

**BIBLIOGRAPHY**

Aalbregtse, R.J., Heka, J.A. and McNeley, P.K. 1991. TQM: How do you do to do it? *Automation*, 9(1): 30-32.

Ackoff, R.L. 1992. Beyond Total Quality Management. *Lecture presented at Middleton Hall, University of Hull*, 18 September.

Adams, S. and Kydoniefs, L. 2000. Making teams work. *Quality Progress*, 33(1): 43-48.

Addey, J. 1999. Internal customer satisfaction through involvement. *Total Quality Management*, 10(4&5): 421-425.

Addey, J. 2001. Quality management system design: a visionary approach. *Total Quality Management*, 12(7&8): 849-854.

Adehanjo, O. 1997. A framework for Total Quality Management culture development. *Total Quality Management*, 12(5): 608.

Adinolfi, P. 2003. Total Quality Management in public health care: a study of Italian and Irish hospitals. *Total Quality Management & Business Excellence*, 14(2): 141-150.

AFI 3/1/88. March 1988. *Logistics in the procurement process*. Pretoria: SA Air Force Headquarters.

AFI 0/5/88. 30 September 1988. *Productivity in the SA Air Force*. Pretoria: SA Air Force Headquarters.

AFI 4/12/91. 11 October 1994. *Quality management in the SA Air Force*. Pretoria: SA Air Force Headquarters.

AFI 3/1/88. 1988. *Safety management in the SA Air Force*. Pretoria: SA Air Force Headquarters.

AFO 4/3/97. 22 June 1997. *Occupational, health and safety in the SA Air Force*. Pretoria: SA Air Force.

Afors, C. and Michaels, M.Z. 2001. A quick, accurate way to determine customer needs. *Quality Progress*, 34(7): 82-87.

Ahmed, P.K., Loh, A.Y.E. and Zairi, M. 1999. Cultures for continuous improvement. *Total Quality Management*, 10(4&5): 426-434.

Aksu, M.B. 2003. TQM readiness level perceived by the administrators working for the central organisation of the ministry of national education in Turkey. *Total Quality Management & Business Excellence*, 14(5): 591-604.

Alazmi, M. and Zairi, M. 2003. Knowledge management critical success factors. *Total Quality Management & Business Excellence*, 14(2): 199-204.

Allen, J. and Kanji, G.K. 1998. Perspectives on research in quality management. *Total Quality Management*, 9(4&5): 1-5.

Allen, S.A. and Kilmann, R.H. 2001. How well does your reward system support TQM: Linking employee performance to the organisation's strategic objectives. *Quality Process*, April: 52-57.

Andersen, B. and Fagerhaug, T. 2000. The nominal group technique, *Quality Progress*, 33(2): 144.

Andersen, B. and Fagerhaug, T. 2001. Eight steps to a new performance measurement system. *Quality Progress*, 34(6): 104, 171.

Anderson, J.C., Rungtusanatham, M. and Schroeder, R.G. 1994. A theory of quality management underlying the Deming management method. *Academy of Management Review*, 19(3): 472-509.

Ang, C., Davies, M. and Finlay, P.N. 2001. An empirical study of the use of information technology to support Total Quality Management. *Total Quality Management*, 12(3): 145-157.

Anton, D.W. 2001. The scripted flowchart process. *Quality Progress*, 34(3): 128.

APSC/R/504/3/1. 2004. *Letter to general officer commanding of the SA Air Force – part time doctoral study: A framework for the implementation of TQM in the SA Air Force*. Pretoria: SA Air Force Headquarters.

Bailey, K.D. 1987. *Methods of social research*. (3<sup>rd</sup> ed). New York: Free Press.

Balbastre, F. and Moreno-Luzón, M. 2003. Self-assessment application and learning in organisations: a special reference to the ontological dimension. *Total Quality Management & Business Excellence*, 14(3): 367-388.

Bass, 1990. Does the transactional-transformational leadership paradigm transcend organisation and national boundaries? *American Psychologist*, February 1997: 1, 130-39.

Beck, J.D.W. 1996. How to prevent teams from failing. *Quality Progress*, 29(3): 27-31.

Behara, R.S., Fontenot, G.F. and Gresham, A.B. 2002. Customer process approach to building loyalty. *Total Quality Management*, 13(5): 603-614.

Bemowski, K. 1996 (a). TQM and human nature: getting beyond organizational misconceptions. *Quality Progress*, 29(5): 33-42.

Bemowski, K. 1996 (b). Baldrige award celebrates Its 10<sup>th</sup> birthday with a new look. *Quality Progress*, 29(12): 49-54.

Berdie, D.R. and Anderson, J.F. 1974. *Questionnaires: design and use*. New Jersey: Scarecrow.

Bertram, D. 1993. *The role of junior and middle level management in TQM*. Hertfordshire: Technical Communications (Publishing) Ltd.

Beukman, L. 2004. Organisational Culture. *Lecture presented at South African Air Force College*, 22 March.

Bigelow, M. 2002. How to achieve operational excellence. *Quality Progress*, 35(10): 70-75.

Billich, F. and Neto, A.A. 2000. Total Quality Management: quality macro-function model for banks. *Total Quality Management*, 11(1): 5-15.

Blanchard, K. 1994. *Leadership and the one-minute manager*. London: Harper Collins Business.

Blanchard, K., Carew, D. and Parisi-Carew, E. 1996. *The 01-minute manager builds high performance teams*. Glasgow: Caledonian International Book Manufacturing Ltd.

Boaden, R.J. 1997. What is Total Quality Management...and does it matter? *Total Quality Management*, 8(4): 153-171.

Bond, W. 2000. *General guidelines for public service performance excellence, No 2*. Pretoria: Ideas Management Office.

Boom, T. 1997. The integration of strategic planning and management. *Total Quality Management*, 8(2&3): 94-97.

Booyens, B. and Cloete, O. 2000. Performance strategy. *Management Today*, 16(5): 23.

Bottorff, D. 1997. How ethics can improve business success. *Quality Progress*, 30(2): 57-60.

Bounds, G.M., Dobbins, G.H. and Fowler, O.S. 1995. *Management: a total quality perspective*. Pretoria: South African Quality Institute.

Bowden, P. 1996. From business process reengineering to business process management – using the EFQM model as a focus for management system change. *Quality World*, 22(6): 409-412.

Bowden, P. 2000. Delivering organisational excellence by employee values management. *Total Quality Management*, 11(4/5&6): 636-640.

Brache, A.P. and Rummier, G.A. 1988. The three levels of quality. *Quality Progress*, XXI(10): 46-51.

Brady, M.K. and Cronin, J. 2001. Some new thoughts on conceptualising perceived service quality: a hierarchical approach. *Journal of Marketing*. 6(5): 34-49.

Brenner, P.M. 1999. Motivating knowledge workers: the role of the workplace. *Quality Progress*, 32(1): 33-37.

Briggs, S. and Keogh, W. 1999. Integrated human resources strategy and strategic planning to achieve business excellence. *Total Quality Management*, 10(4&5): 447-453.

Bright, K.S. 1994. Organisational culture and the management of quality. *Total Quality Management*, 12(5): 609.

Brown, M.G., Hitchcock, D. and Willard, M.L. 1994. *Why TQM fails and what to do about it*. Chicago: Irwin, Inc.

Burr, J.T. 1993. A new name for a not-so-new concept. *Quality Progress*, 26(3): 87-88.

Butz, H.E. 1995. Strategic planning; the missing link in TQM. *Quality Progress*, 28(5): 105-108.

Buxton, R. 1998. The city of Westminster housing department: innovation and the management of change. *Total Quality Management*, 9(2&3): 181-193.

