Education Institution
«Belarusian State Pedagogical University named after Maxim Tank»

APPROVED
Vice-Rector for Academic Affairs
_____A. V. Makovchik
_____ 2023
Registration No. УД 03-526-2023/уп

MANAGEMENT OF THE EDUCATION INSTITUTION

Academic programme of the higher education institution for the specialty 7-06-0114-02 Educational Management

2023

The academic programme is developed in accordance with the advanced higher education standard for the specialty 7-06-0114-02 Educational Management and the curriculum for the specialty 7-06-0114-02 Educational Management No. 087-2023/a as of 23.02.2023.

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Scientific and Methodological Council of the education institution «Belarusian State Pedagogical University named after Maxim Tank»
(Minutes No. 7 as of 11 07 2023)

The format of the programme and accompanying materials corresponds to the current requirements of the Ministry of Education of the Republic of Belarus

Methodologist of the Master's Studies Department A.M.Kondybailo

Library Director N.P.Siatkovskaya

EXPLANATORY NOTE

The education system is included in the general context of the transformational processes of society, it operates in modes of functioning and development, which actualizes the implementation of new approaches to management, the scientific substantiation of planned management actions, the introduction of new management technologies as well as a sufficient level of training of management specialists. The relevance of mastering the management of an education institution (organization) is associated with the need to improve the efficiency and quality of the processes being implemented as well as the emergence of various types of education institutions that provide a variety of educational services.

The management of an education institution is viewed as a process, an activity-based dynamic system that is in constant development, it is not only controlled, but it is also self-governing, self-improving and self-developing under the influence and with the participation of a manager.

The education system needs a manager not as an autonomous source of managerial knowledge, but as an organizer of an efficient educational process in various types and kinds of education institutions; a person who is capable of making effective management decisions; a teacher-manager who can methodologically correctly control both the educational process at the general level (the entire organizational system) and at the unit level (management of interaction with the student depending on his individual educational needs and the level of educational opportunities)

The academic programme of the academic discipline "Management of the Education Institution" is focused on directing the future education manager not only at the acquisition of specific subject knowledge but also at the aspiration for professional and personal growth and self-development.

The academic discipline is designed to enrich master's degree students with theoretical and technological knowledge as well as competencies in the field of managing an education institution. This academic discipline is included in the component of the higher education institution at the second stage and is included in Module 2.1. "Scientific Foundations of Educational Management".

The ***goal*** of the discipline is to create conditions for the development of a holistic system of knowledge and methods of activity for master's degree students as well as the personal qualities of a manager capable of efficient managing an education institution.

The ***objectives*** are as follows:

–to form the knowledge of the theoretical and technological foundations of managing an education establishment among master's degree students;

–to develop master's degree students' skills and methods of activity in the field of organizational processes in education institutions on the basis of scientific principles and methods of management;

–to form the managerial competence of master's degree students, ensuring the success of their professional activities in the managing an education establishment.

Management of an education establishment (organization), functioning and developing in the education system, acts as a concept of a manager's activity and a source of the content of the academic discipline.

The selection of the content of the discipline was made with the use of the following criteria: scientificity, fundamentality, competence, relevance, cultural and praxeological generalization.

In this academic discipline great importance is given to master's degree students' understanding of the context of educational management: methodological foundations of management of education establishment, levels of educational management, an education institution as a management system, management of educational systems and the learning process in an education institution, a quality management system of educational processes in an education institution.

The discipline "Management of the Education Institution" enables you to implement such forms of organization of in-class activities as a lecture, a practical class. Within the framework of practical classes a business game is used as well as a round table, project activities. The main pedagogical means of teaching that meet the objectives of studying the discipline are: problem-based learning implemented in lectures (monographic lecture, lecture-press conference, lecture-discussion); educational and research activities (conducting micro-research, reflexive teaching, computer training) in practical classes and when organizing independent work.

When studying the discipline the following forms of independent work are used:

–guided independent work in the form of performing individual tasks in preparation for practical classes under the guidance of a teacher;

–development of the work plan of an education institution (general level);

–development of a plan of the educational process in the context of the management of an education establishment (special level);

–development of a plan-outline of a training (or educational) lesson (single level);

–development of the final project in the field of management of an education institution.

