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Basic Principles of Developing a Project in a selected area of ELT Management

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Abstract

English language teaching (ELT) is a wide field and contains many professional roles and responsibilities to achieve its aims. So, the topic of how to manage these responsibilities has become a focus of many types of research in educational science. In the past, many of these responsibilities were considered parts of the management field, but now they become essential parts of the teacher's professional development. These responsibilities may require collecting and analyzing data, which needs to be interpreted and to be reported on. No doubt that this process has a great influence on the quality of education. This means that teachers and anyone involved in the ELT process should understand well basic requirements and principles to develop a project in a selected area of ELT management in a specific context. This paper discusses the basic principles of developing a

successful project in ELT management.

*** Select the appropriate data-gathering methodology**

*** Data Sources**

Any researcher depends on data to make his conclusion and decision about his subject. So, Data collection is the base of any research or any project. Data is collected and analyzed to reveal the facts that the researcher searches for to interpret according to his subject. So, it must be accurate. A researcher can gather data through various techniques which included two categories: ***Primary Data Sources***, and ***Secondary Data Sources***.

According to Oluwatosin, Mesly, 2015 stated that the primary source is called when the researcher is the first one who obtains data, while it is called a secondary source when the researcher obtains his data from other sources like data collected from a scientific journal. Mesly added that Primary Data is considered factual data and it is collected in order to find a solution to a problem that the researcher deals with. So, it is real-time data and the researcher is the originator in this case, while Secondary Data is considered an interpretation and analysis of the primary data collected by other agencies or organizations earlier, so, it relates to the past, and is collected for purposes other than the problem at hand. And Primary data sources include surveys, observations, experiments, questionnaires, personal interviews, etc. So, this kind of data collection is accurate and specific to the researcher's needs, but at the same time, it is considered expensive and may take a long time, on the other contrary, Secondary data collection sources are government publications, websites, books, journal articles, internal records, etc. So, these sources are economical somewhat, and the data collection process doesn't need a long time to be collected, but data may be not specific to the researcher's needs and maybe not be accurate (Oluwatosin, 2017, pp;2-3).

*** Data Collection Techniques**

According to Rod Bolitho (2012), the stage of data collection in an ELT project is very important and a successful project depends greatly on the data collection process. He stated that the data collection process of ELT projects should involve the following (Rod, (2012), pp:39-40):-

1- interviews with and/or questionnaires to a range of primary and secondary.

2- stakeholders in the proposed change to gauge levels of interest in, attitudes to, and potential commitment to the proposed change.
3- classroom observation to gain a first-hand view of practices.
4- evaluation of teaching materials in use.
5- a critical review of existing curriculum documentation and examination practices.
6- sample institutional audits to assess staffing, resources, management structures, etc.
7- collection of relevant statistical data on numbers of teachers, learners, etc., as well as on examination results and other relevant academic issues
8- a study of key contextual issues that affect travel and communication such as availability of internet access and telephones, and accessibility of target locations.

There are many techniques that can be used to collect data. These techniques provide managers with information about the objectives of their projects and how they can achieve them. Most Data Collection Techniques are (as described in Kongmany Chaleunvong, 2009, & https://cyfar.org/integrating-technology-data-collection):

*** Using available information (Secondary Data)**

Data can be gathered from the studies that others conducted. These sources can be located and retrieved as a good start. The tools may be checklists and data compilation forms.

*** Observing (Primary Data)**

It involves watching, and recording behaviors, phenomena, objects, etc. It can be achieved by participant observation or non-participant observation. The used tools can be the eye and other senses, videos to provide documentation, scales, and microscopes.

*** Interviewing (Primary Data)**

It can be achieved in person or over the telephone, formally, informally, or semi-structured. The used tool may be an interview guide, checklist, questionnaire, tape recorder. The questions must be clear and focused and allow open-ended responses.

*** Questionnaires (Primary Data)**

Written questionnaires can be presented to be answered in written forms and can be sent by mail with clear instructions on how to answer and to send the answers by mail. It can be conducted in one place at one time, or hand delivered to be gathered later.

*** Focus group discussions (Primary Data)**

It can be conducted by a group of 8-12 persons to discuss the target subject with the help of a facilitator. The questions are formulated appropriately and the discussion should develop appropriate messages for health education.

*** Ethnographies, Oral history, and Case studies (Primary Data)**

It involves studying a single phenomenon or examining people in their natural settings. It is considered a good approach to evaluation. It needs using a combination of techniques such as observation, interviews, and surveys.

*** Documents and Records (Secondary Data)**

It depends on databases, meeting minutes, reports, financial records, etc. It can be an inexpensive way but may be an incomplete data source.

