



MASENO UNIVERSITY

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0.1 DOCUMENT CHANGES

#	Date (dd-mm-yy)	Details of Change		Authorization
		Page	Clause/Sub Clause	Title
1	10/03/2023	7	Change of abbreviation	VC
2	10/03/2023	8	Change of campuses from three to four	VC
3	10/03/2023	8, 13	Inclusion of Odera Akang'o Campus	VC
4	10/03/2023	10	Change of organization chart	VC
5	10/03/2023	13	2.6; Change of year of Strategic Plan	VC
6	10/03/2023	ALL	Change of use from full name (Maseno University) to abbreviation (MSU)	VC
7	10/03/2023	23	8.3.4; Statement reading “ on curriculum development, research and outreach services” deleted.	

0.2 DOCUMENT DISTRIBUTION

This Quality Manual shall be available on the MSU website for authorized users.

ABBREVIATIONS AND ACRONYMS

FO	Finance Officer
PA	Personal Assistant
MO	Medical Officer
DFO	Deputy Finance Officer
CUE	Commission for University Education
KEBS	Kenya Bureau of Standards
SOMU	Student Organisation of Maseno University
LO	Legal Officer
MSU	Maseno University
VC	Vice-Chancellor
DVC	Deputy Vice-Chancellor
AFD	Administration, Finance and Development
ASA	Academic and Student Affairs
PRI	Partnerships, Research and Innovations
MR	Management Representative
QAPM	Quality Assurance and Performance Management
ICT	Information Communication and Technology
ADM	Administration
RI	Research and Innovation

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LOC linkages, Outreach and Consultancies
IA Internal Audit
SEC Security

QUALITY POLICY

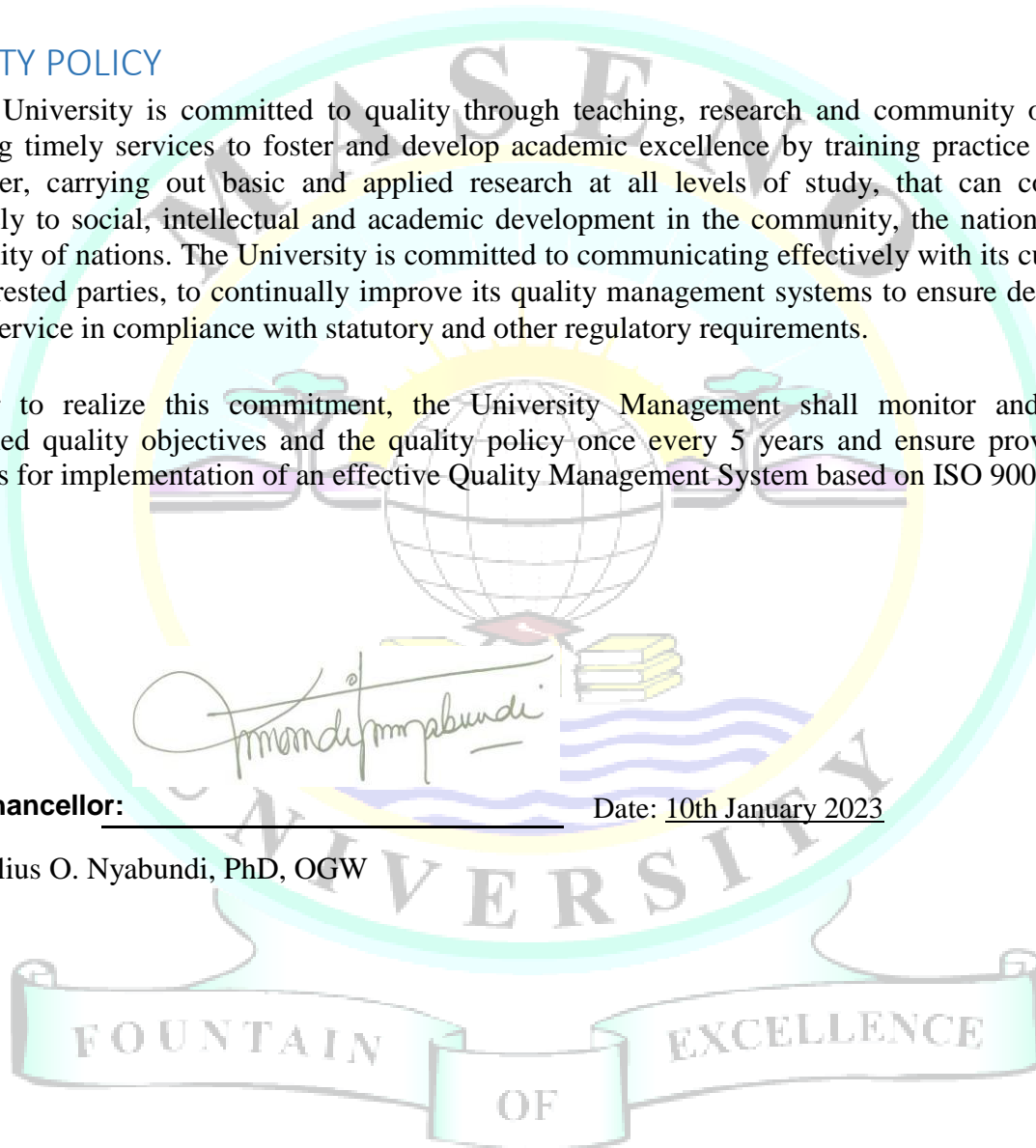
Maseno University is committed to quality through teaching, research and community outreach; providing timely services to foster and develop academic excellence by training practice oriented manpower, carrying out basic and applied research at all levels of study, that can contribute effectively to social, intellectual and academic development in the community, the nation and the community of nations. The University is committed to communicating effectively with its customers and interested parties, to continually improve its quality management systems to ensure delivery of quality service in compliance with statutory and other regulatory requirements.

