

Solutions to Promote Partnership between Universities and Enterprises in Human Resource Development at the University of Da Nang Today

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Abstract: *The university-enterprise partnership plays an important role in providing quality human resources, meeting the workforce demand of enterprises and in particular mitigating the “re-training” phenomenon, a waste for enterprises both in terms of time and money. Therefore, partnership with enterprises requires efforts from both the universities and enterprises, especially in the context of deep international integration; Vietnamese universities in general and The University of Da Nang in particular should focus on cooperating not with just domestic enterprises but also with foreign enterprises to conduct training, research and community service activities. The article aims to describe the importance of university-enterprise partnership in human resource development, evaluate university-enterprise partnership in human resource development at The University of Da Nang, to then propose several solutions to promote university-enterprise partnership in human resource development at The University of Da Nang today.*

Keywords: The university-enterprise partnership, human resource, The University of Da Nang

1. Introduction

University-enterprise partnership is an objective demand, playing an important role in the development of human resources for local area, region and country. In the past, university-enterprise partnership at universities nationwide in general and at The University of Da Nang in particular has received attention from both sides with positive changes in training cooperation and assistance to enhance practical activities as well as practical experiences for students in addition to fundamental knowledge provided by universities. However, in reality university-enterprise partnership at The University of Da Nang is not very cohesive and sustainable, the University and enterprises have not found a common ground in training and employment; effectiveness and results from the partnership between The University of Da Nang and enterprises in training, research and technology transfer, community service are still limited, even some partnerships still remain on paper while their implementation was extremely slow or resulted in nothing at all. Therefore, Vietnamese universities in general, including The University of Da Nang in particular, and enterprises need to promote sustainable partnership to ensure and improve the quality of human resources.

2. The importance of university-enterprise cooperation in human resource development

Promoting university-enterprise partnership is certain to bring benefits to both the universities and enterprises in

human resource development. At the same time, university-enterprise partnership demonstrates the organic relationship between both sides in training human resources for enterprises, local areas and the whole country as well as affirms the extremely important role of universities in providing quality human resources. The importance of university-enterprise partnership in human resource development is reflected in the following characteristics:

First, universities, as a source of quality human resources for the country, specifically for the economy - society in general and enterprises in particular, are responsible for providing students with fundamental knowledge while meeting professional requirements of enterprises. Based on the quality of a university's training products, that university's academic reputation will be enhanced and recognized by society. In addition, partnership with enterprises will provide universities with practical basis and expert consultants to adjust training programs appropriately to meet social and business demands. On the other hand, enterprises will be able to employ high-quality human resources who can fulfill the requirements of the vacancy. Moreover, enterprises will be able to solve the current dilemma - limited number of post-graduation candidates who can meet the professional requirements of enterprises. In case they are employed, most of them must be retrained by the enterprise to properly take on the job. This will contribute to reducing the cost of retraining and ensuring the schedule of the enterprise.

Second, by contracts signed between universities and enterprises, college students are provided with multiple places to choose for internships suitable for their majors.

Moreover, in several enterprises, students may receive remuneration right during internship due to their direct participation in the production of the enterprise. For enterprises, they are provided with more human resources for their operations for a certain period of time, and they can also monitor and select excelling students who meet their employment requirements and criteria through the students' internships.

Third, the issue of employment and the degree of students' job performance after graduation is one of the major concerns of university management. This will be solved when universities and enterprises establish a close partnership with each other. Universities can be assured of the output for their graduates by meeting the input of enterprises. Enterprises can be proactive in their employment plan and rest assured about the number and sources of human resources.

Fourth, enterprises may offer training aid and scholarships for students with excellent academic performance right from the first few years of their study to help students fulfill the necessary conditions during their studies, while also by certain assistance and orientation, students will get a good impression of the company so that enterprises can recruit excelling students for long-term service. In addition, enterprises have more opportunities to promote their image to the community, thereby both enhancing the brand and creating jobs for everyone, especially for the young generation of the country.

Fifth, enterprises can order quality scientific research projects from universities to enhance and improve product quality. On the other hand, research projects of universities will improve their applicability and practicality when applied to actual production. In addition, universities will have an easier time in technology transfer and obtain more funds for training and research a activity, which both create motivation and provides material support to talented students who are passionate about scientific research.

