



GMBS

GLOBAL MANAGEMENT
BUSINESS SCHOOL



Malta
Further & Higher
Education Authority

GMBS Quality Manual

(Internal regulation governing the Internal Quality Assurance System for Higher Education)

1. Chapter: Purpose and binding force

The GMBS Quality Manual (hereafter Quality Manual)) is the basic document of the GMBS Internal Quality Management System.

By this document, the GMBS management demonstrates its readiness and commitment to ensure and permanently improve all processes affecting the quality of the education and related services it provides, and thus to meet the requirements of students and other stakeholders and legislative requirements, and to permanently increase satisfaction with its education and the results of its own creative activities (scientific research and publishing activities).

In its individual Chapters and related documentation, the Quality Manual sets out the responsibilities and procedures for developing, documenting, implementing and maintaining the GMBS Internal Quality Management System processes, and the responsibilities and procedures for continuous improvement of the education provided.

The Quality Manual is binding on all GMBS staff and all persons involved in the implementation of the GMBS Internal Quality Management System processes. The binding nature of the individual Chapters of the Quality Manual and the related documentation for staff with regard to the content and scope of responsibility and authority in the management and implementation of processes are set out in the individual Chapters of the Manual.

<p>4. Characteristics of the Organisation 4.1 Understanding the environment, in which the organisation operates 4.2 Understanding stakeholder needs and expectations 4.3 Determination of the subject matter and scope of the quality management system 4.4 Quality management system, its processes and organisation of the Internal Quality Management System 4.4.1 Creation of the process model 4.4.2 Documents and records</p>	<p>IS Standard 2 Quality Assurance Policies</p>
<p>5. Leadership 5.1 Management Commitment 5.2 Quality Policy 5.3 Functions, Responsibilities, Powers</p>	<p>The higher education institutions should have the quality assurance policies established and formalised, and shall follow them consistently. To this end, they should have appropriate structures and processes in place that are intertwined into a coherent Internal Quality Assurance System for Higher Education (“Internal System”), which encompasses the whole institution. The GMBS has defined the authority, scope and responsibility of the various structures, senior staff, other staff and other stakeholders to assure the</p>

	<p>quality of its higher education and the related activities.</p> <p>IS Standard 2 Quality Assurance Policies</p>
<p>6. Planning</p> <p>6.1 Risk & Opportunity Management Measures</p> <p>6.1.1 Risk Analysis</p> <p>6.1.2 Risk Treatment</p> <p>6.2 Quality objectives</p>	<p>IS Standard 2 Quality Assurance Policies</p>
<p>7. Support</p> <p>7.1 Resources</p> <p>7.1.1 Miscellaneous</p> <p>7.1.2 Human Resources</p> <p>7.1.3 Infrastructure</p> <p>7.1.4 Environment for Implementation process</p> <p>7.1.5 Knowledge of the Organization</p> <p>7.2 Personnel qualification</p> <p>7.3 Awareness</p> <p>7.4 Communication</p> <p>7.5 Management of Documents and Records</p>	<p>IS Standard 6 Lecturers</p> <p>IS Standard 7 Resources for the Provision of Study and Student Support</p> <p>SP Standard 6 Study Programme Lecturers</p> <p>IS Standard 8 Resources for the Provision of Study and Student Support</p>
<p>8. Implementation of Services</p> <p>8.1 Planning and Management of Service Delivery</p> <p>8.2 Service Requirements</p> <p>8.2.1 Communication with the Customer</p> <p>8.2.2 Determination of Customer Requirements for Services</p> <p>8.2.3 Review of Service Requirements</p> <p>8.2.4 Changes to Service Requirements</p> <p>8.3 Management of Outsourced Processes and Services</p>	<p>IS Standard 3 Creation, Modification and Approval of Study Programmes</p> <p>IS Standard 4 Student-Centred Learning, Teaching and Assessment</p> <p>IS Standard 5 Admissions Procedure, Course of Study, Recognition of Education and Award of Academic Degrees</p> <p>IS Standard 9 Disclosure of Information</p> <p>SP Standard 2 A new Draft Study Programme and Proposal for Modification of the Study Programme</p> <p>SP Standard 3 Approval of the Study Programme</p> <p>SP Standard 4 Student-Centred Learning, Teaching and Assessment</p> <p>SP Standard 5 Admissions Procedure, Course of Study, Recognition of Education and Award of Academic Degrees</p> <p>SP Standard 7 GMBS Creative Activity</p> <p>SP Standard 10 Disclosure of Information about the Study Programme</p>
<p>9. Performance Assessment</p> <p>9.1 Monitoring, Measurement, Analysis and Evaluation</p> <p>9.1.1 Monitoring and Measurement</p> <p>9.1.2 Customer Satisfaction</p> <p>9.1.3 Analysis and Evaluation</p> <p>9.2 Internal audits</p> <p>9.3 Management Review of IQMS</p>	<p>IS Standard 5 Collection and Processing of Information</p> <p>IS Standard 10 Continuous Monitoring, Periodic Evaluation and Periodic Approval of Study Programmes</p> <p>SP Standard 9 Collection and Processing of Information about Study Programmes</p> <p>SP Standard 11 Continuous Monitoring,</p>

	Periodic Evaluation and Periodic Approval of the Study Programme
10. Improvement 10.1 Miscellaneous 10.2 Non-Compliance and Corrective Action	

Terms & Abbreviations

- **Terms Used**

Quality Management System Audit

A systematic and independent review of the processes of the Internal Quality Management System to determine whether quality activities and related outcomes are consistent with planned objectives, whether these objectives are being implemented effectively, and whether they are appropriate to achieve the objectives.

Quality Objective

The stated goals, intentions or quality milestones that GMBS strives to achieve.

External document

A document setting out the binding manner and responsibilities in implementation of activities forming part of the GMBS management system, created and managed from the external environment (legislation, technical standards, GMBS procedures).

The Main Process

A process characterised by the creation of added value with direct benefit for the customer.

Internal Auditor

An authorised person who is qualified to carry out internal quality audit.

Internal Organizational Standard

A document setting out the method and responsibilities for the implementation of activities forming part of the GMBS management system, established and managed within the system (definition applicable to GMBS).

Process Cards

A document characterising a particular process in terms of inputs and outputs and the process of their implementation. If the procedure for the implementation of some process activities is uniform for the whole system (not just for an individual process), it is described by an organizational directive. The Process Card then refers to this organizational directive.

Quality

The ability of the activities provided by GMBS to meet the requirements of stakeholders. In the case of GMBS, stakeholders are customers – (students; users of publications issued by GMBS; users of consultancy activities; representatives of economic and social practice using the results of scientific research activities) and employees, suppliers, cooperating institutions, associations.

GMBS Quality Manager

A position equivalent to the Management Representative for the QMS.

Quality Management

The methods and activities used to meet quality requirements, all management activities defining Quality Policy, quality objectives and responsibilities, resource planning and quality assurance and improvement activities.

Process Map

A graphical representation of all processes taking place in the organisation, their relationships.

Corrective Action

An action to eliminate the cause of existing nonconformities, defects, or other adverse situations in order to prevent their recurrence.

Non-Conformity

A failure to meet a specified requirement.

Product Non-Conformity

A failure to meet the required product quality parameters or results aimed at achieving the optimum degree of order in a given context.

Process Operator

A person responsible for the sub-activities contained in the process, who affects process performance.

Organizational Directive

A document setting out the framework rules for the implementation of Important activities in the GMBS through the assignment of responsibilities and authorities to the staff involved, typically covering multiple processes, functional locations, deliverables, etc.

Organizational Structure

A graphical representation of the relationships between organisational units and responsibilities for their management.

PDCA Cycle

A method for applying continuous improvement, based on feedback: Plan, Do, Check, Act.

Quality Plan

A document that sets out the specific quality procedures, resources and sequence of activities relating to a particular service, contract or project that we provide to customers-GMBS students. In the case of recurring standardised processes, the Quality Plan for the introduction of the process is transformed into a Process Card after verification and validation of the process.

Quality System Planning

A part of quality management aimed at establishing quality objectives that identifies the necessary processes, action plans and associated resources to meet the GMBS quality objectives.

Quality Policy

The overall quality objectives of GMBS officially declared by management of GMBS.

Policies to ensure Internal System quality

A deliberately constructed set of principles and practices, by which the higher education institution guides its processes, staff, students and external stakeholders in fulfilling its mission and continuously providing and developing the higher education and related activities

Ancillary Processes

Create the necessary conditions required for the implementation of the Main processes.

Managerial Review

An official assessment of the status, adequacy and effectiveness of the quality system by senior management in relation to the organisation's Quality Policy and objectives.

Preventive Action

An action to eliminate the causes of possible non-conformities, defects or other undesirable situations in order to prevent their occurrence.

Quality Manual

A document setting out the Quality Policy and describing the quality management system applied by the GMBS.

Process

A set of interrelated activities to transform inputs (the stimuli for activities) into outputs (the results of activities) using resources (financial, material resources and human potential). The output of one process is usually the input to another process or external environment.

Management Processes

The decision-making and coordination processes with a decision-making impact on other processes.

Decision

Management standards imposing specific measures to secure or carry out important tasks, often with limited validity, or serving to specify a higher internal regulation (e.g. a decision to change working time during a special period).

Quality Management System

A structure of interrelated and interacting processes, procedures and resources (mainly human resources) required to apply the satisfaction of requirements of internal and external customers and to continuously improve performance in relation to these requirements and the company's objectives.

SP Standards

The requirements, the fulfilment of which is conditional on the granting of accreditation for the study programme.

IS Standard

A set of requirements for the internal system and how it is to be implemented.

Continuous Improvement

A continuous, purposeful process of planning, monitoring and evaluation of the quality and performance of individual processes and the system and preventive and corrective actions, based on the elimination of weaknesses in the system and continuous improvement of the GMBS work.

Creative Activity

A research activity, development activity, artistic activity or other creative activity at the GMBS that is relevant to the fulfilment of the GMBS mission, particularly in relation to the learning objectives and outcomes.

Validation

Validation or demonstration of conformity under the real conditions of use and functioning by the demonstration of objective evidence.

Customer

A student (a person who, in line with the accredited study programme profile, after meeting the selection criteria for admission, was enrolled for studies, acquires and demonstrates knowledge and skills in the educational process and is being evaluated in accordance with transparent rules for completing the study programme), user of the outputs of scientific research activities or publications of the GMBS.

Stakeholders

The GMBS actors, persons, communities or organisations that may influence, or be influenced by, the process of learning, creative and other related activities. A distinction is made between internal stakeholders (students and staff of the higher education institution) and external stakeholders (employers and other representatives of relevant sectors of the economy and social practice, GMBS graduates, domestic and international GMBS partners, etc.).

Record

A document containing objective evidence of activities performed or results achieved (completed forms, charts, books, workbooks, logs, kept according to the procedures specified herein, or other binding standard)

· Abbreviations

GMBS AS

- GMBS Academic Senate

GMBS

- Global Management Business School

PC

- Process Card

MFHEA

- Malta Further and Higher Education Authority

SP Standards

- Study Programme Standards

IS Standards

- Standards for the Internal Quality Assurance System for Higher Education

IQMS

- Internal Quality Management System

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- Study Programme Standards

IS Standards

- Standards for the Internal Quality Assurance System for Higher Education

IQMS

- Internal Quality Management System

2. Chapter: GMBS Profile

The GMBS operates as a private higher education institution. It provides online higher education through accredited programmes at MQF/EQF levels 5-8.

3. Chapter: Mission, Main Tasks and Long-Term Plan of the GMBS

The main mission of GMBS is to provide, organize and secure online higher education through accredited study programmes, to carry out creative scientific research, to provide further education through a wide range of courses and educational activities.

