



MAASAI MARA UNIVERSITY

QUALITY MANAGEMENT SYSTEM BASED ON ISO 9001:2008

QUALITY MANUAL

MMU/QM/MR/2013

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Authorized by: <u>Prof. David K. Serem</u> V.C.	Sign: 	Date: 4 th June 3, 2013
Issued by: <u>Prof. Gerald N. Kimani</u> MR	Sign: 	Date: 4 th June 3, 2013

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0 GENERAL

0.1 Introduction

Maasai Mara University (MMU) was established under the Maasai Mara Charter 2013. The University is located in Narok Town along the Narok-Bomet Road. MMU started as a Campus of Moi University in 2007. It was later established as a Constituent College of Moi University by the Narok University College Order, 2008 (Legal Order No. 101 of 2008) with a mandate to teach, conduct research and provide consultancy services. Maasai Mara University took over the then existing Narok Teachers Training College with a total acreage of 129 acres. It admitted its first batch of 222 government sponsored students in September 2009. These students joined the 412 privately sponsored students who were earlier admitted when the University was still a campus of Moi University. The current student population stands at 4800.

The University has five schools namely; School of Education, School of Arts and Social Sciences, School of Business and Economics, School of Science and Information Science and School of Tourism and Natural Resources Management. The University offers degree, diploma and certificate courses in Natural Resources, Agriculture, Business, Information, Social and Computer Sciences. The University hosted the 27th Graduation of Moi University on 23rd November 2012 where 476 students were conferred with degrees of Moi University and awarded Diplomas and Certificates of Maasai Mara University.

0.2 University Mandate

In summary the mandate of Maasai Mara University is to teach, conduct research and provide consultancy services in accordance with the Maasai Mara University Charter and other relevant laws.

Guided by the Maasai Mara University Charter, the University is mandated and guided to function as follows:-

- a) To provide directly or in collaboration with other Institutions of higher learning, facilities of University education (including technological, scientific and professional education), the integration of teaching, research and effective application of knowledge and skills to the life, work and welfare of the citizens of Kenya,

- b) To participate in the discovery, transmission and preservation and enhancement of knowledge and to stimulate the intellect participation of students in the economic, social, cultural, scientific and technological development of Kenya.
- c) To provide and advance University education and training to appropriately qualified candidates, leading to the conferment of degrees and award of diplomas and certificates and such other qualifications as the Council and the Senate shall from time to time determine and in so doing contribute to manpower needs.
- d) To conduct examinations for such academic awards as may be provided in the statutes pertaining to the University.
- e) To examine and make proposals for new facilities, Schools, Universities, departments, resource and research centers, degree courses and subjects of study.
- f) Play a leading role in the development and expansion of the opportunities for higher education and research.
- g) Develop as an Institution of excellence in teaching, training, scholarships, entrepreneurship, research and consultancy services.
- h) To participate in commercial ventures and other activities to the benefit of the Institutions, the community and stakeholders.
- i) To develop and provide educational, cultural, professional, technical and vocational services to the community and in particular foster corporate social responsibility and the practical art.
- j) To provide programmes, products and services in ways that reflects the principles of equity and social justice,
- k) To facilitate student mobility between different programmes at different training Institutions and industry.
- l) To foster the general welfare of all staff and students.

0.3 University Vision

To be a world class University committed to academic excellence for development.

0.4 University Mission

To provide Quality University education through innovative teaching, research and consultancy services for development.

0.5 Core Values and Functions

MMU core values constitute the fundamental bedrock beliefs that drive the University. These beliefs are essential and must be upheld because they make the University visionary for the defined standards of behaviour that make her culture. These values will help MMU in the transformation of her human conduct in governance and management practices. MMU therefore upholds the following core values;

- a) **Teamwork** – Adopt a participatory approach in discharging the mandate of the University.
- b) **Professionalism** – Maintain high standards of professionalism in executing the business of the University.
- c) **Creativity and Innovativeness** – Utilize the latest, up-to-date and most appropriate technology in achieving the University's objective.
- d) **Transparency and Accountability** – Uphold clarity and simplicity in all endeavors of the University.
- e) **Excellence** – Uphold and practice and orientation for extremely good performance within the University.
- f) **Equity and Social Justice** – Uphold equal treatment to all and practice fair judgment in all matters of the University.