Sixth, enterprises can provide financial support for universities to improve in facilities and teaching equipment to ensure and improve the quality of training products. This is a form of enterprises participating in the training process as a form of development investment. Enterprises themselves will benefit when the quality of training products of universities is guaranteed because the output of the university's training is the input to the employment of enterprises. In addition, the selection of excelling students from universities is a significant and low-cost addition to the effective use of human resources of enterprises, especially the addition of human resources to carry out short-term goals.

With the characteristics demonstrating the importance of university-enterprise partnership in human resource development mentioned above, universities and enterprises should definitely pay attention to build and develop partnerships. This is also clearly reflected in Directive No. 18/CT-TTg in 2012 on the implementation of the Vietnam Human Resource Development Plan for the period 2011-

2020 and promoting training suitable with the development demands of society in the period of 2011 - 2015 promulgated by the Prime Minister, which clearly states that enterprises, agencies and organizations employing people should "Continue to build and strengthen cooperation with training and research institutes in training activities, identify human resource demands, mobilize and share resources and funds with training institutions to promote training and research according to demands; coordinate with training institutions to develop output standards for industries and occupations; cooperate, assist training institutions in finance, create favorable conditions for internships and internship facilities for students of training institutions" [1].

3. University-enterprise partnership in human resource development at the University of Da Nang

The University of Da Nang is a national key university, with multiple majors and levels. The University of Da Nang plays an important role in training human resources and conducting scientific research for socio-economic development in the Central Highlands region in particular and the whole country in general. With full awareness of the importance in university-enterprise partnership for developing local, regional and national human resources, in recent years, The University of Da Nang and its members have promoted cooperation with domestic and foreign enterprises in order to fulfill the mission: "The University of Da Nang is an institution for training, scientific research and technology transfer in order to fulfill national strategic goals and regional development tasks of the country, as well as a place to provide human resources with innovative thinking, creativity and rich humanity; promote bravery, adapt quickly and be able to work effectively in an international integration environment; pioneer in preserving the national cultural identity, spreading out scientific knowledge, contributing to the development of a prosperous and happy country" [2] and to realize the vision to 2045: "The University of Da Nang is a high-quality, multi-major and multi-sector training, scientific research and technology transfer center that is on a regional and international level. The University of Da Nang is one of the leading universities in Vietnam with multiple spearhead majors in the fields of engineering, economics, management, natural sciences, pedagogy, social and humanities, health care; is a center for training, research cooperation and application of science and technology of national and international level" [2] as well as the defined common goal: "Developing The University of Da Nang into a center for elite training, scientific research, innovation, knowledge and technology transfer with international standards, meeting the demands of socio-economic development in the digital age; providing policy advices and solving problems in socio-economy, education-training, science and technology, innovation of the country and the whole region" [2].

Regarding the results of partnerships between the university and domestic/foreign enterprises, The University of Da Nang has managed to establish close partnerships with enterprises in order to choose partners to build and develop training

strategies such as practice facilities, internships, research requests, inviting experts in business operation/production in practice to lecture, etc. Recently, The University of Da Nang has participated in HEEAP (Higher Engineering Education Alliance Program) project; coordinated with Intel, Siemens, some of the world's leading corporates, American universities, the US Government and 5 Vietnamese universities to improve the quality of engineers, meeting the demands of multinational enterprises operating in Vietnam and other countries. In addition, The University of Da Nang also participated in the Partnership for Higher Education Reform (PHER) project sponsored by the United States Agency for International Development (USAID) and University of Indiana (USA) in collaboration with The University of Da Nang, Vietnam National University Hanoi, and Vietnam National University Ho Chi Minh City to deploy in 5 years (2022 - 2026). With the PHER Project, The University of Da Nang, Vietnam National University Hanoi, and Vietnam National University Ho Chi Minh City will obtain the opportunity to get access to advanced and highly practical teaching and learning methods to help students developing their capabilities and soft skills and application of learned knowledge into practice along with the strengthened university-enterprise cooperation will allow students to get ready to join and quickly adapt to the global labor market right after graduation. In addition, universities will promote the connection of domestic and international networks of scientists and researchers through the formation and organization of strong research groups in several key fields of study, promoting collaboration in research, application and technology transfer with the business community and the private sector, thereby demonstrating the capacity to create value for enterprises and the community. This is also an opportunity for international partners to assist The University of Da Nang, Vietnam National University Hanoi, and Vietnam National University Ho Chi Minh City to innovate governance; deploy advanced and effective university administration methods, models and instruments; improve governance capacity for managers at all levels, facilitate for connection and acquisition of university administration experience with prestigious universities in the world.

