



ARMENIAN STATE PEDAGOGICAL UNIVERSITY
AFTER KHACHATUR ABOVYAN



EDUCATIONAL MANAGEMENT

MASTER DEGREE

Induction Handbook

2013-14

Introduction

This handbook has been written for students taking the MA in Educational Management from September 2013. It is intended to provide a range of modules that will form the basis of information and advanced knowledge on process of transformation of education in our country. We'll provide you with a short summary of each element of the course, explains how the course is assessed and try to give you a clear idea of how we will approach these.

Armenian State Pedagogical University will introduce its MA in Educational Management in September 2013. The course has been developed to take account of the significant changes taking place in the Armenian and international higher education, the guidance we have received from our European partners, and the feedback of our of students and stakeholders. Their reactions and responses have been enormously useful in helping us to refine the structure and content of the course. We are grateful to them all.

1. Why study for a MA in Educational Management and Leadership?

The MA in Educational Management is a two-year program that seeks to develop capacity in management and leadership in education. The focus of this diploma is to improve the practice of management and leadership in the education sector. It is directed towards persons who hold or are aspiring to hold management responsibilities within educational institutions.

The MA in Educational Management enables learners with an education background to develop integrated, functional and reflective competencies in educational management by examining issues such as the principles of management, the management process, educational governance, accounting and financial management, marketing and human resource management in education.

2. What will I gain from this program?

Upon completing this course, the participants will be able to:

- Acquire the skills and competencies required for management and leadership in educational institutions.
- Provide leadership in an educational context.
- Apply management principles in an educational context.
- Develop marketing strategies for educational institutions.
- Administer financial resources in an educational institution.
- Administer human resources in an educational institution.
- Evaluate the effectiveness and efficiency of the functioning of educational institutions.
- Review the provisions of relevant legislation.
- Develop fund-raising strategies for educational institutions.

3. Who should apply?

The Masters is aimed at students and professionals with an interest in higher education at all levels and areas:

- teachers, lecturers
- researchers
- administrators and managers
- policy and decision makers
- any graduate of university with a B.A. degree

4. The program will help you to develop your knowledge, expertise and research skills in the following aspects of higher education:

- pedagogical issues
- institutional and administrative structures

- international and comparative questions
- educational research strategies and methods
- philosophical and historical underpinnings of research and teaching
- learning environment and professional development

We accept students from a wide range of disciplines and educational backgrounds – a previous degree in education is beneficial but not necessary for successfully participating and completing the M.A in Higher Education. However, a keen interest in the debate on higher education nationally and internationally and an openness to engage with new and challenging ideas is necessary. You are welcome to ask for further guidance from the Chair or the Unit for student's admission.

5. What is the duration of the program, how is it structured?

Duration of the program is 2 years, 4 semesters. Each semester includes 16 weeks for classroom works and 4 weeks for examinations.

The programme is divided into seven modules including core and optional courses: one of 30 credits , and six of 15 credits (a total of 90 credits). An optional course will not be run in any given year if fewer than a prescribed minimum number of students have opted for it. To be awarded the MA, successful completion of 120 credits is required.

(The University uses the European Credit Transfer and Accumulation System (ECTS), as a guide to support periods of study undertaken abroad and to assist student mobility.)

Semester Schedule

Master of Educational Management degree program

Semester	Module		Course	CP	
			Core modules (courses)	24	
1st Semester	M.1	1.1	Theories of Education: Current Developments and Trends	6	
	M.1	1.2	Higher Education Policy Making and Legal Framework	6	
	M.5	5.1	Introduction to Research in Education	6	
	M.5	5.2	Research Methods	6	
	M.1	1.3	Elective modules (courses)		6
			Culture and Ethics in Education	6	
		History of Education			
Total 1st Semester				30	
2nd Semester			Core modules (courses)	24	
	M.2	2.1	Comparative Education	6	
	M.2	2.2	Curriculum and Course Design	6	
	M.6	4.1	Leadership in HE	6	
		4.2	Strategy planning and implementation	6	
	M.2	2.3	Elective modules (courses)		6
			Educational Sociology	3	
			Educational Psychology		
	M.4	4.3	Entrepreneurship in HE	3	
			Change Management in Education		
Communication and Conflict Management in Education					
Total 2nd Semester				30	
3rd Semester			Core modules (courses)	24	
	M.3	3.1	Organizational Management	6	
	M.3	3.2	Quality Management in Education	6	
	M.6	6.1	Applicant oriented field course (general)	6	
			<ul style="list-style-type: none"> • Secondary Education Policy Development • Higher Education Policy Development 		
	M.6	6.2	Intnership	6	
			Elective modules (courses)		6
	M.3	3.3	Financial Management	3	
Human Resource Management in Educational Institutions					
Marketing in Higher Education					
M.6	6.3	Technology enhanced teaching and learning	3		
		Teaching and learning assesment			
Total 3rd Semester				30	
4th Semester			Core module	30	
	M.7		Master's Thesis	30	
Total 4th Semester				30	
Total				120	

I year 1st semester Modules: Framework (15 credits)+ Research (15 credits) = 30

2nd semester Modules: Education (15 credits) + Leadership (15 credits) = 30

II year 3rd semester Modules: Educational managment (15 credits) + Applicant oriented subjects & internship (15 credits) = 30