Calminiti, S. 1995. What Team Leaders Need to Know. *FORTUNE*, 20(5): 93-111.

Camp, R.C. 1989 (a). Benchmarking: The search for the best practices that lead to superior performance. *Quality Progress*, XXII(1): 62-68.

Camp, R.C. 1989 (b). Benchmarking: the search for the best practices that lead to superior performance. *Quality Progress*, XXII(2): 70-75.

Campbell, D. 1996. The quality continuum. *Quality World*, 22(10): 706-708.

Cândido, C.J.F. and Morris, D.S. 2001. The implications of service quality gaps for strategy implementation. *Total Quality Management*, 12(7&8): 825-833.

Capezio, P. and Morehouse, D. 1993. Take the mystery out of TQM. *Total Quality Management*. New York: Book-mart Press.

Carnell, M. 2002. Implementation and institutionalisation. *Quality Progress*, 35(1): 76-79.

Carpinetti, L.R.C. and Martins, R.A. 2001. Continuous improvement strategies and production competitive criteria: some findings in Brazilian industries. *Total Quality Management*, 12(3): 281-291.

Cascella, V. 2002. Effective strategic planning. *Quality Progress*, 35(11): 62-67.

Caspaeij, S. 1997. Building a quality culture. *Total Quality Management*, 8(2&3): 109-113.

Chang, S.N., Yang, C. and Sheu, C. 2003. Quality dimensions, capabilities and business strategy: an empirical study in high-tech industry. *Total Quality Management*, 14(4): 407-423.

Chetser, R. 1995. Kaizen: Lowering hurdles to long-term investments. *Quality Progress*, 28(4): 57-61.

Choppin, J. 1994. Total quality service. *Quality World*, 20(7): 458-470.

Chorlton, C. 2002. Occupational standards for managing quality. *Quality World*, 22(1): 39-41.

Chowdhury, S. 2000. Changing management styles put their mark on industry. *Quality Progress*, 33(5): 61-65.

Clark, T.J. 2000. Getting the most from cause and effect diagrams. *Quality Progress*, 33(6): 152.

Clarke, A.J. 2000. Knowledge management. *Quality Progress*, 33(8): 67.

Claus, L.M. 1991. Total Quality Management: a health care application. *Total Quality Management*, 1(2): 131-147.

Clauson, J. 1995. Cyberquality: quality resources on the internet. *Quality Progress*, January 1995: 12, 45.

Claver, E., Gascó, J.L., Llopis, J. and González, R. 2001. The strategic process of a cultural change to implement Total Quality Management: a case study. *Total Quality Management*, 12(4): 469-482.

Claver, E., Tarí, J.J. and Molina, J.F. 2003. Critical factors and results of quality management: an empirical study. *Total Quality Management & Business Excellence*, 14(1): 91-118.

Cocheu, T. 1995. Building a leadership foundation through improvement. *Quality Progress*, 28(4): 41-44.

Coetzee, J. 2001. Visionary leadership vital in challenging times. *Management Today*, 16(10): 26-27.

Coetzee, P.J. 2003. *The organisational structure and design of the South African Air Force*. Pretoria: Directorate Management and Renewal Services of Air Force Headquarters.

Coff, R. 1999. When competitive advantage doesn't lead to performance: The resource-based view and stakeholder bargaining power. *Organisation Science*, 10(3): 119-133.

Collier, J. and Esteman, R. 2000. Systematic leadership: ethical and effective. *The Leadership & Organization Development Journal*, 21: 207-215.



Collier, D.A., Goldstein, S.M. and Wilson, D.D. 2002. A thing of the past? *Quality Progress*, 35(10): 97-103.

Crawford, K.M. 1998. *An analysis of performance measurement*. New York: McGraw-Hill Book Co.

Creswell, J.W. 2002. *Educational research: planning, conducting, and evaluating quantitative and qualitative research*. California: Sage Publication.

Crosby, P.B. 1979. *Quality is free*. New York: McGraw-Hill Book Co.

Czarnecki, H., Schroer, B.J., Adams, M. and Spann, M.S. 2000. Continuous process improvement when it counts most. *Quality Progress*, 33(5): 74-80.

Dale, B.G. 1994. *Managing quality*. Second Edition. Hertfordshire: Prentice Hall.

Dale, B.G. 2003. *Managing quality*. Fourth Edition. Hertfordshire: Prentice Hall.

Dale, B.G., Wu, P.Y., Zairi, M., Williams, A.R.T. and Van Der Wiele, T. 2001. Total Quality Management and theory: an exploratory study of contribution. *Total Quality Management*, 12(4): 439-449.

Dale, D.K. 2002. Quality management system versus quality improvement. *Quality Progress*, 35(11): 86-89.

Darling, J. 1999. Organisational excellence and leadership strategies: principles followed by top multinational executives. *Leadership & Organisation Development Journal*, 20: 309-321.

Dayton, N.A. 2001. Total Quality Management critical success factors, a comparison: the UK versus the USA. *Total Quality Management*, 12(3): 293-298.

Dean, J.W. and Bowen, D.E. 1994. Management theory and total quality: improving research and practice through theory development. *Academy of Management Review*, 19(3): 392-418.

Dean, J.W. and Evans, J. 1994. *Total Quality Management, organisation, and strategy*. St Paul, MN: West.

Dean, A. and Terziovski, M. 2001. Quality practices and customer/supplier management in Australia service organizations. *Total Quality Management*, 12(5): 611-621.

De Beer, P. 2002. The role of the inspector general in training. *Bulletin: SANDF Bulletin for educational technology*, Jan – Jun 2002: 65-75.

Dedhia, N.S. 2001. Global perspectives on quality. *Total Quality Management*, 12(6): 657-668.

*Defence Act, 1995 (Act 44 of 1995)*. Pretoria: Armscor.

Delpont, J. June 2000. *Die verband tussen enkele organisatoriese veranderlikes en eienaarskap van werkers*. Pretoria: University of Pretoria.

Deming, W.E. 1988. *Out of the crisis*. Cambridge, MA: Massachusetts Institute of Technology.

Dervitsiotis, K.N. 1998. A new Total Quality Management frontier: getting ready to jump the curve. *Total Quality Management*, 9(4&5): 56-61.

Dervitsiotis, K.N. 2001. Looking at the whole picture in performance improvement programmes. *Total Quality Management*, 12(6): 687-700.

Dervitsiotis, K.N. 2003 (a). The pursuit of sustainable business excellence: guiding transformation for effective organisational change. *Total Quality Management & Business Excellence*, 14(3): 251-267.

Dervitsiotis, K.N. 2003 (b). Beyond stakeholder satisfaction: aiming for a new frontier of sustainable stakeholder trust. *Total Quality Management & Business Excellence*, 14(3): 511-524.

De Swardt, J.B. 1995. *Wenplan vir die topsakeman*. Kaapstad: Tafelberg-Uitgewers Beperk.

Djerdjour, M. and Patel, R. 2000. Implementation of quality programmes in developing countries: a Fiji islands case study. *Total Quality Management*, 11(1): 25-44.

Douglas, T.J. and Judge, W.Q. 2001. Total Quality Management and competitive advantage: the role of structural control and exploration. *The Academy of Management Journal*, 44(1): 158-167.

Downie, N.M. and Heath, R.W. 1993. *Basic statistical methods*. New York: Harper & Row.

Draper, E. and Ames, M. 2000. Enhanced quality tools. *Quality Progress*, 33(2): 41-45.

Dressler, G. 1981. *Personnel management: modern concepts and techniques*. New York: McGraw-Hill Book Co.

Drew, C.J. 1980. *Introduction to design and conducting research*. St Louis: CV Mosby.