1 SCOPE

1.1 General

This Quality Manual describes Quality Management System of Maasai Mara University in respect to all its products and services offered to its customers in Administration, all Schools and Sections

1.2 Application

The scope of the Quality Management System (QMS) in the University is the provision of University Education, research, extension and consultancy services in the entire University.

In implementing the QMS, all the requirements of ISO 9001:2008 are applicable.

2 NORMATIVE REFERENCES

- a) ISO 9001:2008.
- b) The Kenya Constitution, 2010.
- c) The Universities Act, 2012.
- d) MMU Charter.
- e) MMU Statues.
- f) Current MMU Strategic Plan.

3 TERMS AND DEFINITIONS

For the purposes of this QMS Manual, the following abbreviations and definitions apply:-

- a) MR – Management Representative.
- b) VC – Vice Chancellor (The Chief Executive of the University).
- c) DVC (A&F) – Deputy Vice Chancellor (Administration and Finance).
- d) DVC (AA) – Deputy Vice Chancellor (Academic Affairs).
- e) DVC (R&E) – Deputy Vice Chancellor (Research and Extension).
- f) Dean – Academic and Administrative Head of a School.
- g) Customer – Any person/organization receiving any product from the University.
- h) MMU – Masai Mara University (all the campuses and satellite centres).

4 QUALITY MANAGEMENT SYSTEM

4.1 General requirements

The University has identified processes needed for the Quality Management System as listed in clause 9.1 of this Quality Manual. The processes are core for the University to provide effective services to the customers. The processes shall be effectively monitored and continually improved to enhance customer satisfaction.

The University shall from time to time identify and develop any new processes needed to provide services and products and include them in the Quality Management System.

All outsourced processes shall be identified and controlled within this Quality Management System.

4.2 Documentation requirements

4.2.1 General

The University QMS documentation shall be in a four tier consisting of:-

- a) Level 1: Quality Policy, Quality Objectives and Quality Manual.
- b) Level 2: All the quality procedures within this QMS.
- c) Level 3: Work instructions, documents from external sources and internal regulations.
- d) Level 4: Records.

4.2.2 Quality Manual

The University quality manual includes the following:-

- a) Quality policy,
- b) General quality objectives from which the departments draw measurable quality objectives.
- c) The scope of the QMS,
- d) A description on the interaction of the QMS processes, and
- e) References the procedures of the QMS.

The Quality Manual gives short policy statements guiding how various activities within the QMS shall be undertaken. The University processes are interdependent and relate

with each other for effective performance and timely service delivery. However, the procedures reference each other.

4.2.3 Control of documents

The University shall put mechanisms in place to ensure documents for the QMS are controlled. The control mechanism shall include controls for approval, review, revision, legibility, identification and availability. *A documented procedure on Control of Documents number 1 in the Mandatory Procedure Manual has been developed to establish controls to be exercised with respect to all QMS documents.*

Distribution of all Quality Management Systems documents to the University Officers shall be by distribution of hard and soft copies and ticking against their respective copies.

4.2.4 Control of records

University records shall be established and maintained to provide evidence of conformity to requirements. The control of records shall ensure that they are legible, readily identifiable and retrievable. *A documented procedure on Control of Records number 2 in the Mandatory Procedure Manual has been established to guide on control of records.*

5 MANAGEMENT RESPONSIBILITY

5.1 Management Commitment

The University management is committed to the development, maintenance and continual improvement of the Quality Management System through the following:-

- a) Communicating to the entire staff the importance of meeting customer requirements as well as statutory and regulatory requirements pertinent to the University services,
- b) Establishment of a quality policy and quality objectives,
- c) Holding at least two management review meetings of the system to ensure suitability of the system, and
- d) Ensuring adequacy of resources for effective implementation of the Quality Management System.

5.2 Customer Focus

In order to ensure that customer requirements have been established and met, the management has established Maasai Mara University Service Charter which has been communicated through the University.

5.3 Quality Policy

The management has established the following policy to guide activities including decision making in relation to quality issues:-

Maasai Mara University is committed to quality teaching, research, consultancy and community service for sustainable development through:-

- a) Maintaining academic excellence and professionalism in learning, teaching, research and innovation,
- b) Collaborating and benchmarking with other leading Institutions of higher learning for continual improvement,
- c) Providing customer friendly and market driven services by encouraging stakeholders feedback, and
- d) Recruiting and retaining qualified staff and continually enhancing their competence on emerging trends in relevant areas of specialization.

