



# **Quality Assurance Manual**

London College of Business

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## INTRODUCTION

This document outlines policy and process of the procedural requirements for the quality management system of London College of Business. It is emphasized that the quality system requirements are complementary to specified needs for academic services. Varying needs have influenced the design and implementation of the quality management system. It is not the purpose of this document to imply uniformity of management systems with other organisations providing similar services.

Being an independent body London College of Business has created and implemented its own policies to suit organisation needs. However, those documents are in strict coherence with rules and regulations of every accrediting and awarding body that London College of Business cooperate with.

## AIM

The overall aim of the London College of Business (LCB) approach towards Quality Assurance is to ensure that LCB is capable to deliver quality education and assessment for programmes validated and accredited by external awarding bodies. In particular:

- To satisfy the Awarding Institutions that the whole range of provision, across academic and support areas, is of a suitably high quality.
- To ensure that the standard of teaching is appropriate and that provision meets the requirements of the QAA Quality Code.
- To ensure a commitment not only to quality assurance but also to the enhancement of the quality of the student experience.
- To ensure the implementation of the College's approach to quality assurance and enhancement in an efficient and effective manner.

## PRINCIPLES

The management of Quality Assurance is underpinned and shaped by a number of key principles. Those are as follows:

- comprehensive coverage;
- internal review;
- external review;
- staff and student involvement;
- feedback.

The process of assuring and enhancing quality is addressed through a comprehensive range of mechanisms which cover: programme approval and validation by external bodies; annual monitoring; subject review; periodic monitoring and review of all other service areas, including learning support. Internal review is an important basis for assuring and enhancing quality.

Peer observation of teaching provides a periodic opportunity for staff to observe the teaching of a colleague, and to be observed themselves, as the basis for a dialogue about learning and teaching.

External review provides an independent assessment of standards and quality, and is achieved through external examiner and verifier reports, and annual monitoring.

All staff have a responsibility to be involved in the quality assurance and enhancement of their own work. To this end LCB should provide support and training as appropriate.

Feedback from both students and staff provides the relevant committee with key information about quality, on the basis of which action is taken. Student feedback is obtained at various stages in the life of a student, including after admission, soon after modules have completed, at periodic committee and planning meetings, and after the student has left the college.

## QUALITY ASSURANCE

The College's approach towards Quality Assurance is contained within this Quality Assurance Manual and detailed in our adopted policies, available in our Staff and Student Handbooks. These three documents are reviewed at least annually by senior staff in the college, and whenever the need arises. Such review aims to ensure that the policies continue to be:

- appropriate for our students, our staff, our awarding bodies, our accrediting organisations and the college's needs;
- adhered to by all relevant people;
- in a constant state of improvement;
- a suitable framework for establishing and reviewing our quality objectives;
- communicated, understood and implemented throughout our whole organisation.

## MANAGEMENT COMMITMENT

The College's management are committed to:

- Creating and maintaining awareness of the importance of meeting students, regulatory and legal requirements;
- Ensuring adherence at all levels to the QAA Quality Code;
- Ensuring regular and periodic reviews of the student experience;
- Ensuring the availability of resources to enhance the student's learning.

## COLLABORATION

### EDEXCEL

In 2007 London College of Business first became a Work Based Learning Center of Edexcel, one of the largest awarding bodies in UK. LCB still offers Pearson Edexcel programmes, strictly following the specified teaching methods, learning outcomes and mode of assessments. The Edexcel HNC, HND and Level 7 Professional Qualifications are reviewed by External Verifiers for compliance. All assessed work must adhere to our Assessment and Examinations Policy (available in the Student Handbook), and particularly to the Internal Verification requirements therein.

## PROGRAMME MONITORING AND REVIEW

LCB routinely monitors the effectiveness of its programmes through an institutional process engaging senior management, staff, students and awarding bodies. To this aim, we rely on feedback received internally (from students and faculty) and externally (from examiners, verifiers and

advisors). Each semester, we gather feedback through student evaluation forms. LCB records most lecture sessions, enabling constant monitoring of staff performance, which drives evaluation and review discussions. Assessment is also monitored through an internal verification process. External examiner and verifier reports are reviewed and their recommendations acted upon.

The Academic Review policy contained in the Student Handbook details the LCB review process at its various stages.

