

**IMPROVING LEADERSHIP AND MANAGEMENT COMPETENCES  
FOR FACULTY DEANS AND DEPARTMENT HEADS  
IN THE VIETNAMESE HIGHER EDUCATION INSTITUTIONS  
IN THE 21ST CENTURY**

*Author:*  
*Nguyen Duy Mong Ha*

**ABSTRACT**

In order to deal with the competition and challenges in higher education in the globalization era, professional middle management staff in the Vietnamese HEIs (higher education institutions), i.e. faculty deans and department heads, are required to improve a wide variety of important leadership and management competences in addition to their specialized knowledge and skills, foreign languages and ICT competence, as follows: (1) Competence in building and implementing strategic plans as well as managing projects accordingly, (2) Competence in designing and developing study programs and curricula (main and extra-curricular activities), (3) Human and financial resource management competence, (4) Quality management competence and (5) External relations competence. The paper first analyzes the global and national contexts with the impact on the demand for improving these competences of the academic middle management staff, then describes clearly each type of the competences above and finally gives some implications for the comprehensive development of these competences in the Vietnamese HEIs.

**Key words:** *higher education, middle management staff, competences, globalization era*