



Received: 24-01-2023
Accepted: 04-03-2023

ISSN: 2583-049X

Analysis and implementation of the concept of MBO and MBP at FLC Group in Vietnam

¹ Dinh Nguyet Bich, ² Nguyen Thi Thu Thao, ³ Phan Thi Chieu My
^{1, 2, 3} Van Hien University, Vietnam

Corresponding Author: **Dinh Nguyet Bich**

Abstract

In business how to be successful in the marketplace. That is a big question for managers in particular and Vietnamese managers in general. So the question is how managers should make the most of their creativity in their work in order to achieve their goals and be most effective. In Druke's view, every business is a social system in which the manager must make it clear to everyone what their business is and form a self-governing company, each of which will

strive to improve their work and will see the benefits of what they are doing. Managers use the workforce scientifically, develop a management structure to a new level based on division of labor, specialization of functional departments and delegation of management authority to people. labor. Those are the same managers needed, which is the key reason for goal management to become a decisive factor for the success of a business.

Keywords: MBO, MBP, FLC, Vietnam

1. Introduction

MBO is Management by Objectives - a management model by objectives: Start by defining the goals of the top level, then define the goals and targets of the lower levels or in a shorter time. MOB Manage the entire work based on the measurement of the goal and based on the plan to execute the goal.

MBP is Management by Process - management model by process : We define the steps to do the job, then build a process for that job, build a process control plan, test plan, MBP measurement according to the process control plan and test test plan.

MBO

- It is essentially a contract of work. Almost the opposite of MBP
- Suitable for the senior management segment and suitable for jobs that are difficult to control the execution process.

*Advantage:

- Creative subordinates.
- Create proactively.
- High flexibility.
- Plenty of time for leadership.
- Fairness and transparency according to capacity.

*Disadvantage:

- Concentration is not guaranteed.
- Easy to go wrong.
- Hard to get right.
- No process control.
- Maybe even in the wrong direction.
- Requires the performer to have a high sense of responsibility.
- It is difficult to control the cost of the implementation process due to the inconsistent behavior of employees.

MBP

- 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.

*Advantage:

- Ensures high concentration, even if all is pre-positioned.
- Less misleading in all aspects, thus ensuring the set standards; even difficult.

- Easy to correct.
 - Control the process from start to finish.
- *Disadvantage:
- Subordinates are less creative because everything is strictly regulated.
 - The initiative is not high, but the dependence is high.
 - No high flexibility.

2. Overview of Research Issues

2.1 Introduction

- Talking about the issue of MBO, MBO stands for management by objectives, meaning management by objectives.
- FLC Group is a joint stock company which is a Vietnamese company that mainly deals in real estate. MBO helps the senior officers of the company to save time, thereby helping them to think and come up with solutions. New projects create more development opportunities for the company. Helping employees of flc group to develop skills and abilities will be higher.
- As for MBO, MBP stands for management by process, which means management according to the process we apply to FLC joint stock company: The assigned tasks are highly centralized like everything has been outlined. need flc to follow is complete to help the leader easily control everything from start to finish in the given task. but following MBP, employees do not have high flexibility, making FLC employees lazy.

2.2 Research problem

*MBO is set up through 4 basic steps, including:

Goal Setting

Action plan

Monitor progress

Performance evaluation

- For all enterprises, production and business units operating in the economy, with different management mechanisms, there are different tasks and objectives. Even in each stage of business development, there are different goals. But it can be said that in the current market mechanism in our country, all enterprises engaged in production and business activities (state-owned enterprises, private enterprises, joint stock companies, limited liability companies) have the overarching long-term goal of profit maximization.
- To achieve this goal, every business must build for themselves a business strategy and develop the business to adapt to the fluctuations of the market. business, must plan the activities of the enterprise and at the same time organize their implementation effectively.
- In the process of organizing the construction and implementation of the above management activities, enterprises must always check and evaluate their effectiveness. In order to check and evaluate the general production and business activities of the whole enterprise as well as each field and each part within the enterprise, the enterprise cannot help but calculate the economic efficiency of production activities. that business. What is the economic efficiency of production and business activities (production and business efficiency)?
- To understand the category of economic efficiency of production and business activities, we must first find out what economic efficiency is in general. So far,

many authors have offered different views on economic efficiency:

