



## Comparative analysis of human resource development strategy of family universities and corporate universities in Vietnam

Nguyen Hoang Tien<sup>1</sup>, Nguyen Minh Ngoc<sup>2</sup>, Rewel Jiminez Santural Jose<sup>3</sup>, Nguyen Thanh Hung<sup>4</sup>,  
Nguyen Thi Hoang Oanh<sup>5</sup>, Nguyen Thanh Vu<sup>6</sup>

<sup>1</sup> Saigon International University, Vietnam

<sup>2</sup> Ho Chi Minh City University of Finance and Marketing, Vietnam

<sup>3</sup> Saigon International University, Vietnam

<sup>4</sup> Binh Duong University, Vietnam

<sup>5</sup> Thu Dau Mot University, Vietnam

<sup>6</sup> Nguyen Tat Thanh University, Vietnam

### Abstract

Human resource development strategy is one of the key points for the development of universities, improving competitiveness and improving position on domestic and foreign rankings. For universities operating under the family-owned model and universities operating under the corporate model, this human resource strategy may be different due to the different operating conditions of these two models. The paper will analyze and compare, thereby identifying opportunities and challenges, strengths and weaknesses of human resource development activities of these two models.

**Keywords:** human resource, development strategy, family university, corporate university, Vietnam

### 1. Introduction

Today, human resources is an extremely important factor and is considered by many economists to be the most long-term development factor that is most decisive to the development mission of an organization, a business, Human resources is both a crucial and decisive factor in forming an organization's brand, demonstrating the value of people in the organization, directly affecting the existence and development of an organization. An organization thriving or weak, going up or down is related to people. People only of trained professionally, methodically, being experienced, learned, accumulated with adequate skills will fulfil all the requirements of a global citizen and have full capacity and responsibility to complete the work in the best way, they have a positive thinking and a more dynamic and creative mind to develop their work. Human resources identified by organizations as a comprehensive human resource in line with the world development trend including quality of human resources and quantity of human resources. People in human resources constantly show their role in the organization, people increasingly have attitude and attitude at work, besides they are constantly stopping to improve the skills in the organization, professional knowledge, the desire to learn creatively in an organization, the people in the organization must be creative, constantly creative to improve the quality of oneself, especially the people in the organization must have the spirit of work and quality. The number of new human resources has been improved. Not only that, the organizations are responsible for motivating human resources the necessary remuneration policies to motivate human resources, entertainment programs to enhance knowledge, and skill education programs. and attitude. Thus the role of human resources is confirmed so

how to recognize the importance of human resource development of educational institutions is the goal toward that we conduct research [7, 8, 9].

In order to foster a talented team, there must be a strong training school, besides a team of professional trainers, the teaching method must also be modern to suit the characteristics and requirements of the public. future work. The university education system in our country has types of universities such as the system of private universities and public universities. Private universities today are quite popular in our country and are established from many different units such as corporations or families with large capital construction. They create a university that brings both economic benefits and more effectively, it is serving the community, with a very lofty vision and strategy, building and training future human resources. Different units will have their own development goals and strategies, so they will have their own human resource development strategies, which is to say, depending on their units, they will have appropriate policies to develop human appropriate resources to the changing conditions and its financial situation that conducts human resource investment and development. In addition to these private universities, in addition to being built, what development policies are there, what are the advantages of the training of a student body to ensure social needs, such as So, in order for the training quality to be effective, what policies have they made for their human resources or staff change? In order to understand more about human resources development strategies as well as human resource training strategies for the future of these universities, we chose the the given topic of research [9, 10, 11, 12]. To better understand the family-owned schools corporate controlled schools, we choose

Binh Duong University and Eastern International University, two typical universities of Binh Duong province in Vietnam to clarify their main policies on human resources and to compare their human resource development strategy.

