



Human resource development strategy of Ton Duc Thang University to improve its position on the international rankings

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Abstract

Vietnam is a rapidly developing country in many fields, including higher education. Vietnam has more and more universities in the top 1000 on the international rankings, typically Ton Duc Thang University. Ton Duc Thang University has made a remarkable advancement compared to other universities in Vietnam. The secret of that promotion lies in the school's human resource development strategy. This article will present Ton Duc Thang University's human resources development strategy as a model for other universities in the country and in the region to consult and learn.

Keywords: human resource, development strategy, Ton Duc Thang University, international ranking

1. Introduction

By 2019, a number of Vietnam's universities have reached the top 1,000 of the prestigious rankings in the world, which is the joy of a country but at the same time, they are obstacles when compared to universities. Other regional and international, the index is still very low. Most rankings place significant emphasis on research achievement indicators with little actual evaluation of training quality and social impact, including Ton Duc Thang University, which is ranked 901-1,000 among Shanghai Jiaotong University. Immediately after Ton Duc Thang University reached the top 1,000, Mr. Le Van Ut, Head of Administration Department of Science and Technology Development, Ton Duc Thang University said: "Because ranking is required by international criteria. So the University has to internationalize. The secret of the school is internationalization in training, teaching staff, scientific research activities". After being included in the top 1,000, what do you do to encourage mobilization? Dynamic internal and external resources continue to improve the rankings, it is a completely challenging question for the school and Mr. Le Van Ut said that the important issue ahead is to stay in the ranks and increase in the following years. Taking the criteria for evaluation of THE (Times Higher Education), Vietnamese universities need to maintain the level of teaching, research, internationalization and transfer. Ton Duc Thang University is a research university over the next three decades, in parallel with taking the role of training, retraining, fostering and improving professional qualifications, skills, and serving the needs of applying high-quality human resources to Vietnam's industrialization and modernization process of educating high quality human resources for Ho Chi Minh City and the whole country. In particular, there is an emphasis on training of workers; conduct applied research and increasingly effective scientific research to promote long-term development of the country; pledge to contribute

more and better to a prosperous, stable and sustainable Vietnam; as well as contribute to the creation of a civilized and peaceful world ^[1, 20], (Chuong, 2019; Duong, 2016; Ngoc, 2019).

Human resources play an important role in the development strategy of the university in general and for the goal of internationalization in particular. University management boards need to devise strategies to develop human resources of Ton Duc Thang University in order to improve their position on international university rankings. So the general objective of this article is to analyze the Ton Duc Thang University's human resources development strategy to improve its position on the international university rankings. Thereby, we could propose solutions to improve and develop human resources in order to bring higher positions on the international rankings of the world universities (Dung, 2003; White, 2019; Tra, 2018) ^[4, 19]. The article also identifies the real situation of human resources and human resource development strategy at Ton Duc Thang University as well as the factors affecting the human resources development strategy to the university in order to have a more general view about the activities that the school is carrying out and the difficulties that the school is facing in order to improve and develop its human resources strategy to improve its position on the international school rankings. It is possible to offer limitations and appropriate solutions to develop high-quality human resources, which helps Ton Duc Thang University develop more comprehensively and rank high on the international university rankings.

2. Theoretical framework

2.1. Human resource concept and classification

Human resources include all the potential people in an organization or society (including members of the management board), which means all members of the enterprise who use their knowledge, ability and ethical values for establishing, maintaining and developing

