

**MINISTRY OF EDUCATION AND TRAINING
THE VIETNAM INSTITUTE OF EDUCATIONAL SCIENCES**

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**MANAGE THE TRAINING JOINT AT THE VOCATIONAL
COLLEGES TO MEET MANPOWER NEEDS OF THE
INDUSTRIAL ZONES IN BINH DUONG PROVINCE**

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INTRODUCTION

1. Reasons of choosing the topic

After 30 years of renovation, the country has 304 industrial parks and export processing zones in most provinces and cities. Particularly in Binh Duong, there are 28 industrial parks in being operated. Therefore, the demand for high quality human resources is very high, especially trained laborers. However, in the investment projects in industrial zones and economic zones, there is no "planning" for human resource development, most of the working population in the industrial zone is 80% occupants do not have professional skills, lack of industrial style. Therefore, the competitiveness of our country's economy remains weak.

Based on the practical needs of human resources in industrial parks in Binh Duong, the author selected the topic: *Manage the training joint at the vocational colleges to meet manpower needs of the industrial zones in Binh Duong province* became a research topic in order to contribute to training high quality human resources for production in industrial zones in Binh Duong province in the current period.

2. Purpose of the study

To build the science foundation and propose solutions to manage training cooperation between vocational colleges and enterprises in order to improve the quality of training and effective training of vocational colleges to meet the demand for human resources in the industrial zones in Binh Duong.

3. The subject and object of study

3.1. Researchers

Training activities between vocational colleges and enterprises in industrial zones.

3.2. Research subjects

Managet of training links between vocational colleges and enterprises to meet the human needs of industrial zones.

4. Sciencific hypothesis

Managing the training link between vocational colleges and enterprises in industrial zones in Binh Duong is still limited today from input management, process management to output management. If there is the proposing solutions to manage training links between vocational colleges and enterprises under the CIPO approach, ensuring practicality and feasibility, will contribute to the training of collegial workers to meet the needs of enterprises in industrial zones in Binh Duong

5. Research mission

(1) Study the theoretical foundation for training linkages and training management between the vocational training and enterprises in the industrialized areas according to the CIPO approach to vocational training.

(2) Assess the status of training joint and management of training links between vocational colleges and enterprises to meet the human resource needs of Binh Duong Industrial Zones.

(3) Propose the solutions on management of training cooperation between vocational colleges and enterprises in order to meet the human resource needs of industrial parks in Binh Duong.

(4) Test and testing to prove the necessity and feasibility of the solutions.

6. Scope of the study

(1) Study the theoretical and practical basis for training linkages and management of training cooperation between vocational training colleges and enterprises in industrial parks.

(2) Training management solutions between vocational training colleges and enterprises in order to meet the demand of college level human resources in vocational training for enterprises in industrial zones in Binh Duong.

(3) Managers are principals of vocational colleges and directors of enterprises in industrial parks in Binh Duong.

(4) Surveyors include cadres of state management of vocational training; office – faculty managers, technicians and workers with the level of 60 enterprises; managers, teachers, students of 5 vocational colleges in Binh Duong.

7. Approach and research methods

7.1. Approach method: System-structure approach; Historical Logic approach; Market Access; the output target approach; Practical approach.

7.2. Research method: Theoretical study; Practical research; Statistical methods; Expert method, Experimental method.

8. Points of protection

(1) The practice shows that the management of training links between vocational colleges and enterprises has been an urgent and crucial requirement in improving the quality of training to meet the human resource demands of the enterprises in industrial parks.

(2) Training cooperation activities between vocational colleges and enterprises in industrial parks in Binh Duong have the best effect in the current market mechanism when there are appropriate solutions for joint management and training suitable for market approach and output standards.

(3) Training management solutions between vocational colleges and enterprises in industrial parks are proposed under the cipos approach to improve training quality and meet the human resource needs of public parks with necessary and highly feasible factors.

9. New contributions of the thesis

(1) Develop a scientific foundation for the management of training joint between vocational colleges and joint to meet the human resource needs of enterprises in industrial zones by approaching the stages of the education process (CIPO).

(2) Objectively evaluate the status of training links and management of training links between vocational colleges and enterprises in industrial zones in Binh Duong province. Indicate the successes and limitations of the training links in Binh Duong.

(3) Proposed solutions to manage the training link between vocational colleges and enterprises to meet the human resource needs of industrial parks in Binh Duong, to prove the superiority of the proposed solution.

CHAPTER 1

THEORETIC FRAMEWORK ON MANAGEMENT OF TRAINING LINKS BETWEEN ENTERPRISES AND COLLEGES TO MEET THE NEEDS OF EMPLOYEES OF INDUSTRIAL PARKS - INTERNATIONAL EXPERIENCE

1.1. Historical overview of the problem study

1.1.1. Works have been studied abroad

1.1.1.1. Studies on the benefits of joint training between colleges and enterprises

The training links brings economic and social benefits including: the interests of individuals, the interests of enterprises and the whole society.

1.1.1.2. Studies on joint management training between colleges and colleges

a. Studies on the solution to promote training links

The author Chana Kasipar, Se-Yung LIM, Alexander Schnarr, Quanquan Wu, Xu Ying, Frank Bunning (2009) that mentioned several joint training solutions took positive effects such as: training in the enterprises, companies employed manpower.

b. Policy studies related to the management of training joint between colleges and companies

The authors Tazeen Fasih (2008), Chana Kasipar, Se-Yung LIM, Alexander Schnarr, Wu Quanquan, Xu Ying, Frank Bünning (2009) emphasized the responsibilities, role of the business, the funds to support workforce development.

1.1.2. The research work in the country

1.1.2.1. Studies on training joint between colleges and companies

- a. Vocational training models and training links between colleges and enterprises

The joint training model in Vietnam: Mentoring in plants, factories; Businesses and economic groups that have organized vocational training; business premises in the industrial zone.

- b. Studies of collaboration between colleges and businesses in vocational training

The authors Nguyen Van Anh (2009), Tran Khac Hoan (2006) have researched, developed specific management solutions to combine training at colleges and enterprises to improve the quality of vocational training.

- c. Research on human resources training for industrial zones in Vietnam

The author Nguyen Thi Thu Lan (2007) has proposed groups of solutions to develop vocational training to meet the human resource requirements of industrial zones in Dong Nai.