In order to realize this commitment, the University Management shall monitor and review established quality objectives and the quality policy once every 5 years and ensure provision of resources for implementation of an effective Quality Management System based on ISO 9001:2015.

Vice- Chancellor:

Date: 10th January 2023

Prof. Julius O. Nyabundi, PhD, OGW



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QUALITY OBJECTIVES

1. To ensure quality education through admission of qualified students, engagement of qualified staff, regular review of curricula and monitoring teaching and examination processes.
2. To support research by developing a mentorship scheme, facilitating research activities and provide avenues for dissemination of findings through conferences, seminars.
3. To strengthen linkages, partnership and collaborations with other institutions and industries by initiating and implementing memoranda of understanding (MoUs).
4. To provide resources to facilitate provision of quality services to support teaching, research and community outreach through budgetary allocations annually.
5. To ensure effective internal and external communications relevant to quality management systems as per the university communication structure.

MASENO UNIVERSITY IN BRIEF

MSU's history begun with the merging of Maseno Government Training Institute (GTI) with Siriba Teacher's Training College in October 1990 to form Maseno University College, a Constituent College of Moi University. It became a full-fledged University in 2001. It has four campuses: Main campus situated in Maseno Township 25km from Kisumu on the Kisumu-Busia road; Kisumu Campus located within the Central Business District of Kisumu City, eCampus, located within Kisumu campus to offer programmes on a virtual platform and Odera Akang'o Campus situated in Yala Township 17 km from Maseno on the Kisumu-Busia Road. Right from inception in February 2001 the University has made significant strides towards creating and maintaining a functional environment in which academic and auxiliary activities take place with minimum disruption. Currently there are twelve schools compared to three faculties in 2001. The most important factor contributing to this success has been the

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nurturing of financial discipline which has been achieved through putting in place appropriate control systems, accountability and transparency.

Core Values:

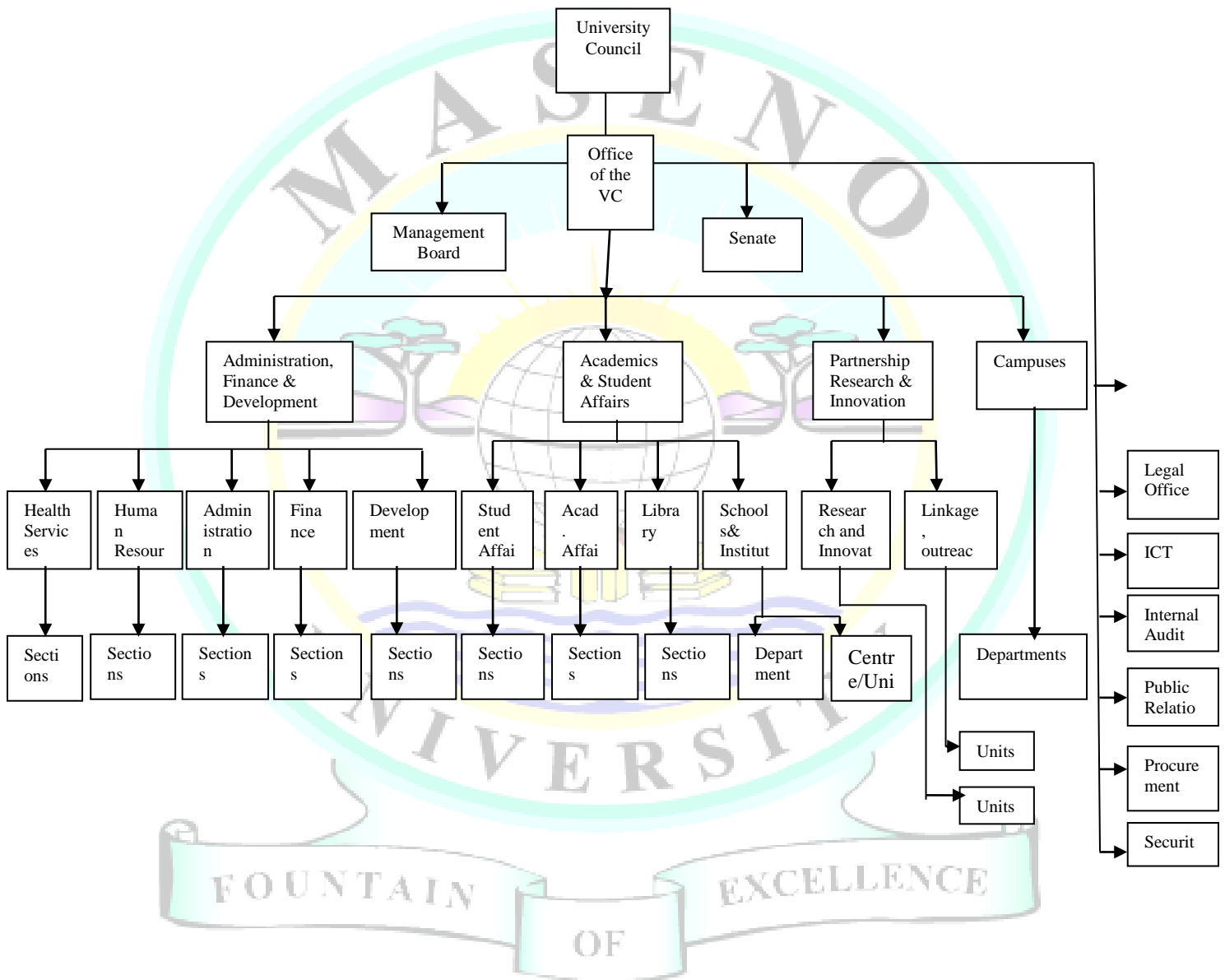
MSU seeks to uphold the following values:

- Relevance
- Excellence
- Equity
- Quality
- Integrity



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ORGANIZATION CHART



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INTRODUCTION

0.1 General

This Quality Manual specifies requirements and policy for MSU used to address customer satisfaction, to meet customer and applicable regulatory requirements and to meet ISO 9001:2015 requirements.

