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

APPROVED
Vice-Rector for Academic Affairs
_____ A. V. Makovchik
_____ 2023
Registration No. УД-13-525-2023/уч

TECHNOLOGIES FOR A MANAGER'S PERSONAL AND PROFESSIONAL SELF-DEVELOPMENT

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 22.06.2023 № 120-2023/ya.

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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

EXPLANATORY NOTE

The fundamental changes in the socio-cultural space that take place at the present stage have actualized the problem of training master's students in pedagogical specialties. Information compaction, cultural transformations, strengthening of the positions of "researcher", "manager", "designer" among postgraduates have led to the need to rationalize cognitive interests, improve the quality of production of scientific and pedagogical knowledge and meaningful inclusion of postgraduates in the process of planning the results of teaching activities, implementing innovative transformations in professional sphere based on comprehension, reflection, and reliance on innovative pedagogical experience.

The goal of the discipline is to create conditions that ensure the personal and professional self-development of an education manager.

The objectives of the discipline are as follows:

- formation of a holistic understanding of the essence, features and stages of professional development of an education manager;
- development of professionally significant qualities of a competitive manager;
- formation of professional competencies in order to ensure successful activities in the field of educational management;
- improving the professional and pedagogical culture of managers;
- studying the ways to master innovative pedagogical experience and create new innovative products in the field of management.

The discipline "Technologies for a Manager's Personal and Professional Self-Development" makes it possible to implement such forms of classes as lectures, seminars, workshops, business games, etc.

The main pedagogical means of teaching in accordance with the purpose of studying the discipline are: problem-based learning, business and training games, heuristic tasks, debates, project activities (conducting micro-research, reflective learning, etc.), analysis of experience in managing the educational process and personnel of teacher leaders of the Republic of Belarus, organization of thematic discussions in practical classes and independent work.

When studying the discipline "Technologies for a Manager's Personal and Professional Self-Development", the following forms of independent work are used:

- fulfilling individual tasks while preparing for practical classes under the guidance of the teacher;
- development of a final creative project for professional and personal self-development of an education manager.

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

- writing abstracts and presenting them during practical classes;
- doing test tasks;
- defense of the final creative project of professional and personal self-development of an education manager;

- taking an exam in the academic discipline.

Requirements for the level of training of master's students

Master's students who have completed studying the discipline should ***know:***

- features and components of professional and personal development of an education manager, the essence of the professional and personal culture of an education manager;
- basic concepts and components of the development of a manager as a competitive individual;
- methods and techniques for self-assessment of the level of competitiveness;
- history, methodological foundations and specifics of professional development of education managers;
- technologies of studying and generalizing innovative pedagogical experience.

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

- carry out self-analysis, self-control, self-assessment, set a goal and achieve its implementation;
- solve problems constructively, manage conflicts, stress, distress, emotions, time;
- collaborate fruitfully in a team and develop management communication skills;
- navigate modern scientific approaches to mastering innovative pedagogical experience;
- model the process of introducing innovations into educational practice.

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

- ways of quickly and effectively solving management problems, flexible response to changing situations;
- thorough innovative management techniques and other approaches to the educational process;
- procedures of developing a project for effective teaching activities, taking into account innovative approaches;
- methods of reflection and diagnostics of the effectiveness of management activities, including one's own activities;
- ways to implement the ideas of successful teachers of the Republic of Belarus in educational institutions.

A master's student after mastering the academic discipline "Technologies for a Manager's Personal and Professional Self-Development" according to the curriculum of the specialty 7-06-0114-02 Educational Management must have the competence:

SC-4 To create conditions for personal and professional development and self-development of qualities of an education manager.

The programme of the discipline "Technologies for a Manager's Personal and Professional Self-Development" 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 - 16 hours; practical classes - 20 hours. 60 hours are allocated for self-study.

Intermediate certification is carried out in accordance with the curriculum of the specialty in the form of an **exam** in the 1st semester.

The programme of the discipline "Technologies for a Manager's Personal and Professional Self-Development" 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. Intermediate certification is conducted in accordance with the curriculum of the specialty in the form of an **exam** in the 1st semester.

The study load of the discipline is 3 credit units.

CONTENT OF EDUCATIONAL MATERIAL

Topic 1. Basic paradigms of education and principles of teacher personality development

Models of educational management. The concept of a didactic model. Characteristics of the traditional "cognitive" paradigm of education. Pedagogy of humanism and its essence. "Cultivation" of a creative personality and its self-development in education (according to V.A. Sukhomlinsky). Personality-oriented approach in education. Personal development direction in the context of the modern educational paradigm. The relationship between professional and personal development of a teacher. Basic principles of personality development of a teacher-manager. The principle of creative initiative as the most important condition for the self-development of the personality of a teacher-manager.

Practice-oriented research into the professional activities of teachers. Problems of professional development and pedagogical activity of a manager. Culturological aspects of a teacher's professional development. Historically determined features of a teacher's orientation: public reputation, ideological and political conviction, love for children, love for one's work. Pedagogical abilities. A teacher's ability to teach as an important professional quality. Systematization of teacher personality qualities. Personal development strategy of modern education.