Requirements for the level of training of master's degree students

Master's degree students who have completed the study of the discipline should **know:**

–methodological foundations of management of an education establishment;

–levels of management of educational processes;

- management of the process of development of educational systems in an education institution;

- the basics of managing the development of the learning process in an education institution;

–the essence of the quality management system of educational processes in an education institution.

Master's degree students who have completed the study of the discipline should **be able to:**

- highlight the methodological foundations of managing an education institution;

– determine the levels of management of educational processes;

- manage the process of development of educational systems in an education institution;

– develop a project for managing the development of the learning process in an education institution;

– analyze the quality management systems of educational processes in an education institution.

Master's degree students who have completed the study of the discipline must **have a command of:**

–the skills of management of educational processes at various levels;

–the skills of managing the process of development of educational systems in an education institution;

–the skills of designing management of the development of the learning process in an education institution;

–the skills of developing the components of the quality management system of educational processes in an education institution.

To assess the achievements of master's degree students the following diagnostic tools are used:

–presentation of reports by master students in practical classes;

–defense of the final project in the field of management of an education institution;

- take a credit in the academic discipline.

A master's degree student after mastering the discipline "Management of the Education Institution" according to the curriculum of the specialty 7-06-0114-02 Educational Management must have the following competencies:

APC-2 "To develop and implement new methodological models, techniques and teaching technologies taking into account native and foreign experience, analyse the effectiveness of their use in the educational process";

SC-1 "To manage an education institution and its subsystems on the basis of effective models and technologies, evaluate the effectiveness of management, create conditions for the development of the subjects of the educational process in the information and educational environment of an education institution."

The programme of the discipline "Management of the Education Institution" according to the standard curriculum of the specialty is designed for 96 hours for the full-time form of education (of which 36 hours are in-class work). Distribution of in-class hours according to the type of classes: lectures - 12 hours; practical classes - 24 hours. 60 hours are allocated for self-study. The form of control is a **test** (in the first semester).

The programme of the discipline "Management of the Education Institution" according to the standard curriculum of the specialty is designed for 96 hours for the part-time form of education (of which 8 hours are in-class work). Distribution of in-class hours according to the type of classes: lectures - 4 hours; practical classes - 4 hours. 88 hours are allocated for self-study. The form of control is a **test** (in the third semester).

The programme of the discipline "Management of the Education Institution" according to the model plan of the specialties is designed for 90 hours for the full-time form of education (of which 36 hours are in-class work). Distribution of in-class hours according to the type of classes: lectures - 12 hours; practical classes - 24 hours. 54 hours are allocated for self-study. The current assessment is carried out in accordance with the curriculum of the specialty in the form of a ***credit*** in the 1st semester.

The programme of the discipline "Management of the Education Institution" according to model plan of the specialties is designed for 90 hours for the part-time form of education (of which 8 hours are in-class work). Distribution of in-class hours according to the type of classes: lectures - 4 hours; practical classes - 4 hours. 86 hours are allocated for guided self-study. The current assessment is carried out in accordance with the curriculum of the specialty in the form of a credit in the 3rd semester.

The study load of the discipline is 3 credit units.

CONTENT OF EDUCATIONAL MATERIAL

Topic 1. Methodological foundations of management of an education institution

Goals and objectives of the discipline "Management of the Education Institution".

Theoretical foundations of managing the development of an education institution (hereinafter EI). Methodological approaches to the management of educational systems. The essence and approaches to the relationship between the concepts "organization" and "management". The main characteristics of the organization and organizational structures of management. Organizational structure of the management system of the EI.

Problems and trends in the management of an organization (education institution (EI)). Management by objectives, management by results, on a diagnostic basis. Adaptive management in educational management. Technologization of management processes in educational management.

Topic 2. Levels of education management

Components and functions of management of education institutions. Activity of the manager of the educational (pedagogical) process. Functions of a manager: target or design, communication, content-organizational, analytical and effective.

The level of general management in the EI. Quality management system of the educational process in the education institution. Mission and strategy of the organization as attributes of management.

The level of specialness in the management of the EI. Management of the development process of educational systems in education institutions. Management of the development of the learning process in an education institution.