- The GMBS focuses on education, research, and the production and dissemination of innovations across a wide range of applied study programmes and scientific disciplines, with an emphasis on preparing professionals that are in demand in the labour market, with the aim of contributing to building a knowledge-based and sustainably competitive economy.
- The GMBS cooperates with domestic and foreign higher education institutions, business, the public sector, and NGOs, and is active in the international projects and mobility. The forms and modalities of cooperation and mobility are governed by contracts.
- The GMBS pursues its mission in its educational and research activities independently and freely. Academic rights and freedoms are exercised at the higher education institution in line with the principles of democracy, humanity and in accordance with the legal order.
- The concretization of the objectives and the measures to achieve them, resulting from the mission of the GMBS, is contained in the document entitled "[GMBS Long-Term Plan](#)" (hereinafter referred to as the "Long-Term Plan").

4. Chapter: Characteristic of the Organisation

IS Standard 2 Quality Assurance Policies

Pursuant to MFHEA Standards, Standards for Internal Quality Assurance System for Higher Education (IS Standards), Study Programme Standards (SP Standards) in accordance with the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG Guidelines), the GMBS

management defines an integrated Internal Quality Assurance System for Higher Education and Quality Management System (hereinafter referred to as the Internal Quality Management System), its policy, quality objectives and procedures in the form of the Quality Manual (GMBS internal regulation governing the Internal Quality Assurance System for Higher Education) and the related organisational standards (documents for its application) with the aim of continuous improvement in its education, research and other services provided to students and other stakeholders.

The GMBS consistently applies **quality assurance policies** in its strategic management. Their basic principle is the acceptance of primary responsibility for the quality of education provided at all GMBS components, at all levels and in all aspects.

The GMBS has a clearly defined mission in its strategic documents, in particular in its Long-Term Plan, and has been consistently delivering this mission.

The GMBS has clearly defined strategic objectives in its strategic documents, in particular in its Long-Term Plan, in terms of the educational activities, creative activities and other related activities that are in line with its mission.

The GMBS has established and formalized quality assurance policies and has been following them consistently. To this end, it has put appropriate **structures and processes** in place, which are linked into a coherent **Internal Quality Assurance System for Higher Education** (hereinafter referred to as the "Internal System") that encompasses the whole institution. The GMBS has defined the authority, scope and responsibility of the various structures, senior staff, other staff and other stakeholders to assure the quality of its higher education and the related activities.

4.1 Understanding the Environment in Which the Organisation Operates

The GMBS identifies the internal and external environmental factors that are relevant to its business and strategic direction and that affect its ability to achieve the results expected from its quality management system. The GMBS monitors and reviews information on these [internal and external factors](#).

4.2 Understanding the Stakeholder Needs & Expectations

The GMBS determines:

- Stakeholders relevant to the quality management system;
- Stakeholder requirements.

4.3 Determination of the Subject Matter and Scope of the Quality Management System

The subject and scope of the quality management system is education at all levels of higher education study and related scientific research and publishing activities.

In defining the subject matter and scope of the quality management system, the GMBS considers:

- External and internal environmental factors;
- Requirements of relevant stakeholders;
- Services it provides .

The subject matter and scope of the quality management system is documented. The documentation includes: the subject and scope of the quality management system; Quality Policy; quality objectives; Quality Manual; Process Map; organisational structure; Process Cards; risk analysis; external and

internal factors; stakeholders and their requirements; documentation on Internal Audits; other documentation and records.

4.4 Quality Management System, Its Processes and the Organisation of the Internal Quality Management System

· Creation of the Process Model

· The GMBS and its components have an efficient Internal System, clearly defined links and information transfer between its different links.

· The GMBS regularly evaluates the effectiveness of the Internal Quality System.

- The Internal Quality Management System at GMBS is process-driven. Processes were identified and organised into three categories based on their relationship to the school mission and services provided (main, managerial, ancillary).
- The interactions between the processes influencing quality of service delivery and improving the performance of the IQMS have been identified and examined. Inputs and outputs have been defined with responsibilities for their timely delivery. The processes, their inputs, outputs and responsibilities are described by Process Cards and a Process Map (see Process Map – Figure 1).
- All processes and the required procedures are documented in the Quality Manual, Process Cards and other related documentation. A uniform documentation management procedure is also in place. The GMBS has procedures in place to manage records on the status of the IQMS, its compliance with requirements and continuous improvement procedures.
- The GMBS management sets measurable and time-bound Quality Objectives in line with the GMBS Quality Policy, and evaluates their achievement. In the GMBS, the responsibilities and authorities for the implementation and auditing of the defined processes are clearly set out and communicated through the person of the process owners (see Chapter 5 of the Manual).
- In line with the GMBS Long-Term Plan, procedures have been established and documented to ensure timely and sufficient provision of the resources needed for continuous improvement of the IQMS and to increase customer satisfaction (see Chapter 7 of the Manual). Management has established performance monitoring criteria for all processes with the clear definition of responsibilities in Process Cards. Procedures for permanent monitoring and measurement of process performance and their continuous improvement have been implemented and documented.
- The content and boundaries of the GMBS Quality Management System are graphically illustrated in the Process Map (Figure 1) and the [GMBS Organisational Structure](#). All the processes shown in the Process Map and the organisational sections shown in the organisational structure form part of the IQMS.

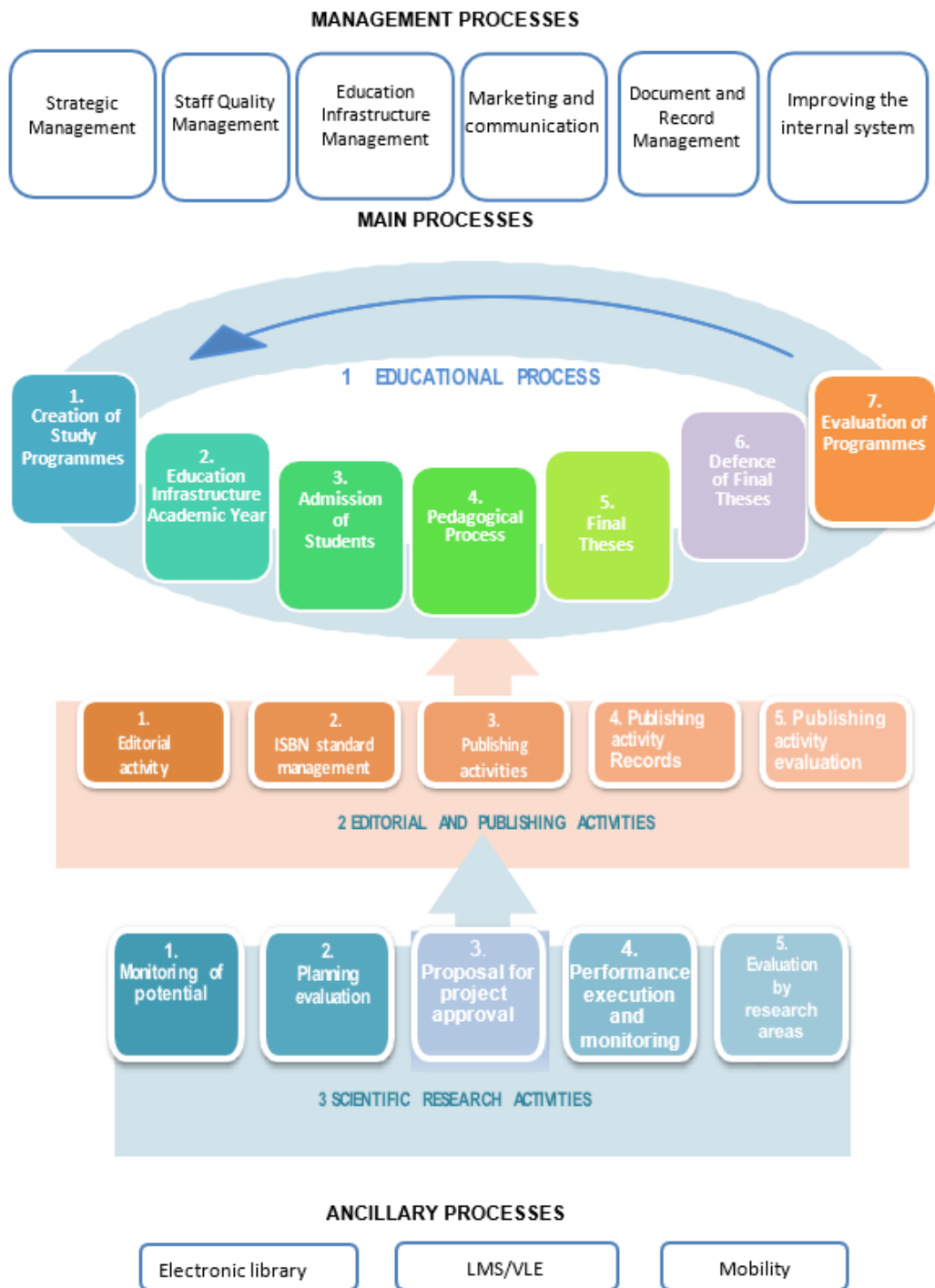


Figure 1: GMBS|Process Map

5. Chapter: Leadership

IS Standard 2 Quality Assurance Policies

5.1 Management Commitment

The GMBS management is committed to supporting the development of activities aimed at the implementation of the Internal Quality Management System and its continuous improvement. Accordingly, the GMBS management:

- Has established and will regularly review the implementation and appropriateness of the GMBS Quality Policy (Chapter 4.2);
- Has set and will regularly review quality objectives (Chapter 5.2);
- Defines functions, responsibilities and powers of employees and other participants in education involved in quality assurance (Chapter 4.3);
- Will promote a process approach (Chapter 4.4) and risk-based management (Chapter 5.1);
- Will permanently inform the staff about the importance of perfect compliance with customer and legislative requirements (Chapter 6.4);
- Will regularly implement reviews of the effectiveness and suitability of its Internal Quality Management System (Chapter 8.3);
- Will plan and secure the resources necessary for the development and improvement of the quality management system, and evaluate the effectiveness of their spending (Chapter 6);
- Will promote improvement (Chapter 9);
- Will ensure that customer requirements and applicable legislative and other mandatory requirements are identified, understood and continuously being met;
- Will focus on increasing customer satisfaction.

5.2 Quality Policy

The GMBS management has adopted the Quality Policy and established the basic principles for its successful implementation. The Quality Policy is based on the mission and development concept at the GMBS. The current GMBS [Quality Policy](#) is set out in the Annex 2 to the Quality Manual.

The review of the implementation and adequacy of the GMBS Quality Policy is conducted as part of the Internal Quality System Management Review process (Chapter 9.3).

The GMBS management shall ensure that the Quality Policy is communicated to staff and made available to relevant stakeholders. Feedback communication relating to the level of understanding and identification of employees with the Policy is carried out by virtue of the framework of meetings of the academic community and the GMBS departmental meetings, which are attended by all GMBS employees.

5.3 Functions, Responsibilities and Powers

The GMBS has defined the authority, scope and responsibility of the various structures, senior staff, other staff and other stakeholders for quality assurance of its higher education and the related activities.

The interrelationships of the GMBS organisational units and their staffing are graphically illustrated in the GMBS [Organisational Structure](#) (Annex 1 to the Quality Manual). The specific responsibilities and authorities for the implementation of the processes are described in the individual Chapters of the GMBS Quality Manual and the related Process Cards.

Separate professional units and positions have been created to address the need for development, monitoring and improvement of the Internal Quality System.

5.3.1 GMBS Quality Board

The **GMBS** Quality Board is an advisory body to the Rector of the GMBS in the area of quality assurance of the higher education provided in accordance with the MFHEA requirements and Standards for the Internal Quality Assurance System for Higher Education. The Quality Council prepares, audits, evaluates and coordinates the creation, implementation and improvement of the Quality Management System in the form of the Internal Quality Assurance System for Higher Education (hereinafter referred to as the Quality System) at the GMBS and its individual workplaces. The GMBS Quality Board has a Chairman, a Vice-Chairman, members, with a position created for a student, an employers' representative, and a Secretary. Further details are set out in the [Statute of the Quality Board](#).

5.3.2 Leadership

Responsibility for the Internal System rests with the senior management, represented by the GMBS Vice-Rector for Quality, Accreditation and Development. He/she is responsible for identifying, establishing and maintaining and improving the Quality Management System processes, developing and implementing methods and awareness to achieve and improve the system, and planning and securing resources to maintain and improve the level of each process. It also defines procedures and criteria in education, motivating staff and communicating with third parties on matters of the system improvement.