Education manager as a competitive leader. Leadership functions of an education manager. Competitiveness as an important quality of a leader. Approaches to the study of leaders and leadership. Classification of leadership theories (trait theory; situational leadership theory, etc.). Types of leaders. Their characteristics.

Topic 2. Structural-hierarchical model of the personality of a teacher-manager

The relationship between biological and social in personality development. Individuality as a special form of human existence in society. Activity as an internal condition of carrying out activities and self-expression in relation to the outside world. General abilities in the structure of a teacher's personality.

The phenomenon of ability development. Professional abilities of an education manager.

Model of adaptive behavior: main characteristics of stages. Conditions and driving forces of personal and professional development and self-development of an education manager.

Model of constructive behavior change for an education manager, characteristics of structural components.

Three-dimensional model of teacher's work (according to L.M. Mitina). The structure of a teacher's pedagogical activity. Principles of personal self-realization in teaching activities. The content of the teacher's pedagogical activity.

The structure of pedagogical communication. Communication as a fundamental condition for appropriating the achievements of the historical development of society.

Components of pedagogical communication that reveal the inner content of the teacher's personality. Technologies of pedagogical communication as a harmonious combination of verbal and non-verbal behavior of equal partners. Functions of pedagogical communication.

Topic 3. Integral characteristics of the personality of a teacher-manager as factors of his professional and personal development and self-development

Pedagogical orientation as a characteristic of the personality of a teacher-manager. The concept of pedagogical orientation, its structure. Types of pedagogical orientation. The concept of reflection. Self-esteem, its influence on the effectiveness of activities and the further development of the personality of an education manager.

The essence of pedagogical competence. Components of a manager's pedagogical competence. Structural components of pedagogical competence. Motivational component as a condition for personal self-development of a teacher-manager.

Pedagogical flexibility: psychological content, conditions, dynamics of development. The structure of pedagogical flexibility: emotional, intellectual, behavioral. Classification of characteristics of intellectual flexibility.

Topic 4. Improving the level of self-awareness as a fundamental condition for the personal and professional self-development of a manager

The phenomenon of professional self-awareness in the study of personal qualities of a teacher. Professional self-awareness as the "core" of a teacher's personality. Functions of professional self-awareness. Components of a teacher's professional self-awareness. Modeling the structure of a teacher's professional self-awareness. Types of professional self-awareness of a teacher (operational, communicative, intra-individual). Development of professional self-awareness of the teacher's personality.

Self-concept of professional and personal development of a teacher-manager. The concept of self-concept of personality as a dynamic formation. The fundamental influence of socialization on the formation of self-concept. Real and ideal forms of self-concept. Self-esteem, self-esteem and managerial self-efficacy. The role of self-education in the development of an education manager.

Managerial and pedagogical thinking as the core of a manager's pedagogical culture. Culture of professional thinking. Indicators of the culture of professional thinking (critical thinking, its orientation towards solving pedagogical problems; flexibility, alternativeness, etc.).

Topic 5. Communicative competence and technologies of resolving management conflicts

The essence of communicative competence. Types of communication (formal, informal, vertical, horizontal, interpersonal). Models of communication networks. Communication roles.

Management interaction and communication in a team.

The essence of management conflicts. Typology of conflicts. Causes of organizational conflicts. Basic strategies and methods of conflict resolution. Conflict resolution culture. General principles and rules of conflict management. Prevention of conflicts.

Basic qualities of a teacher-manager. Intellectual level of a manager. Emotional stability and stress resistance. Creativity. Reliability in interpersonal relationships. Formula of self-esteem and self-esteem of the individual. Adequate and inadequate self-esteem. The importance of pedagogical tact in the activities of a teacher.

Personal qualities of a teacher-manager focused on self-development. Personal characteristics and characteristics of a teacher-manager with active self-development. Personal qualities of an education manager that contribute to self-management. Basic qualities of a creative manager.

Topic 6. Personal and professional health of a teacher: technologies of preventing "burnout" and deformation

Crises of personal and professional formation and development of a teacher. Causes of teacher professional burnout. Burnout syndrome and post-traumatic stress disorder. Methodology of determining emotional burnout. Types of teacher deformations.

Stress factors in the teaching profession. Concept, types, signs, stages of stress. Strategies of behavior during stress and distress.

Basic principles of psychological self-regulation.

Techniques of regulating emotional stress in the educational process. Methods of maintaining performance and preventing stress.

Topic 7. Creativity in the personal, professional development and self-development of a teacher-manager

Axiological aspects of a manager's activity.

Axiosphere of a modern education manager and its development.

The structure of value orientations and its subsystems (cognitive, emotional, pragmatic).

Creativity as a value. Stages of managerial creativity. Creative nature of thinking. Pedagogical skills in the personal and professional self-development of a teacher.

Value behavior of the personality of a teacher-manager.

Features of the formation of value attitudes, value attitudes, value orientations of teachers-managers. Axiological foundations of pedagogical interaction. Principles of pedagogical interaction. Normative regulations in pedagogical interaction.

The concept of image of an education manager. Structural components of image. Image as a way of expressing the inner "I". Psychological and pedagogical components of individual image. Methods of change and criteria of the persuasiveness of the image. Content and dynamic characteristics of a teacher's individual style.

