



CAUCASUS UNIVERSITY

CAUCASUS EDUCATION SCHOOL

Title of educational program	განათლების ლიდერობა და მენეჯმენტი
Title of educational program in English	Education Leadership and Management
Level of higher academic education	Master's
Type of the educational program	Academic
Language of instruction	Georgian
Qualification to be awarded	0413
In Georgian:	განათლების მენეჯმენტის მაგისტრი
In English:	Master of Education Management
Date of program approval	Approved by the order of the President of Caucasus University, August 02, 2024 01/01-51.
Program update date	
Program Coordinator / Co-Coordinator	Aluda Goglichidze - Affiliated Associate Professor of Caucasus University (coordinator) Giorgi Machabeli - Affiliated Assistant Professor of Caucasus University (co-coordinator)

Program volume in credits

The Master's program in Education Leadership and Management offers students a course structure which is complex and flexible at the same time. This method achieves two things: a) elaboration of the program and b) the optimal way of achieving the student's priorities.

To obtain an academic degree in Education Management, a student shall accumulate 120 ECTS credits spread across 4 semesters with each semester offering 30 ECTS credits.

Accordingly, the estimated duration of the program in Educational Leadership and Management is 2 academic years. The academic year is based on the semester principle. One semester includes 20 academic weeks, therefore, the academic year is planned for 40 weeks. 1 ECTS credit is equal to 25 hours, which includes both the contact time of the student (lecture, seminar, practicum, etc.), as well as the time of his/her independent work (for midterm and final exams, as well as hours for homework preparation and presentation).

Within the program, students are given the opportunity to choose one of 2 concentrations: 1) preschool and general education or 2) vocational and higher education. In both concentrations students must complete 65 credits (which is 54% of the total). These credits include: 35 credits worth of required elective-compulsory courses related to the chosen concentration, 30-credit master's thesis. Students select the topic of their master's thesis from the corresponding concentration.

Choosing the subjects from the optional mandatory blocks (35 credits) will help the student to develop management competencies in the relevant fields of education according to the concentration chosen by him/her.

Research has an important place among the credits. In order to develop research skills, 30 credits are devoted to the master's thesis, and 15 credits to the development of research competencies, which are one of the foundations of master's research, along with field courses or general courses. Out of the 15 credits, 5 credits are allocated to the foundation course (introduction to education research), 5 credits to practice research, and 5 credits are from elective courses - quantitative or qualitative research.

Within the framework of the program, an important role is assigned to the development of practical skills. Practical skills are developed both through individual courses, including research courses, and through working on the master's thesis.

Students also have the option to take a course from a block of elective (free) courses. This choice can be made from the courses of various programs in the university, which do not have a prerequisite course.

In total, the credits within the program are distributed as follows:

1. Mandatory courses for both concentrations - 25 credits;
2. Mandatory courses according to concentrations - 35 credits:
 - 2.1 Pre-school and General Education (35 credits);
 - 2.2 Professional and Higher Education (35 credits);
3. Research Design - 15 credits;
4. Mandatory-elective courses - 10 credits;
5. Free credit - 5 credits;
6. Master's thesis - 30 credits.

After the expiration of the educational leadership and management master's program, a student with academic debt has the right to continue studying for additional semesters (not more than 6 semesters) to complete the educational program, while maintaining student status.

Precondition for admission to the program	
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A prerequisite for admitting students to the Master's program in Education Management are as follows:

1. Bachelor's or equivalent academic degree;
2. Successfully passing the general master's exam of the relevant type;
3. Confirmation of B2 level knowledge of English language
 - Successfully passing the entrance exam relevant to the specialty of Caucasus School of Education includes understanding and writing English according to the requirements of B2 level (CEFR);
 - An individual may be exempted from this requirement if a B2 English language proficiency certificate is presented (TOEFL, IELTS, CAE, TOEIC, FCE (Grades A, B), CPE or other certificates, if their validity is confirmed) or there are other circumstances defined by the university regulation. Otherwise, the applicant must successfully pass the intra-university test/interview in English.
 - Applicants whose diploma supplement confirms the qualification of English language proficiency at B2 level, or who have completed a bachelor's or master's program in English, are exempted from the presentation of the certificate and the intra-university test in English.
4. Successfully passing the internal exam of Caucasus University (interview);

At the internal examination held by Caucasus University, based on the interview and documents, the program applicant is evaluated according to the following criteria:

- motivation to develop leadership and management competencies in education;
 - Analytical thinking, logical reasoning and communication skills;
 - ability to reflect on undergraduate or other previous educational experience;
 - Work experience gained in the educational sector (preference is given in case of equal conditions).
5. Enrollment in the program without passing the general master's exam is carried out according to the rules established by the legislation;
 6. Enrollment of students in the program on the basis of mobility is carried out in accordance with the legislation and internal regulations of the University.