- d. Studies on the benefits of joint training between colleges and businesses

The authors Nguyen Minh Duong, Phan Van Kha (2006), Phung Xuan Nha (2009) shared the view that joint training between colleges and businesses made benefits not only colleges, enterprises, but also for the whole society.

1.1.2.2. Studies on management of training links between colleges and businesses

- a. The study of solutions to promote the management of training joint

The authors Tran Khanh Duc, Nguyen Loc (1993), Nguyen Minh Duong and Phan Van Kha (2006) are interested in finding solutions to promote linkages between colleges and business. However, the measures related to the management of training cooperation between vocational training colleges and enterprises in the industrial park are still fuzzy, as well as solutions to promote linkages in general.

- b. Policy studies related to the management of training links between colleges and businesses

The authors Hoang Thi Thu Ha (2007), Duong Duc Lan (2007) unanimously affirmed that the State has promulgated a number of policy

groups to strengthen training joint. However, policies have been implemented ineffective, not effective, coping, seasonal.

1.2. Some basic concepts of the topic

1.2.1. Manage

Management is the continuous, directional, deliberate action of an actor on the management of an organization through planning, organization, leadership and testing to achieve the items that would head out in terms of environmental fluctuations.

1.2.2. Link

Linking is a close, interdependent, interrelated relationship between the components of an organization or between organizations towards a common goal. Thereby creating a new power, new capabilities in the context and socio-economic environment that individual components or organizations can not have.

1.2.3. Vocational training and training links

1.2.3.1. Vocational training

Vocational training is a process of systematic development of knowledge, skills, attitudes and adaptability to the working environment, the ability to find a job or create a job.

1.2.3.2. Link training

Training link between vocational colleges and enterprises is a community responsibility and responsibility at various levels to improve the quality and effectiveness of training, meet the human resources needs for the development of joint Industry in industrial parks, contributing to improve the competitiveness of enterprises.

1.2.4. Manpower of vocational colleges and needs of vocational colleges manpower in the industrial zones

1.2.4.1. Manpower

Manpower is human force, it is the force in man that motivates socio-economic development. Human resource development is a top priority for nations.

1.2.4.2. Vocational college workers

Vocational college workers are human resources trained in vocational college degrees, have professional knowledge and capacity for practicing their profession, capable of carrying out complex work of their profession independently while having attitudes, life skills that are appropriate to the level of training.

1.2.4.3. Demand for college-level manpower

The need for college-level human resources is understood to be the need for a technical workforce with a college-level qualification to engage in the production and business processes of an enterprise in order to bring productivity and efficiency in the working process.

1.2.4.4. The relationship between training demand and usage of college-level manpower

The relationship between training and human resource use is established through supply-demand relationships. The training demand – training -use of human resources is the balance triangle built by the criteria: quality assurance, quantity, structure, meeting user requirements.

1.2.5. Vocational colleges

Vocational colleges as vocational training institutions where are taught college level (Article, 24 of the Law on Vocational Training 2006).

1.2.6. Industrial Zone

The industrial park has a defined geographic boundary, concentrating the enterprises specializing in producing industrial goods and providing services for domestic industrial production and export.

1.2.7. Enterprise

The enterprise in an industrial zone is an enterprise established and operating in an industrial zone consisting of a manufacturing or service enterprise; With such types as domestic enterprises, joint ventures with foreign partners, foreign invested enterprises.

1.2.8. Managing the training links between vocational colleges and enterprises to meet the human resources demands of industrial parks

The management of training joint between vocational colleges and enterprises to meet the human needs of industrial parks is the process of managing the training joint between vocational colleges and enterprises on the basis of voluntary, to share the interests of the parties and agree on the objectives, content, form, level and linkages in order to raise the quality and efficiency of training to meet the human resource demands of enterprises in industrial parks.

1.3. Training links between vocational colleges and enterprises to meet the human needs of industrial zones

1.3.1. The purpose is to link training between vocational colleges and enterprises in industrial zones

- (1) mobilize resources for the development of college-level training
- (2) Meeting the demand of human resources for enterprises in industrial zones

1.3.2. Principles of link training

- (1) Ensure the Law of Supply - Demand
- (2) Ensure benefits, consistency, harmony of associated goals
- (3) Ensure compliance with the inherent capacity while promoting the strengths of the stakeholders
- (4) Ensure a unified plan in the joint training process
- (5) voluntary assurance
- (6) ensure corporate social responsibility.

1.3.3. The content of joint training between vocational colleges and enterprises in industrial zones

1.3.3.1. Link in enrollment

The colleges train on orders from enterprises, the trained students sent to enterprises, colleges and businesses jointly undertake the enrollment campaign.

1.3.3.2. Linking to build the objectives and content of the training program to meet the requirements of enterprises

As a co-operator, the joint venture partners with vocational colleges to develop curricular content in the direction of market access and target approach.

1.3.3.3. Link in the assurance of resources for training to meet business requirements

a. Link of having secured human resources

Teachers of colleges participate in teaching professional theory; Highly skilled technicians of the company participate in teaching practice, practice guidance.

b. Linkage to ensure financial security, facilities conditions

Through training joint, enterprises can support the college in finance and facilities to directly serve training.

1.3.3.4. Link innovation in teaching methods, practice, practice

Training links between colleges and businesses allow learners to approach diversity in teaching methods, theoretical learning at the college, and practice at the firm.

1.3.3.5. Link innovation method of inspection and evaluation

Vocational colleges and enterprises jointly conduct examination and evaluation, especially for the graduation assessment. The evaluation committee consists of the college's staff and the technical staff of the business.

1.3.3.6. Linking career counseling and job creation for graduates

Vocational colleges work with businesses to establish employment information systems and provide employment assistance through career counseling and employment counseling.

In short, training links between vocational colleges and enterprises in industrial zones are coordinated activities on all stages of the training process such as linking inputs, processes, outputs, and under the influence of context.

1.3.4. The form, mode of implementation and the degree of linking training between vocational training colleges and enterprises in industrial zones

1.3.4.1. Form of joint training between vocational colleges and enterprises in industrial zones

Includes parallel training links; Associate training alternately; Collaborative training link.