## 2. Theoretical framework

### 1.1. Human resource concept

According to Tran Xuan Cau, Mai Quoc Chanh, "Human resources are human resources capable of creating material and spiritual wealth for society which are expressed in a certain quantity and quality at a time. certain points" [1]. According to the Nguyen Tiep, "Human resources are understood in a narrower sense, including the working-age population" [2]. From the above perspectives, it can be understood that human resources are the labor force that creates wealth for society, are employees who are calculated according to quantity and quality at a given time. Human resources are the resources of human beings, including their physical and mental strength. Physical strength depends on the state of human health, living standards, income, diet, working regime, and rest. And the intellect is a great potential of human resource, that is their talents as well as their views, beliefs and personalities [9, 4, 5].

### 1.2. Human resource development

Understand broadly, human resource development is the overall organized learning activities conducted in certain time periods to create changes in occupational behavior of workers" [3]. So human resource development is all learning activities organized by schools or provided by businesses. These activities can be provided for just a few hours, days or even years, depending on the learning goals they set. The main purpose is to improve their qualifications and professional qualifications. Human resource development includes three types of activities [6,9]: education, training and development.

- Education: learning activities to prepare people for the most necessary things when they enter a career or change to a new, more appropriate job in the future.
- Training: learning activities to help employees be able to perform their functions and tasks more effectively and not to do, think carefully when making decisions to do one. do something and take responsibility for what they do. It is the learning process for employees to better understand their jobs, which are learning activities to improve their qualifications and skills to put them into jobs, creating higher work efficiency.
- Development: learning activities that go beyond the immediate scope of work of workers, they are oriented and have the opportunity to open up new and better jobs that are more suitable for themselves.

### The role of human resource development [6, 9, 4, 5, 13, 14]

- For businesses
  - + Improve labor productivity, performance efficiency.
  - + Improve the quality of work performance.
  - + Reduce supervision because trained workers are capable of self-monitoring.
  - + Improve the stability and dynamism of the organization.
  - + Maintain and improve the quality of human resources.
  - + Facilitating application of technical and managerial advances to the business.
  - + Creating a competitive advantage of the business.
- For employees

- + Creating the attachment between the employees and the company.
- + Create professionalism of workers.
- + Create adaptation between employees and current jobs as the future.
- + Meet the needs and aspirations of workers development.
- + Giving employees a new way of looking and thinking in their work, is the basis for promoting the creativity of workers at work.

## 3. Research methodology

To systematize the theory of human resources we use the synthesis method and list the theories from existing textbooks and documents. The theory and definitions of private universities include the concept of a family controlled university and the concept of corporate controlled university. Also, we learn concepts related to the subject of human resources, how to build a university's human resources and improve the quality of human resources in theory and the basic benefits of building human resources.

In order to learn about human resource development policies of Binh Duong University and Eastern International University, we need to read and learn from textbooks, documents, information from the Internet, and from the website on their policies and development strategies, given their advantages and disadvantages. These policies are clearly stated on the school website, including the process of formation and the mission of development goals, which is clearly expressed from the drafting documents. The strengths from the opinions and presentations of various authors were also selected and analyzed. The analysis of advantages and disadvantages is selected from the highly trusted posts that many viewers see and review. The point of reference is adopted from different opinions from the authors, thus giving the advantages and disadvantages of the two business fields from which the basis for the comparison is made.

## 4. Research results and discussion

### 4.1. Family University – the Binh Duong University

*Introducing the process of formation and development of Binh Duong University.*

Binh Duong University is a university in Binh Duong province, Vietnam, operating under the mechanism of private university. Binh Duong University with the original name of Binh Duong Private University was established in 1997 under the Decision No. 791 / TTg issued on September 24, 1997 by the Prime Minister. On May 29, 2006, Deputy Prime Minister Pham Gia Khiem signed the Decision No. 122/2006 / QD-TTg, allowing Binh Duong Private University to switch to a private and operational university. according to private university regulations. June 20, 2018, after more than 20 years of operation, the school has received a certificate of educational quality accreditation by the Center for Educational Quality Accreditation of the University of Danang. Currently, the university offers 13 undergraduate majors and 23 graduate majors, with tens of thousands of students at 2 campuses in Binh Duong and Ca Mau, and is the only one in Binh Duong that the Ministry of Education and Training allows doctoral training. After more than 20 years of operation, Binh Duong University has strived tirelessly for the cause of education with the view that education is for everyone, for everyone, for everyone and everyone is entitled to equal enjoyment of

achievements. of education and is obligated to contribute to the construction and development of education. Binh Duong University has gradually become a multi-disciplinary eco-university, training Engineers and Bachelor of high-quality practice in accordance with socio-economic development [16].