Duffy, G.L., Bauer, J. and Moran, J.W. 2001. Solve problems with open communication. *Quality Progress*, 34(7): 100.

Edgeman, R.L. 1999. On leaders and leadership. *Quality Progress*, 32(10): 4,49-53.

Edgeman, R.L. and Dahlgaard, J.J. 1998. A paradigm for leadership excellence. *Total Quality Management*, 9(4&5): 75-79.

Edwards, T. 1999. Die adjudant-offisier en leierskap. *Salut*, 6(7): 50-51.

Ehlers, D.J. 2001. *The development of a department of defence business strategy*. Pretoria: Department of Defence.

Ellis, G. 2000. Organisational performance: balanced scorecard and human performance. *Management Today*, 16(8): 32-33.

Elmuti, D.S. and Kathawala, Y. 1999. Small service firms face implementation challenges. *Quality Progress*, April 1999: 67-75.

Elshennawy, A.K. and McCarthy, K.M. 1992. Implementing Total Quality Management at the US department of defence. *Total Quality Management*, 3(1): 31-45.

Eng, Q. and Yusof, S.M. 2003. A survey of TQM practices in the Malaysian electrical and electronic industry. *Total Quality Management & Business Excellence*, 14(1): 63-77.

Eriksson, H. Johansson, F. and Wiklund, H. 2003. Effects of in-company quality awards on organisational performance. *Total Quality Management*, 14(2): 235-242.

Eskildsen, J.K. and Nüssler, M.L. 2000. The managerial drivers of employee satisfaction and loyalty. *Total Quality Management*, 11(4/5&6): 581-588.

Eskildsen, J.K. and Dahlgaard, J.J. 2000. A causal model for employee satisfaction. *Total Quality Management*, 11(4/5&6): 1081-1094.

Evans, J.R. and Dean, J.W. 2003. *Total Quality Management, organisation and strategy*. United States: Thomson Learning.

Feigenbaum, A.V. 1983. *Total quality control*. Third Edition. New York: McGraw-Hill Book Co.

Feigenbaum, A.V. 1986. *Total quality control*. Third Edition. New York: McGraw-Hill.

Fine, D.L. and Read, W.L. 2000. A blueprint for documentation control, *Quality Progress*, 33(3): 65-68.

Fitzsimmons, J.A. and Fitzsimmons, M.J. 2001. *Service management operating, strategy and information technology*. Third Edition. New York: McGraw-Hill.

Fosam, E.B., Grimsley, M.F.J. and Wisner, S.J. 1998. Exploring models for employee satisfaction – with particular reference to a police force. *Total Quality Management*, 9(2&3): 235-247.

Gagiano, C. 2001. Achieve excellences. *Lecture presented at South African Air Force Headquarters, 22 May*.

Garbers-Strauss, J. and Rood, G. 2001. Foresight: the missing link in strategy. *Management Today*, 16(1): 12-16.

Garcia-Lorenzo, A. and Prado, J.C. 2003. Employee participation systems in Spain: past, present and future. *Total Quality Management & Business Excellence*, 14(1): 15-24.

Gardner, B. 2001. What do customers value? *Quality Progress*, 34(11): 41-48.

Gardner, R.A. 2001. Resolving the process paradox. *Quality Progress*, 34(3): 51-59.

George, S. and Weimerskirch, A. 1994. *Total Quality Management: strategies and techniques proven at today's most successful companies*. New York: John Wiley & Sons, Inc.

George, S. and Weimerskirch, G. 1998. *Total Quality Management*. New York: John Wiley & Sons, Inc.

Geralis, M. and Terziovski, M. 2003. A quantitative analysis of the relationship between empowerment practices and service quality outcomes. *Total Quality Management & Business Excellence*, 14(1): 45-62.

Ghobadian, A. and Gallear, D. 1996. Total Quality Management in SMEs'. *International Journal of Management Science*, 24(1): 2, 83-106.

Ghobadian, A., Gallear, D., Woo, H. and Liu, J. 1998. *Total Quality Management - impact, introduction and integration strategies*. London: The Chartered Institute of Management Accounts.

Good, W. and Hatt, P. 1962. *Methods in social research*. New York: McGraw-Hill.

Goodman, J., O'Brein, P. and Segal, E. 2000. Turning CEOs into quality champions. *Quality Progress*, March: 47-54.

Goodman, J. and Newman, S. 2003. Understand customer behaviour and complaints. *Quality Progress*, 36(1): 51-55.

Gopalan, S.R. 1994. From cultural change to cultural performance. *Quality World*, September 1994, pp. 115-122.

Gordon, D.K. 2002. Quality management system vs. quality improvement. *Quality Progress*, 35(11): 86-88.

Gore, C. and Gore, E. 1999. Knowledge management: the way forward. *Total Quality Management*, 10(4&5): 554-560.

Gorst, J.K., Wallace, W. and Kanji, G.K. 1999. Customer satisfaction at the Sheffield World Congress, 1998. *Total Quality Management*, 10(4&5): 561-568.

Goshal, S., Piramal, G. and Bartlett, C. 2000. *Managing radical change: what indian companies must do to become world-class*: India: Viking.

Graetz, F. 2000. Strategic change leadership. *Management Decisions*, 38: 550-562.

Greenfield, M. 2002. Process mapping's next step. *Quality Progress*, 35(9): 50-57.

Grib, B.J.P. 1993. *A critical literature study and research conducted on selected South African companies*. Stellenbosch: University of Stellenbosch.

Griffin, R.W. 1996. Fifth Edition. *Management*. Illinois: Houghton Mifflin Company.

Gronholdt, L., Martensen, A. and Kristensen, K. 2000. The relationship between customer satisfaction and loyalty: cross-industry differences. *Total Quality Management*, 11(4/5&6): 509-514.

Gross, J.M. 2001. A roadmap to six sigma quality. *Quality Progress*, 343(11): 24-30.

Gunasekaran, A. 1998. Enablers of Total Quality Management implementation in manufacturing: a case study. *Total Quality Management*, 10(7): 987-996.

Gurnani, H. 1999. Pitfalls in Total Quality Management implementation: the case of a Hong Kong company. *Total Quality Management*, 10(2): 209-228.

Hackman, J. and Wageman, R. 1995. Total Quality Management: empirical, conceptual, and practical issues. *Administrative Science Quarterly*, 40(1): 309-342.

Hammer, M. and Champy, J. 2000. *Reengineering the corporation*. London: Nicholas Brealey Publishing.

Hammond, J. 2000. The naked truth about business excellence. *Total Quality Management*, 11(4/5&6): 666-673.

Hansson, J. 2001. Implementation of Total Quality Management in small organisations: a case study in Sweden. *Total Quality Management*, 12(7&8): 988-994.

Hassounah, J. 2001. Developing a learning organisation in the Public Sector. *Quality Progress*, 34(1): 106-109.

Heaphy M.S. and Gruska G.F. 1995. *The malcolm baldrige national quality award*. California: Addison-Wesley Publishing Company.

Hsieh, A.T., Chou, C.H. and Chen, C.M. 2002. Job standardisation and service quality: a closer look at the application of Total Quality Management to the public sector. *Total Quality Management*, 13(7): 899-912.

HS PLAN/D MAGS/502/1. 13 June 1996. *Die konsep van provinsiale verdedigingsmagte: rol van die SALM*. Pretoria: SA Air Force Headquarters.

Hooper, J.H. 2001. The process approach to quality management systems. *Quality Progress*, 34(12): 70-73.

Hough, M. January 1994. *Die invloed van kommunikasie op die werkstevredenheid van provinsiale verkeersbeamptes*. Pretoria: University of South Africa.



