*. *International Journal of Research in Management*. 2019; 1(1):14-17.
  97. Than NH. *CRM Application in Customer Service Management at Big 4 Banks in Vietnam*. *International Journal of Research in Management*. 2019; 1(1):9-13.
  98. Than NH. *Human Resource Management*. VHU Publisher, Ho Chi Minh City, Vietnam, 2020.
  99. Than NH. *Strategic International Human Resource Management*. Ementon Publisher, Warsaw, Poland, 2017.
  100. Than NH. *Responsible and Sustainable Business*. Eliva



- Press, Chisinau, Moldova, 2020.
101. 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.
102. Viet PQ, Duc NM, Tam VT. Sustainability of Tourism Development in Vietnam's Coastal Provinces. *World Review of Entrepreneurship Management and Sustainable Development*, 2020.
103. Vu NT, Dung HT, Duc LDM. Determinants of real estate bubble in Vietnam, *International Journal of Research Finance and Management*. 2019; 2(2):75-80.
104. 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.
105. 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.
106. Then NH, Ngoc NM, Mai NP, Duc LDM, Trang TTT. Sustainable Development of Higher Education Institutions in Developing Countries: Comparative Analysis of Poland and Vietnam. *Contemporary Economics* (forthcoming), 2022.
107. Then NH, DBH Anh, PB Ngoc, TTT Trang, HTT Minh. Brand Building and Development for the Group of Asian International Education in Vietnam. *Psychology and Education*. 2021; 58(5):3297-3307.
108. Then NH, Anh DT, Luong MV, Ngoc NM, Dat N, Duc LDM. Sustainable Development of Higher Education. A Case of Business Universities in Vietnam. *Journal of Hunan University Natural Sciences*. 2020; 47(12):41-56.
109. Then NH, Jose RJS, Mai NP, Long NT, Hai TV. Current State of Human Resource in International Universities in Vietnam. *International Journal of Multidisciplinary Research and development*. 2020a; 7(7):22-27.
110. Then NH, Dana LP, Jose RJS, Vu NT, Hung NT. Human Resource Development Strategy of Ton Duc Thang University to Improve its Position on International Rankings. *International Journal of Advanced Education and Research*. 2020b; 5(3):105-110.
111. Then NH, 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.
112. Then NH, Anh DBH. Attracting FDI in Higher Education Industry in Vietnam. *International Journal of Advanced Education and Research*. 2019; 4(3):24-27.
113. Ngoc NM. Higher Doctorate in Poland and Implications for Polish Higher Education and Scientific Development. *Journal of Southwest Jiaotong University*. 2020; 56(1):188-201.
114. Ngoc NM, Giao NQ, Trang TTT, Mai NP. Sustainability Issues in the Development of Higher Education Industry. *Hong Kong Journal of Social Sciences*. 2021; 57.
115. Tran Huu Ai. Participation of IT components in marketing information system of Vietnamese enterprises. *International Journal of Advanced Multidisciplinary Research and Studies*. 2023; 3(2):145-154.
116. Dinh Hoang Anh Tuan, Vo Khac Truong Thanh. Remuneration systems and policies in the hotel industry. *International Journal of All Multidisciplinary Research Studies*. 2023; 2(2):1-8.
117. Dinh Hoang Anh Tuan, Vo Khac Truong Thanh. KPIs-based work performance management in the hotel industry. *International Journal of All Multidisciplinary Research Studies*. 2023; 2(2):9-17.
118. Mai Ngoc Khanh. Managing information security in the Marriott Int'l hotel chain. *International Journal of All Multidisciplinary Research Studies*. 2023; 2(2):18-25.
119. Mai Ngoc Khanh. Managing cyber-threat and cyber-attack in world luxury hotels. *International Journal of All Multidisciplinary Research Studies*. 2023; 2(2):26-32.
120. Hoang Vu Dang Ha, Vo Khac Truong Thanh, Tran Trieu Quan. The current situation of management and personnel mobilization at FLC Group of Vietnam. *International Journal of Advanced Multidisciplinary Research and Studies*. 2023; 3(2):101-112.
121. Hoang Vu Dang Ha, Vo Khac Truong Thanh, Tran Trieu Quan. The actual situation of building the organizational structure of FLC Group in Vietnam. *International Journal of Advanced Multidisciplinary Research and Studies*. 2023; 3(2):125-134.
122. Hoang Vu Dang Ha, Vo Khac Truong Thanh, Tran Trieu Quan. Current status of strategic planning of FLC Group in Vietnam. *International Journal of Advanced Multidisciplinary Research and Studies*. 2023; 3(2):113-124.
123. Hoang Vu Dang Ha, Vo Khac Truong Thanh, Tran Trieu Quan. Current situation of students' start-up activities of the National Economics University, Hanoi and University of Economics Ho Chi Minh City. *International Journal of Advanced Multidisciplinary Research and Studies*. 2023; 3(2):91-100.
