



# Quality Management System

(QMS) at the (CBA)

2020-2021





### **1.15. Quality Management System**

The Quality Management System (QMS) at the CBA, established in the Fall of 2018, was put in place to serve three main purposes:

- To increase accountability, share information, and monitor course implementation and student progress more efficiently across all levels within the program.
- To allow for an efficient and effective implementation of actions and interventions in response to the information being gathered and reported with the purpose of learning and teaching enhancement.
- To enhance student learning experience by evaluating the effectiveness of the program in achieving its learning outcomes and preparing students for their future careers.

A **QMS** helps coordinate and direct College of Business and Administration activities to meet students and regulatory requirements and improve its effectiveness and efficiency on a continuous basis.

Accordingly, two main committees, both headed by the Program Director, serve together to monitor, support, and improve academic quality of each Program Major within the CBA:

1. **Program Quality Committee (PQC):** This committee consists of Program Director, Yearly Coordinators (YC), Course Coordinators (CC), and course instructors. The main purpose of this committee is to establish a clear structure to increase accountability and ensure effective communication across all faculty members teaching within a specific major. The Program Director, who serves as the head of both the PQC and QAIC, is responsible for communicating any academic issues and/or proposed changes to course design and/or implementation to the respective QAIC.
2. **Quality Assurance and Improvement Committee (QAIC):** This committee consists of the Program Director and 3 other faculty members from the program. The main purpose of this committee is to ensure the effective implementation of the QMS@CBA by supervising and evaluating the performance of the PQC, reviewing and discussing any program/course/instructor evaluation reports and data or

recommendations proposed by the PQC via the Program Director, and designing and implementing interventions or changes deemed necessary, based on the data being gathered, for the purpose of learning and teaching enhancement.

### Program Quality Committee (PQC)

Generally speaking, the PQC’s main tasks include:

The PQC consists of the Program Director, YC (Year Coordinators) CC (Course Coordinators) and course instructors. A description of the role and responsibilities of each member of this committee is provided in the table below:

Position	Brief Description	Main Tasks	
Quality Assurance and Improvement Committee (QAIC)	The QAIC serves under the direction of the CBA’s Vice Dean for Development and Quality and Head Accreditation. The role of the QAIC is to continuously monitor and improve the quality of the academic programs, teaching practices, and student learning	<ul style="list-style-type: none"> <li>Establish and monitor the implementation of the QMS processes within the department</li> <li>Periodically review existing programs and propose major changes or new majors/tracks to be developed to the</li> </ul>	<ul style="list-style-type: none"> <li>AoL reports.</li> <li>Course update/change reports.</li> </ul>

	<p>experiences and outcomes within their program major at the CBA.</p>	<p>College Quality Assurance and Improvement Committee (CQAIC).</p> <ul style="list-style-type: none"> <li>• Develop and implement plans for gathering, analysing, and dissemination of student feedback and evaluation on program, courses and instructors.</li> <li>• Plan and conduct Assurance of Learning (AoL) on selected courses within their assigned program and submitting periodic reports to the Vice Dean of Development and Quality.</li> <li>• Respond to any major student complaints by reviewing grievance and forming and monitoring committees (if necessary) to resolve issues.</li> <li>• Perform any other duties as assigned by the Dean and Vice</li> </ul>	
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		Dean of Development and Quality and the Head of the Department and Accreditation.	
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QMS@CBA: College Level

**Program Directors**

- Liaise between Yearly and Course Coordinators and the QAIC.
- Liaise with the Head of Quality Assurance and Accreditation and the CBA’s Vice Dean for Development and Quality and update them on any issues arising in the program.
- Ensure that Yearly Program and Course Coordinators hold their mandatory meetings.