- According to *P. Samerelson and W. Nordhaus* : "Production efficiency occurs when society cannot increase the output of one set of goods without reducing the output of another. An efficient economy lies above the limits of its production possibilities". The essence of this view refers to the efficient allocation of resources of social production. The allocation and use of productive resources on the production possibility frontier makes the economy highly efficient. It can be said that the level of efficiency here given by the author is the highest, the ideal, and there can be no higher level of efficiency.
- Some authors argue that economic efficiency is determined by the proportional relationship between the increase of two output quantities and costs. These views refer only to the effect of the incremental, not the total, of participation in the economic process.
- Some views argue that economic efficiency is determined by the ratio between the results achieved and the costs spent to get that result. An example of this view is author *Manfred Kuhn* , according to him: "Efficiency is determined by dividing the results in units of value by the cost of doing business". This is the view adopted by many economists and business administrators about the economic efficiency of economic processes.

3. Reality

* Management according to the goals of FLC has 4 factors that make up the group's development:

- Commitment
- Cooperation
- The volunteers
- Controlling

3.1 Current status of MBO:

- FLC Group has set goals for the year and is on track to achieve them. The company was able to keep their spending under control and set departmental goals for the next quarter. It is important to evaluate performance to ensure that employees are meeting their goals.
- Every year, the company sets goals to measure their progress. The goals are set based on the company's vision, mission and values. They are evaluated annually to ensure that they remain relevant and achievable.
- In 2020, FLC Group will find ways to increase revenue by 10% as well as improve customer experience by 10%.
- MBO is a management approach that focuses on specific organizational goals. MBO is a process of setting and reviewing goals with employees to help them understand what they are aiming for.
- The key to MBO success is to ensure that the goals are realistic, measurable, achievable and reasonable. Without these factors, employees will not be motivated to work in that direction.
- FLC Group is currently in the process of setting goals for the next two years. The first step is to conduct a review followed by a strategy session led by the CEO. This session was attended by all levels of employees from different departments as well as external stakeholders such as investors, partners, customers and

suppliers. After this meeting, they created a list of goals for the next two years, including:

- 25% increase in revenue
- Increase profitability by 15%
- Improve customer experience
- Create new partnerships with global corporations

The main purpose of the MBO is to set departmental and individual spending goals. At FLC Group, the company aims to have a 50% return on investment (ROI) for every dollar spent on marketing. The company also asks employees to set their own personal goals for what they want to accomplish in their position and how much they want to earn.

system is a process of assessing the current state of an organization and setting goals to improve it. The system has been part of the company culture and is one of the reasons for its success.

- The company's goal is to increase the productivity of each employee by helping them set goals and objectives. This will be done by encouraging them to work towards these goals, monitoring their progress and evaluating their performance.

The first step to making sure you're staying within your budget is to control the process of how much money you go in and out each month. You should keep an eye on what income streams are coming and every year FLC Group spends a lot of time and effort to set goals for the coming year. They want to make sure that they are making progress in their business and that they are delivering on their commitments.

To ensure these goals are achieved, the company has a system in place to evaluate its performance. They want to know which departments or individuals need more or less support to achieve their goals.

- MBO is carried out according to the plan of FLC Group, ensuring no major changes in the process. They also have a system to record all MBO activities and their results, structured.
- The MBO control process is an essential part of any company's performance management system. The MBO control process helps to measure, monitor and evaluate the performance of the company's management.
- The current status of MBO at FLC Group is in the process of being deployed. The company has been looking for ways to increase efficiency and they believe MBO will be the answer. They are currently still in the process of working out all the details, but they have set a goal to do so in full by 2020.

They also have a system in place to control the process - this means someone is always watching how much money is being spent and what processes are being followed.

The MBO process is a management tool used to define and evaluate an organization's objectives. It is a systematic process that includes setting goals, reviewing them, and evaluating performance.

- FLC Group has applied the MBO process for many years. The company uses it to set departmental and individual spending goals, control processes, and evaluate performance.
- We shouldn't think of these AI writers as a replacement for human copywriters. They only provide support to content writers by removing writer limitations and generating content ideas at scale.

