

# **A model for the integration of quality management, planning and resource allocation at South African universities**

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Research submitted in fulfillment of the requirements for the degree

**PHILOSOPHIAE DOCTOR**

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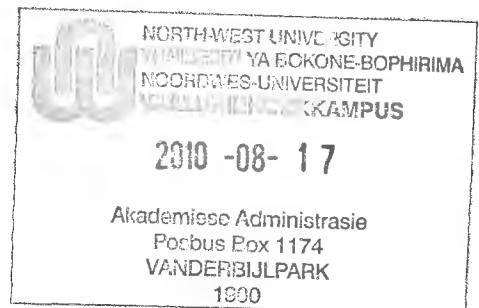
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North-West University

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**2010**



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## ACKNOWLEDGEMENTS

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*"Ad maiorem Dei gloriam"*

*(For the greater glory of God)*

I want to thank God for giving me the opportunity, good health and strength to complete this study. Working on a PhD at the North West University (NWU) was a challenging but joyous experience. I would like to thank my promoter, Prof. Elsa Fourie. She was the person who was truly instrumental in my doctoral work. It was only her rich experience as an academic, her valuable guidance, enthusiasm and personality that enabled me to complete this work. I wish to express my gratitude to Maureen Meiring of NWU for her administrative support, for arranging all the meetings with Prof Fourie, etc. My sincere gratitude to my line manager Prof. Alwyn Louw, for allowing me to take sabbatical leave in order to finish my experimental work.

My special thanks go to my colleagues and fellow quality managers for their willingness to take part in this research. I wish to thank Christa North of the University of Pretoria for all the interactions that we had and her willingness to share her good practice. A word of thanks to my "technical support team", Susan van Biljon and Anneke Coetzee of NWU Potchefstroom for your technical assistance, to Juliana Kruger who did the editing, to Aldine Oosthuizen for her assistance with regard to the statistical data of this study, to Hendra Pretorius and the rest of the friendly staff of the University's Vaal Triangle Library. A special word of thanks to my dear colleague Dijana Wilson of the ICT Enhanced Learning Department of the Vaal University of Technology for her skills and willingness to design the majority of figures in this research. I am privileged for having colleagues such as my secretary, Thandi Thabethe and Ronnie Kundasami, for always having empathy with me and for their loyal support through the years. My sincere gratitude to my friends and family members for your encouragement, your motivation and support as my "primary support group" who contributed immensely to the successful completion of this study. Many thanks in this regard also to my in-laws, especially my mother-in-law Huibrie

van den Heever. I wish to thank my parents, Piet and Mary Brits for their support through my entire career, in all my professional endeavours. May God bless you.

Finally, I wish to express my gratitude to my wife, Marieda and my two sons Jans and Juan. You contributed to the success and completion of this study. Thank you, Marieda, for all the coffees late at night and early in the mornings, for motivating me, for the time spared for me, for taking care of our two very busy and demanding toddlers, for neglecting in the process the progress of your own studies. It is now your turn, for me it is now "pay back-time". Jans and Juan, please accept my apologies for not allowing you to visit me in the study, for missing out on so many precious and valuable hours with you, but please take note - daddy is back.

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## ABBREVIATIONS

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The following abbreviations are used in this study:

ADRI	Approach-Deployment-Results-Improvement
BAS	Business Assessment Services
CHE	Council on Higher Education
CU	City University of London
DoE	Department of Education
EFQM	European Foundation of Quality Management
ETQA	Education and Training Quality Assurer
FET	Further Education and Training Sector
HAI	Historical Advantaged Institutions
HBI	Historical Black Institutions
HDI	Historical Disadvantaged Institutions
HEFCE	Higher Education Funding Council for England
HEQC	Higher Education Quality Committee
HESA	Higher Education of South Africa
ISO	International Organisation for Standardisation
ICHEFAP	International Comparative Higher Education Finance and Accessibility Project
ISU	Iowa State University

MBNQA	Malcolm Baldrige National Quality Award
NCHE	National Commission on Higher Education
NEPI	National Education Policy Investigation
NQF	National Qualifications Framework
NSFAS	National Student Fund
NWU	North West University
PDCA	Plan-Do-Check-Act
PIRI	Plan-Implement-Review-Improve
PraIRI	Planning-resource allocation-Implementation-Review-Improvement
RAM	Resource Allocation Model
SAEM	South African Excellence Model
SAPSE	South African Post-Secondary Education
SAQA	South African Quality Authority
SAUVCA	South African Universities Vice-Chancellors Association
TBVC	Transkei, Boputhatswana, Venda, Ciskei
TEFSA	Tertiary Education Fund
TQM	Total Quality Management
UDUSA	Union of Democratic University Staff Development
USA	United States of America
USUD	United States University Directory
VUT	Vaal University of Technology

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## ABSTRACT

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Institutions of higher learning in South Africa should establish and sustain their own quality management systems. These systems should improve quality of the core business of higher education i.e. teaching and learning, research and community engagement. It should yield reliable information for internal planning as well as external monitoring purposes. The integration of quality management with planning and resource allocation within a framework of continuous improvement is viewed as fundamental elements for successful quality management of institutions of higher learning.

A key assumption of this research is that quality management models should be underpinned by the systems theory in order to enhance the integration of quality management, planning and resource allocation on institutional strategic, tactical and operational levels. This study utilised the key elements and phases of the PDCA and ADRI models to develop a model for the integration of quality management, planning and resource allocation within a context of continuous improvement. This model will be suitable for implementation by one of the institutions of higher learning in South Africa that fails, according to its latest HEQC audit to integrate quality management, planning and resource allocation. It offers also a conceptual framework for any institution of higher learning that fails to integrate quality management, planning and resource allocation.

### **KEYWORDS:**

**The following can be regarded as key words that are utilised in this study:**

Academic freedom, accountability, autonomy, continuous improvement, planning in higher education, resource allocation, reviews, self-evaluation, silo management, systems theory, Total Quality Management.

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