

Alfred Nobel Business College

ORGANIZATIONAL AND OPERATIONAL RULES

Alfred Nobel
Business College

Alfred Nobel Business College (hereinafter: College) establishes the Organizational and Operating Regulations (hereinafter: Regulations) below.

CHAPTER I

BASIC PROVISIONS

Article 1 - Legal Status of the College

1. Alfred Nobel Business College (hereinafter referred to as the College or ANBC) is a licensed higher education institution and a professionally independent legal entity established in Malta under the applicable provisions of the Further and Higher Education Act.
2. The College determines its own structure and mode of operation to ensure the effective performance of its educational, administrative, research, and financial tasks, and to support sustainable and transparent governance.
3. The registered seat of the College is:
4. Suite 8, Ta' Mallia Buildings, Triq in-Negojju, Mriehel Industrial Zone, BKR 3000, Malta.
5. The Maintainer of the College is Alfred Nobel Business College Ltd., which exercises its ownership and governance rights in accordance with Maltese law, these Regulations, and other institutional statutes.
6. The Maintainer may appoint professional advisors and consultants with relevant expertise in higher education management, finance, technology, or quality assurance to support institutional development.
7. The provisions of these Regulations apply to all organisational units, academic and non-academic staff, contracted personnel, and students of the College.

Article 2- Institutional Context and Mission

8. Alfred Nobel Business College (ANBC) is a newly established higher education institution in Malta, built upon several decades of international academic experience, having previously delivered educational programmes in Switzerland and the United Kingdom.
9. Based on this international foundation, ANBC combines a European orientation with a strong commitment to quality, accessibility, and innovation in higher education.
10. The mission of the College is to deliver accessible, high-quality, and student-centred online education that prepares learners for leadership, innovation, and ethical practice in the global digital environment.

11. The vision of ANBC is to become a recognised Maltese higher education institution, specialising in Information Technology and its key specialisations — Artificial Intelligence, Cybersecurity, and Advanced Business Data Analytics.
12. The College's core values — integrity, transparency, inclusivity, innovation, and continuous improvement — guide academic delivery, institutional management, and quality assurance.
13. These principles are fully aligned with the European Standards and Guidelines for Quality Assurance (ESG 2015) and the MFHEA Guidelines for Quality Assurance for Online Learning Providers (2021).

Article 3 - Strategic Objectives (2025–2028)

The strategic objectives of the College for the period 2025–2028 are grouped into five main pillars that define its quality-focused, sustainable, and student-oriented development.

Academic Quality and Excellence

- Establish and maintain a robust Internal Quality Assurance (IQA) system aligned with MFHEA and ESG standards.
- Ensure that all academic policies, curricula, and assessment methods are evidence-based and regularly reviewed through student and staff feedback.

Digital Infrastructure and Online Delivery

- As a fully online institution, ANBC ensures secure, flexible, and inclusive digital learning environments through its Virtual Learning Environment (Moodle).
- Continuous monitoring of online learning, assessment integrity, and student engagement is ensured through integrated digital systems.

Industry Relevance and Employability

- All programmes are aligned with labour market needs and EU digital priorities, ensuring graduates possess both technical and strategic skills demanded by employers.
- Ongoing consultation with employers and industry experts guarantees relevance and practical orientation.

Internationalisation and Partnerships

- The College actively cooperates with international higher education institutions, research organisations, and professional bodies to strengthen academic quality, benchmarking, and global engagement.

- Partnership agreements promote collaborative research, staff development, and external quality reviews.

Governance and Sustainability

- ANBC maintains transparent and accountable governance, ensuring compliance with national legislation and MFHEA quality standards.
- A documented Business Continuity Plan safeguards institutional operations, while long-term strategic and financial management ensures sustainability and resilience.

Article 4 - Educational Model and Language

14. The College operates exclusively through a fully online mode of delivery, integrating synchronous and asynchronous teaching, assessment, and student support components.
15. The official language of instruction, administration, and communication is English.
16. All academic and administrative documentation, policies, and learning materials are maintained in English to ensure consistency, transparency, and international recognition.

Article 5 - Cooperation and Quality Orientation

17. The College may enter into cooperation agreements with local and international institutions, professional organisations, and enterprises to enhance teaching, learning, research, and innovation.
18. Such partnerships shall be formalised in writing and approved by the Head of Institution and, where applicable, the Maintainer.
19. All cooperative activities are integrated into the institutional Quality Assurance System, monitored by the Quality Assurance Unit under the supervision of the Academic Board.
20. Continuous feedback and evaluation from internal and external stakeholders form an essential part of ANBC's commitment to quality enhancement and compliance with MFHEA standards.