0.2 Quality Management principles

- 1) Customer focus
- 2) Leadership
- 3) Engagement of people
- 4) Process approach
- 5) Improvement
- 6) Evidence based decision making
- 7) Relationship management

0.3 Process Approach

0.3.1 General

MSU has adopted the process approach to quality management, as described in this manual and illustrated in the diagrams below:



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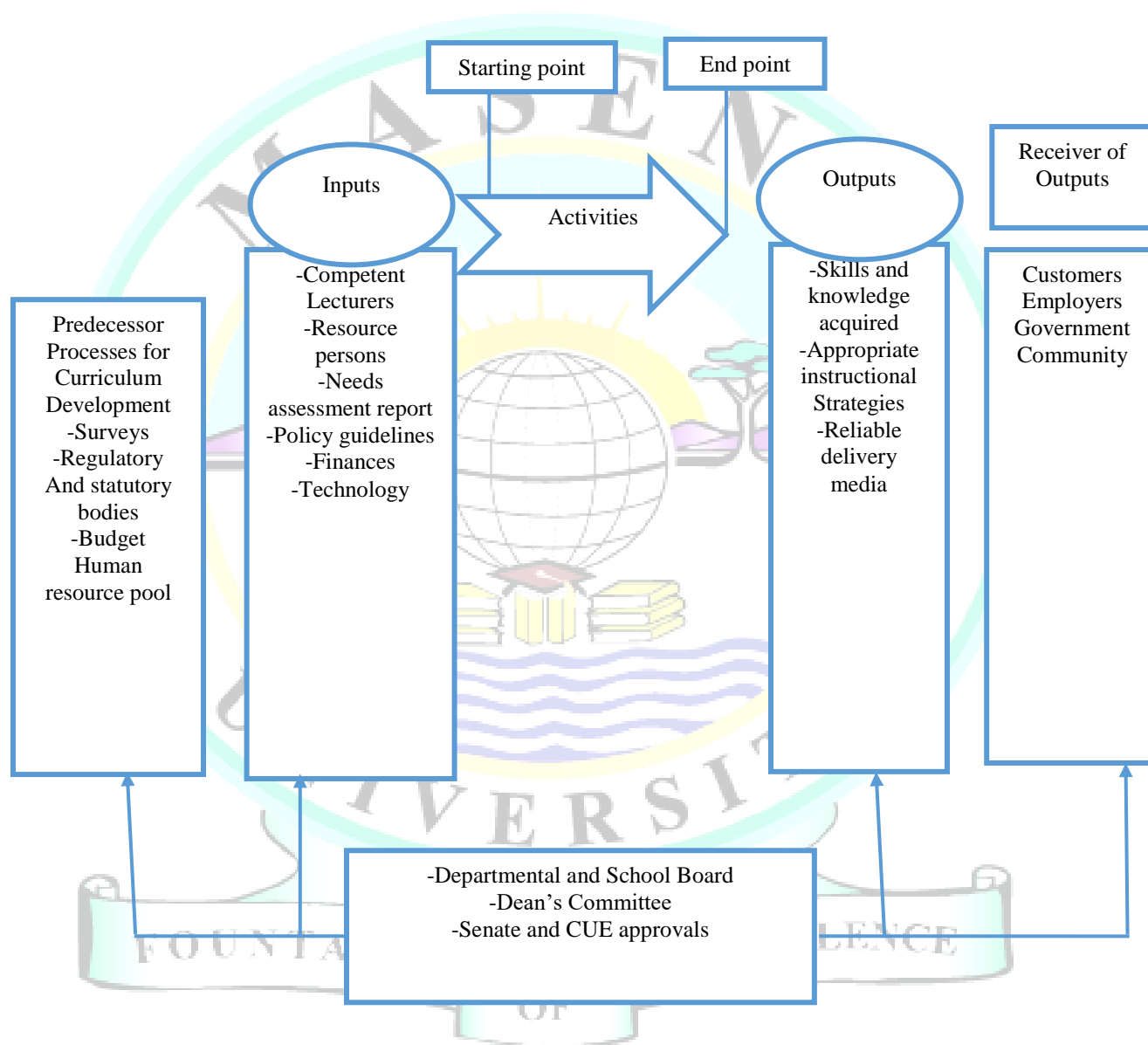
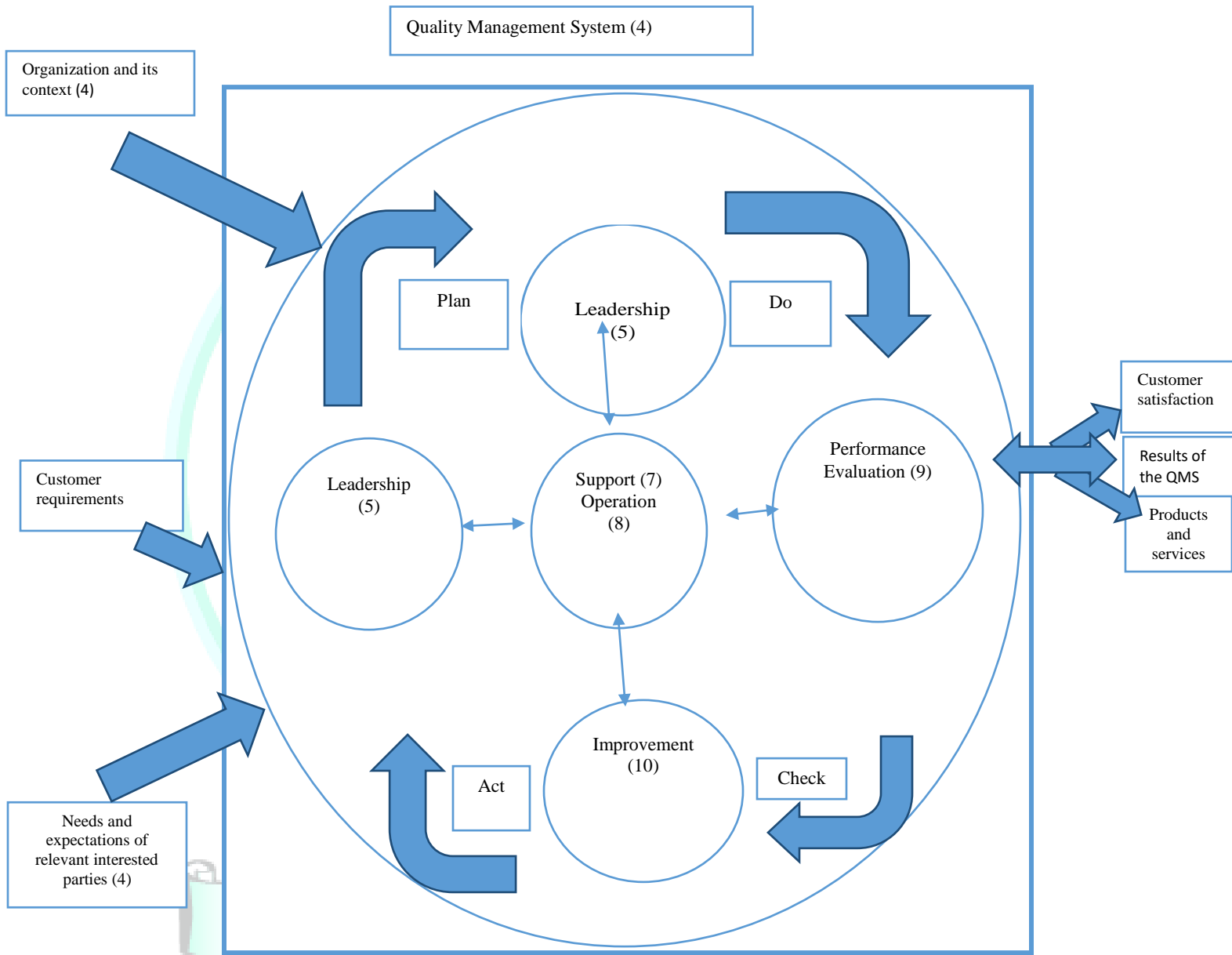