Hoyle, D. 1996. Quality systems – a new perspective. *Quality World*, 22(10): 710-713.

Hradesky, J. 1995. *Total Quality Management handbook*. New York: McGraw-Hill, Inc.

Hunn, M.S. and Meisel, S.I. 1991. Internal communication: auditing for quality. *Quality Progress*, XXIV(6): 56-59.

Husain, N., Abdullah, M., Idris, F. and Sagir, R.M. 2001. The Malaysian total performance excellence model: A conceptual framework. *Total Quality Management*, 12(7&8): 926-931.

Imai, M. 1993. *The challenge beyond quality*. Helsinki: Finland.

ISBN 0-9584190-8-6, 1998. *South african white paper on defence 1996*. Pretoria: 1 Military Printing Regiment.

Ishikawa, K. 1985. *What is total quality control? The Japanese way*. Englewood Cliffs, NJ: Prentice-Hall Inc.

Ishikawa, K. and Kano, N. 1993. Profit and growth through quality. *Guide to Quality Control*, August 1993: 9.

Jaycox, M. 1996. How to get non-believers to participate in teams. *Quality Progress*, 29(3): 45-49.

Johnson, R.S. 1993(a). *Leadership for the quality transformation*. Wisconsin: ASQC Quality Press.

Johnson, R.S. 1993(b). *Management processes for quality operations*. Wisconsin: ASQC Quality Press.

- Johnson, K. 2001. Philip B. Crosby's mark on quality. *Quality Progress*, 34(10): 25-34.
- Joiner, B.L. 1996. Innovation and spontaneous democracy. *Quality Progress*, 29(3): 51-53.
- Jones, C. 1994. Making total quality work for your organisation. *Quality World*, September 1994: 97-101.
- Juran, J.M. 1988. *Juran's quality control handbook*, fourth edition. New York: McGraw-Hill Book Co.
- Juran, J.M. 1986. The quality trilogy. *Quality Progress*, 19(8): 19-24.
- Kandampully, J. 1999. Service quality to service delivery: a relationship, which goes beyond customer services. *Total Quality Management*, 9(6): 431-443.
- Kane, E.J. 1992. Process management methodology. *Quality Progress*, 25(6): 41-46.
- Kanji, G.K. 1990. Total Quality Management process: the second industrial revolution. *Total Quality Management*, 1(1): 3-11.
- Kanji, G.K. 1995. *Total Quality Management process: a systematic approach*. Abington, UK: Carfax Publishing Company.
- Kanji, G.K. 1998. An innovative approach to make ISO 9000 standards more effective. *Total Quality Management*, 9(4): 67-78.
- Kanji, G.K. 2000. A european application of the business excellence Index. *Quality Progress*, 33(12): 109-114.

Kanji, G.K. and Moura, P. 2002. Business scorecard. *Total Quality Management*, 13(1): 13-27.

Kanji, G.K. 2001. Forces of excellence in Kanji's business excellence model. *Total Quality Management*, 12(2): 259-272.

Kanji, G.K. 2002. Performance measurement system. *Total Quality Management*, 13(5): 715-725.

Kanji, G.K. and Moura, P. 2001. Measuring leadership excellence. *Total Quality Management*, 12(6): 701-718.

Kanji, G.K. and Wallace, W. 2000. Business excellence through customer satisfaction. *Total Quality Management*, 11(7): S979-S998.

Kanji, G.K. and Yui, H. 1997. Total quality culture. *Total Quality Management*, 8(6): 417-428.

Kanji, G.K. and Wong, A. 1999. Business excellence model for supply chain management. *Total Quality Management*, 10(8): 1147-1168.

Kanji, G.P. and Moura E SÁ, P. 2003. Sustaining healthcare excellence through performance measurement. *Total Quality Management & Business Excellence*, 14(3): 269-289.

Kanter, R.M. 1992. *The change masters: corporate entrepreneurs at work*. London: George Allen & Unwin.

Karapetrovic, S. and Willborn, W. 2001. Audit system: concepts and practices. *Total Quality Management*, 12(1): 13-38.

Karapetrovic, S. and Jonker, J. 2003. Integration of standardized management systems: searching for a recipe and ingredients. *Total Quality Management & Business Excellence*, 14(4): 451-459.

Kathawala, Y. 1989. A comparative analysis of selected approaches to quality. *International Journal of Quality and Reliability Management*, 6(5): 7-17.

Katzenbach, J.R. and Smith, D.K. 1993. *The wisdom of teams*. Boston: Harvard.

Kaye, M. and Dyason, M. 1999. Customer value-driven strategies. *Total Quality Management*, 10(4&5): 594-601.

Kelada, J.N. 1996. *Integrating reengineering with total quality*. New York: McGraw-Hill Book Co.

Kelly, D.L. and Morath, P. 2001. How do you know the change worked? *Quality Progress*, 34(7): 68-73.

Ketola, J. and Roberts, K. 2001. Demystifying ISO 9001:2000. *Quality Progress*, 34(9): 65-70.

König, D. Maart 1995 . *Kleingroepaktiwiteite as komponent van deelnemende bestuur in die openbare sektor*. Pretoria: University of Pretoria.

Korunka, C., Carayon, P., Sainfort, F., Scharitzer, D. and Hoonakker, P. 2003. Quality in the public sector from an employee's perspective: results from a transnational comparison. *Total Quality Management*, 14(3): 537-548.

Kothari, C.R. 1985. *Research methodology*. New Delhi: Wiley Eastern.

Kreitner, R. and Kinicki A. 1998. *Organizational behaviour*. Massachusetts: Irwin/McGraw-Hill.

Kroon, J. 1995. *Algemene bestuur*. Third Edition. Durban: Colographic.

Kueng, P. 2000. Process performance measurement system: a tool to support process-based organisations. *Total Quality Management*, 11(1): 67-85.

Kuo, Y. 2003. A study on service quality of virtual community websites. *Total Quality Management & Business Excellence*, 14(4): 461-473.

Lai, K.H., Weerakoon, T.S. and Cheng, T.C.E. 2002. The state of quality management implementation: a cross-sectional study of quality-oriented companies in Hong Kong. *Total Quality Management*, 13(1): 29-38.

La Lopa, J.M. and Marecki, R.F. 2000. Quality management hits the road. *Quality Progress*, 33(4): 59-64.

Land, R. 2001. Fire in the hole! *Quality Progress*, 34(1):89-92.

Landon, T. 2003. 13 steps to certification in less than a year. *Quality Progress*, 36(3): 32-41.

Lawler, E.E. III, Mohrman, S.A. and Ledford, G.E. Jnr. 1995. *Creating high performance organisations: practices and results of employee involvement and Total Quality Management in fortune 1000 companies*. San Francisco: Jossey-Bass Publishers.

Lawrence, J.J. 1997. Improving temporary workers in process improvement activities. *Quality Progress*, 30(2): 74-77.

- Lawton, R. Balance your balanced scorecard. *Quality Progress*, 35(3): 66-71.
- Leedy, P.D. 1974. *Practical research: planning and design*. New York: Macmillan.
- Legare, T.L. and Bechtel, R.L. 2001. The role of change management in establishing a shared service business model at air products and chemicals. *Journal of Organisational Excellence*, Spring 2001: 20-34.
- Leigh, D.E. 1995. The walk the talk model: a classroom model that works in education. *Quality Progress*, 28(11): 68.
- Leo, R.J. 1996. Xerox 2000: from survival to opportunity. *Quality Progress*, 29(3): 65-67.
- Lin, N., Chiu, H. and Hsieh, Y. 2001. Investigating the relationship between service providers' personality and customers' perceptions of service quality across gender. *Total Quality Management*, 12(1): 57-67.
- Lincoln, S. 1996. What benchmarking books don't tell you. *Quality Progress*, 29(3): 33-36.
- Lindsay, W.M. and Petrick, J.A. 1998. *Total quality and organisation development*. Florida: St. Lucie Press.
- Linkow, P. 1989. Is your culture ready for total quality? *Quality Progress*, XXII(11): 69-71.
- Links, S.B. 2002. The SANDF military culture: success, failure or somewhere in-between? *Bulletin: SANDF Bulletin for educational technology*. Jan – Jun 2002: 51-62.

