

# Delta Module Three: English Language Teaching Management

## Reading List

### 1 Introduction

Management books tend to be expensive and articles often appear in journals which are either difficult to get hold of or are they charge high fees for on-line access and the purchase of electronic copies of articles. . For this reason, in the list which follows, there are very few journal references.

As someone who has elected to follow the ELT management Module 3 option, you will probably want to develop your career in ELT management and you may therefore find it useful to build up your own library of management books so acquiring some of these volumes could be regarded as an investment

A relevant source of articles and activities directly related to ELT management is the ELT Leadership and Management Special Interest Group (SIG) of the International Association of Teachers of English as a Foreign Language (IATEFL ).

<http://elmtm.iatefl.org/>

### 2 Management

#### 2.1 General

General management books which cover the whole field of management tend to be expensive and to come in a bewildering range of editions (e.g. international, regional, country specific). Robbins is widely used as a coursebook at both undergraduate and post-graduate level, so it can often be obtained relatively cheaply via e-Bay or a university book store when students sell off their books. It is not essential to have the very latest edition of any of the titles listed.

The general introductions to management are Boddy, Mullins, and Robbins.

Ali, Moi (2009). *Successful Manager's Handbook*. London: Dorling Kindersley.

Boddy, David. (2005 3<sup>rd</sup> edition). *Management: an introduction*. Harlow: Pearson

Mullins, Laurie J. (2007, 8<sup>th</sup> edition). *Management and Organisational Behaviour*. Harlow: Pearson Education.

Robbins, Stephen & Judge, Timothy A. (2010 13<sup>th</sup> Edition) *Organizational Behaviour*. Harlow, Pearson Education Limited.

Drucker, Peter 1955 *The Practice of Management*. London: Heinemann.

Hopper, K., & Hopper, W. (2009). *The Puritan Gift*. London: I.B.Tauris

*Essential Managers Series* published by Dorling Kindersley. Accessible introductions to such areas as managing people, delegating, coaching, communicating, change, teams and projects.

<http://www.dorlingkindersley-uk.co.uk/>

*Creating Success Series* published by Kogan Page. More substantial than the Dorling Kindersley series, but equally accessible. Covers areas like managing people, recruiting, marketing, PR, customer care, finance, communication and motivation.

## 2.2 ELT specific

White & Hockley et al (2008) and Christison & Murray together provide a complementary coverage of management in ELT, while Everard, Morris & Wilson and Law & Glover focus on educational management.

Christison, Mary Ann & Murray, Denise E (eds) (2009) *Leadership in English Language Education*. New York & London: Routledge.

White, R., Hockley, A., van der Horst Jansen, J., & Laughner, M. (2008). *From Teacher to Manager: Managing language teaching organizations*. Cambridge: Cambridge University Press.

## 2.3 Educational management

Bell, T., & L. Bell. (eds.) (2002). *Educational Management: Principles and Practice*. London: Paul Chapman.

Bennett, N., M. Crawford & M. Cartwright. (Eds.) (2003). *Effective Educational Leadership*. London: Paul Chapman

Everard, K.B., Morris, G. & Wilson, I. (2004, 4th edition). *Effective School Management*. London: Paul Chapman Publishing.

Handy, C., & J. Aiken. (1990) *Understanding Schools as Organisations*. Oxford: Oxford University Press.

Law, S. & D. Glover. (2000). *Educational Leadership and Learning*. Buckingham: Open University Press.

MacBeath, J. & P. Mortimer. (Eds.) (2001). *Improving School Effectiveness*. Buckingham: Open University Press.

Preedy, M., R. Glatter & C. Wise. (Eds.) (2003). *Strategic Leadership and Educational Improvement*. London: Paul Chapman.

### 3 Change Management

There is an extensive range of publications on change in a wide range of contexts. Alan Waters review in *Language Teaching* is a good place to start.

Fullan, M. (2001 3<sup>rd</sup> edition). *The New Meaning of Educational Change*. London: RoutledgeFarmer.