**Program Director Role and Responsibilities**

A Program Director serves under the direction of the College of Business Administration’s Vice Dean for Development an Quality and the Head Accreditation and is responsible for ensuring the operation, effective delivery and organisation, and quality

management of their assigned program inline with quality standards set forth by the CBA. The Program Director serves as the head for both the Program Quality Committee (PQC) as well as the Program Quality Assurance and Improvement Committee (QAIC) to ensure a direct line of communication between both committees and maximize the effectiveness of both committees. Furthermore, the Program Director is responsible for liaising with the program administrative team and co-ordinating Yearly Program and Course Coordinators to ensure that the program is delivered in line with specifications and regulations. They are required to regularly inform the Vice Dean of Development and Quality, and other relevant College or Faculty committees and staff on program progress and performance.

### **Role and Responsibilities:**

Their main administration duties may include, but are not limited to the following:

- Serve as a liaison between Yearly Coordinators and Course Coordinators, the Quality Assurance Committee, the Quality Assurance office, and the College of Business and Administration's Vice Dean of Development and Quality.



- Compile and update the list of Yearly Program and Course Coordinators for the following semester during week 12 of the current semester. The list only needs to be updated if there are any changes.
- Ensure the timely delivery of any updates and changes at the program level that are issued by the Office of Vice Dean of Development and Quality to Yearly Program and Course Coordinators.
- Ensure the timely delivery of any recommended updates and changes proposed by Yearly Program Coordinators (based on discussions with Course Coordinators). No changes can be implemented without the approval of the Vice Dean of Development and Quality first (including changes to required textbooks, assessment grading and rubrics, measurement of learning). The meeting minutes in which these changes were discussed among the Course Coordinator and Instructors for that specific course must be accompanied with any change or update requests reported to the Vice Dean of Development and Quality
- Attend mandatory weekly meetings with the Vice Dean of Development and Quality. A Meeting schedule including dates, times and locations will be decided jointly and

circulated by the Vice Dean and Program Directors at the beginning of each semester.

- Coordinate assurance of learning, Accreditation, program review, and/or assessment activities required for the Program by the Vice Dean of Development and Quality and Head of Accreditation.
- Prepare and submit Annual Teaching Progress and Course Update Reports to the Vice Dean of Development and Quality.
- Initiate curriculum changes and other activities to maintain a high-quality academic Program to the Vice Dean of Development and Quality and Vice Dean of Education Affairs.
- Conduct 2 REQUIRED meetings with Yearly Course Coordinators each semester and forward the meeting minutes from each to the Vice Dean of Development and Quality and. Additional meetings may be scheduled at the discretion of the Vice Dean Development and Quality, Program Director, or based on the need/request of Yearly Course Coordinators.
- First meeting to be conducted during the second week of the semester. The purpose of this meeting is to:
  - Liaise with Year Coordinators in order that they specify submission dates for work contributing to continuous assessment, coordinate teaching activities

across each year, review teaching strategies, assessments, ensuring that the program is delivered in line with the program specification and regulations.

- Communicate with all course coordinators and instructors (via Yearly Course Coordinators) to confirm that they have distributed each course syllabus at the beginning of the semester and set a date for midterm exams. This must be reported to the Vice Dean of Development and Quality no later than week 3.
- Second meeting to be conducted at the end of the semester.

The purpose of this meeting is to:

- Review teaching activities and assessments, plan for next delivery of courses, coordinate compilation and submission of documentation for purposes of internal quality assurance and enhancement, e.g. Assurance of Learning, Measurement of Learning, Accreditation documentation.
- Distribute course specifications and syllabi to Yearly Course Coordinators to be used the following semester.

- Ensure that Yearly Coordinators and respective Course Coordinators hold their REQUIRED Scheduled Meetings (at least 2 meetings a semester). Meeting minutes must be submitted to and maintained by the Program Director.
- Maintain and update Program files (College System) and related documentation both hard and soft as required.
- The Program Director is personally responsible for the maintenance and accuracy of program records including:
  - Program and Course Specification documentation (Course Portfolios),
  - Online Teaching Portfolios for all courses taught in the program,
  - Quality Management documentation
- Assess and maintain physical facilities of the Program, including equipment, supplies, resources and space. Report, to the appropriate college department, maintenance or service required when necessary.
- Perform special assignments as delegated by Department Chair, Vice Dean for Development and Quality, or the College of Business and Administration Dean.

