Malta Business School

Statement of Responsibility for Total Quality Management

Revision History			
Version Number	**Revision Date**	**Revised by**	**Summary of changes**
Version 0	06-02-2018	RBM	Set up of TQM statement.
Version 1	06-02-2021	CC	Review. No changes.
Version 2	08-10-2025	CC	Review. Slight updates

Malta Business School | The Penthouse | Sean Building | Psaila Street | Birkirkara BKR 9078| Malta
www.mbs.edu.mt |00356 21311326 |info@mbs.com.mt

Malta Business School
Statement of Responsibility for Total Quality Management

Preamble

The following document defines the responsibilities of **ALL** Malta Business School (MBS) employees in helping to promote the concept of Total Quality in their daily activities as well as in their activities which influence short, medium and long term actions and strategies in the execution of MBS business activities. This statement of responsibility policy document underpins MBS' commitment to academic excellence, continuous improvement and stakeholder satisfaction which is critical to the mission and long-term success of Malta Business School.

1. Introduction

At MBS, we recognise the fundamental responsibility to uphold the highest standards of transparency, accountability, and student-centred learning in all aspects of our operations. This commitment means providing clear, accurate, and timely information about programmes, policies, and decision-making processes, ensuring that students, staff, and all stakeholders can engage with and trust the actions of MBS. Accountability is embedded through robust governance, regular evaluation, and continuous improvement practices that align with ethical and professional standards. Above all, MBS places students at the heart of its mission, designing learning experiences, support services, and institutional policies that prioritise their needs, aspirations, and success, and empowering them to become active participants in their educational journey.

This document is aligned with the European Standard Guidelines in quality and with the National Quality Assurance frameworks issued by the Malta Further and Higher Education Authority (MFHEA).

Definition of Quality and Reliability

Malta Business School adopts the belief that Quality is defined as 'fitness for use'. MBS also believes that the primary entity which can define Fitness for Use and therefore Quality is the customer, within any guidelines set by contractual and regulatory requirements. Thus, fitness for use and therefore Quality, for MBS, is defined as the constant provision of the contracted service that the customer expects and within the applicable contractual and regulatory requirements. To this MBS adds also the concept of Reliability which is defined as Quality over time.

MBS is thus committed to providing Constant Quality over Time as defined above.

2. Quality Management Principles

The quality management approach at MBS is underpinned by a set of fundamental principles that ensure excellence, relevance, and integrity across all areas of the institution's operations. Transparency guides the open communication of policies, processes, and outcomes, enabling stakeholders to make informed decisions and fostering trust. Accountability ensures that all members of MBS are responsible for delivering high standards in teaching, learning, and governance, with clear mechanisms for evaluation and improvement. Inclusivity shapes the creation of equitable and supportive environments where diverse learners can thrive. Innovation drives the continuous enhancement of programmes, pedagogies, and services, ensuring they remain responsive to evolving industry needs and learner expectations. Integrity anchors all practices in ethical conduct, fairness, and academic rigor. Finally, a commitment to continuous improvement ensures that feedback, data, and reflective practice are systematically used to enhance quality and achieve sustainable institutional growth.

Malta Business School | The Penthouse | Sean Building | Psaila Street | Birkirkara BKR 9078| Malta
www.mbs.edu.mt |00356 21311326 |info@mbs.com.mt

These principles are not abstract ideals but are actively embedded and operationalised in every area, process, and activity across MBS. They shape the design and delivery of academic programmes, guide strategic decision-making, and inform daily interactions with students, staff, and external partners.

All staff and stakeholders at MBS are expected to uphold these principles and play an active role in sustaining and strengthening the institution's quality culture. This shared responsibility extends beyond formal policies, shaping everyday actions, decisions, and interactions to ensure that quality is embedded at every level. Ethical standards provide the foundation for this culture, guiding behaviour, decision-making, and professional practice with integrity and fairness.

Academic freedom is upheld as a core value, enabling staff and learners to explore ideas, challenge assumptions, and contribute to the creation and dissemination of knowledge without fear of bias or censorship. Equally, a deep respect for diversity informs all institutional operations, ensuring that varied perspectives, experiences, and backgrounds are valued and integrated into the learning environment. Through this collective commitment, MBS fosters a dynamic, inclusive, and ethically grounded academic community that continually strives for excellence.

Responsibility for Quality and Reliability
Malta Business School believes that there can be no other way than the practice of Total Quality. This concept is underpinned by the following principles:

- Management is fully committed to the delivery of a Quality product and Service.
- Decisions taken by Management must never compromise Quality.
- **Everyone** is responsible for Quality in MBS.
- Quality must also be reliable over time.
- Doing things right the first time.
- Prompt admission of mistakes and swift reactions.

