



MANAGEMENT COLLEGE

Management College, Reg. No. 50203022521, Req. iest. Reg. No. 3347802535, Lomonosov Street 1, k-4, Riga, LV-1019,
phone [28007735](tel:28007735), email: info@mCollege.eu

APPROVED

Director Liveta Sprude

Signature

Riga, 1st September 2019

Responsible for the quality management system

Ieva Blehmane

Signature

Riga, 1st September 2019

QUALITY MANAGEMENT SYSTEM POLICY MANUAL

CONTENT

Changes	3
General	3
General description of the quality management system.....	3
Scope and Exceptions.....	3
General description of the company	3
1. Management responsibility	5
Policy.....	5
Planning.....	6
Management College SWOT Analysis	6
Management and structure.....	7
Quality management system.....	7
By-laws, regulations and instructions of the Management College	8
Allocation of responsibilities.....	8
Management of documents and records	8
Communication	8
Student orientation.....	9
Management report.....	9
2. Resource management.....	9
Personnel resources	10
Material Resources - Infrastructure	10
Financial resources	11
Customer (student) property	11
3. Operational analysis and development	11
Studying students' and employers' satisfaction	12
Involvement of employees.....	12
Internal audit.....	12
Assessment of the process of providing services and final results.....	12
Analysis of academic staff.....	13
Non-compliance management	13
Participation of students in the development of the study process.....	13
Cooperation with Latvian and foreign universities	14
Corrective and preventive actions	14
Analysis of data	14

Changes

Version	Date	Summary of changes
2	04.01.2019.	Register of non-conformities included
3	30.01.2020.	Changes in organizational structure

General

General description of the quality management system

The Quality Management System Policy Manual (hereinafter referred to as QMSPM) describes the Quality Management System established by the Management College (hereinafter referred to as “College”), which determines the internal agenda of Management College. QMSPM is designed to demonstrate the internal agenda of Management College in a manner which respects the requirements of external and internal legislation, including the ISO 9001 standard and guidelines for quality assurance in the European Higher Education Area (hereinafter referred to as the ESG).

QMSPM describes Management College's operating guidelines for the quality management system, which is maintained within the framework of its activities by Management College. The guidelines described in this section are binding on the entire College.

QMSPM is a public document and is available to all College staff, academic staff, students, and third parties, unless they see activities directed towards the well-being and business of *Management College*.

Any College worker, client or third party may submit recommendations or comments on the compliance of Management College quality management system with the requirements of standard ISO 9001 and/or ESG, as well as offer measures to improve the quality management system.

Scope and Exceptions

Scope: First level higher vocational education, fourth level of professional qualifications, fifth level of the Latvian Qualification Framework (LQF) and European Qualification Framework (EQF).

General description of the company

Management College started on February 1, 2005.

Management College takes competitors after the acquisition of secondary education and provides the possibility of obtaining a first-level vocational higher education.

Management College is an accredited international higher education institution which trains sector professionals and socially responsible versatile personalities.

Management College prepares qualified managers in business and social sphere who are able to compete in the labor market – manage themselves, people, and processes and perform social parenting duties.

Study funding is student tuition fees, revenue from College economic activity and donations.

In January 2017, Management College entered into an agreement with the Baltic International College on the rental of premises, which provides College students with improved study conditions, as well as important future cooperation between the two institutions, which will promote further educational opportunities for students after graduating from College.

College premises are suitable for students with movement disabilities.

Management College's top priority is the high quality of education, the most fundamental prerequisite of which is the highly qualified academic staff. Work on strengthening and improving the composition of academic staff is ongoing in College. This is reflected in the current composition of College academic staff, which was significantly strengthened at the beginning of 2017.

Studies are organized in Latvian, Russian and English, full-time, part-time studies and distance learning.

Management College has its own stamp and emblem.