- AI-written assistants are becoming increasingly popular in the workplace. Some companies use them when they need to create content for a specific topic or niche. While digital agencies use them to create all kinds of content for their clients.
- We need to set departmental spending goals, individual spending goals, and performance reviews.

3.2 Status of MBP:

Process management is a management technique that focuses on the process, not the outcome. It is a systematic approach to work that helps people perform tasks efficiently and effectively.

- The first step in implementing MBP is to identify what processes need to be improved. The second step is to create an action plan for each process and define the steps needed for each. The third step is to train employees on how to do it right. The fourth step is to monitor their performance and provide feedback as needed.

Management by Process (MBP) is a management approach based on the systematic application of proven processes to achieve desired results.

MBP is a structured, repeatable, and measurable method for planning, organizing, and controlling work.

- FLC Group Vietnam has identified the following steps to get the job done:
 - Review existing processes
 - Identify potential problems
 - Identify new or modified processes

Process Management is a management philosophy designed to improve work processes. It emphasizes the importance of following a step-by-step approach to work. This is done by identifying the steps and then completing them in order. The first step in the process is determining what needs to be done, then planning how to do it, and finally doing it.

- To create a successful workflow, the company needs to put a lot of effort in terms of developing and implementing the workflow. The company needs to be able to identify the best practices that will work for them and the specific business goals they are trying to achieve. FLC Vietnam Corporation was able to do this with the implementation of Microsoft's Business Process Management System (MBP).
- The company's implementation of MBP has allowed them to become more efficient across all areas of their business. They were able to increase efficiency in their customer service, as well as reduce costs by reducing the time spent on manual processes.
- The company is considering moving to a cloud-based project management system that can be accessed from anywhere. They started looking at Microsoft 365, but they weren't sure if it was the best choice for their business needs.
- To develop a more effective process control plan for MBP implementation at FLC Group Vietnam, we will need to test the plan through a test plan. The first step in developing a test plan is to determine what type of testing is needed.
- Develop a process control plan: A process control plan is a document that describes the production process and how it is to be controlled. It also describes how quality will be achieved and maintained.

Test Plan: The purpose of a test plan is to describe how

to test each requirement of the product or service.

- FLC Group Vietnam has used MBP for more than 5 years and has had great success. All their processes have improved and their employees are happy with the changes.

The implementation of MBP at FLC Group Vietnam is carried out in accordance with the process control plan. It is based on the organizational structure and business processes of the company. This ensures that the implementation is efficient and effective.

- We will *first* look at how we can measure MBP implementation in line with the process control plan. The first step is to identify which business processes are relevant to measure the implementation of the MBP, then to identify the activities critical to each business process, and finally to measure these activities against a predefined scale for achieving success.

The second step is to develop a test plan to measure the implementation of the MBP in accordance with the process control plan. This includes defining what needs to be checked, how

- FLC Group Vietnam is a company specializing in the production of plastic products. They are also one of the largest plastic pipe manufacturers in Vietnam. To meet customer requirements and ensure that they can provide a steady supply, they need to be able to accurately measure process control plans and test test plans.

The company has implemented MBP on a large scale, which has resulted in an improvement in their overall efficiency. They were able to shorten the task completion time by about 30%.

4. Solutions

4.1 MBO solution: Suggest some basic steps of MBO applied to Vietnamese enterprises.

Step 1: Develop business goals and allocate goals to each department and department in the business.

- To do this, first analyze the market, including: market demand, competitors, industry growth rate... On that basis, revenue forecast, the output of the business and, finally, the establishment of the enterprise's goals. Business goals include: long-term goals and short-term goals. Business goals often have key points such as: sales, profit, number of new customers, network development, quality, service, cost...

Step 2: Build a plan based on business goals.

- Develop a plan on the overall resource requirements, which is a necessary condition to achieve the goals of the business.
- Develop weekly and monthly plans of departments based on specific goals of each department.
- Develop specific work plans of departments to achieve goals in each specific area. It is the resource allocation plan, the expected workload, the plan to guide and train employees to achieve the goal.

Step 3: Allocate specific goals and plans for each employee.

- Develop KPI (Key Performance Indicator - key performance indicator) for each employee based on the specific work of each employee.
- Develop a salary and bonus mechanism based on work results and KPIs.

- Motivate employees to work to achieve personal and corporate goals through welfare programs, internal competitions such as: best sales, highest productivity... , creating a healthy and open competition environment.