3. Cultivating a Quality culture

At MBS, fostering a strong institutional quality culture is a shared responsibility that extends across the entire community. This culture is deliberately cultivated to be participatory, transparent, and focused on continuous improvement, ensuring that quality is not confined to policies or procedures but embedded in daily practice and decision-making. It is nurtured through open communication, collaborative governance, and inclusive processes that invite contributions from all stakeholders—management, academic staff, support staff, and learners alike. By creating structured opportunities for dialogue, feedback, and shared reflection, MBS ensures that every member at the institution understands their role in shaping, sustaining, and enhancing quality. This collective approach not only builds trust and accountability but also drives innovation, responsiveness, and a sustained commitment to excellence at every level.

MBS promotes a vibrant and sustainable quality culture by fostering regular dialogue on quality matters, providing targeted professional development opportunities, and actively recognising and celebrating quality achievements across the institution. These practices create an environment where staff are motivated to reflect critically on their work, innovate in their approaches, and share best practices that enhance teaching, learning, and institutional effectiveness.

At MBS, building a quality culture is understood as a continuous and long-term commitment that thrives on close collaboration, open communication, and shared accountability across all levels of the institution. As a small business school, our size allows for a more personal and transparent approach to quality enhancement, where staff, tutors, and management work closely together to identify opportunities for improvement and innovation. Quality is embedded in everyday practice through regular dialogue, reflective review, and prompt action arising from feedback. This collaborative and responsive environment ensures

Malta Business School | The Penthouse | Sean Building | Psaila Street | Birkirkara BKR 9078| Malta
www.mbs.edu.mt |00356 21311326 |info@mbs.com.mt

that quality assurance is not merely procedural but an integral part of our institutional ethos—driving excellence in teaching, learning, and student experience.

Leadership plays a pivotal role by modelling the values of transparency, accountability, and continuous improvement, while ensuring that all staff are both empowered to contribute meaningfully and held accountable for maintaining high standards. Crucially, building and sustaining a quality culture is understood as a long-term, strategic commitment—one that requires ongoing communication, collaboration, and purposeful action to embed quality into every aspect of institutional life and drive continuous enhancement over time.

Tools for Ensuring a Quality Product and Service

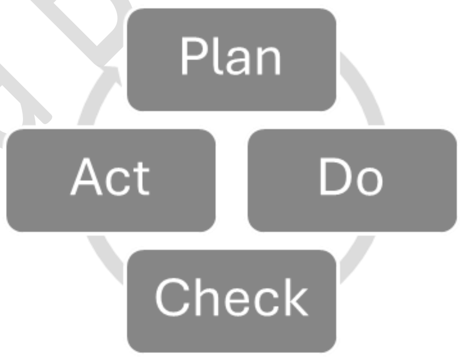
The primary tool in ensuring a Quality product and Service is the Quality Management System and the separate processes and policies contained therein. The primary requirement is the faithful and correct execution of the processes contained in the QMS. Additional critical tools are:

- The concept of a process approach: input -> process -> output.
- The Plan, Do, Check, Act process cycle.
- The constant evaluation and mitigation of Risk.
- Swift Corrective and reasonable and timely Preventive actions.
- Treating employees in the same way that Management expects them to treat customers.

4. Internal Quality Assurance

Quality management across all MBS operations follows a structured and systematic approach that promotes excellence in both academic and administrative domains through collaborative planning, transparent execution, and continuous monitoring

The PDCA (Plan-Do-Check-Act) cycle is a four-step management tool used at MBS for continuous improvement for quality management to ensure that our programmes and services meet established quality standards as set out by the MFHEA and other awarding bodies. The PDCA aids the MBS to monitor, assess, evaluate and report objectively on different aspects.



Internal review

Malta Business School has a number of activities which form part of the PDCA cycle within MBS in order to ensure that appropriate internal monitoring and review, followed by appropriate corrective actions and risk mitigation, is a continual process.

The Management Review Board meets periodically in order to review the short and medium terms strategy and performance of MBS processes. The MRB also takes corrective and risk mitigation measures with regard

Malta Business School | The Penthouse | Sean Building | Psaila Street | Birkirkara BKR 9078| Malta
www.mbs.edu.mt |00356 21311326 |info@mbs.com.mt

to the administrative processes from short to long term as well as actions related to infrastructure and short to medium term actions with regard to academic effectiveness and performance.

The Academic Review Board also meets periodically and the majority of whose members, including the Chair, are academics who are external to the MBS. The ARB is responsible for the medium to long term review of academic strategy, effectiveness and performance and for directing actions to be taken to ensure quality and effectiveness in teaching and learning.

Another internal review and monitoring activity is the internal quality auditor of MBS. The quality auditor is charged with ensuring that MBS is adhering to the requirements of the MFHEA and the EQA Standard. The quality auditor also checks that MBS policies are in line with the legal and regulatory requirements in force. The quality auditor checks that all applicable standards and processes, including internal policies are being adhered to and are effective. The quality auditor also ensures that corrective actions and risk mitigation is in place for all situations which show any anomaly or out of control situations.