Ljungström, M. and Klefsjö, B. 2002. Implementation obstacles for a work-development-oriented TQM strategy. *Total Quality Management*, 13(5): 621-634.

London, C. 2002. Strategic planning for business excellence. *Quality Progress*, 35(8): 26-33.

Longo, C.R.J. and Cos, M.A.A, 1997. Total Quality Management in financial services: beyond the fashion the reality has to take off. *Total Quality Management*, 8(6): 323-333.

Lotentzen, P. 1992. Public leadership 1986 – 1992: so what's different? *The Public Manager*, 21(3): 31.

Lucas, J.M. 2002. The essential six sigma. *Quality Progress*, 35(1): 27-32.

Lycke, L. 2003. Team development when implementing TPM. *Total Quality Management*, 14(2): 205-213.

Macdonald, J. 1992. Reasons for failure. *The TQM magazine*, 4(4): 237-240.

Madu, C. and Kuei, C. 1995. *Strategic Total Quality Management*. London: Quorum Books.

Mandal, P., Howell, A. and Sohal, A.S. 1998. A systematic approach to quality improvements: the interactions between the technical, human and quality systems. *Total Quality Management*, 9(1): 76-100.

Mani, T.P., Murugan, N. and Rajendran, C. 2003(a). TQM is a must for success, but not sufficient for survival: a conceptual framework as contemplated in ancient Tamil literature in India. *Total Quality Management & Business Excellence*, 14(4): 395-405.

Mani, T.P., Murugan, N. and Rajendran, C. 2003(b). Classical approach to contemporary TQM: an integrated conceptual TQM model as perceived in Tamil classical literature. *Total Quality Management & Business Excellence*, 14(5): 605-636.

Martensen, A. and Gronholdt, L. 2001. Using employee satisfaction measurement to improve people management: an adaptation of Kano's quality types. *Total Quality Management*, 12(7&8): 949-957.

Martins, N. 1989. *Organisasiekultuur in 'n finansiële instelling*. Pretoria: University of Pretoria.

Martins, A. and Aspinwall, E.M. 2001. Quality function deployment: an empirical study in the UK. *Total Quality Management*, 12(5): 575-588.

Master, W. 1992. Challenges for today's public manager. *The Public Manager*, 21(3): 11-14.

Masters, R.J. 1996. Overcome the barriers to TQM. *Quality Progress*, 29(5): 53-55.

Matta, K., Chen, H. and Tama, J. 1998. The information requirements of Total Quality Management. *Total Quality Management*, 9(6): 445-461.

Matherly, L.L. and Lasater, H.A. 1992. Implementing TQM in a hospital. *Quality Progress*, XXV(4): 81-85.

Mathews, B.P., Ueno, T.K., Repka, M. Pereira, Z.L. and Silva, G. 2001. Quality training: needs and evaluation – findings from a European survey. *Total Quality Management*, 12(4): 483-490.

Maynard, R. 1995. Investors in people: quality through people. *Quality World*, 21(10): 697-701.



McAdam, R. 1995. *Leadership assessment and development for total quality*. Jordanstown: University of Ulster.

McCormick, K. 2001. Business process orientation: do you have it? *Quality Progress*, 34(1): 51-58.

Mears, P. and Voehl, F. 1995. *Implementing quality systems*. Florida: St. Lucie Press.

Mehta, P.V. 2000. President's quality program honors government organisations. *Quality Progress*, 33(8): 57-62.

Mellahi, K. and Eyuboglu, F. 2001. Critical factors for successful Total Quality Management implementation in Turkey: evidence from the banking sector. *Total Quality Management*, 12(6): 745-756.

Mercier, D.J. 2002. A global approach to ISO 9000. *Quality Progress*, 35(10):56-60.

Miller, S. 1995. Smooth sailing for your quality program. *Quality Progress*, 28(10): 101-103.

Miller, B.D. 2001. Making managers more effective agents of change. *Quality Progress*, 34(5): 53-56.

Miller, J.R. 1999. Transforming government for its customers. *Quality Progress*, August 1999: 84-87.

Milliken, W.F. 1996. The eastman way. *Quality Progress*, 29(10): 57-62.

Mohanty, R.P. 1998. Understanding the integrated linkages: quality and productivity. *Total Quality Management*, 9(8): 753-769.

Mohd Zain, Z., Dale, B.G. and Kehoe, D.F. 2001. Doctoral TQM research: a study of themes, directions and trends. *Total Quality Management*, 12(5): 599-609.

Moon, C. and Swaffin-Smith, C. 1998. Total Quality Management and new patterns of work: Is there life beyond empowerment? *Total Quality Management*, 9(2&3): 301-310.

Morgan, C. 1994. *Total Quality Management in the public sector*. Buckingham: Open University Press.

Morling, P. and Tanner, S. 2000. Benchmarking a public service business management system. *Total Quality Management*, 11(4/5&6): S417-S426.

Morrison, C.M. and Rahim, M. A. 1993. Adopt a new philosophy: the TQM challenge. *Total Quality Management*, 4(2): 143-149.

Moura E SÁ, P. and Kanji G.P. 2003. Leadership for excellence in the Portuguese municipalities: critical success factors, measurements and improvement strategies. *Total Quality Management & Business Excellence*, 14(2): 131-139.

MRI: 007775. March 2000. *Total Quality Management for the SAAF*. Pretoria: SA Air Force Headquarters.

MRI: 009481. March 2001. *The South African Air Force strategic direction process*. Pretoria: SA Air Force Headquarters.

Msimang, Z. 1999. Inspector general of the air force (IGAF). *Ad Astra*, 20(4): 6-7.

Mulder, J.C. 1989. *Statistiese tegnieke in opvoedkunde*. Pretoria: Haum.

Munro, R.A. 2003. Roadblocks to quality. *Quality Progress*, 36(2): 49-54.

Nave, D. 2002. How to compare six sigma, lean and the theory of constraints. *Quality Progress*, 35(3): 73-78.

Naveh, E. and Halevy, A. 2000. A hierarchical framework for a quality information system. *Total Quality Management*, 11(1): 87-111.

Neave, H.R. 1990. Deming '88', Part 3: The 14 points revisited. *Total Quality Management*, 1(3): 293-307.

Nel, P.S., Gerber, P.D., Van Dyk, P.S., Haasbroek, G.D., Schultz, H.B., and Sono, T. 2001. *Human resource management*. Cape Town: Nasional Bookprinters.

Noguchi, J. 1995. The legacy of W. Edwards Deming. *Quality Progress*, 28(12): 35-37.

Nwabueze, U. and Kanji, G.P. 1997. A systems management approach for business process re-engineering. *Total Quality Management*, 8(5): 281-292.

Nwabueze, U. 2001. The implementation of TQM for the NHS manager. *Total Quality Management*, 12(5): 657-675.

Oakland, J.S. 1995. *Total Quality Management: text with cases*. Great Britain: Martins The Printers Ltd, Berwick.

Oakland, J.S. and Oakland, S. 1998. The links between people management, customer satisfaction and business results. *Total Quality Management*, 9(4&5): 185-190.