Step 4: Track and monitor the goals of each employee, each department and the whole enterprise

- Implement the communication of information about the goals of the business, the department and the employees closely, ensuring the smoothness and understanding of each member, from management to employees. Implement an open exchange of information within the organization.
- Organize monthly, weekly and even daily meetings to monitor the resource allocation of the business, management activities of departments, daily working activities.
- Build a daily, weekly, monthly and quarterly reporting system, on that basis, make timely decisions to ensure that the business does not deviate from its goals.

Step 5: Evaluate and adjust the goals of each employee, department and business

- Use the " *Balanced Score Card method* " to measure and evaluate the capacity of employees.
- Adjusting the business's goals in line with market developments.
- Successful application of MBO will help businesses improve labor productivity, create a competitive working environment, promote working for each employee's own goals and the overall goals of the enterprise. In this way, managers will optimize resources, limit waste of time, and promote the intelligence and working capacity of employees. However, this method has a unique disadvantage, if the business does not have a good control tool, the goal will not be achieved and still a waste of resources.

4.2 MBP solution:

- Management by process (MBP) is based on the classification of activities and jobs according to a standard process. To operate an organization effectively, it is necessary to identify and manage interrelated activities. Any activity that takes an input and converts it to an output is considered a process, and usually the output of one process will be the input to the next.

4.2.1 Benefits of MBP:

1. Building a data system for business operations in a systematic way.
2. Continually control the flow of work and activities in the enterprise.
3. Detecting and quickly correcting errors in each process or between processes; The head of each department is not only responsible for the work of his department, but is also jointly responsible for the work of the following department.
4. Good management of tasks that are difficult to define.
5. Create conditions for all personnel in the enterprise to participate in quality improvement.
6. Create conditions for the application of information technology (without processes, there is no

computerization).

7. Control details of work through building flow charts, defining control points, etc.
8. Detailed identification of customer needs through analysis of consumer decision making.
9. Build and standardize the flow of products or information in the enterprise.
10. Identify the points of information transfer between departments or employees.
 - MBP follows the processes that have been carefully regulated by the enterprise and is the foundation of the ISO quality management system. MBP helps business leaders ensure focus in organizational activities, limiting deviations thanks to standards. But also because of that, MBP easily makes employees less creative, dependent and less flexible. Not to mention many businesses rigidly implement MBP without focusing on work results - the factor that ensures revenue as well as the survival of the organization. Therefore, MBP is only particularly suitable for certain industries such as healthcare, education, and manufacturing.

5. Conclusions

- The basic ideas on management of the theory of management objectives (MBO) are still current in the management practice of Vietnamese enterprises today. Applying it to businesses and Vietnamese administrators will discover weaknesses in management such as using the wrong people and doing the right jobs, the state of the structure is still heavily centralized and subsidized.
- Thereby, it is possible to overcome and innovate wrong business management activities to bring high economic efficiency. Managers thoroughly apply the idea of goal management to improve professionalism in business management to create the competitiveness of enterprises in the market.
- When using this method, it will clearly reflect the development process in corporate governance with the connection and collaboration of members. This will help organizations improve productivity and maximize resource management. This gives the organization a comprehensive view of management practices in the current era.
- Thus, depending on the business line and the actual shape of the business, enterprises should choose MBO and MBP management methods or combine both methods to create the highest management efficiency.