5.3.3 GMBS Internal Auditor

Qualified Internal Auditors have been appointed to carry out the Internal Audit of the GMBS Internal Quality Management System. The role of the Internal Auditor is to prepare, conduct and evaluate the Internal Audit processes in accordance with the GMBS Internal Audit Plan. The auditors ascertain compliance with the MFHEA requirements and the requirements of the Internal Quality Assurance System, conformity of documentation with the implemented processes, evaluation of the effectiveness of the quality system and detection of potential areas for improvement of the Internal System.

6. Chapter: Planing

IS Standard 2 Quality Assurance Policies

6.1 Risk & Opportunity Management Measures

6.1.1 Risk Analysis

During quality management system planning, the GMBS considers the external and internal environmental factors, stakeholder requirements and expectations, and identifies [risks and opportunities](#) to be addressed .

Risk analysis is carried out for:

- The quality management system to achieve the expected results;
- The desired results to be promoted;
- Unintended consequences to be avoided or reduced;

- Improvements to achieve.

6.1.2 Risk Treatment

The GMBS plans:

- Risk and opportunity management measures;
- Ways to introduce appropriate measures into the quality management system processes and evaluates the effectiveness of these measures ([Risk Analysis](#)).

6.2 Quality Objectives

The GMBS management has set transparent, publicly available and realistic Internal Quality System objectives in line with the school's mission and, through the School Internal Quality System tools and feedback tools (from participants in GMBS life both inside and outside the school), ensures that they are monitored and evaluated to enable the sustainable development of the institution and its study programmes. The GMBS management takes into account the applicable requirements of the relevant stakeholders and determines the rules and tools for the implementation of the Standards for the Internal Quality Assurance System for Higher Education, leading to the improvement of services, which are systematically monitored, communicated and updated, in the form of quality objectives.

The quality objectives are adopted generally for a period of one year in accordance with the Quality Policy, the results of fulfilment of the previous period's targets and quality system reviews. The GMBS management plans what will be done, what resources will be needed, who will be responsible, when it will be met, and how the results will be evaluated. The evaluation of the achievement of the objectives is carried out in through a process of regular Internal Quality Management System Review by management.

6.3 Change Planning

When the GMBS identifies the need for changes to the quality management system, the changes must be implemented in a planned manner. When making changes, it is necessary to consider:

- The purpose of the changes and their potential consequences;
- The integrity of the quality management system,
- Availability of resources;
- Division or redistribution of responsibilities and powers.

Changes in the quality management system may relate, for example, to changes in the organisational structure, the process map, documentation, and study programme offerings.

7. Chapter: Support

IS Standard 6 Lecturers

IS Standard 7 Resources for the Provision of Study and Student Support SP Standard 6 Study Programme Lecturer

IS Standard 8 Resources for the Provision of Study and Student Support

The GMBS management identifies needs, plans and provides all resources and activities to ensure its operations and the meeting of the customer requirements within the processes

- Employee quality assurance
- Material and technical and informational provision of education
- Library and information services

7.1 Resources

7.1.1 Miscellaneous

The GMBS has identified and secured the resources necessary to establish, implement, maintain and continuously improve the quality management system.

The GMBS has sufficient financial resources allocated for the comprehensive provision of study programmes and the related creative, support and other activities consistent with its mission.

The institutional budget is directly derived from the strategic and operational planning process. Financial planning ensures that each objective is supported with specific budget allocations. The Board of Directors is the competent authority for budget approval, based on proposals submitted by the Rector. Each strategic objective is linked to KPIs and a financial allocation, monitored and reviewed annually.

The spatial, material, technical, infrastructure-related and institutional provision for educational, creative and other related activities is appropriate to the learning outcomes, the number of students and their specific needs.

The GMBS has functional contractual partnerships with specialized teaching facilities and other institutions that are required to deliver the learning outcomes.

Access to information resources, library collections and other services is easy and corresponds to the learning outcomes, the focus of creative activities and the number of students.

Students have ready access to counselling and other support services and administrative resources that meet their diverse needs and which are a prerequisite for progress in their studies and for their personal and career development.

The GMBS has qualified support staff providing the tutoring, technical, counselling, administrative and other support services and related activities for students, with the capacity to meet the number of students and their diverse needs. The use of all resources is efficient and effective. Resources are accessible to students and students are informed of their accessibility.

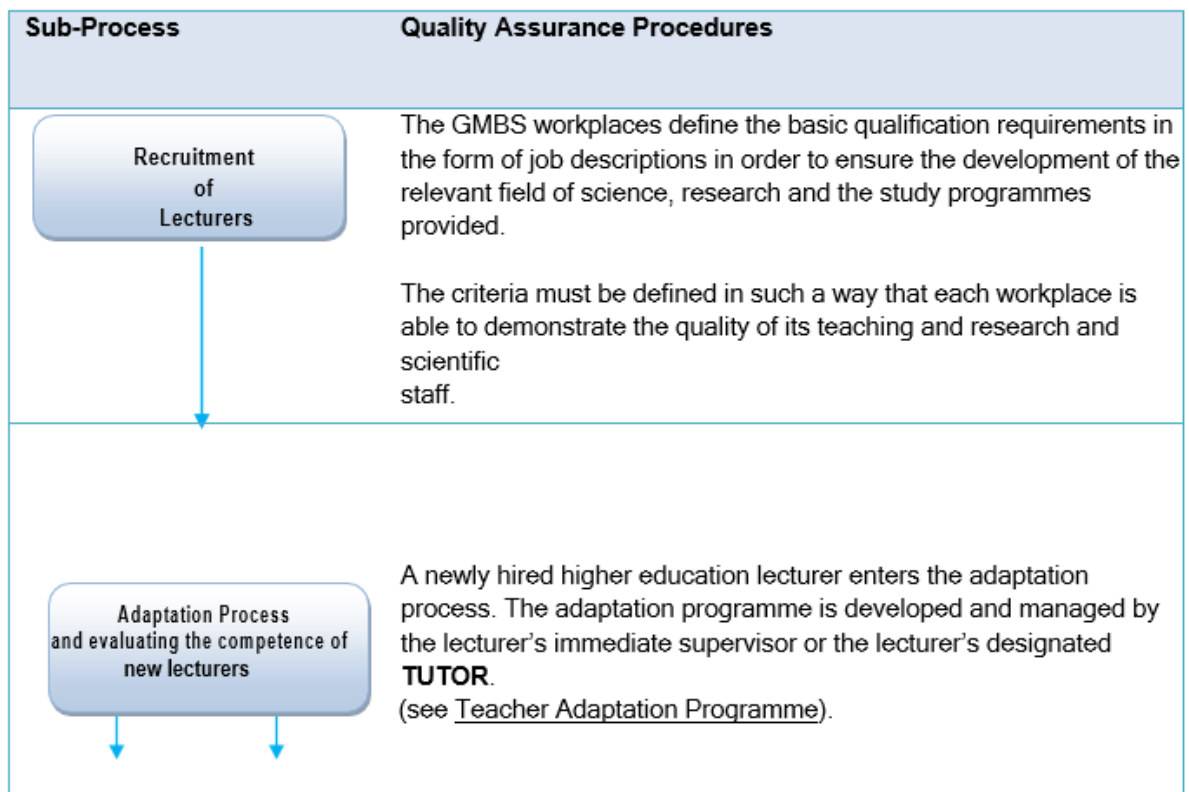
7.1.2 Human Resources

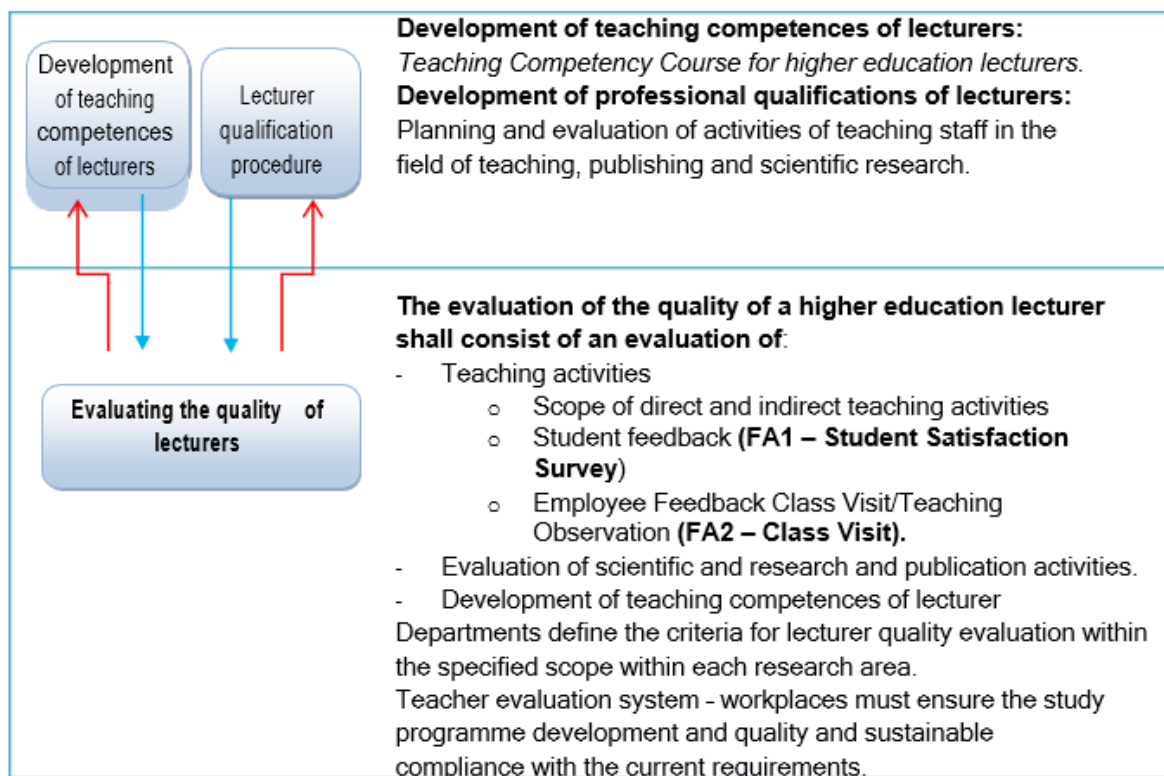
IS Standard 6 Lecturers

SP Standard 6 Study Programme Lecturers

1. The GMBS has developed a system (rules and requirements) for quality assurance of higher education lecturers, including their qualification progression, and for assessing the level of competence of all new lecturers in accordance with [PC 13 Staff Quality](#).
2. The GMBS provides opportunities for its teaching staff to further develop and improve their teaching skills through the Teaching Competency Course for higher education lecturers.
3. The GMBS has developed a mechanism for applying the results of lecturer evaluations by students and other teaching staff through the student feedback tool (LMS Study Programme Quality Survey), the Class Visit tool and in the New Lecturer Adaptation Program. The results form part of the regular evaluation of teaching staff.

The higher education lecturer quality assurance system includes procedures from recruitment, through adaptation, development and training, to the evaluation of the quality of lecturers, scientists and researchers.





The recruitment of lecturers is transparent, objective, and expertly guided, and is based on the existing requirements and criteria that are consistent with the mission and Long-Term Plan of the GMBS and the generally binding laws.

The selection of lecturers is open and allows for inter-institutional, inter-sectoral and international mobility.

The GMBS systematically ensures that it has such lecturers sufficient to deliver its study programmes, and whose qualifications, workload scheduling, level of creative activities, practical experience, teaching skills and transferable competencies enable it to achieve its educational outcomes, and whose numbers and staffing capacity are commensurate with the number of students.

The link between the learning and the creative activities of lecturers is being strengthened, with the focus of creative activities matching the learning outcomes and the level of outcomes of creative activities matching the level of the qualification framework of the conducted learning.

Persons supervising the final theses shall carry out the active creative activity or practical activity at a level corresponding to the degree of the study programme in the subject matter of the professional and thematic focus of the supervised theses.