Program Qualification Description

Program Goals and Objectives	The mission of the Master's Educational Program in Education Leadership and Management of Caucasus School of Education is to train specialists in education management in accordance with the modern challenges of sustainable development, the labor market and the field, all of which recognize education and equal access to it as a fundamental right of any person, and consider the education system as a public good and an instrument of public and individual welfare and progress. The goal of the program is in line with the strategic vision of Caucasus School of Education, as well as with the requirements and challenges of internationalization policy. The goal of the Master's program in Educational Leadership and Management is to train successful leaders/managers with development and results-oriented, critical, positive and strategic thinking, innovative visions and ethical values who: 1. They are change leaders, lead transformational processes and development plans of educational organizations/institutions, develop educational programs and projects taking into account the challenges of sustainable development and the local economic, social, cultural, political or legal context and international trends, based on objective evidence; 2. Create a democratic and inclusive management system, establish a positive organizational culture and high standards of accountability, take care of the continuous development of the organization and society using effective communication; 3. Effective implementation of the organization's goals, plans, educational programs and projects is ensured through optimal use of existing resources (human, material-technical, educational, technological); 4. They equally care about their own and employees' continuous development, act in compliance with the principles of high academic and professional ethics, ensure the mobilization and motivation of employees, unification around common goals and maximum use of potential, so that they remain faithful to the processes despite difficulties and obstacles.
Program Learning Outcomes	After completing the master's education program in Education Leadership and Management of Caucasus School of Education, the graduate will acquire the following competencies: Outcome 1. Describes the importance of democratic development/transformation of an educational organization, formulates strategic and operational visions based on objective evidence, taking into account the challenges of sustainable development and the local economic, social, cultural, political or legal context. 1.1. For preschool and general education concentrations: Discusses leadership and management theories, concepts, models or approaches, identifies the challenges of the organization's internal and external environment, and plans, evaluates and implements the activities of preschool and general education organizations; 1.2. For professional and higher education concentration: Discusses leadership and management theories, concepts, models or approaches, identifies the challenges of the organization's internal and external environment, and plans, evaluates, and implements the activities of professional and higher education organizations.

Performance indicators:

- 1.1. Describes leadership and management theories, concepts, models or approaches;
- 1.2. Describes the local economic, social, cultural, political and legal context, sustainable development, labor market and sector development challenges and international trends;
- 1.3. Reviews research methods, principles of academic integrity and ethics, and independently makes reasoned strategic decisions based on research results, along with other objective evidence;
- 1.4. Demonstrates deep and systematic knowledge of identifying challenges in the organization's internal and external environment, planning and implementing response strategies and changes with innovative and creative approaches.

Outcome 2. Defines and develops effective academic and educational programs, projects and strategies in accordance with the principles of value education, long-term plans of the organization, academic integrity and ethical norms.

Performance indicators:

- 2.1. Describes the social mission of education and reviews the importance of social justice and equal access to it.
- 2.2. Analyzes and evaluates the relevance of academic and educational programs, projects and strategies in the context of sustainable development.
- 2.3. In practice, uses the academic and educational standards of the field of education, academic integrity and ethical norms, basic regulatory documents.
- 2.4. Manages and develops academic and educational strategies, programs and projects, taking into account continuous development, risks, costs and benefits.
- 2.5. Evaluates and develops the quality of academic and educational programs and projects.

Outcome 3. Manages and develops the human resources development policy, takes care of the professional growth of himself and team members/employees, the development of a democratic organizational culture and an inclusive environment;

Performance indicators:

- 3.1. Describes the impact of a democratic and inclusive management system on employee effectiveness, flexibility to change, team resilience, organizational development, and long-term goal achievement.
- 3.2. Formulates human resource management policies in accordance with high academic and professional ethics and legal regulations.
- 3.3. Performs deep and systematic coordination of human resource management processes, relevant development and transformation strategies/changes.
- 3.4. Creates and develops own and team/co-workers professional development and instructional leadership incentive system.

	Outcome 4. Establishes a financial and material-technical resource management strategy, introduces modern technologies and disposes resources effectively. Performance indicators: 4.1. Connects the role of modern technologies and material-technical resources with successful educational activities. 4.2. Analyzes, evaluates and applies in practice the principles, methods and regulatory legal framework of financial and material-technical resource management. 4.3. Plans, manages and develops financial and material-technical resources management strategy. 4.4. evaluates the efficient and productive management of resources and develops the system. Outcome 5. Develops and refines an effective communication strategy, takes care of quality assurance, establishes high standards of transparency and accountability. Performance indicators: 5.1. Expresses the need to introduce principles of transparency and accountability for the development of the organization/system. 5.2. Manages and develops an effective communication strategy of the organization. 5.3. Introduces and develops effective monitoring and evaluation procedures and systems, high standards of transparency and accountability.
Areas of employment	The graduate can be employed in the public sector, both in the structures and organizations responsible for education at the central and local government levels, as well as in private, non-governmental or international organizations operating in the field of education or pre-school/general and professional/higher education.
Opportunities to pursue education	The program graduate has the right to continue his/her studies at the doctoral program in accordance with the law.

