



UNIVERSITY of CAMBRIDGE  
ESOL Examinations

Cambridge English  
Teaching Qualifications

# Delta

Module Three - ELT Management Option

## Syllabus Specifications

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# Delta Module Three

## English Language Teaching Management (ELTM)

### Focus and aims

Module Three ELTM focuses on broadening candidates' knowledge and developing their understanding of management in one of the following four specialisms: academic management, marketing, customer service or human resources management. Candidates are required to apply knowledge of managing change and project management to a proposal in their chosen specialism related to a specified language teaching operation (LTO).

Title of Module	Management in ELT
Aims	<ol style="list-style-type: none"> <li>To enable candidates to develop their knowledge in relation to a chosen management specialism</li> <li>To develop candidates' knowledge and critical awareness of management principles and procedures</li> <li>To develop candidates' skills in the application of management knowledge and procedures in the context concerned</li> <li>To develop candidates' awareness of the interdependence of management areas</li> <li>To enable candidates to apply knowledge and understanding of management to a proposal for implementing a change in the chosen management specialism</li> <li>To enable candidates to synthesise all of the above and present a coherent account of the project to a third party readership</li> </ol>
Level	Postgraduate
Credit Value	20

### Content and Learning Outcomes

Content	Learning Outcomes <i>Successful candidates can:</i>	Indicative Content
1 Research into specialist areas	<ol style="list-style-type: none"> <li>Summarise the principles and theories of management which are relevant to the selected specialism</li> <li>Apply knowledge and understanding of the selected specialism to plan for implementing an initiative in the candidate's language teaching operation (LTO)</li> <li>Present an informed discussion of the context and institutional needs in their selected specialism</li> </ol>	<ul style="list-style-type: none"> <li>Research skills: online and library-based</li> <li>Key concepts and processes in specialism</li> <li>Resources: material and virtual</li> <li>Assignment planning: outlining and organising</li> <li>Context: national, educational and institutional features</li> <li>Criteria for selecting the specialism</li> </ul>
2 Management: principles and applications	<ol style="list-style-type: none"> <li>Summarise the main approaches to management</li> <li>Distinguish between leadership and management</li> <li>Evaluate approaches to decision making</li> <li>Review and evaluate motivational theories</li> <li>Review elements of organisational structure</li> <li>Identify factors which influence organisational culture</li> <li>Critically evaluate alignment of professional and commercial interests in the candidate's LTO</li> </ol>	<ul style="list-style-type: none"> <li>Rational and non-rational approaches to management</li> <li>Transactional and transformative leadership</li> <li>Leadership characteristics</li> <li>Strategic, tactical and operational management</li> <li>Decision making, prioritising and problem-solving</li> <li>Power and influence, authority and accountability</li> <li>Fiduciary duties of management</li> <li>Defining and managing roles within an organisation</li> </ul>

Content	Learning Outcomes <i>Successful candidates can:</i>	Indicative Content
	<p>2.8 Relate professional concerns to the LTO's duty of care to stakeholders</p> <p>2.9 Apply management concepts to characterisation of management in the candidate's LTO</p>	<ul style="list-style-type: none"> <li>• Teams and team building</li> <li>• Theories of motivation: content and process theories</li> <li>• Developing motivational strategies</li> <li>• Organisational structure and culture</li> <li>• Organisational development</li> <li>• Stakeholders: identity and influence</li> <li>• Comparison between educational and commercial management</li> </ul>
<p><b>3 Principles and procedures of the specialism and their application in the LTO</b></p>	<p>3.1 Describe the principles underlying the selected specialism</p> <p>3.2 Describe the key procedures used in the selected specialism</p> <p>3.3 Evaluate the application of these procedures in the candidate's LTO</p> <p>3.4 Use research or survey data to identify needed improvement in the selected specialism</p>	<ul style="list-style-type: none"> <li>• Vision, mission and values in LTO</li> <li>• Frameworks and guidelines for management in selected specialism</li> <li>• Products and services offered by LTO</li> <li>• Management roles: internal and external, professional and commercial, entrepreneurial and organisational</li> <li>• Decision-making: allocating time, selecting and allocating staff, allocating physical and financial resources</li> <li>• Delegating</li> <li>• Prioritising and problem-solving</li> <li>• Controlling, monitoring, reviewing and revising: <ul style="list-style-type: none"> <li>- macro levels: overall educational and commercial objectives, time, budget, quality</li> <li>- micro levels: tracking individual tasks from initiation to completion</li> <li>- data from surveys (e.g., marketing, customer satisfaction) and performance (staff turnover, test results)</li> </ul> </li> <li>• Techniques and procedures for planning, decision-making and monitoring in selected specialism: SWOT, STEP, action plans, GANTT charts, fishbone diagrams, surveys (marketing, satisfaction), etc.</li> <li>• Communication: internal (staff, students), external (stakeholders)</li> <li>• Quality assurance, codes of practice and compliance</li> <li>• Professional development</li> <li>• New product development</li> <li>• Managing implementation of change</li> <li>• Project management in selected specialism</li> <li>• Team building and team management in selected specialism</li> </ul>

Content	Learning Outcomes <i>Successful candidates can:</i>	Indicative Content
<p><b>4 Designing management initiative to meet the requirements of the specific context</b></p>	<p><b>4.1</b> Apply knowledge of context and organisational structure to complete a situation analysis</p> <p><b>4.2</b> Apply knowledge of management principles and processes to identify a gap in the practices in the selected specialism in the LTO</p> <p><b>4.3</b> Define the goals of an initiative to fill the gap</p>	<ul style="list-style-type: none"> <li>• Situation analysis: LTO's services, stakeholders, clientele, competitors, SWOT analysis</li> <li>• Analysis of practices in selected specialism in the LTO</li> <li>• Climate or context: PEST analysis</li> <li>• Organisational structure of LTO: decision-making authority and accountability</li> <li>• LTO's history of implementing change in services and processes</li> <li>• Identification of requirements for change and improvement in selected specialism</li> <li>• Setting of goals for an initiative to meet requirements identified in analysis of current practices</li> </ul>
<p><b>5 Implementing the initiative in the LTO</b></p>	<p><b>5.1</b> Apply knowledge of change management principles to planning the initiative</p> <p><b>5.2</b> Use project management as a basis for planning implementation</p> <p><b>5.3</b> Apply relevant procedures from selected specialism in the proposed initiative</p>	<ul style="list-style-type: none"> <li>• Models of change management (centre-periphery, social interaction, linear, iterative, etc.)</li> <li>• Factors supporting and inhibiting change implementation</li> <li>• Implementation issues</li> <li>• Institutional issues</li> <li>• Stakeholder analysis: primary, secondary and key</li> <li>• Project management framework: scoping, planning, organising, securing and managing resources and people, delegating, monitoring and controlling, evaluating outcomes</li> <li>• Selection and application of such procedures as introducing new techniques or methods in academic management, developing a CPD programme in HRM, carrying out a survey in marketing, responding to customer feedback in service management or developing a new product in response to a market survey</li> </ul>
<p><b>6 Monitoring and evaluating the implementation of the initiative</b></p>	<p><b>6.1</b> Checking progress in implementing the project</p> <p><b>6.2</b> Evaluating outcomes</p>	<ul style="list-style-type: none"> <li>• Progress checking of implementation activities</li> <li>• Monitoring variables (scope, cost, etc.) against plan</li> <li>• Taking corrective actions to align progress with plan</li> <li>• Analysing performance indicators</li> <li>• Measuring outcomes against performance indicators</li> </ul>