Figure A is a conceptual illustration of the process approach at MSU.

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0.3.2 Plan-Do-Check-Act Cycle



NB: Numbers in brackets refer to the clauses in the International Standard (Fifth edition)

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0.3.3 Risk-based thinking

MSU identifies preventive actions to avoid and eliminate the causes of potential nonconformities to prevent occurrence. Preventive actions taken are appropriate to the impact of the potential problems.

The documented procedure for preventive action, MSU/MR/OP/06, defines requirements for:

- a) Determining potential nonconformities and their causes;
- b) Evaluating the need for action to prevent occurrence of nonconformities;
- c) Determining and implementing action needed;
- d) Recording results of action taken;
- e) Reviewing of preventive action taken.

0.4 Relationship with other management system standards

This quality manual adopts the sequencing as outlined in ISO 9001: 2015.

1.0 SCOPE

1.1 General

This document specifies requirements for a quality management system where MSU:

- a) Demonstrates its ability to provide consistent services and products that meets customer and applicable regulatory requirements.
- b) Addresses customer satisfaction enhancement through the effective application of the system, including processes for continual improvement and the assurance of conformity to customer and applicable regulatory requirements.

1.2 Application

MSU engages in teaching, research, outreach and human resource development. It has four campuses: Main campus situated in Maseno Township 25km from Kisumu on the Kisumu-Busia road; Kisumu Campus located within the Central Business District of Kisumu City and eCampus, located within Kisumu campus, Odera Akang'o Campus situated in Yala Township 17kms on Kisumu-Busia Road and Kisumu Hotel. The University has no exclusions.

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2.0 NORMATIVE REFERENCES

The following documents, in whole or in part, are normatively referenced in this quality manual and are indispensable for its application.

- 2.1 ISO 9001: 2015 Quality management systems- requirements
- 2.2 ISO 9000:2015 QMS Fundamentals and vocabulary
- 2.3 ISO 9004 Management for sustained success of an organization
- 2.4 ISO /TR 10013 Guidelines for QMS documentation
- 2.5 ISO/TS 9002: 2016 E Quality Management Systems-Guidelines for the application of ISO 9001:2015
- 2.6 Maseno University Strategic Plan 2022-2027
- 2.7 Maseno University Statutes
- 2.8 Control of documented information (MSU/VC/MR/OP/01)

3.0 TERMS AND DEFINITIONS

For the purpose of this quality manual, the following terms and definitions in addition to those given in ISO 9000:2015 Fundamental Vocabulary Standard shall apply.

Process	A sequence of activities that use inputs to deliver intended results.
Procedure	A defined way to execute an activity or process.
Risk	Is the effect of uncertainty on objectives.
Product / service	Academic programmes (teaching), research and community outreach
Customer	Students and clients
Interested party	A person or organization involved in or perceives itself affected by activities and actions taken by the university.
Top Management	An individual or group of individuals who coordinate and control the university at the highest level.

4.0 CONTEXT OF ORGANIZATION

- 4.1 Understanding the organization and its context

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MSU has determined the following as external and internal issues that are relevant to its purpose and its strategic direction. This affects its QMS ability to achieve the intended results.

4.1.1 External issues

Economic factors, market factors, political factors, technological factors, statutory and regulatory factors.