The University shall comply with all applicable requirements and continually improve the Quality Management System based on ISO 9001:2008.

The University top management shall ensure that established quality objectives and this policy are reviewed annually for continuing suitability.

The Quality Policy has been authorized for use in the University by the Vice Chancellor.

5.4 Planning

5.4.1 Quality objectives

Quality objectives including those needed to meet requirements for product have been established at departmental levels. These quality objectives shall be reviewed on annual basis to ensure continuing suitability.

The top management has established the following objectives to guide the departments in developing measurable quality objectives:-

- a) To put in place mechanisms that maintains academic excellence and professionalism in teaching, learning and research,
- b) To establish strategic linkages and collaborations with other reputable academic institutions and industry for holistic education,
- c) To develop and implement academic programs that respond to societal and global dynamics,
- d) To continually review and develop curricula that meet the needs and expectations of customers, and make them relevant and adaptable to the changing market needs,
- e) To rationalize the processes of conducting examinations and to grant awards as provided for in the statutes,
- f) To facilitate continuous staff professional development to enhance effective and efficient performance,
- g) To integrate ICT in all programs and processes to enhance innovation and effectiveness, and
- h) To promote corporate social responsibility activities within and outside the University.

5.4.2 Quality management system planning

The University Management has developed and put in place a comprehensive QMS, quality monitoring and quality audits. The integrity of the QMS shall be maintained when changes to the QMS are planned and implemented.

5.5 Responsibility, Authority and Communication

5.4.3 Responsibility and authority

Responsibilities and authorities of all staff of the University are defined in and communicated through job descriptions.

5.4.4 Management Representative

The management has appointed a Management Representative who is in charge of maintenance and improvement of the Quality Management System by:

- a) Ensuring that processes needed for the quality management system are established, implemented and maintained,
- b) Reporting to top management on the performance of the Quality Management System and any need for improvement,
- c) Ensuring the promotion of awareness of customer requirements throughout the University, and
- d) Liaising with external parties on matters relating to the Quality Management System.

5.4.5 Internal communication

Details regarding the effectiveness of the Quality Management System shall be communicated in functional meetings, notice boards and other suitable mechanisms as outlined in the *procedure on communication number 1 in the Administration Procedure Manual*.

5.6 Management Review

5.6.1 General

The University management shall review the QMS twice in a financial year to determine suitability and effectiveness of the system. During the review, pertinent issues regarding the QMS shall be considered and decisions made on how to improve the system.

5.6.2 Review input

The University Management shall review QMS on the following agenda:

- a) Results of audits
- b) Customer feedback
- c) Process performance and product conformity
- d) Status of preventive and corrective actions
- e) Follow-up actions from previous management reviews
- f) Changes that could affect the quality management system, and
- g) Recommendations and improvement

5.6.3 Review output

During Management Review meetings, the University Management shall make decisions and suggest actions related to:-

- a) Improvement of the effectiveness of the quality management system and its processes
- b) Improvement of product related to customer requirements, and
- c) Resource needs

6 RESOURCE MANAGEMENT

6.1 Provision of Resources

The University Management shall determine and provide the resources needed to implement and maintain the Quality Management System and continually improve its effectiveness and also enhance customer satisfaction by meeting customer requirements.

6.2 Human Resources

6.2.1 General

The University shall ensure that all personnel performing work affecting product quality are competent on the basis of appropriate education, training, skills and experience.

In order to ensure that the University acquires and maintains the necessary competence, *a documented procedure for Staff Recruitment and Selection number 1 in the Human Resource Procedure Manual has been developed.*

6.2.2 Competence, training and awareness

The University shall from time to time determine the necessary competence for personnel performing work affecting Service/Product quality. It shall provide training *as per procedure on Staff Training and Development number 2 in the Human Resource Procedure Manual.*

The University shall also ensure that all members of staff are sensitized on the relevance and importance of their activities and how they contribute to the achievement of the quality objectives. Appropriate records of education, training, skills and experience for the staff shall be maintained *as per procedure on records control number 2 in the Mandatory Procedure Manual.*

6.3 Infrastructure

The University shall from time to time determine and provide the necessary infrastructure for effective implementation of the Quality Management System. These shall include lecture halls, hardware and software, transport and communication facilities which shall be maintained *as per procedure on Repairs and Maintenance Number 1 in the Development and Estates Procedure Manual.*

6.4 Work environment

The University shall determine and manage the work environment needed to achieve conformity to service/product requirements. These work environment conditions will include amount of light, noise, pollution, ergonomics, radiation and cleanliness.