Oakland, J.S. 2000. *Total Quality Management*. Great Britain: Genesis Typesetting

Oakland, J.S. and Oakland, S. 2001. Current people management activities in world-class organisations. *Total Quality Management*, 12(6): 771-788.

- Okes, D. 2002. Organize your quality tool belt. *Quality Progress*, 35(7): 25-29.
- Oppenheim, A.N. 1978. *Questionnaire design and attitude measurement*. London: Heinemann.
- Oppenheim, B.W. and Przasnyski, Z. 1999. Total quality requires serious training. *Quality Progress*, 32(10): 63-73.
- Oschman, J.J. 2002. Kwaliteitbestuur in die Toetsvlieg- en Ontwikkelingseintrum in die Suid-Afrikaanse Lugmag. Pretoria: University of South Africa.
- Page, S.B. 2000. Research: the key to quality policies and procedures. *Quality Progress*, 33(1): 58-62.
- Palmer, J.H. 1998. *Bepaling van die aard van kommunikasie van die Lugmagbasis Swartkop*. Pretoria: University of South Africa.
- Palmer, B. and Ziemianski, M. 2000. Tapping into people. *Quality Progress*, 33(4): 74-79.
- Parasuraman, A., Berry, L.L. and Zeithaml, V.A. 1993. More on improving service quality measurement. *Journal of Retailing*, 69: 140-147.
- Parasuraman, A., Zeithaml, V.A. and Berry, L.L. 1994. Alternating scales for measuring service quality: a comparative assessment based on psychometric and diagnostic criteria. *Journal of Retailing*, 70: 201-230.
- Parr, W.C. 1995. Maintaining focus within your organisation. *Quality Progress*, 28(9): 103-106.

Parzinger, M.J. and Nath, R. 2000. A study of the relationships between Total Quality Management implementation factors and software quality. *Total Quality Management*, 11(3): 353-371.

Pasmore, W.A. 1994. *Creating strategic change, designing the flexible high performance organization*. New York: John Wiley.

Pearce, J.A. and Robinson, R.B. 2000. *Strategic management: formulation, implementation, and control*, Seventh Edition. New York: McGraw-Hill International Editions

Pearson, T. 2001. Measure for six sigma success. *Quality Progress*, 34(2): 35-40.

Pelser, J.D. 2000. *Total Quality Management*. Pretoria: South African Air Force Headquarters.

Perigod, M. 1990. *Achieving Total Quality Management: a plan for action*. Cambridge: Productivity.

Pierce, J.L. and Newstrom, J.W. 2000. *Leaders and the leader process*. New York: Irwin McGraw-Hill.

Plsek, P.E. 2000. Creative thinking for surprising quality. *Quality Progress*, 33(5): 67-72.

Provost, L.P. and Quayle, R.B. 2001. Quality makes a splash. *Quality Progress*, 34(9), 43-48.

*Public Finance Management Act, 1999 (Act 1 of 1999 as amended by Act 29 of 1999)*. Pretoria: Government Printers.

*Public Service Act, 1994(Act 103 of 1994)*. Pretoria: Government Printers.

*Public Service Regulations (PSR), 1999*. Pretoria: Government Printers.

Pun, K., Chin, K.S. and Gill, R. 2001. Determinants of employee involvement practices in manufacturing enterprises. *Total Quality Management*, 12(1): 93-109.

Pun, K. 2001. Cultural influences on Total Quality Management adoption in Chinese enterprises: a empirical study. *Total Quality Management*, 12(3): 323-342.

Pun, K. and Hui, I. 2002. Integrating the safety dimension into quality management systems: a process model. *Total Quality Management*, 13(3): 373-391.

Pun, K. 2002. Developing of an integrated Total Quality Management and performance measurement system for self-assessment: a method. *Total Quality Management*, 13(6): 759-777.

Pycraft, M., Singh H. and Phihlela, K. 2000. *Operations management*. Pretoria: Pearson Education.

Quazi, H.A., Hong, C.W. and Meng, C.T. 2002. Impact of ISO 9000 certification on quality management practices: a comparative study. *Total Quality Management*, 13(1): 53-67.

Rao, A., Carr, L.P., Dambolena, I., Kopp, R.J., Martin, J., Rafii, F. and Schlesinger, P.F. 1996. *Total Quality Management*. New York: John Wiley & Sons.

Rapp, C. and Eklund, J. 2002. Sustainable development of improvement activities – long-term operation of a suggestion scheme in a Swedish company. *Total Quality Management*, 13(7): 945-969.

Rath and Strong Mangement Consultants. 2003. *Six sigma leadership handbook*. New Jersey: John Wiley & Sons, Inc.

Reed, R. Lemak, D. J. and Montgomery, J.C. 1996. Commitment to Total Quality Management: Is there a relationship with firm performance? *Journal of Quality Management*, 2(1):67-68.

Reeves, C.A. and Bednar, D.A. 1994. Defining quality: alternatives and implications. *Academy of Management Review*, 19(3): 419-445.

Rhonda, K., Reger, L., Gustafson, T., DeMarie, S.M. and Mullane, J.V. 1994. Reframing the organization: why implementing total quality is easier said than done. *Academy of Management Science*, 19(4): 565-584.

Rienzer, R. and Testa, F. 2003. The captive consumer no longer exist. Creating customer loyalty to compete on the new deregulated markets of public utilities. *Total Quality Management & Business Excellence*, 14(2): 171-187.

Robinson, L. 1999. Scorekeepers to business partners: repositioning the finance function. *Total Quality Management*, 10(4&5): S590-S696.

Rooney, J.J., Heuvel, L.N.V. and Lorenzo, D.K. 2002. Reduce human error. *Quality Progress*, 35(9): 27-36.

Rosen, L.D., Karwan, K.R. and Scribner, L.L. 2003. Service quality measurement and the disconfirmation model: taking care in interpretation. *Total Quality Management & Business Excellence*, 14(1): 3-14.

Rosenberg, T. 1999. Strategic planning for cities. *IMIESA*, May 1999: 25-44.

Ross, J.E. 1994. *Total Quality Management*. London: St. Lucie Press.

Rowley, J. 1998. Quality measurement in the public sector: some perspectives from the service quality literature. *Total Quality Management*, 9(2&3): 321-333.

RSA-MIL-STD-51. *Standard for quality assurance*. Pretoria: SA Air Force Headquarters.

Russel, S. 1999. Business excellence: from outside in or inside out? *Total Quality Management*, 10(4&5): 697-703.

Russel, S. 2000. ISO 9000:2000 and the EFQM excellence model: competition or co-operation? *Total Quality Management*, 10(4/5&6): S657-S665.

Russel, J.P. 2002. Ask the right awareness questions. *Quality Progress*, 35(9): 76-77.

SAAF Website <http://www.saaf.mil.za:8080/bulletins>

Salegna, G. and Fazel F. 2000. Obstacles to implementing quality. *Quality Progress*, 33(7): 53-57.

Saliba, M.T. and Fisher, C.M. 2000. Managing customer value. *Quality Progress*, 33(6): 63-69.

SALM LMI 4/12/91. 11 October 1994. *Kwaliteitbestuur in die Suid-Afrikaanse Lugmag*. Pretoria: SA Air Force Headquarters.

Sarkar, B. 1991. Total Quality Management – problems and prospects in India. *Total Quality Management*, 2(3): 239-247.

Sashkin, M. and Kiser, K.J. 1993. *Putting Total Quality Management to work*. San Francisco: Berrett-Koehler.



Savolainen, T. 2000. Leadership strategies for gaining business excellence through Total Quality Management: a Finnish case study. *Total Quality Management*, 11(7): 211-226.