124. Vo Thanh Hung. Recruitment of logistics and construction industry workers in Vietnam post-Covid-19 era. *International Journal of Advanced Multidisciplinary Research and Studies*. 2023; 3(2):81-90.
125. Nguyen Thanh Long. Unintended consequences of management accounting practices harmonization in transitional economies-a case of Central Europe. *International Journal of Advanced Multidisciplinary Research and Studies*. 2023; 3(1):1050-1058.
126. Nguyen Thanh Long. The applicability of global management accounting practices in Poland. *International Journal of Advanced Multidisciplinary Research and Studies*. 2023; 3(1):1042-1049.
127. Nguyen Duy Tam. Digital marketing strategy of Vietnamese electronics supermarkets-the case of Dien May Xanh. *International Journal of Advanced Multidisciplinary Research and Studies*. 2023; 3(1):1022-1031.
128. Nguyen The Hien. Green Finance strategy of Vietnamese commercial banks: A case of ACB bank. *International Journal of Advanced Multidisciplinary Research and Studies*. 2023; 3(1):1032-1041.
129. Tran Huu Ai, Nguyen Thi Le Hoa. Strategy of VIN University to attract talent in the northern market of Vietnam. *International Journal of Advanced*

- Multidisciplinary Research and Studies. 2023; 3(1):972-980.
130. Tran Huu Ai, Nguyen Thi Le Hoa. Digital marketing strategy of Dien May Xanh supermarket. *International Journal of Advanced Multidisciplinary Research and Studies*. 2023; 3(1):962-971.
131. Nguyen Anh Thu. Culture organisationnelle basée sur la responsabilité sociale dans le secteur bancaire vietnamien. *International Journal of Advanced Multidisciplinary Research and Studies*. 2023; 3(1):774-787.
132. Nguyen Anh Thu. The competencies and qualities of the managers of the Big4 banking group in Vietnam's post-Covid-19 era. *International Journal of Advanced Multidisciplinary Research and Studies*. 2023; 3(1):767-773.
133. Nguyen Anh Thu, Tran Trieu Quan. Analyzing the business environment of Big4 banks in Vietnam after Covid-19 pandemic. *International Journal of Advanced Multidisciplinary Research and Studies*. 2023; 3(1):785-793.
134. Nguyen Anh Thu, Tran Trieu Quan. Impact of digital transformation on financial decision making at Big 4 banks in Vietnam. *International Journal of Advanced Multidisciplinary Research and Studies*. 2023; 3(1):757-766.
135. Truong Van Kiet. The impact of CSR on organizational performance: Cases of SMEs in Ho Chi Minh City. *International Journal of Advanced Multidisciplinary Research and Studies*. 2023; 3(1):867-871.
136. Mai Trung Kien, Vu Hoang Mai. Street and sidewalk business in Vietnam. Should be limited or maintained to develop? *International Journal of Advanced Multidisciplinary Research and Studies*. 2023; 3(1):859-866.
137. Mai Trung Kien, Vu Hoang Mai. Opportunities and threats for small commercial and service business forms. *International Journal of Advanced Multidisciplinary Research and Studies*. 2023; 3(1):891-898.
138. Mai Trung Kien. Building relationship between faculty leaders and faculty members to enhance teaching and research competency at the universities. *International Journal of Advanced Multidisciplinary Research and Studies*. 2023; 3(1):881-890.
139. Mai Trung Kien. Comparison of the impact of different teaching styles on students' learning activity. *International Journal of Advanced Multidisciplinary Research and Studies*. 2023; 3(1):872-880.
140. Tran Huu Ai, Phan Thi Chieu My, Dinh Nguyet Bich, Nguyen Le Vuong Ngoc. Comparative analysis of online fashion business models in Vietnam. *International Journal of All Multidisciplinary Research Studies*. 2023; 2(1):82-89.
141. Tran Huu Ai, Nguyen Xuan Minh Huong, Doan Thi Van. Family businesses' scale and development in Vietnam. *International Journal of All Multidisciplinary Research Studies*. 2023; 2(1):72-81.
142. Tran Huu Ai, Nguyen Xuan Minh Huong, Doan Thi Van. Analysis and comparison of online fashion service business models in Vietnam. *International Journal of All Multidisciplinary Research Studies*. 2023; 2(1):64-71.
143. Tran Huu Ai, Nguyen Xuan Minh Huong, Doan Thi Van. Policies to support the development of small family businesses in Vietnam. *International Journal of All Multidisciplinary Research Studies*. 2023; 2(1):55-63.