1.3.4.2. How to develop training links between vocational colleges and enterprises in industrial zones

Training links come from personal, organizational relationships; To be deployed according to the actual demand arising; There should be a department responsible for joint training between vocational colleges and enterprises; Colleges actively contact and make plans to link training with business;

1.3.4.3. The degree of linking training between vocational colleges and enterprises in industrial zones

Include comprehensive links; Limited links; Discrete links.

1.4. Managing the training link between vocational colleges and enterprises to meet the human needs of industrial parks in the CIPO model.

1.4.1. The purpose and role of management of joint training between vocational colleges and enterprises in industrial zones

It will help to improve the coherence between vocational and business colleges, improve the quality of human resources, save time and create more job opportunities for learners; Make learners more reassuring and active in the learning process; Businesses are more active in the search for human resources, raising the corporate responsibility for vocational training.

1.4.2. Content of management training links between vocational colleges with enterprises to meet the human resource needs of industrial parks according to CIPO model

1.4.2.1. Manage "inputs" in training links

Manage all the necessary and sufficient factors to ensure the training process takes place. Include link management: enrollment; Building objectives and content; Ensure resources for training.

1.4.2.2. Management "process" in the training link

To manage the coordination between vocational training colleges and enterprises in the renewal of teaching-learning contents and methods and the examination and evaluation of their study results at colleges and enterprises.

1.4.2.3. Managing "outputs" in training links

Output management includes managing the number of graduates; The number of trained professionals in the industry, the number of students enrolled in the higher education level, the level of individual needs and business requirements; Manage career counseling to ensure that graduates have the skills to adapt to the reality and plan for career development.

1.4.2.4. Regulates the context context

To promote the positive impact, to limit negative impact of the context to link training.

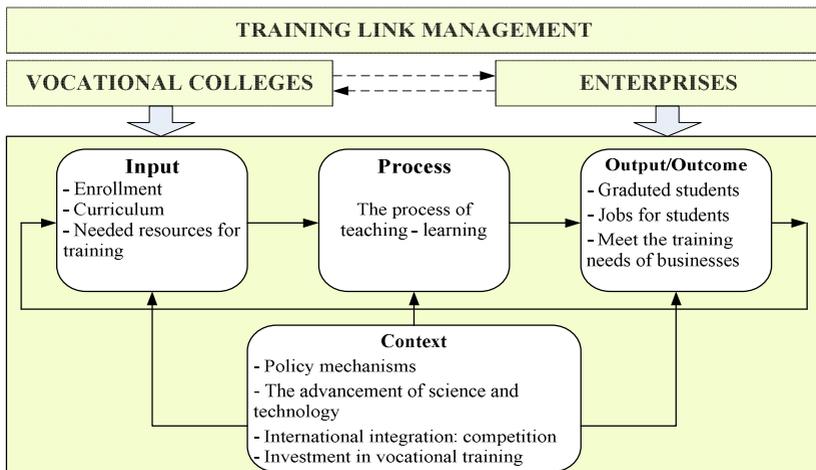


Figure 1.1: CIPO training management model

1.4.3. The conditions for managing the training joint between vocational colleges and enterprises under the CIPO model

(1) Identify the demand for high quality human resources to meet the production requirements of enterprises, socio-economic development

(2) there should be regulations, policy mechanisms, binding guidelines of the state, community responsibility in joint training

(3) management of training cooperation in accordance with the State regulations on vocational training

(4) Management is based on the agreement on the content, form and level of training cooperation, ensuring the principles of voluntary and harmonious interests of related parties.

(5) Ensure autonomy and self-responsibility in training cooperation

(6) Management based on the criteria for assessing the achievement of the goal of joint training between vocational colleges and enterprises

1.5. Factors affecting the management of joint training between vocational colleges and enterprises in industrial zones

1.5.1. The perception of managers of vocational colleges and enterprises about the benefits of training links

Managers of vocational colleges and businesses who have proper knowledge of human resource training and development will help determine the success of the organization.

1.5.2. Factors promoting the linkages between vocational colleges and enterprises

These are factors that facilitate the link between college and business, including: the impact of policy mechanisms, peer support, psychosocial factors; relationship; Factors come from business and from college.

1.5.3. The barriers to joint training between vocational colleges and businesses

Barriers are the factors that hinder or limit the training linkages between colleges and businesses. The main groups of these factors include: finance; relationship; policies, regulations, mechanisms.

1.6. International experience on joint training and management of joint training between colleges and enterprises

1.6.1. Some typical training link models

Some typical training models clearly show the training links in some countries in the world such as parallel training; Rotational training; Sequential training; Training in the Trial System in Switzerland; "Vocational training in business" in Japan; "Vocational Training System (2 + 1)" in Korea; Cooperative Training in Thailand...

1.6.2. Experience in managing training links of the outside

1.6.2.1. Experience of some European countries

(1) Vocational training for business and for enterprise development.

(2) vocational training fund - positive effects.

(3) combined training: teaching theory at vocational schools; Teach business practice.

(4) value learners.

(5) channeling - positive impact on vocational training.

1.6.2.2. Experience of some Asian countries

(1) attach importance to human resource development training according to actual demand.

(2) constraining corporate responsibility for vocational training

(3) enhance the awareness of vocational training and vocational training.

1.6.3. Experiences in the management organization of foreign joint-venture management can be applied in Vietnam

- The state should issue specific binding regulations on responsibilities, obligations and interests in joint training between colleges and enterprises. It is necessary to have a state management unit in charge of coordinating the training cooperation between colleges and enterprises.

- Professional associations should promote their role as the focal point for mobilizing enterprises to participate in all stages of the training process.

- Enterprises have the responsibility to contribute to the vocational training fund with the appropriate rate and shall be determined right after the procedures for establishment of the enterprise.

- The training program needs to be more flexible, allowing the college to develop its own training program on the basis of coordination with enterprises, at the request of enterprises and localities.

Conclusion of chapter 1

Firstly, the view of training joint between colleges and businesses is based on the education associated with labor-intensive, socially-tied societies.

Secondly, managing the training joint between vocational colleges and enterprises to meet the human needs of industrial parks is a new issue. In Binh Duong, no research has been done on this issue.

Thirdly, the content of management associate training collegial training meet the human needs of industrial parks under the CIPO include: management of input; Process management; Manage output; Actively regulating the factors affecting the training link.