Article 6 - Language of Instruction and Communication

The official language of instruction, administration, and communication within the College is English.

All policies, records, course materials, and official communications shall be maintained in English, in accordance with MFHEA requirements.

CHAPTER II

ORGANISATION OF THE COLLEGE

Article 7 – Organisational Principles

21. The organisational structure of Alfred Nobel Business College (ANBC) ensures transparency, efficiency, and accountability in the management of all academic, administrative, and support functions.
22. The College operates as a fully online higher education institution, and its organisational structure is designed to support virtual delivery, academic quality, and student services in a digital environment.
23. The governance model follows the principles of academic integrity, professional independence, and compliance with MFHEA standards, ensuring continuous improvement through internal quality assurance processes.
24. The College's official structure is defined in its Organisational Chart, approved by the President and the Quality Assurance Officer.

Article 8 – Governance and Management Structure

25. The College is governed and managed through the following key positions and units:

- President / Head of Institution
- Academic Director
- Quality Assurance Officer
- Head of Department
- Support Staff and Coordinators
- Student Office
- IT and e-Learning Support Unit
- Sales and Marketing Director
- Lecturers and Tutors

This structure ensures that all institutional activities are coordinated effectively, with clear accountability and communication between academic and administrative units.

Article 9 – Functions and Responsibilities of Key Roles

9.1. President / Head of Institution

- Serves as the chief executive and strategic leader of the College.
- Oversees all institutional operations, ensuring compliance with MFHEA regulations and internal policies.
- Represents the College in strategic partnerships and institutional communication.
- Approves internal policies, annual plans, and reports prepared by the Academic Director and QA Officer.
- Chairs Management Meetings and ensures effective coordination between all units.
- Reports to the Legal Representative on compliance and to the Maintainer on institutional performance.

9.2. Legal Representative

- Acts as the official legal representative of the College, ensuring its lawful operation under Maltese and EU legislation.
- Represents the College in legal, administrative, and external relations, including communication with public authorities, accreditation bodies, and partner organisations.
- Ensures that all institutional activities, policies, and procedures comply with applicable laws and regulatory frameworks.
- Supports the President and Academic Director by providing legal guidance on governance, contracts, and institutional matters.
- Safeguards the College's rights and interests in all formal proceedings.
- Does not engage in financial or academic decision-making, but ensures their legal compliance and procedural validity.

9.3. Academic Director

- Holds primary responsibility for academic leadership and programme management.
- Oversees the design, delivery, and continuous development of all academic programmes.
- Supervises the work of the Head of Department, Lecturers, and Tutors.
- Ensures that teaching and assessment meet academic standards and learning outcomes.
- Collaborates closely with the Quality Assurance Officer on internal reviews and MFHEA compliance.
- Reports directly to the President / Head of Institution.
- Chairs the Academic Board and ensures implementation of its decisions.

9.4. Quality Assurance Officer

- Manages the internal quality assurance system and monitors institutional performance.
- Coordinates internal audits, programme evaluations, and stakeholder feedback.
- Ensures that all QA procedures comply with the MFHEA Guidelines for Quality Assurance for Online Learning Providers (2021).
- Works independently but in close collaboration with the Academic Director and President.
- Submits the Annual Quality Assurance Report to the Academic Board and the President.

9.5. Head of Department

- Oversees the academic planning, curriculum coordination, and delivery within assigned programmes.
- Supervises the performance of lecturers and ensures that teaching activities align with approved learning outcomes.
- Coordinates assessment schedules, moderation, and academic support.
- Reports to the Academic Director and participates in QA activities.

9.6. Support Staff and Coordinators

- Provide day-to-day administrative and academic coordination support.
- Assist in managing course schedules, documentation, and communication among departments.
- Support online examination management, student communication, and academic logistics.
- Report to the Head of Department and the Student Office.

9.7. Student Office

- Manages student admissions, registration, academic records, and progress tracking.
- Provides administrative support and first-line assistance to students.
- Maintains communication between students, faculty, and the administration.
- Collaborates with the IT/e-Learning Support Unit for access management and digital services.

9.8. IT and e-Learning Support Unit

- Maintains the Virtual Learning Environment (Moodle) and other digital systems.
- Provides technical assistance to students and faculty.
- Ensures data security, platform reliability, and online examination integrity.
- Works with the QA Officer to monitor digital quality and accessibility.