Management College shall implement the following study programmes:

- Business management;
- The organization of social assistance;

Management College also offers training FOR ERASMUS +. ***Erasmus + learning mobility*** is an opportunity for those in education and training to learn and gain experience abroad. Learning mobility allows students, trainers, academic staff, those involved in educational development at any level to go to one of *the Erasmus +* partner countries to study, deepen their professionalism and transfer new academic, professional and life experiences back to Latvia.

Once a year (in February), the Management College working group shall announce an Erasmus + program of study scholarships for mobile students in the next year's Academy Partner Schools, based on the Regulations of the Erasmus + scholarship contest.

The study period is assessed in ECTS credits. ECTS, or the European Credit Transfer System, helps to get an overview of higher education, compare it and recognize the results of studies and ensure quality. The success of the study period abroad provides that the Erasmus + study period is recognized, assessed with credits and credited to the academic period and to the student's success.

1. Management responsibility

Policy

A Management College vision - a student-popular, internationally known, employer-recognized, community-high-ranked, modern higher education institution.

Mission of the Management College is to prepare creative thinking and socially responsible specialists to build today's world.

Strategic objective of the Management College:

1. A modern study process for the training of socially responsible professionals.
2. International cooperation to promote knowledge transfer.
3. Involvement of employers in the study and research process.
4. Ensuring that the image of College is recognized in society.

Management College Quality Policy:

1. The academic freedom of academic staff and students, the indivisibility of studies and research work.
2. The possibility of obtaining first-level vocational education study programs and fourth-level vocational qualification in the course of Management College.
3. The possibility of preparing for continued education to obtain a second-level vocational higher education and a fifth-level vocational qualification.
4. Development and implementation of study programs in line with the level of scientific development, labor market requirements and national standards of professions.
5. Continuous and systematic improvement, development and improvement of the teaching and teaching quality process, including the monitoring of the quality management system.
6. Study programs shall be carried out by the objectives.
7. High professionalism of academic staff.
8. Information to the public on the objectives of study programs, teaching and learning tasks, courses and results of studies and scientific research.
9. Effective and mutual exchange of information between College staff, students and partners.

Planning

The strategic planning of Management College shall be carried out by the Director, who shall determine Management College's development directions. Based on this information, goals and tasks are defined.

Operational planning shall take place at meetings.

The necessary resources for achieving the objectives shall be determined and provided by the Director. The fulfillment of the stated objectives and plans shall be followed by all responsible persons, by the mandate and tasks laid down. The results of the implementation of the targets shall be compiled in the management report.

Management College SWOT Analysis

Internal factors	
<i>Strengths</i>	<i>Weaknesses</i>
<ul style="list-style-type: none"> • The ability to combine studies and work. • The possibility of continuing studies in higher education study programmes starting from third year. • A well-developed distance learning system with all the necessary provision. • The required technical base of materials is provided. • Offer of studies in Latvian, Russian, and English. • Professional and qualified academic staff. • The skills of teachers to work through ICT, databases and innovative methods. • Individual approach to students in the implementation of the study process. • Teaching experience with foreign students. • ERASMUS + Charter for College. • The Management College is a member of the Latvian Chamber of Commerce and Industry. • Management College is a member of the Latvian Association of Colleges. • College students work in the Board of the Student Council of the Association of Latvian Colleges. • Competitive tuition fees. 	<ul style="list-style-type: none"> • A small number of study programs. • Few students. • The new image of College is little known in society. • Lack of addressing and targeting advertising. • There are no strategic partners - big, familiar employers and social companies. • A small number of guest lectures in the College. • Few practical visiting lectures in companies. • Lack of practice places for foreign students who do not speak Latvian. • The employment of teachers in other jobs, due to low College capacity. • A low number of elected academic staff with doctoral degree. • Insufficient research and publishing activities in College. • Few further training activities for teachers (courses, seminars). • Insufficient communication between teachers and students in consultative work. • Administrative staff turnover. • Financial dependency on the solvency of students.
External factors	
<i>Opportunities</i>	<i>Threats</i>
<ul style="list-style-type: none"> • Foreign interest in studies in Latvia. • The interest of many potential students in studying in distance learning. • Opportunities offered by Erasmus + and other international projects. • The interest of employers in skilled workers with experience. 	<ul style="list-style-type: none"> • The impact of demography on the number of students in Latvia. • Disarray in the higher education area. • MES policy for reducing the number of Colleges and universities. • Frequent changes to regulatory requirements.