6. References

1. Tian 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.
2. Tian 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.
3. Tian NH. *Competitiveness of Enterprises in Knowledge Based Economy*. PTM Publisher, Warsaw, 2020.
4. Tian NH, Vinh NDT. Analyzing the Prospects and Limitations of the ERP Market in the World. *International Journal of Commerce and Management Research*, 2019, 42-45.
5. Tian 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
6. Tian NH. *International Economics, Business and Management Strategy*. Scientific Publications, Delhi, 2019.
7. Tian 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*. 2019a; 5(5):19-24. ISSN: 2455-0627
8. Tian 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
9. Tian NH. *International Economics, Business and Management Strategy*. Scientific Publications, Delhi, 2019.
10. Tian NH, Hung Anh DB. Gaining competitive advantage from CSR policy change: Case of foreign corporations in Vietnam. *Polish Journal of Management Studies*, 2018.
11. Tian NH. *Global Strategic Marketing Marketing Management*. Ementon Publisher, Warsaw, 2017.
12. Tian NH. *Strategic International Human Resource Management*. Ementon Publisher, Warsaw, 2017b.
13. Vu The Phu. *Basic Marketing*. Education Publishing House, Hanoi, 1996.
14. Samsung company website: <https://www.samsung.com/vn/>
15. Huawei company website: <https://consumer.huawei.com/vn/>
16. Anh DBH, Dung HT, On PV, Tam BQ. Factors impacting customer satisfaction at Vietcombank in Vietnam. *Himalayan Journal of Economics Business and Management*. 2021; 2(4):98-107.
17. 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.
18. 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.
19. 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.
20. Anh DBH, Diem PT, Vu NT, Dung HT, Bien BX, Anh VT, On PV. Customer service culture at TechComBank in Vietnam. *Himalayan Journal of Economics Business and Management*. 2021; 2(4):61-69.
21. 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.

22. Anh DBH. *Global Strategic Marketing Management*. Ementon Publisher, Warsaw, 2017.
23. 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.
24. Anh DBH, Ngoc NM, Nhi DTY. Sustainable Social Entrepreneurship in Vietnam. *International Journal of Entrepreneurship*. 2019; 23(3):1-12.
25. Anh DBH, Thuc TD. *Global Supply Chain and Logistics Management*, Academic Publications, Delhi, India, 2019.
26. 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.
27. Anh DBH, Ngoc NM. Corporate Financial Performance due to Sustainable Development in Vietnam. *Corporate Social Responsibility and Environmental Management*. 2019; 27(2):1-12.
28. 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.
29. Anh DBH, Duc LDM, Ngoc PB. Subjective Well-Being in Tourism Research. *Psychology and Education*. 2021; 58(5):3317-3325.
30. 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.
31. 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.
32. 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.
33. 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.
34. 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.
35. Diep, Vu LH, Hai DT, Thuan TTH. China and USA in Vietnam's International Relations in the Region. *Journal of Archeology of Egypt/ Egyptology*. 2021; 18(8):2681-2710.
36. 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.
37. 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.
38. 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.
39. 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.
40. 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.
41. 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.
42. 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.
43. Mai NP. Green Entrepreneurship Understanding in Vietnam. *International Journal of Entrepreneurship*. 2020; 24(2).
44. 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.
45. Minh, Diep NH, Vu LH, Hai DT, Thuan TTH. ASEAN and China in Vietnam's International Relations in the Region. *Journal of Archeology of Egypt/ Egyptology*. 2021; 18(8):2661-2680.
46. 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.
47. 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.
48. 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.
49. 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.
50. 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.
51. 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.
52. 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.
53. 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.

54. 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.
55. 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.
56. 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.
57. 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.
58. 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.
59. 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.
60. 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).
61. Tan NH. *International Economics, Business and Management Strategy*, Academic Publications, Delhi, India, 2019.
62. Tan NH. *Principles of Management*. Financial Publisher. Ho Chi Minh City, 2020.
63. Tan NH. *Leadership in Social Responsible Enterprises*. Ementon Publisher, Warsaw, 2015.
64. Tan NH. *Change Management in a Modern Economy. Modeling Approach*. PTM Publisher, Warsaw, 2012.
65. Tan NH. *Competitiveness of Enterprises in a Knowledge Based Economy*. PTM Publisher, Warsaw, 2012.
66. Tan NH. *Competitiveness of Vietnam's Economy. Modeling Analysis*. PTM Publisher, Warsaw, 2013.
67. 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.
68. 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"*, November 2017, Quy Nhon University, Quy Nhon, Binh Dinh province, 2017, 441-445.
69. 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.
70. 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. December 2018, 2018, 55-67.
71. 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. May 21, 2018, Tien Giang University, 2018, 101-105.
72. Tan NH. Sustainable Development of Higher Education: A Case of Business Universities in Vietnam. *Journal of Hunan University Natural Sciences*. 2020; 47(12):41-56.
73. 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.
74. 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.
75. 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.
76. 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.
77. Thien NH. Social Entrepreneurship and Corporate Sustainable Development: Evidence from Vietnam. *Cogent Business and Management*, Taylor and Francis Publisher. 2020; 7(1):1-17.
78. Thien NH. Staff Motivation Policy of Foreign Companies in Vietnam. *International Journal of Financial Management and Economics*. 2020; 3(1):1-4.
79. 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.
80. 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.
81. 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.
82. Thien NH. Knowledge Management in the Context of Industrial Revolution 4.0. *International Journal of Commerce and Economics*. 2020; 2(1):39-44.
83. Than NH. Knowledge Management in Strategic Alliances and Foreign Joint Ventures. *Proceedings of University Scientific Conference of: "Young Lecturers and MBA Students"*, Faculties of Economics, TDM University. Binh Duong 15 June 2018, 2018, 141-149.
84. 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.
85. Than NH. CRM Application in Managing Hotel, Re

