

Transilvania University of Brașov, Romania

Study program: Human Resources Training and Management in Education

Faculty: Psychology and Education Sciences

Study period: 2 years (master)

1st Year

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Advanced Theories in Developmental Psychology	TAPD	6	2	1	-	-

Course description (Syllabus): Cognitive development - advanced theories. Social context and personality development - advanced theories. Moral development - advanced theories. Attachment Development - advanced theories. Adolescent development - advanced theories. Adult development - advanced theories.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Communication Competencies in Management and Training	CCMF	5	1	1	-	-

Course description (Syllabus): Communication - conceptual clarifications. The communication process. Determinants of communication. Interpersonal perception and attitudes in interpersonal communication. Systemic Theory of Communication – Particularities in different contexts. Models of communication. Barriers in communication. Assertive communication in a managerial context. Transactional analysis – communication theory – particularities in different contexts. Clarification and Enrichment of Communication Questions Technique - Meta Language Model. Self-presentation and personal branding. Analysis of paraverbal and nonverbal indicators. Congruence and incongruence in communication. Particularities of verbal communication in relationships and communication. The role of feedback in interpersonal relationships.

Course title	Code	No. of credits	Number of hours per week			
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Promoting Schools and Training Courses	PISCF	5	2	1	-	-

Course description (Syllabus): Promote schools and training courses - the place and role of the subject for adults' education and training for school management. Marketing in educational services. Education within market economy context. The need for education and demand for studying. Factors of studying demand (demographic, economic, educational, psychological, psychosocial). Costs for training of human resources in education. Costs of opportunity in educational services. Promotion within the marketing mix (the 4Ps of marketing - product, price, placement, promotion). Strategies and techniques to promote schools, training providers and educational programs. Promotion techniques. Advertising versus publicity. Using social media as a communication strategy and promotion in education. Marketing Plan. Personal Branding and positioning of branding.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Leadership and Team Management	LME	5	1	2	-	-

Course description (Syllabus): Team and Teamwork – Conceptualization (Definition and characteristics of a team; Team versus group – differences; Why and when are teams important; Types of teams); Team Development (Stages of team development; Processes and behaviours specific to team development stages; Tools for leaders); Roles within

the Team; Team Efficiency (From types of professional relationships to types of teams; Diversity of team members; Dysfunctions of teamwork and models of team efficiency); Team Consolidation – Team Building Process; Elements of Team Leadership; Team leader – models, typologies; Team management - processes at the team level.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Ethics and Academic Integrity in Education Sciences Field	EIASE	4	-	1	-	-

Course description (Syllabus): Plagiarism and copyright. Techniques and tools used in plagiarism detection. Tools for developing academic skills: reading sheets and summary. Scientific documentation: a review of the literature. International drafting and citation rules. Ethical standards in psycho-pedagogical research. Regulations on ethics and academic integrity in Romania.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Design and management of educational programs	PMPE	5	1	1	-	-

Course description (Syllabus): General notions regarding educational programs (Educational programs: definition, characteristics, types; Advantages and disadvantages of educational programs; Structure of an educational program); Design of an educational program (Purpose, objectives, target group, activities, duration of the educational program. Calendar of activities of the educational program, teaching methods, evaluation methods; Human and material resources of the educational program; *Alternative Education Week* and *Green Week* – analysis of scientific research; Scientific poster – presentation of its elements).

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Human Resource and Relationship Management in Education	MRRUE	5	1	1	-	-

Course description (Syllabus): Specific relational context in adults' education field. General management issues. Communication within human relation involved in adults' education. Types of human relations in education. Specific features of human relations in education. Human resources in education. General management issues. Determinants of the quality of human relations in education: self-image, experiential learning, old skills and their influences in new situations, competence profile, stress, time management. Development of human relations in education: key aspects and managerial issues: team and team management, meetings and their management; conflict management. Interculturality - a reality of the contemporary world.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Particularities of adults learning. Training and self-training	PADFA	5	1	1	-	-

Course description (Syllabus): Pedagogy versus andragogy. Adult cognitive development. Motivation for adult learning. Learning adults – principles of learning in adults. Learning styles in adults. Learning paradigms and their capitalization in training and management (behavioural theories of learning with application to adults; cognitive theories of learning with application to adults; socio-constructivist theories of learning with application to adults; self-directed learning, with application to adults; experiential learning with adult application); Learning Tips for Effective Instructors.

