

Intended Learning Outcomes
Programme “Management of Educational Institution” (Master’s Degree)
Field of Study 073 Management

The programme provides opportunities for students to develop and demonstrate knowledge and understanding, qualities, skills and other attributes in the following areas:

A Knowledge and understanding	
On successful completion of the programme a student should be able to demonstrate knowledge and understanding of:	<i>Acquisition of ILOs through the following courses:</i>
1) The content and basic provisions of legal, financial and economic aspects of management of educational institutions.	<i>Legal and financial and economic bases of educational institution management, Fundraising in education activity</i>
2) Fundamental principles of management of educational organizations, as well as their construction and development; General characteristics of strategic management of an educational institution and the role of its head in a modern market economy in the context of globalization.	<i>Strategic management in the field of education, Sociology and psychology of educational institution management, Personnel management. Conflict management in education, The specifics of the management of educational institutions of different types</i>
3) Theoretical and methodological framework for the management of the statutory activities of educational institutions and the educational process.	<i>Ethics and deontology in education, Philosophy (methods and forms of scientific knowledge)</i>
4) Theoretical foundations of corporate and communicative culture of an educational institution, teacher's skills.	<i>Self-management (time and stress management), Leadership and team building, Psychological counseling in the education system, Crises and deformations of professional development of the educator, Communications in professional activities, Foreign language (for professional purposes), Psychology of negotiation</i>
5) Methodological approaches, technological support of the educational process at an educational institution	<i>The latest technologies in education and management, Methodology and organization of scientific research, Project management in the field of education, Monitoring of educational activities</i>
Teaching and Learning	Assessment methods

Lectures, workshops, seminars, group work, tutorials, textbooks, monographs, journals, internet sources, e-learning, self-directed and guided study, research projects, contest papers, conducting research on the topic of the Master's thesis (individual and guided by the tutor).	Examinations, tests, individual coursework (essays, reports, reviews etc.), seminar and practical-based assessment, presentations and projects, mid-term control work, course papers, Master's thesis.
B. Application of knowledge and understanding	
<p>On completion of the programme students will be able to:</p> <ol style="list-style-type: none"> 1. use professional knowledge and practical skills in educational institutions management for the planning and organization of management activity of the head of an educational institution, strategic management of the institution; to implement a variety of techniques and technologies of management activity in practice. 2. implement sufficiently broad operational, research, educational and applied (administrative, research, educational, consultative and so on) functions, for various fields of managerial and pedagogical activities in Ukraine in accordance with the educational and qualification characteristics. 3. use knowledge and skills in designing a positive educational areas, taking into account innovative education development, the needs of the individual, society and the state; creation of image, a favorable moral and psychological climate of an educational institution 	<p><i>Strategic management in the field of education, Legal and financial and economic bases of educational institution management, The specifics of the management of educational institutions of different types, The latest technologies in education and management, Project management in the field of education, Monitoring of educational activities</i></p> <p><i>Fundraising in educational activities, Methodology and organization of scientific research, Ethics and deontology in education, Self-management (time and stress management), Psychology of negotiation, Communications in professional activities, Philosophy (methods and forms of scientific knowledge), Foreign language (for professional purposes)</i></p> <p><i>Personnel management. Conflict management in education, Sociology and psychology of educational institution management, Crises and deformations of the educator professional development, Leadership and team building, Psychological counseling in the education system</i></p>
Teaching and Learning	Assessment methods
Practical classes, group work, self-directed and guided study, business games, case studies, workshops, internships, research projects, contest	Examinations, practical tasks, course work, presentations, projects, internship reports, defence of research projects, contest papers,