CHAPTER 2

SITUATION OF TRAINING LINKS AND MANAGEMENT OF TRAINING LINKS BETWEEN COLLEAGES AND ENTERPRISES TO

MEET THE NEEDS OF MANUFACTURERS OF INDUSTRIAL PARKS IN BINH DUONG PROVINCE

2.1. Research organization status

2.1.1. Retrieve materials, summarize practical experience

From January to March 2014, the author collects information and data related to joint training and management of training links between vocational colleges and enterprises in industrial parks in the province of Binh Duong.

2.1.2. Field survey

To assess the strengths, weaknesses, opportunities and challenges in the management of inter-company training and management links between vocational colleges and enterprises as a basis for proposing management solutions. Training links between vocational colleges and enterprises meet the human resource needs of industrial parks in Binh Duong.

2.2. The views, policies and mechanisms of the communist party, the state of vocational training, joint training, link training management to meet the demand of human resources of enterprises.

The guiding principles for Vietnamese education are: "Learning goes hand-in-hand with education and labor, and college is associated with society."

The Communist Party and the State have made their views, undertakings and measures to improve the effectiveness of training, to link training with the reality of production and to fulfill the guideline to meet society's needs.

2.3. Socio-economic development, training development and industrial zones in Binh Duong

2.3.1. Socio-economic development

Binh Duong has an economic growth rate of 13.5% per year. It is an economically active province; With 28 industrial zones attracting domestic and foreign investment; Highest Competitiveness Index (PCI) in the country.

2.3.2. Development of industrial zones in Binh Duong

Over nearly 20 years of industrial park construction, by December 2015, the province has had 28 industrial parks with a total area of 9,500 hectares, accounting for 9.5% of the total and for 11.3% of the area of the industrial zones of the country.

2.3.3. Human resource characteristics of industrial zones in Binh Duong

About the number of manpower: most of them are migrant workers. Human resource quality: Human resources without technical skills account for a very high proportion, about 88.2%, higher than the average in the South East region.

2.3.4. The development of vocational training in Binh Duong

Up to now, there are 06 vocational colleges, 08 intermediate vocational schools and 12 public business centers, and 80 vocational training establishments. The rate of trained workers in 2005 was 38.0%, 55.0% in 2009 and 65.0% in 2015.

However, the cohesion between colleges and enterprises is not tight enough, not enough attention to the actual needs of enterprises. The situation is both inadequate human resources provided to enterprises, and many students can not find suitable jobs; Enterprises must retrain them after recruitment.

2.4. The status of college-level training to meet the needs of enterprises in industrial parks in Binh Duong

Enterprises assessing about the knowledge and attitude of the workforce college level is relatively satisfactory. However, the ability to perform tasks, problem solving skills, cooperation in production, foreign languages and computer, communication ability is weak.

The teacher evaluates the current curriculum that needs to be revised to be more appropriate; It is necessary to add material facilities, equipment, machines, materials and teaching services to keep up with changes in production technology.

Most graduates have to be retrained at the place of production with an average time of about 1-3 months to adapt and familiar with the working environment.

2.5. Situation of joint training between vocational colleges and enterprises in industrial parks in Binh Duong

2.5.1. Form and degree of link training

The pattern of sequential linking dominates (84.38%). This shows that the level of cooperation among the parties is still low. The degree of linkage between colleges and businesses is essentially discrete.

2.5.2. Links in enrollment and career guidance

The degree of linkage between vocational and business colleges in admission is not regular. As a result, vocational colleges do not recruit qualified students every year.

2.5.3. Link in the build benchmark output

As many as 81.3% of managers in vocational colleges and 90.8% of managers in business think that there is no linkage in setting the standard.

2.5.4. Linking in building the objectives and contents of training programs to meet the needs of enterprises in Binh Duong industrial zones

Enterprises are less interested in supporting human resources, material resources, financial resources for colleges ...; enterprises have supported the training through the scholarship incentives for students but the number is not much and the frequency is not frequent.

2.5.6. Link planning and organizing the implementation of the training plan

There is very little association between vocational colleges and enterprises, with most of them practicing in the enterprise at the stage of graduating students. Students practice in stages with little access to modern machinery. Therefore, the training process is difficult to achieve the objectives set.

2.5.7. The link aims to renew the method of examination, assessment and graduation

Colleges cooperate with businesses in organizing graduation exams, commenting student internship results, but only formal. During the training process, the coordination of assessment and evaluation is not yet implemented regularly.

2.5.8. Associate in career counseling and job placement after college for vocational college students

Career counseling is beginning to be of interest to colleges. Job placement work is well done by colleges, which shows that businesses have great demand for technical human resources.

2.5.9. Associate in assessing the practicing abilities of students after graduation

Traceability of post graduates has not been paid enough attention, the quality of human resources employed is not in line with the desires of the business and its manifestation is that the college still teaches. Current capacity but not true at the request of the business.

2.5.10. Situation of the impact of context on joint training between vocational colleges and enterprises in Binh Duong industrial zones

Businesses claim that they receive less benefit than others, which affects the active involvement of businesses in promoting joint training with vocational colleges.

The groups of motivation factors from enterprises and vocational colleges are almost equal in average level of impact (6.6 and 6.7/10).

At present, the biggest obstacle is the lack of information between the two sides (enterprises and vocational colleges) and the person responsible for the contact.

2.6. The status of management of training joint between vocational colleges and enterprises in industrial parks in Binh Duong

2.6.1. The status of input management in training links between vocational colleges and enterprises in industrial parks in Binh Duong

2.6.1.1. Current link management status in enrollment

Both groups of vocational colleges and businesses agreed that this is a very necessary content, but the level of implementation is too low, not achieved the expected results.

2.6.1.2. The status of joint management of training in setting objectives and contents of the training program to meet the needs of enterprises in industrial parks.

The opinions suggest that associate management in the development of curriculum objectives and curriculum content is essential. However, the results of assessing the performance of the above management contents are not good.

2.6.1.3. Linkage management status assures resources for training

College managers, businesses and teachers are aware of the linkage management that ensures the resources used in training are essential. However, the degree of linkage implementation ensures the resources for training, the majority of opinions for the teeth are rarely implemented.