For the member universities of The University of Da Nang, the University of Science and Technology, University of Da Nang has coordinated with domestic and foreign enterprises and employers to organize job fairs and recruit students, thus the number of students obtaining jobs after graduation is constantly increasing; the university also organizes seminars between universities, enterprises, continuing education centers of the province, through which the university obtains feedbacks of these units in order to improve the quality of training, meeting local and business requirements. The University of Economics, University of Da Nang has signed a partnership agreement with several enterprises: Pigeon Logistics Co., Ltd, Glotrans Co., Ltd, Valoma Center for Consultancy Training & Technology Transfer, etc. to improve the coordination and improve the quality of training and scientific research: Provide feedback and build training programs such as Supply Chain Management and Logistics; receive and organize for students to practice at enterprises; send experts to attend in academic, professional activities,

seminars to share practical experiences for students... The University of Pedagogy signed a partnership agreement with the One Business Connection (OBC) in order to create value for the future business community from undergraduate study to future career, obtaining a truly solid knowledge base and foundation for the success and prosperity of Vietnamese enterprises. The University of Foreign Language Studies, University of Da Nang has developed a plan to periodically interview and employ graduates. This allows enterprises to acquire high-quality human resources and this is also the chance for the university to demonstrate its reputation in training quality. In addition, the University of Science and Technology, University of Da Nang has organized training cooperation with enterprises such as Truong Hai Automobile, Central Power Corporation etc. on undergraduate and post-graduate training. In addition to internships at the university, students can also practice on modern production lines of enterprises. The University of Technology and Education, University of Da Nang regularly signs cooperation contracts in training and using human resources with enterprises such as Truong Hai Automobile, Viettel Telecom, and Inax Sanitary Wares, Schlumberger (Germany), Cosveco, Dong Nai Hung Nghiep Co., Ltd (Taiwan), Doosan (South Korea), CocaCola (USA),... Business establishments receive interns and employ them after graduation. Vietnam - Korea University of Information and Communication Technology, University of Da Nang cooperates with BKAV Corporation in the field of digital transformation, standard university management software to build a digital university; assist, facilitate and develop technology startup incubators, provide training to allow students access actual business environment through projects; cooperates in training certificates for students,... Vietnam - United Kingdom University of Research and Training, University of Da Nang signed a partnership agreement with Chiic World Vietnam Co., Ltd (Chiic Digital). This is a consulting firm providing e-commerce service solutions and digital marketing (integrated marketing communication, production and design, brand consulting, OT management, e-commerce, website development for high-end brands engaging in restaurants, hotels and tourism).

4. Solutions to promote university-enterprise partnership in human resource development at The University of Da Nang

4.1 Enhance information exchange between universities and enterprises

In order to promote cooperation between universities and enterprises, first of all, The University of Da Nang, as well as its member universities and enterprises should have full information of each other. Therefore, The University of Da Nang, its member universities and enterprises should take the initiative and enhance information exchange through seminars, talks, or in writing. The University of Da Nang, its member universities and enterprises should exchange further on resources, training professions, development directions, and especially in terms of quantity and quality of the university's training products; current and future human resource demands of enterprises. The exchange of

information is an important premise to facilitate full understanding and mutual trust, as well as the basis for universities and enterprises to sign agreements and contracts in training and employment, in which enterprises place orders for the universities to train students in majors in which enterprises are in need of with specific quantity. On the other hand, universities have an easier time in building and developing majors to meet the demands of enterprises and society. In addition, The University of Da Nang and its member universities should build a university-enterprise forum and enhance information on university-enterprise partnership on their respective websites.

4.2 Sign memorandums of understanding, agreements and contracts between universities and enterprises

The university-enterprise partnership nowadays is mostly built around and strengthened through personal relationships instead of being properly organized, and cooperation has not really become a vital need from both sides. Therefore, The University of Da Nang, its member universities and enterprises should consolidate the partnership by signing memorandums of understanding, agreements and contracts between them in training activities, scientific research and technology transfer, etc. In which, the responsibilities, obligations, authority and interests of each party in the partnership should be clearly stated. This is an important basis for strengthening and building university-enterprise partnership. The University of Da Nang, its member universities and enterprises should coordinate in building a clear, systematic, long-term human resource development plan, in line with development trends and local, regional and national demands. In addition, The University of Da Nang, its member universities and enterprises should establish their respective University-Enterprise Cooperation Committee to accelerate the partnership between the universities and enterprises. The University of Da Nang, its member universities and enterprises should further the direction and pay attention to facilitate for their respective University-Enterprise Cooperation Committee to maintain regular operation and establish proper agenda, ensure operating funds and make important contributions to promoting partnership between universities and enterprises.