Course title	Code	No. of credits	Number of hours per week			
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Professional development and training management	DPMF	5	2	1	-	-

Course description (Syllabus): The learning organization and organizational learning – essential landmarks in the culture of training and professional development (characteristics of the learning organization; models of the learning organization – Peter Senge's model; school as a learning organization). Teacher training (initial and in-service teacher training and self-training – systemic links; European and national policies and models for initial and in-service training of teachers; career management in the education system; the process of continuous training at the level of the educational institution – modalities and legislative aspects). Assessment of training and development needs (conceptualization of the training needs assessment process; levels of assessment of training needs in an organization; identifying training needs: methods and techniques used in the process of identifying needs). Professional training programme – a tool for developing professional competences (design, accreditation of a continuing education program; continuing education providers). Counselling for training and professional development (the process of orientation and professional integration of employees within the organization – a key element in the training and development process; the role of mentoring, coaching and tutoring processes in career development). Personal and professional development in the teaching career – career development plan.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Qualitative Research Methods	MCC	5	2	1	-	-

Course description (Syllabus): Fundamentals of qualitative research. Applications of qualitative research in education. Methods of generating qualitative data. Qualitative research design. Qualitative data analysis methods. Writing and presenting qualitative research.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Entrepreneurship in education	AE	5	1	1	-	-

Course description (Syllabus): Entrepreneurial thinking and action (Exploration of real situations in educational/training institutions; Formulation of entrepreneurial solutions applied to educational problems. Design thinking (Application of the design thinking process to redesign educational processes; Going through the stages Empathy – Definition – Idea – Prototype – Testing in educational contexts). Opportunity assessment (Analysis of opportunities for educational projects, new courses, school-company partnerships, Erasmus grants and programmes). Business models (Adaptation of the Business Model Canvas for educational/training institutions: afterschool programs, training centres, educational incubators, science/robotics clubs). Market testing (Testing interest in new courses, training programs or educational initiatives through questionnaires, prototypes and focus groups; Definition of educational indicators: student satisfaction, teacher involvement, impact on learning). Sales (Developing stakeholder persuasion skills: principals, teachers, parents, authorities, sponsors; Clear communication of the value of an educational project, curricular change or training program). The Art of Pitching (Pitching for educational projects, competitions, grants, Erasmus+ programs or internal innovation initiatives; Practice short pitches (1, 3 and 5 minutes) for effective presentation in front of stakeholders).

Course title	Code	No. of credits	Number of hours per week			
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Coaching in Education (optional subject)	CE	5	1	1	-	-

Course description (Syllabus): Coaching theory: concepts and basic elements of the process; Structure of the coaching process; Creation of resource-centred processes; Individual coaching; Coaching for groups and teams; Conflict management; Elaboration, presentation of resource-centred projects.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Management of change and crisis situations in education (optional subject)	MSSCE	5	1	1	-	-

Course description (Syllabus): Introduction; Change and change management; Changes in education – typology; The process of change (stages and roles involved); Definition of a Crisis; The school crisis management team; Preparatory work for school crisis management; School crisis management and psychological support; The flow chart of crisis management and support.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Applications of artificial intelligence in education and training (optional subject)	AIAEF	5	1	1	-	-

Course description (Syllabus): The fundamentals of artificial intelligence and its potential in education. Artificial intelligence for learning personalization and tutoring systems. Artificial intelligence in assessment and educational feedback. Artificial intelligence in behavioural and emotional analysis. The ethics, bias, and social implications of artificial intelligence. Human-artificial intelligence collaboration and the future of ai in education and psychology. Integration and impact of artificial intelligence in educational and research ecosystems.

2nd Year

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Policies and legislation in education	PLE	5	1	2	-	-

Course description (Syllabus): Initial and in-service teacher training systems from the OECD perspective. Contemporary challenges in teacher training. From human resources management to labour law. Tools and practices. Legislative milestones in teacher training. From evidence to policies and practices in teacher training. Continuity and innovation in teacher training. Synthesis course: Teacher training, where to?

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Theory and Methodology of Assessment in Adult Education (Adult Training)	TMEEA1 P	5	2	1	-	-

Course description (Syllabus): The specifics of adult education (principles, policies and trends in adult education). The conceptual dimension and specifics of adult assessment (introductory discussions). Purpose, objectives, functions of assessment in adult education. Strategies and types of assessment in adult education. Evaluation of the effectiveness of training programs. Application of tests and assessment tools. Organisation of assessment sessions and recording of assessment results. Evaluation, review and quality assurance of training programs. Analysis of one's own competence profile from the perspective of the adult assessment activity

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Mentorship in education	ME	5	2	1	-	-