The singular level in the management of the EI. Technologies for effective management of subjects of educational relations.

Designing organizational management structures. Types of organizational management structures. Technological map of the management of an education institution.

Topic 3. An education institution as a management system

An education institution as a system. Pedagogical system: its essence and characteristics. Management of pedagogical systems. Educational governing bodies.

Types and kinds of education institutions in the educational system of the Republic of Belarus. Model of the educational system of EI, its properties and interaction with other social spheres.

Characteristics of the management of education institutions at various levels and stages of education. EI (organizations) of different types and kinds, peculiarities of their structure and management.

Management methods of EI. The essence and classification of management methods for education institutions.

Designing the management of education institutions as a social and pedagogical system. Modeling management processes of an education institution. Model of the pedagogical system of the school, its properties and interaction with other social spheres. The model of the pedagogical system of the university in the context of the models University 1.0–4.0. Development of a management model for an education institution.

Topic 4. Management of educational systems

Level management of educational systems. Types of planning (level of general, special, individual).

Adaptive educational system and management of an adaptive educational environment.

Management based on targeted integrated programmes and criteria for the effectiveness of the educational process.

Management of subjects of the educational process. Management of educational activities in education institutions of various types. Planning of educational activities in education institutions of various types. Technology of analyzing the effectiveness of educational activities in education institutions of various types. Development of a plan-outline of an educational event.

Topic 5. Management of the learning process in an education institution

Knowledge management as a system. Subjects of management of the learning process and its components: target, stimulating and motivational, substantive, operational and pragmatic, controlling and regulating, reflexive.

Planning and designing of the educational process. Educational standard, model plan, curriculum, academic programme, methodological support as elements of management. Development of a plan of the educational process in the context of the management of an education institution.

The specifics of the learning process as a management system in education institutions of various types. Computer tools for managing the learning process in an education institution (educational databases, electronic journal, electronic timetable, etc.)

An educational class as a management system. The learning process as a management system. Plan-outline of the training session: structure, requirements for development. Quality management of learning outcomes. Assessment of educational achievements.

Topic 6. Quality management system of educational processes in an education institution

Correlation of the concepts of management efficiency and quality. The quality management system of an education institution (QMS EI): essence and structural components.

The system of management activities of the manager for the development of the EI. The essence of information-analytical, motivational and target, planning and prognostic activity of an education manager. Features of organizational and executive activity of a manager. The content of the controlling and diagnostic, regulatory and corrective activities of an education manager.

Organizational communication and organizational culture in the EI. Evaluation of the effectiveness of the management model of the EI.

Development of QMS components in accordance with the EI work plan. Development of a draft work plan for the EI. Development of the EI Development Programme.

Business game "Management of education institutions". Reflection and summing up the learning outcomes. Defense of the final project in the field of management of an education institution.

EDUCATIONAL AND METHODOLOGICAL CHART OF THE DISCIPLINE
(full-time education)
"Management of the Education Institution"

Number of section,topic	Name of section, topic	Number of classroom hours					Number of hours for self-study	Form of knowledge control
		Lectures	Practical classes	Seminars	Laboratory classes	The other material		
1	2	3	4	5	6	7	8	9
	«Management of the Education Institution»	**12**	**24**					
1	**Methodological foundations of management of an education institution**	**2**	**2**					
1.1	*Theoretical foundations of management of an education institution* 1. Goals and objectives of the academic discipline "Management of the Education Institution" 2. Methodological approaches to the management of educational systems: system, process, system and pragmatic, competence-based, technological. 3. The main characteristics of the organization and organizational structures of management.	2						Drawing up a map-scheme on the topic of the lecture.

1.2	*Problems and trends in managing the development process of an education institution.* 1. Methodological approaches to the management of an education institution. 2. Characteristics of various models of management of an education institution. (Management by objectives, management by results. Management on a diagnostic basis. Management based on adaptive management.) 3. The main characteristics of the organization. General characteristics of organizational structures of management. 4. Organizational structure of the educational institution management system.		2					Preparing reports-presentations on the questions of the practical class.
2	**Levels of educational management**	**2**	**4**					
2.1	*Multilevel activity of the manager of the educational (pedagogical) process.* 1. Components and functions of management of educational institutions. 2. Functions of the manager: target or designing, communication, content-organizational, analytical-effective. 3. Designing organizational management structures at three levels of the educational process (general, special, singular).	2						Compilation of a vocabulary of terms. Drawing up a scheme on the issue of the lecture "Manager's functions"
2.2	*Characteristics of the levels of management of educational processes* 1. The general level in the management of an education institution. 2. The level of specialness in the management of education establishment. 3. The singular level in management: technologies for effective management of the subjects of educational relations.		2					Making a report reflecting the content of the level of management of the educational process using the example of one of the types of education institutions.