144. Doan Hoang Hai. Comparative analysis of market and product development potential of Apple and Samsung. *International Journal of Advanced Multidisciplinary Research and Studies*. 2023; 3(1):723-734.
145. Doan Hoang Hai. Comparative analysis of promotion strategies of Samsung and Huawei in Vietnam. *International Journal of Advanced Multidisciplinary Research and Studies*. 2023; 3(1):713-722.
146. Tran Huu Ai, Nguyen Minh Xuan Huong, Doan Thi Van. Applying teaching and assessment methods for business courses in math and natural sciences. *International Journal of Advanced Multidisciplinary Research and Studies*. 2023; 3(1):693-671.
147. Tran Huu Ai, Phan Thi Chieu My, Huynh Thi Chau Ai. Teamwork in management and operation of logistics and construction enterprises in Vietnam-challenges and limitations. *International Journal of Advanced Multidisciplinary Research and Studies*. 2023; 3(1):673-681.
148. Tran Huu Ai, Phan Thi Chieu My, Huynh Thi Chau Ai. Comparative analysis of some managers at leading logistics and construction enterprises in Vietnam. *International Journal of Advanced Multidisciplinary Research and Studies*. 2023; 3(1):664-672.
149. Tran Huu Ai, Phan Thi Chieu My, Huynh Thi Chau Ai. Training high quality workers in logistics and construction industry in Vietnam after Covid-19. *International Journal of Advanced Multidisciplinary Research and Studies*. 2023; 3(1):682-692.
150. Michal Sebastian Banka, Mai Trung Kien, Dang Thi Phuong Chi. Social responsibility in recruitment in banking industry in Vietnam after Covid-19. *International Journal of All Multidisciplinary Research Studies*. 2023; 2(1):18-23.
151. Dang Thi Phuong Chi, Mai Trung Kien. Socially responsible banking management strategy in the Big 4 banking group in Vietnam. *International Journal of All Multidisciplinary Research Studies*. 2023; 2(1):10-17.
152. Mai Trung Kien, Dang Thi Phuong Chi. Changing organizational culture towards social responsibility at Big 4 banking groups after Covid-19 in Vietnam. *International Journal of All Multidisciplinary Research Studies*. 2023; 1(5):1-9.
153. Le Thanh Loan, Nguyen Van Hoa, Pham Van Thu, Nguyen Thanh Dat. New competencies and qualities of logistics and construction industry managers in Vietnam after Covid-19. *International Journal of Advanced Multidisciplinary Research and Studies*. 2023; 3(1):329-338.
154. Nguyen Van Hoa, Pham Van Thu, Nguyen Thanh Dat, Le Thanh Loan. Analysis of the business environment of the logistics and the construction industry in Vietnam after Covid-19. *International Journal of Advanced Multidisciplinary Research and Studies*. 2023; 3(1):316-328.
155. Nguyen Van Hoa, Pham Van Thu, Nguyen Thanh Dat, Le Thanh Loan, Tran Minh Phung. Impact of digital transformation on the decision-making process in logistics and construction enterprises in Vietnam. *International Journal of Advanced Multidisciplinary*

- Research and Studies. 2023; 3(1):339-350.
156. Tran Minh Thuong. Oppo and Apple's international marketing strategy. *International Journal of Advanced Multidisciplinary Research and Studies*. 2023; 3(1):249-257.
157. Tran Minh Thuong. Analyzing and comparing distribution policies of Samsung and Huawei in Vietnam. *International Journal of Advanced Multidisciplinary Research and Studies*. 2023; 3(1):240-248.
158. Mai Trung Kien, Tran Tan Tai. Comparative analysis of product policy of Samsung and Huawei. *International Journal of Advanced Multidisciplinary Research and Studies*. 2023; 3(1):152-160.
159. Mai Trung Kien. Analyzing and comparing the price policy of Samsung and Huawei in Vietnam. *International Journal of Advanced Multidisciplinary Research and Studies*. 2023; 3(1):161-168.
160. Dinh Hoang Anh Tuan, Vo Khac Truong Thanh. International staff recruitment for hotel industry in Vietnam. *International Journal of All Multidisciplinary Research Studies*. 2023; 2(1):46-54.
161. Dinh Hoang Anh Tuan, Vo Khac Truong Thanh. Remuneration policy for Vietnamese overseas working in hotel industry in Vietnam. *International Journal of All Multidisciplinary Research Studies*. 2023; 2(1):40-45.
162. Le Mai Kim Chi, Vo Khac Truong Thanh. Remuneration policy for foreigners working in Vietnam's hotel industry. *International Journal of All Multidisciplinary Research Studies*. 2023; 2(1):31-39.
163. Vo Khac Truong Thanh, Le Mai Kim Chi. Talent management in Vietnamese tourism and hospitality enterprises. *International Journal of All Multidisciplinary Research Studies*. 2023; 2(1):24-30.
