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ECML Project C2: QualiTraining
Reflective Pre-Workshop Task 2
"Managerial Decisions in an Educational Context"

The ***QualiTraining Guide*** aims to help people who work in language education to set up systems for improving quality. In order to put into practice the ideas we present, you will need to take quite a lot of decisions – this will not be new to you, as everyone in teaching takes decisions every day – planning what to do in lessons, dealing with learners' problems, deciding on how fast or how slowly to cover a particular part of the programme. All these can be described as "managing" quality. **Managerial decisions** – including those related to quality management – need to be taken at all levels in an institution, as illustrated in the table below.

Level	**Decisions**				
	By whom?	**About what?**	**Broad or narrow?**	**Time-scale?**	**Frequency?**
1. Strategic planning	Curriculum developers, school directors, Ministry of Education officials	Goals and strategies for attaining them. Policy decisions – defining aims for language education, producing curricula, allocating resources	Broad. The general nature of activities to be undertaken	Policy for next decade. Plans for 1-5 years	Occasional
2. Management control	Heads of departments, teacher trainers, teachers	Translating strategy into organizational practice – deciding on a training programme, producing a syllabus on the basis of the curriculum	Medium. Could be involved in either	Next week, next month or the next year or two	Weekly, monthly, yearly
3. Operational control	Heads of departments, teacher trainers, teachers	Using checklists, following procedures to ensure teaching and other activities are carried out effectively and efficiently	Largely concerned with day-to-day activities	From 'the here and now' to next week / month	Mainly day-to-day

Adapted from: Anthony, A.R. & Hertzlinger (1989): "Management Control in Non-profit Organizations" in *Financial Management in Education* by Levacic R. (1989), Milton Keynes, Open University Press

Reflect on the management (or management-related) responsibilities you have in your present job. At which of the three levels are you generally involved in decision taking?

What are your expectations from QualiTraining in relation to your current or future responsibilities and role in your institution / department? Make a brief note of these and discuss them with a partner.