Teaching and learning methods	In the process of teaching and learning, the methods complement each other and move into each other. In the learning process, depending on the specifics of the specific training course, teaching methods will be used, such as: social teaching (cooperative and collaborative) method; Methods of learning by doing, didactic, Socratic, lecture, seminar, discussion, debate, situation modeling, role-playing/simulations, case studies, project (individual and group), problem-based learning (PBL); Presentations, group work, supervision, reflection, etc. The teaching-learning methods of a specific study course will be reflected in the syllabus of the relevant study course. One or more of the methods listed above or any other method may be used within the components provided in the program, depending on the specific learning task, which is reflected in the relevant syllabus.
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Persons involved in the program	
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The following are participants in the implementation of the program:

- 1 professor;
- 6 affiliated associate professors;
- 2 associate professors;
- 7 affiliated assistant professors;
- 8 invited lecturers.

Other resources of the program	
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The Caucasus School of Education has signed memorandums of cooperation with Georgian and foreign higher education institutions, as well as governmental, non-governmental and private organizations.

Education Leadership and Management

(modules, courses, credits)

№	Course Code	Prerequisite	Courses/Module	Year of learning				ECTS Credits
				I		II		
				ECTS Credits				
				I	II	III	IV	
Mandatory Courses (25 ECTS)				15	5	5	0	25
1	EMAN5113	N/A	Education Management and Inclusive Leadership	5				5
2	MEDU5113	N/A	Modern Pedagogy and Key Competencies of Education	5				5
3	CONM5113	N/A	Conflict Management and Formation of Non-Violent Environment	5				5
4	PROM5213	N/A	Planning and Management of Educational Projects		5			5
5	TLID6113	EMAN5113	Transformational Leadership and Change Management			5		
Mandatory Courses for Preschool and General Education (PreK-12) Management - (35 ECTS)				10	15	10	0	35
6	GEDU51131	N/A	Cultural Foundations of Education and Managing Diversity in Schools	5				5
7	GEDU51132	N/A	Organizational Analysis and Strategic Planning (Preschool and General Education)	5				5
8	GEDU52131	N/A	Curriculum Management (Preschool and General Education)		5			5
9	GEDU52132	N/A	Human Resources Management (Preschool and General Education)		5			5
10	GEDU52133	N/A	Management of Financial and Material-Technical Resources (Preschool and General Education)		5			5
11	GEDU61131	N/A	Quality Management-Innovation and Development (Preschool and General education)			5		5
12	GEDU61132	N/A	Communication and Accountability (Preschool and General Education)			5		5
Mandatory Courses courses for Vocational and Higher Education Management - (35 ECTS)				10	15	10	0	35
13	HEDU51131	N/A	Internationalization of Higher Education and Management of University Diversity	5				5
14	HEDU51132	N/A	Organizational Analysis and Strategic Planning (Vocational and Higher Education)	5				5
15	HEDU52131	N/A	Management of Academic and Educational Programs (Vocational and Higher Education)		5			5
16	HEDU52132	N/A	Human Resources Management (Vocational and Higher Education)		5			5
17	HEDU52133	N/A	Management of Financial and Material-Technical Resources (Vocational and Higher Education)		5			5
18	HEDU61131	N/A	Quality Management (Vocational and Higher Education)			5		5

19	HEDU61 132	N/A	Marketing and Communication (Vocational and Higher Education)			5		5
Research Skills Component (15 ECTS)				5	5	5	0	15
20	RESE511 3	N/A	Introduction to Educational Research	5				5
21	RESE521 3	RESE511 3	Practice Research Design and Methodology		5			5
22	RESE611 31	RESE511 3	Qualitative Research Design and Methodology			5		5
23	RESE611 32	RESE5 113	Quantitative Research and statistical analysis					
Mandatory-Elective Courses (10 ECTS)				0	5	5	0	10
24	OELE52 131	N/A	Education and Social Policy		5			5
25	OELE52 132	N/A	Economics of Education					
26	OELE61 131	N/A	Human Rights and Inclusive Education - Governance Challenges			5		5
27	OELE61 132	N/A	Education and the Labor Market					
Free Component (5 ECTS)						5		5
28	FREE 0001	N/A	Free Credits			5		
Master's Paper (30 ECTS)							30	30
29	THES62 13	90 ECTS	Master's Thesis				30	30
ECTS Credits			Per Semester	30	30	30	30	120
			Per Year	60		60		
Number of courses/modules per year								