



„APPROVED”

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TUM Senate Chairman  
Rector, univ. prof., dr. hab.  
Viorel Bostan

„COORDONATED”

Minister of Education, Culture and  
Research of the Republic of Moldova  
Igor Şarov \_\_\_\_\_

„\_\_\_-” \_\_\_\_\_ 2020

Registration No. \_\_\_\_\_

## **PROGRAMME** *of continuous professional training*

**Programme name: Leadership and Management**  
**Professional training field: 0413 Business and administration**  
**Specialty: 0413.2 Human Resources Management**  
**Total number of hours/credits: 1200 hours/ 40 credits**  
**Admission basis:** higher education degree  
**Language of instruction:** Romanian, Russian  
**Form of organisation:** full-time

## EXPLANATORY NOTE

### 1. Concept of the training and destination of the programme

The policies adopted in the European Union underline the importance of modernising higher education institutions and the reforms encouraged by the Bologna Process, with the aim of creating a European Higher Education Area.

With increased social, community and individual requirements towards higher education, it is logical to implement a type of educational management designed to increase the offer of services, their efficiency, to promote performance under competitive conditions. To cope with modern development trends, higher education must respond to several major challenges:

Since major changes in the economy and labour market require frequent adaptations to higher institutions, the major challenges facing higher education are: achieving a qualitative level that ensures national and international competitiveness; improving the management system, including increasing funding; diversification of the educational and scientific services offered.

Developing human potential is one of the core priorities of the process of modernising the education system in Europe, which aims to transform the European economy into one of the world's most powerful knowledge-based economies and develop human potential. Harnessing human potential is necessary, as the situation on the world market currently shows that only knowledge-based economies and high technologies are competitive.

The involvement of top managers in the continuous professional training process is in line with the „Education – 2020” Strategy, which sets out the objective no. 7: Reconceptualization of educational management at system level with the following strategic directions: promoting participatory and efficient management; promoting strategic and innovation management; developing the organisational culture of educational institutions; developing the human resources management; developing the curriculum management; correlating the management at national, local and institutional level; identifying and implementing modern management mechanisms: diagnosis, design, decision-making, organization, evaluation, communication, etc.

Resulting from the need for continuous professional training of senior managerial staff in higher education institutions, the continuous professional training programme **Leadership and Management** aims to ensure effective management of higher education institutions, under the ever changing context of university operations and the tendency to meet society's demands on: research performance, quality of professional training and the relevance of students' behavioural acquisitions, from the perspective of integration into an open, flexible and meritocratic society.

The continuous professional training programme **Leadership and Management** is developed within the project „Moldova Higher Education Leadership and Management (MHELM)”, with the reference number: 609656-EPP-1-2019-1-MD-EPPKA2-CBHE-SP, funded by the European Commission through the EACEA Agency. The implementation of the project is also coordinated by the Technical University of Moldova. Project implementation partners from the Republic of Moldova are:

- State University of Moldova,
- State University of Medicine and Pharmacy „Nicolae Testemițanu”,
- Academy of Economic Studies of Moldova,
- State Agrarian University of Moldova.
- State University „Aleco Russo” of Bălți,

- State University „Bogdan Petriceicu Haşdeu” of Cahul,
- Ministry of Education, Culture and Research of the Republic of Moldova.

The continuous professional training programme **Leadership and Management** aims to achieve:

- Addressing the issue of leadership and management in higher education institutions in the context of the new university paradigm and enhancing the socio-economic role of universities given the realities of the contemporary world.
- Determining the role and importance of staff management and organisational culture in higher education institutions from the perspective of the efficient capitalization of human resources.
- Establishing effective principles and models for the management of financial, material and information resources in universities.
- Creating conditions conducive to the management of change and organisational development of higher education institutions.
- Strengthening leadership and institutional management: strategic approaches.

**2. Purpose:** The continuous professional training programme *Leadership and Management* aims to develop the professional competences necessary for an effective management in the higher education system.

The fundamental objective of the programme aims to develop the knowledge, skills and attitudes of managers of higher education institutions in the Republic of Moldova, which would serve as a support for the efficiency of management and leadership in universities through the following competences:

- Critical approach to various management theories and models in higher education institutions;
- Development of strategies for the development and socio-economic and cultural-scientific integration of universities in a national, regional and international context;
- Efficient use of resources through the exercise of academic autonomy and taking responsibility;
- Identification of ways of efficient use of human resources and academic environment potential necessary for an effective management and leadership manifestation;
- Creating conditions for the continuous personal and professional development of employees through research and self-training;
- Attitudinal and factual demonstration of openness to change, as well as demonstration of the capacity to implement innovations and promote them in a cultural and socio-economic context.