Lecturers receive professional development and develop their professional, linguistic, pedagogical, digital skills and transferable competences

The assignment of lecturers to provide study programmes and learning activities; teaching of individual subjects of study and supervision of final theses is transparent, guaranteeing a level of qualification, competence, practical experience, focus and results of creative activities that is appropriate to the level and outcomes of learning and the thematic focus of the final theses.

The professional qualification of lecturers providing the study programme is higher than the qualification achieved by completing the study programme. This requirement may be waived in justified cases, such as in case of experts from practice and doctoral students.

Scheduling of the workload of lecturers enables the continuing development of the quality of the study programmes, providing teaching and other related educational activities, ensuring the evaluation of students, supervising and evaluating final theses, participating in the creative activities and other activities related to their professional development and the fulfilment of the mission of GMBS, to the extent and in proportions that correspond to the pool of working time and in relation to the size of their workload, and the nature of the position they hold.

For the purpose of evaluating the quality of teaching staff, the GMBS uses:

The procedure for planning and evaluating the activities of teaching staff is carried out on an annual basis in Employee Activity Plan in the field:

Teaching activities:

IA. Teaching

IB. Final Theses

IC. Other pedagogical activity

Research activities – plan

IIA. Publishing activities

IIB. Participation in conferences and symposia

IIC. Reviews and opinions of opponents different from the opposing of theses

IID. Projects

- Other creative activity
- Development of teaching competences of lecturers – planned and implemented activities
- Student feedback on the pedagogical provision of subjects (according to the LMS questionnaire).
- Lecturer feedback (teaching observation) on the pedagogical provision of the subject (according to the results of the teaching-observation activity).

In accordance with IS Standard 6 Lecturers, and SP Standard 6 Study Programme Lecturers, the level of competence of new lecturers is evaluated in the new lecturer adaptation process. The aim of the adaptation process is to ensure the quality of the teaching process during any change to its staffing and the continuous development of the study programmes. Every new teaching staff member participates in the adaptation process after the end of the recruitment procedure. The course of adaptation, its results and the subsequent evaluation of the lecturer's competence are evaluated by the tutor in the Lecturer Adaptation Programme ([F PC 13/02-01](#)).

The head of the Office of Economic and Personnel Activities plans and evaluates the effectiveness of the training of administrative staff in F PC13/03-01 Administrative Staff Training Plan. Each training participant submits a training report in [F PC13/04-01](#) Training Evaluation.

7.1.3 Infrastructure

1. The GMBS regularly evaluates the provision of the material, technical and information resources to support student learning in its study disciplines (library, LMS, VLE, etc.).
2. The GMBS encourages collaboration with extracurricular third parties for the provision of physical and human resources to support student learning appropriate to the needs of the study programmes.

The sub-processes, procedures and responsibilities for the material, technical and information provision (infrastructure) of education and research are defined in the [PC 12 Material and Technical Provision \(MTP\) of Education](#). Through the Study Programme Assessment System, it regularly evaluates the quality of the educational infrastructure and identifies needs for its development.

The sub-processes of material, technical and information provision for GMBS education are illustrated in Figure 4.

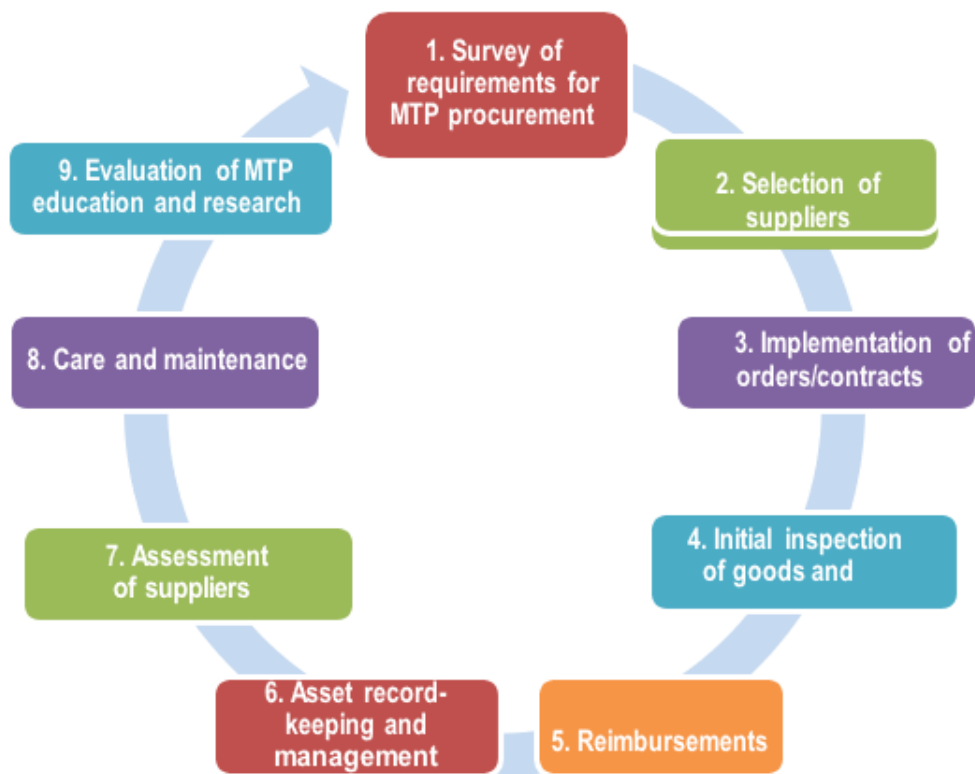


Figure 4: MTP education sub-processes

The GMBS provides students with access to essential study literature and library and information services through the school's electronic academic library

Development of own study literature is described in [PC 03 – 01 – Editorial and Publishing Activities](#).

7.1.4 Environment for the implementation of processes

The GMBS provides, secures and maintains the designated environment necessary to implement processes and achieve service compliance with requirements. It is achieved by a combination of human and physical factors, which are:

- Social factors (non-discriminatory, peaceful and non-confrontational environment);
- Psychological factors (calm environment, aesthetically harmonizing environment);
- Physical factors (adequate hygiene, temperature, lighting, noise and humidity).

7.1.5 Knowledge of the Organization

The GMBS has the identified knowledge required to implement the processes and to ensure that the services meet the requirements of the stakeholders. This knowledge is maintained and accessible. In doing so, it uses:

- Internal resources (internal regulations, intellectual property, staff knowledge, lessons learned from failures and successes, lessons learned from undocumented knowledge, results of process and service improvements);
- External sources (higher education law, standards, scientific institutions, domestic and foreign higher education institutions and universities, information obtained from scientific research and benchmarking).

Information is shared to the extent necessary, which is ensured by the exchange of information and experience (meetings; meetings of the Academic Council, Quality Board, Academic Senate, Scientific Council and Rector's College; departmental meetings).

7.2 Staff qualification

The GMBS has determined:

- The necessary qualifications of staff managed by the organisation and who carry out activities affecting the performance and effectiveness of the quality management system.
- It assesses qualification upon:
- Appropriate education (evidenced by a diploma, certificate);
- Practical experience;
- Where necessary, takes measures to obtain the required qualifications and, where possible, evaluates the effectiveness of these measures;
- Keeps appropriate records as evidence of compliance with the qualification requirements.

7.3 Awareness

The GMBS ensures that the staff it manages know:

- Quality Policy;
- Relevant quality objectives;
- Their contribution to the effectiveness of the quality management system, including the benefits of improving their performance;

- Consequences of failure to comply with the requirements of the quality management system.

Awareness is ensured by internal communication (meetings; meetings of the academic community, Academic Senate, Scientific Council, Rector's Collegium; meetings of the departments) and by publishing information.

7.4 Communication

In accordance with the requirements of applicable legislation and its own requirements for the effective management of GMBS processes, the management of GMBS has established durable and controlled communication channels and processes for the exchange of information, knowledge and joint decision-making.

7.4.1 Meeting of the Academic Community

The academic community of GMBS consists of higher education lecturers and researchers (the staff part of the academic community) and students (the student part of the academic community). The meeting of the academic community shall be convened by the Chairman of the Academic Senate.

The GMBS management informs the academic community about the policy, objectives and procedures of the GMBS Internal Quality Management System and the results of the assessment of the quality of education provided in the accredited study programmes.

7.4.2 Meetings of the Academic Senate

The GMBS AS shall meet in regular sessions at the times specified in the Schedule of Meetings and at least once per semester. An extraordinary meeting of the GMBS AS shall be convened by the Chairman of the GMBS AS within fourteen (14) days in the following cases:

- If requested in writing by the Rector or, on his/her behalf, by the Vice-Rector or the Managing director;
- If requested in writing by at least 1/3 of the members of the GMBS AS;
- If requested in writing by at least 1/3 of the academic community of the GMBS.

The approval of an absolute majority of the members of the Academic Senate present is required for the adoption of a valid resolution of the Academic Senate. The Academic Senate decides by public vote. In the event of a tie vote, the Academic Senate Chairman shall have a casting vote. Minutes of the meetings of the Academic Senate shall be drawn up and signed by the Chairman of the Academic Senate.

In addition to the responsibilities of the Academic Senate as defined in the GMBS Statutes, the Academic Senate discusses the results of the quality assessment of the study programmes and proposals for measures to change the study programmes.

Procedures and responsibilities related to the deliberations of the Academic Senate are set out in the [GMBS Academic Senate Rules of Procedure](#). The competencies of the Academic Senate are defined in the [GMBS Statutes](#).

7.4.3 Meetings of the Scientific Council

The GMBS Scientific Council usually meets twice a year. The procedures and responsibilities related to the deliberations of the Scientific Council are laid down in the [Rules of Procedure of the GMBS](#)

Scientific Council. The basic competences of the Scientific Council in the field of quality assurance include the approval of a draft study programme, approval of experts who have the right to examine, approval of supervisors for doctoral studies, and the approval of members of programme committees.

7.4.4 The Rector's Collegium

The Rector's Collegium is a permanent advisory body to the Rector. As part of the Collegium meeting, the GMBS ensures that, as part of raising awareness, members are informed of changes to the IQMS and measures to improve the Quality System. At least once a year, the content of the Collegium is to review the Quality Management System by management.

7.4.5 Departmental Meeting

As a rule, the Rector convenes a departmental meeting twice a year. A regular agenda item of the meeting is the discussion of the results of the monitoring and evaluation of the quality of education addressing the following matters:

- Results of student/graduate/employer feedback.
- Results of teaching observation activity.
- Science and research results.
- Staff quality assessment
- Study programme evaluation.
- Results of Internal Audits.
- Evaluation of corrective and preventive action.
- Achievement of quality objectives and proposal of workplace objectives for the next period.

Responsibilities for the use and protection of information technology and procedures for the use of e-mail are defined in the relevant school directives.

The responsibilities and the way of obtaining and transmitting the input and output information necessary for the implementation of individual processes are defined in the relevant Chapters of the Manual, related Process Cards and internal organisational standards.

7.5 Management of Documents and Records

The information documented by the GMBS is a set of all internal documents (e.g., directives, regulations, manuals, methodical guidelines, orders and records) and **external documents** (e.g., laws, decrees, regulations) in a paper or electronic form in the following structure.

