



**LM MODULE I – LEADERSHIP AND MANAGEMENT IN HIGHER EDUCATION INSTITUTIONS**

**Project Timeline, January – February 2021**

<b>Monday</b>	<b>Tuesday</b>	<b>Wednesday (4h)</b>	<b>Thursday (4h)</b>	<b>Friday (4h)</b>
<b>18.01.21</b>	<b>19.01.21</b>	<b>20.01.21</b>	<b>21.01.21 (4 h)</b>	<b>12.01.21</b>
		<p>1.1.1. Operating conditions and context of higher education institutions: national and international trends and realities.</p> <p>1.1.2. New paradigms in higher education: teaching university, research university, entrepreneurial university.</p>	<p>1.1.3. University autonomy.</p> <p>1.1.4. Social stake for university potential. Increasing the social role of universities.</p>	<p>1.2.1. Theories/approaches and models. Generalized definitions for the activity management. Principle and analytical managerial approaches. Main management schools.</p> <p>1.2.2. The system of university management in the Republic of Moldova. General/institutional management. Sectoral management. Skills, responsibilities, rights and obligations of the manager.</p>
<b>25.01.21</b>	<b>26.01.21</b>	<b>27.01.21</b>	<b>28.01.21</b>	<b>29.01.21</b>
<b>Individual work</b>	<b>Individual work</b>	<p>1.2.3. Principles and mechanisms of university managerial performance. The current context and the need to modernise university management.</p> <p>1.2.4. Institutional university governance. Stages of the managerial process. Managerial roles and behaviours (decisional, informational, interpersonal).</p>	<p>1.2.5. Managerial functions vs. managerial style (planning, organization and motivation). Management styles in higher education. Factors that determine the type and style of management.</p> <p>1.2.6. Team creation and management. Manager vs. management team in the context of ensuring managerial performance. Training, leadership and teamwork.</p>	<p>1.3.1. Models and theories of leadership: concept and main contemporary models.</p> <p>1.3.2. Leadership functions and styles. Manager vs. leader.</p> <p>1.3.3. Theoretical and praxiological benchmarks on the becoming of the leader. Personal development. Coaching: advantages, types and result.</p>



			Requirements and qualities of management team members.	
<b>01.02.21</b>	<b>02.02.21</b>	<b>03.02.21</b>	<b>04.02.21</b>	<b>05.02.21</b>
<b>Individual work</b>	<b>Individual work</b>	1.3.4. Leadership strategies and levels of manifestation. 1.3.5. Leader's activity in the learning organisation.	1.4.1. Definition of emotional culture. 1.4.2. The problem of human affectivity. 1.4.3. Emotional competences and emotional balance in the manager/leader's work.	1.4.4. Stress in the workplace: the laws of appearance and the mechanisms of reduction.
<b>08.02.21</b>	<b>09.02.21</b>	<b>10.02.21</b>	<b>11.02.21</b>	<b>12.02.21</b>
<b>Individual work</b>	<b>Individual work</b>	1.4.5. Emotional burning/exhaustion: premises, modes of manifestation, ways of prevention and overcoming. 1.4.6. Strategies for developing the emotional culture of the constructive manager/leader.	1.5.1. Managerial communication. Communication styles.  1.5.2. Management of a speech.	1.5.3. Conflict management. Negotiation techniques  1.5.4. Adaptation of communication to the behavioural specifics of the beneficiary.
<b>15.02.21</b>	<b>16.02.21</b>	<b>17.02.21</b>	<b>18.02.21</b>	<b>19.02.21</b>
<b>Individual work</b>	<b>Individual work</b>	<b>Individual work</b>	<b>Individual work</b>	<b>Individual work</b>
<b>22.02.2021</b>	<b>23.02.2021</b>	<b>24.02.2021</b>	<b>25.02.2021</b>	<b>26.02.2021</b>
<b>Individual work</b>	<b>Individual work</b>	<b>Individual work</b>	<b>Presentation of the Individual/Group Work</b>	<b>Presentation of the Individual/Group Work</b>