Quality measures
MBS has established a comprehensive framework of quality indicators aligned with the MFHEA Standards to systematically monitor and enhance quality across all school activities. These indicators encompass areas such as student admissions and retention, learner achievement and completion rates, student and staff satisfaction, teaching and assessment quality, external examiner feedback, and graduate outcomes. Data related to these indicators is collected through structured mechanisms — including surveys, Academic Review Board reports, tutor evaluations, and student performance analytics — and is reviewed on a cyclical basis by the senior management.

The system facilitates institutional learning by ensuring that findings from data analysis are translated into actionable improvements, feeding into the School’s annual quality cycle and strategic planning processes. Furthermore, documentation and reporting processes are structured and transparent, allowing the School to demonstrate accountability and withstand external quality reviews. This approach ensures both credibility and the continuous enhancement of academic and operational excellence.

Dynamic quality
The quality management system at MBS is dynamic and continuously evolving to remain aligned with the strategic direction and priorities of the School. It functions as a living framework that adapts to internal and external developments, ensuring that all academic and administrative processes contribute effectively to the School’s mission and long-term goals. Through regular monitoring, evaluation, and reflection, the system identifies areas for enhancement and implements evidence-based improvements. This ongoing cycle of review and refinement ensures that quality assurance not only safeguards academic standards but also drives strategic growth, innovation, and institutional resilience.

5. Internal review processes
Malta Business School has internal processes to independently review academic and administrative processes to ensure that all programmes, assessments, and operations meet the School’s established quality standards and regulatory requirements.

Internal verifier
The Internal Verifier provides objective feedback on assessment integrity. The Internal Verifier is responsible for ensuring that all assessments are conducted fairly, consistently, and in line with approved academic standards. This role focuses on reviewing assessment decisions made by tutors or assessors to confirm that grading is accurate, evidence is sufficient, and marking criteria have been applied correctly. The Internal Verifier also provides constructive feedback to assessors, supports standardisation meetings, and ensures

that assessment records are properly maintained. This function is essential to the School's quality assurance process, as it upholds the integrity, reliability, and credibility of the assessment system, ensuring that all learners are treated equitably and that qualifications awarded reflect genuine achievement.

External review

Malta Business School is also subject to external monitoring and review. From an administrative and financial perspective, MBS operates under a strict ethos of conformance with the applicable legal, financial and ethical requirements in force from time to time. In this regard MBS employs an external financial auditor who annually certifies the financial practices and solvency of MBS as required by law.

MBS is also audited from an academic perspective by CMI, ATHE and Henley Business School and with whose directions, MBS is bound to comply for courses accredited by CMI, ATHE or HBS. Finally, the MFHEA also externally reviews MBS and conducts periodic audits in line with the requirements of the EQA Standards.

Collection of feedback

MBS follows a systematic approach to the collection, review, and implementation of feedback in line with the Plan–Do–Check–Act (PDCA) cycle. Feedback from students, academic staff, and external stakeholders is collected through structured surveys, reflective evaluations, and consultation meetings at the end of each module, semester, and programme. This data is analysed by the academic and quality assurance teams to identify strengths, areas for improvement, and emerging trends. Findings are discussed at relevant committee meetings, where enhancement actions are agreed, assigned, and monitored for progress. The outcomes of these actions — such as curriculum adjustments, pedagogical improvements, or support service enhancements — are then communicated to the School community, completing the feedback loop. This cyclical process ensures that feedback collection leads to evidence-based decision-making, continuous quality enhancement, and sustained alignment with institutional goals and external standards.

Continuous improvement

MBS understands that measurement requires analysis and corrective action and is committed to this process approach, using the PDCA methodology in addressing this important aspect in the delivery of its programmes. This process is especially highlighted in the policy 'MBS policy for Data Collection, Analysis and Corrective Actions' and 'MBS tracking and Monitoring of Learner Progress'

6. Roles and Responsibilities

MBS ensures that the quality management system is underpinned by a clear and transparent allocation of roles and responsibilities across all levels of governance. The governing bodies provide strategic oversight and approve the framework for quality assurance, while academic and administrative leaders are responsible for operational implementation, monitoring, and reporting. Internal quality functions at institutional and programme levels to coordinate quality enhancement activities, analyse performance data, and ensure alignment with institutional objectives.

All staff members are aware of their quality-related responsibilities and contribute to the system through consistent application of policies and participation in review processes. Students and external stakeholders are engaged through structured feedback and consultation processes, ensuring that the School's approach to quality remains participatory, evidence-based, and responsive to the evolving educational environment.

Roles and responsibilities are set out in the MBS Quality Manual.

Malta Business School | The Penthouse | Sean Building | Psaila Street | Birkirkara BKR 9078| Malta
www.mbs.edu.mt |00356 21311326 |info@mbs.com.mt