9.9. Sales and Marketing Director

- Promotes the College's educational programmes nationally and internationally.
- Manages marketing, branding, and outreach campaigns in line with MFHEA advertising standards.
- Supports enrolment strategies and cooperation with international partners.
- Reports to the President / Head of Institution.

9.10. Lecturers and Tutors

- Deliver courses in accordance with approved syllabi and learning outcomes.
- Apply modern digital teaching and assessment methods suitable for online learning.
- Participate in QA reviews, student feedback processes, and professional development.
- Report to the Head of Department and contribute to programme quality enhancement.

Article 10 – Academic Board

- The Academic Board serves as the principal collegial body for academic governance.
- It is chaired by the Academic Director and includes the Quality Assurance Officer, Head of Department, and representative members of the teaching staff.
- The Academic Board:
 - Approves programme syllabi, module descriptions, and assessment criteria;
 - Reviews QA reports, student feedback, and academic performance indicators;
 - Ensures compliance with MFHEA standards and institutional policies;
 - Advises the President on academic development and continuous improvement.

Article 11 – Communication and Decision-Making

- The College ensures effective and transparent internal communication among all organisational units through regular online meetings and digital record systems.
- Decisions are made at the appropriate level of authority, documented in official minutes, and stored in the institutional repository.
- The President and Academic Director jointly oversee policy implementation and compliance across all departments.
- All decisions affecting academic quality or student experience are subject to Quality Assurance review.

CHAPTER III.

ACADEMIC OPERATIONS AND PROGRAMMES**Article 12 – Academic Model**

25. Alfred Nobel Business College (ANBC) operates a fully online academic model, ensuring high-quality digital learning and assessment in accordance with MFHEA standards.
26. The academic structure follows the European Credit Transfer and Accumulation System (ECTS), ensuring transparency, comparability, and student mobility within the European Higher Education Area.
27. Each programme includes a defined set of modules, learning outcomes, assessment methods, and credit allocation as approved by the Academic Board.
28. The academic year is divided into semesters, and all courses are delivered and assessed through the College's Virtual Learning Environment (VLE).
29. All learning activities combine synchronous (live sessions) and asynchronous (self-paced learning) elements to ensure flexibility and accessibility for students.

Article 13 – Programme Design and Approval

30. New academic programmes are developed under the supervision of the Academic Director and reviewed by the Quality Assurance Officer before submission to the Academic Board for approval.
31. The programme proposal must include:
 - Rationale and alignment with the College's mission;
 - Learning outcomes linked to the Malta Qualifications Framework (MQF);
 - Curriculum structure and credit allocation;
 - Teaching and assessment strategies;
 - Required digital and academic resources.
32. Following Academic Board approval, the programme is submitted to the Legal Representative and President for endorsement and then to the MFHEA for accreditation.
33. Any significant changes to programme structure, learning outcomes, or delivery methods require a formal review and reapproval by the Academic Board.

Article 14 – Programme Delivery

34. All programmes are delivered fully online using digital platforms that facilitate interaction, collaboration, and monitoring of learning progress.
35. The College uses the Moodle Virtual Learning Environment as the central learning platform, supported by video conferencing, digital library access, and secure online examination tools.

36. The Academic Director and Quality Assurance Officer ensure that all modules meet the standards of accessibility, academic integrity, and inclusivity.

37. Online delivery includes:

- Recorded and live lectures;
- Interactive tutorials and group work;
- Continuous formative assessments;
- Summative assessments (projects, reports, exams, or presentations).

38. The College guarantees technical, academic, and administrative support throughout each semester.

Article 15 – Teaching and Assessment

39. Teaching is conducted by qualified lecturers and tutors who possess appropriate academic credentials and professional experience.

40. Each module has a module descriptor, specifying learning outcomes, content, workload, and assessment methods.

41. Assessment is designed to measure achievement of learning outcomes through diverse and transparent methods.

42. Assessment types may include:

- Written assignments and projects;
- Case studies or problem-solving tasks;
- Online tests or examinations;
- Oral presentations or research papers.

43. Assessment results are moderated by the Head of Department and reviewed by the Academic Board to ensure fairness and consistency.

44. Students are informed of grading criteria, deadlines, and feedback procedures at the start of each module.

Article 16 – Academic Integrity and Plagiarism Prevention

45. The College enforces a strict Academic Integrity and Plagiarism Policy, applicable to all students and staff.

46. All submissions are subject to electronic plagiarism detection and academic honesty checks.

47. Any breach of academic integrity is handled through the College's formal disciplinary procedure, overseen by the Academic Director.