*** Data collection methods**

According to Huma, and Nayeem, (2017), Data collection methods are divided into two categories:-

*** Qualitative Data**

It is the data that cannot be presented in numbers. For example, religion, gender, observed behaviors, description of events, case studies, etc. Such data can be presented in the form of words. (Huma, and Nayeem, (2017), p.2).

Qualitative data can be gathered through individual interviews, focus group discussions, and Photovoice that enables people to identify, represent and enhance their community, life circumstances, or engagement with a program through photography and accompanying written captions, and Picture story which can be done in writing or verbally with the researcher without threatening to explore views on a particular issue. In Qualitative data analysis, researchers take descriptive information and offer an explanation or interpretation. The information can consist of interview transcripts, documents, blogs, surveys, pictures, videos, etc. (Save the Children, The Open University, pp:11-13).

*** Quantitative Data**

It is the data that can be quantified and expressed in numbers. For example, the height of the students in a class marks obtained in a test, etc. These data can be statistically evaluated (Huma, and Nayeem, (2017).

Quantitative data can be collected in various common forms

like Unites, Prices, Percentages, Rates of change, Rations, Scoring, and Ranking. Quantitative data can be obtained through different methods like surveys, questionnaires, Biophysical measurements, Project records, Service provider or facility data, and Service provider or facility assessments (Save the Children, The Open University, p. 17).

Due to Miles & Huberman (1994, p. 40), Qualitative research has different features from Quantitative research. They stated the features of both of them as follows:-

Features of Qualitative & Quantitative Research

Qualitative	Quantitative
"All research ultimately has a qualitative grounding" - Donald Campbell	"There's no such thing as qualitative data. Everything is either 1 or 0" - Fred Kerlinger
The aim is a complete, detailed description.	The aim is to classify features, count them, and construct statistical models in an attempt to explain what is observed.
A researcher may only know roughly in advance what he/she is looking for.	A researcher knows clearly in advance what he/she is looking for.
Recommended during earlier phases of research projects.	Recommended during latter phases of research projects.
The design emerges as the study unfolds.	All aspects of the study are carefully designed before data is collected.
A researcher is a data-gathering instrument.	A researcher uses tools, such as questionnaires or equipment to collect numerical data.
Data is in the form of words, pictures or objects.	Data is in the form of numbers and statistics.
Subjective – individuals' interpretation of events is important., uses participant observation, in-depth interviews, etc.	Objective seeks precise measurement & analysis of target concepts, e.g., uses surveys, questionnaires, etc.
Qualitative data is more 'rich', time-consuming, and less able to be generalized.	Quantitative data is more efficient, and able to test hypotheses but may miss contextual detail.
A researcher tends to become subjectively immersed in the subject matter.	A researcher tends to remain objectively separated from the subject matter.

*** Design and undertake autonomous investigation in a specific area of language teaching/learning management.**

*** Importance of learning managemen**

Today, Technology is an integral part of the learning and teaching process. According to Ana, 2014, Technology has changed the education model from a closed model, and teacher-centered classroom to a more open model, and student-centered classroom. Ana added that LMS (Learning management system) is one of these technologies used all over the world (Ana, 2014, p.5360). It is a free software application that is designed to deal with learning content and to help students to see and interact with learning tools via web browsers using a computer or mobile devices (Kasim, & Khalid, 2016, p. 55). Ana stated that LMS is also known as "Moodle" which means Modular Object-Oriented term Developmental Learning Environment. It is a free web application that is used by teachers, learners, and educators. It allows educators to create effective online learning sites. LMS has many advantages. It provides interaction, leading educational agents to collaborate in different leading

environments which allow face-to-face instruction, blended learning, and develop human communication skills. LMS contains a lot of communication tools, management features, and assessment tasks. The assessment tasks can be delivered to students and returned with marks and conclusions and feedback. So, it is very useful in higher education and in learning at a distance. LMS is very useful for Learning at a distance and contains four types of interaction; student-content, student-instructor, student-interface, and student-student. LMS supports creating courses characterized by tools that enable educators to achieve those four types. LMS has the principal objective, to centralize and simplify the administration and management of teaching and learning through e-learning. It has many environments that meet the requirements of courses the distance. Also, it is characterized by flexibility, accessibility, focusing, on the student, and it provides low-cost, all resources and materials, and selecting and installing updates are very easy. In addition, it provides the institutional users with the possibility to adapt the application according to what is needed (Ana, 2014, p. 5360-5361).