Course description (Syllabus): fundamentals of mentorship in education (conceptual definitions of mentorship; historical development of educational mentorship; the role of mentorship in contemporary education systems; types and models of mentoring: peer, novice-expert, group, e-mentoring, coaching vs. Mentoring). Theoretical perspectives on mentorship (adult learning theories and mentorship; socio-constructivist fundamentals of mentoring relationships; psychological theories relevant to mentor-mentee dynamics; motivation, self-efficacy, and professional identity development). The mentor's professional profile (competencies and responsibilities of effective mentors; ethical principles and professional standards; communication skills for mentoring: active listening, questioning, feedback; reflective practice and self-assessment for mentors). Designing and managing mentorship programs (principles of program design in educational institutions; needs assessment and setting mentoring objectives; matching mentors and mentees; organizing mentoring sessions: planning, structuring, documenting; monitoring and evaluating mentorship programs). Mentorship and teacher professional development (mentorship during initial teacher training; induction programs for novice teachers; support for continuous professional development (CPD); mentorship and

professional learning communities (PLCs)). Mentoring in diverse educational contexts (mentorship in early childhood, primary, and secondary education; mentoring in higher education; mentorship in adult education and lifelong learning; culturally responsive and inclusive mentoring practices; mentorship for at-risk or marginalized learners). Tools and methods in mentorship (observation techniques and feedback protocols; goal setting and progress-tracking tools; digital tools and virtual mentoring environments; case studies, simulations, and role-play in mentor training). Ethical, legal, and organizational aspects (confidentiality, conflicts of interest, and boundaries; institutional policies and mentorship frameworks; rights and responsibilities of mentors and mentees; risk management and safeguarding considerations).

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Strategic and operational management in education	PSOE	5	1	2	-	-

Course description (Syllabus): Fundamentals of educational management (conceptualization, theories, contemporary models of educational management; basic functions of management in the educational institution; managerial roles and professional skills in the contemporary educational system; educational leadership and organizational culture; institutional autonomy, decentralization and governance in the education system; strategic and operational management – differences and connections). Strategic management in the educational field (organizational diagnosis – analysis of the internal and external context of the educational organization; strategic analysis tools: SWOT analysis and PESTEL analysis; formulation of strategic directions: vision, mission, objectives and strategic priorities; strategic plan/institutional development plan – structure, stages of elaboration, benefits, quality criteria). Operational management (essential processes and workflows in educational institutions; operational planning – annual plan, educational programs and projects; monitoring and evaluation of operational activities: indicators, results, impact (educational effectiveness and efficiency). Change and innovation management in education (organizational innovation and learning – transforming the institution through future-oriented practices; organizational change: conceptualization, stages of elaboration of the change process). Data-driven management and decision-making in the educational context (types of data relevant to educational management; decision-making in an educational context). Financial and resource management (principles of budgeting, financial planning and resource allocation; cost-benefit, cost-efficiency analysis; material and logistic resource management)

Course title	Code	No. of credits	Number of hours per week				
			course	seminar	laboratory	project	practice
Observational Internship (monitored) in Educational Institutions	SOIE	5	-	-	-	-	4

Course description (Syllabus): Legislative documentation – analysis of the main legislative documents regulating the activity of institutional management and the activity of continuous professional training of adults. Administrative documentation – analysis of managerial design tools (school management/ training centre management): strategic plan (necessity, benefits, structure, stages of elaboration, analysis of examples of good practice), operational management plan. National Qualifications Authority (NCA). Classification of occupations in Romania (COR). Occupational standard/vocational training standard: conception and significance in the development of vocational training programmes. Documentation on the positions of school principal and school inspector: analysis of occupational standards for occupations in the COR (134502 - Director of the school, 235105 - School inspector; 235913- School inspector for human resources management; 235914 - School inspector for mentoring; 235915- School inspector for human resource development; 235921 - School inspector for educational projects, 242401 – Trainer, 242402 - Trainer of trainers). Analysis of job descriptions for the positions of school principal and school inspector, inspector for human resource development, inspector for permanent education. Preparation of documents for the authorization / accreditation of a training course. Analysis of training offers by providers of continuous training.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Project management (optional subject)	MPR	5	1	1	-	-

Course description (Syllabus): The concept of project management and educational programmes' management, their typology. Life cycles of a project. The structure of projects and educational programmes (aim, objectives, activities, results, evaluation, resources: material, human, and financial). The project team. Project management strategies. Partnership and volunteerism in educational programmes. Capitalization of educational programmes.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Training Programs in E-Learning Context (optional subject)	PFEL	5	1	1	-	-

Course description (Syllabus): Introduction to e-learning. Specific elements of distance education: curriculum, calendar of activities, support materials, specific methods of teaching, learning and assessment. E-learning platform for adult education. Concrete modalities to accomplish the adult education programs. SWOT analysis, comparative analysis of full-time study mode, in terms of quality parameters.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Design and organization of adult education programs. Investigation in the practical field	POPEAIP	5	2	1	-	-

Course description (Syllabus): Adult education – conceptual dimensions. Continuing professional training of teachers – legislative aspects. Analysis of the legislation specific to adult vocational training. Current trends and challenges of adult education. Design of adult training activities. Selection and design of educational resources necessary for the conduct of adult training programs. Use of open educational resources in the design and conduct of adult training sessions. Organization and conduct of training programs – applications in the field of continuous training of teachers.