Kennedy, C. 1988 Evaluation of the management of change in ELT Projects. *Applied Linguistics*, 9/4, 329-342.

Kennedy, J., & C. Kennedy. 1998. Levels, linkages, and networks in cross-cultural innovation. *System*, 26:455-469.

Kennedy, C., P.Doyle & C. Goh (eds.) (1999) *Exploring Change in English Language Teaching* . Oxford: Macmillan.

Kotter, J. 1996. *Leading Change*. Boston, Harvard Business School Press.

Markee, Numa 1993 *The diffusion of innovation in language teaching* in William Grabe (ed.) 1993. *Annual Review of Applied Linguistics*, Vol. 13. Cambridge: Cambridge University Press.

Murray, D.E. (ed.) (2008). *Planning Change, Changing Polans: Innovations in second language teaching*. Ann Arbor, MI: University of Michigan Press.

Oraffi, S.M.S., & S. Borg. 2009. Intentions and realities in implementing communicative curriculum reform. *System*, Volume 37/2: 243-253.

Rogers, E. M. (2003 5<sup>th</sup> edition) *The Diffusion of Innovations*. New York: Free Press.

Stoller, F. L 1997. 'The catalyst for change and innovation'. In: Christison & Stoller (eds) 1997. *A Handbook for Language Program Administrators*. Burlingame, CA, Alta Book Centre. pp. 33-48.

Waters, A. (2009) Managing innovation in English language education in *Language Teaching*, 42:4, pp 421-458.

Waters, A. & M.L.C.Vilches (2001). Implementing ELT innovations: A needs analysis framework. *ELT Journal*, 55.2, 133-141.

Watson Todd, R. (2005). Cointinuing change after the innovation. *System* 34.1, 1-14.

Weddell, M. (2009). *Planning for Educational Change – putting people and their contexts first*. London: Continuum.

Also see the Open University Openlearn site:

The Concept of Innovation

<http://openlearn.open.ac.uk/course/view.php?id=2898>

## 4 Project management

Heyworth, F. A. 2002. *Guide to Project Management*. Graz, Austria, Council of Europe Publishing.

Roberts, P.(2011). *Effective Project Manage*. London: Kogan Page.

Rowe, Sandara (2006) *Project Management for Small Projects*. London: Kogan Page.

Young, Trevor L. (2010). *Successful Project Management*. London: Kogan Page.

<http://www.education.gov.uk/aboutdfe/policiesandprocedures/ppm>

Also see the Open University *Openlearn* site:

Project Management

<http://openlearn.open.ac.uk/course/view.php?id=3784>

Planning a project

<http://openlearn.open.ac.uk/course/view.php?id=3358>

Managing projects through people

<http://openlearn.open.ac.uk/course/view.php?id=3549>

## 5 Academic management

### 5.1 Curriculum & materials

Graves, Kathleen. (2000). *Designing Language Courses: a guide for teachers*. Boston, MA: Heinle & Heinle.

Richards, J.C. (2001). *Curriculum Development in Language Teaching*. Cambridge: Cambridge University Press.

Richards, J.C. & W. A. Renandya (eds.) *Methodology in language teaching: an anthology of current practice*. Cambridge : Cambridge University Press.

Tomlinson, B. (ed.) (1998) *Materials Development in Language Teaching*. Cambridge : Cambridge University Press.

#### 5.1.1 Quality Assurance

Irwin, Richard D. Inc. (1990). *Total Quality: A Manager's Guide for the 1990s*. London: Kogan Page.

Mauch, Peter. (2009). *Service Quality Management: Theory & Application*. E-book available at [http://www.lulu.com/uk/publish/index.php?cid=en\\_tab\\_publish](http://www.lulu.com/uk/publish/index.php?cid=en_tab_publish)

Murgatroyd, S., & C. Morgan (1993). *Total Quality Management and the School*. Open University Press.

## 5.2 Staff development

Edge, J. (Ed.) (2002) *Continuing Professional Development – Some of Our Perspectives*. Canterbury: IATEFL .