4.3 Coordinate in organizing joint activities between universities and enterprises

From the current practical results, it shows that university-enterprise partnership brings about multitude of benefits to both sides and the matter of coordinating and organizing joint activities between universities and enterprises is totally suitable and feasible. The University of Da Nang, its member universities and enterprises could jointly organize seminars, conferences, register and carry out research projects at all levels. In addition, The University of Da Nang, its member universities and enterprises could coordinate to carry out joint activities while training students, for example an university can invite corporate officers with high qualifications, rich experience in practice, pedagogical skills etc. to lecture and provide guidance for students' projects and graduate theses. On the other hand, enterprises could provide universities with facilities, equipment, and

laboratories to assist in the training. Enterprises could allow university lecturers to visit and learn more experience, get access to new technologies to enrich their practical knowledge. The University of Da Nang and its member universities should improve their training program by extending the duration of practice sessions, focusing on output standards that meet enterprises' requirements. On the other hand, enterprises can participate by providing advices and evaluating universities' training programs as well as consulting and job recruitment activities.

4.4 Strengthen technology transfer activities between universities and enterprises

Cooperation between universities and enterprises creates favorable conditions for technology transfer activities, in which the application of lecturers' research works could be realized in the production operation of enterprises, while also provide significant funding to support research activities of lecturers and universities. Enterprises benefit from applying scientific research to production practices. In addition, enterprises can place orders for research projects at universities to improve their product quality. Universities will conduct research and transfer the results back to enterprises. For large-scale projects, students will have the opportunity to participate in branch projects. This contributes to strengthening the research capacity of students and promoting the scientific research movement among college students.

4.5 Emphasize the role of alumni in university-enterprise partnership

Alumni are those who are knowledgeable about universities and enterprises, and who also want to build and promote university-enterprise partnership. Therefore, The University of Da Nang, its member universities and enterprises should focus on the role of alumni in university-enterprise partnership. The University of Da Nang and its member universities should establish consolidate and promote alumni associations' activities. In addition, individual alumni with sufficient professional capacity should be selected to participate in the university's training. Enterprises should focus on utilizing the role of alumni in their partnership with universities, by considering alumni as an important bridge in university-enterprise partnership. Alumni themselves should be aware of their own roles and responsibilities towards their universities and enterprises, contribute in building, promoting and developing sustainable university-enterprise partnership, in which the interests of both sides should be guaranteed.

4.6 Improve assistance in international cooperation

In the context of the globalization taking place deeply and strongly today, universities and enterprises themselves should promote international cooperation activities. Through the existing partnerships, The University of Da Nang, its member universities and enterprises can recommend, share experiences, and assist each other in cooperation with foreign partners. The University of Da Nang, its member universities and enterprises can jointly develop highly

feasible international-scale projects through the coordination of human resources. Resources, finance and facilities of both parties. As a result, the international cooperation activities of The University of Da Nang, its member universities and enterprises could be enhanced, improving their prestige and brand name and enhancing their funding, facilities and equipment. At the same time, through assistance activities in international cooperation, the partnership between The University of Da Nang, its member universities and enterprises could be developed sustainably.

5. Conclusion

While Vietnam is increasingly developing and under the process of strong integration with the world today, the partnership between universities and enterprises is an important factor stemming from objective demands, based on economic principles, supply and demand, ensuring the harmony of the country's interests as well as the interests of both universities and enterprises. The university-enterprise partnership is of great significance in ensuring and improving the quality of universities' training products, as well as the quality of human resources for enterprises. Promoting cooperation in human resource development is an urgent requirement, a mandatory task, a requirement of society for universities in general, including The University of Da Nang and enterprises in particular. Therefore, The University of Da Nang and enterprises should utilize synchronous solutions to accelerate sustainable university-enterprise partnership in human resource development for local, regional and national demands.

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