Topic 8. Using the ideas of leaders of the teaching profession in the personal and professional self-development of an education manager

Finding ways to solve educational problems by teacher leaders at the end of the 20th – beginning of the 21st centuries. Justification of the goals of education and content of school subjects (V. A. Gerbutov, V. M. Dedkov). Management of students' cognitive activity (V. A. Gerbutov, V. M. Dedkov, Yu. V. Maslov). Differentiation and individualization of learning. Increasing the cognitive interest of students (V.V. Ginchuk, V.M. Zdanovich, V.P. Shpetny). Textbooks of the new generation (V. P. Shpetny). Methods of effective activity of the winners of the "Teacher of the Year" and "Crystal Crane" competitions. Author's training programs, their use in mass practice.

The concept of professiogram and psychogram. The dependence of the effectiveness of professional activity on the characteristics of mental processes, temperament, abilities, and personality traits of an education manager.

Structural components of a manager's professional profile, their characteristics.

Methodology of developing individual occupational plans. Features of drawing up an individual professional profile for a teacher-manager.

EDUCATIONAL AND METHODOLOGICAL CHART OF THE DISCIPLINE
(full-time education)
"Technologies for a Manager's Personal and Professional Self-Development"

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 work	The other material		
1	2	3	4	5	6	7	8	9
	"Technologies for Personal and Professional Self-Development of a Manager"	**16**	**20**				**60**	
1	**Basic paradigms of education and principles of teacher personality development**	**2**	**2**					
1.1	*Education Manager as a Competitive Leader* *1.* Goals and objectives of the academic discipline "Technologies for Personal and Professional Self-Development of a Manager" 2. Axiologization of the world educational space. Models of educational management 3. Personal development direction in the context of the modern educational paradigm. 4. Basic principles of the development of the personality of a teacher-manager.	2						Compiling a vocabulary of scientific terms on the topic; doing a test on the content of the lecture

1	2	3	4	5	6	7	8	9
1.2	*Practice-oriented research into the professional activities of teachers* 1. Personality-oriented approach in education. 2. The relationship between the professional and personal development of a teacher. 3. Approaches to the study of leaders and leadership. Classification of leadership theories (trait theory; situational leadership theory, etc.). 4. Types of leaders, their characteristics.		2					Oral individual and group survey; abstract presentation
2	**Structural-hierarchical personality model of a teacher-manager**	**2**	**2**					
2.1	*Psychological and pedagogical research into the personality of a teacher* 1. Approaches to studying the personality of a teacher. Practice-oriented research into the professional activity of a teacher. 2. Pedagogical abilities. A teacher's ability to teach as an important professional quality. 3. Model of adaptive behavior: main characteristics of the stages. 4. Model of constructive change in the behavior of an education manager, characteristics of structural components.	2						Compiling a vocabulary of scientific terms on the topic
2.2	*Conceptual diagram of a teacher's work* 1. Axiosphere of a modern teacher-manager and its development. Three-dimensional model of teacher's work (according to L.M. Mitina). 2. Principles of teacher self-realization in teaching activities. 3. Communication as a fundamental condition of appropriating the achievements of the historical development of society. 4. The structure and content of the manager's pedagogical activity.		2					Oral individual and group survey; solving pedagogical problems
3	**Integral characteristics of the personality of a teacher-manager as factors of his personal and professional development and self-development**	**2**	**2**					

1	2	3	4	5	6	7	8	9
3.1	*Integral characteristics of the personality of a teacher-manager* 1. Pedagogical orientation as a characteristic of the personality of a teacher-manager. 2. The essence of pedagogical competence. Components of a manager's pedagogical competence. 3. Pedagogical flexibility: psychological content, conditions, dynamics of development.	2						Compiling a vocabulary of scientific terms on the topic; doing a test on the content of the lecture
3.2	*Structural components of the integral characteristics of a manager's personality* 1. The concept of pedagogical orientation, its structure. Types of pedagogical orientation. 2. Structural components of pedagogical competence. 3. Motivational component as a condition for personal self-development of a teacher-manager.		2					Composing a prospectus report on the topic: "Structural components of pedagogical competence"
4	**Increasing the level of self-awareness as a fundamental condition for the personal and professional self-development of a manager**	**2**	**2**					
4.1	*Professional self-awareness as the "core" of a teacher's personality.* 1. Components of a teacher's professional self-awareness and their functions. 2. Modeling the structure of a teacher's professional self-awareness. 3. The role of self-education in the development of an education manager. 4. The culture of professional thinking of a teacher, its main components.	2						Compiling a vocabulary of scientific terms on the topic; doing a test on the content of the lecture; drawing up a diagram "Structural components of thinking"
4.2	*Self-concept of professional and personal development of a teacher-manager* 1. The concept of self-concept of personality as a dynamic formation. Real and ideal forms of self-concept. 2. Self-esteem and self-efficacy of the manager.		2					Preparing a prospectus report on the topic: "Self-education in the development of a manager";