<ul style="list-style-type: none"> • The rapid development of ICT. • The coming into force of the Social Business Law. • Growing demand for business problem solutions. 	<ul style="list-style-type: none"> • Competition between higher education institutions. • The opportunity to study for State budget resources in other higher education institutions. • Weak previous education and knowledge of the language of potential foreign students. • Bureaucracy in attracting foreign students. • Well-developed distance learning environments of other universities. • Changes to employers' requirements for educational programmes and the outcome of studies.
--	---

Management and structure

The management of Management College shall be organized by its By-Laws and the Law on Higher Education Institutions. The highest governing body of Management College shall be the Director.

For the organizational structure of the Management College, see Annex 1. The duties of employees are described in the job descriptions.

Quality management system

A quality management system description manual is aimed at reflecting the basic principles of the services provided by Management College, in compliance with the requirements of the regulatory enactments, the ISO 9001 standard and the ESG.

The quality management system manual shall include the following and/or a set of documents and shall specify their availability to the public:

No.	Name of document and/or sets of documents	Accessibility		
		For COLLEGE employees	For students in the Moodle system	COLLEGE home page
1	Quality Management System Policy Manual	A	A	A
2	Quality management policy	A	A	A
3	Quality management system objectives	A	N	A
4	Assessing the risks of running College	A	N	N
5	Register of procedures and procedures	A	N	N
6	Register of forms and forms	A	P	P
7	Internal audit schedule and reports	A	N	N

8	External audit program and review reports	A	N	N
9	Register and evaluation of partners	A	N	N
10	Management College Quality Management Review	P	N	N
11	Register of external regulatory enactments	A	A	A
12	Item nomenclature	A	N	N

A – Available

N - Not available

P — Applicable documents only and/or a set of documents

By-laws, regulations and instructions of the Management College

MC by-laws, regulations and instructions are available to MC staff, while the relevant documents are also available to students and to the public. The documents are available for public on Management College homepage or for students in the Moodle system.

Allocation of responsibilities

On the basis of the organizational structure established by Management College, the responsibilities and tasks of each unit in the organization of the study process have been established:

- The Director shall enter into employment contracts with the academic staff involved in the study process.
- The student self-government shall represent the students of Management College and defend their rights and interests, as well as contribute to the development of education and science in the College.
- The development department shall perform the development activities of the College.
- The admission department carries out student recruitment to Management College.
- The study department shall perform student matriculation and implementation of study plans, supervise the study process, as well as perform the analysis of study results data.
- Heads of study direction shall organize conferences, seminars and lectures, as well as exchange trips to ensure the implementation of study programs.
- The library provides students with the necessary literature and Web services.

The College outsourcing providers: accountant provides its services according to Law “On Accounting” (accepted on 14.10.1992.), “Elektron-LV” Ltd. provides technical support and maintenance services for computers, servers and software owned by the College.

Management of documents and records

In order to ensure the management of documents and records, procedures have been developed which include such information as procedures for working out the documentation, drawing up documents, amendments, identification, approval, coordination, storage regulations, as well as procedures for the management of electronic documents. In addition to ensuring the management of records, specific procedures and working documents shall define which records are to be carried out and their subsequent management.

Communication

Management College shall ensure communication between employees, students, stakeholders and the public. Communication with employees, student self-government and

students takes place through e-mails, Moodle system, college homepage, communication software (e.g. SKYPE, WhatsApp, etc.), phones, and on-site meetings.