## **CBA Yearly Coordinator**

A Yearly Coordinator serves under the direction of the Program Director. The Yearly Coordinator is responsible for the effective delivery, operation, and quality management of the courses within their assigned year. This includes ensuring the effective implementation of course plans and procedures for each course, highlighting connections across courses within their assigned year as well as across years that can enhance students learning experience, and encouraging interdisciplinary collaboration across courses. Furthermore, the Yearly Program Coordinator is responsible for supervising and supporting Course Coordinators (e.g. ensure they hold the required meetings with course instructors) and informing the Program Director on yearly program progress and performance.

### **Role and Responsibilities:**

Their duties may include, but are not limited to the following:

- Serve as a liaison between Course Coordinators and the Program Director.

- Communicate course schedule(s) for their assigned year to the Program Director and Department Chair.
- Oversee the day to day delivery of the program for the year they are assigned to.
  - Each Yearly Program Coordinator is required to maintain a list of all courses offered each semester and course instructors' contact information including email, telephone and teaching schedule.
  - Ensure the timely delivery of any updates and changes at the program level that are issued by Program Director to Course Coordinators.
  - Ensure the timely delivery of any recommended updates and changes proposed by Course Coordinators. No changes can be implemented without the approval of the Vice Dean for Teaching and Learning first including changes to required textbooks, assessment grading and rubrics, measurement of learning). The meeting minutes in which these changes were discussed among the Course Coordinator and Instructors for that specific course must be accompanied with any change or update requests

reported to the Program Director to be submitted to the Vice Dean of Teaching and Learning.

- Coordination of teaching assignments, assessments and examinations within the Yearly Program.
- Attend 2 REQUIRED meetings with Program Director each semester
  - First meeting to be conducted during the second week of the semester. The purpose of this meeting is to:
    - Ensure that submission dates for work contributing to continuous assessment, coordinate teaching activities across each year, review teaching strategies, assessments, ensuring that the program is delivered in line with the program specification and regulations.
    - Confirmation that each course syllabus has been delivered at the beginning of the semester and to set the date for midterm exams.
  - Second meeting to be conducted at the end of the semester. The purpose of this meeting is to:
    - Review teaching activities and assessments, plan for next delivery of courses, coordinate compilation and submission of documentation for

purposes of internal quality assurance and enhancement, e.g. Assurance of Learning, Measurement of Learning, Accreditation documentation.

- Receive course syllabi to be used the following semester.
- Conduct REQUIRED Scheduled Meetings (at least 2 meetings a semester) with Course Coordinators. Meeting minutes must be uploaded to the folder “Meeting Minutes” on Google Drive AND submitted to the Program Director.
  - First meeting to be conducted during the first week of the semester. The purpose of this meeting is to:
    - Review course specifications for all courses in their assigned year (i.e. teaching and learning strategies and assessment, textbook...), agreed midterm assessment dates ensuring that there is no conflict, and confirm that all course instructors have received and distributed course syllabus to students and were able to login to Blackboard (Refer to checklist provided to ensure all elements are covered).



- Second meeting to be conducted at the end of the semester.

The purpose of this meeting is to:

- Discuss the Teaching Portfolio collection process and requirements.
- Support the Program Director in the maintenance of Course and Yearly Program files (College System) and related documentation both hard and soft as required.
    - The Year Coordinator is personally responsible for the maintenance and accuracy of program records including:
      - Course Specification documentation,
      - Online Teaching Portfolios for all courses taught in their assigned year,
      - Quality Management documentation for their assigned year.
  - Support the Program Director in the preparation of Annual Teaching Progress and Course Update Reports.
  - Keep up-to-date on any new developments in their field and propose ways in which the program can be updated to align with these new developments. Proposals should be delivered to the Program Director prior to the beginning of the academic year.

