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**Title**

Key problems in organizing and structuring university research in Vietnam : the lack of an effective research "Behaviour uformalization" system / Huong Thi Lan Nguyen ; Vincent Lynn Meek

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**Abstract**

Structure and organization seems to be at the root of many of the questions raised about institutional behaviour; however, with respect to research on university capacity building, few studies have examined research organizational problems, particularly in developing countries. This study investigates academic reactions to the structure and organization of research at four leading Vietnamese universities. Through document analysis and semi-structured interviews with 55 participants, the study finds that the four case-study Vietnamese universities have accomplished a number of the more visible tasks of research management such as creating research and research management positions; deciding primary organizational units for research delivery; creating a research office; and creating research oversight committees. However, they seem to neglect the other less visible tasks of organizing and structuring research such as developing rules for research integrity; developing a mechanism for evaluating the quality of research outcomes; preparing researchers and research managers for the necessary skills and knowledge; and deciding vertical and horizontal decentralization. The study concludes that even though research has been formally structured and organized, the management of research has not yet been professionalized. The key problem in organizing and structuring research is the lack of an effective system for research

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behaviour formalization. A more effective system for better formalizing research behaviours should be developed so that Vietnamese universities can integrate more successfully into the global research.(HRK / Abstract übernommen)