48. Sanctions may include assignment resubmission, grade reduction, or disciplinary measures in accordance with institutional policy.

Article 17 – Student Support and Academic Services

49. ANBC provides comprehensive online student support, including academic advising, technical help, and administrative assistance.
50. The Student Office is the primary point of contact for enrolment, registration, academic records, and graduation documentation.
51. The IT and e-Learning Support Unit provides guidance on using the VLE, accessing online resources, and resolving technical issues.
52. Students have continuous access to the Online Library, digital materials, and learning tools.
53. The College provides opportunities for virtual consultations, mentoring, and feedback sessions to support student engagement and retention.

Article 18 – Programme Review and Quality Assurance

54. All programmes undergo continuous and periodic internal quality assurance to ensure their relevance, quality, and effectiveness.
55. The Quality Assurance Officer, in collaboration with the Academic Director, coordinates:
 - Regular module evaluations and student feedback analysis;
 - Annual programme reviews;
 - Periodic external expert evaluations.
56. The results of reviews are reported to the Academic Board and used to improve curriculum, teaching, and assessment practices.
57. Major findings and actions are documented in the Annual Quality Assurance Report.

Article 20 – Graduation and Academic Records

58. Upon successful completion of all programme requirements, students are awarded a degree officially recognised within the Malta Qualifications Framework (MQF).
59. The Registrar and Student Office maintain accurate academic records, transcripts, and certification documentation.
60. The College issues the Diploma Supplement in accordance with European standards.
61. All records are stored securely in digital format in compliance with GDPR and institutional data protection policy.

CHAPTER IV

STAFF, RECRUITMENT AND PROFESSIONAL DEVELOPMENT

Article 21 – General Principles

62. The effectiveness and quality of Alfred Nobel Business College (ANBC) depend on the competence, professionalism, and commitment of its staff.

63. The College ensures that all staff — academic, administrative, and support — meet the qualification, ethical, and professional standards required for their respective roles.
64. Staff recruitment, selection, and evaluation are based on principles of transparency, equal opportunity, merit, and competence.
65. The College promotes continuous professional development and provides equal access to learning and career advancement opportunities.
66. The human resource policies of the College fully comply with Maltese labour law and MFHEA standards.

Article 22 – Categories of Staff

67. The personnel of the College include the following categories:

- Academic Staff – lecturers, tutors, and subject experts involved in teaching, supervision, and assessment.
- Academic Management Staff – Academic Director, Head of Department, and Programme Coordinators responsible for programme oversight and academic quality.
- Administrative and Support Staff – personnel involved in student administration, IT/e-learning support, quality assurance, and marketing.
- Senior Management – President, Legal Representative, and other executive officers responsible for governance and compliance.

Article 23 – Recruitment and Selection

68. Recruitment is managed under the supervision of the President / Head of Institution and the Academic Director, in coordination with the Quality Assurance Officer when relevant.

The recruitment process includes:

- Public or internal call for applications;
- Evaluation of qualifications and professional experience;
- Structured interviews and reference checks;
- Approval and appointment by the President.

69. All positions are filled based on objective criteria including competence, experience, and ethical suitability.

70. The College promotes equality and diversity and prohibits any form of discrimination in recruitment and employment.

71. Appointment decisions are formally documented, and contracts specify duties, working conditions, and performance expectations.

Article 24 – Qualification Requirements

72. Minimum Qualifications

- A Master's degree (MQF Level 7) in Information Technology, Computer Science, Data Science, Artificial Intelligence, or a closely related field, combined with at least five (5) years of relevant professional or research experience.
- A Doctoral degree (PhD) in a relevant discipline will be considered an asset, particularly for research-oriented or advanced theoretical modules, but it is not mandatory.

73. Recognised Industry Certifications

Professional credentials such as CISSP, AWS Certified Solutions Architect, TensorFlow Developer, Azure AI Engineer, or equivalent are considered an advantage, particularly for applied and practice-oriented modules.

74. Additional Competencies

- Proven teaching experience, preferably at MQF Level 7 or equivalent, demonstrating the ability to support online learning delivery.
- Strong digital literacy and proficiency in online learning platforms (e.g. Moodle, Microsoft Teams, Zoom, GitHub Classroom, or other cloud-based environments).
- Commitment to ethical standards, academic integrity, and continuous professional development in the field of Information Technology and Artificial Intelligence.
- All staff must demonstrate proficiency in English (CEFR Level C1 or equivalent) and the ability to teach and communicate effectively in an online environment.
- Verification of qualifications and professional credentials is conducted by the Quality Assurance Officer prior to employment, and all documentation is stored in the institutional HR system.