On the other hand, communication with stakeholders and the public takes place through e-mails, college homepage, communication software (e.g. SKYPE, WhatsApp, etc.) and phones.

Student orientation

Management College has developed and licensed study programmes, accredited the study directions, constantly follows the developments of business in Latvia, co-operates with other educational institutions and companies, carries out a thorough selection of academic staff, and, taking into account the above mentioned, updates the study programs.

Management College shall operate according to the Law on Higher Education and shall be oriented towards the organization of the process of quality studies. To ensure a high-quality and student-oriented study process, the following actions are carried out:

- auditing of the study process (internal audit);
- hospitation and analysis;
- employee surveys and data analysis;
- student surveys and data analysis;
- employer surveys and data analysis;
- alumni surveys and data analysis.

Management College organised Student Council, whose activities provide the students with the opportunity to participate in the improvement of the study process by submitting written or oral proposals to the College administration.

Management report

To carry out the management report, a procedure has been established specifying the people in charge, the implementation procedures and the necessary information to be compiled.

The quality management system shall be regularly reviewed by the higher management of the College according to the ISO 9001 standard and the ESG recommendations to ensure continued suitability, efficiency and compliance of the system.

The collection of the information required for the report (audit reports, customer recommendations and complaints, results of institution reports, recommendations for improvements, developments made, etc.) and the organization of the analysis shall be performed by the person responsible for the quality management system in cooperation with the Study Department.

In the course of the management report, in which the Director of Management College, the representative of the Study Department, the representative of the student self-government, responsible for the quality management system participate, shall identify the necessary developments for improving the performance of Management College. In the course of the review, all decisions taken shall be documented in the review report.

2. Resource management

For the successful functioning, existence and development of the institution, the Director of Management College shall plan, maintain and analyze all necessary resources in coordination with the Executive Board. Resource management is carried out at all levels of the College to provide a service that meets the needs of students and to maintain and continuously improve the functioning of Management College system.

The resources of Management College are allocated in the following groups:

- staff resources under the responsibility of the Study Department;
- Material, financial –the Director of the College is responsible in coordination with the Executive Board.

Personnel resources

Management College staff shall be composed of general staff, academic staff and guest lecturers, guest docents.

The duties and responsibilities of the College employees shall be determined in employment contracts (job description), quality manual, process descriptions, Regulations and other internal regulatory documents.

The staff policy of Management College shall be based on the organizational structure established by the management of Management College and on its effectiveness.

The staff policy shall focus on the achievement of the objectives of the College, ensuring efficient management of staff and a coherent implementation of the related processes. To implement this, the task of Management College management is to:

- improve the professional capacity and efficiency of each employee;
- develop the student-oriented working methods and servicing culture;
- create a favorable climate in the College;
- promote mutual good relations and cooperation between departments;
- provide employees with career development, educational and growth opportunities.

In order to fulfill these tasks, the management of Management College shall carefully plan and implement the following measures:

- planning and monitoring of employment;
- identification, planning and implementing the needs for the training of an employee;
- creating a favorable working atmosphere;
- promoting effective information exchange;
- careful selection and initiation of employees.

Material Resources - Infrastructure

All necessary infrastructure for the provision of services shall be provided by the Director of Management College in coordination with the Executive Board. The Director of Management College, in consultation with the heads of study directions and other staff, shall determine the need for materials for the provision of a quality service, as well as offer possible cooperation partners.

Currently the College uses the library of the Baltic International Academy (concluded agreement). However, Management College is withdrawing funds for purchasing materials.

The day-to-day maintenance of the operation of Management College also includes a budget for the purchase of the necessary low-value inventory and stationery goods, which shall be organized by the Director of Management College.

Financial resources

Management of financial resources shall be organized in conformity with the legislation in the Republic of Latvia - financial planning, accounting and analysis shall be performed in compliance with the requirements of regulatory enactments.

The annual budget of Management College shall be approved, accounted for and coordinated by the Director of the College.

