

Malta Business School – Follow-up report

STANDARD 1: STANDARDS FOR INTERNAL QUALITY ASSURANCE	
JUDGEMENT:	
Recommendation (as per EQA Report)	Take-up and Implementation of Recommendation
<p>R1 - Key Recommendation - The provider needs to clarify and explain within the Quality Manual the delineation of roles and responsibilities of MBS and the respective external awarding bodies in the implementation of the requirements as described in the QM.</p>	<p>MBS Follow-up - The required clarifications are in section 5 of the MBS Quality Manual especially section 5.8 which delineates the parts which ATHE and Henley control and the parts which are the responsibility of MBS.</p> <p>Status of recommendation – Already in practise.</p>
<p>R2 - Recommendation - The functions of the recently appointed Management Consultant / Internal auditor need to be elaborated in the Quality Manual.</p>	<p>MBS Follow-up - The functions are clearly explained in section 10.1 of the MBS Quality Manual.</p> <p>Status of recommendation – Already in practise.</p>
<p>R3 - Recommendation - The MBS supporting documents, example 'Complaints Procedure' and 'Malpractice Policy', need to be updated to reflect the overarching role of the ARB with respect to oversight and decision making.</p>	<p>MBS Follow-up - This recommendation has been implemented by defining the top level and holistic remit of the ARB and MRB in section 10 of the MBS Quality Manual and by updating both the policy pertaining to Complaints Procedure and Malpractice policy to underpin a more holistic relationship between all parts of the MBS QMS in this regard.</p> <p>Status of recommendation – Implemented in August 2018.</p>
<p>R4 - Recommendation - The provider needs to implement a process that facilitates direct student feedback in its strategy development.</p>	<p>MBS Follow-up - Strategy is set by taking into consideration several different parameters such as market demand, resources, and student expectations. A questionnaire is sent out yearly to past, present, and potential students to update the MBS strategy using this input.</p> <p>Status of recommendation – Implemented in August 2018.</p>

STANDARD 2: INSTITUTIONAL PROBITY**JUDGEMENT:****Recommendation
(as per EQA Report)**

R1 - Recommendation - MBS should develop clear selection criteria for headship positions.

**Take-up and Implementation of
Recommendation**

MBS Follow-up - Currently MBS has three headship positions, two of which are the co-owners. No further headship positions are envisaged for the immediate and short-term future and all positions and their respective selection criteria are described in 'Staff Requirement Policy' and "Staff Development Policy" in section 6 of the MBS Quality Manual

Status of recommendation – Already in practise.

STANDARD 3: DESIGN AND APPROVAL OF PROGRAMMES**JUDGEMENT:****Recommendation
(as per EQA Report)**

R1 - Recommendation - The title and scope of the procedure 'MBS Local Course Design and Review' should be reviewed to cover the design, development, and approval of ATHE teacher and tutor material as well as locally accredited courses, if and when, the latter are included as part of the MBS training offer.

**Take-up and Implementation of
Recommendation**

MBS Follow-up - The ATHE tutor material is *not* designed, developed, and approved by MBS as would be the case for locally accredited courses. This is because ATHE define what the learning outcomes and objectives should be, while MBS suggests material which includes the local context within the objectives set. ATHE vets the suggestions and delivers a decision either to approve or to ask for a new revision-and-approval cycle.

Status of recommendation – Already in practise.

STANDARD 4: STUDENT-CENTRED LEARNING, TEACHING AND ASSESSMENT**JUDGEMENT:****Recommendation
(as per EQA Report)**

R1 - Recommendation - MBS should develop a generic procedure to explain the process of internal verification and the need for keeping an audit trail of assessment decision that are revised as a consequence of the internal verification process.

Take-up and Implementation of Recommendation

MBS Follow-up - Tracking of changes and audit trail of the assessment process is now fully covered in the Document "Tracking and Monitoring Learner progress" and especially in section 5. This document has been added to the list of reference documentation in the MBS Quality Manual. MBS keeps records of all assessment decisions and changes even if these are not kept by the tutors or internal verifiers.