Article 24 – Staff Duties and Responsibilities

75. Academic staff are responsible for:

- Delivering teaching and assessment in line with module descriptors;
- Providing academic feedback and supervision;
- Participating in QA reviews and student evaluations;
- Engaging in scholarly or professional development activities.

76. Administrative and support staff ensure efficient and reliable institutional operations, maintaining communication and assisting both students and faculty.

77. IT and e-learning support staff maintain digital systems, troubleshoot issues, and contribute to training activities.

78. Management staff (President, Academic Director, QA Officer, Head of Department) ensure institutional compliance, quality assurance, and operational coordination.

Article 25 – Performance Evaluation

79. Staff performance is evaluated annually through a structured process coordinated by the Academic Director and the Quality Assurance Officer.

80. Evaluation criteria include:

- Quality of teaching and student engagement;
- Contribution to curriculum and institutional development;
- Compliance with deadlines and administrative requirements;
- Participation in professional development activities;
- Ethical conduct and teamwork.

81. Evaluation outcomes are documented and used to support professional growth, recognise achievements, and identify areas for improvement.

82. Results are reviewed by the President and stored confidentially in HR records.

Article 26 – Professional Development and CPD

83. ANBC is committed to Continuous Professional Development (CPD) for all staff.

The College provides and encourages:

- Internal training on e-learning platforms and digital pedagogy;
- Workshops on assessment, student engagement, and quality assurance;
- Participation in external conferences, webinars, and research projects;
- Periodic QA sessions and peer-learning activities.

84. Staff are expected to complete a minimum number of CPD hours annually as defined in the College's internal CPD Plan.

85. Records of training and CPD participation are maintained by the Quality Assurance Officer and reviewed during annual evaluations.

86. Outstanding achievements in professional development may be recognised through internal awards or promotion.

Article 27 – Ethical Conduct and Professional Standards

87. All staff are bound by the Code of Ethics and the Academic Conduct Policy of the College.

88. Staff are required to maintain confidentiality, respect diversity, and act with professionalism in all interactions.

89. The College fosters a culture of academic integrity, teamwork, and respect for institutional values.

90. Any breach of professional conduct is subject to review and disciplinary action in line with institutional procedures.

CHAPTER V

STUDENT ADMISSION, RIGHTS AND OBLIGATIONS

Article 28 – Admission Policy

91. Admission to Alfred Nobel Business College (ANBC) programmes is based on the principles of transparency, fairness, and equal opportunity.
92. The College admits students who demonstrate the academic ability, motivation, and language proficiency required to succeed in higher education at MQF Level 7.
93. Admission requirements are approved by the Academic Board and published on the official website prior to each intake.
94. The application and admission process is conducted fully online through the College's digital admission system.
95. All applicants must submit the following:
 - Completed online application form;
 - Verified academic transcripts and diplomas;
 - Proof of English language proficiency (minimum CEFR Level B2 or equivalent);
 - A copy of valid identification document;
 - Updated CV (for postgraduate programmes, including relevant work experience).
96. The Admissions Office verifies documentation and prepares an admission decision, approved by the Academic Director.
97. The Quality Assurance Officer ensures that admission criteria remain consistent and fair, in accordance with MFHEA requirements.

Article 29– Recognition of Prior Learning (RPL)

98. The College recognises formal, non-formal, and informal learning in line with the principles of the Malta Qualifications Framework (MQF).
99. Applicants seeking exemption or credit transfer must provide sufficient documentation demonstrating equivalence in learning outcomes.
100. The Academic Director, in consultation with the Quality Assurance Officer, reviews all RPL applications.
101. RPL decisions are formally recorded and communicated to the student in writing.
102. All RPL procedures are transparent, consistent, and documented in the Recognition of Prior Learning Policy.

Article 30 – Student Rights

103. 104. Students have the right to:
 - Equal treatment and non-discrimination;
 - Quality teaching, academic support, and fair assessment;
 - Access to learning resources, online library, and student support services;
 - Confidentiality and protection of personal data in compliance with GDPR;
 - Participation in feedback and quality assurance processes;
 - Appeal against academic or administrative decisions in accordance with institutional policies.

104. Students have the right to be informed clearly about programme requirements, assessment methods, and institutional regulations before commencing their studies.
105. The College guarantees access to academic advising, online consultations, and mentoring throughout the study period.