## ADMINISTRATION

We have established an administration management system as a means of meeting our quality policy, to achieve our quality objectives and to ensure that the services meet our stakeholder requirements. The Lines of Reporting and Committee Structure is shown in the form of an organization chart contained in the Staff Handbook.

## QUALITY ASSURANCE MANAGER (QAM)

We have appointed a member of senior management who, irrespective of other responsibilities, has defined authority for:

- Maintaining the Quality Assurance Manual;
- Monitoring whether the contents of this Quality Assurance Manual are implemented by all staff at LCB;
- Reporting to the Senior Management Team (SMT) on the level of adherence to the Quality Assurance Manual;
- Recommending to SMT any areas for improvement, in relation to Quality Assurance;
- Ensuring awareness of the requirements of Quality Assurance throughout our Organisation;
- Liaising with external bodies on matters related to Quality Assurance.
- For Pearson Programmes the QAM is also the Qualitee Nominee, and is currently the Principal.

## QUALITY ASSURANCE BODY DESCRIPTIONS

### QUALITY ASSURANCE RESPONSIBILITY AND AUTHORITY

Personnel roles and relationships are shown in the Lines of Reporting and Committee Structure in the Staff Handbook. Specific Management of Quality Assurance responsibilities are detailed below.

### LONDON COLLEGE OF BUSINESS ACADEMIC COMMITTEE

The Academic Committee is responsible for advising the SMT and stakeholders about issues relating to academic in the College, including:

- the maintenance and enhancement of academic standards,
- reviewing student achievement and engagement,
- policies and procedures for assessment and examination of students,
- academic staff performance,
- the appointment and removal of internal examiners and verifiers,
- academic staff training,
- programme content, resourcing and performance review,

- new programme design and approval.

## ACADEMIC COMMITTEE COMPOSITION

- The Principal
- Quality Assurance Manager
- Programme Director(s)
- Permanent Faculty Members
- The Registrar or Programme Administrator(s) as Secretary to Academic Committee
- Visiting Faculty Representative(s)
- Student Representative(s)
- The Student Welfare Officer

## STUDENT WELFARE OFFICER

The Student Welfare Officer (SWO) will facilitate effective liaison between students and staff of LCB. He / She works in partnership with colleagues and others to contribute to the reduction of disaffection, anti-social behaviour and nonattendance in classes on the part of students. He provides a voice for students in relevant committee meetings.

- The Student Welfare Officer (SWO) main role in the College is to help to ensure that College students are secure, happy and settled so that they can get the maximum benefit from their courses of study.
- This requires the SWO to engage with a wide range of welfare issues among which student's lifestyle, accommodation and general welfare are particularly important.
- The SWO is encouraged to think creatively and to propose initiatives in these areas.
- The SWO represents the student voice when the need arises.
- The SWO is not a replacement for the Student Representatives.

The Student Welfare Policy contained in the Student Handbook contains further information about the role of the SWO.

## STUDENTS REPRESENTATIVES

Student representatives act on behalf of the student cohort that elected them. They are responsible for raising student concerns, and bringing forward ideas and suggestions. Student representatives can act as a first point of contact for students wishing to raise issues and ideas relating to the student learning experience. Student representatives are expected to seek out the issues that are affecting the student learning experience through regular and pro-active liaison with the student cohort and through regular contact with the awarding body's own student representative system, where it exists. One Student Representative will be the Lead Student Representative for the QAA and is expected to engage with the QAA Student Representation processes.

We encourage all our students to engage constructively with staff through the Student Forum to identify aspects of good practice and also to identify areas where there is scope for improvement, with the assurance that they will not be penalised for so doing.

The Student Welfare Policy contained in the Student Handbook contains further information about the role of the Student Representatives.

## THE STUDENT FORUM

Student representatives are a part of the Student Forum where the views of students are taken into consideration. This committee provides input into the operation and development of the college when it meets at least once in each term. Minutes of Student Forum meetings will be recorded and made available on the college intranet system. The membership of the Student Forum is as follows:

- The Programme Director(s);
- Module/Unit Leaders;
- The Student Welfare Officer;
- Student Representatives.

Students are introduced to the Student Forum and the role of Student Representatives during their induction meeting. Further support is given to Student Representatives to allow them to contribute and develop in their participation.