7 PRODUCTION REALIZATION

7.1 Planning of Product Realization

During planning the University shall determine the following as appropriate:-

- a) Quality objectives and requirements for the product,
- b) The need to establish processes and documents, and provide resources specific to the product,
- c) Required verification, validation, monitoring, measurement, inspection and test activities specific to the product before releasing to customers, and
- d) Records needed to provide evidence that the realization processes and product meet requirements.

7.2 Customer related processes

7.2.1 Determination of requirements related to the product

For all types of courses and other services offered by the University, customer requirements (written or unwritten), statutory and regulatory requirements and any other University requirements related to the courses or services shall be determined. This is to ensure that the University meets all such requirements during service delivery.

7.2.2 Review of requirements related in the product

Before commencement of the service/product delivery, the various functions of the University shall ensure that all the requirements determined for the service/product are reviewed and any differences discussed and resolved. The functions shall also ensure that the University has the capacity to provide the service. This will be to prevent the University from committing itself to providing services or programmes before establishment of the requisite internal capacity.

7.2.3 Customer communication

Various processes have been designed for communication to customers in relation to various aspects of service delivery including the University products. Such methods include use of website and brochures, advertisements and meetings.

The University also has established a mechanism for resolution of customer complaints as well as receiving customer feedback through baseline surveys. The

University shall at all times ensure that these communication methods are effective and customers receive the appropriate attention and information.

7.3 Design and Development

When necessary, to design any products or services offered by the University, an effective design and control process shall be implemented to ensure that planning for the design and development takes place and the inputs and outputs of the design meet requirements. Design validations and verifications shall also be carried out at determined stages.

Any changes to any designs shall be approved before implementation. This policy shall apply during the development of a new curriculum *as per procedure number 7 in the Academic Division Procedure Manual on Curriculum Development and Review* and any other services where design of the original concept is necessary.

7.4 Purchasing

Purchasing of goods and services required by the University shall be carried out in compliance with government and University regulations. In order to ensure that purchasing of goods and services is done in a timely manner, within the budget and that purchased products comply with requirements, *a documented procedure number 1 in the Procurement Procedure Manual on Procurement of Goods and Services* has been established. Goods and services shall be sourced from suppliers who have been evaluated and selected based on their ability to meet the University requirements.

7.5 Production and Service Provision

7.5.1 Control of Production and Service Provision

Services and development of products offered by the University shall be done under controlled conditions including ensuring the service provider has easy access to information describing the service and availability of work instructions guiding them on how to undertake various activities. The University shall provide suitable and adequate tools and equipment.

7.5.2 Validation of processes for production and service provision

Various processes including laboratory analysis shall be validated before the provision of the service or undertaking any measurement. Where process validation shall be done, competence of the personnel and integrity of the equipment shall be determined to ensure that the integrity of the results is assured.

7.5.3 Identification and traceability

Customer and service records shall be maintained to provide evidence of compliance to requirements. Unique numbers and codes shall be used to identify the services or products offered and ensure traceability. These shall apply in the certificates and degrees offered as well as coding of all the training programmes offered.

7.5.4 Customer property

All customer property given to the University for use or incorporation into the courses such as student thesis and student results documents from other institutions shall be identified and protected from any damages, losses and plagiarism.

7.5.5 Preservation of Product

Care shall be exercised with respect to transcripts, certificates, degrees and other products offered during processing and delivery to ensure that their quality and integrity are maintained at all times.

7.5.6 Control of monitoring and measuring equipment

Measuring equipment used to determine conformity of any product or service to requirements shall be calibrated appropriately to ensure the integrity of the measurements. This may be done in house or externally but the calibration shall be traceable to the appropriate national or international standards.

8 MEASUREMENT, ANALYSIS AND IMPROVEMENT

8.1 General

The University shall plan and implement the monitoring, measurement, analysis and improvement processes needed to demonstrate the conformity of the product, conformity of the quality management system and continually improve the effectiveness of the quality management system.