2.3	*Designing organizational management structures* 1. Types of organizational structures of management. 2. Technological map of management of an education institution. 3. Round table "Expertise of technological maps of management of the EI".		2					Preparing a "Technological map of management of an education institution " (reflecting the three levels of management).
3	**An education institution as a management system**	**2**	**4**					
3.1	*Management of pedagogical systems* 1. Pedagogical system: its essence and characteristics. 2. An education institution as a system. 3. Types and kinds of education institutions in the educational system of the Republic of Belarus. 4. Educational governing bodies. 5. Methods of managing an education institution.	2						Compilation of a vocabulary of scientific terms
3.2	*Management system of an education institution* 1. Modelling the education institution system, its properties and interaction with other social spheres. 2. Characteristics of the management of education institutions of different levels and stages of the education system. 3. The essence and classification of management methods of an education institution.		2					Developing a model of management of an education institution which is associated with the object under study in a master's research.
3.3	*Designing the management of an education institution as a social-pedagogical system.* 1. Modelling management processes of an education institution. 2. Modelling the pedagogical system of the school, its properties and interaction with other social spheres. 3. Modelling the pedagogical system of the university in the context of the models University 1.0 - 4.0. 4. Presentation of the developed management models of an education institution.		2					Defense of the developed model of management of an education institution (subjects and type of educational institution at the choice of a master's degree student).
4	**Management of educational systems**	**2**	**4**					

4.1	*Level management of educational systems.* 1. Level management of educational systems. 2. The adaptive educational system and stages of development of the adaptive educational system. 3. Planning educational activities in education institutions of various types. 4. Management of the subjects of the educational process.	2						Making a table reflecting the structure, stages, sequence of management of educational systems.
4.2	*Management of subjects of the educational process.* 1. Types of planning of educational activities. 2. Technologies of the main educational forms of the adaptive educational environment. 3. Management based on targeted integrated programmes and criteria of the effectiveness of the educational process.		2					Development and presentation of the "Plan of educational work" (on the example of an education institution of a certain type).
4.3	*Management of educational activities in education institutions of various types.* 1. Methodology of drawing up a plan of educational work with students in education institutions of various types. 2. Plan-outline of educational activities, development rules and evaluation criteria. 3. Technology of analyzing the effectiveness of educational activities in an education institution.		2					Development and presentation of the "Plan-outline of the educational event" (subjects and type of an education institution at the choice of the master's degree student).
5	**Management of the learning process in an education institution**	**2**	**4**					
5.1	*Knowledge management as a system* 1. Subjects of management of the learning process and its components. 2. The learning process as a system. An educational lesson as a system. 3. Designing the educational process. 4. Computer tools for managing the learning process in an education institution.	2						Drawing up an intellect-map on the topic of the lecture

5.2	*The specifics of the learning process as a management system in education institutions of various types.* 1. Planning and designing the educational process. 2. Subjects of management of the learning process in education institutions of various types. 3. Educational standard, model plan, curriculum, academic programme, methodological support as elements of management. 4. Development of a plan of the educational process in the context of the management of an education institution.		2					Development of the "Plan of the educational process in the context of the management of an education institution" (to choose the type of an education institution)
5.3	*An educational class as a management system.* 1. The learning process as a management system. 2. Levels of planning the activities of the teacher and students in the classroom. 3. Structural elements of a training class. 4. Plan-outline of the training class: structure, requirements for development.		2					Development of the "Plan of activities of the teacher and students in the classroom" (the level of planning and the type of an education institution at the choice of a master's degree student).
6	**Quality management system of the educational process in an education institution**	**2**	**6**					
6.1	*Quality management system of an education institution.* 1. The quality management system of an education institution, the essence and structural components. 2. The system and technology of the managerial activity of the manager for the development of an education institution. 3. Organizational communication and organizational culture in an education institution. 4. Development of QMS components in interconnection with the work plan of an education institution.	2						Developing a structural scheme of the components of the quality management system in interconnection with the work plan of the education institution.