4.1.2 Internal issues

Resource factors, human aspects, operational factors, governance factors.

The University shall monitor and review information on both internal and external issues through midterm review of the strategic plan, performance contract, management reviews, surveys and evaluations.

4.2 Understanding the needs and expectations of interested parties

Due to their effect or potential effect on MSU's ability to consistently provide products and services that meet customer and applicable statutory and regulatory requirements. MSU has:

- a) Determined customers, parents, governments, suppliers, partners, unions, employees as interested parties.
- b) Reviewed the statutory and regulatory requirements, performed market surveillance, lobbying and networking, benchmarking and participated in relevant associations as the requirements of the interested parties.

MSU shall monitor and review information about these interested parties and their relevant requirements.

4.3 Determining the scope of the quality management system

The scope for this certification is provision of higher education, research, community outreach and hotel services at the Maseno University Main Campus, Kisumu Campus, Odera Akang'o and eCampus. There are no exclusions to the ISO 9001:2015 Standard requirements.

4.4 Quality management system and its processes

4.4.1 General Requirements

MSU establishes, documents, implements, maintains and continually improves a quality management system in accordance with the requirements of ISO 9001:2015. To implement the quality management system, MSU:

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- a) Identified the processes needed for the quality management system and their application throughout the University;
- b) Determined the sequence and interaction of these processes as shown in 1.3 Major General Processes;
- c) Determined criteria and methods required to ensure the effective operation and control of these processes;
- d) Ensures the availability of resources and information necessary to support the operation and monitoring of these processes;
- e) Monitors, measures and analyzes these processes, and
- f) Takes action necessary to achieve planned results and continual improvement.

4.4.2 To the extent necessary MSU has:

- a) Maintained documented information to support the operations of its processes
- b) Retained documented information to have confidence that the processes are being carried out as planned.

Leadership

5.1 Leadership and commitment

5.1.1 General

Top management shall provide leadership and commitment by;

- a) Taking accountability for the effectiveness of the quality management system;
- b) Ensuring that the quality policy and quality objectives are established for the quality management system and are compatible with the context and strategic direction of the organization;
- c) Ensuring integration of the quality management system requirements into organization's business process;
- d) Promoting the use of the process approach and risk-based thinking;
- e) Ensuring that the resources needed for the quality management system are available;
- f) Communicating the importance of effective quality management and of conforming to quality management system requirements;
- g) Ensuring that the quality management system achieves its intended results;
- h) Engaging, directing and supporting persons to contribute to the effectiveness of the quality management system;
- i) Promoting improvement;
- j) Supporting other relevant management roles to demonstrate their leadership as it applies to their areas of responsibility.

5.1.2 Customer focus

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MSU Top Management shall demonstrate leadership and commitment with respect to meeting customer requirement and enhancing customer satisfaction by;

- a) Determining, understanding and consistently meeting customer requirements and statutory and regulatory requirements related to the University products and services
- b) Ensure appropriate actions are implemented to address risks and opportunities that can affect conformity of products and services and focus on enhancing customer satisfaction.

5.2 Policy

5.2.1 Establishing the quality policy

MSU Top Management has established, implemented and maintained a quality policy that:

- a) Supports the University's mandate and strategic direction.
- b) Provide a framework for setting quality objectives.
- c) Include a commitment to satisfy applicable requirements.
- d) Includes commitment to continual improvement of the quality management system.

5.2.2 Communicating the quality policy

The quality policy shall be:

- a) Maintained as documented information and shall be readily available.
- b) Communicated, understood and applied within the University.
- c) Available to interested parties as appropriate.

5.3 Organizational roles, responsibilities and authorities

MSU Top Management shall establish specific responsibilities and authorities for the roles and ensure that staff understand and are aware of their assignments through effective communication and:

- a) Ensuring that quality management system conforms to requirement for specific roles such as internal auditors and for management review.
- b) Ensuring that responsibilities for processes such as monitoring of quality objectives, conducting internal audits and determination of the processes achieving their intended results are assigned.
- c) Reporting of the performance of the quality management system to the top management by MR during management review process.
- d) Promoting customer focus in line with Service Delivery charter and Public Relation procedures.
- e) Maintaining the integrity of the quality management system when changes are made in line with MSU/VC/MR/OP/01, Procedure for Control of Documented Information.

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Planning

6.1 Actions to address risks and opportunities

6.1.1 When planning the Quality management system processes, MSU shall consider the determined risks, opportunities and strategize actions to address them in order to:

- a) Give confidence that the QMS can achieve the intended results.
- b) Enhance desirable effects through creation of new possibilities that include but not limited to improving the efficiency of its activities, developing or application of new technologies.
- c) Prevent or reduce undesirable effects through risk reduction or preventive actions as detailed in MSU/VC/MR/OP/05
- d) Achieve improvement that ensure product and service conformity besides enhancing customer satisfaction.

6.1.2. MSU shall plan:

- a). Actions to address its determined risks and opportunities.
- b). (i) Implement the actions based on their potential influence on product and services or on Customer satisfaction.
(ii) Analyze and evaluate the effectiveness of the actions.

6.2 Quality objectives and planning to achieve them

6.2.1 MSU shall ensure that quality objectives are established at relevant functions, levels, processes needed for the QMS and plan appropriate actions to achieve them.

The quality objectives shall be:

- a) Consistent with the quality policy by ensuring the quality policy is used as an input.
- b) Measurable in terms of quantitative and qualitative parameters.
- c) Addressing applicable requirements.
- d) Relevant to conformity of products and services and enhanced customer satisfaction.
- e) Monitored and reviewed in the light of progress be made in their achievement through suitable means including progress reports based on data analysis, customer feedback and management reviews.
- f) Communicated as necessary throughout the organization and to the interested parties as per the policy.
- g) Updated as appropriate considering the impact of their potential or actual change.