#### *Human resource development policies of Binh Duong University*

Currently, in the trend of extensive international integration, Binh Duong University has built a training strategy to create young human resources, capable of research, good at industry, fluent in skills, knowledgeable in culture. countries, willing to communicate and integrate with international friends. The University has set a number of policies to develop human resources such as [16]:

- Improve the regulation on organization and operation of the University on the basis of functions and duties assigned by the State. To consolidate and build social organizations of the Party, Trade Union, Youth Union and Students' Union, which are strong enough to promote their roles, positions, responsibilities and powers in educational institutions.

- Ensuring conditions for the implementation of education and scientific plans and handling allowances for employees.

- Attract, train, exploit talents, build a contingent of staff, teach, research and build an education management system.

- Exploiting human resources with high professional qualifications, experience in organizing and managing at retired and domestic universities.

- Building a dynamic, creative and effective management organization system. Building a professional educational management team, capable of organizing management, training, scientific research, scientific and technological services, with political qualities expressed through: dynamism and creativity, effective.

- Collaborate with institutions, research centers and exploit forces of these institutions to participate in concurrently professional management and teaching.

- Recruiting young, competent scientific staff to organize training, retraining and building up a teaching staff of 70% of the total training program.

- Completing the regulations on planning organization of Binh Duong University.

- Recruiting scientific staff with professional qualifications, experience and aspirations for Binh Duong University, in the immediate future to exploit the retired force with good health.

- Recruiting qualified and young cadres to organize training and fostering activities at home and abroad.

- The training and retraining of the teaching staff, the inheritance team during 20 years are always taken care of very well.

- The school brings together hundreds of domestic and foreign scientists to participate in educational activities, technology transfer research, and carry out hundreds of research articles published in domestic and foreign magazines and many topics. User applications in practice.

Advantages of policies:

- Complete educational regulations issued in the state education system.

- Create the motivation and the best working environment for lecturers during the working process at the school.

- Implement the policy of training and retraining to help teachers have more knowledge and experience to impart to

students in the teaching process.

- Combining teaching staff at home and abroad, learning new things from other countries.

Disadvantages of policies:

- Limited policies on entitlements to attract talents.

- The organizational structure has not been expanded yet.

- Welfare for working for lecturers is still low.

- Little attention is paid to training programs that meet international standards.

- There is no specific policy for administrative staff and managers.

- The number of English speaking teachers is not good.

#### **4.2. Corporate University – the Eastern International University**

*The process of formation and development of Eastern International University.*

The establishment and development of Eastern International University is associated with the following timelines [15]:

- May 27, 2009: The Prime Minister accepted the policy of establishing Eastern International University Project invested by the Industrial Development and Investment Company.

- On 07/05/2009 Binh Duong People's Committee issued Decision No. 1823 / QD-UBND on land allocation and granting of land use right certificate for 26.4 hectares of land area to Becamex IDC Company to implementation of Eastern International University project.

- On September 28, 2009, the People's Committee of Binh Duong Province issued Decision No. 4321 / QD-UBND approving the detailed planning task of 1/500 scale of Eastern International University.

- On August 10, 2010, Prime Minister Nguyen Tan Dung paid a visit to Eastern International University.

- On August 13, 2009, groundbreaking ceremony for the construction of Eastern International University project at Binh Duong New Industry - Service - Urban Complex.

- August 14, 2010 Organizing Eastern International University Project Information Day.

- On September 27, 2010, Eastern International University was officially established under the Prime Minister's Decision 1789 / QD-TTG in order to contribute to the implementation of the policy on training according to social needs. training work with economic development. Especially industrial development, high technology with modern management model.