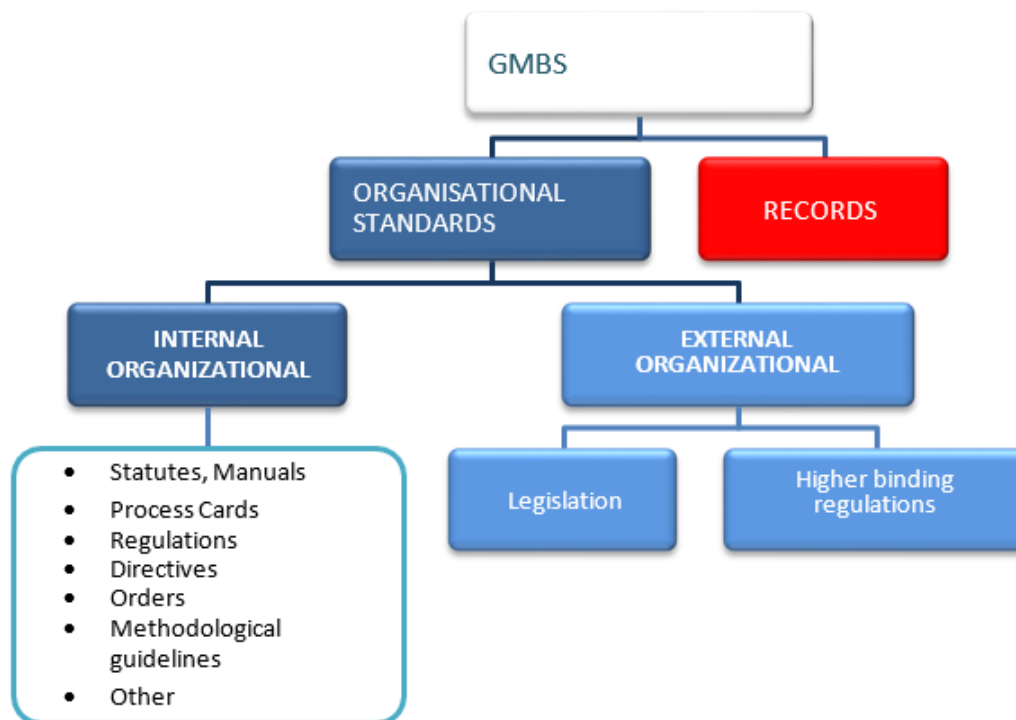


Figure 2: Structure of the GMBS documentation

The detailed process of the management of documentation and the internal and external organisational standards of GMBS is set out in [Process Card 14 Documentation and Records Management](#). The Process Card details the responsibilities and procedures for school staff in creating, commenting on, approving, distributing, and communicating documentation to GMBS staff.

An **internal organizational standard** is a standard that is created within the GMBS system. It is proposed, processed, commented on, validated, approved, and revised by the GMBS staff responsible, or by persons authorized by the GMBS staff responsible or by such other persons authorized by the GMBS staff responsible. The internal organizational standard is binding for all components of the system and selected organisational units.

External organizational standard - A standard that is proposed, developed, commented on, validated, approved, revised outside the GMBS system, but is binding on all components of the GMBS system, or the selected organizational units of the GMBS. As a rule, these are legislative standards and regulations at the national or supranational levels, which the school is obliged to integrate into the internal system.

Record - A document containing the results achieved by the process described or providing evidence of the activity carried out. The procedure for the creation and circulation of records shall be in accordance with the established organisational standards. The type of record and its content, formal arrangement and circulation in the system shall be laid down in the related organisational standard. If the record is a completed form (form/template) or an electronic form, it must be marked in accordance with the rules for marking internal documentation.

Forms – Templates ensuring that uniform systemic data collection and circulation are put into effect as part of an internal and external organisational standard.

The management of external documentation, specifically of legislative standards, is the responsibility of the respective process owner. The standard-to-process relationship is defined directly in Process Card at Point 6. Related documentation. The process owner is responsible for implementing changes to the process in accordance with applicable legislation to ensure continued compliance of the GMBS system with applicable legislation.

Records management, i.e., the management of post-validity documents and records of GMBS activities and the compliance of these activities with the documented procedures in force at the time of their creation includes the recording, preservation, protection, and disposal of records. The detailed procedure for records management is laid down in [Internal Regulation on the use of the system for the management of the Registry](#).

The GMBS maintains the documented procedures to ensure effective process implementation and management and records to provide evidence that processes were carried out as planned.

8. Chapter: Implementation of Services

IS Standard 3 Creation, Modification and Approval of Study Programmes IS Standard 4 Student-Centred Learning, Teaching and Assessment

IS Standard 5 Admissions Procedure, Course of Study, Recognition of Education and Award of Academic Degrees

IS Standard 9 Disclosure of Information

SP Standard 2 New Draft Study Programme and Proposal for Modification of a Study Programme SP Standard 3 Approval of a Study Programme

SP Standard 4 Student-Centred Learning, Teaching and Assessment SP Standard 5 Admission Procedure, Course of Study, Acknowledgement of Education and Award of Degrees

SP Standard 7 GMBS Creative Activity

SP Standard 10 Disclosure of Information about a Study Programme

8.1 Planning and Management of Service Delivery

In the field of quality assurance in higher education, the GMBS provides the following service implementation processes:

8.1.1 Learning Process

IS Standard 3 Creation, Modification and Approval of Study Programmes IS Standard 4 Student-Centred Learning, Teaching and Assessment

IS Standard 5 Admissions Procedure, Course of Study, Recognition of Education and Award of Academic Degrees

SP Standard 2 New Draft Study Programmes and Proposals for Modification of Study Programmes SP Standard 3 Approval of Study Programmes

SP Standard 4 Student-Centred Learning, Teaching and Assessment SP Standard 5 Admission Procedure, Course of Study, Acknowledgement of Education and Award of Degrees

The GMBS uses the following procedures in the field of quality assurance in higher education.

1. *The GMBS has developed an effective system for the development, approval, monitoring and periodic evaluation of study programmes (detailed procedures are set out in [PC 01 Education](#)).*
2. *The GMBS has developed formal procedures and a timetable for the periodic evaluation (internal and external) of individual modules and study programmes in terms of objectives and expected learning outcomes.*
3. *The GMBS enables the participation of students, employer representatives and other relevant organisations in the design, approval, monitoring and evaluation of study programmes.*
4. *The GMBS ensures that its virtual learning environment (VLE) is designed to provide ergonomic, accessible and user-friendly spaces that support both autonomous and group learning. The digital infrastructure enables:*
 - *Ergonomic learning experiences through intuitive navigation, clear content structuring, and compatibility with various devices (PCs, tablets, smartphones).*
 - *Autonomous learning via 24/7 access to asynchronous course materials, self-paced modules, and personalized study resources.*
 - *Collaborative learning through integrated tools such as discussion forums, breakout rooms, shared workspaces, and group project environments embedded in the learning management system (LMS).*
 - *The internal system policies, structures and processes are designed to ensure that the recognition of ECTS, qualifications, periods and parts of studies, prior learning, including non-formal and informal learning, is transparent, consistent and reliable, and is in line with the general binding rules and principles of the Convention on the Recognition of Qualifications in Higher Education in the European Region, so as to promote student mobility. The detailed procedure is set out in the document [Recognition of Prior Learning and Credit Transfer Policy and Procedure](#).*

In connection with the **creation, modification and approval of study programmes**:

The GMBS has formalized structures and processes for creating, modifying and approving study programmes. The powers, authority and responsibility of the various structures, staff and other stakeholders for ensuring the quality of the study programme are set out.

Policies, structures and processes for creating, modifying and approving study programmes ensure:

- Involvement of students, employers and other relevant stakeholders,
- Transparent, fair, professionally informed, objective and independent assessment and approval of the Study Programme, avoiding any conflicts of interest and possible bias;

- Compliance of the Study Programme with the standards for the Study Programme;
- That study programmes have a clearly specified and communicated qualification acquired through successful completion of the programme, the level of which corresponds to the requirements of the relevant level of the qualification framework;
- That the content and level of the qualification meets the sector-specific expectations of employers and other external stakeholders;
- That the study programmes have a clearly specified graduate profile and, within this framework, clearly defined and communicated learning objectives and learning outcomes that are verifiable and relevant to the mission of the GMBS, the relevant level of the qualification framework and the field of knowledge according to the relevant discipline of study or combination of disciplines of study in which their graduates will obtain their higher education qualification;
- That there is a clear link between education and creative activities in the study programmes, with the level and focus of creative activities corresponding to the level of higher education and the learning outcomes;
- That study programmes provide students with transferable competences that influence students' personal development and can be used in their future careers and lives as active citizens in democratic societies.

In the context of **student-centred learning, teaching and assessment**, the policies, structures and processes of the GMBS internal system ensure that:

- An active role, autonomy, creativity and independence for students in their education and learning is encouraged in the delivery of the study programme and this approach is reflected in the assessment of students;
- The diversity of students and their needs is respected in the implementation of the study programmes, and flexibility in study trajectories is allowed, also with regard to the possibility of reconciling work/family life with study;
- A range of pedagogical methods, forms and concepts, and assessment methods are used flexibly in the implementation of study programmes and their application is regularly evaluated and improved;
- Students are provided with appropriate guidance and support from lecturers and mutual respect in the student-lecturer relationship is fostered,
- Examiners are thoroughly familiar with the existing methods of verifying the achievement of learning outcomes, methods of testing, examining and assessing student performance, and are supported by GMBS to further develop their knowledge and skills in this area.
- The criteria, methods and deadlines for assessment and grading are known in advance and easily accessible to students.
- Assessment enables students to demonstrate the extent and level to which they have achieved the expected learning outcomes, and provides feedback to students which can be combined with recommendations and guidance on the learning process, where necessary.

- Assessment is consistent and fairly applied to all students, carried out in accordance with pre-agreed procedures, and producing reliable conclusions that do not lead to unjustified differences in similar cases.
- Assessment takes due account of the circumstances of students with specific needs;
- Where circumstances permit, student assessment is carried out by more than one assessor;
- Students have remedies against the results of the assessment and the fair treatment of those seeking a remedy is guaranteed.

In relation to **admissions, study progression, study recognition and the award of degrees,** the policies, the GMBS internal system structures and processes ensure that:

- Consistent rules are in place, applied, published and easily accessible for all stages of the student's learning cycle, in particular for the admission procedure, progression and assessment, study recognition, graduation, the award of degrees and the issuance of diplomas and other evidence of learning;
- The offer for applicants is published in advance; it provides objective and complete information on study programmes, admission requirements and criteria, and other conditions of study;
- The admission procedure is fair, transparent and reliable and the selection of applicants is based on appropriate methods of assessing their suitability for study, while the conditions framing the admission procedure are inclusive with equal opportunities guaranteed to every applicant who demonstrates the necessary prerequisites for graduation.
- Support measures are provided and an environment is created to equalise opportunities to study at the GMBS for students with specific needs and students from disadvantaged backgrounds;
- The qualitative level of the defended final theses corresponds to their grade, requires an appropriate level of creative activities; plagiarism and other academic fraud are effectively detected and adequately sanctioned;
- The recognition of higher education qualifications, periods and parts of studies, prior learning, including non-formal and informal learning, is transparent, consistent and reliable and is in line with the general binding rules and principles of the Convention on the Recognition of Qualifications concerning Higher Education in the European Region, so as to promote student mobility;
- The higher education institution awards graduates with the appropriate academic degree and issues a diploma and other evidence of education that states and characterises the qualification obtained, including the learning outcomes achieved, and the context, level and content of successfully completed studies.

The procedures for the creation, approval, monitoring and regular evaluation of study programmes are defined and described in the internal organisational standard [PC 01 Education](#). PC 01 Education describes in detail the education process and its sub-processes (Figure 5), the responsibilities of staff and the documents and records related to the planning, management and evaluation of the education process in the accredited study programmes.