businesses. According to Nguyen Hoang Tien (2017), human resources are the total labor potential of a country or a locality willing to participate in a certain job. According to Nguyen Huu Dung (2003) [4], human resources are considered from two angles of social capacity and social dynamism. In the first perspective, human resources are the source of labor for the society, the most important part of the population, capable of creating material and spiritual values for society. Examining human resources in terms of potential helps orient human resource development to ensure continuous improvement of social capacity of human resources through education and training and health care. However, stopping at the potential form is not enough. To realize that potential, human resources must be transformed into a dynamic state into human capital, that is, improve the social dynamism of the people through policies, institutions and thoroughly unleash the potential of the people. People with endless potential, if they are free to develop, creative and devote themselves, and are paid the right value of labor, that endless potential will be exploited and become a huge source of social and organizational capital. Human resources are the people that make up the workforce of an organization, business sector or economy. Human capital is sometimes used synonymous with human resources, although human capital often refers to a narrower effect (that is, the knowledge that individuals show and economic growth) (Tien, 2015; Tien, 2017; Tien, 2019; Tien, 2019a). Depending on different views and research aspects, human resources are also classified in many different ways. Based on the origin, human resources are divided into 3 types (Tien & Anh, 2019; Tien & Grzeszczyk, 2019; Tien *et al*, 2019) [8]:

- Human resources of working age and with working capacity. The age restriction depends on the socioeconomic conditions of each country. In each period, there were changes and adjustments accordingly. In our country, the working age limit is from 18 to 55 (for women) and from 18 to 60 (for men).
- The resource involved in economic activity or the so-called economically active population. These are people who have jobs and are active in the national economy.
- Reserved human resources: this human resource includes people of working age, but due to various reasons, they have not participated in economic activities, but when necessary, they can be mobilized specifically (Tien, 2013; Tien & Grzeszczyk, 2019) [8]:
 - + Those who do housework in the family, this is a significant human resource and most of them are female workers.
 - + Those who graduate from high schools and professional but do not have jobs, are very important and quality reserve human resources if they continue to be trained.
 - + Those who have just returned from military service. They have been trained in health, wills, and revolutionary males. So, this is a good human resource when the right job arrangement.

2.2. Human resource development

Human resource development in the broadest sense is the total of organized learning activities conducted in certain time periods to create changes in occupational behavior of workers. Development of human resources is all learning activities organized by enterprises and provided to

employees by enterprises. Such activities may be provided for several hours, days or even years, depending on the learning goals; and to create career change for workers in an upward direction, that is, to improve their professional qualifications and qualifications. Thus, in terms of content, human resource development includes three types of activities: education, training and development (Tien, 2012; Tien, 2012a; Tien, 2017; Tien & Grzeszczyk, 2019) [8].

- Education: is understood as learning activities to prepare people for a career or a new, more appropriate career in the future.
 - Training (also called skills training): is understood as learning activities to help employees be able to perform more effectively their functions and duties. It is the learning process for employees to better understand their work, which is the learning activities to improve the qualifications and skills of employees to perform labor tasks more effectively.
 - Development: learning activities that extend beyond the immediate scope of work of workers, in order to open them new jobs based on the organization's future directions.
- The role of human resource development (Tien *et al*, 2019a; Tien & Anh, 2019):
- 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
 - Facilitate application of technical and managerial advances to the business
 - Create a competitive advantage of the business
 - For employees
 - Create a cohesion between the employees and the company
 - Create professionalism of workers
 - Create adaptation between employees and current and future jobs.
 - Meet the needs and aspirations of workers development.
 - Giving employees a new way of looking and thinking in their work, is the basis to promote the creativity of workers at work.
 - For university
 - Contribute positively to the renovation of higher education, improve the quality of partial training, gradually improve the quality of the University's general training to the level of other countries in the region and around the world by applying apply advanced teaching and learning technologies, renovate program content and training methods.
 - Gather a team of excellent teachers, prestigious scientists with high professional qualifications, teaching experience and enthusiasm to participate in the training of talented bachelors of science.
 - Adopting the project, promoting international cooperation in training in the form of associating, exchanging cadres and students and taking advantage of the financial investment of domestic and foreign organizations.
 - The training program is designed to approach the training programs of a number of prestigious international universities. In addition to providing deep and extensive knowledge, students improve their English and Computer

skills as well as other soft skills.