6.3 Planning of Changes

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MSU shall plan for changes to its quality management system in line with the framework outlined in the Quality Policy and the MSU/VC/QP/01

Requirements based on the needs emanating from management review, data analysis, change in context or customer and the interested parties by considering:

- a) The purpose of the changes and their potential consequences whether positive or negative.
- b) Maintenance of the integrity of the quality management system and its ability to continually provide conforming products and services during the change.
- c) Availability of resources
- d) Necessary allocation or reallocation of responsibilities and authorities for any change.

Support

7.1 Resources

7.1.1 General

MSU shall determine and provide resources necessary for the establishment, implementation, maintenance and continual improvement of the quality management system for its effective operation based on cost benefit analysis by considering:

- a) Current capabilities of its internal resources such as people, capability of equipment and organizational knowledge and any constraints on budget and number of resources
- b) What needs to be obtained from external providers including but not limited to those outlined in the annual procurement plan.

7.1.2 People

MSU shall determine and provide persons necessary for effective implementation of its quality management system and for the operation and control of its processes by considering workload and competence of relevant persons to functions and role in accordance with the MSU/AFD/HR/OP/01 Procedure for staff administration and Human Resource Policy.

7.1.3 Infrastructure

MSU shall determine, provide and maintain facilities, equipment and services needed to consistently provide conforming products and services to its customers and interested parties including, as applicable:

- a) Buildings and associated utilities;
- b) Equipment including hardware and software;
- c) Transportation resources;

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d) Information and communication technology

7.1.4 Environment for the operation of processes

MSU determines, provides and maintains the environment necessary for the operations of its processes to facilitate provision of conforming products and services by considering inputs from interested parties as necessary.

7.1.5 Monitoring and measuring resources

7.1.5.1 *General*

MSU shall determine and provide suitable resources needed to ensure valid and reliable monitoring and measuring results, when evaluating conformity of products and services. The University shall ensure that the resources provided are:

- a) Suitable and specific for the type of monitoring and measurement activities
- b) Well maintained to guarantee their continuing fitness for their purpose.

7.1.5.2 *Measurement traceability*

As applicable MSU shall provide measurement traceability to have confidence in the validity of measurement results by:

- a) Calibration or verification, or both at specified intervals before use
- b) Identifying calibration/verification status
- c) Safeguarding from adjustments, damage or deterioration.

If measuring equipment is found to be unfit for the intended purpose, the potential impact on compliance with measuring requirements should be reviewed and action taken as necessary.

7.1.6 Organizational knowledge

MSU shall maintain knowledge it determines necessary for the operation of its processes to achieve conformity of products and services as well as to encourage the acquisition of necessary knowledge based on the changing needs and trends.

7.2 *Competence*

MSU shall

- a) Determine the required competence for the jobs and activities that may affect the output and effectiveness of QMS using job descriptions;
- b) Ensure competence of the persons as per the requirement of MSU/AFD/HR/OP/01
- c) Where applicable, take actions including but not limited to mentoring, providing training, reassigning to another position when the person does not meet or no longer meets the competence requirements and evaluate the effectiveness of the action.
- d) Retained documented information as evidence competence

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7.3 Awareness

MSU shall, through applicable communication channels ensure that relevant persons doing work under its control are aware of:

- a) Quality Policy
- b) Relevant quality objectives
- c) Their contribution to the effectiveness of QMS including the benefits of improved performance.
- d) The implication of not conforming to the QMS requirements.

7.4 Communication

MSU has established the internal and external communications needed and relevant to the quality management system through its Communication Policy that defines;

- a) What it needs to communicate
- b) When to communicate
- c) The relevant internal and external parties with whom to communicate
- d) Communication methods required for different situations
- e) Who communicates based on the nature

7.5 Documented information

7.5.1 General

MSU Quality Management System shall include:

- Quality Policy
- Quality Objectives
- Scope
- Quality Manual
- Documented information determined such as procedures, work instructions, policies and applicable statutory regulatory requirements determined by the University as being relevant for the effectiveness of the QMS.

7.5.2 Creating and Updating

When creating and updating documented information, MSU complies with MSU/VC/MR/OP/01, Procedure for Control of Documented Information which details:

- a) Identification and descriptions
- b) Format and media
- c) How to review and approve for suitability and adequacy

7.5.3 Control of documented information

7.5.3.1 MSU controls documented information required by QMS as per

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MSU/VC/MR/OP/01, Procedure for Control of Documented Information to ensure:

- a) Availability and suitability for intended use whenever needed.
- b) It is adequately protected against loss of confidentiality, integrity and improper use. 7.5.3.2 MSU MSU/VC/MR/OP/01, Procedure for Control of Documented

Information addresses the following activities as applicable:

- a) Distribution, access, retrieval and use
- b) Storage and preservation, including preservation of legibility
- c) Control of changes including version i.e. identifying current from obsolete
- d) Retention and disposition
- e) Identification as appropriate documents of external origin determined to be necessary for the planning and operation of QMS
- f) Protection from unintended alteration of documented information retained as evidence of conformity.

Operation

8.1 Operational planning and control

MSU plans, implements and controls the processes that are necessary for its production and service provision including externally provided processes by:

- a) Determining requirements for the products and services
- b) Establishing criteria for:
 - 1) The processes
 - 2) Acceptance of the products and services
- c) Determining the resources required to achieve conformity to product and service requirements.
- d) Implementing control of the processes in accordance with the criteria.
- e) Determining, maintaining and retaining documented information to the extent necessary:
 - 1) To assure that processes have been executed as planned
 - 2) Demonstrate conformity of products and services to their requirements

8.2 Requirements for products and services

8.2.1 Customer communication

MSU determines and implements effective arrangements for communicating with customers in relation to:

- a) Details of products and services such as Courses and degrees offered

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- b) Clarity on how the customer can contact the organization to ask questions or order handling, including amendments to Sales or Customer Service;
- c) Customer feedback, including customer complaints in tandem with MSU/VC/PR/OP/01 and MSU/ VC/QAPM / OP/01
- d) Ensuring that the customer is informed how the University handles and controls customer property where appropriate
- e) Possible contingency actions that can be taken if need occurs to avoid their detrimental effects.