8.2 Monitoring and Measurement

8.2.1 Customer satisfaction

From time to time the University shall determine customer satisfaction through baseline surveys, students' feedback forms, transparent feedback boxes and meetings. The University management shall review the findings in order to determine appropriate action for enhancement of customer satisfaction.

8.2.2 Internal audit

The University shall conduct internal audits at planned intervals to determine the effectiveness of the quality management system in order to identify opportunities for improvement. *Procedure number 3 in the Mandatory Procedure Manual on Internal Audit has been established to define the responsibilities and requirements for planning and conducting audits, establishing records and reporting results.*

8.2.3 Monitoring and measurement of processes

The University shall determine and implement effective methods of monitoring and measuring the effectiveness of the processes under its operations. The University shall implement correction and corrective actions whenever the processes do not achieve the desired results.

8.2.4 Monitoring and measurement of product

The University shall monitor and measure the characteristics of the various products and services to verify that they meet the product requirements. Records to demonstrate conformity or otherwise of the product shall be maintained. Product release and service delivery shall not proceed until the planned arrangements have been satisfactorily completed, unless otherwise approved by a relevant authority.

8.3 Control of nonconforming product

The University shall ensure that products and services, which do not conform to product requirements, are identified and controlled to prevent the unintended use or delivery. *Procedure number 4 in the Mandatory Procedure Manual on Control of nonconforming products has been established to define the controls and related responsibilities and authorities for dealing with nonconforming product.* Records of the nature of nonconformity and any subsequent actions taken, including concessions obtained, shall be maintained. When nonconforming product is detected after delivery or use has started, the University shall take action appropriate to the effects, or potential effects, of the nonconformity.

8.4 Analysis of data

The University shall through the various departments determine, collect and analyze appropriate data to demonstrate the suitability and effectiveness of the quality management system and evaluate where continual improvement of the effectiveness of the quality management system can be made.

8.5 Improvement

8.5.1 Continual improvement

The University shall continually improve the effectiveness of the quality management system through the use of the quality policy, quality objectives, audit results, analysis of data, corrective and preventive actions and management review.

8.5.2 Corrective action

The University shall take action to eliminate the cause of nonconformities in order to prevent recurrence. Corrective actions shall be appropriate to the effect of the nonconformities encountered *Procedure number 5 in the Mandatory Procedure Manual on Corrective Action has been established to guide in the implementation of corrective actions.*

8.5.3 Preventive action

The University shall determine action to eliminate the causes of potential nonconformities in order to prevent their occurrence. Preventive action shall be appropriate to the effects of the potential problems. *Procedure number 6 in the Mandatory Procedure Manual on Preventive Action has been established to guide in the implementation of preventive actions.*

9 APPENDICES

9.1 Quality Management System Processes

Mandatory Procedures

1. Control of documents.
2. Control of records.
3. Internal audit.
4. Control of nonconforming products.
5. Corrective Action.
6. Preventive Action.

Administration processes

7. Communication
8. Handling of complaints
9. Customer care
10. Meetings
11. Records management
12. Asset management
13. Security
14. Control of outsourced services

Academic Division Processes

15. Course allocation
16. Timetabling
17. Teaching
18. Setting and moderation of examinations
19. Processing of examinations
20. Industrial/Field attachment/teaching practice of students
21. Curriculum development and review
22. Research

Academic Registrar Processes

23. Admission of students
24. Registration of new students
25. Inter/Intra School transfers

Human Resource Processes

52. Staff recruitment and selection
53. Staff training and development
54. Payroll administration
55. Staff disciplinary
56. Leave administration
57. Staff performance appraisal
58. Staff exit

Health Unit Processes

59. Consultation and treatment
60. Dispensing outpatient prescriptions
61. Processing laboratory request for patients
62. Admission and management at the observation room
63. Ordering pharmaceutical products and laboratory reagents from drug store
64. Referral of patients
65. Service delivery at the family planning, mother child health care and HIV counseling & testing

Finance Processes

66. Budgeting
67. Budgetary control
68. Revenue collection
69. Payments
70. Imprest management
71. Petty cash management
72. Investment
73. Preparation of final accounts
74. Management of external audits