Client (student) property

Work with applicants and personal information provided by students, including personal data, is an integral part of the activities of Management College. In this context, documents (records) containing such information are identified and included in Management College nomenclature and subject to management. Accordingly, Management College shall ensure, in its activities, the protection of information provided by students, including personal data, which is according to the Law on the Protection of Personal Data. In the event of some kind of damage to the client's property, the client will be informed and an act will be drawn up immediately. Further action will be determined in accordance with the clients and the legislative requirements of the Republic of Latvia.

3. Operational analysis and development

In order to develop its activities, to increase the satisfaction of students and employers, the management of the company shall summarise and analyze the following information:

- results of the study process (self-assessment of Management College);
- results of audits;
- results of corrective and preventive data;
- student feedback and complaints;
- student surveys;
- employer surveys;
- alumni surveys;
- academic staff hospitations (assessment of the quality of the study process);
- college staff surveys, recommendations and complaints;
- recommendations, observations, guidance from stakeholders.

After examining and analyzing this information, College management can judge on the quality of the services provided, the satisfaction of students/staff/employers/graduates, the functioning of the established and implemented management system, and take decisions on the further development of Management College.

The possibilities of the development and the effectiveness of the management system of the College are also assessed in organized meetings, which take place at regular intervals.

Operational development also involves active cooperation with the following stakeholders:

- Ministry of Education and Science,
- Academic Information Centre,
- The State Education Quality Service,
- Latvian Chamber of Commerce and Industry,
- The Latvian College Association,

- Other Colleges and higher education institutions.

Studying the satisfaction of students and employers

With active participation of students, alumni and employers, the quality management system can be better maintained and improved.

Since working with students is one of the policy guidelines that we have put forward, and the employer is one of the criteria that can demonstrate the quality of education provided, different methods are applied to study their satisfaction:

- student surveys;
- employers' surveys;
- alumni surveys;
- consideration of complaints submitted and decision-making.

All incoming data is collected and reviewed over a specified period. The results obtained are discussed at meetings and in the management report.

Involvement of employees

Highly qualified academic and general staff and their quality work are one of the priorities of the College. Therefore, close attention is paid to the satisfaction and motivation of employees. For high-quality performance of staff work, the ongoing work with staff is carried out: explaining the innovations to be introduced, organising the internal and external training for staff qualification improvement, if necessary. In addition, the College, employees have the right to make proposals for training, justifying the necessity of it.

The employees themselves can take active participation in the development of the company's quality management system by making proposals to the College.

Internal audit

To ensure efficient operation of the management system, the person responsible for the quality management system shall organize regular audits. For a systematic assessment of the effectiveness of the quality management system, an audit schedule shall be drawn up in such a way that all processes and the requirements of standard ISO 9001 are audited at least once a year. If necessary, extraordinary audits may be proposed. The organization of such an audit shall be decided by the person responsible for the quality management system, timely informing the director and the audited.

The person responsible of the quality management system, in consultation with the Director, shall determine the purpose of the audit for auditors and shall draw up a group of auditors, which shall include the staff of Management College or external advisers - auditors. If the auditors selected do not have sufficient knowledge of the audit, the person responsible for the quality management system shall carry out/organize training. The decision to invite external consultants shall be taken by the Director of the College.

Irregularities and/or shortcomings detected during the audit shall be documented and stored in the Quality Management Manual.

Assessment of the process of providing services and final results

To ensure a quality study process, from the opening of the study program to a satisfied employer, in compliance with the requirements of external and internal regulatory enactments, Management College has identified the following process features:

- organization and changes of the study program,
- study methods, evaluation system and study results,

- assessment of the prospects of the study program;
- analysis of students,
- analysis of academic staff,
- employer analysis,
- analysis of alumni,
- analysis of stakeholders.

The result feature is the compliance of the service with the requirements of the interested parties.

Analysis of academic staff

Both Management College's elected academic staff and guest lecturers are subject to the analysis of academic staff.