Scharitzer, D. and Korunka, C. 2000. New public management: evaluating the success of Total Quality Management and change management interventions in public services from the employees' and customers' perspectives. *Total Quality Management*, 11(7): 941-953.

Schein, E.H. 1992. *Organizational culture and leadership*. San Fransico: Jossey-Bass.

Schlieben, R.O. 1996. *Die evaluering van professionele dienskwaliteit van mediese dokters*. Pretoria: University van Pretoria.

Schoeman, F.A. 2002. *Self-assessment process based on the SAEF excellence model (designed for the SA Air Force): January 2002 (Version 2)*. Pretoria: South African Air Force Headquarters.

Scholtes, P.R. 1999. The new competencies of leadership. *Total Quality Management*. 10(4&5): 704-710.

Scholtz, H.D. 1998. The national quality system. *Management Today*, 10(1): 64-65.

Schonberger, R.J. 1990. *Building a chain of customers: linking business function to create a world-class company*. New York: The Free Press.

Schonberger, R.J. and Knod, E.M. 1997. *Operations management: customer-focused principles*. Boston: Irwin.

Scully, J.P. 1995. People: The imperfect communicators. *Quality Progress*, 28(4): 37-39.

- Scully, J.P. 1996. TQM and human nature. *Quality Progress*, 29(5): 28, 45-48.
- Seghezzi, H.D. 2001. Business excellence: what is to be done? *Total Quality Management*, 12(7&8): 861-866.
- Selladurai, R. 2002. An organisational profitability, productivity, performance model, going beyond TQM and BPR. *Total Quality Management*, 13(5): 613-619.
- Senthil, V., Devadasan, S.R., Selladurai, V. and Baladhandayutham, R. 2001. Integration of BPR and TQM: past, present and future trends. *Production Planning & Control*, 12(7): 680-688.
- Sheridan, J. 1994. An introduction to ISO 9000. *Quality World*, 20(9): 611.
- Shikapwashya, R.S. 1998. Opportunities for air power in Southern Africa. *Conference papers: air power in southern africa: A collective asset*. University of Pretoria: Institute for strategic studies. Ad hoc publication no. 35: 48-61.
- Shinn, G.S. 2001. Intentional change by design. *Quality Progress*, 34(5): 46-51.
- Shipley, D. 2002. Destination: ISO 9001. *Quality Progress*, 35(3): 32-39.
- Shockley, W. 2000. Planning for knowledge management. *Quality Progress*, 33(3): 57-62.
- Sinclair, D. and Zairi, M. 2001. An empirical study of key elements of total quality-based performance measurement systems: a case study approach in the service industry sector. *Total Quality Management*, 12(4): 535-550.
- Sirota, D. 1994. Breaking through the culture wall. *Journal for Quality and Participation*, March 1994: 61-63.

Sitkin, S.B., Sutcliffe, K.M. and Schroeder, R.G. 1994. Distinguishing control from learning in Total Quality Management: a contingency perspective. *Academy of Management Review*, 19(3): 536-564.

Smit, C. November 1991. *Die evaluering van die arbeidsverhoudingefunksie van eerstevlaktoesighouers ten einde 'n ingrypingstrategie te ontwikkel*. Pretoria: University of South Africa.

Smit, G.J. 1978. *Psigometrika*. Pretoria: Haum.

Smith, G.J. 1981. *Navorsingsmetodes in die gedragswetenskappe*. Pretoria: Haum.

Smith, G.F. 1993. The meaning of quality. *Total Quality Management*, 4(3): 233-243.

Söderlund, M and Julander, C. 2003. The variable nature of services: an empirical examination of trust and its effects on customers' satisfaction response to poor and good service. *Total Quality Management & Business Excellence*, 14(3): 291-304.

South African Excellence Foundation. 2000 (a). Level 1 criteria for Public Service performance excellence: self assessment and awards. *Training manual*. Pretoria: SAEF Office.

South African Excellence Foundation. 2000 (b). SME criteria for small and medium enterprise performance excellence. *Training manual*. Pretoria: SAEF Office

Spencer, B.A. 1994. Models of organisation and Total Quality Management: a comparison and critical evaluation. *Academy of Management Review*, 19(3):446-471.

Spice, M. and Gilburg, A. 1992. Leadership for empowerment. *The Public Manager*, 21(3): 27-31.

Spigener, J.B. and Angelo, P.J. 2001. What would Deming say? *Quality Progress*, 34(3): 61-64.

Stahan, J. 2002. Transition to ISO 9000:2000. *Quality Progress*, 35(2): 27-29.

Stahl, M.J. 1995. *Management: total quality in a global environment*. University of Tennessee: Blackwell Business.

Stahl, M.J., Barnes, W.K., Gardial, S.F., Parr, W.C. and Woodruff, R.B. 1999. Customer-value analysis helps hone strategy. *Quality Progress*, 12(3): 53-59.

Stamatis, D.H. 1996. *Total quality service: principles, practices and implementation*. Florida: St Lucie Press.

Stamatis, D.H. 2003. *Six sigma and beyond: foundations of excellent performance*. New York: St. Lucie Press.

Steenkamp, R.J. 2001. *Basics of Total Quality Management*. Pretoria: University of South Africa.

Stevenson, W.J. 1996. *Production/operations management*. Chicago: The McGraw-Hill Companies.

Ströh, E. 1999. Betekenis en belangrikheid van inligting vir besluitneming in die openbare sektor. *Politeia*, 18(1):96-103.

Sussland, W.A. 2002. Connecting the planners and doers. *Quality Progress*, 35(6): 55-61

Sureshchandar, G.S., Rajendran, C. and Kamalanabhan, T.J. 2001(a). Customer perceptions of service quality: a critique. *Total Quality Management*, 12(1): 111-124.

Sureshchandar, G.S., Rajendran, C. and Kamalanabhan, T.J. 2001(b). A conceptual model for Total Quality Management in service organisations. *Total Quality Management*, 12(3): 343-363.

Sureshchandar, G.S., Rajendran, C. and Kamalanabhan, T.J. 2002. The relationship between management's perception of total quality service and customer perception's of service quality. *Total Quality Management*, 13(1): 69-88.

Swift, J.A., Ross, J.E. and Omachonu, V.K. 1998. *Principles of Total Quality Management*. Florida: St. Lucie Press.

Taiwo, J. 2001. Systems approaches to Total Quality Management. *Total Quality Management*, 12(7&8): 967-973.

Tamini, N. and Sebastianelli, R. 1998. The barriers to Total Quality Management. *Quality Progress*, XXII(5): 57-60.

Tang, K.H. and Zairi, M. 1998. Benchmarking quality implementation in a service context. *Total Quality Management*, 9(7): 539-552.

Tata, J. and Prasad, S. 1998. Cultural and structural constraints on Total Quality Management implementation. *Total Quality Management*, 9(8): 703-730.

Tate, D. 2000. Issues involved in implementing a balanced business scorecard in an IT service organization. *Total Quality Management*, 11(4/5&6): 674-679.

Tearle, R. 1999. *Introduction to strategy*. J.L van Schaik: Stellenbosch

Teegarden, J.W. 1995. Use technology to unleash the potential of your quality improvement teams. *Quality Progress*, 28(10): 111-114.

Thackwray, W. 1998. Air power in Southern Africa. *Conference papers: air power in southern africa: a collective asset*. University of Pretoria: Institute for strategic studies. Ad hoc publication no 35: 5-22.

Theart, J.J. 2000. Bestuursontwikkelingsbehoefte in die Suid-Afrikaanse Lugmag: 'n vergelykende studie van die persepsies van die vier kultuurgroepe. *Tydskrif vir Bedryfsielkunde*, 26(2): 50-57.