2.6.2. Current status of process management in training links between vocational colleges and enterprises in industrial zones in Binh Duong

2.6.2.1. Current status of linkage management planning training, implementation organization, evaluation of teaching process at vocational colleges

The planning of teaching and evaluating teaching outcomes in vocational colleges is generally relatively well done. However, this work is only made by colleges, businesses rarely join the same college.

2.6.2.2. Current status of link management in the organization of learning activities in enterprises

More than 30% of the respondents said that the contents of joint management in the organization of learning activities in enterprises have never been implemented. As many as 26.1% of the respondents believe that students are not trained according to the training discipline. Thus, after the time of practicing in the enterprise, the quality of students' skills has not really met the requirements of level 3 or 4.

2.6.3. The status of output management in training links between vocational colleges and enterprises in industrial zones in Binh Duong

2.6.3.1. Current status of linkage management in the assessment and recognition of graduation

Assessment and accreditation for college students is well done by the colleges. However, this work is mainly done by the college, the business role is very faint.

2.6.3.2. The status of link management job introduction for graduate students

Prior to each graduation exam, the college sent a notice to the business to provide information on the number of professions in which the students of the college prepare to graduate so that the business needs can conduct student interviews. Directly at the college or business school send a recruiting notice to the college to inform the students and apply for recruitment. This shows that initially there was a collaboration between vocational colleges and enterprises in job introduction for job creation for graduates.

2.6.3.3. Current status of linkage management in career counseling

Career counseling services serve the enrollment process and are limited to two phases: vocational orientation in advance of training and career counseling in training. Especially, post-training careers are not paid attention.

2.6.4. The status of regulating the impact of the context on training cooperation between vocational colleges and enterprises in industrial parks in Binh Duong

Management actors are well aware of the impact of the context that has important implications for linking training, contributing to the linking training between colleges and enterprises in industrial parks. In the positive. However, the level of implementation of linkage training is still limited. Therefore, it is necessary to take measures to promote the implementation of policies on training cooperation.

2.6.5. Situation of policy mechanism and implementing mechanisms and policies related to training cooperation between vocational colleges and enterprises in industrial parks in Binh Duong

2.6.5.1. Situation of the regulations specifying the policies and programs on training cooperation between colleges and enterprises in Binh Duong

The current regime and policies on training cooperation are generally based on the spirit of voluntary spirit advocacy of enterprises, and there is no

mechanism or policy to impose obligations, obligations and Rights of affiliated parties.

2.6.5.2. The issue of the issue of joint training mechanism to facilitate the development of training cooperation to meet the human resources for industrial parks in Binh Duong

The promulgation of a joint training mechanism has not been properly considered by competent authorities. Training activities are spontaneous, there is no coordination information, no plan, specific procedures.

2.6.5.3. Current status of the organization of inspection, review and evaluation of effectiveness of training cooperation activities annually by state management agencies in charge of vocational training

Reviewing and evaluating the process of joint training between colleges and enterprises has not been implemented because the state management agency in charge of vocational training said that the training link comes from the spirit of self covenant between the parties concerned.

2.7. A general assessment of training joint and management of vocational training colleges to meet the demand of human resources of enterprises in industrial zones of Binh Duong province.

2.7.1. Strengths

Vocational colleges have been more active and active in finding suitable enterprises to associate in vocational training; Businesses always aware of high quality human resources will contribute to increase productivity, product quality to create competitive advantage; The policy mechanism, training environment is being encouraged and supported by the government and local agencies.

2.7.2. Limitations

The work of maintaining and developing the relationship between colleges and businesses has not been systematically implemented; Enterprises have not shown their responsibility in training human resources, have not provided information on demand and demand for human resources for vocational colleges; Vocational colleges have not established close relationships with businesses, and there is no information system on labor market.

2.7.3. Chance

Binh Duong has a rapid development of industrial zones, demand for manpower, especially high quality human resources for production and business of enterprises more and more. Promulgated vocational training development policies have the potential to create favorable conditions for the

development of training links to meet the needs of enterprises and society; Pupil assignment has been paid more attention. Social psychology and parental parents gradually make more positive changes to the choice of career, college choice.

2.7.4. Challenge

The competition law and the rule of law in the market mechanism have forced the domestic colleges to survive in fierce competition with each other and with the training institutions of foreign countries in training quality human resources. high.

Conclusion of Chapter 2

Vocational colleges have contributed significantly to the supply of labor force to enterprises in Binh Duong's industrial parks, but the quality of training has not met the needs of enterprises. Many enterprises after recruitment must organize retraining and supplementary training for graduates from vocational colleges. There are many reasons leading to the above situation, but the main reason is that the joint training between vocational colleges and enterprises in industrial zones is spontaneous and not in order. From the current situation, if vocational training is to survive and develop better to meet the demand of human resources, vocational colleges should actively cooperate with enterprises based on the training process followed the CIPO model.

CHAPTER 3

MANAGEMENT SOLUTION OF TRAINING LINKS BETWEEN INDUSTRIAL COOPERATIVES AND ENTERPRISES MEETING THE NEEDS OF MANUFACTURERS OF INDUSTRIAL PARKS IN BINH DUONG ACCORDING TO CIPO APPROACH

3.1. Human resource development plan for Binh Duong province for 2011-2020

3.1.1. Orientation for economic and social development of Binh Duong province to 2020

The economic structure shifted towards increasing the proportion of service industries to the industry; To restructure the labor force and strive to become a grade-I city under the Government.

3.1.2. Orientation of human resource development in Binh Duong province to 2020

Well-exploited, effective "golden population" period. Development of human resources in sufficient quantity, quality assurance and reasonable

structure. Strive to 80% of trained workers by 2020 and 70.0% of trained workers.

3.1.3. Forecast of job training through vocational training in Binh Duong period 2011-2020

By 2020, the rate of trained workers reaches 70%, equivalent to 1,058,000 laborers, of which vocational colleges are 127,000 (12%).

3.1.4. Demand for college-level human resources of enterprises in industrial parks in Binh Duong province in the coming time

3.1.4.1. The needs of enterprises in industrial zones in the number and structure of occupations of college-level human resources

Enterprises in the industrial parks of Binh Duong province need professional technical college-level skills in the fields of maintenance of electromechanical equipment, metal cutting, mechatronics, industrial electricity, industrial electronics. ...

