

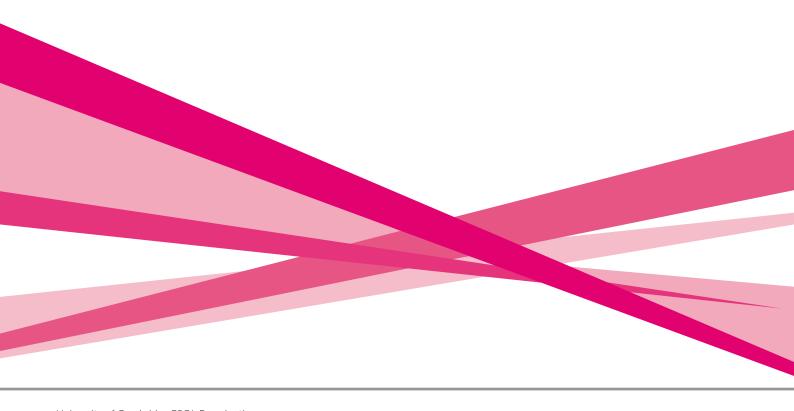
Cambridge English *Teaching Qualifications*

Delta

Module Three - ELT Management Option

Syllabus Specifications

From July 2011



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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: acedemic 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	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	Indicative Content
		Successful candidates can:	
1	Research into specialist areas	 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 	 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	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	 Rational and non-rational approaches to management Transactional and transformative leadership Leadership characteristics Strategic, tactical and operational management Decision making, prioritising and problemsolving Power and influence, authority and accountability Fiduciary duties of management Defining and managing roles within an organisation

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Content	Learning Outcomes	Indicative Content
	Successful candidates can:	
	2.8 Relate professional concerns to the LTO's duty of care to stakeholders 2.9 Apply management concepts to characterisation of management in the candidate's LTO	 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
3 Principles and procedures of the specialism and their application in the LTO	 3.1 Describe the principles underlying the selected specialism 3.2 Describe the key procedures used in the selected specialism 3.3 Evaluate the application of these procedures in the candidate's LTO 3.4 Use research or survey data to identify needed improvement in the selected specialism 	 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: 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 New product development Managing implementation of change Project management in selected specialism Team building and team management in selected specialism

C	ontent	Learning Outcomes	Indicative Content
		Successful candidates can:	
4	Designing management initiative to meet the requirements of the specific context	 4.1 Apply knowledge of context and organisational structure to complete a situation analysis 4.2 Apply knowledge of management principles and processes to identify a gap in the practices in the selected specialism in the LTO 4.3 Define the goals of an initiative to fill the gap 	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
5	Implementing the initiative in the LTO	 5.1 Apply knowledge of change management principles to planning the initiative 5.2 Use project management as a basis for planning implementation 5.3 Apply relevant procedures from selected specialism in the proposed initiative 	Models of change management (centreperiphery, 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
6	Monitoring and evaluating the implementation of the initiative	6.1 Checking progress in implementing the project6.2 Evaluating outcomes	 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