6.2	*Work plan of an education institution* 1. Work plan of an education institution: essence and structure. 2. Requirements and rules for developing a work plan for an education institution. 3. Micro-research "Planning the work of education institutions of various types." 4. Development of the project "Work plan of an education institution".		2					Micro-research "Planning the work of education institutions of various types." or Development of the project "Work plan of an education institution"
6.3	*The system of management activities of the manager for the development of an education institution.* 1. The system of managerial activity. 2. Technology of managerial activity of the manager for the development of an education institution. 3. Characteristics of the components of the quality management system in accordance with the work plan of an education institution. 4. Development of the Programme for the development of education institutions.		2					Development of the "Programme for the development of education institutions" (the type of an education institution at the choice of a master's degree student).
6.4	*Defense of the final project in the field of management of* an education institution 1. Business game "Management of education institutions". 2. Reflection and summing up the learning outcomes.		2					Defense of the final project in the field of management of an education institution.
	Total	**12**	**24**					**Exam**

EDUCATIONAL AND METHODOLOGICAL CHART OF THE DISCIPLINE
(part-time education)
"Management of the Education Institution"

Number of section,topic	Name of section, topic	Number of classroom hours					Number of hours for self-study	Form of knowledge control
		Lectures	Practical classes	Seminars	Laboratory classes	The other material		
1	2	3	4	5	6	7	8	9
	«Management of the Education Institution»	**4**	**4**				**28**	
1	**Methodological foundations of management of an education institution**	**2**					**2**	
1.1	*Theoretical foundations of management of an education institution* 1. Goals and objectives of the academic discipline "Management of the Education Institution" 2. Methodological approaches to the management of educational systems: system, process, system and pragmatic, competence-based, technological. 3. The main characteristics of the organization and organizational structures of management.	2						Drawing up a map-scheme on the topic of the lecture.

1.2	*Problems and trends in managing the development process of an education institution.* 1. Methodological approaches to the management of an education institution. 2. Characteristics of various models of management of an education institution. (Management by objectives, management by results. Management on a diagnostic basis. Management based on adaptive management.) 3. The main characteristics of the organization. General characteristics of organizational structures of management. 4. Organizational structure of the educational institution management system.						2	Preparing reports-presentations on the questions of the practical class.
2	**Levels of educational management**						**6**	
2.1	*Multilevel activity of the manager of the educational (pedagogical) process.* 1. Components and functions of management of educational institutions. 2. Functions of the manager: target or designing, communication, content-organizational, analytical-effective. 3. Designing organizational management structures at three levels of the educational process (general, special, singular).						2	Compilation of a vocabulary of terms. Drawing up a scheme on the issue of the lecture "Manager's functions"
2.2	*Characteristics of the levels of management of educational processes* 1. The general level in the management of an education institution. 2. The level of specialness in the management of education establishment. 3. The singular level in management: technologies for effective management of the subjects of educational relations.						2	Making a report reflecting the content of the level of management of the educational process using the example of one of the types of education institutions.

2.3	*Designing organizational management structures* 1. Types of organizational structures of management. 2. Technological map of management of an education institution. 3. Round table "Expertise of technological maps of management of the EI".						2	Preparing a "Technological map of management of an education institution " (reflecting the three levels of management).
3	**An education institution as a management system**						**6**	
3.1	*Management of pedagogical systems* 1. Pedagogical system: its essence and characteristics. 2. An education institution as a system. 3. Types and kinds of education institutions in the educational system of the Republic of Belarus. 4. Educational governing bodies. 5. Methods of managing an education institution.						2	Compilation of a vocabulary of scientific terms
3.2	*Management system of an education institution* 1. Modelling the education institution system, its properties and interaction with other social spheres. 2. Characteristics of the management of education institutions of different levels and stages of the education system. 3. The essence and classification of management methods of an education institution.						2	Developing a model of management of an education institution which is associated with the object under study in a master's research.
3.3	*Designing the management of an education institution as a social-pedagogical system.* 1. Modelling management processes of an education institution. 2. Modelling the pedagogical system of the school, its properties and interaction with other social spheres. 3. Modelling the pedagogical system of the university in the context of the models University 1.0 - 4.0. 4. Presentation of the developed management models of an education institution.						2	Defense of the developed model of management of an education institution (subjects and type of educational institution at the choice of a master's degree student).
4	**Management of educational systems**		**2**				**4**	