- Students of the Bachelor of Science training system are gifted by excellent professors and scientists of the University; of universities, research institutes at home and abroad directly participating in teaching.

- Students of the talented bachelor training program not only have good professional knowledge but also have good English proficiency, are equipped with many soft skills and especially thinking ability, bright ability Creating and strategic vision. This is an important luggage for children to develop and become good scientists in the future. Studying in a favorable environment will have the opportunity to promote their creative capacity, improve strategic vision and work and research skills.

3. Research Methodology

This research is based on theoretical and practical research methods to collect scientific information on the basis of studying existing documents and using logical thinking to draw scientific conclusions. The method of collecting information is based on researching documents related to the research topic and it is used first when the researcher wants to approach a topic. The method of theoretical analysis and synthesis is used to study various documents and theories related to research topics such as research on human resources, human resource management and human resource development strategies. Human resources solutions are to improve the efficiency of human resource development and international business management that are behind the success of Ton Duc Thang University in terms of how it reached the top of the list of prestigious universities in the world.

4. Research results and discussion

4.1. Ton Duc Thang University

Ton Duc Thang University is a branded multidisciplinary university in Vietnam. The school's brand name is due to strong investment in facilities and through the exchanges and sharing of traditional non-multi-level speakers and entrepreneurs. The school belongs to Vietnam General Confederation of Labor. The school operates under the autonomy mechanism of tuition fee collection, similar to the International University of the National University system. The school currently has a total of five campuses in three different cities, including ones in Nha Trang, Bao Loc and Ca Mau, training quality and the value of qualifications are similar. The precursor of Ton Duc Thang University is Ton Duc Thang Private Technology University, established under Decision 787 / TTg-QD of September 24, 1997 of the Prime Minister. The school is founded, invested and led directly by the Confederation of Labor through the School Board, which is chaired by the Chairman of the City Labor Union. With its increasing growth, in order for the University to have a legal entity appropriate to its true nature (which is a School of trade unions and without any private sector), on January 28, 2003, the Prime Minister issued Decision No. 18/2003 / TTg-QD to convert the legal entity of the University into Ton Duc Thang Semi-Public University, under the People's Committee of Ho Chi Minh City. On June 22, 2006, with the Decision No. 146, the Vietnamese Government allowed Ton Duc Thang Semi-Public University to change to a public university on the basis of autonomy in tuition collection.

With 20 years of operation, Ton Duc Thang University gradually asserts itself and is the first university in our country to be rated 3 out of 5 stars by QS Stars. Ton Duc Thang University (website: tdt.edu.vn) follows the mechanism of financial autonomy and public university under the Vietnam General Confederation of Labor. Multi-disciplinary training school, including 16 faculties within 8 majors. During nearly 20 years of operation, the school has been developing strongly in size and quality, becoming one of the prestigious domestic and international training and research institutions.

4.2. Ton Duc Thang human resource situation

The total number of students so far is over 24,000 including: graduate students, college and university students and students at professional and vocational schools). The University has accepted more than 3,000 international students from over 30 countries to attend long-term undergraduate, graduate, short-term study and cultural exchanges at the University. From the first student graduated in March 2002 with 218 bachelors and engineers, the university has graduated to graduate with 22 masters (major in business administration); 9,093 bachelor's degree, university engineers, 448 bachelor's degree in regular college, 4,429 professional secondary students. According to the latest statistics, 98.15% of Ton Duc Thang University students have jobs within 1 year after graduation, many branches reach 100%, meeting the requirements of employers. The results of training each year are improved, the ratio of good and good increases in the school year, the quality of enrollment and training each year is better.