8.2.2 Determining the requirements for products and services

In determining the requirements for products and services, MSU considers:

- a) The purpose of the product or service
- b) Customer needs and expectations
- c) Relevant statutory and regulatory requirements
- d) Any additional requirements it deems necessary

8.2.3 Review of the requirements for products and services

8.2.3.1 In order to reduce risks of issues arising during operations and post-delivery activities, MSU ensures it reviews the commitment it makes to customers and its ability to meet the commitments in accordance with MSU/VC/PROC/OP/01, MSU/ASA/ACA/OP/01, and MSU/PRI/RPI/OP/01. These reviews encompass:

- a) Specific requirements by the customer
- b) Whether implied requirements can be met
- c) Additional requirements which the University chooses to meet to exceed customer expectations enhance customer satisfaction or comply with internal policies.
- d) Whether applicable statutory and regulatory requirements have been considered and addressed.
- e) If changes have been to a contract or order.

8.2.3.2 MSU shall retain documented information to demonstrate the final agreement with the customer, including any corrections or changes, and show that the requirements can be met. It shall retain documented information on:

- a) Results of the review in suitable media
- b) New requirements for products and services

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8.2.4 Changes to requirements for products and services

MSU shall ensure that relevant persons are made aware of any changes to requirements for products and services through suitable communication methods and retain appropriate documented information.

8.3 Design and development of products and services

8.3.1 General

MSU has established, implements and maintains a design and development process that is consistent with MSU/ASA/ACA/OP/01, MSU/PRI/RPI/OP/01 and Research Policies.

8.3.2 Design and development planning

MSU carries out design and development planning to determine its necessary activities and tasks by considering the following elements:

- a) The complexity of the products and services and factor such as delivery requirements
- b) Necessary stages including applicable design and development review as well as verification and validation.
- c) The verification activities needed to ensure that outputs meet the input requirements and validation activities needed to ensure that the resulting products and services meet the requirements for the specified application or intended use.
- d) Determination of the necessary responsibilities and authorities involved in the design and development process.
- e) Internal and external resources needed
- f) Communication between those involved in the design and development process, considering the number of persons involved and the most effective ways of sharing information, such as meetings, telecommunications, minutes.
- g) Potential involvement of customers and users in the design and development activities.
- h) Requirements needed by persons to provide products or deliver the service.
- i) Expected levels of control determined by customers or other interested parties on the process.
- j) Documented information needed to demonstrate if design and development requirements have been met and the processes have been carried appropriated at review, verification and validation stages

8.3.3 Design and development inputs

MSU determines inputs for designs and development for effective teaching, research and community outreach services by considering:

- a) Functional and performance requirements by customer, market needs
- b) Information from previous similar design and development activities
- c) Applicable statutory and regulatory requirements

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- d) Standards or codes of practice that the University has committed itself to
- e) The potential consequences of failure due to the nature of the products and services.

8.3.4 Design and development controls

MSU applies controls specified in various applicable university policies to the design and development of products and services to ensure:

- a) That all persons involved in design and development activities are aware of and fully understand the customer or end user requirements and intended final outputs.
- b) The reviews of the design and development planning stages and the output of the stage are in place to confirm they meet input requirement, determine problems and develop solutions.
- c) Verification is carried out to ensure that all requirements identified at the beginning of the design and development process are met
- d) Validation is carried out to ensure that the final products or service will meet customer or end user needs for a specific or intended use
- e) That if review, verification and validation activities reveal problems, action to resolve these should be determined
- f) That documented information of the review, verification and validation activities is retained as evidence that the design and development activities were carried out as planned.

8.3.5 Design and development outputs

MSU shall ensure that design and development outputs give the necessary information for all the process needed to provide intended products and services should:

- a) Be consistent with input requirements.
- b) Be sufficient to ensure that all subsequent processes needed to provide the products and services can be carried out
- c) Provide clear information about what is required in relation to monitoring and measuring, including details of any acceptance criteria for processes, products and services that are externally provided, and the release of the products and services.
- d) Give essential information about product and service characteristics, to ensure the products can be produced or a service provided in safe and suitable way for its intended purpose.

8.3.6 Design and development changes

MSU shall effect design and development changes as per the requirement of CUE guidelines, MSU/ASA/ACA/OP/01 and Research Policy. In addition to applicable professional bodies, it shall retain documented information on:

- a) Design and development changes,
- b) The results of reviews

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- c) Authorization of the changes
- d) Actions taken to prevent adverse impacts.

8.4 Control of externally provided processes, products and services

8.4.1 General

MSU ensures that externally provided processes, products and services conform to requirements. The University has determined the controls to be applied to the externally provided processes, products and services as outlined in MSU/VC/PROC/OP/01 and public procurement Act 2015.

8.4.2 Type and extent of control

MSU has established controls for external providers to ensure the products or services conform to requirements as detailed in MSU/VC/PROC/OP/01.

8.4.3 Information for external providers

MSU communicates to external providers the requirements and controls it needs for externally provided processes, services or products to avoid negative effect on its operations. The communication shall be requirements on:

- a) Processes products and services
- b) Approvals for products and services, methods, processes and equipment, release of products and services.
- c) Competence, including any required qualification
- d) The external providers' interaction with the University
- e) Control and monitoring of external providers' performance to be applied by the University.
- f) Verification or validation activities that the University, or its customer, intends to perform at the external providers' premises.