Article 31 – Student Obligations

106. Students are required to:
- Comply with the College’s Code of Conduct and Academic Integrity Policy;
 - Respect institutional values and the rights of others;
 - Submit assignments and assessments within specified deadlines;
 - Maintain professional behaviour in online communication and interactions;
 - Inform the Student Office of any changes in contact details or study status.
107. Students are responsible for the proper use of institutional platforms and digital resources.
108. Academic dishonesty, plagiarism, or misconduct are subject to disciplinary measures defined in the Study and Examination Regulations.

Article 32 – Student Support and Communication

- The Student Office provides first-line academic and administrative support to all enrolled students.
- The IT and e-Learning Support Unit assists students with access, technical issues, and the use of digital platforms.
- Students can communicate with lecturers, tutors, and administration through official institutional channels (email, Moodle messages, or Teams/Zoom).
- The College provides orientation sessions for new students to familiarise them with the online learning environment.
- The Quality Assurance Officer monitors student satisfaction through surveys and focus groups and reports findings to the Academic Board.

Article 33 – Appeals and Complaints

109. Students have the right to submit appeals or complaints concerning academic or administrative matters.
110. Appeals and complaints must be submitted in writing to the Student Office, which forwards them to the Academic Director or President, depending on the nature of the case.
111. All appeals are handled impartially and within reasonable timeframes.
112. Decisions are communicated in writing and may be reviewed by the Quality Assurance Officer for procedural compliance.

113. Records of all appeals and resolutions are maintained in accordance with the Grievance Policy and Procedures.

Article 34 – Student Representation

114. Students are represented in academic and administrative discussions affecting their interests.
115. A Student Representative is elected annually to participate in Academic Board meetings and institutional surveys.
116. Student feedback is an integral component of the Quality Assurance System, ensuring continuous improvement in teaching and services.

CHAPTER VI

QUALITY ASSURANCE SYSTEM

Article 35 – Principles of Quality Assurance

117. Alfred Nobel Business College (ANBC) operates a comprehensive and integrated Internal Quality Assurance (IQA) System designed to ensure continuous improvement of all academic and administrative activities.
118. The QA system follows the European Standards and Guidelines for Quality Assurance in Higher Education (ESG 2015) and the MFHEA Guidelines for Quality Assurance for Online Learning Providers (2021).
119. Quality assurance at ANBC is based on the principles of transparency, accountability, evidence-based evaluation, and stakeholder involvement.
120. The system applies to all institutional levels — governance, programme design, teaching, learning, assessment, and student support.

Article 36 – Objectives of the QA System

121. The main objectives of the College's QA system are to:
- Ensure that all programmes meet academic and professional quality standards consistent with MQF Level 7 requirements;
 - Monitor and evaluate the effectiveness of teaching, learning, and assessment, including online delivery;
 - Promote a culture of continuous improvement and staff development;
 - Ensure student satisfaction and engagement through systematic feedback;
 - Guarantee compliance with MFHEA and ESG standards in all institutional processes;
 - Maintain accurate, up-to-date documentation supporting decision-making and external reporting.

Article 37 – Quality Assurance Governance

122. The College's QA system is coordinated by the Quality Assurance Officer (QAO), operating under the supervision of the Academic Director and President.
123. The QA Officer acts independently in quality-related evaluations, ensuring impartiality and professional objectivity.
124. The Quality Assurance Unit (QAU) operates under its own Statute, approved by the Academic Board.

The QAU collaborates closely with:

- The Academic Board (for academic quality and programme evaluation);
 - The Student Office (for feedback, satisfaction surveys, and complaints);
 - The IT/e-Learning Support Unit (for digital monitoring and system evaluation).
125. The QA Officer reports directly to the Academic Board and submits an Annual Quality Assurance Report to the President and Legal Representative.

Article 38 – Scope of Quality Assurance

126. The QA system covers the following areas:

- Programme design, approval, and periodic review;
- Teaching, learning, and assessment quality in online environments;
- Student feedback and learning experience;
- Staff recruitment, evaluation, and professional development;
- Information management, data protection, and record accuracy;
- Support services, digital infrastructure, and library resources;
- Institutional governance and management performance.

Article 39 – Quality Assurance Processes

Internal Monitoring:

- Continuous observation of teaching, assessment, and student participation via digital platforms.
- Use of analytics from the Virtual Learning Environment (Moodle) to track student engagement and outcomes.

Programme Evaluation:

- Each module and programme is evaluated annually based on student feedback, lecturer reflections, and performance data.
- Evaluation results are discussed by the Academic Board and followed by improvement actions.

Student Feedback:

- Anonymous surveys are conducted at the end of each module and semester.
- Aggregated results are analysed by the QA Officer and reported to the Academic Board.