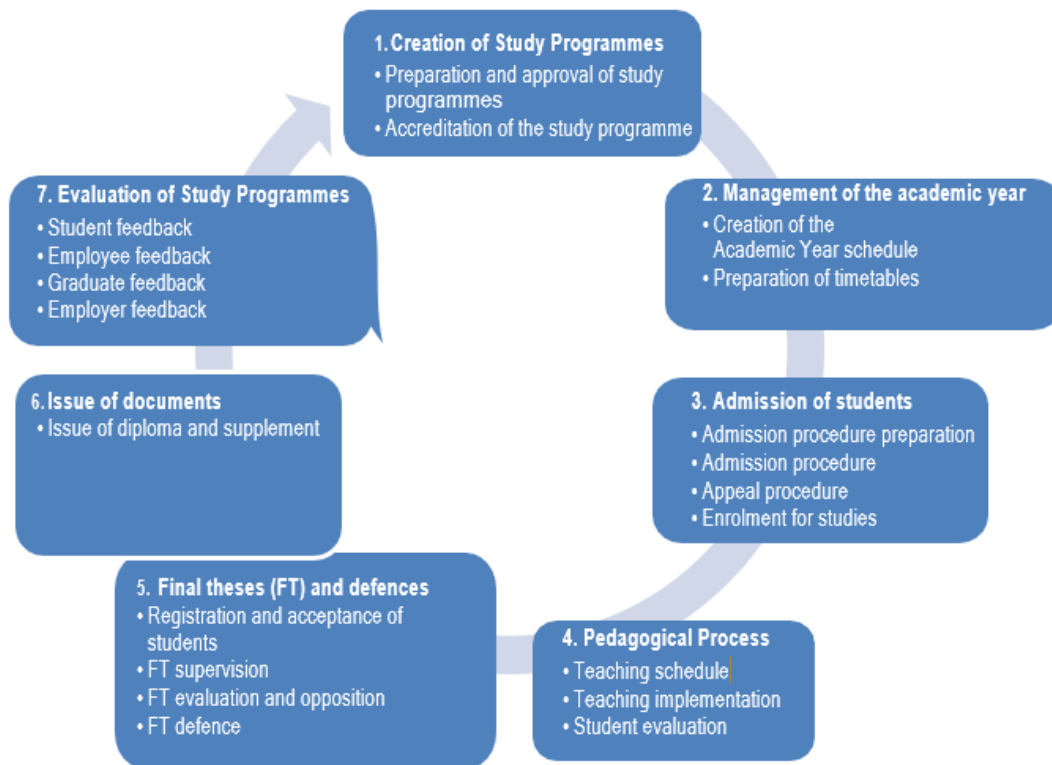


Figure 5: Sub-processes of the GMBS Education process

The GMBS management sets out detailed procedures for the creation, approval, monitoring and periodic evaluation of study programmes in the form of internal organisational standards:

[PC 01 Education](#)

[GMBS Statutes](#)

[GMBS Internal Quality Management System Manual](#)

[GMBS Study Regulations](#)

[GMBS Disciplinary Regulations for students](#)

[Rules for Final Thesis Processing](#)

[Rules for Final Thesis Supervisor Approval](#)

[GMBS Complaints Handling Policy](#)

The objectives of the study programme are defined and monitored through the **quality indicators of the study programme.**

Quality of the Study Programme	<ul style="list-style-type: none"> → Attractiveness of the study programme - number of applicants, students, graduates. → Applicability of Graduates → Evaluation of employer feedback → Number of supervised <u>theses/number</u> of final thesis supervisors 	Evaluation annually
Evaluation of subjects	<ul style="list-style-type: none"> → Success Rate → Evaluation of student feedback - results for subject content; organization of education; forms of education; staffing, study literature; spatial, material, technical and information support of the study programme → Evaluation by teaching observation - content of the subject, organization of education; forms of education; staffing, study literature; spatial, material, technical and information support the study programme 	Semester Evaluation

The GMBS management has established a formal and effective system of study programme evaluation with an annual frequency; it sets the timetable for evaluation, and establishes objectives for further improvement of the quality of the study programmes, using the internal and external sources of evaluation (Chapter 7.2.3).

Involvement of students and other stakeholders in the internal system

The GMBS management has developed procedures for student involvement in education quality assurance activities.

- The student part of the Academic Senate participates in GMBS decision-making processes and study programme approval.
- The student representatives appointed by the student part of the GMBS Academic Council are invited to the GMBS Scientific Council meeting on draft study programmes.

The GMBS regularly facilitates the participation of students, employer representatives and other relevant organisations in the monitoring and evaluation of study programmes through feedback from students, graduates and prospective employers.

Students express their opinions on the quality of the content, organisation and forms of education, material provision of subjects, pedagogical provision and quality of the lecturer, study literature in the form of anonymous questionnaires. Students have the opportunity to make suggestions and recommendations in open questions to improve their learning and the content of the study programmes.

The school uses a questionnaire survey to find out the opinions of employers and professional organisations on the quality of the study programme. Organisations give their views in the form of an evaluation of their own experience with the study programme graduate.

Sponsors of study programmes ascertain the requirements for the content of study programmes and the desired profile of graduates through personal interviews with representatives of professional unions and associations.

Student Evaluation

1. *The GMBS has developed transparent and publicly available **student evaluation criteria and policies** that support the achievement of educational goals and expected learning outcomes. The rules for student evaluation are part of Article 17 and 18 of GMBS [Study Regulations](#). The criteria and evaluation procedures for the subject are included in the information sheet for each subject*
2. *The GMBS has developed and implemented an effective, clear and consistent policy for the selection, **processes, powers and responsibilities of the members of the examination and evaluation boards**.*
 - *Rules for selection, processes and powers of members **of examination boards** is laid down by Article 21 GMBS [Study Regulations](#) and [PC 01 Education](#).*
 - *Rules for selection, processes and powers of members **of admission committees** are laid down in PC 01 Education.*
 - *Rules for selection, processes and powers of members **of disciplinary boards** are set out in Article 21 of the GMBS [Study Regulations](#).*
3. *The GMBS regularly evaluates:*
 - **The success rate of the higher education provided;**
 - *The GMBS student and teacher mobility programmes;*
 - *Involving students in other GMBS activities.*

8.1.2 Process of Science and Research

SP Standard 7 GMBS Creative Activity

The GMBS management defines **the objectives in the field of scientific and research activities**, and plans and manages the process of scientific and research activities through the professional departments.

The GMBS management plans and monitors the transfer of its own original outputs of scientific research activities into the educational process and study programmes. The above relationship is supported by the results of the GMBS educational, research, and development activities.

In connection with **creative activities**, the GMBS observes the following:

1. Lecturers demonstrate the results of the creative activities in which the study programme is carried out at the required level, depending on its level:
 - At least at an internationally significant level, if it is an advanced postgraduate-degree programme of study;

- At least at an internationally recognised level, if it is a postgraduate-degree study programme or a study programme combining an undergraduate and a postgraduate degree;
- At least at a nationally recognised level, if it is an undergraduate-degree study programme.

The area of science and research is managed, planned, monitored and evaluated by **the Vice-Rector for Science, Research and Education** in cooperation with the heads of departments.

The Vice-Rector for Science, Research and Education elaborates the Concept of Development of Science and Research of GMBS. The Concept is approved by the GMBS Scientific Council. The Vice-Rector for Science, Research and Education plans and delivers the science and research support tools in collaboration with the GMBS management. For the promotion of science and research, the Vice-Rector manages the database of scientific and research projects and plans.

The Vice-Rector also plans and organises GMBS professional and scientific events and develops national and international GMBS cooperation in the field of science and research.

Heads of departments manage the involvement of members in scientific and research activities according to the stated research areas so as to ensure sufficient scientific and research performance in the workplace.

The GMBS management has established criteria for the evaluation of scientific and research activities by a special regulation. Upon the individual evaluation of employees, the heads of departments, in cooperation with the Vice-Rector for Science, Research and Education, will prepare the Evaluation of Scientific Research Activities according to the research areas in the workplace (PC 02_7-0, Form D, Evaluation of Scientific Research Activities) as a basis for the evaluation of the Study Programmes.

The Vice-Rector for Science, Research and Education evaluates performance in a given area of science and research according to the **Environment** attribute (indicator A, D, E), **the Outputs attribute** (indicator B), **and the Awards attribute** (indicator C, G) in a given area of research.

8.1.3 Process of Editorial and Publishing Activities

SP Standard 7 GMBS Creative Activity

In the process of Editorial and Publishing Activities, the GMBS follows the rules in relation to **creative activities** as set out in Sub-Chapter 7.1.2.

The editorial activities of the GMBS are provided by the GMBS Rectorate. Coordination of the GMBS editorial activities is carried out by the GMBS Editorial Board through the GMBS Editorial Plan. The Editorial Board is responsible for the professional quality of book publications, approves reviewers and appoints scientific/expert editors for publications in the defined categories – editorial series:

- Scientific monographs
- Higher education textbooks
- Professional book publications (professional monographs)
- Scripts
- Periodicals

- Special-purpose publications.

The author (or head of the author's team) submits a request for inclusion of a title in the Editorial Plan for the following calendar year through the head of department. In the case of titles published according to the Editorial Plan, the GMBS guarantees the payment of the costs of printing the work, the review of the draft and a pre-agreed royalty.

The GMBS manages the professional quality of the publications published according to the Editorial Plan. Each published work must be peer-reviewed by at least two independent reviewers, at least one of whom must be from outside GMBS. Eminent individuals in the relevant discipline with a scientific and pedagogical rank usually higher or equal to that of the author(s) are proposed as reviewers. One reviewer of a professional book publication can be an eminent expert from practice.

The GMBS as a publisher of publications, and in cooperation with its printing contractor, ensures the assignment of ISBN or ISSN numbers according to special regulations.

8.2 Service Requirements

8.2.1 Communication with the Customer

IS Standard 9 Disclosure of Information

SP Standard 10 Disclosure of Information about the Study Programme

1. *The GMBS regularly **publishes** up-to-date information on the study programmes offered and learning outcomes on **the school website**.*
2. *The published information includes the results of the evaluation of the quality of the study programmes and the effectiveness of the GMBS Internal Quality Management System in the scope of the Internal System Review by management (according to Chapter 8.3) **and quantitative and qualitative information on graduates of study programmes**.*

In relation to **information disclosure**, the GMBS Internal System policies, structures and processes ensure that:

- Clear, accurate, adequate and up-to-date quantity of quality information is published on the study programmes and their graduates, as well as other related activities in accordance with the mission of the GMBS that is relevant to prospective students, students, staff, employers and other external stakeholders and the general public;
- That up-to-date information on the implementation and functioning of the Internal System is published;
- The information on study programmes is published in all the languages of their delivery;
- The information published is easily accessible, including for people with disabilities.

The GMBS publishes, easily accessible and clearly structured information about the study programme, in particular its learning objectives and outcomes, the requirements for applicants, how they are selected and the recommended personal qualities, the level of the National Qualifications Framework, the academic degree awarded, teaching and learning rules, conditions of graduation, evaluation procedures and criteria, programme resources, success rates, student learning

opportunities, ECTS, as well as information on the professions that successful graduates can pursue and on the employability of graduates of the study programme. This information is easily accessible to students, their supporters, prospective students, graduates, other stakeholders and the general public in all languages, in which the study programmes are delivered. The way information is made available also takes into account the needs of applicants and students with specific needs.

8.2.2 Determination of Customer Requirements for Services

In determining the requirements for the services offered to customers, the GMBS shall be based on:

1. Service requirements arising from:
 - Applicable legislative and other binding requirements;
 - Requirements identified from feedback tools (from students, graduates, their employers, other schools);
2. Capabilities it is able to provide within the declared services.

8.2.3 Review of Service Requirements

The GMBS management has established a formal and effective **system of annual study programme evaluation**; it sets the timetable for evaluation, and establishes objectives for further improvement of the quality of the study programmes, using internal and external sources of evaluation. The system of quality evaluation of study programmes is planned and managed by the Vice-Rector for Quality, Accreditation and Development.

The evaluation of the study programme consists of:

- Subject evaluations based on learning outcomes, teaching-observation activities and student feedback (blue phase);
- Employer feedback evaluations (orange phase)
- Success evaluations and graduate feedback (green phase)
- Evaluations of scientific and research activities in the relevant scientific field in the workplace (yellow phase).

