Study program	**Educational Management and Leadership (2017/2018)**
Faculty	Languages, Cultures and Communications
Study Cycle	Second Cycle (Postgraduate)
ECTS	120
Code	N-MLCCML120C
Title	Master of Educational Leadership and Management
Accreditation archive number [120]	03-618/9
Decision for running of the program	03-1619/17 (10.11.2017)
Accreditation date	21.03.2017

Description of the program

The Educational Leadership and Management study program aims to provide a range of modules that will form the basis of information and advanced knowledge on process of transformation of education in the our country and in the region.

Career

Staff with new knowledge in education.
Ability for research in field of education.
To create politics in education and in schools.
Ability of productive management with educational institutions.

Learning outcomes

Knowledge and understanding

- Understanding of local, regional and global changes in education.
- Students will become the leaders of educational innovations.
- Students will be well oriented for reforms in educational processes in Macedonia and in region and will have skills for implementation of action plans for reforms in education.

Applying knowledge and understanding

- Students will be able to give consultations to governmental and non-governmental politicians for educational issues and to planning local and regional needs of staff during adapting with economical resources of the country and giving point to strategic leadership.
- Students will be able to take leaders role in educational institutions in Macedonia and in region.

Making judgement

- Students will face with the risk and challenges of changes from traditional to modern system of education
- Will be able to evaluate of programs, syllabuses, staff and educational politics.

Communication skills

- Will have good communication skills
- Will have ability of uses of technology in classrooms and in administration for successfully applying in society and institutions based in knowledge.

Learning skills

- Will achieve good skills in leadership for Macedonian schools and implementing research in educational institutions.
- Will achieve skills for managing with human, economic and technological resources
- Will be trained and competent to take responsibilities for improving of education. Will be able to act in multiethnic and multilingual environment through trainings.

List of courses

Semester 1

- [MCLM1030] [6.0 ECTS] **Introduction to Educational Management**
- [EMLM2010] [6.0 ECTS] **Educational Psychology**
- [MCML1040] [6.0 ECTS] **Strategic Planning**
- [6.0 ECTS] **Elective course**
- [6.0 ECTS] **Free elective course**

Semester 2

- [MCLM3030] [6.0 ECTS] **Human Resources Management**
- [MCLM1020] [6.0 ECTS] **Educational Institutions Evaluation**
- [MCLM2030] [6.0 ECTS] **Multicultural Education**
- [6.0 ECTS] **Elective course**
- [6.0 ECTS] **Free elective course**

Semester 3

- [MCLM2010] [6.0 ECTS] **Research Methodology**
- [MCLM3010] [6.0 ECTS] **Learning and Recognition in Education**
- [MCLM3020] [6.0 ECTS] **Quality Assurance in Teaching**
- [6.0 ECTS] **Elective course**
- [6.0 ECTS] **Elective course**

Semester 4

- [MCLM4010] [30.0 ECTS] **Master Thesis**

Description of courses

Core courses

- **Introduction to Educational Management**
  The course has a very rich content regarding styles, quality and school management. The major topics are: - Learning style; - Quality in school; - Teams and teamwork; - Managing change in schools; - Theory of Organization; - Climate and Culture; - Leadership; - Defining school meetings;

- **Educational Psychology**
  Subject, characteristics and aims of Pedagogical Psychology: - Historical Development of the Discipline; - Subject

Discipline; - Characteristics and aims of the Discipline; - Methods of Pedagogical Psychology; - Types and Theories of Learning; - Transfer of Learning and the Learning Ability; - Motivation and Evaluation of Learning Psycho-Pedagogical Aspects of Thinking; - Psychological Aspects Teaching;

- **Strategic Planning**
  - Making strategic plan for the development of the school; - Mission of the school; - Vision of the school; - Areas of change and priorities; - Goals of the school; - Tasks and activities; - Evaluation plans;

- **Human Resources Management**
  The course presents an introduction to the elaboration of managing human resources and in itself summarizes several aspects: importance of human resources and content; concept and HR concept; manpower planning; Recruiting; Fundamental assumptions of quality professional selection; Training as a process; Monitoring business performance; Motivation for work; Education and development in modern enterprises; Development and career management, with particular reference to specific topics of human resource management; Stress and stress management, Mobbing, Fluctuations and absence.

- **Educational Institutions Evaluation**
  In this course students will be introduced to the theory and practical assessment of organizations through a Peer Review reports on institutions. Topics will address all aspects of the design and implementation of educational assessment, evaluation results, instruments and approaches.

- **Multicultural Education**
  The goal of the course is to enable students to acquire systematic knowledge in the field of multicultural education, discipline that deals with the study of the behavior of individuals in the workplace: organizing individual level, group level, and the level of organizations in terms of multicultural education.