The organization, staffing, staff, teachers, and employees of the school have been growing more and more stable and strong. Since its inception, the school has built and increasingly complete organization - staffing; ensure management and carry out training. The centers of the University carry out research, training and application tasks of the nature of science, technology and technology services for society, and have the ability to support and supplement the school's tasks. effectively. The staff, faculty, and officials of the school are growing. Recruitment activities are conducted regularly, meeting twice a year long-term plans, carried out publicly and transparently. Quality and quantity are constantly increasing, job proficiency and good expertise. Up to this point, the professional force has more than 1300 cadres, lecturers and officials, of which the professional workforce has doctoral degrees and is completing more than 50% of doctoral students. Ton Duc Thang University currently brings together over 200 international lecturers / researchers to work regularly at the University. They come from all over the world: France, Belgium, Spain, USA, UK, Korea, Taiwan, Japan, Thailand, Singapore.

Aiming at the goal of training high-quality human resources for society, in recent years Ton Duc Thang University has continuously built and renovated teaching methods, updated and adjusted the curriculum in accordance with the trend of international integration, especially the criterion "Practical training" is one of the factors affirming the strengths and prestige of Ton Duc Thang University. In order to effectively carry out that orientation, Ton Duc Thang University has constantly expanded its network of cooperation with domestic and foreign businesses to help

students have the opportunity to approach and learn the real working environment. In addition, it grasps the industry trends and makes commitments to best meet the needs of human resources of the society. The connection between the lecture environment and the actual business has opened for Ton Duc Thang University students many good opportunities to approach and learn the real working environment.

Regarding training activities: the school is a multi-disciplinary training institution including: Engineering - Technology and Applied Sciences (Electrical - Electronics, Civil & Industrial Construction, Bridge and Road Construction, Planning) Urban, Information Technology, Chemical Technology, Biotechnology, Labor Protection, Environmental Science, Water Supply - Water Environment); basic sciences (Computer and Mathematics; Social sciences and humanities); Economics, Administration (Business Administration, International Business, Hotel and Restaurant Management, Accounting, Corporate Finance, Banking); Social & Humanities (Sociology, Vietnam majored in Tourism, Labor Relations); language branches (English, Chinese, Chinese); fine arts (industrial fine arts). From only 8 major undergraduate majors in the first course (March 1998), up to now, the school has provided training at 5 levels (from training of technical workers, professional secondary and secondary education). vocational level, college to university and graduate).

Training methods of the school are increasingly renovated and perfected in the direction of practice. All training programs have a minimum of 25% for exercises, practice, internships and practice (the amount of time for class not exceeding 75%, to build and consolidate career skills for students). From the 2003 school year to now, new teaching methods have been applied synchronously in schools (multimedia, e-lessons, simulation). In particular, many subjects in the specialized period were taught by simulation software in specialized computer rooms. In some disciplines, teaching has been conducted in English in most specialized subjects.

The association of training with foreign universities to ensure standardization of training quality, to ensure the ability to convert and recognize academic results for learners at European and foreign universities is paid attention. weighted from the start. To date, the majors: Accounting, Finance, Banking, Business Administration, Electronics and Telecommunications have been certified by Saxion University to meet European standards. Students studying for 3 years at the school, when eligible for English will be accepted to study at the last year at Saxion University to receive a diploma issued by this school, if needed. In addition, the program of bringing trainees (students in the graduation period) abroad to practice to improve foreign language skills, vocational skills in the international environment, behavior and work skills with foreigners have done very successfully.

Currently, the school is implementing Self-assessment and Quality Assurance registration with the Ministry of Education & Training. Regulations on democracy in schools, inspection and supervision activities are carried out regularly and strictly. Annual staff and officials conferences are organized in accordance with regulations; conduct discussions and decide major issues in school construction; identify key work areas in the next school year in a

democratic, open and transparent manner.

Scientific research work of lecturers and application-oriented school students has made steady progress. Every year, the university provides funding for about 30 to 45 student scientific research projects. Most of the topics went into applied research and every year, they won the awards "students of scientific research" and the "VIFOTEC" of the Ministry of Education & Training and other awards.