This system of competences is formed through the study of five modules. Modules I-IV are of a theoretical-practical nature, which will be achieved through training activities, but also group projects, through which beneficiaries will form/develop the competences necessary for an effective management. Module V is of an applicative nature, being achieved by involving the beneficiary in research activities of various aspects of university management and the elaboration of a practical work relevant to the professional activity.

The competences stated will be formed over 1200 hours, 298 hours of direct contact and 902 hours of individual work, allowing the accumulation of 40 credits.

Each of the four modules of a theoretical-applicative nature is oriented primarily towards the formation of a particular competence and allows the flexible organisation of the training course. Module V is integrative in nature and contributes to the completion/development of the designed competences.

The assessment of competences will be carried out along the way, by carrying out the tasks indicated in the curriculum.

**3. The specialist who follows the continuous professional training programme will improve their activity as:** top manager of the higher education institution; dean of the faculty; head of department,

employee of the structures of the quality management system in higher education institutions; manager of the university structures that ensure the functionality of the institution.

#### **4. Learning outcomes according to the ECTS User Guide**

##### **4.1. The specialist who will carry out continuous professional training under the *Leadership and Management* programme will know:**

- the theoretical and methodological bases for the operation of higher education institutions;
- the key concepts and models of university management;
- the ways of leadership manifestation;
- the principles of the establishment and operation of the organisational culture;
- the strategies for harnessing human, financial, material and information resources;
- the concepts of organisational change and development.

##### **4.2. The specialist who will carry out continuous professional training under the *Leadership and Management* programme will be able to:**

- explain the particularities of the operation of higher education institutions;
- analyse various models of university management;
- establish a functional relationship between management and leadership;
- identify relevant strategies for motivating staff and engaging them in professional and personal development;
- select models for the efficient management of financial, material and information resources;
- analyse the benefits of change management under the current conditions of university relations with the socio-economic environment.

##### **4.3. The specialist who will carry out continuous professional training under the *Leadership and Management* programme will be able to:**

- argue the need for applying an effective management at the level of the institution and higher education system;
- assess the benefits and risks of resource management;
- estimate the importance of human resources in the proper operation of universities;
- argue the need for change in the university and in the higher education system;
- identify/formulate relevant problems in the field of university management;
- develop strategies for the development of higher education institutions.

#### **5. Conditions for the implementation of the continuous professional training programme *Leadership and Management*.**

The institution has a material and didactic basis necessary to achieve the objectives stated: human resources, spaces appropriate to the specific professional improvement of academic staff, equipment and technologies necessary for training activities, monitoring of individual work, library containing profile bibliographic sources.

*Training methods:* traditional, classical methods (retelling, heuristic conversation, exercise, etc.); modern, interactive methods (problematization, case study, group work, etc.)

*Forms and methods of assessment:* traditional methods of assessment (questions, tests, assessment sheets/self-assessment); modern methods of assessment (conceptual maps, R.A.I. method, 3-2-1 technique, project, portfolio, reflexive journal, self-assessment, etc.)

More than 70% of teachers involved in training activities have scientific and didactic-scientific titles.

## 6. Requirements for the granting of the certificate of continuous training.

The certificate shall be granted if it is demonstrated:

- advanced knowledge and competences in the diversity of university management models and strategies;
- knowledge-implementing skills in the development of university management strategies;
- capacity to analyse and solve problems in the field of university management;
- competences of teamwork and monitoring the implementation process of management strategies;
- competence of continuous training/development in the design-achievement-assessment of the managerial process.

## 7. Calendar of activities

Period of study	Teaching activities		Exam sessions	
	Each theoretical-applicative module will be performed over about 10 days	About 12 hours of activity during the week	Monitoring individual work along the way	Current assessment along the way

## 8. Education plan by months of study/weeks

No.	Module name	Total hours			Number of hours per activity type		Form of assessment
		Total	direct contact	Individual study	S/T	P	
1.	Leadership and trends in higher education developments	270	50	160	50		Presentation of the results of the performance of current tasks
			17	43		17	Presentation of the results of an individual or group project
2.	Human resources management and organisational culture	210	38	112	38		Presentation of the results of the performance of current tasks
			14	46		14	Presentation of the results of an individual or group project
3.	Resource management in higher education	210	38	112	38		Presentation of the results of the performance of current tasks
			14	46		14	Presentation of

							the results of an individual or group project
4.	Change management and institutional development	210	38	112	38		Presentation of the results of the performance of current tasks
			14	46		14	Presentation of the results of an individual or group project
5.	Strengthening leadership and institutional management: strategic approaches	300	75	225		75	Presentation of the elaborated work/strategy
Total		1200	298	902	164	134	

Note: S – seminar, T- training, P - project

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