

Management in English Language Teaching

Ron White Mervyn Martin Mike Stimson Robert Hodge





PUBLISHED BY THE PRESS SYNDICATE OF THE UNIVERSITY OF CAMBRIDGE The Pitt Building, Trumpington Street, Cambridge, United Kingdom

CAMBRIDGE UNIVERSITY PRESS
The Edinburgh Building, Cambridge CB2 2RU, UK
40 West 20th Street, New York, NY 10011–4211, USA
477 Williamstown Road, Port Melbourne, VIC 3207, Australia
Ruiz de Alarcón 13, 28014 Madrid, Spain
Dock House, The Waterfront, Cape Town 8001, South Africa
http://www.cambridge.org

© Cambridge University Press 1991

This book is in copyright. Subject to statutory exception and to the provisions of relevant collective licensing agreements, no reproduction of any part may take place without the written permission of Cambridge University Press.

First published 1991 Eighth printing 2001

Typeset in Electra

A catalogue record for this book is available from the British Library

Library of Congress Catalogue card number: 90-27574

ISBN 0 521 37396 4 hardback ISBN 0 521 37763 3 paperback

Transferred to digital printing 2003



CONTENTS

	Thanks Acknowledgements Introduction	1
Pa	rt One: People and organizations	
	Organizations	6
_	Staff selection	35
	Staff development	61
_	Communication in schools	97 126
	Organizing resources and information Managing curriculum development and innovation	166
U	managing carriculum development and innovation	100
Pa	rt Two: Marketing	
7	What is marketing?	196
8	The marketing mix	210
9	Developing and implementing the marketing plan	229
Pa	rt Three: Finance	
10	Financial records and statements	243
11	Cash flow management and management accounting	282
	Using financial information and budgets	319
	Bibliography	339
	Index	343



THANKS

It would not have been possible for us to write this book without the help and support of staff and students in the many and varied EFL institutions in which we have worked and gained experience. We would like to extend our thanks to all of them.

In particular we would like to acknowledge the generous help of David Allen, Andy Hopkins and Richard Rossner of the Bell Educational Trust; the British Council; Cultura Inglesa, Sao Paulo; and Reading University. Thanks are due to Nora White for her encouragement and support during the writing and editing of the book, and to Fiona Davies and Lynda Stimson for their constructive comments on the manuscript and for typing and re-typing. Thanks are also due to Helena Martin for her promotional work on the seminars associated with the book.

Finally, there are many ideas in the book which have come from diverse sources. Where possible we have tried to acknowledge such sources and we hope that nothing remains unacknowledged.

ACKNOWLEDGEMENTS

The authors and publishers are grateful to the authors, publishers and others who have given permission for the use of copyright material. While every effort has been made it has not been possible to identify the sources of all the material used and in such cases the publishers would welcome information from the copyright owners. Apologies are expressed for any omissions.

Blackwell publishers for the figure on p. 176 from R.V. White (1988) The ELT Curriculum; The British Association for Commercial and Industrial Education for the figure on p. 8 from J. Adair (ed) (1978) A handbook of management training exercises Vol. 1; Paul Chapman Publishing Ltd. for the extract on p. 182 from K.B. Everard and G. Morris (1990) Effective School Management (second edition); Harper and Row Ltd. for the extract on p. 12 from T. Bush (1986) Theories of Educational Management and for the figure on p. 169 from M. Skilbeck (1984) School-based Curriculum Development (second edition); "Hierarchy of needs" on p. 10 from Motivation and personality, 2nd ed. by Abraham H. Maslow. Copyright 1954 by Harper and Row Publishers, Inc., © 1970 by Abraham H. Maslow. Reprinted by permission of HarperCollins publishers; L.E. Henrichsen for the figure on p. 182 from Diffusion of Innovations in English Language Teaching: The ELEC Effort in Japan, 1956-1968 Greenwood Press, 1989; The Institute of Personnel Management for the figure on p. 71 based on P. Long (1986) Performance Appraisal Revisited and for the extract on p. 110 from M. Megranahan (1989) Counselling: A Practical Guide for Employers, Longman Group for the figures on pp. 12 and 13 from A. Paisey (1981) Organisation and Management in Schools; C. McCabe for the extract on p. 179-80 from 'The External Evaluator - Inspector or Management Consultant?' in Evaluation and Research in Education Vol. 1, No. 1 pp. 1-8 (1987); the figures on pp. 18, 19, 20 and 21 from Charles B. Handy Understanding Organisations (third edition) © Charles B. Handy 1976, 1981, 1985. Reproduced by permission of Penguin Books Ltd; Pergamon Press and the British Council for the figure on p. 176 from R. Bowers (1983) 'Project planning and performance' in ELT Documents 116: Language Teaching Projects for the Third World; Pitman publishing for the extract on p. 11 from L.L. Mullins (1985) Management and Organisational Behaviour.