Tonk, H.S. 2000. Integrating ISO 9001:2000 and the baldrige criteria. *Quality Progress*, 33(8): 51-55.

Townsend, P. and Gebhardt, J. 2002. Simple quality for smaller organisations. *Quality Progress*, 35(10): 76-80.

Tranmer, J. 1996. Overcoming the problems to integrated management systems. *Quality World*, 22(10): 714-718.

Travalini, M.M. 2001. The evolution of a quality culture. *Quality Progress*, 34(5): 103-108.

Treichler, D, Carmichael, R., Kusmanoff, A., Lewis, J. and Berthiez, G. 2002. Design for six sigma: 15 lessons learned. *Quality Progress*, 35(1): 33-42.

Trent, R.J. and Monczka, R.M. 1998. Achieving world-class supplier quality. *Total Quality Management*, 10(6): 927-936.

Uhlfelder, H.F. 2000. It's all about improving performance. *Quality Progress*, 33(2): 47-52.

Van der Colff, J.H. 2003. Staff paper for the GOC on placement of the SAEF function in the SA Air Force: April 2003. Pretoria: South African Air Force Headquarters.

Van der Watt, H.H. 1997. *Die toepassing van Totale Kwaliteitsbestuur aan graadwaardige tersiêre onderriginstellings*. Pretoria: University of Pretoria.

Van der Westhuizen, E.J. 1993. *Die invloed van kleingroepaktiwiteite op die houdings van personeel in die departement van landbou*. Pretoria: University of South Africa.

Van Dyk, P.S. 1991. *Militêre organisasiegedrag en –ontwikkeling*. Pretoria: University of South Africa.

Van Riel, A.C.R., Semeijn, J. and Janssen, W. 2003. E-service quality expectations: a casestudy. *Total Quality Management & Business Excellence*, 14(4): 437-450.

Van Schalkwyk, J.C. 1990. *Eksterne omgewingsverkenning en die belangrikheid daarvan vir strategiese bestuur*. Pretoria: University of Pretoria.

Van Zyl, E. 2002. *SANDF Bulletin: for educational technology*. Jan – Jun 2002: 17-22.

Van Zyl, P.J. 2003. *SAAF strategic transformation plan towards vision 2012*. Pretoria: South African Air Force Headquarters.

Vavra, T.G. 2002. ISO 9001:2000 and customer satisfaction. *Quality Progress*, 35(5): 69-75.

Vokurka, R.J., Stading, G.L. and Brazeal, J. 2000. A comparative analysis of national and regional quality awards. *Quality Progress*, 9(2): 41-47.

Vokurka, R.J. and Lummus, R.R. 2003. Better supply chains with Baldrige. *Quality Progress*, 36(4): 51-57.

Vroman, H.W. and Luchsinger, V.P. 1994. *Managing organisation quality*. Illinois: Irwin, Inc.

Waldman, D.A. 1994. The contributions of Total Quality Management to a theory of work performance. *Academy of Management Review*, 19(3): 510-536.

Warner, R. 1999. Teamwork not what it should be. *Management Today*, 1(5): 22-23.

Warner, R. 1999. Top teams. *Management Today*, 16(1): 38-39.

Watts, B. and Dale, B.G. 1999. Small-business evaluation and support services: a model from the United Kingdom. *Quality Progress*, 32(2): 79-81.

Watson, M.A. and Gryna, F.M. 2001. Quality culture in small business: four case studies. *Quality Progress*, 34(1): 41-48.

Weaver, C.N. 1993. How to use process improvement teams. *Quality Progress*, 12(1): 65.

Weitz, K.W. Junie 1994. *The evolving scope and impact of Total Quality Management in leading South African companies*. Pretoria: University of South Africa.

Wells, R. 1998. E-quality leadership. *Total Quality Management*, 9(4&5): 230-236.

West, J.E. 2002. Should you transition to ISO 9001:2000. *Quality Progress*, 35(9): 58-65.

West, J., Cianfrani, C.A. and Tsiakals, J.J. 1999. ISO 9000:2000 shifts focus of quality management system standards. *Quality Progress*, 32(10): 41-44.

West, J., Cianfrani, C.A. and Tsiakals, J.J. 2000. Quality management principles, *Quality Progress*, 33(3): 79-80.

Wetzel, D.K. 1996. Continuous improvement. *Quality Progress*, 29(12): 41-47.



Wicks, A.C. 2001. The value dynamics of Total Quality Management ethics and the foundations of TQM. *Business Ethics Quarterly*, 11(3): 501-536.

Wiele, T.V., Dale, B. and Williams, R. 2003. Business improvement through quality management systems. *Management Decisions*, 38(1): 19-23.

Wilkinson, A., Godfrey, G. and Marchington, M. 1997. Bouquets, brickbats and blinkers: Total Quality Management and employee involvement in practice. *Organisation Studies*, 18(5): 799-819.

Wilkinson, A. and Witcher, B. 1993. Holistic Total Quality Management must take account of political processes. *Total Quality Management*, 4(1): 47-55.

Wilsey, M.D. 1995. Leadership and human motivation in the workplace. *Quality Progress*, 28(11): 85-88.

Wilson, L.T. and Asay, D. 1999. Putting quality in knowledge management, *Quality Progress*, 32(1): 25-31.

Wilton, J.T. and Reavill, L.R.P. 1995. *Should a change programme be "culture" or "protocol" driven*. London: Northampton Square.

Wisniewski, M. 2001. Assessing customer satisfaction with local authority services using SERVQUAL. *Total Quality Management*, 12(7&8): 995-1003.

Wong, A. 2000. Integrating supplier satisfaction with customer satisfaction. *Total Quality Management*, 11(4/5&6): 427-432.

Wong, A. 2003. Achieving supply chain management excellence. *Total Quality Management & Business Excellence*, 14(2): 151-159.

Wood, M. 1997. The notion of the customer in Total Quality Management. *Total Quality Management*, 8(4): 181-191.

Wright, A.D. 2000. Scenario planning: a continuous improvement approach to strategy. *Total Quality Management*, 11(4): 433-438.

Wright, T. 2001. ISO 9001 without tears. *Quality Progress*, 34(7): 57-62.

Wuagneux, D. 2002. Quality from the inside out. *Quality Progress*, 35(4): 60-65.

Wyper, B. and Harrison, A. 2000. Deployment of six sigma methodology on human resource function: a case study. *Total Quality Management*, 11(4&5): 720-727.

Yong, J. and Wilkinson, A. 2001. Rethinking Total Quality Management. *Total Quality Management*, 12(2): 247-258.

Yong, J. and Wilkinson, A. 2002. The long and winding road: the evolution of quality management. *Total Quality Management*, 13(1): 101-121.

Yoo, H. 2003. A study on the efficiency evaluation of Total Quality Management activities in Korean companies. *Total Quality Management & Business Excellence*, 14(1): 119-128.

Yusof, S.M. and Aspinwall, E. 2000(a). Total Quality Management implementation frameworks: comparison and review. *Total Quality Management*, 11(3): 281-294.

Yusof, S.M. and Aspinwall, E. 2000(b). Critical success factors in small and medium enterprises: survey results. *Total Quality Management*, 11(4/5&6): 448-462.

Zairi, M. 1994. Leadership in TQM implementation: some case examples. *TQM Magazine*, 6(6): 6-16.

Zairi, M. 1994. *Management of advanced manufacturing technology*. Wilmslow (UK): Sigma Press.

Zuckerman, A. 1999. ISO 9000 revisions are key to knowledge age excellence. *Quality Progress*, 7(3): 1999:35-39.