4.1	*Level management of educational systems.* 1. Level management of educational systems. 2. The adaptive educational system and stages of development of the adaptive educational system. 3. Planning educational activities in education institutions of various types. 4. Management of the subjects of the educational process.						2	Making a table reflecting the structure, stages, sequence of management of educational systems.
4.2	*Management of subjects of the educational process.* 1. Types of planning of educational activities. 2. Technologies of the main educational forms of the adaptive educational environment. 3. Management based on targeted integrated programmes and criteria of the effectiveness of the educational process.		2					Development and presentation of the "Plan of educational work" (on the example of an education institution of a certain type).
4.3	*Management of educational activities in education institutions of various types.* 1. Methodology of drawing up a plan of educational work with students in education institutions of various types. 2. Plan-outline of educational activities, development rules and evaluation criteria. 3. Technology of analyzing the effectiveness of educational activities in an education institution.						2	Development and presentation of the "Plan-outline of the educational event" (subjects and type of an education institution at the choice of the master's degree student).
5	**Management of the learning process in an education institution**		**2**				**4**	
5.1	*Knowledge management as a system* 1. Subjects of management of the learning process and its components. 2. The learning process as a system. An educational lesson as a system. 3. Designing the educational process. 4. Computer tools for managing the learning process in an education institution.						2	Drawing up an intellect-map on the topic of the lecture

5.2	*The specifics of the learning process as a management system in education institutions of various types.* 1. Planning and designing the educational process. 2. Subjects of management of the learning process in education institutions of various types. 3. Educational standard, model plan, curriculum, academic programme, methodological support as elements of management. 4. Development of a plan of the educational process in the context of the management of an education institution.		2					Development of the "Plan of the educational process in the context of the management of an education institution" (to choose the type of an education institution)
5.3	*An educational class as a management system.* 1. The learning process as a management system. 2. Levels of planning the activities of the teacher and students in the classroom. 3. Structural elements of a training class. 4. Plan-outline of the training class: structure, requirements for development.						2	Development of the "Plan of activities of the teacher and students in the classroom" (the level of planning and the type of an education institution at the choice of a master's degree student).
6	**Quality management system of the educational process in an education institution**	**2**					**6**	
6.1	*Quality management system of an education institution.* 1. The quality management system of an education institution, the essence and structural components. 2. The system and technology of the managerial activity of the manager for the development of an education institution. 3. Organizational communication and organizational culture in an education institution. 4. Development of QMS components in interconnection with the work plan of an education institution.	2						Developing a structural scheme of the components of the quality management system in interconnection with the work plan of the education institution.

6.2	*Work plan of an education institution* 1. Work plan of an education institution: essence and structure. 2. Requirements and rules for developing a work plan for an education institution. 3. Micro-research "Planning the work of education institutions of various types." 4. Development of the project "Work plan of an education institution".						2	Micro-research "Planning the work of education institutions of various types." or Development of the project "Work plan of an education institution"
6.3	*The system of management activities of the manager for the development of an education institution.* 1. The system of managerial activity. 2. Technology of managerial activity of the manager for the development of an education institution. 3. Characteristics of the components of the quality management system in accordance with the work plan of an education institution. 4. Development of the Programme for the development of education institutions.						2	Development of the "Programme for the development of education institutions" (the type of an education institution at the choice of a master's degree student).
6.4	*Defense of the final project in the field of management of* an education institution 1. Business game "Management of education institutions". 2. Reflection and summing up the learning outcomes.						2	Defense of the final project in the field of management of an education institution.
	Total	**4**	**4**				**28**	**Exam**

INFORMATION AND METHODOLOGICAL SECTION

List of basic literature:

1. Образование в интересах устойчивого развития в Беларуси: теория и практика / под науч. ред. А. И. Жука, Н. Н. Кошель, С. Б. Савеловой. – 2-е изд. – Минск : Белорус. гос. пед. ун-т, 2017. – 640 с.
2. Стратегический и инновационный менеджмент в образовании : электронный учебно-методический комплекс. Рег. свид-во № 1142125447 от 26.04.2021. [Электронный ресурс] / Е. Н. Артеменок; Белорус. гос. пед. ун-т. – Режим доступа: https://bspu.by/moodle/course/view.php?id=2271 – Дата доступа: 10.05.2021.