	3. Structural components of the self-development program, their characteristics. 4. Methodology of developing personal programs of self-education and self-development.							developing an element of a personal self-education program
5	**Communicative competence and technologies of resolving management conflicts**	**2**	**4**					
5.1	*Management interaction and communication in a team.* 1. The essence of communicative competence. Types of communication (formal, informal, vertical, horizontal, interpersonal). 2. Models of communication networks. 3. Personal characteristics and characteristics of a teacher-manager with active self-development.	2						Compiling a vocabulary of scientific terms on the topic
5.2	*Technologies for resolving conflicts in the activities of a teacher-manager* 1. Conflict resolution culture. Positive and negative consequences of conflict. 2. General principles and rules of conflict management. 3. Prevention of conflicts. 4. Personal qualities of a teacher-manager that contribute to self-management.		2					Oral individual and group work; defense of conflict resolution projects; presentation of manager's personal qualities
5.3	*Management and pedagogical orientation, reflection and tact* 1. The concept of personality orientation. Structure of focus, main components: needs, interests, ideals. Personal abilities in the context of management activities. 2. The concept of reflection. Self-esteem, its influence on the effectiveness of activities and the further development of the personality of an education manager. 3. Formula of self-esteem and self-esteem of the individual. 4. The importance of pedagogical tact in the activities of a manager.		2					Oral individual and group work; drawing up a formula for self-respect and self-esteem
6	**Personal and professional health of a teacher: prevention of burnout and deformation**	**2**	**2**					

1	2	3	4	5	6	7	8	9
6.1	*Personal and professional health of a teacher* 1. Reasons for professional "burnout" of a teacher. Types of teacher deformations. 2. Stress factors of the teaching profession. 3. Concept, types, signs, stages of stress. Strategies of behavior during stress and distress. 4. Basic principles of psychological self-regulation.	2						Compiling a vocabulary of scientific terms on the topic; doing a test on the content of the lecture
6.2	*Technologies for personal and professional health of teachers* 1. Burnout syndrome and post-traumatic stress disorder. 2. Methodology of determining emotional burnout. 3. Techniques of regulating emotional stress in the educational process. 4. Methods of maintaining performance and preventing stress.		2					A collection of methods of maintaining performance and preventing stress
7	**Creativity in the personal and professional development and self-development of a teacher-manager**	**2**	**4**					
7.1	*Axiosphere of a modern education manager and its development* 1. Axiological aspects of a manager's activity. 2. Creativity as a value. Stages of managerial creativity. 3. Value behavior of an education manager's personality. 4. Pedagogical technique and pedagogical skills in the personal and professional self-development of a teacher.	2						Compiling a vocabulary of scientific terms on the topic
7.2	*The role of creativity in the personal and professional development and self-development of a teacher* 1. Features of the formation of value attitudes, value attitudes, value orientations of teachers-managers. 2. Pedagogical techniques and pedagogical skills in the personal and professional self-development of a teacher. 3. Image as a way of expressing the inner "I". Psychological and pedagogical components of individual image.		2					Preparing a report-presentation on the issue of the practical lesson; preparing 2-3 teaching techniques that contribute to the personal and professional self-

								development of the teacher
1	2	3	4	5	6	7	8	9
7.3	*Heuristic methods of generating new management ideas* 1. Generating ideas and creative solving management problems in education. The need for a conscious desire for change, for something new. 2. Selection of ideas and planning innovations in an education institution. 3. Using the project method in the professional development of a manager. 4. Justification and selection of innovative ideas.		2					Preparing a report-presentation on the issue for the practical lesson
8	**Using the ideas of leaders of the teaching profession in the personal and professional self-development of an education manager**	**2**	**2**					
8.1	*Pedagogical experience in the context of the relationship between pedagogical theory and educational practice* 1. Search for ways to solve educational problems by teacher leaders at the end of the 20th – beginning of the 21st centuries. Justification of the goals of education and content of school subjects. 2. Techniques of the effective activities of the winners of the "Teacher of the Year" and "Crystal Crane" competitions. 3. Original training programs, their use in mass practice. 4. Differentiation and individualization of training. Increasing the cognitive interest of students (V.V. Ginchuk, V.M. Zdanovich, V.P. Shpetny).	2						Compiling a vocabulary of scientific terms on the topic
8.2	*Professionogram of a teacher-manager* 1. The concept of professiogram and psychogram. 2. The dependence of the effectiveness of professional activity on the characteristics of mental processes, temperament, abilities, and personality traits of the education manager. 3. Content and dynamic characteristics of the teacher's individual style. 4. Technologies of drawing up an individual professional profile for a teacher-manager.		2					Preparing a report-presentation on the issue of the practical lesson; drawing up an individual professional profile for a teacher-manager
	Total	**16**	**20**				**60**	**Exam**

EDUCATIONAL AND METHODOLOGICAL CHART OF THE DISCIPLINE
(part-time education)
"Technologies for a Manager's Personal and Professional Self-Development"