4.3. Factors affecting Ton Duc Thang University human resource strategy.

Socio-economic development

According to the report of Prof. Le Vinh Danh, from 2008 to 2018, in 10 years, Ton Duc Thang University has become a major national center of education and science and technology. Besides scientific and technological productivity of the school also ranks first in the country. Ton Duc Thang is the first university in Vietnam that requires the output of scientific research to be published in international scientific and technological journals on the ISI / Scopus List. have the outputs obtained by the United States Patents and Trademark Office: USPTO, and applied research must be sponsored or received by the enterprise. production since the end of the first plan period. In 2008, Ton Duc Thang University was a financially autonomous public school, and by early 2015, the school was allowed full autonomy. The school's leaders determined that, in order to have sustainable and comprehensive autonomy, it must be associated with quality, in order to attract learners and parents. To do so, the school conducts an internal evaluation every year, and every two years, the school conducts an external evaluation. The school always implements a policy of governance, with very strict implementation goals, based on the legal corridors, standardization, supervision of rewards, savings and finally an income regime. effective.

Education and Training

The curriculum at Ton Duc Thang University is referenced and applied in accordance with the TOP 100 best universities in the world. From the curriculum outline, teaching methods, reference systems and assessment methods are elaborated and synchronized, increasing learning efficiency and helping learners keep up with career requirements in globalization trend. Many modules are taught in English, students study and practice abroad for 1 semester to 2 years in some majors. Studying in a business is mandatory with an apprenticeship module conducted in all specialized and interdisciplinary subjects. The common philosophy in teaching activities at Ton Duc Thang University is to maximize the creativity of learners, practice self-study skills, and think about research, research, not framed in books and lessons. lecturing. Therefore, the infrastructure and services serving the needs of self-study are diversified investments: Academic Clubs in each lobby linking buildings, English spaces, Informatics spaces, Libraries inspiration "with hundreds of thousands of books, reference materials, and textbooks system reserved for each subject with a space designed scientifically to enhance creative inspiration for learners anytime, anywhere. Output standards are internationalized and advanced in all aspects, in addition to good professionalism, good ethics, new graduates, engineers of Ton Duc Thang University who

must have an English proficiency of IELTS 5.0 or TOEIC 500; Office IT skills gaining 750 MOS and 50m swimming certificate. According to the latest statistics, 98.15% of Ton Duc Thang University students have jobs within 1 year after graduation, many branches reach 100%. The quality of teaching and the success of students recognized by QS-Star (United Kingdom) is 4 stars.

Human resource and students

On June 11, 2008, Ton Duc Thang semi-public university was officially renamed to Ton Duc Thang University and transferred to the Vietnam General Confederation of Labor. In terms of state management, the school's organizational structure is implemented as a public school with the governing body being the General Confederation; financially, the school does not receive financial support from the state budget and from the Vietnam General Confederation of Labor. Assets formed to date are considered the properties of the Vietnam General Confederation of Labor; not transferred from school but only for the training of the school. The University is free to determine its fee collection and fulfill its financial obligations as a non-public university. Ton Duc Thang University was established in 1997. From the time of establishment until transferring to various models (semi-public, public financial autonomy), the university does not accept recurrent and investment expenses from State budget or trade union. Recently, the report summarizing the implementation of the 5-year plan for the period 2008-2013 and 2013-2018 of the school gave impressive figures on rapid change. For example, from 9 functional departments, 10 faculties, 2 science-technology centers, 1 Vietnamese magazine in 2008; By 2018, the school had an education and science-technology system with 61 affiliated units including: 17 faculties; 5 Research institutes; 18 Departments, Boards and Functional Centers; 1 Scientific and technological development support fund, 2 English journals published globally; 12 centers of science and technology; 5 affiliated units and 01 company. In addition, there are 63 key scientific and technological research groups.