- September 28, 2009 President of the Socialist Republic of Vietnam Nguyen Minh Triet and President of the Republic of Kalmykia visit Eastern International University.

- October 3, 2011: Opening and Opening Ceremony for the first student course of the academic year 2011-2012

After 9 years of development, the University has 7 undergraduate programs that are enrolling students. The total number of officials, lecturers and experts of the school is 295, of which 158 lecturers have academic titles, Professor degrees, Associate Professors, PhDs, Masters. The school currently has units including: 11 rooms, 5 faculties, 4 centers, 1 Library, 1 Becamex Business Incubator and 1 Fablab Laboratory, preparing to complete the Technology Research Laboratory 4.0. The total investment capital for initial facilities and equipment is over VND 1,700 billion. The school is built on a land area of 260,044 m<sup>2</sup> (and a reserve area of 240,000 m<sup>2</sup>), including 09 buildings with a total of classrooms: 180 rooms, with 27 laboratories and

practice, fully equipped with machines. state-of-the-art, modern hooks imported from leading reputable providers to serve students with practical study.

The school currently has 03 departments including the Faculty of Business Administration, the Faculty of Engineering and the Faculty of Nursing. Faculty of Business Administration trains the following majors at university and college level: Finance, Accounting, Marketing, Human Resource Management, Supply Chain Management, Restaurant and Hotel Management. Specialized training programs of the Faculty of Business Administration are taught entirely in English. Faculty of Engineering trains the following majors at university and college level: Electrical - Electronics, Automation, Mechatronics, Communications and Computer Networks, Software Engineering Nursing Department majoring in Nursing at university and college levels.

**The school's human resource development policies** <sup>[15]</sup>

- Improve the organizational structure towards simplicity and compactness. Organize the school's operating structure according to the functions and tasks of each unit.
- Developing a contingent of personnel who are sufficient in number and strong in quality.
- + Building and completing the process of personnel planning with clear criteria.
- + Developing a human resource development strategy according to a certain stage for each different group of personnel.
- + Building and perfecting the system of human resource regulations and policies in order to attract high quality human resources from many domestic and foreign sources, maintain and develop existing staff.
- Policies for lecturers:
  - + Reviewing and assessing the actual situation of teaching staff of each department, subject and training sector on the situation of ideology, quality, ethics, teaching skills and transmission results to students.
  - + Standardize the teaching staff by adding, fostering and refining the teaching staff, improving professional and foreign language skills.
  - + Invite domestic or foreign experts with good teaching experience and teaching methods to participate in the teaching process.
  - + Encouraging and facilitating time and funding for teaching staff to participate in professional and domestic operations and studying abroad to improve their professional qualifications in order to raise the quality of their contingent.
  - + Assessing the quality of lecturers through each year to have a plan, measures for retraining and retraining, refinement, to ensure the quality and balance of the team.
- Policies for managers and administrative and professional officials such as:
  - + Ensuring sufficient quantity and standards, striving that the contingent of managerial and administrative cadres will

be fully qualified and trained in accordance with their tasks.  
 + Develop training and retraining plans for management ministries and administrative and professional staff, including management capacity and professional qualifications, but also a number of other professional skills such as English, information technology, and Some skills needed for their field.

**Advantages of the policies**

- Focusing on the quality, teaching skills and life skills for lecturers.
  - Investing in the development of human resources effectively and within the permitted level.
  - Understand the importance of the human resources that invest in it right people to the right job so that the investment is not forgotten and wasted.
  - Catching the global trend of foreign languages and hiring native lecturers to teach not only students but also teach and transfer experience to lecturers.
  - Develop all human resources, not just teachers.
  - The organizational structure and operational organization are completed and satisfactory.
  - Ensuring a sufficient number of personnel, reasonable distribution.
  - Selecting human resources selectively on skills, qualities as well as professional ethics
  - Making good use of local and foreign talents, helping resources become abundant.
  - Create all conditions for development of human resources for the teaching process.
  - Improve the professional and foreign language skills for each year of the year.
- Disadvantages of policies
- There is a plan to invest in knowledge without investment plans on health for lecturers.
  - There is no clear policy on regimes for retiring lecturers as well as taking advantage of their long, experienced experience.
  - High requirement on output quality.