- staurant and Tourism Services in Vietnam. *International Journal of Research in Management*. 2019; 1(1):14-17.
86. Than NH. CRM Application in Customer Service Management at Big4 Banks in Vietnam. *International Journal of Research in Management*. 2019; 1(1):9-13.
 87. Than NH. *Human Resource Management*. VHU Publisher, Ho Chi Minh City, Vietnam, 2020.
 88. Than NH. *Strategic International Human Resource Management*. Ementon Publisher, Warsaw, Poland, 2017.
 89. Than NH. *Responsible and Sustainable Business*. Eliva Press, Chisinau, Moldova, 2020.
 90. 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.
 91. Viet PQ, Duc NM, Tam VT. Sustainability of Tourism Development in Vietnam's Coastal Provinces. *World Review of Entrepreneurship Management and Sustainable Development*, 2020.
 92. 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.
 93. 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.
 94. 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.
 95. 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.
 96. Then NH, Anh DBH, Ngoc PB, Trang TTT, Minh HTT. Brand Building and Development for the Group of Asian International Education in Vietnam. *Psychology and Education*. 2021; 58(5):3297-3307.
 97. 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.
 98. 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.
 99. 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.
 100. 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.
 101. Then NH, Anh DBH. Attracting FDI in Higher Education Industry in Vietnam. *International Journal of Advanced Education and Research*. 2019; 4(3):24-27.
 102. 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.
 103. 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.
 104. Anh DBH. CSR Policy Change: Case of International Corporations in Vietnam. *Polish Journal of Management Studies*. 2018; 18(1):403-417.
 105. Trang TTT. Sustainable Development of Higher Education Institutions in Developing Countries: Comparative Analysis of Poland and Vietnam. *Contemporary Economics*. 2022; 16(2):195-210.
 106. Zheng WL. Impact of Energy Efficiency, Technology Innovation, Institutional Quality and Trade Openness on Greenhouse Gas Emissions in Ten Asian Economies. *Environmental Science and Pollution Research*, 2022.
 107. Ahmad AF. The Nexus among Green Financial Development and Renewable Energy: Investment in the wake of the Covid-19 pandemic. *Economic Research*. 2022; 35(1):5650-5675.
 108. Ye F. The Impact of Corporate Social Responsibility on the Sustainable Financial Performance of Italian Firms: Mediating Role of Firm Reputation. *Economic Research*. 2022; 35(1):4740-4758.
 109. Feng SC. The Role of Technology Innovation and Cleaner Energy towards Sustainable Environment in ASEAN Countries: Proposing Policies for Sustainable Development Goals. *Economic Research*. 2022; 35(1):4677-4692.
 110. Duc LDM. Enhancing Auditor Independence in Auditing Enterprises in Vietnam. *Cogent Economics and Finance*. 2019; 7(1):1-16.
 111. Mai NP. Social Entrepreneurship and Corporate Sustainable Development. Evidence from Vietnam. *Cogent Business and Management*. 2020; 7(1):1-17.
 112. Thuong TM. Enhancing Independence of Local Auditing Services by Profiting from International Experiences of the Big4 Group (KPMG, Deloitte, PWC E & Y) Operating in Vietnam Market. *Cogent Business & Management*. 2019; 6(1):1-14.
 113. Tien NH. Corporate Financial Performance due to Sustainable Development in Vietnam. *Corporate Social Responsibility and Environmental Management*. 2019; 27(2):694-705.
 114. Tien NH. Natural resources volatility and financial development during Covid-19: Implications for economic recovery. *Resources Policy*, 2019.
 115. Ka YC. Exploration of Green Energy and Consumption Impact on Sustainability of Natural Resources: Empirical Evidence from G7 Countries. *Renewable Energy*. 2022; 196:1241-1249.
 116. Ngoc NM. Solutions for Development of High-Quality Human Resource in Binh Duong Industrial Province of Vietnam. *International Journal of Business and Globalisation*, 2023.
 117. Huong LTM. Factors Impacting State Tax Revenue in ASEAN Countries. *International Journal of Public Sector Performance Management*, 2023.
 118. Ngoc NM. Impact of Accreditation Policy on Quality Assurance Activities of Public and Private Universities in Vietnam. *International Journal of Public Sector*