8.5 Production and service provision

8.5.1 Control of production and service provision

MSU has established the controls for providing products and delivering services that ensure that the intended results are achieved, by reducing the potential for nonconforming outputs. Controlled conditions shall include:

- a) Availability of documented information defining characteristics of products and services
- b) Any necessary monitoring and measuring resources
- c) Any monitoring and measurement activities needed to ensure that outputs meet the requirements for products or services.

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- d) Any necessary criteria for infrastructure or the processes environment
- e) The need to ensure competence of persons to do work including consideration of any necessary qualification.
- f) Ensuring that processes where the outputs cannot be verified by subsequent monitoring or measurement are validated.
- g) Take actions to prevent human error
- h) Implementation of controls for release, delivery, post-delivery activities

8.5.2 Identification and traceability

MSU uses identification and traceability in order for it to be able to determine the processes, products or services that could be affected by potential nonconforming outputs throughout the production and service delivery processes. The University controls and retains documented information on the unique identification of the outputs where traceability is a requirement.

8.5.3 Property belonging to customers or external providers

Care will be exercised while customer property is under control of or being used by MSU, and is treated the same as purchased material. The management will identify, verify, protect and safeguard customer property (including intellectual property given in confidence) provided for use or incorporation into the product and services.

8.5.4 Preservation

MSU ensures that outputs and products or services are preserved at all stages of during production and service provision during internal processing and delivery to the intended destination. This includes identification, handling, packaging, storage, transmission, transportation and protection.

8.5.5 Post-delivery activities

MSU meet requirements of post-delivery activities that are required whose extent take into account:

- a) Statutory and regulatory requirements
- b) Potential undesired consequences associated with its products and services
- c) Nature, use and intended lifetime of its products and services
- d) Customer requirements
- e) Customer feedback

8.5.6 Control of changes

MSU reviews and control changes that occur during production and service provision, in alignment with the provisions determined during the planning of the QMS.

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8.6 Release of products and services

MSU ensures that products and services conform to all applicable requirements before they are delivered to the customer. It obtains approval by a relevant authority when the planned arrangement have not been met.

8.7 Control of nonconforming outputs

8.7.1 MSU prevents the unintended use or delivery of nonconforming outputs at all stages of production and service provision and take appropriate action as outlined in MSU/VC/MR/OP/04 – Control of Nonconforming Product.

8.7.2 The University shall retain documented information relating to:

- Nonconforming outputs, at all stages of production and service delivery.
- Actions taken to correct nonconformities.
- Description of any concessions obtained.
- Identification of the authority deciding the actions in respect of the nonconformity.

9. Performance evaluation

9.1 Monitoring, measurement, analysis and evaluation

9.1.1 General

MSU has determined:

- Internally and externally provided services to be monitored
- Methods to be used to analyze and evaluate the performance and effectiveness of the QMS.
- Intervals of monitoring and measuring
- Timeframe for analysis and evaluation of monitored and measured results

The University shall evaluate the effectiveness of the QMS and retain appropriate documented information as evidence of results.

9.1.2 Customer satisfaction

MSU monitors customer feedback to evaluate customer satisfaction and to determine opportunities for improvement through surveys, evaluation of courses and lecturers and customer compliments & Complaints described in procedure MSU/VC/PR/OP/01.

9.1.3 Analysis and evaluation

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MSU analyzes and evaluates data and information from the results of monitoring and measurement order to determine if processes, products and services meet requirements. The results of analysis shall be used to evaluate:

- a) Conformity to specific requirements
- b) Degree of customer satisfaction
- c) Service performance and effectiveness of the QMS
- d) If planning has been implemented effectively
- e) The effectiveness of actions taken to address risks and opportunities
- f) Performance of external providers
- g) The need for improvement to the QMS

9.2 Internal audit

9.2.1 MSU conducts internal audits at planned intervals to provide information on QMS as described in MSU/VC/MR/OP/02 – Internal Quality Audit

9.2.2 The University establishes, implements and maintains and audit programme including retaining documented information to provide evidence of the audit and its results as described in MSU/VC/MR/OP/02 – Internal Quality Audit

9.3 Management Review

9.3.1 General

Top Management reviews MSU's QMS every two years to ensure its suitability, adequacy, effectiveness and alignment with strategic direction.

9.3.2 Management Review Inputs

In evaluating the performance and effectiveness of the QMS the Top Management shall consider:

- a) Status of actions from previous management reviews
- b) Changes in external and internal issues
- c) Information on the performance and effectiveness of the QMS including;
 - 1) Customer satisfaction and feedback
 - 2) The extent to which quality objectives have been met
 - 3) Process performance and conformity of products and services
 - 4) Nonconformities and corrective actions
 - 5) Monitoring and measurement results
 - 6) Audit results
 - 7) Performance of external providers
- d) Adequacy

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- e) Effectiveness of actions taken to address risks and opportunities
- f) Opportunities for improvement

9.3.3 Management Review outputs

The output from the Management Review shall include decisions and actions related to:

- a) Opportunities for improvement
- b) Need for changes to the QMS
- c) Resource needs.

Improvement

10.1 General

MSU determines and selects opportunities for improvement, plans and implements actions in order to achieve the intended results and enhance customer satisfaction by:

- a) Improving products and services to meet requirement and address future needs and expectations
- b) Correcting, preventing or reducing undesired effects
- c) Improving performance and effectiveness of the QMS

10.2 Nonconformity and corrective action

When nonconformity occurs, including any arising from complaints, MSU shall react to the non-conformity, evaluate the need for action to eliminate the cause(s) and implement any action needed as described in MSU/MR/OP/04-Procedure for Nonconformity and Corrective Action Procedure.

10.3 Continual improvement

MSU shall continually improve suitability, adequacy and effectiveness of the quality management system by considering the results from analysis and evaluation, outputs from management reviews and determine the need or opportunities to addressed as part of continual improvement