*** Impact and benefits of learning management systems in higher education**

LMS is initially designed for a higher education environment, and it is used all over the world by many organizations to create and design face-to-face teaching and learning courses and also for conducting online courses. Due to Kasim, "LMS's are considered platforms that include learning systems, portals, and instructional management systems. And these systems represent an evaluation of the processes and systems developed by certain institutions to register students on specific courses and keep records of the students' activities. Various learning choices developed to enable students to take online courses, sometimes as part of the formal curriculum and sometimes due to the need for institutional certification. LMS can also help students to access learning information via course guidelines, uploading assignments and downloading marks, active interactions between students and lecturers, interactions between students, interactions between students and learning tools, sharing knowledge, and taking online exams and quizzes" (Kasim, & Khalid, 2016, p. 55).

In addition to, using Moodle in higher education has many merits for teachers and students. It is very easy and convenient and helps teachers to manage e-learning courses without consuming a long time. It provides the organization with the educational process, the integration of university, no distraction information, and the possibility of student-teacher communication. It supports student self-regulated learning and helps students to know how to set goals, and how to achieve them (Natalya, 2016, p. 532).

Due to Ana, 2014, & Kasim, & Khalid, 2016, there are a lot of environments or platforms of LMS. For example, Moodle, Sakai, ATutor, TelEduc, BlackBoard, WebCT, Toolbook, SumTotal, TopClass Server, etc. These platforms support the social and personal needs of students, facilitate feedback, and develop interaction. If LMS is integrated with other systems like e-portfolios, Web 2.0, and other systems that are used in universities, this will facilitate the teaching and learning process and helps students to get clear instructions, assignments, and simple communication tools. Also, from the benefits of LMS in education, it meets the students' needs. For example, in an e-learning system, an information management system provides systematic and interactive elements that can be managed in LMS to provide students with learning experiences. S, the administrator in any institution should know how to choose the suitable platform according to the needs of students, the purpose of the course, and flexibility and ability to be integrated with other systems that students need (Ana, p.5360, Kasim, & Khalid, pp; 57-59).

The following section discusses some of the LMS' platforms:-

1- MOODLE

It is an abbreviation for Modular Object-Oriented Dynamic Learning Environment. It is based on the principle of the constructionist. It is characterized by accessibility, and flexibility (Kasim, 2016, p.57). Moodle has three levels of use that have different features. So, the functions of Moodle are distributed among the Administrator who has the function of managing the whole environment, the teacher who generates the events and training courses according to a unique area, and the student who accesses and interacts with events and courses (Ana, p.5362).

According to Natalya, 2016, Clarke, 2008, stated that Moodle is

considered an e-learning platform that is used in blended learning in universities, and provides an administration system, and maintains records of learners' progress. Also, it provides attendance and registration records, supports learners with all information about the course and learning opportunities, and also supports them with learning resources and assessment tests (Natalya, 2016, p.533).

Moodle has various activities like the following:-[1]

A- chat: enables exchanging different points of view and developing communication skills.

B- Database: allows the teacher and the student to build and search a bank of record entries about a topic.

C- Scheduler: allows the instructor to post available meeting times.

D- Hot potatoes: allows the teacher to administer Hot potatoes quizzes.

E- Assignments: allows students to submit work online.

F- Advanced Uploading of files: allows teachers to set a maximum file size as well as a maximum number of files submitted per student.

2- SAKAi

It is very easy and flexible. Its tools are strengthened by a design tool for teaching and e-portfolio. This software is translated into more than 20 languages. It offers a personal area for draft writing and journaling. Also, it enables users to send and receive messages (Kasim, & Khalid, 2016, p. 57).

3- ATutor

It is designed for developing online courses. It helps the leader to copy, distribute, and edit the ATutor under the public licensing conditions of a GNU General public License. It is accessible and allows users to participate in activities and enables them to adapt to the environment according to the needs of their courses. Also, it allows receiving and sending messages and provides each user with his storing files that can be shared with other users (Ibid).

4- Blackboard

It supports the needs of students, faculties, and institutions. It is a licensed system. So, it is expensive, and the user must pay annual fees to obtain a license. It has a lot of tools and

[1] For more details look: (Ana, 2014, pp: 5362-5364)

services available in the blackboard suite (Ibid).

*** Interpret complex management information, concepts, and theories as part of the project**

*** Definition of Management Information System (MIS)**

Management Information System (MIS) is one of the tools that any organization uses to facilitate work procedures and manage their information to achieve an efficient work system and to increase productivity. So, it is considered an integrated user-machine system that is used to provide organizations with information and to support the decision-making process.[2]

To understand the term "**Management Information System",** it should be clarified the meaning of the three components of this term; management, information, and system.

Due to yaser et al, Al-Najiar, (2010), stated that "Management" term means the ability to achieve the goals of organizations in an efficient way through controlling and directing the available resources, and also, good planning and organizing. Yaser et al, added that, the "Management" in the business dictionary means the coordination of activities to achieve defined objectives. The term "Data" is the unprocessed facts and figures that have no context while the term "Information" refers to the processed data in a defined context. The term "system", according to Hardcastle is" a collection of components that work together towards a common goal. The objective of a system is to receive inputs and transform these into outputs" (as mentioned in Yaser et al, p. 23).