<i>Master of Educational Management degree program</i>				
	Modules & Courses	Evaluation	ECTS	
	MODULE 1: Framework of Educational Management		15	
	<i>Core Courses</i>			
1.1	Theories of Education: Current Developments and Trends	Paper work	6	
1.2	Education Policy Making and Legal Framework	Paper work	6	
	Elective Courses		3	
1.3a	Culture and Ethics in Higher Education		3	
1.3b	History of Education			
	MODULE 2: Education		15	
	<i>Core Courses</i>			
2.1	Comparative Education	Paper work	6	
2.2	Curriculum and Course Design	Paper work	6	
	Elective Courses		3	
2.3a	Educational Sociology		3	
2.3b	Educational Psychology			
	MODULE 3: Educational Management		15	
	<i>Core Courses</i>			
3.1	Organizational Management	Paper work	6	
3.2	Quality Management in Education	Paper work	6	
	Elective Courses		3	
3.3a	Financial Management		3	
3.3b	Human Resource Management in Educational Institutions			
3.4a	Marketing in Higher Education			
	MODULE 4: Leadership in Educational Institutions		15	
	<i>Core Courses</i>			
4.1	Leadership in HE	Paper work	6	
4.2	Strategy planning and implementation	Paper work	6	
	Elective Courses		3	
4.3a	Entrepreneurship in HE		3	
4.3b	Change Management in Education			
4.3d	Communication and Conflict Management in Education			
	MODULE 5: Research Methods		15	
	<i>Core Courses</i>			
5.1	Introduction to Research in Education	Research Project	7.5	
5.2	Research Methods	Research Project	7.5	
	MODULE 6: Applicant oriented field		15	
	<i>Core Courses</i>			
6.1	Applicant oriented field course (general) <ul style="list-style-type: none"> • Secondary Education Policy Development • Higher Education Policy Development 		6	
6.2	Intnernship	Portfolio	6	
	Elective Courses			
6.3a	Technology enhanced teaching and learning		3	
6.3b	Teaching and learning assesment			
	MODULE 7: Thesis			
	Master's Thesis		30	
	Program Total		120	

6. Program aims and learning outcomes

Master's degrees in Higher Education Management will be awarded to students who have demonstrated

Knowledge of

1. the values*, principles and practices that support good leadership and management in the European Higher Education Area;
2. the roles, responsibilities and benefits of universities within their societies, as seen from various perspectives;
3. the seminal literature on student-centered approaches to the provision and enhancement of higher education;
4. guiding principles and good practices in quality assurance, policy development, change management, and governance that can be applied to enhance quality in higher education.

Understanding of

5. the key challenges that universities face in supporting the development of their students and staff, and addressing the needs of their local/national communities and stakeholders;
6. how knowledge of ways that students learn and experience higher education (within and outside the curriculum) can be used to improve teaching and professional practices;
7. the ways that management processes can be used to set standards, and applied to support the attainment of the strategic objectives of university departments and services.

Skills in the

8. use of key tools and methods of (qualitative and quantitative) data collection, interpretation and presentation;
9. writing, communication and presentation of reports and other documents in clear and scholarly styles;
10. use of digital technology to support and enhance the effectiveness of professional activities.

Ability to

11. address opportunities to improve higher education, based upon sound knowledge of management principles and the application of good leadership, communication and teamwork skills;
12. collect, analyse and present data in an ethical and effective manner;
13. design, undertake and present (through dissertation or project work) a substantial piece of original research on a contemporary challenge in higher education;
14. reflect critically upon aspects of their own professional practice, and identify opportunities for self-improvement;
15. contribute to the development of a professional Community of Practice, through the sharing of ideas, outputs and activities.

7. Teaching/learning methods

Students gain knowledge and understanding through:

- seminars, discussions
- interactive workshops,
- planning and designing templates for change
- reading, independent study and research
- student presentations
- E-learning

Students will develop

- practical skills through, presentations participatory seminars and workshops, group discussion, assignments and given tasks, and investigative field work.
- graduate skills through problem solving practice, games and simulations and other interactive activities.

8. What will the final qualification be?

On completion, the graduate will be awarded a MA Diploma on the National Qualifications Framework (level 7). With this level of qualification the candidate will be able to apply for posts in the education sector where management and leadership are crucial to the job function.

9. Career Prospects

The Master in Educational Management enables graduates to fulfill functions in all education-related organizations. They will demonstrate an advanced understanding of current management, leadership and pedagogical issues and challenges of the educational sector as well as the ability to take a global perspective on tackling management issues in education. In response to the broad range of challenges that arise in practice, graduates acquire advanced knowledge and skills in the fields of management, leadership and pedagogy. Their competence profile enables them to work in leadership positions in the following types of institutions and industries:

Public and private educational institutions

Service Companies (e.g. Consultancies)

Educational Associations

Authorities (Ministries etc.)

The Master of Educational Management program meets the needs of both working academics and professionals who want to advance their careers: it is designed to enhance your professional ability so that you can meet the dynamic needs of modern educational organizations and academic institutions. The program features a curriculum that focuses on practical business

concepts and active research rather than a purely theoretical approach to educational management.