Status of recommendation – Implemented in August 2018.

R2 - Recommendation - The MBS policy should allow for the students to present themselves in front of the ARB.

R3 - Recommendation - MBS policy and governance structure need to allow for students to have recourse to an appeal of an academic decision or the outcome of a complaint decision.

MBS Follow-up - Both recommendations were taken on board and the "MBS Complaints procedure" was updated to reflect this and to inform students that unresolved grievances can be brought to the attention of the ARB.

Status of recommendation – Implemented in August 2018.

R4 - Recommendation - MBS should consider using model answers or grading rubrics for locally assessed work (example for ATHE assignments) to ensure fairness and consistency when grading (pass/fail) students work.

MBS Follow-up - Within the context of the ATHE curriculum model, which stresses the usage of live local experiences for student assessment purposes, the style of model answers is a dangerous constraint from a pedagogical point of view. That said, MBS guarantees consistent and fair marking by giving tutors the same list of learning outcomes and assessment criteria to be reached, as issued by ATHE, for all students. Tutors also prepare formative assessments, which are discussed in face-to-face meetings with the students. After submission and marking of assessed pieces of work, summative assessments are given to students explaining the tutor's view of their assignment, stratified by Learning Outcomes and Assessment Criteria. During the class MBS tutors continuously and frequently draw parallels between the theory being presented and practical situations using and involving the student's different work environments as

	<p>practical examples. This is further augmented by means of a percentage check by the internal verifier, and a random sample check by the external verifier engaged by ATHE of submitted texts.</p> <p>Status of recommendation – Already in practise.</p>
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STANDARD 5: STUDENT ADMISSION, PROGRESSION, RECOGNITION AND CERTIFICATION	
JUDGEMENT:	
Recommendation (as per EQA Report)	Take-up and Implementation of Recommendation

STANDARD 6: TEACHING STAFF	
JUDGEMENT:	
Recommendation (as per EQA Report)	Take-up and Implementation of Recommendation
<p>R1 - Key Recommendation - The panel recommends that the provider needs to ensure, together with HBS, adherence to the guidelines (Communications to Further and Higher Education Institutions, dated 15th October 2014 'Qualification Level for Tutors') regarding qualification levels of tutors.</p>	<p>MBS Follow-up - MBS factually adheres to the quoted NCFHE policy and this is now documented in the MBS document "Staff Recruitment policy". HBS already follows an EU harmonized policy which may be seen at http://www.reading.ac.uk/cqsd-PoliciesandProcedures.aspx</p> <p>Status of recommendation – Implemented in August 2018.</p>
<p>R2 - Recommendation - The provider needs to formalize an effective schedule for tutor appraisal and ensure consistency in its implementation.</p>	<p>MBS Follow-up - Tutor appraisals have been carried out, to date, and the consistency of execution will form part of the audit process. The frequency of appraisals per tutor is specified in the MBS Quality Manual as once per tutor per course.</p> <p>Status of recommendation – Implemented in April 2019.</p>

STANDARD 7: LEARNING RESOURCES AND STUDENT SUPPORT**JUDGEMENT:****Recommendation
(as per EQA Report)****Take-up and Implementation of
Recommendation**

R1 - Recommendation - Students interviewed were not knowledgeable of the formal appeals and complaints procedures. Provider needs to ensure that the students are aware of the respective procedures.

MBS Follow-up - The complaints procedure is part of the starter pack for students and is available as a downloadable document in the student area of the MBS online portal. New students are also being specifically advised about this procedure during the induction sessions they undergo after enrolment and admission.

Status of recommendation – Implemented in April 2019.

R2 - Recommendation - The provider needs to enhance the student experience on the student portal for the ATHE courses and programmes including the timeliness of the upload of the student material and also access to academic journals.

MBS Follow-up - The student portal will always remain a live area with continual updates and changes being made. MBS is committed to ensure that students have the required material in hand by setting appropriate deadlines with tutors so that relevant material can be uploaded before the students need to use it.

Status of recommendation – Implemented in February 2019.