3.1.4.2. The requirements of enterprises in industrial parks in the quality of human resources of collegial level

Enterprises need highly skilled human resources, have the working style of industrial labor, have the ability to organize production management, proficiently use equipment and capabilities in informatics, foreign languages, communication skills, teamwork skills.

3.2. Principle of proposing management solutions to associate vocational training to meet the human resource needs of industrial parks in Binh Duong.

- (1) Ensure practicality and feasibility
- (2) Ensure supply - demand
- (3) Ensure equality, ensure benefits
- (4) Ensure self-discipline and observance of laws

3.3. Solutions to manage colleges of vocational training to meet the human needs of industrial zones in Binh Duong

3.3.1. Building a system for forecasting human resources for industrial parks in Binh Duong

3.3.1.1. Solution purpose

Quickly grasp the demand of human resources of enterprises in industrial zones; Seek partners, grasp the ability and level of cooperation to ensure the balance between training and employment.

3.3.1.2. Content solution

Establish and train a specialized unit to exploit and process information about the needs and requirements of enterprises, and provide information on training capacity to provide college-level human resources to enterprises.

3.3.1.3. How to implement the solution

Identify information about the needs and requirements of human resources of enterprises, the supply of vocational colleges.

Vocational colleges should take the initiative in approaching enterprises wishing to recruit labor for the purpose of discussing and signing contracts for joint training.

Periodically review, review and supplement the increasingly perfect regulations on training cooperation in order to achieve higher efficiency in implementing training cooperation.

3.3.1.4. Conditions to implement the solutions

There is a mechanism to promote the role of the focal point of professional associations and business associations. To adopt incentive policies to strengthen the link between training and employment; Remuneration policy for enterprises involved in human resource training. Promote the mechanism that binds the responsibility and obligation of the enterprise to provide information on the demand and demand for human resources periodically for training establishments / professional associations.

3.3.2. Renovate and improve the modes, forms and levels of training links between vocational colleges and enterprises to meet the human resource needs of industrial parks in Binh Duong.

3.3.2.1. Solution purpose

Increased initiative in linking the training process of colleges to the production practices of enterprises in industrial zones. Maximize collegial alignment with business through flexible, flexible means, form and level of cooperation in order to improve the quality of college-level training.

3.3.2.2. Content solution

Vocational training colleges and universities agree on the objectives of joint training, selection of training content (input, training, output), form and level of training Quality assurance conditions for training.

3.3.2.3. How to implement the solution

Vocational colleges need to assess the current forms, methods and levels of linkages, and identify strengths and weaknesses to serve as the basis for renewal and improvement of the form, New connection.

On the basis of the form, mode and degree of association with existing enterprises, vocational colleges should boldly pilot the form of form, method and degree of higher linkages.

Leadership of vocational colleges actively approach enterprises, directly discuss the policy on the basic issues such as content, forms of association, responsibilities of each party and contract signing.

Implement the contract in accordance with the agreed plan. Departments, individuals in charge of each side advise the leaders to conduct inspection and final review after each stage of the contract.

3.3.2.4. Conditions to implement the solution

Vocational colleges and enterprises must be voluntary and equal in the process of joint training. Affiliates are interested in, sharing, supporting each other, flexibly adjust the training plan or production plan so that it can fit the actual situation of both parties, creating the highest efficiency in the link.

3.3.3. To develop and improve regulations and regulations on management of training cooperation between vocational colleges and enterprises

3.3.3.1. Solution purpose

To create flexible and flexible mechanisms to encourage organizations and individuals inside and outside the university to actively promote cooperative relations between vocational colleges and enterprises in order to bring benefits to concerned parties.

3.3.3.2. Content solution

Reassess the shortcomings of the current regulations of the college related to joint training, on that basis, organize and supplement the existing regulations and regulations to suit the new conditions, and context.

3.3.3.3. How to implement the solution

Review the shortcomings and bottlenecks in training cooperation related to the institution, policies, regulations and internal regulations of colleges.

Formulate, supplement and finalize regulations to encourage organizations and individuals inside and outside the school to promote training activities.

Propose to the competent agencies for consideration and settlement of problems arising from unsuitable mechanisms and policies.

Complete and issue a decision to establish the school's regulations on strengthening training links between colleges and enterprises in industrial zones.

Examine and evaluate the implementation of new regulations, promptly detect non-compliance or opposition members, and poll respondents from these elements. Conducting a preliminary review to assess the effectiveness of training cooperation between colleges and enterprises.

3.3.3.4. Conditions to implement the solution

The internal rules and regulations on joint training between colleges and enterprises are officially promulgated to ensure the interests of stakeholders in the process of joint training, ensuring compliance with the law; Individuals, agencies and departments in colleges must be thoroughly trained in the meaning of the contents of the regulations and regulations in order to well perform the training joint and management of associate training links.

3.3.4. Intensively coordinate the management of the training process between colleges and enterprises to meet the human needs of industrial zones in Binh Duong.

3.3.4.1. Solution purpose

Overcome the weaknesses of the management of the training process, motivating both the vocational colleges, businesses, teachers and students to actively pursue each other's role in teaching and learning.

3.3.4.2. Content solution

Collaborate in organizing and managing the process of training and evaluating learning outcomes so that the teaching process is carried out synchronously and systematically at vocational colleges and enterprises according to the agreement between the two parties.

3.3.4.3. How to implement the solution

Vocational colleges and businesses meet unified training plan for each course; Unify the application of the model of training linked to the conditions of the two sides. To agree on the objectives, contents, training methods, students and criteria for teaching contents.

Training planning is implemented in a coordinated way based on the modalities and levels of cooperation between colleges and businesses that have been established in a coherent process of organizing the teaching process.

The enterprise has sent its experienced technicians to contribute comments on the content of the curriculum; Hands-on instruction, practice; Participating in the examination and evaluation of student achievement and graduation exam. Teachers of vocational colleges and technical staff of enterprises join the graduation exam boards. The graduation outcome of the course is the output and can be considered as the criterion for evaluating and recruiting staff to work in the enterprise.