While "Management information system" is defined by Waston, 1987, as "an organizational method of providing past, present and projected information related to internal operations and external intelligence. It supports the planning, control, and operation functions of an organization by furnishing uniform information in the proper time frame to assist the decision makers"

While Babu, & Sekhar, (2012). concentrated, in their definition of MIS, on the roles of all the people, tools, software, and procedures in the process of achieving goals and they

[2] For more details look Chapter 1"An Overview Of Management Information System" www.tezu.ernet.in/dba/new/faculty/heera/MIS.

considered MIS is a collection of those factors to perform various business tasks in any organization. And they stated that the main aim of MIS is to help organizations to perform their tasks and achieve their objectives efficiently by providing their managers with suitable tools that enable them to organize and to plan well (Babu, & Sekhar, 2012).

*** Importance of MIS in the Organization and Decision-making process**

Yaser et al, (2014), stated that MIS helps organizations to get and manage reliable, accessible information in a timely manner, and it assists in automating tasks. Also, it saves time, money, employees staff. In addition, it increases productivity, effectiveness, and customer satisfaction, and enhances the work process. It enables users to collect and process the information according to the purposes and needs of the organization. Moreover, to store information to be available on demand. For example, telecom Companies can't work without management information systems, because the number of its participants is more than a million. So, it is very difficult to store their information or data manually (Yaser, et al, pp: 22-23)

Asemi et al, mentioned that there are varieties of information systems such as TPS, DAS, KWS, MIS, DSS, ES, CSCWS, GDSS, and ESS. and all these systems are used in the business field, according to the needs of the business and perform an important role in organizational hierarchy and decision making. For example, the TPS (transaction process system) is used in the operational level to process data for routine business transactions of the organization. Management Information Systems (MIS) and Decision Support Systems (DSS) are Higher-level systems. Expert System (ES) applies the expertise of decision-makers to solve specific, unstructured problems (Asefeh, et al, p.164).

Asefeh claimed that according to Louw et al, 2001, MIS systems have helped the leaders in the decision-making process in organizations. For example, these systems are provided to managers to extract synthesized information from a massive database such as the Current Public Transport Record (CPTR) of Durban (CPTR). Also, Power, 2002, has stated that making a decision is a very important process in the business field, and most of the companies take decisions to make improvements and to achieve

more profits. This process depends on the objectives and the scope of the company, and on persons or managers who are responsible for making decisions. MIS is considered the most suitable tool to be used in business decisions. MIS requires that all managers have computers, it allows situation analysis and it keeps a continuous supply of information flowing to the management. Then, after gathering data from MIS, a leader can take a decision. In addition to, the Decision support system (DSS), depends on a computer and is designed to be used by a particular manager or a group of managers at any organizational level in making a decision in the process of solving a semi-structured decision, and as Raymond, 1990, stated The DSS output in the form of a periodic or special report or the results of mathematical simulations (ibid, p. 166).

So, DSS is an integrated set of computer tools that allows decision makers to interact directly with information and helps them to retrieve information useful in making semi-structured and unstructured decisions. Examples of these decisions include such things as merger and acquisition decisions, plant expansion, new product decisions portfolio management, and marketing decisions (Ibid, p. 167).

*** MIS Characteristics**

Management information systems have a number of characteristics as follows (as mentioned in Asefeh, et al, p. 165):-

1- Report with fixed and standard formation.

2- Have report developed and implemented using information system personnel, including systems analysts and computer programmers.

3- Require formal requests from users.

4- Produce scheduled and demand reports.

5- External data is not captured by the organization but is used by the MIS. (i.e., customer, supplier, and competitor information)

*** DSS Characteristics (ibid, p. 166-167)**

1- DSS provides support for decision makers mainly in semi-structured and unstructured situations by bringing together human judgment and computerized information.

2- DSS improves the effectiveness of decision-making (accuracy, timeliness, quality)

3- DSS provides support to individuals as well as to groups.

4- Advanced DSS is equipped with a knowledge component, which enables the efficient and effective solution of very difficult problems

5- A DSS can handle a large amount of data, for instance, advanced database management packages have allowed decision-makers, to search databases for information

6- A DSS can be developed using a modular approach. It also allows various modules to be used for multiple purposes in different systems.

7- A DSS has a graphical orientation decision support system that can help managers make attractive, informative graphical presentations on computer screens and on printed documents. Many of today's software packages can produce line drawings, pie charts, trend lines, and more. This graphical orientation can help decision makers a better understanding of the true situation in a given marketplace.