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 work	The other material		
1	2	3	4	5	6	7	8	9
	"Technologies for Personal and Professional Self-Development of a Manager"	**4**	**4**				**88**	
1	**Basic paradigms of education and principles of teacher personality development**	**2**					**10**	
1.1	*Education Manager as a Competitive Leader* 1. Goals and objectives of the academic discipline "Technologies for Personal and Professional Self-Development of a Manager" 2. Axiologization of the world educational space. Models of educational management 3. Personal development direction in the context of the modern educational paradigm. 4. Basic principles of the development of the personality of a teacher-manager.	2					6	Compiling a vocabulary of scientific terms on the topic; doing a test on the content of the lecture

1	2	3	4	5	6	7	8	9
1.2	*Practice-oriented research into the professional activities of teachers* 1. Personality-oriented approach in education. 2. The relationship between the professional and personal development of a teacher. 3. Approaches to the study of leaders and leadership. Classification of leadership theories (trait theory; situational leadership theory, etc.). 4. Types of leaders, their characteristics.						4	Oral individual and group survey; abstract presentation
2	**Structural-hierarchical personality model of a teacher-manager**						**10**	
2.1	*Psychological and pedagogical research into the personality of a teacher* 1. Approaches to studying the personality of a teacher. Practice-oriented research into the professional activity of a teacher. 2. Pedagogical abilities. A teacher's ability to teach as an important professional quality. 3. Model of adaptive behavior: main characteristics of the stages. 4. Model of constructive change in the behavior of an education manager, characteristics of structural components.						6	Compiling a vocabulary of scientific terms on the topic
2.2	*Conceptual diagram of a teacher's work* 1. Axiosphere of a modern teacher-manager and its development. Three-dimensional model of teacher's work (according to L.M. Mitina). 2. Principles of teacher self-realization in teaching activities. 3. Communication as a fundamental condition of appropriating the achievements of the historical development of society. 4. The structure and content of the manager's pedagogical activity.						4	Oral individual and group survey; solving pedagogical problems
3	**Integral characteristics of the personality of a teacher-manager as factors of his personal and professional development and self-development**	**2**					**10**	

1	2	3	4	5	6	7	8	9
3.1	*Integral characteristics of the personality of a teacher-manager* 1. Pedagogical orientation as a characteristic of the personality of a teacher-manager. 2. The essence of pedagogical competence. Components of a manager's pedagogical competence. 3. Pedagogical flexibility: psychological content, conditions, dynamics of development.	2					6	Compiling a vocabulary of scientific terms on the topic; doing a test on the content of the lecture
3.2	*Structural components of the integral characteristics of a manager's personality* 1. The concept of pedagogical orientation, its structure. Types of pedagogical orientation. 2. Structural components of pedagogical competence. 3. Motivational component as a condition for personal self-development of a teacher-manager.						4	Compose a prospectus report on the topic: "Structural components of pedagogical competence"
4	**Increasing the level of self-awareness as a fundamental condition for the personal and professional self-development of a manager**						**10**	
4.1	*Professional self-awareness as the "core" of a teacher's personality.* 1. Components of a teacher's professional self-awareness and their functions. 2. Modeling the structure of a teacher's professional self-awareness. 3. The role of self-education in the development of an education manager. 4. The culture of professional thinking of a teacher, its main components.						6	Compiling a vocabulary of scientific terms on the topic; doing a test on the content of the lecture; drawing up a diagram "Structural components of thinking"
4.2	*Self-concept of professional and personal development of a teacher-manager* 1. The concept of self-concept of personality as a dynamic formation. Real and ideal forms of self-concept. 2. Self-esteem and self-efficacy of the manager.						4	Preparing a prospectus report on the topic: "Self-education in the development of a manager"

	3. Structural components of the self-development program, their characteristics. 4. Methodology of developing personal programs of self-education and self-development.							developing an element of a personal self-education program
5	**Communicative competence and technologies of resolving management conflicts**		**2**				**14**	
5.1	*Management interaction and communication in a team.* 1. The essence of communicative competence. Types of communication (formal, informal, vertical, horizontal, interpersonal). 2. Models of communication networks. 3. Personal characteristics and characteristics of a teacher-manager with active self-development.						6	Compiling a vocabulary of scientific terms on the topic
5.2	*Technologies for resolving conflicts in the activities of a teacher-manager* 1. Conflict resolution culture. Positive and negative consequences of conflict. 2. General principles and rules of conflict management. 3. Prevention of conflicts. 4. Personal qualities of a teacher-manager that contribute to self-management.		2				6	Oral individual and group work; protection of conflict resolution projects; presentation of manager's personal qualities
5.3	*Management and pedagogical orientation, reflection and tact* 1. The concept of personality orientation. Structure of focus, main components: needs, interests, ideals. Personal abilities in the context of management activities. 2. The concept of reflection. Self-esteem, its influence on the effectiveness of activities and the further development of the personality of an education manager. 3. Formula of self-esteem and self-esteem of the individual. 4. The importance of pedagogical tact in the activities of a manager.						2	Oral individual and group work; drawing up a formula for self-respect and self-esteem
6	**Personal and professional health of a teacher: prevention of burnout and deformation**		**2**				**10**	