Course title	Code	No. of credits	Number of hours per week			
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Curriculum Management. Investigation in the Practical Field (Educational Management)	MCIP	5	2	1	-	-

Course description (Syllabus): Curriculum – evolutionary and multidimensional concept. Trends in conceptualization, types of curriculum – introductory and recapitulative discussions. Curriculum management – component of educational management. Hierarchical levels in curricular management: strategic, tactical and operative. Major curricular approaches: design – implementation – evaluation – optimization. Curriculum management at school decision and curriculum in local development. Content management. School Knowledge Management. Curricular products. Conceptualizations. Taxonomies. Analysis. Contemporary Trends in Curriculum Management.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Quality Management in the Educational Context	MCCE	5	1	1	-	-

Course description (Syllabus): Conceptual elements regarding procedural management and quality improvement in pre-university institutions and universities. Procedural approach of the activities from pre-university institutions and universities. Fundamental concepts concerning procedural management and quality management in education. Promoters of change in pre-university institutions and universities. Quality management (establishing quality policies, establishing quality objectives, quality planning, quality monitoring, quality improvement). Procedural management of

quality assurance. Functions of quality management. Models of systems of quality management implemented in educational institutions. Total quality management.

Course title	Code	No. of credits	Number of hours per week				
			course	seminar	laboratory	project	practice
Experiential Internship in the Professional Field	SEDP	5	-	-	-	-	4

Course description (Syllabus): Centre for Adult Education (CAE)- functions and roles. Designing the strategy of adults training Specificity for each CAE and factors of influence. Designing the tactical level of adults training. Specificity for each CAE. Shadowing training activities. Managerial functions, activities, and roles in the educational institutions. Managerial documents and instruments used in the management of educational institutions: managerial strategic and operational projects, institutional developmental project, organization structural and functional chart, internal regulations, managerial reports etc. Organization and activities of the school comities: didactic comity, quality assurance comity, etc. Communication system inside school establishments. School ethos (extracurricular activities, cultural manifestations, etc.).

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Applied Research in Experiential Field. Elaboration of the Dissertation	CADE	5	-	4	-	-

Course description (Syllabus): How we select a research topic for the dissertation. The structure of the dissertation. The conceptual model of the research. Citation style for the research. The research design of the dissertation. Statistical data processing. How to Interpret Research Results
How to Use Research Results in the experiential field (adult training).

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Quantitative data analysis and processing (optional subject)	APDC	5	1	1	-	-

Course description (Syllabus): Introduction to quantitative research (paradigms, the role of numerical data, validity and fidelity). Structure of databases (variables: types, measurement scales; data coding and preparation for analysis). Descriptive statistics (frequency tables, graphs, statistical indices (central trend, dispersion). Correlations and associations between variables (correlation coefficients, relationship analysis, interpretation of the correlation matrix). Inferential statistical tests (parametric tests: T, ANOVA; fundamental nonparametric tests; notions of simple linear regression). Factorial analysis. Errors and reporting of results (significance level, confidence intervals, size effect, APA reporting). Elements of ethics in data management (privacy, data protection, accuracy of reporting). Research report on a real education research problem.

Course title	Code	No. of credits	Number of hours per week			
			course	seminar	laboratory	project
Evaluation of staff in educational and training organisations (optional subject)	EPOEF	5	1	1	-	-

Course description (Syllabus): Conceptual foundations of staff evaluation (purpose, principles, functions, and challenges). Evaluation models in educational settings (competency-based evaluation; standards-based evaluation; multi-source (360°) evaluation). Performance indicators (teaching performance, leadership, collaboration, professional growth). Tools and techniques in staff evaluation (classroom observation, portfolios, self-evaluation, peer evaluation, interviews). Evaluation procedures and organisational policies (linking evaluation with strategic planning, HR decisions, and professional development). Quality assurance in staff evaluation. Ethics and fairness in staff evaluation (bias, confidentiality, transparency, and constructive feedback).