## EXAMINATION BOARD / ACADEMIC REVIEW MEETINGS

The duty of the Examination Board / Academic Review Meeting is to ensure that all examinations and assessment are conducted in accordance with the approved assessment regulations of the award and in accordance with the principles and regulations laid down by appropriate awarding bodies. This is the only body vested with the power of decision on examination results and any other form of assessment. Further details are contained in the Student Handbook in the Assessment and Examinations Policy and in the Staff Handbook in the Certification Policy.

The members of the examination board are the full academic committee.

## PROGRAMME DIRECTOR

The management of the programme is the ultimate responsibility of the Programme Director, who reports to the College Principal. The Programme Director is responsible for maintaining the standards, efficiency and good management of the academic department in accordance with College regulations, guidelines and codes of practice and for the maintenance of quality assurance according to this Quality Assurance Manual. The Programme Director maintains operational responsibility for the academic activity of the College and its curriculum. Designated senior members of staff can provide additional input to assure the quality of subject provision, promote academic staff development, and enhance learning and teaching initiatives.

The role of the Programme Director includes the following:

- Overseeing the academic quality of the programme;
- Chairing the Academic Committee;
- Ensuring that the programme content is up to date and relevant;
- Coordination of the academic team;
- Ensuring that all assessment are implemented in accordance with the College Assessment and Examinations Policy (contained in the Student Handbook);
- Maintaining close liaison with students and academic and administrative staff, to ensure that any potential problems are identified at an early stage and acted upon accordingly;

## THE REGISTRAR

The Registrar has oversight of the implementation of the College's Admissions and Attendance Policies (contained in the Student Handbook) and chairs the Administrative Sub-Committee, which



meets regularly to review all enrolled students; their engagement, attendance and attitude. The outcome of the meeting will be to agree where pastoral interventions may be required.

## MODULE/UNIT LEADERS – TUTORS (FACULTY MEMBERS)

Each faculty member is expected to make contributions to the enhancement of teaching and learning in the college. The Module/Unit Leader has responsibility for ensuring the implementation of the College's Learning and Teaching Policy (contained in the Student Handbook), taking into consideration student feedback and the advice of other staff. The individual Faculty Member has a degree of freedom to experiment with programme delivery, though any major changes may need to be approved by the Module/Unit Leader and the Programme Director. Among other things the Faculty Member shall in particular:

- Develop teaching materials in the chosen subject area, in association with appropriate guidance from the Module/Unit Leader or Programme Director;
- Attend Academic Committee meetings;
- Conduct class room consultation with students;
- Mark exam papers and assessments;
- Produce handout notes for students;
- Produce draft assignment specifications and exam papers and associated marking schemes;

## HUMAN RESOURCES

As an academic establishment, striving toward excellence in learning and teaching, and the provision of high quality professional and support services, the college undertakes to ensure that opportunities are available to all staff to learn and develop within their current role and in preparation for their future career development. LCB's Senior Management Team must ensure that those personnel who have responsibilities defined in the Quality Assurance Manual are competent on the basis of applicable education, training, skills and experience. The London College of Business recognises that its staff is its most valuable asset. Only through their expertise and commitment will the College achieve its high quality standards. Please refer to the Staff Recruitment Policy contained in the Staff Handbook.

## TRAINING, AWARENESS AND COMPETENCY

The College is committed to the personal and professional development of all staff. This is a prime responsibility of the College Principal. Those with management responsibility for others are encouraged to support actively the development of the performance and effectiveness of their staff in the achievement of their objectives.

The Principal provides support to managers in the fulfilment of their responsibilities, and in response to the needs identified through appraisal or otherwise. The Principal shall deliver this support by:

- providing Induction Programmes for newly appointed staff;
- organising a Staff Development Programme of events to meet training and development needs of staff throughout the College;
- disseminating information on internal and external training and development opportunities;
- providing funds for training and development in accordance with the Staff Development Policy, contained in the Staff Handbook.



## STUDENTS

Our students come from different countries, with different nationalities and different cultural backgrounds. It is the responsibility of the College's Senior Management Team to ensure that they are helped to settle and feel comfortable in the College.

### STUDENTS – ADMISSION

All inquiries from prospective students are answered by our admissions staff, in accordance with the Admissions Policy contained in the Student Handbook.

### STUDENT – INDUCTION

New students are subject to an induction and orientation process, as detailed in the Admissions Policy contained in the Student Handbook.