Staff Evaluation:

- Annual performance review of all staff members, including teaching effectiveness, professional development, and adherence to ethical standards.

Internal Audits:

- The QA Officer organises periodic internal audits of academic and administrative processes to ensure compliance and improvement.

External Reviews:

- The College may invite external evaluators or MFHEA representatives to review selected areas or programmes.

Article 40 – Documentation and Reporting

127. All QA-related activities are formally documented and stored in the institutional digital repository.
128. The Annual Quality Assurance Report includes:
 - Key performance indicators (KPIs) and evaluation results;
 - Summary of student feedback and action plans;
 - Staff performance and CPD activities;
 - Improvement measures and implementation timelines.
129. The report is reviewed and approved by the Academic Board, endorsed by the President, and submitted to the Legal Representative.
130. The QA documentation is made available for MFHEA inspection upon request.

Article 41 – Continuous Improvement

131. The QA Officer ensures that all recommendations from internal and external evaluations are systematically implemented.
132. Improvement actions are tracked and reviewed semi-annually by the Academic Board.
133. The College promotes a “Plan – Do – Check – Act (PDCA)” quality cycle to maintain a culture of ongoing enhancement.
134. Staff and students are actively involved in identifying improvement areas and proposing innovative solutions.
135. Achievements and best practices are disseminated through QA newsletters, internal workshops, and reports.

Article 42 – Quality Assurance Culture

136. Quality assurance is considered a shared institutional responsibility, involving all staff, students, and management.
137. The College fosters an open, reflective, and improvement-oriented environment, encouraging feedback and innovation.
138. QA principles are embedded into all institutional policies, procedures, and training activities.
139. The commitment to quality is integrated into the mission, strategic plan, and daily operation of the College.

CHAPTER VII

GOVERNANCE, FINANCE AND ADMINISTRATION

Article 43– Governance Principles

140. Alfred Nobel Business College (ANBC) is governed in accordance with the principles of integrity, transparency, legality, and accountability.
141. The President / Head of Institution, who also serves as the Maintainer and Owner, provides strategic leadership and oversees all institutional operations.
142. The governance system ensures a clear separation of academic, administrative, financial, and legal functions to maintain independence and compliance with the Further and Higher Education Act (Malta).
143. The Legal Representative acts as an independent authority responsible for ensuring the legal validity of all institutional activities, contracts, and external communications.
144. The Academic Director, Quality Assurance Officer, and other managers operate under delegated authority from the President, ensuring effective coordination and oversight across all operational areas.
145. All governance activities are aligned with the College’s mission, strategic plan, and MFHEA standards.

Article 44 – Decision-Making and Delegation

- The President / Maintainer holds ultimate authority over institutional strategy, finances, and operations.
- The Academic Director has delegated responsibility for academic management, curriculum implementation, and teaching quality.
- The Quality Assurance Officer operates independently in matters of quality evaluation and reporting.
- The Legal Representative participates in major decisions to ensure institutional compliance with Maltese and EU legislation.
- Academic decisions are made by the Academic Board, chaired by the Academic Director, and endorsed by the President where applicable.

- All strategic, financial, and academic decisions are recorded in official minutes and stored securely for accountability and future audit.
- Delegation of authority is defined in internal procedures and periodically reviewed for clarity and effectiveness.

Article 45 – Financial Management

146. The President / Owner is responsible for the overall financial oversight, sustainability, and resource allocation of the College.
147. Financial planning, accounting, and control follow Maltese regulations and internationally recognised financial management principles.
148. The Legal Representative ensures the legality and formal compliance of all financial transactions, contracts, and service agreements, without engaging in operational financial decision-making.
149. The Annual Budget is prepared and approved by the President and monitored through periodic internal reviews.
150. The College's financial management includes:
 - Tuition fee processing and refund procedures;
 - Staff remuneration and contractual obligations;
 - Procurement and vendor management;
 - Periodic financial analysis and reporting.
151. An independent external audit is conducted annually to verify financial integrity and regulatory compliance.
152. All financial and accounting records are securely stored in accordance with the Data Protection Policy and Record Retention Schedule.

Article 46 – Administrative Operations

- Administrative activities ensure smooth coordination of academic, financial, and support functions.
- The Administrative Coordination Team, under the President's supervision, manages document flow, correspondence, scheduling, and HR-related administration.
- Administrative processes are regulated by written internal procedures available to all staff.
- Staff involved in administration are required to maintain confidentiality, accuracy, and professionalism in their duties.
- The Quality Assurance Officer periodically reviews administrative processes to identify improvement areas and ensure efficiency.

