

**Main Languages of Instruction:**

French ✓ English ✓ Arabic ✓

**Campus Where the Program Is Offered:** CSH

### OBJECTIVES

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Upon completion of this program, participants will have developed advanced competencies in facilitating, leading, and strengthening group and community dynamics within educational and social settings. They will be able to design, implement, and evaluate initiatives that promote collaboration, participation, inclusion, and collective well-being while fostering positive interpersonal relationships and a supportive organizational climate.

Participants will acquire the knowledge and skills needed to manage group processes, facilitate dialogue, resolve conflicts constructively, and lead collective projects that encourage engagement, social cohesion, and shared responsibility. They will develop a reflective, collaborative, and ethical professional stance, enabling them to exercise inclusive leadership that contributes to the development of learning communities and the promotion of democratic, humanistic, and sustainable practices within educational and community organizations.

### PROGRAM LEARNING OUTCOMES (COMPETENCIES)

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- Manage professional relationships effectively with diverse stakeholders through collaborative communication, partnership-building, and constructive engagement.
- Critically and ethically analyze professional practices through reflective inquiry and collaborative approaches to support continuous professional development and organizational improvement.

### ADMISSION REQUIREMENTS

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University degree (BA or BS)

### PROGRAM REQUIREMENTS

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**16 credits: Required Courses (12 credits), Institution's Elective Courses (4 credits)**

**Required Courses (12 credits)**

Team Management and Relational Dynamics (4 Cr.). Inclusive and Learning Organizations (4 Cr.). Systems Thinking and Change Management (4 Cr.).

**Institution's Elective Courses (4 credits), to be chosen from the list below:**

Professional Development and Learning Communities (4 Cr.). Digital Technology and Artificial Intelligence in Education (4 Cr.). 21<sup>st</sup> Century Essential Skills (4 Cr.). Seminar of Professional Development in Education (4 Cr.). International Project Design and Fundraising (4 Cr.).

## COURSE DESCRIPTION

### Required Courses

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|------------------|------------------------------------------------|--------------|
| <b>070GTDRM2</b> | <b>Team Management and Relational Dynamics</b> | <b>4 Cr.</b> |
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This course examines the principles, tools, and practices of team management in educational and training contexts, with a particular focus on relational dynamics that influence collaboration, communication, and collective performance. It aims to develop an understanding of the human, organizational, and psychosocial factors that shape teamwork within educational institutions. The course addresses key concepts such as leadership, team cohesion, motivation, conflict management, and collective decision-making. Attention is given to professional interactions, communication styles, and the conditions that foster a climate of trust and sustainable cooperation. Through case studies, simulations, and analyses of professional situations, students will develop coordination, team facilitation, and interpersonal management skills in complex educational environments.

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| <b>070ASCCM4</b> | <b>Systems Thinking and Change Management</b> | <b>4 Cr.</b> |
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This course analyzes the school as a complex ecosystem composed of interconnected actors, relationships, norms, and institutional arrangements that directly influence school climate and the well-being of both learners and educational staff. It aims to develop an understanding of the interactions between pedagogical, organizational, social, and emotional dimensions that structure school life. The course explores the key determinants of well-being at school, including school climate quality, interpersonal relationships, emotional regulation, inclusion, as well as the prevention of violence and dropout. It also examines the role of educational policies and pedagogical practices in shaping learning environments that promote the flourishing and success of all stakeholders. Through case studies, analysis of educational interventions, and school climate observation tools, students will be guided to design strategies aimed at improving well-being and quality of life within educational institutions.

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| <b>070OGIAM4</b> | <b>Inclusive and Learning Organizations</b> | <b>4 Cr.</b> |
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This course explores the theoretical foundations and contemporary practices of inclusive and learning educational organizations within contexts of social, digital, and institutional transformation. It aims to examine how educational institutions can foster organizational cultures that promote inclusion, collaboration, collective learning, and continuous improvement. The course addresses principles of participatory governance, diversity management, and professional development within educational institutions. Attention is given to organizational climate, educational equity, and the mechanisms that support the success and well-being of all members of the educational community. Through case studies, educational policy analysis, and collaborative projects, students will design strategies that enable educational institutions to become learning organizations capable of innovation, adaptation, and sustainable development in response to contemporary challenges.

### Institution's Elective Courses

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| <b>070SMAPM2</b> | <b>Professional Development and Learning Communities</b> | <b>4 Cr.</b> |
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This course equips participants to describe the principles and components of a Professional Learning Community (PLC) and to identify its benefits for teachers, students, and the school, with the aim of establishing a PLC within an educational work environment.

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| <b>070NIAEM1</b> | <b>Digital Technology and Artificial Intelligence in Education</b> | <b>4 Cr.</b> |
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Artificial intelligence is revolutionizing the use of digital tools in the classroom and more broadly, across educational systems. It offers considerable potential for advancing education. This course aims to train students in the use of educational technologies, particularly those based on artificial intelligence, their application and integration into teaching and learning sequences and their future potential.

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| <b>070SDPEM3</b> | <b>Seminar of Professional Development in Education</b> | <b>4 Cr.</b> |
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This seminar aims to support students in the progressive development of their professional identity and competencies in the field of education. It is grounded in a reflective and experiential approach, focusing on the



analysis of practice, continuous competency development, and the integration of theory and field experience. The seminar encourages students to critically examine their professional stances, analyze their internship or educational intervention experiences, and identify areas for further development. Emphasis is placed on reflexivity, professional ethics, and adaptability in diverse and evolving educational contexts. Through collaborative workshops, reflective journals, presentations, and practice-sharing activities, students will be guided to build a professional development portfolio and to design a coherent progression plan aligned with their academic and professional trajectories.

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| <b>070DSPFM1</b> | <b>International Project Design and Fundraising</b> | <b>4 Cr.</b> |
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This course contributes to the training of education professionals capable of analyzing, designing, and implementing projects and programs in formal and non-formal education for better educational and social development. Several educational fields will be analyzed to study their relevance, effectiveness, and contribution to sustainable development. This course also allows professionals to understand the specifics and challenges related to international projects in the various fields addressed.

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| <b>070CMPSM2</b> | <b>21<sup>st</sup> Century Essential Skills</b> | <b>4 Cr.</b> |
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This course aims to raise students' awareness of the necessity to integrate 21<sup>st</sup> century skills into their teaching. It encourages them to develop teaching strategies to promote creativity, critical thinking, cooperation, and communication among learners. At the end of this course, students will be equipped with new professional practices allowing their learners to thrive in the 21<sup>st</sup>-century world.