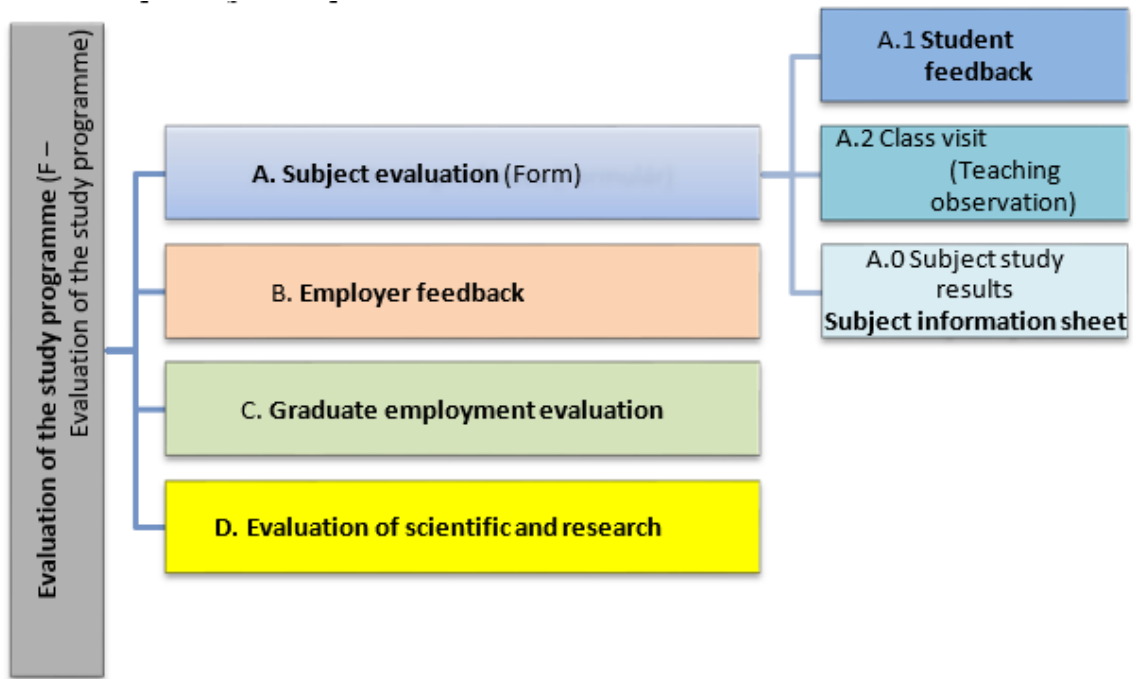


Figure 6: System of evaluation of study programmes |

In planning and managing the implementation of the service, the GMBS takes into account measures to deal with risks and opportunities (Chapter 6), manages planned changes, reviews the effects of accidental changes and takes measures to mitigate their negative consequences, and ensures the management of outsourced processes. In communicating with a customer, the GMBS uses the collection and analysis of information, which is implemented through interlinked evaluation tools (Chapter 8).

8.2.4 Changes to Service Requirements

In the event of a change in service requirements, the GMBS arranges for changes and the briefing of relevant staff.

8.3 Management of Outsourced Processes and Services

The GMBS outsources activities related to:

- Management of the personnel agenda and communication with insurance companies;
- Payroll processing;
- Accounting;
- ICT administration.

The control of these outsourced activities is the responsibility of the GMBS Managing Director.

9. Chapter: PERFORMANCE EVALUATION

IS Standard 8 Information Collection and Processing

IS Standard 10 Continuous monitoring, periodic evaluation and periodic approval of study programmes

SP Standard 9 Collection and processing of information on study programmes SP Standard 11 Ongoing monitoring, periodic evaluation and periodic approval of study programmes

1. *The GMBS has effective systems in place to collect, analyse and use the information needed to effectively deliver its study programmes.*
2. *The GMBS has created an information system to collect data on the quality, success and profile of students, student performance and results, and graduate employment in the labour market.*

In relation to the **collection and processing of information**, the policies, structures and processes of the GMBS internal system ensure (by the date of alignment of the internal system with the Standards) that:

- Information is systematically collected, processed, analysed and evaluated, used in the effective strategic, tactical and operational management of the implementation and development of the GMBS study programmes, and creative activities and other related activities;
- The GMBS has set up and systematically monitors a set of indicators, through which it evaluates, in particular, the characteristics of the profile of applicants and student population; success rates and other characteristics in the admissions procedure; the success rates and reasons for failure in its study programmes; rates of proper completion of study programmes; the degree of satisfaction of students with the delivery of study programmes; the availability of resources needed for study; the degree of employability of graduates of study programmes; the degree of satisfaction of employers and other external stakeholders with the quality of graduates of study programmes; the characteristics of the profile of lecturers and other staff; the results of creative activities and the extent to which they are linked to education, and the degree of internationalisation of the activities of GMBS;
- All stakeholders are involved in the collection and processing of information.

The GMBS collects, analyses and uses relevant information to effectively manage its study programmes and other activities.

Effective collection and analysis of information about study programmes and other activities feeds into the evaluation of each Study Programme and the design of any modifications thereto.

In the case of a Study Programme, this refers to key indicators of education and learning, characteristics of candidates and students, student progression, their success rate and withdrawal from studies, student satisfaction, graduate employability, graduate and employer views, information on resources and student support.

Appropriate tools and methods are used to collect and process information about study programmes. Students, lecturers, employers and other study programme stakeholders are involved in the collection, analysis and follow-up of information on measures undertaken.

In the context of the **ongoing monitoring, periodic evaluation and periodic approval of the study programmes**, the policies, structures and processes of the GMBS Internal System ensure that:

- Study programmes are continuously monitored, periodically evaluated and periodically approved, while employers, students and other stakeholders are involved in the Internal System;
- The GMBS makes sure that the implementation of study programs, student evaluation and achieved educational results are in accordance with the latest knowledge, technological possibilities, societal needs, the needs of students and the expectations of employers and other external stakeholders, and the higher education institution creates a supportive and effective learning environment for students;
- The higher education institution shall ensure that it has adequate spatial, personnel, material, technical, infrastructure-related, information and financial resources to carry out its study programmes and other related activities;
- At least once a year, students have the opportunity to comment on the quality of the GMBS study programmes, lecturers, support services and environment. Feedback is provided to students on the results of the evaluations and the actions taken;
- Modifications to the study programmes resulting from their continuous monitoring and periodic evaluation are proposed with the participation of students, employers and other stakeholders;
- Study programmes are periodically approved within a period corresponding to their standard length of study.

The GMBS continuously monitors, regularly evaluates and modifies study programmes to ensure that they remain in line with the MFHEA standards and that the objectives and learning outcomes achieved are in accordance with the needs of students, employers and other stakeholders, that they are abreast of current knowledge and the current state of their application and the latest technological capabilities, and that the level of graduates, particularly through the learning outcomes achieved, meets the required level of the qualification framework.

The monitoring and evaluation of study programmes includes the collection of relevant feedback from programme stakeholders, who are also involved in the development of the methodology for its evaluation. At least once a year, students have the opportunity to comment on the quality of teaching and the lecturers of the Study Programme through an anonymous questionnaire.

The results of the feedback evaluation are fed into the adoption of improvement measures; students are guaranteed to be involved in the design thereof.

The results of the feedback evaluation and the actions taken and any planned or follow-up actions resulting from the study programme evaluation are communicated to stakeholders and made public.

9.1 Monitoring, Measurement, Analysis and Evaluation

9.1.1 Monitoring and Measurement

The system for collecting, analysing and evaluating information on the study programmes and related services provided with a view to continuous improvement consists of a set of integrated tools for monitoring and measuring the GMBS Internal System:

1. Process Monitoring
 - Measurement and analysis of the quality of study programmes and feedback from study participants
 - Measurement and analysis of scientific research activities.
 - Measurement and analysis of the quality and development of teaching staff.
2. Internal process and system audit
3. Supplier quality evaluation (*in accordance with PC 12 Material and technical provision of education*)
4. Evaluation of disagreements and complaints
5. Evaluation of corrective and preventive quality-related activities;
6. Evaluation of quality objectives and Quality Policy.

The evaluation of the study programme consists of (Chapter 8.2.3):

- Subject evaluations based on learning outcomes, teaching-observation activities and student feedback;
- Employer feedback evaluations;
- Graduate success rate evaluations and feedback;

The above analyses are part of the comprehensive GMBS Internal Quality Management System Review (under Chapter 8.3, Review of IQMS by Management). The procedure for measurement, analysis and improvement is set out in [PC 15 Improvement of IQMS](#).

9.1.2 Customer Satisfaction

The collection and analysis of information is carried out through the linked evaluation tools:

◇ **Form A: Subject Evaluation** – The subject Sponsor integrates and evaluates A.0, A.1, and A.2 outcomes into the subject evaluation.

◇ **Form A.0: Current Subject Information Sheet.** The lecturer, in collaboration with other

Study Department staff, attaches a current subject information sheet with the completion of the subject success rate.

◇ **Form A.1: Student Feedback Questionnaire.** The questionnaire is located in the LMS. Evaluation is provided by the subject Sponsor in cooperation with the Study Department.

◇ **Form A.2: Class Visit.** The Study Programme Sponsor decides on the application of the Class Visit tool in the Teaching Observation Schedule; all subjects in the study programme must be evaluated once every three (3) years. The study programme Sponsor determines the visiting and visited staff member and the approximate date of the visit.

◇ **Form B: Employer Feedback.** Form B is applied during Professional and Diploma practice, when a professionally qualified person from the inviting organization assesses the quality of education based

on direct experience with the student's knowledge and abilities in the given phase of education. At the same time, he/she expresses demands for the Study Programme innovation. Collection is provided by the lecturer, who evaluates the Professional Practice or Diploma Practice of the student. Collection is also provided by the dissertation thesis supervisor. The evaluation is provided by the study programme Sponsor.

◇ **Form C: Graduate Feedback Questionnaire.** The questionnaire is distributed by direct mail to the addresses of graduates. Evaluation is carried out by the Vice-Rector for Quality, Accreditation and Development on an annual basis.

◇ **Form D: Evaluation of Scientific and Research Activities.**

Processing is provided by the head of the department according to the research area in cooperation with the Vice-Rector for Science, Research and Education.

◇ **Form E: Evaluation of the Study Programme.** The Study Programme sponsor integrates and evaluates all A,B,C, & D results into a comprehensive evaluation of the Study Programme and proposes measures for further improvement of education in accordance with the criteria for accreditation of Study Programmes and the criteria of the IQMS.

9.1.3 Analysis and Evaluation

The GMBS analyses and evaluates appropriate data and information from monitoring and measurement. It uses the results of the analyses for evaluation of:

- The effectiveness of the implementation of plans and the achievement of objectives;
- Levels of customer satisfaction;
- Performance and effectiveness of the quality management system;
- Effectiveness of measures taken to address risks and opportunities;
- Need to improve the quality management system.

The results of the analyses are also used by GMBS to assess whether plans have been effectively implemented, and to evaluate the effectiveness of measures taken to manage risks and opportunities.

The analyses are part of the comprehensive Review of the GMBS Internal Quality Management System. The procedure for measurement, analysis and improvement is set out in [PC 15 Improvement of IQMS](#).

