

Subject	Maintaining Quality within the Institution
Module	The Quality Cycle: Planning and Acting
Topic	2.1 Overview

This text version is for your personal study only. Reproduction and/or redistribution is not allowed.

Please note that this is a text-only version. All links and animations are not activated in this version. It is recommended that you view the topic online for an interactive learning experience.

Table of Contents

1. Introduction
2. Module Overview
3. Objectives
4. Reading

1. Introduction



This module, *The Quality Cycle: Planning and Acting*, describes the planning architecture and process. It also considers the planning by operation level. This module also discusses the implementation of plans including the accountability and responsibility of committees and line managers.

2. Module Overview

The Quality Cycle: Planning and Acting – Overview

Let us review the topics we will cover in this module.

Planning

This topic, **Planning**, describes the bases for a planning architecture and process, including the notion of a planning pyramid with long-term vision, medium-term strategic plans and shorter-term operational plans. Planning by operational level is also considered in terms of Institutional, Faculty, Department etc. plans. The need for activity area plans is also discussed (e.g. Teaching and Learning, Research and Research Training, Support Services, Inclusive Practices etc.).

Acting

This topic, **Acting**, discusses the implementation of plans including responsibilities of committees and line managers. This topic also outlines a summary report of most frequent areas requiring action from external quality audit recommendations.

3. Objectives

Objectives: The Quality Cycle: Planning and Acting

Upon completion of this module, you should be able to

Subject	Maintaining Quality within the Institution
Module	The Quality Cycle: Planning and Acting
Topic	2.1 Overview

- identify the planning architecture in the aspect of longer-term vision, medium-term strategy and short-term operations
- discuss the implementation of plans including responsibilities of committees and line managers to ensure the quality of institution

4. Reading

Reading: General Reading and References

- Alexander, E.R. & Faludi, A. (1989). [Planning and Plan Implementation: Notes on Evaluation Criteria](#). *Environment and Planning B: Planning and Design*, 16(2), 127-140.
- Birnbaum, R. (2000). *Management Fads in Higher Education*, San Francisco: Jossey-Bass.
- Massy, W. (2003). *Honoring the Trust: Quality and Cost Containment in Higher Education*. Jossey-Bass.
- Wildavsky, A. (1973). [If planning is everything, maybe it's nothing](#), *Policy Sciences*, 4(2), 127-53.