3.3.4.4. Conditions to implement the solution

Colleges and enterprises should fully prepare the necessary conditions to ensure the quality of the training process, actively organize the implementation of training cooperation plan so as not to affect the work of the partner .

Issuing a system of written regulations, procedures and forms for consistency in the administration and final report of the management of the training process.

3.3.5. Assure resources for training to meet the needs of enterprises in industrial zones in Binh Duong

3.3.5.1. Solution purpose

Promote strengths, overcome weak points of the unit so that both can complete the training contract with enterprises, and can complete the training plan indicators assigned by the local, has just completed The mission of the unit, to build a vision, have the right orientation in training to meet the human needs of industrial parks.

3.3.5.2. Content solution

Seeking, mobilizing investors, calling for support, funding sources, scholarships, machinery and equipment, suggestions for developing objectives, content of the curriculum, facilitating teaching and learn best for the training process.

3.3.5.3. How to implement the solution

Mobilize resources for the development of teachers;

Mobilize resources for student investment, finance for training;

Mobilize resources to build curricula, develop learning materials.

3.3.5.4. Conditions to implement the solution

Leaders of vocational colleges must be active and active in cooperating with other training institutions and with enterprises in order to mobilize the resources necessary for the training process to meet the demand for human resources for industrial zones.

3.3.6. Develop a career counseling system for graduates

3.3.6.1. Solution purpose

Overcoming the "gap" in output management that has long been ignored by universities is career counseling for post-graduates. Formulation of student information management system to ensure accurate data to accurately evaluate the quality and effectiveness of training to make timely adjustments.

3.3.6.2. Content solution

The counselor equips students with the skills needed for future work; Future career orientation and career path, closely linked to the actual work process and later work of students.

3.3.6.3. How to implement the solution

Include in the training plan the contents related to career counseling for students. Integrate career counseling into the teaching process.

Organize seminars, exchanges to provide career counseling for students. Take students to visit, practice in the business several times during the training.

Establish the Alumni Contact Liaison Committee to receive information on training quality, career development trends, etc., follow the traces of students to get information on: workplace, job position, adaptability, ... to base the database on the graduated students' output information;

Examining and evaluating career counseling and job placement, statistics on the number of students offered employment, the percentage of students who got a job after a 6-month period of employment and the correct trained occupation. The number of businesses associated with the school in training and employment ...

3.3.6.4. Conditions to implement the solution

There must be a stable organizational apparatus, modern equipment, a staff of professional consultants, job introduction strong enough in professional, professional, active in career counseling.

Enhance the alumni's sense of responsibility for regularly updating information on the employment situation, new requirements and needs of businesses to the college's outreach department.

3.4. Relationship between solutions

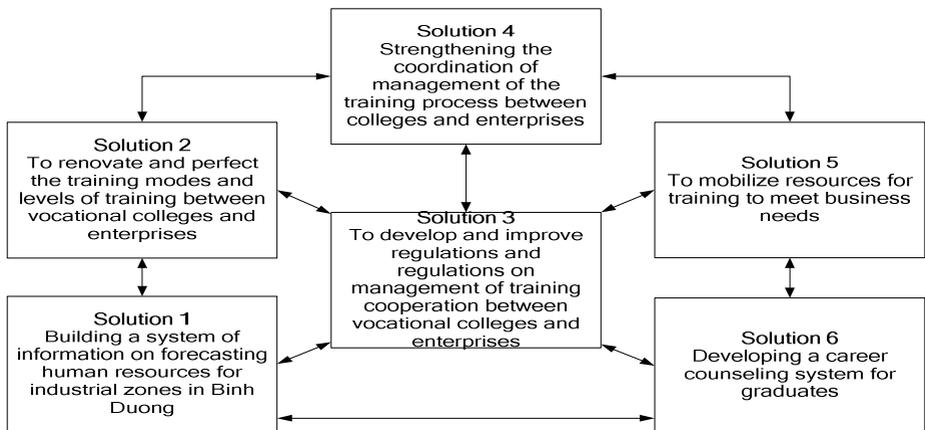


Figure 3.1: Relationship between proposed solutions

3.5. Testing and testing solutions

3.5.1. Assist in the urgency and feasibility of solutions

3.5.1.1. Purpose of assay

To seek expert opinion on the necessity and feasibility of proposed solutions.

3.5.1.2. Content of assay

Necessity and feasibility of solutions to manage training cooperation between vocational colleges and enterprises to meet the needs of industrial parks in Binh Duong.

3.5.1.3. Test method

a. Necessity of solutions

Evaluation results show that 83.3% (5/6) of the proposed solutions are judged necessary or necessary; 16.7% (1/6) of the solution was evaluated relatively necessary. No solution is judged unnecessary or unnecessary.

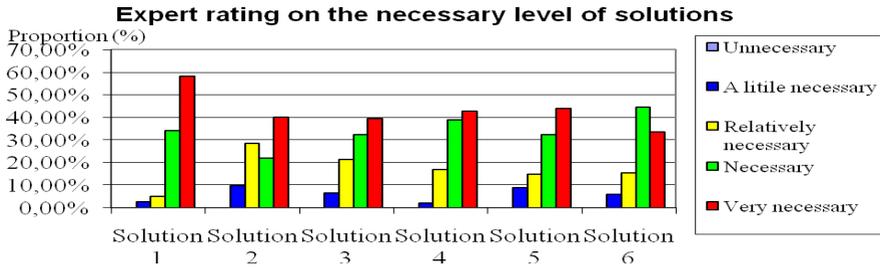


Figure 3.2: Assessment of the degree of necessity of the proposed solutions
b. Possibility of solutions

The results of the evaluation show that the proposed solutions are evaluated as feasible or feasible or feasible. No solution is considered unworkable or less feasible.

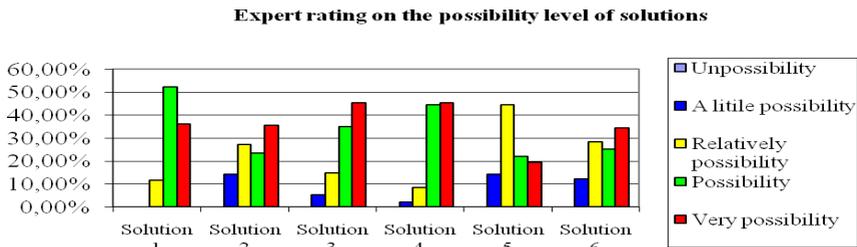


Figure 3.3: Assessment of the possibility of proposed solutions

3.5.2. Test solution "Strengthening coordination of management training between vocational colleges and enterprises"

3.5.2.1. Experimental purpose

To demonstrate that if the appropriate organization and management measures, students will have better skills after the training process.