1	2	3	4	5	6	7	8	9
6.1	*Personal and professional health of a teacher* 1. Reasons for professional "burnout" of a teacher. Types of teacher deformations. 2. Stress factors of the teaching profession. 3. Concept, types, signs, stages of stress. Strategies for behavior during stress and distress. 4. Basic principles of psychological self-regulation.						6	Compiling a dictionary of scientific terms on the topic; taking a test on the content of the lecture
6.2	*Technologies for personal and professional health of teachers* 1. Burnout syndrome and post-traumatic stress disorder. 2. Methodology of determining emotional burnout. 3. Techniques of regulating emotional stress in the educational process. 4. Methods of maintaining performance and preventing stress.		2				4	A collection of methods for maintaining performance and preventing stress
7	**Creativity in the personal and professional development and self-development of a teacher-manager**						**12**	
7.1	*Axiosphere of a modern education manager and its development* 1. Axiological aspects of a manager's activity. 2. Creativity as a value. Stages of managerial creativity. 3. Value behavior of an education manager's personality. 4. Pedagogical techniques and pedagogical skills in the personal and professional self-development of a teacher.						4	Compiling a vocabulary of scientific terms on the topic
7.2	*The role of creativity in the personal and professional development and self-development of a teacher* 1. Features of the formation of value attitudes, value attitudes, value orientations of teachers-managers. 2. pedagogical techniques and pedagogical skills in the personal and professional self-development of a teacher. 3. Image as a way of expressing the inner "I". Psychological and pedagogical components of individual image.						4	Preparing a report-presentation on the issue of the practical lesson; preparing 2-3 teaching techniques that contribute to the personal and professional self-development of the teacher

1	2	3	4	5	6	7	8	9
7.3	*Heuristic methods for generating new management ideas* 1. Generating ideas and creative solving of management problems in education. The need in a conscious desire for change, for something new. 2. Selection of ideas and planning of innovations in an education institution. 3. Using the project method in the professional development of a manager. 4. Justification and selection of innovative ideas.						4	Preparing a report-presentation on the issue of the practical lesson
8	**Using the ideas of leaders of the teaching profession in the personal and professional self-development of an education manager**						**12**	
8.1	*Pedagogical experience in the context of the relationship between pedagogical theory and educational practice* 1. Search for ways to solve educational problems by teacher leaders at the end of the 20th – beginning of the 21st centuries. Justification of the goals of education and content of school subjects. 2. Techniques of the effective activities of the winners of the "Teacher of the Year" and "Crystal Crane" competitions. 3. Original training programs, their use in mass practice. 4. Differentiation and individualization of training. Increasing the cognitive interest of students (V.V. Ginchuk, V.M. Zdanovich, V.P. Shpetny).						6	Compiling a vocabulary of scientific terms on the topic
8.2	*Professionogram of a teacher-manager* 1. The concept of professiogram and psychogram. 2. The dependence of the effectiveness of professional activity on the characteristics of mental processes, temperament, abilities, and personality traits of the education manager. 3. Content and dynamic characteristics of the teacher's individual style. 4. Technologies of drawing up an individual professional profile for a teacher-manager.						6	Preparing a report-presentation on the issue of the practical lesson; drawing up an individual professional profile for a teacher-manager
	Total	**4**	**4**				**88**	**Exam**

INFORMATION AND METHODOLOGICAL SECTION

List of basic literature:

1. Профессионально-квалификационный стандарт педагога и вопросы его реализации : метод. рекомендации / А. В. Торхова [и др.] ; под общ. ред. А. И. Жука. – Минск : Белорус. гос. пед. ун-т, 2018. – 140 с.

2. Цыркун, И. И. Инновационное образование педагога: на пути к профессиональному творчеству [Электронный ресурс] : учеб.-метод. пособие / И. И. Цыркун, Е. И. Карпович // Репозиторий БГПУ. – Режим доступа: http://elib.bspu.by/handle/doc/47360. – Дата доступа: 15.05.2023.

List of additional literature:

3. Андреев, В. И. Конкурентология : учеб. курс для твор. развития конкурентоспособности / В. И. Андреев. – Казань : Центр инновац. технологий, 2014. – 468 с.

4. Бумаженко, Н. И. Менеджмент образования : курс лекций / Н. И. Бумаженко. – Витебск : Витеб. гос. ун-т, 2017. – 115 с.

5. Казаручик, Г. Н. Менеджмент в образовании : учеб.-метод. комплекс для студентов учреждений высш. образования / Г. Н. Казаручик. – Брест : Брест. гос. ун-т, 2018. – 285 с.

6. Козинец, Л. А. Изучение и обобщение инновационного педагогического опыта / Л. А. Козинец // Адукацыя і выхаванне. – 2018. – № 5. – С. 10–15.

7. Козинец, Л. А. Инновационный педагогический опыт: историко-методологический аспект : монография / Л. А. Козинец. – Минск : Белорус. гос. пед. ун-т, 2015. – 204 с.

8. Конаржевский, Ю. А. Менеджмент и внутришкольное управление / Ю. А. Конаржевский. – М. : Пед. поиск, 2016. – 224 с.

9. Корзникова, Г. Г. Менеджмент в образовании : учеб. для студентов вузов / Г. Г. Корзникова. – М. : ИНФА-М, 2017. – 350 с.