papers, conducting research on the topic of the Master's thesis (individual and guided by the tutor).	defence of Master's thesis.
C. Making judgments	
<p>On successful completion of the programme a student should be able to:</p> <ol style="list-style-type: none"> 1) use knowledge of legal, financial and economic aspects of management of educational institutions, corporate management, as well as practical skills in strategic management in education, techniques of management activity in order to analyze the opportunities and professionalism of the teaching staff and determine the latest technologies of organization of the educational process at an educational institution aimed at training competitive specialists; 2) collect and analyze information for development and substantiation of management measures regarding the development of an educational institution and assuring an effective educational process at an educational institution; 3) use professionally oriented knowledge and practical skills in management of educational institutions in order to perform practical tasks in order to achieve the educational goals and to assure strategic development of an educational institution. 	<p><i>Students acquire skills 1–3 during study of all courses. This determines the choice of corresponding methods of teaching and learning as well as assessment methods.</i></p>
Teaching and Learning	Assessment methods
<p>Problem-based learning, projects, workshops, seminars, business games, case studies, internships, research projects, contest papers, writing and publishing research articles, conference reports, conducting research on the topic of the Master's thesis (individual and guided by the tutor).</p>	<p>Exams, seminar and practical-based assessment, course work, self-directed and guided study, presentations, cases, research projects, defence of research projects, contest papers, defence of Master's thesis.</p>
D. Communication skills	
<p>On successful completion of the programme students should be able to:</p> <ol style="list-style-type: none"> 1) select the most appropriate formulas of speech etiquette in oral and written speech; 2) use flexibly their own non-verbal repertory for rendering professionally oriented information; 3) present, to argue and to defend their own concepts and views with the help of various communication 	<p><i>Students acquire skills 1–4 during study of all courses. This determines the choice of corresponding methods of teaching and learning as well as assessment methods.</i></p> <p><i>Skills 1, 2, 7, 8 are developed, first of all, in</i></p>

<p>instruments in discussion with opponents;</p> <p>4) deliver information, ideas, problems and solutions, clearly and unambiguously, to both specialist and non-specialist audiences, promote their ideas in the organization and beyond;</p> <p>5) be tolerant of various worldview orientations;</p> <p>6) employ communication and management skills, such as establishing relationships, teamwork, conducting negotiations, persuasion skills, speechcraft, problem solving, decision making, leadership, teaching others, motivating, creating effective teams taking into account cultural differences, resolving conflict situations;</p> <p>7) use information resources of computer technologies (the dialogue „human-computer”) for establishing dialogical communication relations;</p> <p>8) establish the subject-to-subject relations with the subjects of communication, in particular with students, their parents, with fellow lecturers, the staff of a HEI, to assure a positive working environment</p>	<p><i>the following courses: professional and pedagogical communication, conflict management in the educational process.</i></p>
<p>Teaching and Learning</p>	<p>Assessment methods</p>
<p>Seminars, discussions, group work, defence of projects and course work, business games, case studies, internships, defence of contest papers, writing and publishing research articles and conference reports, conference presentations, roundtables, discussion of the papers and articles in groups and with tutor, defence of the Master’s thesis.</p>	<p>Seminar-based assessment, presentations, coursework and project defence, reviewing articles, provide feedback on contest papers, evaluating Master’s thesis performance.</p>
<p>E. Learning skills</p> <p>On completion of the programme students will be able to:</p> <p>1) work out theoretical and practical material independently and creatively;</p> <p>2) find independently important sources of information for educational, research and professional needs;</p> <p>3) produce, process, summarize, analyze and present information in accordance with specific goals;</p> <p>4) carry out research on the basis of information technology;</p> <p>5) submit results of their research in the form of</p>	<p><i>Skills 1-7 are developed in all courses and related to relevant teaching and learning methods and assessment methods as appropriate. Self-directed learning forms and requirements for independent search and use of a wide range of sources are the elements of all courses.</i></p>

<p>research articles and conference reports;</p> <p>6) develop obtained learning skills for continuing their study in a manner that may be largely self-directed and autonomous;</p> <p>7) determine the direction and stages of lifelong learning, improve their own professional skills.</p>	
<p>Teaching and Learning</p>	<p>Assessment methods</p>
<p>Self-directed learning forms, University library, ICT packages, conducting research (individual and guided by the tutor), writing research papers and Master's thesis.</p>	<p>Assessment of learning skills is accomplished through a range of methods, which include assessment of self-directed learning forms, course papers, essays, projects, presentations, tests, exams, reviewing articles, providing feedback on contest papers, evaluating Master's thesis defence.</p>