### STUDENTS – APPEALS AND COMPLAINTS

During induction students are informed of the college's and awarding body's complaints and appeals policies, contained in the Student Handbook.

LCB takes seriously the handling of student complaints and appeals. Its policies are periodically reviewed and updated as part of the annual review process. Informal guidance is also provided by the Student Welfare Officer on the resolution of grievances and complaints. Staff members should be trained to address and resolve student complaints. Any complaints or appeals, to the College or its awarding bodies, must be included in the annual review process.

### STUDENTS – ASSESSMENT

The form of assessment at LCB is described within each module's specification, issued at the beginning of each term. LCB must follow the rules and procedures set by awarding bodies regarding setting the exams and assignments. All exam papers and assignments should be sent to the awarding body, where appropriate, for verification and acceptance. Such details are in the Assessment and Examinations Policy, contained in the Student Handbook

Students should be informed during induction and at the beginning of each term:

- about the Unfair Practice Procedure, as contained in the Student Handbook;
- that any exceptional or mitigating circumstances which may adversely affect their performance, must be reported to the Programme Director at the earliest opportunity, as detailed in the Assessment and Examinations Policy, contained in the Student Handbook;
- that students requiring special provision should contact the Programme Director as soon as is practicable in order to discuss their requirements. The college shall make reasonable adjustments for candidates with special needs, in compliance with the requirements of awarding body.

### STUDENTS – UNFAIR PRACTICE

London College of Business takes very seriously all cases of Unfair Practices and in particular Plagiarism. The college has adopted an Unfair Practice Procedure contained in the Student Handbook.

## APPENDIX 1- ADDITIONAL STAFF ROLES

The current adopted Lines of Reporting and Committee Structure are shown in the form of an organization chart contained in the Staff Handbook. In addition to the aspects of Quality Assurance already mentioned in this Quality Assurance Manual, the general description of staff roles appear below.

### **College Principal**

The general role of the college Principal is to provide leadership and direction to LCB through policy formulation, development and implementation to ensure accountability and responsibility for efficient and effective compliance with college policies and procedures. Duties include developing management systems and control processes to promote policy and procedural compliance and efficiency within the LCB; developing, directing and implementing responsive, proactive, sound and accountable fiscal, budget, human resources, and extramural programmes. Facilitate, support and enhance opportunities for LCB to engage in new and innovative initiatives by assisting faculty, staff and administrators in the conception, design, execution, management and control of such projects.

The Principal reports to the College Director(s).

### **Admissions Officer**

(This role is currently undertaken by the Office Administrators and Student Welfare Officer)

The Admission Officer adheres to the Admission Policy (contained in the Student handbook) and plays a major role in enrolment activities of the College and shall provide dedicated administrative support for the admission of all students, including maintain student files, both physical and electronic.

The Admissions Officer reports to the Registrar.

### **Office Administrators**

Office Administrators should supports administrative enrolment activities of the College, and other non-specific administrative tasks assigned by the Senior Administrator, such as maintenance of files, documents, database entry, receptionist activities, recording student attendance, etc.

Office Administrators report to the Senior Administrator.

### **Librarian**

(This role currently filled by an Office Administrator)

The Librarian is responsible for maintaining the organisation of the college's information assets, whether in the physical library or online. The librarian will issue books to staff and students and assist in locating relevant resources, upon request. The librarian will also provide training to staff and students during induction about how to find information within the college's assets.

The Librarian reports to the Senior Administrator.

### **Programme Administrator**

(This role currently filled by the Programme Director)

Programme Administrators provide clerical and administrative support to the Programme Director.

Programme Administrators report to the Programme Director.

### **Programme Director**

The Programme Director shall provide leadership for the development and continuing review and evaluation of the College curriculum and programs. The Programme Director will, in relation to new courses, identify the modules to be offered, appoint Module Leaders and compile the programme and module/unit specification documents. Provide leadership for the improvement of instructional effectiveness by encouraging or otherwise assisting staff to work on innovative projects and teaching techniques.

### **Other Staff**

There are in addition to the above, IT Staff (who report to the Principal), Marketing Staff (who also report to the Principal). There are also Module/Unit Leaders (who report to the Programme Director), full and part-time Faculty Staff (who also report to the Programme Director), and the Student Welfare Officer, all of whose roles have already been described in this Quality Assurance Manual.