List of additional literature:

1. Брасс, А. А. Кадровый менеджмент : учеб.-метод. пособие / А. А. Брасс ; М-во образования Респ. Беларусь, Респ. ин-т высш. шк. – Минск : РИВШ, 2008. – 248 с.
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3. Брасс, А. А. Основы менеджмента : справ. пособие / А. А. Брасс. – Минск : Соврем. шк., 2006. – 85 с.
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List of credit questions

1. Goals and tasks of the discipline "Management of the Education Institution".
2. Categorical apparatus (thesaurus) of education institution management processes.
3. Theoretical foundations of the management of an education institution.
4. Methodological approaches to the management of educational systems.
5. The main characteristics of the organization and organizational structures of management.
6. Problems and trends in managing the development process of education institutions.
7. Characteristics of various models of management of an education institution.
8. The main characteristics of the organization.
9. An education institution as a management system.
10. Types and general characteristics of organizational management structures.
11. The organizational structure of the management of an education institution.
12. Components and functions of management of educational institutions.
13. Functions of a manager: target or design, communication, content-organizational, analytical and effective.
14. Designing organizational management structures at three levels of the educational process (general, special, singular).
15. Characteristics of the levels of management of educational processes.
16. Technological map of management of an education institution.
17. Types and kinds of education institutions in the education system of the Republic of Belarus.
18. Educational governing bodies.
19. Model of the educational institution system, its properties and interaction with other social spheres.
20. Characteristics of the management of educational institutions at various levels and stages of the education system.
21. Model of the school's pedagogical system, its properties and interaction with other social spheres.
22. Model of the pedagogical system of the university in the context of the models University 1.0–4.0.
23. The essence and classification of management methods of an education institution.
24. Level management of educational systems.
25. The adaptive educational system and the stages of development of the adaptive educational system.
26. Planning educational activities in education institutions of various types. Types of planning of educational activities.
27. Management of subjects of the educational process.
28. Technologies of the main educational forms of the adaptive educational environment.
29. Management on the basis of targeted integrated programmes and criteria for the effectiveness of the educational process.
30. Management of educational activities in education institutions of various types.
31. Methodology for drawing up a plan of educational work with students in education institutions of various types.

32. Plan-outline of educational activities, development rules and evaluation criteria.
33. Technology for analyzing the efficiency of educational activities in education institutions.
34. Management of the learning process in an education institution. Knowledge management as a system.
35. Subjects of management of the learning process and its components.
36. The learning process as a system. An educational class as a system.
37. Computer tools for managing the learning process in an education institution.
38. Planning and designing the educational process.
39. Subjects of management of the learning process in education institutions of various types.
40. Educational standard, model plan, curriculum, academic programme, methodological support as elements of management.
41. The specifics of the learning process as a management system in education institutions of various types.
42. The structure of the plan of the educational process in the context of management in education institutions of various types.
43. Levels of planning the activities of the teacher and students in the classroom.
44. Structural elements of a training session. Plan-outline of a training class: structure, requirements for development.
45. The quality management system of the education institution, the essence and structural components.
46. System and technology of the managerial activity of the development manager of the education institution.
47. Organizational communication and organizational culture in the education institution.
48. Development of QMS components in interconnection with the work plan of the education institution.
49. The work plan of the education institution: essence and structure. Requirements and development rules.
50. The system of management activities of the manager for the development of the education institution.
51. Characteristics of the components of the quality management system in accordance with the work plan of the education institution.
52. Programme for the development of education institutions.