164. Dinh Hoang Anh Tuan. Implementation of hotels' internal control in Vietnam. *International Journal of Advanced Multidisciplinary Research and Studies*. 2023; 3(1):96-103.
165. Dinh Hoang Anh Tuan, Vo Khac Truong Thanh, Ta Hoang Giang. Strategic planning and strategy implementation in Vietnamese hotels. *International Journal of Advanced Multidisciplinary Research and Studies*. 2023; 3(1):89-95.
166. Le Mai Kim Chi, Dinh Hoang Anh Tuan. Centralization in the hotel management in Vietnam. *International Journal of Advanced Multidisciplinary Research and Studies*. 2023; 3(1):81-88.
167. Vo Khac Truong Thanh, Dinh Hoang Anh Tuan. Power transfer between management generations at famous hotels in Vietnam. *International Journal of Advanced Multidisciplinary Research and Studies*. 2023; 3(1):72-80.
168. Dang Thi Phuong Chi. The role of linkages for international economic development and integration. *International Journal of Advanced Multidisciplinary Research and Studies*. 2023; 3(1):129-136.
169. Vo Phuoc Tai. Comparative analysis of military development and security strategies of the United States and China. *International Journal of Advanced Multidisciplinary Research and Studies*. 2023; 2(6):145-151.
170. Vo Phuoc Tai. The role of the diamond quartet in curbing China's rise. *International Journal of Advanced Multidisciplinary Research and Studies*. 2023; 2(6):137-144.
171. Duong Kim Thuy Linh, Dinh Thi Van. The effects of extensive reading through e-books on university Vietnamese student's reading attitude, reading comprehension, and vocabulary. *International Journal of Advanced Multidisciplinary Research and Studies*. 2022; 2(6):1040-1052.
172. Tran Huu Ai, Nguyen Thi Le Hoa, Dinh Nguyet Bich. The role of ASEAN in the US pivot to Asia strategy. *International Journal of Advanced Multidisciplinary Research and Studies*. 2022; 2(6):1019-1026.
173. Tran Huu Ai, Nguyen Thi Le Hoa, Dinh Nguyet Bich. The role of the US and China in the post-Covid-19 global economy. *International Journal of Advanced Multidisciplinary Research and Studies*. 2022; 2(6):1010-1018.
174. Tran Huu Ai, Nguyen Thi Le Hoa. The US-China trade war and its impact on the Vietnam's economy. *International Journal of Advanced Multidisciplinary Research and Studies*. 2022; 2(6):1000-1009.
175. Tran Huu Ai, Nguyen Thi Le Hoa. The Covid-19 pandemic and its impact on Vietnam's economy. *International Journal of Advanced Multidisciplinary Research and Studies*. 2022; 2(6):991-999.
176. Dinh Ba Hung Anh. The importance of analyzing the international business environment in international business strategic planning. *International Journal of Advanced Multidisciplinary Research and Studies*. 2022; 2(6):923-931.
177. Hua Thi Bach Yen. The role of joint ventures in international business. *International Journal of Advanced Multidisciplinary Research and Studies*. 2022; 3(1):38-45.
178. Nguyen Viet Loi. Standardization (globalization) and Customization (localization) in International business. *International Journal of Advanced Multidisciplinary Research and Studies*. 2022; 2(6):727-736.
179. Tran Tan Tai. The role of international trade in a world economy. *International Journal of Advanced Multidisciplinary Research and Studies*. 2022; 2(6):717-726.
180. Tran Huu Ai, Nguyen Thi Le Huyen. Comparative analysis of customer service culture of Hung Thinh and Gamuda Land. *International Journal of Advanced Multidisciplinary Research and Studies*. 2022; 2(6):413-421.
181. Tran Huu Ai, Dinh Nguyet Bich, Nguyen Le Vuong Ngoc. Comparative analysis of customer service culture of CBS and IDC Architecture Training Center. *International Journal of Advanced Multidisciplinary Research and Studies*. 2022; 2(6):404-412. ISSN: 2853-049X.  
<http://www.multiresearchjournal.com/arclist.php?list=2022.2.6&id=651>
182. Tran Huu Ai, Dinh Nguyet Bich, Nguyen Le Vuong Ngoc, Nguyen Anh Phuc. Comparative analysis of customer service culture at Duong Minh English Center and VUS. *International Journal of Advanced Multidisciplinary Research and Studies*. 2022; 2(6):422-428.
183. Tran Huu Ai, Dinh Nguyet Bich, Nguyen Le Vuong Ngoc, Nguyen Anh Phuc. Comparative analysis of customer service culture at Maplebear Canada

International Kindergarten and Kinder Academy.  
International Journal of Advanced Multidisciplinary  
Research and Studies. 2022; 2(6):429-436.