Procurement Processes

26. Administration of University examinations.

27. Handling examination irregularities

28. Student clearance

29. Graduation

Students Affairs processes

30. Students discipline

31. Formation of clubs and societies

32. Students governance

33. Organizing social functions

34. Students temporary leave

Catering and Accommodation Processes

35. Room allocation

36. Cleaning

37. Clearing from the rooms

38. Food production

39. Cashiering and food service

40. Procedure on collaborations and linkages

Library Processes

41. Acquisition and processing of library resources

42. Charging and discharging of library resources

43. Repair of library resources

44. Weeding of library resources

45. Information literacy

46. Registration of library users

Central Services Processes

47. Cleaning

48. General support services

49. Performance Contracting Procedure

Marketing Processes

50. Production of promotional materials

51. Publicity

75. Procurement of goods and services

76. Receiving and storage of goods

77. Issuance of goods from the store

78. Stock taking

79. Disposal of assets

Internal Audit

80. Risk assessment

81. Audit planning

82. Scheduled audits

83. Investigative audits

84. Adhoc audit assignments

85. Audit follow-up

Legal Services Processes

86. Provision of legal services

87. Litigation

88. Contract administration

Development and Estates processes

89. Repairs and maintenance

90. Design and supervision of building projects

Farm Processes

91. Crop production and animal husbandry

92. Sale of farm produce

Transport Processes

93. Provision of transport services

94. Repairs and maintenance of vehicles

ICT Processes

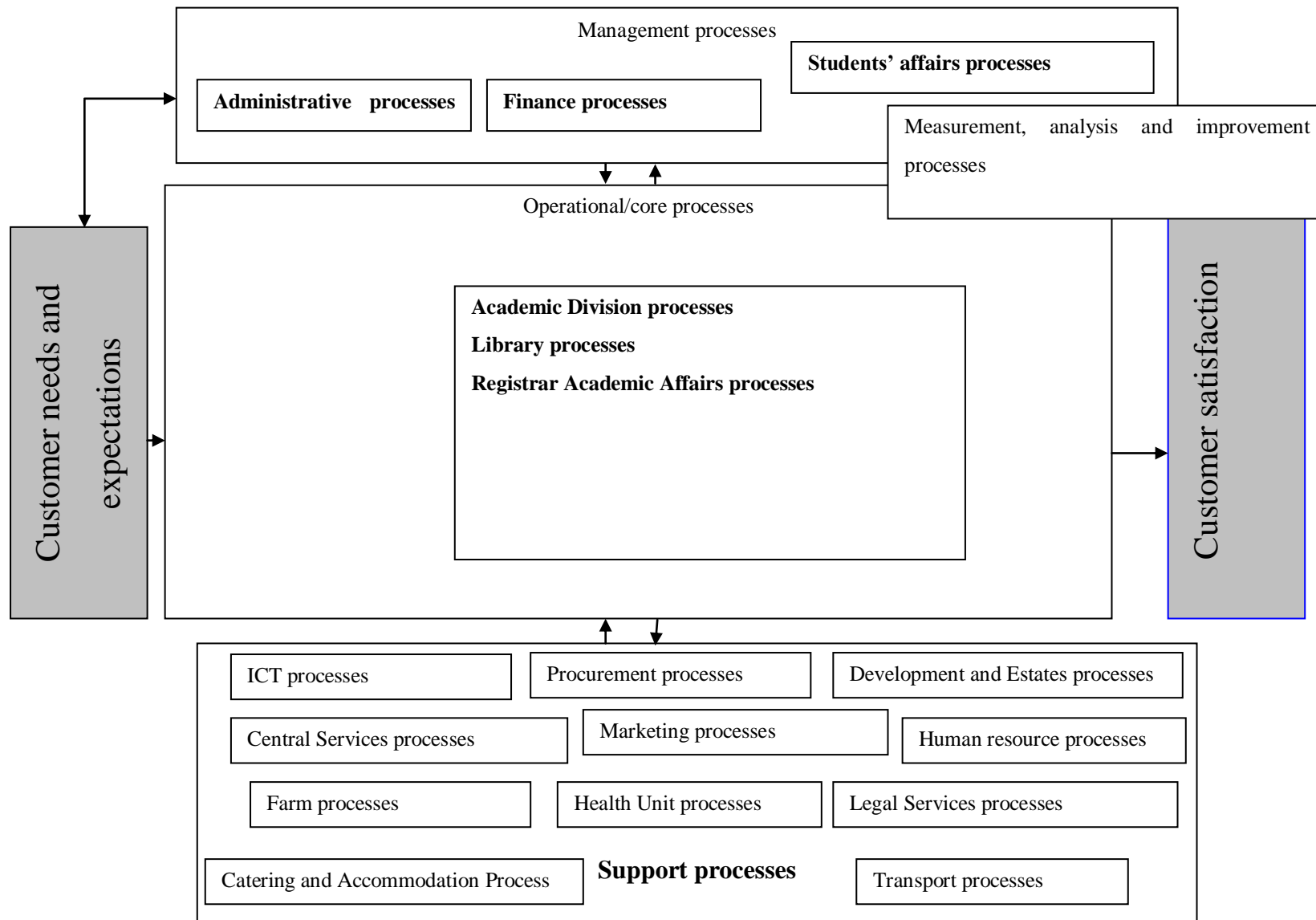
95. Repair and maintenance of ICT equipment and software