Foord, Duncan. (2009). *The Developing Teacher: Practical activities for professional development*. Peaslake: Delta

James, Peter ( 2001) *Teachers in Action*. Cambridge : Cambridge University Press

Randall, Mick, with Thornton, Barbara (2001). *Advising and Supporting Teachers*. Cambridge : Cambridge University Press.

Richards. Jack C & T.S.C. Farrell (2005) *Professional Development for Language Teachers: Strategies for Teacher Learning*. Cambridge : Cambridge University Press.

## 5.3 Coaching

Forsyth, Clive. (2008). *Improving Your Coaching and Training Skills*. London: Kogan Page.

Meggison, David & David Clutterbuck. (2005). *Techniques for Coaching and Mentoring*. Burlington, MA: Elsevier Butterworth-Heinemann.

Parsloe, E and Wray, M. (2000) *Coaching and Mentoring*. London: Kogan Page.

Renton, Jane. (2009). *Coaching and Mentoring: What They Are and How to Make the Most of Them*. London: the Economist & Profile Books Limited .

Rogers, Jenny. (2008 2<sup>nd</sup> edition ) *Coaching Skills: a Handbook*. Buckingham: Open University Press.

Smart, J.K. (2003) *Real Coaching and Feedback: How to help people improve their performance*. Harlow: Pearson Education.

Wilson, Judith & Michelle Gislason. (2009). *Coaching Skills for Nonprofit Managers and Leaders: Developing people to achieve your mission*. London: John Wiley.

## **5.4 Mentoring**

Clutterburk, David. (2004 4<sup>th</sup> edition). *Everyone Needs a Mentor: Fostering talent in your organisation*. London: Chartered Institute of Personnel and Development.

Clutterbuck, D. (2002). *Mentoring and diversity: An international perspective*. Oxford: Butterworth Heinemann.

Fletcher, S. (2000). *Mentoring in Schools: A Handbook of Good Practice*. London: Routledge Falmer.

Malderez, Angi & Caroline Bodóczyk (1999) *Mentor Courses*. Cambridge: Cambridge University Press.

Malderez, Angi and Martin Wedell (2007). *Teaching Teachers: Processes and Practices*. Cambridge : Cambridge University Press.

Tomlinson, P. (1998). *Understanding Mentoring: Reflective strategies for school-based preparation*. Buckingham: Open University Press

## **5.5 Performance Review**

Fletcher, C. (2007, 4<sup>th</sup> edition). *Appraisal, Feedback and Development Making Performance Review Work*. London: Routledge.

Hunt, N. (2010). *Setting Up and Running Effective Staff Appraisals and Feedback Review Meetings*. Oxford: How To Books.

## **6 HRM**

Armstrong, Michael. (2010). *How to Manage People*. London: Kogan Page.

Beardwell, J., J. Gold, J. Beardwell, R. Holden, P. Iles & J. Steward. (2009). *Human Resource Management* . London: Pitman.

## **7 Marketing**

As with general management books, the publications covering the field of marketing tend to be expensive and to come in different editions (e.g. European, International, etc. ). As with general management books, it is not essential to have the very latest edition.

Jobber, D. (2004 6<sup>th</sup> edition) *Principles and Practices of Marketing*. London, McGraw-Hill.

Kotler, Philip, Gary Armstrong, John Saunders & Veronica Wong (2008) *Principles of Marketing*. London: Pearson/Prentice Hall.

McDonald, H. H. B. 1989 2<sup>nd</sup> edition. *Marketing Plans: How to prepare them, how to use them*. London: Heinemann Professional Publications.

Westwood, John. (2010). *How to Write a Marketing Plan*. London: Kogan Page.

## 8 Customer Services

Walker has almost single handedly carried out a lot of research into Customer Service Management in ELT and this work has been covered extensively in a very expensive volume, Walker (2010).

Cristobal, E. & Llurda, E. 2006. 'Learners' preferences regarding types of language school: An exploratory market research'. *System*. 34, pp. 135–148.