Methodological recommendations for the organization and implementation of independent work of master's degree students

When studying the discipline the following forms of independent work are used:

- guided independent work in the form of doing individual tasks while preparing for practical classes under the guidance of a teacher;
- development of a plan-outline of a training (or educational) class (singular level);
- development of a plan of the educational process in the context of the management of the educational institution (special level);
- development of a work plan for an education institution (general level);
- development of a final project in the field of management of an education institution

The list of recommended diagnostic tools

To assess the achievements of master's degree students the following diagnostic tools are used:

- presentation of reports by master's degree students in practical classes;
- fulfilling test tasks;
- defense of the final project in the field of management of an education institution;
- taking the credit in the academic discipline

Criteria for assessing learning outcomes

1. The degree of knowledge formation in the field of management of an education institution.

Pass:

-knowledge of management theories,
-knowledge of the methodological foundations of management of an education institution;
-knowledge of the management thesaurus of an education institution;
-knowledge of the main trends in designing the educational process;
-knowledge of the main types of planning and control in the management of education institutions;
-knowledge of the basic functions of managing education institutions and educational processes in them;
-knowledge of the essence of organizational culture in education institutions.

Not pass:

-insufficient level of knowledge about the methods and methodological foundations of management of education institutions, lack of knowledge of the thesaurus of educational management,
-knowledge and understanding of the main directions in the field of designing the educational process have not been acquired;

- the ignorance of the main types of planning and control in the management of education institutions as well as ignorance of the basic functions of managing education institutions and educational processes in them.

2. The abilities to carry out management functions in their position and to solve professional problems in the interests of the education institution as a whole.

Pass:

-has a command of general issues of the theory of organizational structures;
-has a command of the skills of solving issues of planning, forecasting, organizing, coordinating the educational process and research and innovation;
-at the professional level one carries out management functions according to his position and solves typical professional problems in the interests of the education institution as a whole;
-solves practical problems of management of an education institution;
- is able to control the quality of educational activities;
-sets personal goals for the implementation of self-education in the field of management.

Not pass:

-does not know the general questions of the theory of organizational structures;
-does not have a command of the skills to resolve issues of planning, forecasting, organizing, coordinating the educational process and research and innovation;
-unable to carry out management functions in his/her position and solve typical professional problems in the interests of the education institution as a whole;
-does not solve practical problems of management of an education institution;
-unable to control the quality of education and the results of educational activities;
-does not set personal goals for the implementation of self-education in the field of management.

3. The skills related to mastering typical professional tasks in the field of management of an education institution:

Pass:

- develops and is capable of implementing management projects of an education institution;
- has a command of the options for solving typical professional tasks in the interests of the education institution;
- has mastered the ways of solving practical problems of management in the field of education and putting these decisions into practice.

Not pass:

- there are no skills in the development and implementation of management projects of an education institution;
- is not able to find options for solving typical professional tasks in the interests of an education institution;
- has not mastered the methods of solving practical problems of management in the field of education.

Approximate thematic plan (full-time form of getting education)

No.	Name of topics	Number of hours	
		Lectures	Practical classes
1.	Methodological foundations of management of an education institution	2	2
2.	Levels of education management	2	4
3.	An education institution as a management system	2	4
4.	Management of educational systems	2	4
5.	Management of the learning process in an education institution	2	4
6.	Quality management system of educational processes in an education institution	2	6
		12	24
	Total	36	

Approximate thematic plan (part-time form of getting education)

No.	Name of topics	Number of hours		
		Lectures	Practical classes	Self-study
1.	Methodological foundations of management of an education institution	2		2
2.	Levels of education management			6
3.	An education institution as a management system			6
4.	Management of educational systems		2	4
5.	Management of the learning process in an education institution		2	4
6.	Quality management system of educational processes in an education institution	2		6
		4	4	28
	Total	36		

INTERDISCIPLINARY COMPLIANCE OF THE ACADEMIC PROGRAMME IN THE ACADEMIC DISCIPLINE

The educational discipline to be complied with	Department	Proposals for changes in the content of the academic programme of the higher education institution in the educational discipline	The decision made by the Department that has developed the academic programme (with the date and the minutes number)
Strategic and innovative management in the field of education	Department of Pedagogy	To eliminate duplication in the study of the concepts – "quality management system", "strategic and innovative management"	Minutes No. as of April 21, 2021