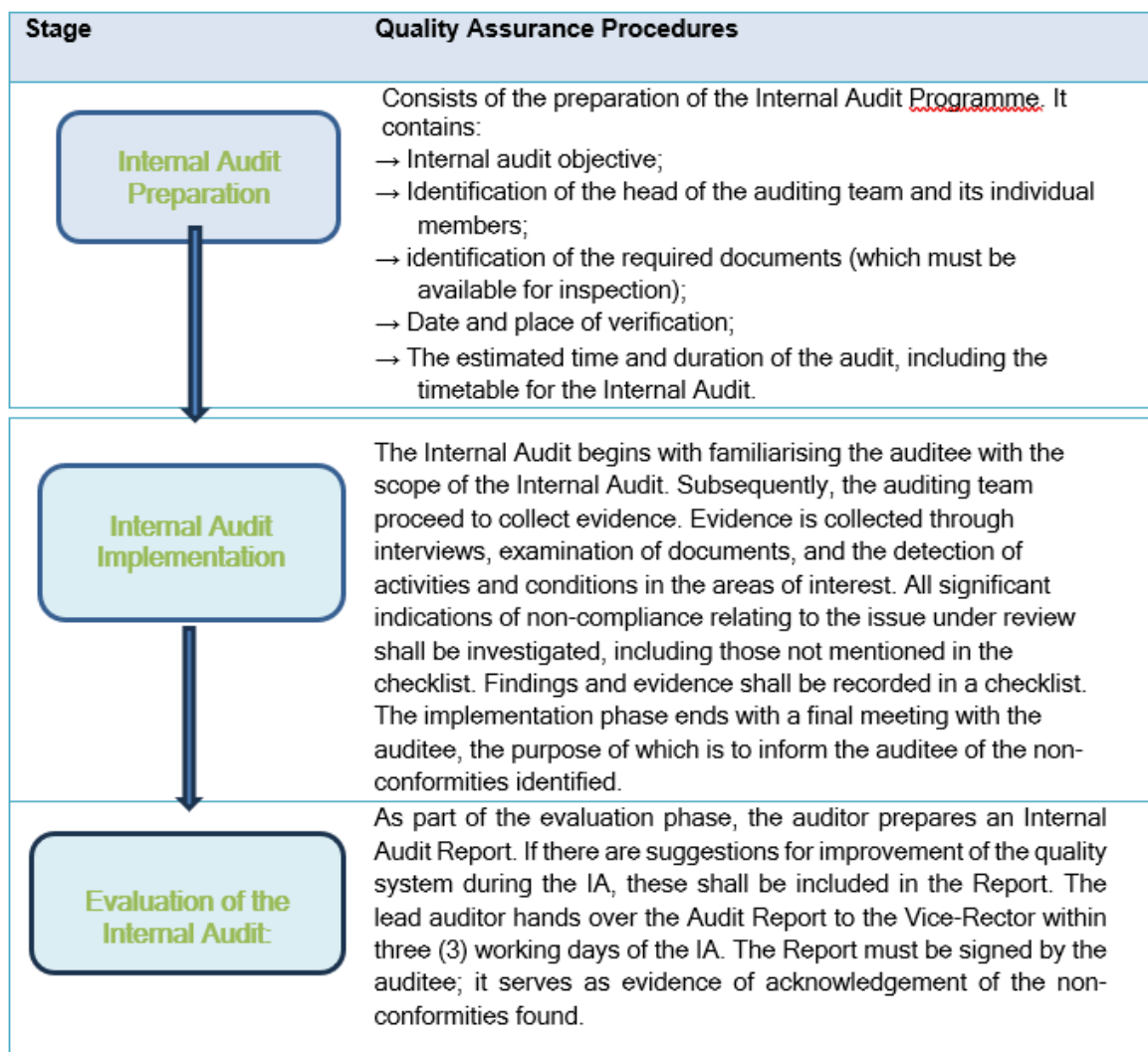
9.2 Internal Audits

The Internal Audit tool is a valuable tool for collecting information on the internal quality assurance system. The objective of the GMBS Internal Audit is to assess the level of compliance of the quality system processes and documentation with the requirements of the MFHEA in practice, to evaluate the effectiveness of the internal quality system, and to improve the quality system processes and its documented procedures.

The GMBS internal quality audits are conducted by trained auditors in accordance with the Internal Audit Plan. Reasons for unscheduled audits may include:

→ Occurrence of complaints; unsatisfactory results from the process;

- Substantial changes to the quality system or organisational structure;
- At an employee's suggestion, when gross violations of legislation, internal procedures or work duties are detected;
- The need to verify the elimination of non-conformities identified in previous Internal Audits;
- The need to verify the implementation and effectiveness of the corrective actions taken. The Internal Audit is carried out in three stages:



The evaluation of Internal Audits is part of the regular review function of the GMBS Internal Quality Management System.

9.3 Management Review of IQMS

The GMBS has developed effective procedures for implementing, using, monitoring and reviewing the GMBS quality assurance policies.

Procedures for implementing, using and monitoring the system are included in this Quality Manual. The monitoring and evaluation of the effectiveness of the quality system, including the validity of the school quality principles, shall be ascertained and evaluated as part of the IQMS review by the management. To review the quality system, the Vice-Rector for Quality, Accreditation and

Development, in collaboration with the process owners responsible, conduct an evaluation of the GMBS Internal Quality Management System to the following extent:

Evaluation of the Quality of Study Programmes and Feedback from Study Participants

The basis for the evaluation is the Study Programme Evaluation reports and related annexes, which the Study Programme Sponsor submits to the Vice-Rector for Quality, Accreditation and Development by 31 October.

Supporting documents are provided by the Vice-Rector for Science, Research and Education and the Study Programme Sponsors.

For individual study programmes, they must comply with F PC 01/8-0 Form: Study Programme evaluation, identified risks and gaps and proposed actions for improvement in scope:

- The implementation and effectiveness of the actions from the previous evaluation;
- The content of the Study Programme in relation to the objectives, the profile of the graduate and the content of the description of the field of study;
- Organization of teaching;
- Forms and methods of teaching;
- Spatial, material, technical and information provision for the study programme;
- Coverage of the Study Programme with the basic and recommended literature;
- Staffing of the Study Programme;
- Feedback from employers;
- Feedback from graduates.
- Evaluation of the scientific and research activities related to the research and innovation area of the study programme with regard to the outcomes of the scientific and research activities

Supporting documents are provided by the Vice-Rector for Science, Research and Education.

- Publication outputs, responses to outputs
- Scientific and research projects
- Awards
- Professional events

Evaluation of the quality and development of teaching staff

In accordance with the results of the evaluation of teaching staff, the Vice-Rector for Quality, Accreditation and Development evaluates:

- Qualification development of teaching staff
- Development of teaching competences of GMBS teaching staff
- Effectiveness of education

Supporting documents are provided by the head of the department.

Internal audit (IA) of processes and system – the course and content of the IA carried out in the previous period; the number and causes of unplanned Internal Audits; evaluation of the course of Internal Audits; results of Internal Audits; results of external audits.

Supporting evidence is provided by the designated GMBS Internal Auditors.

Supplier quality evaluation – suppliers are evaluated against supplier quality criteria for each commodity.

Supporting documents are provided by the Managing Director of GMBS

Evaluation of non-conformities and complaints and Internal Audit results

In the report, the Vice-Rector indicates the number of non-conformities and complaints identified, and their rating in terms of causes.

Effectiveness of corrective and preventive action

The number of corrective actions taken and implemented; number of effective and ineffective corrective actions taken and implemented; number of actions taken and implemented to deal with risks and opportunities; the number of effective and ineffective actions taken to manage risks and opportunities.

Process performance evaluation

The process performance evaluation assesses the extent to which process performance indicators are met. The report shows the overall percentage achievement of the indicators and the achievement of the indicators for each process.

Supporting information is provided by the process owner (if the indicator was not included in the previous points).

Review of the fulfilment of the objectives and policies of the GMBS Internal Quality Management System

Review of the fulfilment of the quality objectives for the past period includes the total number of fulfilled and unfulfilled objectives; in the case of the unfulfilled quality objectives, the reasons for non-fulfilment are given.

The evaluation of the Quality Policy includes a review of the relevance and appropriateness of the current Quality Policy and a proposal for its possible correction or a proposal for a new policy.

Changes that could affect the quality management system

The evaluation includes changes that could affect the main, managerial and ancillary processes.

Corrective actions and actions to treat risks and opportunities for the QMS improvement

The results of the evaluation are part of the Internal Quality Management System Management Review Report. The Vice-Rector submits the report to the GMBS Quality Board for consideration. The Quality Board discusses the report and measures to further improve the system. The system review by the Quality Board results in:

- Setting quality objectives for the next period.
- Possible correction of the Quality Policy.

- Proposal of corrective actions and measures to manage risks and opportunities related to problem areas as reported in the report on the functioning and effectiveness of the quality system.
- Identification of the resources needed to implement the objectives and actions for the next period.

The report of the review and the actions taken serve as a basis for the establishment of the GMBS plans for the following period. Findings made by management review are implemented in accordance with the Corrective Action and Preventive Action procedures.

10. Chapter: IMPROVEMENT

10.1 Miscellaneous

Each employee is obliged to ensure or contribute to the elimination of non-conformities (errors – non-compliance with the requirements of the provided services and internal processes).

The procedure for the removal of the non-conformity and the adoption of the Corrective Action shall always be proposed by the originator of the non-conformity. The relevant superior is required to follow up the non-compliance and propose corrective action to prevent future recurrence. The sources of non-conformances, types of records and the responsibilities for managing them are set out in [PC 15 Improvement of IQMS](#). The occurrence of non-conformities and their elimination are evaluated once a year within the IQMS Review.

The procedures and responsibilities for managing complaints are set out in the Directive [Complaints Handling Policy at GMBS](#).

10.2 Non-Compliance and Corrective Action

Corrective actions need to be carried out in such a way as to preclude reoccurrence or occurrence of non-conformities/deficiencies in accordance with the corrective and preventive action mechanism.

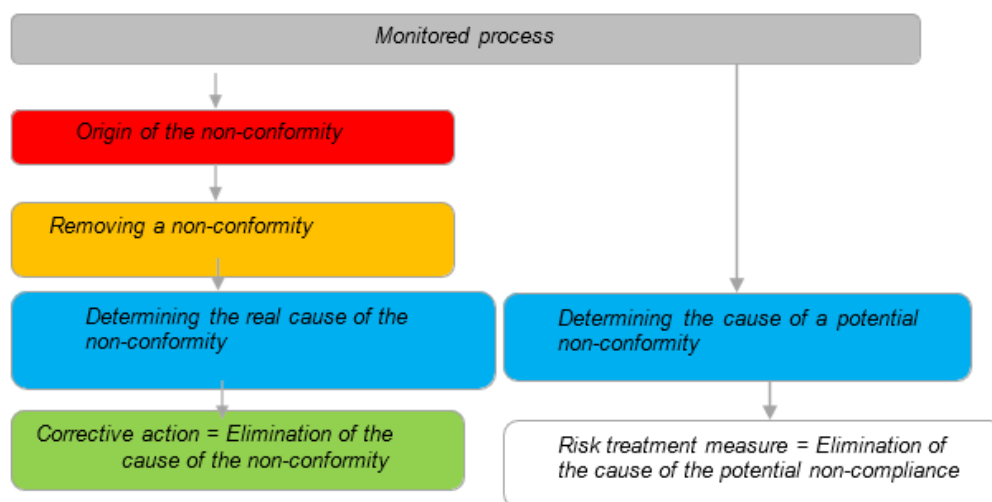


Figure 8: Mechanism for corrective and preventive action

The causes of any potential or existing non-conformity, defect or other undesirable situation must be addressed and eliminated. If any GMBS staff member has identified deficiencies that may result, or have resulted, in a non-conformity, error or other undesirable situation, he/she is required to immediately propose a corrective action (CA) or risk treatment measure.

Basic sources of suggestions for the GMBS corrective action:

Study Programme Evaluation and The Related:

- Student feedback
- Teaching observation
- Employer feedback
- Graduate feedback

The evaluation of study programmes, as proposed, presupposes the proposal of measures in the areas of Study Programme content, organisation of teaching, forms and methods of teaching, spatial, material, technical and information provision within the Study Programme, coverage of the Study Programme by basic and recommended literature, and the staffing of the Study Programme.

Evaluation of the Scientific and Research Activities and Transfer of Outputs to the Teaching process

Evaluation of the scientific and research activities, as proposed, implies the proposal of measures in the area of the structure of scientific and research staff for individual areas of science and research, outputs and publication activities, the quality and quantity of scientific and research projects, the mobility of scientific and research staff, and awards and participation in professional events.

Staff Quality Assessment

The evaluation of the quality of staff, as proposed, implies the proposal of measures in the field of the teaching activities of staff, qualification development of staff, **development of teaching competences of teaching staff.**

Internal Audit Outcomes

This implies the design of corrective actions concerning compliance of processes with requirements and process efficiency.

Results of Inspection Activities and Complaints

This presupposes a mandatory response to the complainant's issue or as the result of an internal check.

Input from Staff, Students and Other Stakeholders, Risk Analysis

Records of corrective actions and risk treatment measures are maintained on the GMBS/ portal in the Internal Quality Management System section.

At annual intervals, the Vice-Rector for Quality, Accreditation and Development evaluates the extent of corrective activities and their effectiveness as part of the report to the IQMS for review.

Annexes to the Quality Manual

Annex 1: [Organizational Structure](#)

Annex 2: [GMBS Quality Policy](#)

Annex 3: [External and internal factors, stakeholders and their requirements](#)