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://eltm.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.


*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/](http://www.dorlingkindersley-uk.co.uk/)


### 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.


### 2.3 Educational management


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.


Also see the Open University Openlearn site:

The Concept of Innovation
http://openlearn.open.ac.uk/course/view.php?id=2898
4 Project management


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


5.1.1 Quality Assurance


### 5.2 Staff development


### 5.3 Coaching


5.4 Mentoring


5.5 Performance Review


6 HRM


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.


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).


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.


*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, Kolib, Schon) and concepts (e.g. double-loop learning, the learning organization, leadeership) 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:
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:


*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


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

http://www.12manage.com/