- Performance Management, 2023.
119. Ngoc NM. Quality of Scientific Research and World Ranking of Public and Private Universities in Vietnam. *International Journal of Public Sector Performance Management*, 2023.
120. Viet PQ. Sustainability of Tourism Development in Vietnam's Coastal Provinces. *World Review of Entrepreneurship Management and Sustainable Development*. 2021; 17(5):579-598.
121. Tien NH. Vietnamese Family Business in Poland and in Vietnam: Comparative Analysis of Trends and Characteristics. *International Journal of Entrepreneurship and Small Business*. 2021; 42(3):282-299.
122. Anh DBH. Sustainable Development of Social Entrepreneurship: Evidence from Vietnam. *International Journal of Entrepreneurship and Small Business*. 2022; 45(1):62-76.
123. Mai NP. Green Entrepreneurship: A Game Changer in Vietnam Business Landscape. *International Journal of Entrepreneurship and Small Business*, 2023.
124. Ngoc NM. Enhancing efficiency of real estate brokerage activities in Vietnam. *International Journal of Business and Globalisation*, 2023.
125. Ngoc NM. Factors affecting the selling price of luxury apartments in Vietnam. A quantitative analysis. *International Journal of Business and Globalisation*, 2023.
126. Mai NP. Enhancing Sustainability in the Contemporary Model of CSR: A Case of Fast Fashion Industry in Developing Countries. *Social Responsibility Journal*. 2021; 17(4):578-591.
127. Ngoc NM. Sustainable Integration in Vietnam's Tourism Industry. *World Review of Entrepreneurship Management and Sustainable Development*, 2023.
128. Ngoc NM. The relevance of factors affecting real estate investment decisions for post pandemic time. *International Journal of Business and Globalisation*, 2023.
129. Massoud M. Impact of non-renewable energy and natural resources on economic recovery: Empirical evidence from selected developing economies. *Resources Policy*. 2023; 80:103221.
130. Hieu VM. Socially Sustainable Entrepreneurship of Chinese Community in Southern Vietnam. *International Journal of Entrepreneurship and Small Business*, 2023.
131. Ngoc NM. Factors affecting the willingness to pay for management services of apartments in Vietnam. *International Journal of Business and Globalisation*, 2023.
132. Toan TT. Opportunities and challenges for quality of human resource in public sector of Vietnam's logistics industry. *International Journal of Public Sector Performance Management*, 2023.
133. Lan TTN. Market development strategy of renewable energy industry in Vietnam. *International Journal of Business and Globalisation*, 2023.
134. Huong LTM. Assessment of green economic growth in the current specific socio-economic context of Vietnam. *International Journal of Business and Globalisation*, 2023.
135. Lan TTN. A global trend of sustainable development of agribusiness in Vietnam. *International Journal of Business and Globalisation*, 2023.
136. Vinh PT. Global performance of Vietnamese small enterprises due to internal and external drivers. *International Journal of Business and Globalisation*, 2023.
137. Tuan LHA. The entrepreneurial pathway of Vietnamese super-rich. The sources of their successful business performance. *International Journal of Entrepreneurship and Small Business*, 2023.
138. Hai DH. The influence of global climate change on economic growth in Vietnam. *International Journal of Business and Globalisation*, 2023.
139. Tien NH. Global product purchasing intention of consumers in Vietnam. *International Journal of Business and Globalisation*, 2023.
140. Duc LDM. The impact of quality of financial accounting information on SMEs' business performance. *International Journal of Business and Globalisation*, 2023.
141. Tien NH, Ngoc NM, Anh DBH. The situation of high-quality human resource in FDI enterprises in Vietnam: Exploitation and development solutions. *International Journal of Multidisciplinary Research and Growth Evaluation*, 2021.
142. Tien NH, Do PC, Phong VT, Van Thuong P, Van Dung H. AIIB as a Challenger for IMF and WB. *American International Journal of Business Management (AIJBM)*. 2019; 2(10):62-68.
143. NH Tien. Attracting ODA investment in Binh Duong province of Vietnam: Current situation and solutions. *International Journal of Foreign Trade and International Business*. 2019; 2(1):109-114.
144. Tien NH, Trang TTT, Ngoc PB. The role of formative assessment in business education in Vietnam. *PalArch's Journal of Archaeology of Egypt/Egyptology*. 2021; 18(6):85-99.
145. Tien NH, Manh NH. Solutions to Enhance Working Motivation in International High School Education in Vietnam. *Journal of Critical Reviews*. 2021; 8(2):167-176.
146. Tien NH, Duc PM, Tuan NT, Vinh PT, Long NVT. Tuyen Quang and Binh Phuoc-Comparative analysis of potential for tourism industry development. *International Journal of Research in Marketing Management and Sales*. 2019; 2(1).
147. Tien NH, Anh DB. High quality human resource development approach of Vietnamese government. *International Journal of Multidisciplinary Research and Development*. 2019; 6(8):80-83.
148. Tien NH, Ngoc NM. Analysis of Korea's international trade and investment activities in Vietnam. *International Journal of Advanced Research in Engineering & Management*. 2019; 5(7).
149. Tien NH, Anh DBH. High quality human resource development approach of Vietnamese enterprise. *Int. Multidiscip. Res. J.* 2019; 6:84-88.
150. Tien NH, Vu NT, Dung HT, Doan L, Duc M. China-US trade war and risks for Vietnam's economy. *International Journal of Research in Finance and Management*. 2019; 2(2):86-91.
151. Tien NH, Ngoc NM, Anh DBH. Current situation of high-quality human resources in FDI enterprises in Vietnam-solutions to attract and maintain. *International Journal of Multidisciplinary Research and Growth Evaluation*, 2021.