Initially, academic staff is evaluated before entering into a contractual relationship — Curriculum Vitae (CV) analysis and discussions with Management College director and head of the study direction to assess the professional capacity of the potential lecturer. After entering into a contractual relationship and being elected to the academic staff of Management College, the quality of teaching shall be assessed by means of hospitation. In cases where the quality of presentation is not appropriate, consultations shall be conducted on the necessary improvements in professional activity. At the end of the semester/session, after completion of the tests, a student survey is carried out in which they give their assessment of the teaching work, as well as information on the results of studies conducted by lecturers. All the information obtained is analyzed and, based on its results, the director of Management College, the head of the study direction evaluate the performance of the lecturers and decide on future activities.

Non-compliance management

When organizing the study process, it shall be controlled that there is no inappropriate service¹. If, in the course of studies, shortcomings or non-conformities are discovered which may affect the final result or information on an improper educational service provided has been obtained from the student or any other interested party, it shall be documented, and further actions shall take place by the procedures specified in the internal regulatory documentation.

The non-conformities² or shortcomings³ identified during the audit shall be recorded in forms which shall additionally include corrective measures for these non-conformities, responsible persons and deadlines for prevention, as well as an assessment of the effectiveness of the non-conformities eliminated.

Participation of students in the development of the study process

2 students have been elected to the College Council, which ensures that students are involved in taking decisions on all matters related to the organization and improvement of the study process. Students also work in the Student Council.

Students express their views on the development of the study process during meetings with the administration, as well as during lectures to the lecturers. Students' feedback, advice and survey results are gathered in the Study Department, regularly presented to the administration, student recommendations for improving the study process are discussed at the Council meetings.

¹An inappropriate service results from failure to comply with the requirements laid down therein (regulatory requirements, standard requirements, requirements in the management system documents, etc.).

² Non-conformity – non-fulfillment of certain requirements

³Shortcoming – potential for improvement.

In more detail, the results of the survey can be found in the self-assessment report and at the Director of Management College.

Cooperation with Latvian and foreign universities

In the event of the interruption of the implementation of the study program, the possibility for students of the relevant study program to continue the acquisition of education in another educational institution, as well as to continue studies in second-level higher education programs shall be provided according to co-operation agreements with the following Latvian universities:

- State Agency College for Social Inclusion;
- Baltic International Academy;
- Information Systems Management Institute.

From these higher education institutions, Management College also invites for co-operation lecturers to organize lectures and conferences.

The College has also conducted and continues to conduct negotiations with foreign higher education institutions.

Corrective and preventive actions

Corrective actions are taken to assess inappropriate service, detected non-compliance or shortcomings. The manager of the unit concerned shall be responsible for drawing up and taking corrective action. To take corrective action, the Head of the Unit shall, if necessary, carry out a division of responsibilities. The assessment of the effectiveness of the correction measures may be subject to an audit or to consideration at meetings, depending on the situation.

After evaluating the results of corrective actions, the need for preventive action is considered. A study of the causes of the specific non-compliance (problem) is carried out before determining preventive action. The subsequent sequence of actions is similar to that of taking corrective action.

Any changes that have occurred as a result of the adjustment/preventive measures shall be reflected in the internal documentation of Management College.

Analysis of data

The information determined by the regulatory documents of the Republic of Latvia shall be collected and analyzed by Management College, the heads of college unit, to determine the appropriateness, effectiveness of the management system and to clarify possible opportunities for improvement. Thus the analysis of the quality of service provision, trends and satisfaction/dissatisfaction of stakeholders is performed.



MANAGEMENT COLLEGE

Management College, Reg. No. 50203022521, Req. iest. Reg. No. 3347802535, Lomonosov Street 1, k-4, Riga, LV-1019,
phone [28007735](tel:28007735), email: info@mCollege.eu

ANNEX NR.1.

Organizational structure of the Management College