3.5.2.2. Limit experiment

Only one of six solutions to the experiment was selected: "Strengthening the coordination of the management of the training process between colleges and enterprises".

3.5.2.3. Experimental object

Third-year students of the Faculty of Mechanical Engineering and Electrical-Automation of the Vocational College of Vietnam - Singapore.

3.5.2.4. Experimental content

- Step 1: Unify the objectives, content, model, method and plan of linking and signing training cooperation contract.

- Step 2: Coordinate the organization of training at vocational colleges and enterprises.

- Step 3: Check the skills of the students according to agreed criteria.

3.5.2.5. Experimental time

Session 1: from 10/2015 to 12/2015; Session 2: 4/2016 to 6/2016

3.5.2.6. Experimental method

Assess the students' practical skills in terms of qualitative and quantitative criteria to draw conclusions about the effectiveness of the "enhanced coordination between the management of the training process between Vocational colleges and enterprises "compared to the training in the form of sequential students only practice production at the enterprise before graduation.

3.5.2.7. Method of evaluating and processing experimental results

Qualitative and quantitative assessment of the practical skills practiced by students in both experimental and control groups.

3.5.2.8. Experimental process

Includes: Preparation; Conduct Experimental and Evaluate Experimental Results

3.5.2.9. Experimental results

Data processing showed that the average scores on the skills of the experimental group were significantly higher than those of the control group.

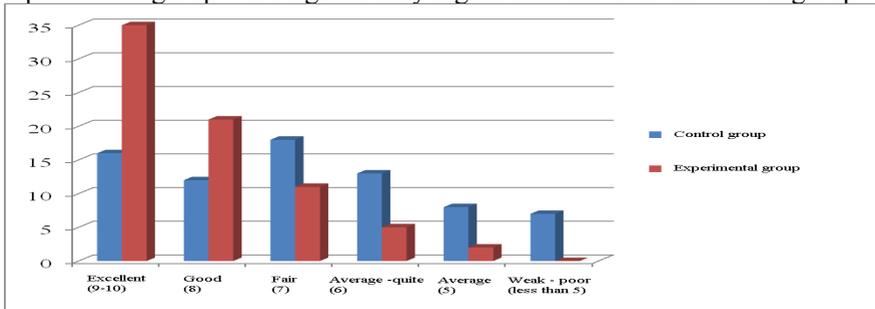


Figure 3.4: Test point chart of C13CK1, C13DC1 and C13CK2, C13DC2

3.5.2.10. Evaluation of experimental results

Quantitative assessment: Prior to the experiment, two groups of students were equivalent in terms of skills. After practicing, the practicing skills of these two groups were markedly different. The mean of the experimental skills of the experimental group was greater than that of the control group.

Qualitative assessment: Due to the fact that they are practiced many times in the company, they are exposed to the actual working environment, so

the student group is practicing to solve more suitable occupational situations, industrial style and sense of security. Whole labor is better than the control group.

General evaluation: The experimental results have shown that the strengthening of the coordination in management of training cooperation between the vocational colleges and enterprises plays an important role and directly affects the quality and effectiveness of training.

Conclusion of Chapter 3

Based on the theoretical and practical research on joint training and management of training links between the vocational colleges and enterprises, orientation for the development of vocational training, the thesis has proposed 6 inter-related management solutions. Training between the vocational colleges and enterprises to meet the demand for human resources for enterprises in industrial parks in Binh Duong.

Through trial and trial proved the necessity, the feasibility of the solution. When the solutions implemented will help the management of joint training between the vocational colleges and enterprises to meet the human needs of industrial parks in Binh Duong.

CONCLUSION - RECOMMENDATIONS

Conclude

The topic has contributed to the development of the theory of linking training and management of joint training, especially the management of linking training with the cipos approach in vocational training. This is the basis for the survey and evaluation of the status of vocational training, joint training and management of training links between vocational colleges and enterprises in industrial parks in Binh Duong in the years. recently. Training links between vocational colleges and enterprises are important to improve the quality and effectiveness of vocational training, but so far, this activity has not been actively engaged by enterprises. , The policy of linking training has not been fully utilized.

From the theoretical and practical basis, the topic proposes six core management solutions, directly affecting the joint training between vocational colleges and enterprises to meet the needs nl for Industrial zones in Binh Duong. Through experimentation, the experiment has proved the scientific, necessary and feasible solutions. The results obtained from the experiment confirm the correctness of the stated scientific hypothesis.

Recommendations

For Government and Ministries: Care should be taken to create favorable conditions and soon there should be legal documents promoting training cooperation; Regularly check the implementation of joint management

training to take measures to improve the quality and effectiveness of joint training.

For Binh Duong province: There should be mechanism to promote the role of the association, mobilize enterprises to volunteer to train human resources; State management agencies should regularly check and evaluate the effectiveness of joint training, advise on supplementing and adjusting mechanisms and policies to improve the quality of vocational training.

For vocational training institutions: To be sensitive to information, to take initiative in building relationships with enterprises so as not to be passive in vocational training associated with enterprises' demands; Training plans between vocational colleges and enterprises must be built on the basis of ensuring the principles of equality and mutual benefit for the parties.

For the management of industrial zones: It is necessary to be well aware of the central role in gathering information on high quality labor demand of enterprises and the ability of vocational colleges and promotion. For business associations to promote internal resources, orientation for enterprises to participate in training cooperation.

For enterprises: It is necessary to be aware of their role in human resource training; active, active, self-involved in vocational training; assign the department in charge of training cooperation with vocational training colleges in the stages of the training process and job creation for graduates.

LIST OF WORK HAS BEEN PUBLISHED

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- [3]. Phan Tran Phu Loc (2016), *The situation and solutions to reinforce the management of vocational joint training to meet the manpower needs of the industrial parks in Binh Duong province*; Journal of Education, No. 373, January-January 2016, p. 8-11.
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