152. Tien NH, Son TH, Anh DBH, Duc NM. Factors affecting customer satisfaction on service quality at joint stock commercial banks in Vietnam. *Journal of Critical Reviews*. 2021; 8(2):605-617.
153. Tien NH, Van Tien N, Jose RJS, Duc NM, Ngoc NM. Internal instability as a security challenge for Vietnam. *Journal of Southwest Jiaotong University*. 2020; 55(4).
154. Dien NT, Le Doan Minh Duc VH, Thuy N, Tien NH. Factors affecting responsibility accounting at joint stock commercial banks in Vietnam. *Journal of Southwest Jiaotong University*. 2020; 55(4).
155. Tien NH, Tuan NT, Duc PM, Vinh PT, Long NVT. Differences and similarities in offered services of Tuyen Quang and Binh Phuoc tourism industry. *International Journal of Research in Marketing Management and Sales*. 2019; 2(1).
156. Tien NH, Dat N, Chi DTP. Product policy in international marketing comparative analysis between Samsung and Apple. *Int. J. Res. Mark. Manag. Sales*. 2019; 1:129-133.
157. Tien NH, Long NT, Chi DTP. Price Policy in International Marketing. Comparative Analysis between Samsung and Apple. *International Journal of Research in Marketing Management and Sales*. 2019; 1(2).
158. Tien NH. Characteristics features of Vietnam's international economic integration in the context of industrial revolution 4.0. *International Journal of Financial Management and Economics*. 2018-2019; (2)1.
159. Tien NH, Tuan NT, Duc PM, Vinh PT, Long NVT. Taking advantages of the potential of Tuyen Quang and Binh Phuoc in developing tourism industry. Comparative Analysis. *International Journal of Research in Marketing Management and Sales*. 2019; 2(1).
160. Kuc BR, Nguyen HT. South-East Asia Developing Knowledge-Based Economy. *Ekonomika i Organizacja Przedsiębiorstwa*. 2007; 7:79-87.