- Participate in the coordination of assurance of learning, accreditation, program review, and/or assessment activities required for the Program, via the Program Director to the Head of Accreditation.
- Report to the Program Director on the physical facilities of the Program, including equipment, supplies, resources and space.
- Perform special assignments as delegated by Department Chair, Vice Dean of Development and Quality, or the College of Business and Administration Dean.

### **CBA Course Coordinators**

The Course Coordinator serves under the direction of the Program Director. The CC is responsible for the effective delivery, operation, and quality management of the courses for which they have been assigned as coordinator. This includes ensuring the effective implementation of course plans and procedures for the assigned course. Course coordinator has to connect well with all other instructors for the project and assignment concerns, rubrics, weekly modules, case studies, preparing mid and final term examinations. All planning related to seminars, workshops, forums, talks etc has to be planned in consensus with the course instructors to enhance students

learning experience. Furthermore, the CC is responsible for monitoring and supporting CI's (e.g. hold the required meetings with course instructors, have access to course portfolio...) and informing the Program Director on program progress and student performance.

### **Role and Responsibilities:**

Their duties may include, but are not limited to the following:

- Serve as a liaison between Course Instructors and the Program Director.
- Communicate course schedule(s) for their assigned semester to the Program Director and Department Chair.
- Oversee the day to day delivery of the course they are assigned to.
  - Each Yearly Coordinator is required to maintain a list of all courses offered each semester and course instructors' contact information including email, telephone and teaching schedule.
  - Ensure the timely delivery of any updates and changes at the program level that are issued by Program Director to Course Coordinators.

- Ensure the timely delivery of any recommended updates and changes proposed by Year Coordinators. No changes can be implemented without the approval of the Vice Dean for Development and Quality first including changes to required textbooks, assessment grading and rubrics, measurement of learning). The meeting minutes in which these changes were discussed among the Course Coordinator and Instructors for that specific course must be accompanied with any change or update requests reported to the Program Director to be submitted to the Vice Dean of Development and Quality
- Coordination of teaching assignments, assessments and examinations within the Yearly Coordinators.
- Attend 3 REQUIRED meetings with Course Instructors each semester
  - First meeting to be conducted during the first week of the semester. The purpose of this meeting is to:
    - Ensure that submission dates for work contributing to continuous assessment, coordinate teaching activities, discuss teaching strategies, assessments, ensuring that the course is delivered in line with the course specification and regulations.

- Confirmation that course syllabus has been delivered at the beginning of the semester and to set the date for midterm exams.
  - Second meeting to be conducted at the mid of the semester. The purpose of this meeting is to:
    - Review teaching activities and assessments, plan for mid-term,
  - Third meeting to be conducted at the end of the semester. The purpose of this meeting is to:
    - Coordinate compilation and submission of documentation for purposes of internal quality assurance and enhancement, e.g. Assurance of Learning, Measurement of Learning, Accreditation documentation.
- Conduct REQUIRED Scheduled Meetings (at least 3 meetings a semester) with Course Instructors. Meeting minutes must be uploaded to the folder “Meeting Minutes” on Google Drive AND submitted to the Program Director.

- Support the Program Director in the maintenance of Course and course files (College System) and related documentation both hard and soft as required.
  - The Coordinator is personally responsible for the maintenance and accuracy of course records including:
    - Course Specification documentation,
    - Online Teaching Portfolios for all Instructors who taught in the semester.
    - Quality Management documentation for their assigned course.
- Support the Program Director in the preparation of Annual Teaching Progress and Course Update Reports.
- Keep up-to-date on any new developments in their field and propose ways in which the course can be updated to align with these new developments. Proposals should be delivered to the Program Director prior to the beginning of the academic year.
- Participate in the coordination of assurance of learning, accreditation, course review, and/or assessment activities required for the Course, via the Program Director to the Head of Department.
- Report to the Program Director on the physical facilities of the Course, including equipment, supplies, resources and space.