Article 47 – Record Management and Data Protection

153. The College maintains an integrated record management system for academic, financial, and administrative documentation.
154. All records are stored digitally in secure, access-controlled repositories.

155. The College complies fully with the General Data Protection Regulation (GDPR) and its own Data Protection Policy.
156. A Data Protection Officer (DPO), appointed by the Legal Representative, monitors compliance and processes data access or correction requests.
157. Records are retained according to the Record Retention and Disposal Schedule, and securely destroyed once retention periods expire.
158. The College ensures that all personal and institutional data are handled lawfully, transparently, and for legitimate educational purposes.

Article 48 – Risk Management and Business Continuity

159. The College operates a structured Risk Management Framework covering financial, academic, technological, and operational risks.
160. The President and Legal Representative jointly oversee the identification, assessment, and mitigation of risks.
161. The College maintains a comprehensive Business Continuity Plan (BCP) ensuring uninterrupted educational delivery during system outages, crises, or emergencies.
162. The IT/e-Learning Support Unit conducts periodic tests of data backup, cybersecurity measures, and system resilience.
163. The Business Continuity Plan is reviewed annually and updated in coordination with the Quality Assurance Officer.

Article 49 – Communication and Public Information

164. The College ensures that all public information, including academic programmes, admission criteria, and institutional policies, is accurate, current, and transparent.
165. The Marketing and Communication Director is responsible for ethical, professional, and compliant dissemination of information across all platforms.
166. Internal communication is maintained through secure digital tools to facilitate coordination among staff, management, and students.
167. Any official communication, memorandum, or external representation of the College must be approved by the President /Head of Institution and Legal Representative.
168. The College promotes open, clear, and timely communication to strengthen institutional trust and accountability.

CHAPTER VIII

FINAL PROVISIONS

Article 50 – Legal Basis and Compliance

169. These Organizational and Operational Rules (OOR) of Alfred Nobel Business College (ANBC) have been developed in accordance with the Further and Higher Education Act (Cap. 607, Laws of Malta) and in full compliance with the Malta Further and Higher Education Authority (MFHEA) standards and procedures.
170. The provisions of this document are also consistent with the European Standards and Guidelines for Quality Assurance in Higher Education (ESG 2015) and other applicable Maltese and European Union legal acts.
171. Any amendments to national legislation or MFHEA regulations shall automatically apply to these Rules, and the College shall update the document accordingly.

Article 51 – Adoption and Entry into Force

172. These Rules enter into force upon approval by the President / Head of Institution and shall remain valid for the duration of the College's MFHEA licence.
173. The Rules apply to all staff, students, and collaborators of the College, who are required to comply with their provisions.
174. Upon entry into force, these Rules supersede all previous internal documents regulating governance, organisation, or operational matters.
175. The Rules shall be reviewed periodically, at least once every three years, or sooner if required by changes in legislation or institutional structure.

Article 52 – Amendments and Review Procedures

176. Proposals for amendments to these Rules may be initiated by the President, Legal Representative, or Quality Assurance Officer.
177. Any proposed modification must be discussed by the Academic Board and endorsed by the President / Head of Institution.
178. The Legal Representative shall verify the compliance of amendments with applicable laws before formal adoption.
179. Revised versions of these Rules shall indicate the date of approval, version number, and amendment summary for record-keeping purposes.

Article 53 – Official Language and Publication

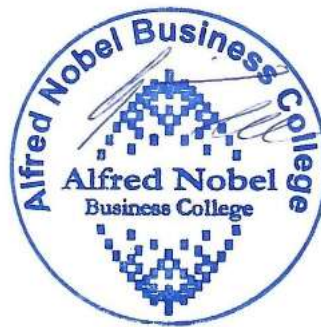
180. The official language of these Rules is English, as the language of operation and accreditation of Alfred Nobel Business College.
181. Translations into other languages may be prepared for information purposes only; however, in case of divergence, the English version shall prevail.
182. The officially approved version of these Rules shall be:
183. Digitally stored in the College's secure internal repository;
184. Made available for inspection by the MFHEA upon request;
185. Communicated to all staff and students through the institutional website or internal portal.

Article 54 – Validity and Certification

186. These Organizational and Operational Rules are approved and signed by the President / Head of the Institution.
187. The document remains in effect until amended or replaced by a subsequent version.
188. Certified copies of this document shall bear the institutional seal and the signatures of the authorised officers as listed below.

Approved by:

Signatures



President / Head of Institution:

Institutional Stamp /