- **Research Methodology**
  The main objectives of the course are to provide students with instruments in terms of the research question and the establishment of data collection methods in science. A selection of collected materials, analysis and its scientific interpretation are an important component of the examination of causal relations. The course is focused on the problems of methods and techniques quantitative and qualitative research.

- **Learning and Recognition in Education**
  With this course are processed key concepts involved in making decisions about the shape of the curriculum, curriculum theories and practical aspects of planning, implementation, evaluation and research. In addition, we will explore learning styles and multiple intelligence and think about how these ideas can influence the approach of the teaching of science in education.

- **Quality Assurance in Teaching**
  he content of this course focuses on enabling students to lead schools, creating a climate of working-class rational education, effective and pragmatic. After all, the current traditional education to move from teaching degree in teaching knowledge, skills and competencies for material production.

- **Master Thesis**
  This module enables students to transfer their skills and knowledge to research and make more complex task of Master-Thesis. The module is designed to be fully practical and students to acquire the necessary knowledge and skills to approach writing the thesis. The modul is therefore more collaborative than a strict lecture-based course; students are expected to be active in class, and to engage with the discussions to the best of their ability.The module has unique return result-to enable students to write the master thesis with minimal difficulties, and with maximum efficiency. The course aims to improve research techniques and writing style.

Elective courses

- **Educational Sociology**
  The course aims are to conduct research and to elaborate on social conditions in operating educational institutions that educate new generations. The topics that will be discussed are: scientific literature and education, society and

education, education and overcoming traditional barriers in digital societies, future work, new professions and schools, experience and the role of schools as social institutions, probability of success of the young generations, iIdeological role of education, current schools and their social role in the EU and the USA.

- **Legal Issues in Education**
  The purpose of this course is to acquaint students with the skills to apply basic research methods, critically and creatively and to collect research material in the field of law in education, to understand the scope of the research process and access the various methods of research and enable students to criticize in the field of law, to understand key research debates in this field, in particular the development of key concepts, epistemological concepts and social research in the field of law.

- **Information Technology and Communication in Education (ITC)**
  The course aims are: - To present more advanced concepts and technologies in the field of ITC. - To show their applications in the teaching process. - To enable students to acquire advanced knowledge and skills in chapters of IT applications. - Practical implementation of these objectives in the teaching process within the development of the student's individual project.

- **Thinking Strategies Development in Teaching**
  The education system is the only industry and a basic system for the development of the human mind, while the mind produces every thought that is around us. The content of this program is to focus on creating strategies that develop critical thinking, problem and creative thinking of the generations as an assumption of the qualitative changes in the environment.

- **School Research**
  In this course students will acquire advanced knowledge and skills to scientific theory and practice for implementation in educational institutions where they work and live. In this course students will be encouraged to carry out research work in the field of educational sciences with special emphasis on educational institutions and educational phenomenon as well as in the scientific research work of their master studies.

- **Rhetoric**
  During its long history of 2,500 years, rhetoric was used to indicate many different things; but rhetoric nowadays is considered as the art of persuasion through language. Rhetoric marks the way that an individual is linked to a particular theme or idea in order to convince the others. Rhetoric is characterized by several distinguishing features.

- **Multilingualism and multiculturalism**
  The purpose of this subject will be multilingualism in multicultural societies as a social phenomenon. This phenomenon is massive in the world. During the lectures, more precise terms such as monoculturalism and multiculturalism will be considered. The term 'linguistic nationalism' has at least two forms of this nationalism, which collide with each other: for the leaders of the most powerful countries nationalism means expansion, and for minorities it takes the form of defiance and struggle for the affirmation of identity, despite such pressure. The emphasis during the program will be multiculturalism in education. In the schools curricula consists of contents from different cultures.

- **Selected Advanced Topics in IT Applications for Preparing a Scientific Paper**
  The aim of this subject is: To display the technical elements, the structure of the text and design of a scientific research. To enable students to acquire advanced knowledge and skills from selected advanced chapters of IT applications that will be needed in preparing the scientific and research paper. Practical application of these objectives in preparing student's individual research paper.

- **Selected Advanced Topics in Applications for Statistical Data Processing**
  The aim of this subject is: To display the technical elements in the field of statistics: organizing, processing, comparing through analysis and publication of data. To enable students to acquire advanced knowledge and skills from selected advanced chapters of the applications for statistical data processing. Practical application of these objectives in statistical processing of data obtained from questionnaires, reports, scientific studies and other documents.

- **Professional Communication**
  The course is focused on the development of those communication skills that are essential for effective functioning in the professional world. Students will study the process for analysis of different communication situations, and will accordingly comprehend them. Among the themes that will be covered are communication in organization,

interpersonal and group communication, oral presentations, interviews for employment, professional business letters and interpersonal skills including group dynamics and teamwork.