So, the impact of management information systems can be summarized as follows:-[3]

1- provides appropriate data that is collected from various sources processed, and then sent to individuals to take appropriate actions and decisions.

2- meets all needs different needs through various systems like Modeling Systems and Decision Support Systems.

3- helps in transaction processing.

4- helps Junior management personnel by supplying them with required data for planning, scheduling, and controlling situations.

5- helps Middle-Level management in short-term planning, target setting, and controlling business functions.

6- helps Top management in goal setting, strategic planning and evolving the business plans and their implementation.

7- Facilitates effective management of marketing, finance, production, and personnel.

8- eases the monitoring of the functional targets.

9- helps in forecasting and long-term perspective planning.

10- helps managers to recognize the situation well and take decisions effectively.

[3] For more details look: Ramu, P. Chapter 1: Introduction to Management Information Systems, https://www.academia.edu/.../Collection http://srinivas-rangan.blogspot.in/p/mca-study-materials.html

11- helps in understanding terms and terminology in business because MIS uses dictionaries and uses the dictionary of data, entities, and attributes.

12- leads to streamlining the operations, and improves the administration of business by bringing discipline to its operations, and enhances the professionalism in the business operation.

13- provides relevant information to the people in the organization which facilitate performing tasks of the organization and achieving its objectives.

14- provides a lot of management tools

15- reduces the manpower overhead because MIS works on the basic systems such as transaction processing and databases, the drudgery of clerical work is transferred to the computerized system, relieving the human mind for better work.

*** Structure of MIS**

MIS system has a specific structure that controls the functions of its subsystems and ensures their operating efficiency. MIS contains information possessing systems in an organization which may be **public information systems** or **private information systems**.

Public information system allows all persons in an organization to access the information under specific rules. While **private information system** allows access to information to be provided to certain individuals and ensures that defined information is not available to others, and also, there is discrimination in the file-accessing capacity of individuals in the organization. These two types of management information systems (Public, & Private) can be divided into two categories; **Formal information systems** and **Informal information systems.** The first one is operated under specific rules and under procedures that are defined through records and documents. It uses an officially prescribed data processing mechanism. The aim of this system is to provide all users with information that facilitates their tasks and ensures more efficiency in achieving the objectives of the organization. This system is also called a **Formal structured system.**

While informal information system is not subject to strict rules or procedures and supplies information to persons who are connected with them. And, there is no regularity in the flow of information. E-mail, telephone calls, notes on the bulletin, etc., are

examples of public informal information system that is also called informal unstructured systems.

Private informal information systems are based on personal contacts. For example, the information system that contains files supplied to marketing executives only is one of these private systems.[4]

A management Information System (MIS) is described **as a pyramid structure** that contains various layers of information. The bottom layer contains information related to transaction processing, status inquiries, etc. The next level includes information resources that support day-to-day operations. While the third level includes information resources that are needed for tactical planning and decision-making. The top-level concerns with information resources that support strategic planning and policy-making. each level can make use of information from the lower level. Some tasks of management can be done by computer and others can be done by humans, and that is what the user-machine system refers to.[5]

According to Davis, G.B. "The management information system of an organization consists of the information technology infrastructure, application systems, and personnel that employs information technology to deliver information and communications services for transaction processing/operations and administration! management of an organization. The system utilizes computer and communications hardware and software, manual procedures, and internal and external repositories of data. The systems apply a combination of automation, human actions, and user-machine interaction" (Davis, G.B. 2017, p. 67). Davis added that the information technology infrastructure consists of the hardware and software that are represented in computers and communications and the repository management software.

[4] For more details, look: 1- Structure of Management Information System (chapter 9): https://nscpolteksby.ac.id/.../11.%20Chapter%209%20-%20STRUCTURE%20OF%20

2- Structure of A Management Information System (Chapter 2): www.tezu.ernet.in/dba/new/faculty/heera/MIS

[5] Chapter 2, Management Information System- a theoretical view, pp: 47-48 shodhganga.inflibnet.ac.in/bitstream/10603/105276/5/05_chapter%202.

The applications of this system supply the organization with processing, communications, and storage capabilities. And The repositories store data required for transactions, operations, analysis, decision-making, explanations, etc. While Transaction processing applications record and process business transactions such as accepting a customer order. Administration applications supply organizations with management requirements for data, analysis, reports, feedback for operational control, etc. (ibid, p.68).