10. Митина, Л. М. Педагог в контексте личностного и профессионального развития: реальность и перспективы : коллектив. моногр. / Л. М. Митина, З. В. Лукашеня, Н. А. Шайденко. – М. : Бахрах-М, 2022. – 276 с.

11. Митина, Л. М. Психология личностно-профессионального развития субъектов образования / Л. М. Митина. – М. : Нестор-История, 2014. – 376 с.

12. 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.

13. Цыркун, И. И. Интеллектуальное саморазвитие будущего педагога: дидактический аспект : монография / И. И. Цыркун, В. Н. Пунчик. – Минск : Белорус. гос. пед. ун-т, 2008. – 254 с.

14. Цыркун, И. И. Лидеры педагогической профессии: сценарии эффективной педагогической деятельности : учеб.-метод. пособие / И. И. Цыркун, Л. А. Козинец ; под общ. ред. И. И. Цыркуна. – Минск : Белорус. гос. пед. ун-т, 2010. – 256 с.

15. Шепель, В. М. Менталитет руководителя. Управленческое мышление / В. М. Шепель. – М. : Нар. образование, 2020. – 352 с.

List of credit questions

1. Goals and objectives of the academic discipline "Technologies for Personal and Professional Self-Development of a Manager."
2. Axiologization of the world educational space. Models of educational management
3. Personal development direction in the context of the modern educational paradigm.
4. Basic principles of the development of the personality of a teacher-manager.
5. Personality-oriented approach in education.
6. The relationship between the professional and personal development of a teacher.
7. Approaches to the study of leaders and leadership. Classification of leadership theories (trait theory; situational leadership theory, etc.).
8. Types of leaders, their characteristics.
9. Approaches to studying the personality of a teacher. Practice-oriented research into the professional activity of a teacher.
10. Pedagogical abilities. A teacher's ability to teach as an important professional quality.
11. Model of adaptive behavior: main characteristics of the stages.
12. Model of constructive change in the behavior of an education manager, characteristics of structural components.
13. Axiosphere of a modern teacher-manager and its development.
14. Three-dimensional model of a teacher's work (according to L.M. Mitina).
15. Principles of teacher self-realization in teaching activities.
16. Communication as a fundamental condition of appropriating the achievements of the historical development of society.
17. Structure and content of the manager's pedagogical activity.
18. Pedagogical orientation as a characteristic of the personality of a teacher-manager.
19. The essence of pedagogical competence. Components of a manager's pedagogical competence.
20. Pedagogical flexibility: psychological content, conditions, dynamics of development.
21. Components of a teacher's professional self-awareness and their functions.
22. Modeling the structure of a teacher's professional self-awareness.
23. The role of self-education in the development of an education manager.
24. The culture of professional thinking of a teacher, its main components.
25. The concept of self-concept of personality as a dynamic formation. Real and ideal forms of self-concept.
26. Self-esteem and self-efficacy of a manager.
27. Structural components of the self-development program, their characteristics.
28. The essence of communicative competence. Types of communications (formal, informal, vertical, horizontal, interpersonal).
29. Personal characteristics and characteristics of a teacher-manager with active self-development.
30. Culture of conflict resolution. Positive and negative consequences of conflict.
31. General principles and rules of conflict management.
32. Prevention of conflicts.

33. Personal qualities of a teacher-manager that contribute to self-management.
34. The concept of reflection. Self-esteem, its influence on the effectiveness of activities and the further development of the personality of an education manager.
35. Formula of self-esteem and self-esteem of the individual.
36. The importance of pedagogical tact in the activities of a manager.
37. Reasons for professional "burnout" of a teacher. Types of teacher deformations.
38. Stress factors in the teaching profession.
39. Concept, types, signs, stages of stress. Strategies for behavior during stress and distress.
40. Basic principles of psychological self-regulation.
41. Creativity as a value. Stages of managerial creativity.
42. Value behavior of the personality of an education manager.
43. Pedagogical techniques and pedagogical skills in the personal and professional self-development of a teacher.
44. Image as a way of expressing the inner "I". Psychological and pedagogical components of individual image.
45. Using the project method in the professional development of a manager.
46. Techniques of effective activities of the winners of the "Teacher of the Year" and "Crystal Crane" competitions.
47. Original training programs, their use in mass practice.
48. Differentiation and individualization of training.
49. Dependence of the effectiveness of professional activity on the characteristics of mental processes, temperament, abilities, and personality traits of an education manager.
50. Content and dynamic characteristics of a teacher's individual style.

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

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

– independent work in the form of completing individual tasks while preparing for practical classes under the guidance of the teacher;

– development of the final creative project for personal and professional self-development of an education manager.

The list of recommended diagnostic tools

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

- writing abstracts and presenting them during practical classes;
- doing test tasks;
- defense of the final creative project of personal and professional self-development of an education manager;
- taking an exam in the academic discipline.

Criteria of assessing learning outcomes

The degree of knowledge formation in the field of personal and professional self-development of a manager. Stages in mastering educational material, or levels of educational activity (mastering educational material), are distinguished.

The first level is actions for recognition, recognition of concepts (objects), discrimination and establishment of similarity.

The second level is actions to reproduce educational material (object of study) at the memory level, i.e. unconscious reproduction.