Scientific and technology development

This is the first university in Vietnam that requires the output of scientific research, which must be published in the International Journal of Science and Technology on the ISI/Scopus List. Technology studies must have an output obtained by the U.S. Patent and Trademark Office (USPTO) Patent and Trademark Office. funding, or take over production from the end of the first planning period. The growth rate in the field of science and technology in the past 6 years has always been at exponential level. For many years, the results of the University's ISI international articles published next year have doubled compared to the previous year. According to an expert in the field of science and technology in Ho Chi Minh City, this is an unprecedented pace of development in Vietnam. Ton Duc Thang University has established the Journal of Information and Telecommunications, Journal of Advanced Engineering and Computation with the goal of being listed in ISI and Scopus Journals for 3 to 5 years, starting from the first issue in June 2017. Over the past 10 years, Ton Duc Thang University has been a focal point in coordinating with prestigious

foreign universities and scientific organizations to organize many large and important international conferences. Many of the workshops started by the school have now become the annual international seminars of the industry, held each year in many different countries around the world, such as ASIA PHARM, AETA, ICFE. In total, the school has successfully organized more than 30 international workshops so far. Any seminar held by the school also brings together dozens of universities from at least 5 countries to attend. In the past 10 years, Ton Duc Thang University is still the first and only university of the system of universities in Vietnam to be granted a patent for science and technology by USPTO. Since 1975 until now, the country has only 26 US Patents, which are named by the Vietnamese owner, of which 7 have been granted by Ton Duc Thang University. The independent university research group in Vietnam ranked TDTU second in the whole country (after Hanoi National University), in which science and technology achievements are always ranked first.

Ton Duc Thang University's social policy

Ton Duc Thang University operates under the autonomy mechanism of tuition collection, similar to the nature of the International Universities in the system of the National University. Ton Duc Thang University wins the tuition fees, and is adjusted according to the State's Regulations. Tuition rates will vary depending on the field of study, the number of credits. Students who take the entrance exam and gain admission to Ton Duc Thang University are eligible for tuition exemptions and tuition assistance according to the State's regulations. For students who are policy beneficiaries and poor households: The tuition fee is different from the University and the tuition fee is exempted from the State according to Decree No. 74/2013 / ND-CP and Decree No. 49/2016 / ND-CP was issued on May 14, 2010 by the Government. Depending on the learning and training results of students and the policy for poor households, the school will have the varied support level.

5. Improvement solutions

In order to improve the position on the rankings of international universities, the group set out the following orientations for human resource development at Ton Duc Thang University including:

- Improve the quality of teaching staff in the school.
- Strengthening cooperation with international schools and inviting foreign experts to teach at the school.
- Increase the number of foreign students attending the school.
- Change and upgrade the school facilities to suit the needs of students.
- To catch up with the trend and integrate into the world about the innovations in the education of developed countries.
- Develop communication, bringing the name of the school to more people in many countries.

In the coming years and until 2023, the school's position in the international schools rankings will be raised to at least 3 grades. Continuing to recruit and train professional forces, it is necessary to select carefully in the process of recruiting more personnel for the school; build a team of highly qualified, professional and responsible scientists, willing to learn and explore new things to catch up with the

development of society and meet the needs of students. To continuously and sustainably develop scientific research, applied research and educational management activities; ISO work habits in the fields; perform objective testing to standardize all outputs. Long-term and continuous investment in facilities for three decades; to ensure increasingly adequate, intensive and timely equipment and equipment for the realization of quality objectives in education and science and technology in each period; Constantly proactive technology to work out plans to build appropriate facilities to meet the needs of the market. Communication on domestic and international Ton Duc Thang University; expand the number of foreign students and experts with appropriate and practical support policies; Ton Duc Thang University becomes the focal point of internationalization of the region; improve the implementation of good communication to many people and countries. Continue to expand cooperation with TOP 500 universities of the world; create opportunities for learning about modern management experience, access to advanced academics and optimal education; Quality assurance up to international standards. The curriculum and qualifications of Ton Duc Thang University are accredited and accredited by international organizations.

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