*** Significance of MIS for enhancing strategic and tactical planning**

Due to Davis, G.B. (2017), information system is a relatively new organizational function and academic field. Organizations need these systems because of the activities of strategic planning for information systems, determining requirements, obtaining and implementing systems, providing support, evaluation, and so forth require technical and managerial specialists. In addition, the main function of an information system is to supply activities for system development and system management and evaluation. Moreover, the technology capabilities provide organizations with opportunities for the organization strategy, and the organization strategy defines requirements for information technology infrastructure and systems. For example, it suggests new ways of doing business, and the organization's strategic decisions to deploy web-based applications define elements of the information systems strategy. Also, management information system includes the evaluation of outsourcing for various activities and supervision of outsourcing contracts. In addition to, there are unique positions in information systems personnel, like systems analyst, programmer, and network designer (ibid, pp: 64, 70).

There are three levels of management: **Top Management (Strategic level)** which uses strategic information, **Middle Management (Tactical)** which uses control information, and **Lower (supervisory) Management** which uses Operational information.[6]

[6] chapter 2, Management Information System- a theoretical view, pp: 34-37 shodhganga.inflibnet.ac.in/bitstream/10603/105276/5/05_chapter%202.

*** Top Management (Strategic level)**

This level relates to activities of planning. It concerns the future of the organization, so, it pays attention to activities of strategy formulation. For example, in private hospitals, the owners are responsible for formulating strategies for achieving high-level quality and putting strategies for supplying the hospital with the latest diagnostic equipment. While in governmental hospitals, the respective government is responsible for those activities.

*** Middle Management (Tactical)**

This level concerns with controlling those activities and monitoring to what extent the objectives are met. So, this level helps the organization to achieve its aims. Usually, in the case of hospitals as an example, senior doctors are responsible for controlling various operational management personnel in each sector.

*** Lower (supervisory) Management**

This level pays attention to the day-to-day operation of the activities of the organization and achieving the strategies and policies of the organization. The Primary issues are:-

schedules, deadlines, human relations and cost, and quality control, etc.

In general, managers in any organization should perform many tasks to achieve the organization's goals. For example, to achieve a task, he should perform some steps in sequence: creating, planning, organizing, motivating, communicating, and controlling the human behavior in the organization. Every level of management requires these steps to take the right decision.

Any organization has various related information systems that serve its management system's needs, and also the organization makes a kind of integration between sub-systems to make harmony and prevent problems of coordination and compatibility between them. This **integration process** has various types:-[7]

[7] For more details: 1- chapter 2, Management Information System- a theoretical view, pp: 51-54
shodhganga.inflibnet.ac.in/bitstream/10603/105276/5/05_chapter%202.

2- Vertical integration and horizontal integration, MBA Crystal Ball, Admission Consultant.
https://www.mbacrystalball.com/blog/strategy/vertical-horizontal-integration-strategy

1- Horizontal: refers to integration at one level of administration and management. In the case of business, it is the acquisition of business activities that are at the same level of the value chain in similar or different industries.

2- Vertical or Functional: refers to levels of Top Management, Middle Management, and Operational Personnel. In the integration process between horizontal and vertical levels, the data that is stored by one sub-system should be available to the other sub-systems. In the case of business, for example, Vertical integration is a competitive strategy by which a company takes complete control over one or more stages in the production or distribution of a product. Companies take vertical integration to control the supply of the raw materials to manufacture their products, or to take over the reins of distribution of their products, like a supermarket which may control farms to ensure the supply of fresh vegetables

3- Longitudinal: it concerns the time factor. It pays attention to data from today and yesterday and even several years ago.

Davis, G.B, (1974), stated that a "Management Information System" is an integrated system that supplies information to support operations, management, and decision-making functions in an organization. And this system may use hardware and software, manual procedures, a model for analysis, planning, control, and decision-making; and a database (Davis, G.B, 1974, p.5)

*** Appropriately apply management principles and procedures in planning a project**

A successful project depends on the planning process. So, anyone who wants to produce a successful project must know how to manage his project and must define his needs and objectives, and should recognize well how to manage his resources.

Persons who are involved in English Language Teaching projects must understand their roles and must recognize how to manage their projects.

Before going to discuss the roles of whom are involved in academic management, we should clarify the meaning of the Project management process.

Project management process is a process of planning and control of the services or the implementation of a project. It requires a specific configuration that contains the project management documentation; project plans; project management methods;

information exchange (individual interviews, project meetings, project workshops, etc.); resources for the project planning and project implementation[8].

When we talk about ELT project management, we should discuss the requirements that anyone involved in this field needs. White et al, mentioned that anyone who wants to be a successful academic manager should have the ability to deal with many variable responsibilities and issues that are both internal and external to the school. And the most important thing in academic management is to understand well the responsibilities of the position. These responsibilities are, surely, related to the size and the aims of the educational organization and the policy of the country in which it is run (White, et al, 2008).