STANDARD 8: INFORMATION MANAGEMENT**JUDGEMENT:****Recommendation
(as per EQA Report)****Take-up and Implementation of
Recommendation**

R1 - Recommendation - Consolidate process and dedicate more resources to the periodic analysis, reporting and following-up of student feedback and other data pertaining to the inputs and outputs of the quality system.

MBS Follow-up - The process of data collection, consolidation, analysis, and actions taken is a continuous process. Quality systems are in place as per the requirements of the policies and the MBS quality manual. Data is subsequently presented to the MRB and/or ARB. Both Boards are required to analyse this data and mandate any appropriate actions required.

Status of recommendation – Implemented in March 2019.

R2 - Recommendation - MBS documentation needs to be adequately referenced and revision

MBS Follow-up - A revised control system, including for teaching material, has been

<p>controlled to ensure reliable information management such that both students and staff always have in hand access to current and approved printed versions of documents. Similarly, provide appropriate revision control of teaching material developed by MBS, reading lists etc.</p>	<p>implemented. This ensures that only the latest copies are available to staff and learners, whether online or in person.</p> <p>Status of recommendation – Implemented in August 2018.</p>
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STANDARD 9: PUBLIC INFORMATION	
JUDGEMENT:	
Recommendation (as per EQA Report)	Take-up and Implementation of Recommendation
<p>R1 - Recommendation - Provide access to prospective students of the locally accredited course(s) via the public website, to the key MBS supporting documents, for example, definition of main forms of academic impropriety, the declaration for equal opportunities, provisions for good governance, appeals and complaints, procedure etc.</p>	<p>MBS Follow-up – MBS will continuously review and update which information is made publicly available taking into context commercial realities since MBS also has to function as a profitable business, including safeguarding propriety intellectual property, in order to be able to continue providing a service to future students.</p> <p>Status of recommendation – Implemented in August 2018.</p>

STANDARD 10: ON-GOING MONITORING AND PERIODIC REVIEW OF PROGRAMMES	
JUDGEMENT:	
Recommendation (as per EQA Report)	Take-up and Implementation of Recommendation
<p>R1 - Recommendation - The frequency, extent, and responsibility of cyclical review of the ATHE teacher and student material need to be described and included as part of the 'MBS Local Course Design and Review' procedure.</p>	<p>MBS Follow-up - These are public information available on the ATHE online (public) portal and may be viewed at: https://atheuk.sharepoint.com/sites/CentreSupport14/Shared%20Documents/General/Handbooks/Delivering%20ATHE%20Qualifications%20Handbook.pdf?slrid=eacab89e-40dd-0000-4aa7-0f48ff6beaa1</p> <p>Status of recommendation – Implemented in August 2018.</p>

<p>R2 - Recommendation - The already existing very good practices of external reviews by the respective foreign awarding bodies should be included as inputs to the MRB and ARB review procedure.</p>	<p>MBS Follow-up – The current policies for both the MRB and ARB already include such a provision.</p> <p>Status of recommendation – Implemented in August 2018.</p>
<p>R3 - Recommendation - The practice of monitoring and review by the internal auditor is retained and included as an input of the MBS institutional review procedure.</p>	<p>MBS Follow-up – This activity is planned to continue and has been inserted in section 10.1 of the Quality Manual.</p> <p>Status of recommendation – Implemented in August 2018 and ongoing.</p>
<p>R4 - Recommendation - The panel notes that the provider is required under standard 10 to implement a process that facilitates direct student/alumni feedback in its cyclical review of its accredited courses</p>	<p>MBS Follow-up – Students already provide direct feedback to MBS and external provider. Moreover, MBS has put in place a once yearly Stakeholder Feedback Questionnaire whose recipients includes student and alumni amongst others.</p> <p>Status of recommendation – Implemented in August 2018 and ongoing.</p>

<p>STANDARD 11: Cyclical External Quality Assurance</p>	
<p>JUDGEMENT:</p>	
<p>Recommendation (as per EQA Report)</p>	<p>Take-up and Implementation of Recommendation</p>