96. User support

97. Website content update

98. Data back up and restoration

9.2 Description of the interaction of processes



Description of the interaction of the Quality Management System processes

The aim of implementing a quality management system in the University is to enhance customer satisfaction and exceed their expectations. The University's customers (students and prospective students) channel their needs and expectation during interaction with members of staff in the University and also during marketing of the University. The University further determines legal requirements relating to the services it provides prior to service provision. The customer requirements form the input to the core processes which are:-

- a) Curriculum implementation processes,
- b) Library processes, and
- c) Registrar, Academic Affairs processes.

Each of the core processes interact individually with the support processes with the following component processes; ICT, Procurement, Catering and Accommodation, Development and estates, Farm and Central services, Health Unit, Security and Marketing processes are injected into the core processes to ensure effective service delivery.

Both the core and support processes further interact with the management processes individually. The management processes include the Administrative, Finance and Students' Affairs processes which enhance efficiency during service delivery.

Continually, the University undertakes monitoring and measurement of its processes and products to ensure that they meet process and product requirements. Data collected from these monitoring and measurements is analyzed to identify areas of improvement.

The University also monitors its customer perception on the quality of services offered through annual customer satisfaction surveys. It is the commitment of the top management to act on the recommendations from such surveys to ensure continued customer satisfaction.

To ensure that there is improvement, the top management ensures that there is an annual review of the quality objectives set in each department.

9.3 QMS Documents Master List

SNO.	DOCUMENT NAME	REFERENCE NUMBER
1.	Quality Policy	MMU/PM/MR/2013
2.	Quality Manual	MMU/QM/MR/2013
3.	Mandatory Procedure Manual	MMU/MPM/MR/2013
4.	Administration Procedure Manual	MMU/APM/ADMIN/2013
5.	Academic Division Procedure Manual	MMU/ACPM/AC/2013
6.	Registrar Academic Affairs Procedure Manual	MMU/RAAPM/RAA/2013
7.	Students Affairs Procedure Manual	MMU/SAPM/DOS/2013
8.	Catering and Accommodation Procedure Manual	MMU/C&APM/C&ACC/2013
9.	Collaboration and Linkages Procedure	MMU/C&LP/C&L/2013
10.	Library Procedure Manual	MMU/LPM/LIB/2013
11.	Central Services Procedure Manual	MMU/CSPM/CS/2013
12.	Performance Contracting Procedure	MMU/PCP/PC&QMS/2013
13.	Human Resource Management Procedure Manual	MMU/HRMPM/HRM/2013
14.	Health Unit Procedure Manual	MMU/HUPM/HU/2013
15.	Finance Procedure Manual	MMU/FPM/FIN/2013
16.	Procurement Procedure Manual	MMU/PPM/PROC/2013
17.	Internal Audit Procedure Manual	MMU/IAPM/IA/2013
18.	Legal Services Procedure Manual	MMU/LSPM/LS/2013
19.	Development and Estates Procedure Manual	MMU/D&EPM/D&E/2013
20.	Farm Procedure Manual	MMU/FPM/FARM/2013
21.	Transport Procedure Manual	MMU/TPM/TR/2013
22.	ICT Procedure Manual	MMU/ICTPM/ICT/2013
23.	Marketing Procedure Manual	MMU/MPM/MRT/2013