



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"> 1. To enable candidates to develop their knowledge in relation to a chosen management specialism 2. To develop candidates' knowledge and critical awareness of management principles and procedures 3. To develop candidates' skills in the application of management knowledge and procedures in the context concerned 4. To develop candidates' awareness of the interdependence of management areas 5. To enable candidates to apply knowledge and understanding of management to a proposal for implementing a change in the chosen management specialism 6. To enable candidates to synthesise all of the above and present a coherent account of the project to a third party readership
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"> 1.1 Summarise the principles and theories of management which are relevant to the selected specialism 1.2 Apply knowledge and understanding of the selected specialism to plan for implementing an initiative in the candidate's language teaching operation (LTO) 1.3 Present an informed discussion of the context and institutional needs in their selected specialism 	<ul style="list-style-type: none"> • Research skills: online and library-based • Key concepts and processes in specialism • Resources: material and virtual • Assignment planning: outlining and organising • Context: national, educational and institutional features • Criteria for selecting the specialism
2 Management: principles and applications	<ol style="list-style-type: none"> 2.1 Summarise the main approaches to management 2.2 Distinguish between leadership and management 2.3 Evaluate approaches to decision making 2.4 Review and evaluate motivational theories 2.5 Review elements of organisational structure 2.6 Identify factors which influence organisational culture 2.7 Critically evaluate alignment of professional and commercial interests in the candidate's LTO 	<ul style="list-style-type: none"> • Rational and non-rational approaches to management • Transactional and transformative leadership • Leadership characteristics • Strategic, tactical and operational management • Decision making, prioritising and problem-solving • Power and influence, authority and accountability • Fiduciary duties of management • Defining and managing roles within an organisation

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"> • Teams and team building • Theories of motivation: content and process theories • Developing motivational strategies • Organisational structure and culture • Organisational development • Stakeholders: identity and influence • Comparison between educational and commercial management
<p>3 Principles and procedures of the specialism and their application in the LTO</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"> • Vision, mission and values in LTO • Frameworks and guidelines for management in selected specialism • Products and services offered by LTO • Management roles: internal and external, professional and commercial, entrepreneurial and organisational • Decision-making: allocating time, selecting and allocating staff, allocating physical and financial resources • Delegating • Prioritising and problem-solving • Controlling, monitoring, reviewing and revising: <ul style="list-style-type: none"> - macro levels: overall educational and commercial objectives, time, budget, quality - micro levels: tracking individual tasks from initiation to completion - data from surveys (e.g., marketing, customer satisfaction) and performance (staff turnover, test results) • Techniques and procedures for planning, decision-making and monitoring in selected specialism: SWOT, STEP, action plans, GANTT charts, fishbone diagrams, surveys (marketing, satisfaction), etc. • Communication: internal (staff, students), external (stakeholders) • Quality assurance, codes of practice and compliance • Professional development • New product development • Managing implementation of change • Project management in selected specialism • Team building and team management in selected specialism

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