**4.3. Comparative analysis of development strategy of Binh Duong University and Eastern international University**

Although all are private schools, there are clear differences in each policy in each of its human resource development processes. To understand the differences between both private schools, the group relied on the following criteria: salaries and benefits, training and development, job satisfaction, policies and procedures, work management and relationships, health and safety, and internal communications <sup>[5]</sup>.

From the above criteria, we have selected some typical criteria and have made some comparisons between human resource development policies of both the schools. The comparison table is as follows.

**Table 1:** Differences in human resource development strategies between Binh Duong University and Eastern International University

Criteria	Binh Duong University	Eastern International University
Salary and benefits	Stable salary and welfare policy.	- High salary and many welfare policies for lecturers. Creating the best conditions for teachers in the process of travel as well as teaching.
Prospects and development	There is a growth suitable for the job and may be promoted.	- Capture the ability of lecturers and take them to training in time, suitable for many positions. Conditions for promotion to a better position.
Empathy with	There is empathy for the	- Listen promptly, at the right time, bringing the highest sympathy for the lecturers.



personal problems	lecturer, but it is not yet profound	Listen to the aspirations of teachers, enabling them to develop themselves.
Working relationship	There is a good relationship between teachers	- Lecturers, other departments always have a close relationship with each other, support each other to complete the job in the best way. Relations superior to subordinate sociable, fun.

## 5. Conclusion and recommendation

From the above comparison table, we can see that the difference between the human resource development policies of the two universities will be markedly different. Thus, after analyzing and comparing the human resource development strategy of the family-owned family (Binh Duong University) and the corporate controlled university (Eastern International University), we can see that they all focus on human resources and create the best conditions for their development to bring them the best, the good skills, the broader knowledge and the comfortable, productive working environment. The most dynamic, professional, consistent with the development of today's society. There is no comparison of the relevance, feasibility, beauty, or omission of the strategies because we cannot make comments about whether they are right or wrong. We should only see the feasibility of the strategies, and from there, we should learn and consider how to perform the most effective, giving the best development for our employees. Employee satisfaction with the organization also contributes to improving the quality of human resources, including their attitude towards the organization, so that in the private schools the salaries are appropriate for the staff. whether the lecturers have enough to please them, while the training, giving them the opportunity to study and gain more knowledge from learning programs in countries around the world has contributed to help. useful them or not. Universities need to revisit what their lecturers want, what difficulties they face, and what support they have. Therefore, the organization needs to consider whether or not its teachers really care about its teachers, for example, if some lecturers inadvertently encounter difficulties in life, what actions will the school share with them or if they have busy days when they don't come to the school to teach, what actions will the school have to solve the problem and show deep sympathy for them so that the teachers can see it and they will feel it? but feel concerned and empathetic. Empathy will help the school improve the quality of its human resources in a way that it deals with by heart and mind. Besides, whether the development prospect is the motive for them or not depends on the policy of two schools, many different schools will have different policies and suit the quality of their lecturers, the criteria that we define to motivate the faculty members depending on the level of representation their relatives in the organization, realizing the efforts in the organization of the lecturers, what they will be interested in. Thus human resource development strategy is necessary and needs to be implemented. In summary, whether the family-owned or corporate-owned universities have human resource policies, concerns about human resources, or motivating factors for human resources, the purpose is training strong human resources in accordance with international criteria, human resources with comprehensive development from skill knowledge to attitude. How to increase the quality of lecturers, study and transfer to higher education, highly qualified human resources, participate in international-level scientific research programs as well as be financed by the school Self-help is developed. Also how to increase the

cohesion between lecturers and the school more. The school should pay attention to the relationship in the work, create solidarity in an organization, the teaching environment to help each other, complete the task at work. The school needs to focus more on training human resources, equipping with modern teaching facilities, constantly training to help them advance in their jobs.

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