- **Labor Market**
The main aim of the course "Labor Market" is to provide second cycle students with basic and in-depth knowledge in the field of labor market theory and the mechanism of functioning of the market economy. The objective of the course Labor Market is to provide and teach students about categories, laws and basic principles through which the labor market functions. The course makes a detailed analysis of behavior pattern and the role that key agents play in labor market: individuals, companies and government. The analysis is based on two basic categories - labor demand and labor supply, which are applied in almost all the topics that are addressed in this course. The knowledge gained by the students from this course, serves as essential theoretical basis necessary to understand and grasp the different theories and policies that are applied in the labor market. The course teaches students to understand how labor markets distribute and use efficiently the rare factor of production- the labor. Lectures include knowledge about the concepts of labor demand and labor supply and their practical application; behavior of individuals in the labor market, in order to maximize their usefulness; behavior of companies in the labor market, aiming profit maximization; government's role in the labor market, the different structures of labor markets: labor market in full competition, monopoly in the labor market, the role of unions in the labor market, the bilateral monopoly in the labor market. Lectures and class discussions cover material that may not be in the book and some aspects of the material contained in the basic literature will not be discussed in class, but are left for active studying of the student. Therefore in order the student to achieve success in learning the course is to be present in lectures and workshops by participating actively in the discussion of various issues related to labor market.

- **Methodology of Teaching**
The aim of the course is to introduce the students to the basic teaching approaches and methods. They are expected to gain knowledge and skills in order to be able to apply the active educational tools. The course also offers development, learning and teaching as concepts and basic practices that allow teachers to teach about the development of thinking. Throughout this course, students will gain both theoretical background and entirety of strategies that will enable them to reflect and develop both their own and their students' critical thinking.

- **Philosophy of Social Sciences**
This module covers information that will provide the learner to gain knowledge, skill and competence of the social sciences, including general methodology (explaining, theorizing, testing), the application of philosophy (especially individualism versus holism), the nature of rationality, and the history of theories and concepts. This module offers an advanced survey of current debates about the ontology, methodology, and aims of the social sciences. It will focus on the central issues of the social sciences: Ethno methodology; Evolution; Phenomenology; Rationality; Relativism; Scientific Methods; Textual Interpretations. Learning outcomes: On successful completion of the course, students will be able to: Understand the goal of social sciences. Tell the difference between explaining and understanding human behavior; To explain the different approach in explanation of the social sciences compare the natural sciences, the peculiarities about human beings and social phenomena; To understand the social structures, practices, norms, institutions, etc. The relationship between individuals and larger social structures; To explain the rely not only on facts about individuals and their mental states, but also the cases in which social phenomena cannot be explained in terms of individual behavior; To understand the value-laden in a different way or to a different degree than natural science, the possibility to have a value-free social science, the possibility to have an objectivity in social science.

- **Project Management**
On successful completion of the course, students will be able to: plan the activities necessary to implement the project, identify their interdependencies, their duration and costs; prepare the necessary reports and perform all the required communication between the project and the client, as well as among the team members and the other stakeholders. structure the project to its constituent activities; prepare a Gantt-chart and a network plan for the project and identify the shortest time needed to complete the project; use MS Project as a tool in the process of planning, implementation and review of the project; define the project, identify its scope and objectives and develop project specification;

- **Optimization Methods**
The aim of this course is to present techniques of modeling and optimization in order to prepare students for developing their ability to prepare models for solving real problems in the field of computer science. The course explore the importance of matrix factorizations as an important tool which offers modality for optimizing the solutions of different numerical algorithms which are of basic interest for problem solving in the area computer sciences. The course introduces optimization theory and approach to find the optimum. The different methods of optimization will be analyzed such as the simplex method, duality problem and sensitivity of the problems of linear programming. The aim

is to explore a computer implementation for each of the problems followed by the proposal of the corresponding model for optimization.

- **Ethical and Legal Issues in Information Technology (IT)**
Aims of the course program: to develop an understanding of the relationship between computing, technological change, society and the law; to emphasize the powerful role that computers and computer professionals play in a technological society; to provide an understanding of legal areas which are relevant to the discipline of computing; to provide an understanding of ethical concepts that are important to computer users and professionals; to provide experience in the consideration of ethical matters and the resolution of ethical dilemmas.

- **Protection of Human Rights**
The purpose of this course is: to introduce students with the concept of international law on human rights, their implementation, influence of those rights in the creation of national policies; to encourage students to critically reflect on the relationship between international law and national law; make them aware of current international events, how they affect the daily lives of people in the world; encourage students to contribute in matters of drafting laws for the protection of human rights hoping that, the law makers will consult them same during the creation and implementation of state policies.