The third level is action, but reproduction of educational material (object of study) at the level of understanding (conscious reproduction), description and analysis of action with the object of study.

The fourth level is actions to apply knowledge in a familiar situation according to a model, performing actions with clearly defined rules, applying knowledge based on a generalized algorithm to solve a new educational task.

The fifth level is the application of knowledge (skills) in an unfamiliar situation to solve a new range of problems, creative transfer of knowledge (independent use of previously acquired knowledge in a new situation to solve a problem; vision of the problem and ways to solve it, etc.).

Integrated 10-point scale for assessing
the academic achievements of master students in the academic discipline
"Technologies for a Manager's Personal and Professional Self-Development"

Levels	Points	Evaluation indicators
	0	No response or refusal to respond
1. Low (receptive)	**1**	Recognition of the object of study, recognition of individual known terms and facts; manifestation of the desire to overcome learning difficulties; manifestation of situational interest in learning and the subject. UNSATISFACTORY
	2	Recognizing the object of study, distinguishing definitions, structural elements of knowledge; manifestation of volitional efforts and motivation for learning. UNSATISFACTORY
2. Satisfactory (receptive-reproductive)	**3**	Incomplete reproduction of programme educational material at the memory level; the presence of significant errors that can be eliminated with the help of the teacher; difficulties in using special, general educational and intellectual skills; desire to overcome difficulties; situational manifestation of responsibility and self-criticism. SATISFACTORY
	4	Mastering educational material at the reproductive level and incomplete reproduction of it; the presence of correctable errors in additional (leading) questions; difficulties in using certain special, general educational and intellectual skills or individual skills; manifestation of volitional efforts, interest in learning, adequate self-esteem, independence, meaningfulness of actions, etc. VERY SATISFACTORY
3. Average (reproductive)	**5**	Conscious reproduction of programme educational material, including varying degrees of complexity, with minor errors; difficulties in using certain special, general educational and intellectual skills; interest in learning and achieving results. ALMOST GOOD
	6	Full reproduction of programme educational material with minor errors; application of knowledge in a familiar situation according to a model; the use of special, general educational and intellectual skills and abilities with little help from the teacher; perseverance and desire to overcome difficulties; situational manifestation of the desire for creativity. FINE
4. Sufficient (productive)	**7**	Mastery of programme educational material, including varying degrees of complexity, operating it in a familiar situation; the presence of single insignificant errors in actions; independent use of special general educational and intellectual skills; manifestation of a desire for creative transfer of knowledge, organization, self-criticism, reflection, etc. VERY GOOD

	8	Having a good command of programme educational material and operating it in familiar and unfamiliar situations; the presence of single insignificant errors in actions that are independently corrected by the student; having some experience in creative activity; manifestation of conscientiousness, responsibility, self-esteem, reflection, etc. ALMOST EXCELLENT
5. High (productive, creative)	**9**	Fluent handling of programme educational material of varying degrees of complexity in an unfamiliar situation; performing creative tasks; high level of independence and erudition. EXCELLENT
	10	Fluent handling of programme educational material of varying degrees of complexity using information from other educational courses and disciplines; the ability to consciously and quickly transform acquired knowledge to solve problems in non-standard situations; manifestation of purposefulness, responsibility, cognitive activity, creative attitude to learning. PROFICIENT

Approximate thematic plan (full-time form of education)

No.	Name of topics	Number of hours	
		Lectures	Practical classes
1	Basic paradigms of education and principles of teacher personality development	2	2
2	Structural-hierarchical personality model of a teacher-manager	2	2
3	Integral characteristics of the personality of a teacher-manager as factors of his personal and professional development and self-development	2	2
4	Improving the level of self-awareness as a fundamental condition for the personal and professional self-development of a manager	2	2
5	Communicative competence and technologies for resolving management conflicts	2	4
6	Personal and professional health of a teacher: prevention of burnout and deformation	2	2
7	Creativity in the personal and professional development and self-development of a teacher-manager	2	4
8	Using the ideas of leaders of the teaching profession in the personal and professional self-development of an education manager	2	2
		16	**20**
	Total	**36**	

Approximate thematic plan (part-time form of education)

No.	Name of topics	Number of hours		
		Lectures	Practical classes	Self-study
1.	Basic paradigms of education and principles of teacher personality development	2		10
2.	Structural-hierarchical personality model of a teacher-manager			10
3.	Integral characteristics of the personality of a teacher-manager as factors of his personal and professional development and self-development	2		10
4.	Improving the level of self-awareness as a fundamental condition for the personal and professional self-development of a manager			10
5.	Communicative competence and technologies for resolving management conflicts		2	14
6.	Personal and professional health of a teacher: prevention of burnout and deformation		2	10
7.	Creativity in the personal and professional development and self-development of a teacher-manager			12
8.	Using the ideas of leaders of the teaching profession in the personal and professional self-development of an education manager			12
		4	**4**	**88**
	Total	**96**		

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)
Digital Education Management	Department of Pedagogy	To eliminate duplication in studying the concepts of "educational management", "pedagogical management", as well as the terms that are discussed in this academic discipline	Minutes No. _____2023