Lucas, Robert W. ( ). *Customer Service Skills for Success*. McGraw Hill.

Walker, J. (1997). Blueprinting the EFL service provision. *ELT management*, 24 July 1997, pp. 18-22.

Walker, J. 2001. 'Client views of TESOL: expectations and perceptions'. *The International Journal of Educational Management*. 15/4, pp.187–196.

Walker, J. 2003. 'Client satisfaction with English language centre service: insights from a New Zealand national survey'. *The International Journal of Educational Management*. 17/7. pp. 294–302.

Walker, J. (2010). *Service, Satisfaction and Climate: Perspectives on management in English Language Teaching*. Bingley: Emerald.

Wellington, Pat. (2010). *Effective Customer Care*. London: Kogan Page.

## 9 Web sites

The internet provides access to a huge range of resources, and the list which follows provides a selection of sites which have been found to be useful. Some are commercial sites, but even they will carry useful information.

Also very useful are *Google* and *Google Books*, as well as *Wikipedia*, which provides introductions and leads to sources on management topics.

The list which follows is organized alphabetically by the name of each site.

*Bnet.co.UK*, the 'go to place for management', requires free registration, and maintains a business library of on-line articles and advice:

<http://bnet.co.uk/>

The Bnet library of papers covering a wide range of management topics is at:

<http://jobfunctions.bnet.com/?tag=hdr-library>

*Big Dog and Little Dog's Bowl of Biscuit*. This amusingly named site is run by Donald Clark, a management trainer, and is a useful source of material.

<http://www.nwlink.com/~Donclark/contents.html>

*Businessdictionary* provides useful, short definitions of key terms:

<http://www.businessdictionary.com/definition/management-accounting.html>

*Businessballs.com*, is 'a free ethical learning and development resource for people and organizations, run by Alan Chapman, in Leicester, England'. It covers a very wide range of business and management topics.

<http://www.businessballs.com/businessballs-index.htm>

*BusinessLink* is a UK government supported web site covering a very wide range of business topics of relevance to LTO management, including good sections devoted to financial and management accounting.

<http://www.businesslink.gov.uk>

The *Center for Business Planning* specializes in business plans, and provides samples, guidelines and web resources:

<http://www.businessplans.org/index.asp>

*The Encyclopaedia of informal education (Infed)*, was established in 1995 as an open and NFP site. While not focusing on management as such, it contains good articles on key figures (e.g. Lewin, Kollb, Schon) and concepts (e.g. double-loop learning, the learning organization, leadership) which have influenced management thinking and practice.

<http://www.infed.org/>

*Free Management Library* is 'a complete integrated library for non profits and for profits' and it provides an extensive selection of articles and guidelines to specific aspects of management:

<http://www.managementhelp.org/>

*Google Books* carries a huge range of titles, and although many are available only on restricted access, it can be useful resource for checking titles and judging whether a given title is likely to be worth reading:

<http://books.google.com/>

Open University *Open Learn* has a number of very good study units on business and management:

<http://openlearn.open.ac.uk/course/category.php?id=4>

*Powerhomebiz* provides a glossary of business terms:

<http://www.powerhomebiz.com/Glossary/glossary-A.htm>

*Provenmodels* has summaries and figures illustrating a range of models in such areas as change management, leadership and management, marketing, etc.

<http://www.provenmodels.com/>

*QuickMBA* provides useful introductions to topics within such areas as strategy, marketing and operations.

<http://www.quickmba.com/mgmt/>

*TESL-EJ* is an on-line, refereed journal with a wide range of papers on academic and professional issues and research:

<http://tesl-ej.org/ejtitle.html>

On change in ESL education, see *Paradigm Shift: Understanding and Implementing Change in Second Language Education*, George Jacobs and Thomas Farrell, and Rani Ruby *Diffusion of Innovation: a plea for indigenous models*.

*12-Manage* is a very useful site providing cogent summaries of key terms and concepts in management:

<http://www.12manage.com/>