- Perform special assignments as delegated by Department Chair, Vice Dean of Development and Quality, or the College of Business and Administration Dean.

## **CBA Instructor**

An Instructor serves under the direction of the Course Coordinator. The Course Instructor is responsible for the effective delivery, operation, and quality management of the courses within semester. This includes ensuring the effective implementation of course plans and procedures for each course assigned across semester that can enhance students learning experience, and encouraging interdisciplinary collaboration across courses. Furthermore, the Instructor is responsible for supporting Course Coordinators (e.g. ensure they participate in the required meetings with course coordinators) and informing the Course Coordinator on the course progress and performance.

## **Role and Responsibilities**

Their duties may include, but are not limited to the following:

- Serve as a liaison between Course Coordinators and the Students.
- Communicate course schedule(s) for their assigned Course to the Students.
- Oversee the day to day delivery of the program for the year they are assigned to.
  - Each Instructor is required to maintain a list of all students who are taking the course and intimate them the course information, their own information related to office hours and office numbers, their email id's, telephone and teaching schedule for smooth functioning and interaction in the whole semester.
  - Ensure the timely delivery of any updates and changes at the course level to the students.
  - Ensure the timely delivery of any recommended updates and changes proposed by Course Coordinators. No changes can be implemented without the approval of the Vice Dean for Teaching and Learning first including changes to required textbooks, assessment grading and rubrics, measurement of learning). The meeting minutes in which these changes were discussed among the Course Coordinator and



Instructors for that specific course must be accompanied with any change or update requests reported to the Program Director to be submitted to the Vice Dean of Teaching and Learning.

- Coordination of teaching assignments, assessments and examinations within the Yearly Program.
- Attend 3 REQUIRED meetings with Program Director each semester
  - First meeting to be conducted during the first week of the semester. The purpose of this meeting is to:
    - Ensure that submission dates for work contributing to continuous assessment, coordinate teaching activities across each course, review teaching strategies, assessments, ensuring that the course is delivered in line with the course specification and regulations in consensus with the course coordinators.
    - Confirmation that each course syllabus has been delivered at the beginning of the semester and to set the date for midterm exams.

- Second meeting to be conducted at the end of the semester. The purpose of this meeting is to:
  - Review teaching activities and assessments, plan for next delivery of courses, coordinate compilation and submission of documentation for purposes of internal quality assurance and enhancement, e.g. Assurance of Learning, Measurement of Learning, Accreditation documentation.
  - Receive course syllabi to be used the following semester.
- Third meeting to be conducted at the end of the semester. The purpose of this meeting is to: to plan finals, discuss results till that time.
- Conduct REQUIRED Scheduled Meetings (at least 3 meetings a semester) with Course Coordinators. Meeting minutes must be uploaded to the folder “Meeting Minutes” on Google Drive AND submitted to the Program Director.
- Support the Course Coordinator and Program Director in the maintenance of Course and Yearly Program files (College

System) and related documentation both hard and soft as required.

- The Coordinator Instructor is personally responsible for the maintenance and accuracy of course records including:
  - Course Specification documentation
  - Online Teaching Portfolios for all courses taught in their assigned year,
  - Quality Management documentation for their assigned year.
- Support the Course Coordinator and Program Director in the preparation of Annual Teaching Progress and Course Update Reports.
- Keep up-to-date on any new developments in their field and propose ways in which the course can be updated to align with these new developments. Proposals should be delivered to the Course Coordinator and Program Director prior to the beginning of the semester of academic year.
- Participate in the coordination of assurance of learning, accreditation, program review, and/or assessment activities required for the Program, via the Program Director to the Head of Department.

- Report to the Course Coordinator Director on the physical facilities of the course, including equipment, supplies, resources and space.
- Perform special assignments as delegated by Department Chair, Vice Dean of Development and Quality, or the College of Business and Administration Dean.