White et al, stated some roles that any academic manager should do. The roles are as the following (ibid):-

*** Articulating the mission of the school**

The policy of the school must be well-defined, and everyone in the organization must be aware of the mission of the school, and how to accomplish it.

*** Assessment and Evaluation**

It should be distinguished between Assessment and Evaluation when planning a curriculum

*** Being accountable to governing bodies such as educational authorities**

Academic managers should manage their resources adequately and should be skilled enough to deal with teachers, students, and educational authorities.

*** Curriculum management**

The curriculum is an important factor that attracts students to attend school. So, the person who is responsible to choose or plan the curriculum should choose the motivational one for students.

*** Principles and Best practices for successful project management**

According to UCDAVIS, 2013, & PMT Institute, 2019, a project is a sequence of unique, complex, and connected activities having one goal or purpose that must be completed by a specific time, within budget, and according to specifications. And, any projects have constraints and

[8] https://www.inloox.com/project-management-glossary/project-management-process/

principles that must be taken into consideration as follows [9]:-

1- Scope (Objectives and Goals must be clear and defined for each one in teamwork)

2- Cost and Budget (Labor, hardware, software, etc.)

3- Scheduling and Estimating

4- Defining Team Responsibilities

*** Requirements**

1- Define Milestones (Milestones help signify the completion of a specific portion of the project).

2- Resources (people (skills), equipment, etc.)

*** Required quality**

1- Manage Changing Priorities and Business Goals (Manager should be flexible and ready to change the project management plan when an unexpected issue surfaces.

2- Accountability and Responsibility (Project manager and all team work members should be aware of the project are important for each one of them, and they should recognize that each one is accountable for the work they need to accomplish.

3- Gaining senior management approval to launch the project

*** Retrospect and Measure Success**

Managers and teamwork need to review the project after it's completed and discuss the areas of success and areas that need work. This information helps them in the next project.

In addition, effective planning of the project requires the involved person to understand the following points:-

1- What the project is being addressed?

2- What is your goal for doing this project?

3- what will you do?

4- How will you do?

5- When do you recognize that you met your goals?

6- How do you judge your effectiveness?

The best practices in project management depend on the effectiveness of the used technique,

[9] For more details look 1- UCDAVIS, Organizational Excellence, 2013: Introduction to Project Management: Principles, Techniques, and Tools. https://oe.ucdavis.edu/local_resources/docs/projectmanagementtraining.

2- PMT Institute, 8 Principles of Project Management, 4/11/2019, https://www.4pmti.com/blog/principles-project-management/

method, and resources that are believed to be more effective than others to achieve the required objectives. Also, it depends on the experience and the user guidelines, and standards. The use of international standards and guidelines supports managers with different competency needs, reducing risks, maximizes the opportunities for achieving goals, supports communication that helps managers to make harmony between terminologies and methods, saves time and cost, improves quality, helps managers to organize efficient and skillful teamwork, and facilitates working in an international environment (Emil, et al, 2010, pp.44-45).

Lisa, Ahn,[10] stated that managers need to make their practices of project management more flexible as follows:-

1- Be Agile: managers need to respond with agility to rising issues and changes.

2- Do not Micromanage: managers must be leaders that focus on achieving goals and milestones and they have to not consume time in details.

3- Keep improving your project management practice: managers must be up-to-date with technology that meet their needs, and they must communicate with their team, client, and business partners.

4- Ongoing Planning: planning process must be detailed, and organized. Managers must recognize that participation in teamwork is very important and plans always change and are reprioritized according to circumstances.

5- Work with a sense of Urgency: managers must work with a time schedule because any project has deadline, budget, and resources. So, they must make meetings and regular updates.

6- Visualize and Communicate all Project Deliverables and Activities: everyone involved in the project must have a picture of the finished deliverables in his mind. This helps to make work in the same direction.

[10] Serves as the Operations Director and writer for JNC Solutions. www.jncsolutions.com : 10 rules of highly Successful project management- Project Smart. https://www.projectsmart.co.uk/10-rules-of-highly-successful-project-management.

7- Complete Deliverables Step-by-Step: managers must Work on each item step-by-step, get process reviews and approvals, and always maintain a sense of direction.

8- Healthy Risk Management: managers must assign a person to be responsible for detecting potential project issues. And all members of teamwork must express and report their concerns and challenges.

9- Open Communication: communication plays a vital role in project management. Communication reduces the opportunities for risk and mistakes and saves time and money.

10- Never lose sight of Time, Budget, and Quality: As the success of the project is evaluated firstly upon the time of delivery, managers must take time into consideration, and they have to make all members aware of time, to manage resources according to budget, and to do their best to achieve the required quality.

In addition, TechRepublic, 2001, stated the following points as best practices of project management[11]:-

1- Plan the work by utilizing a project definition document

The project definition is a very important phase for effective planning. In this definition, the manager defines all aspects of the project, and after getting permission and approval from stakeholders, it becomes the basis for work to be performed. The definition should include a project overview, objectives, scope, assumptions and risks, approach, organization, signature page, time schedule, and cost, and then the work plan is completed. This work plan provides teamwork with step-by-step instructions.

2- Create a planning horizon

In this phase, a detailed work plan should be created and it should include resources. The planning horizon will move forward as the project progresses.

3- Define project management procedures upfront

The project management procedures outline the available resources, the way in which teamwork deals with issues, scope change, communication, etc. After defining the project, creating a work plan, and after

[11] Project Management Best Practices,2001, TechRepublic. Inc. www.techrepublic.com

the project management procedures in place, the next step is the execution of the project. Managers should review Workplan on regular basis to ensure that the project progress matches the schedule and the budget.

2- Look for other warning signs

Managers should pay attention to the signs that refer to the project being in trouble. For example, it may be a variance in the budget, time schedule, etc. Managers also should manage the scope because a lot of projects fail as a result of consuming time in activities of minor importance.

3- Ensure that the sponsor approves scope-change requests

Any requests for scope changes must be taken from whoever is responsible for making decisions because he is the only one who can give additional funding to cover the changes.

4- Guard against scope creep

Scope creep is a term used to define a series of small scope changes that are made to the project without scope-change management procedures being used, and it may affect badly the project. and the project manager needs to be diligent in guarding against it.

5- Identify risks upfront

Risks refer to potential troubles outside the project team's control and may cause damage or a bad effect on the project. So, the project team should identify all known risks. These risks must be evaluated and the impact of the risk must be defined well to see the possibility of managing these risks.

6- Continue to assess potential risks throughout the project

The risks must be assessed periodically to determine if other risks have surfaced that need to be managed.

7- Resolve issues as quickly as possible

Any project usually has issues that arise during progress, so, the project manager should manage open issues diligently to ensure that they are being resolved.

*** The project management process and its four different phases**

Due to, the Project Management Body of Knowledge, (2004, pp. 38), Project management is accomplished through the application and integration of the project management processes of initiating, planning, executing, monitoring and controlling, and closing. (Mentioned in Emil, et al, 2010, p.44)

And according to David Larsen (2017), & Susan W. Carey, (2011), any project consists of stages:-

1- Initiation (defining the objectives of

the project, its scope, how to make a schedule for achieving its objectives, budgeting, control procedures, resources, defining responsibilities, and initiation stage assessment). In this case, a proposal for the project should be prepared. Data gathering could be done through interviews with the project sponsor, identifying key project stakeholders, gathering documentation, researching on the internet, etc. Also, in this case, the persons involved in the project must recognize the project's purposes, and it must be linked to the organization's strategy. Performance measurement criteria should be existing to measure success, ensure quality, and helps define when the project is over. The proposal must include priorities (time, cost, scope), potential risks and ways to deal with them, and alternative strategies.

2- Project Planning includes identifying the planning process, description of detailed work structure, making an activity list, scheduling the duration of activities, making document risks, identifying project roles, selecting resources, identifying constraints, and estimating the time needed to complete the project.

3- Project execution Kicking off and execution of activities, project board meetings to manage an effective project board, communication, resources control, monitoring the schedule, monitoring the budget, monitoring scope, quality control, progress control, change control, issues management, exception situation, risk assessment, performance reporting, project progress assessment),

4- Project Closure (in this stage, all objectives must be met, and it contains some steps; outline key tasks in the closeout stage, conduct a project review meeting and document final results, final evaluation, project completion, process improvement, final evaluation, final approval) David Larsen (2017).

*** Conclusion**

This paper shows the essentials and basics of a successful project in ELT management. It may help those who are involved in the English teaching process to appropriately apply management principles and procedures in planning a project. The collecting data process is discussed. The methodology of collecting, analyzing, and processing data techniques are critically reviewed. in addition, the difference between qualitative and quantitative data is critically examined. The paper

identifies the importance of learning management, describing how technology is an integral part of the learning and teaching process. Moreover, the paper shows the Impact and benefits of learning management systems in higher education by examining some of the LMS' platforms Moodle, Sakai, ATutor, TelEduc, BlackBoard, WebCT, Toolbook, Also, MIS's Characteristics, Structure, and importance in organization and decision-making process are critically discussed. Finally, the paper discusses the four stages of a successful project; initiation, planning, execution, and closure.

To conclude, the understanding of ELT management has a great positive role in the quality of the teaching and learning process, and everyone involved in the ELT process should have these skills for his professional development.

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