

RELATION BETWEEN THE INTERNAL QUALITY ASSURANCE & STRATEGY DEVELOPMENT

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In order to develop a shared ownership of and responsibility for the educational processes, their quality and IQA system, there should be a common understanding of what ‘quality’ means. This starting point also bears further consequences on the choice of the IQA system, model and tools used, as well as possible culture.

In research⁵ there are mainly 5 descriptions distinguished. The Table 1⁶ below describes the notions of ‘quality’ and relates them to the concepts of QA systems.

Table 1 - Comparative table of concepts of quality and QA systems

‘Quality’ labelled as	Concept of quality	Related quality management concepts
‘exceptional’	Quality is axiomatic special, with 2 variations: Traditionally: high class, one would recognise when they saw it... Excellence: exceeding high standards which are objective and static	‘Scientific quality control’: checking conformance to standards; Benchmarking
‘perfection or consistency’	Democratises quality as something that everybody can have: Focus on the process: doing things right; Zero defects, meeting specifications. No absolutes or universal benchmarking.	Creating a global quality culture in the organisation (TQM); Process control & process evaluation; Training.
‘fitness for purpose’	The meaning lays in the purpose of a good or service, quality is functional, two alternatives (of mix of): Meeting customer requirements; Meeting the needs determined by the producer (mission statement).	Creating a service satisfaction framework; PDCA circles; Strategic management; Quality assurance systems (TQM).
‘value for money’	Is a ‘high standard specification at reduced cost. Accountability and effectiveness are the central notions.	Create change and quality through competition; Performance indicators controlled by audits; Customer charters.
‘transformation’	Rooted in the notion of ‘qualitative change’, a fundamental change of form. Especially useful concept for the service sector (education).	Create transformative quality by: Enhancing the participant; Empowering the participant.

⁵ Harvey, L. & Green, D. (1993), “Defining Quality”, *Assessment and Evaluation in Higher Education: An International Journal*, vol. 18, no. 1, pp. 9-34

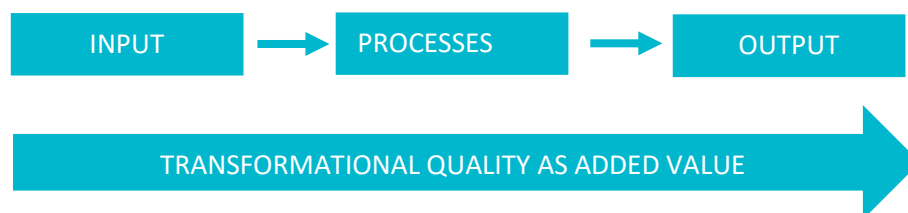
⁶ Bollaert, L. (2019), *A Manual for Internal Quality Assurance in Higher Education: Looking for a new quality in HE in a new world*, EURASHE: Brussels, p. 26

The above five concepts of quality can be present at the same time and differ among stakeholders. Students whose student grants have been replaced by student loans and who have to pay high tuition fees, may take the side of ‘value for money’, while teachers are still focussing on the transformational concept in the learning process. Even students who regard themselves as participants, instead of consumers in the learning process, can adhere to the same transformational concept of quality in their learning, while they take the ‘value for money’ side regarding the HEI’s students services.

Through the history the concept of ‘quality’ and the views on QA have been changing. The **Ошибка! Источник ссылки не найден.** below summarises the paradigm shifts and compares the early opinions with the new ones.

Early opinions on quality and QA	New views on quality and QA
Quality is absolute and fixed.	Quality is a relative and multi-layered changing concept.
One standard is dominant... and determined by the producer.	Quality assessment has many aspects. Starting point is the customers’ needs.
The final product is central... and should be inspected.	Service is vital.
Quality requirements are fixed.	Quality is the result of processes.
Quality is controlled by the quality unit.	Quality requirements change and increase.
	Quality is everybody’s business.

The most generic definition of quality in its transformational meaning is *quality is the added value between input and output.*

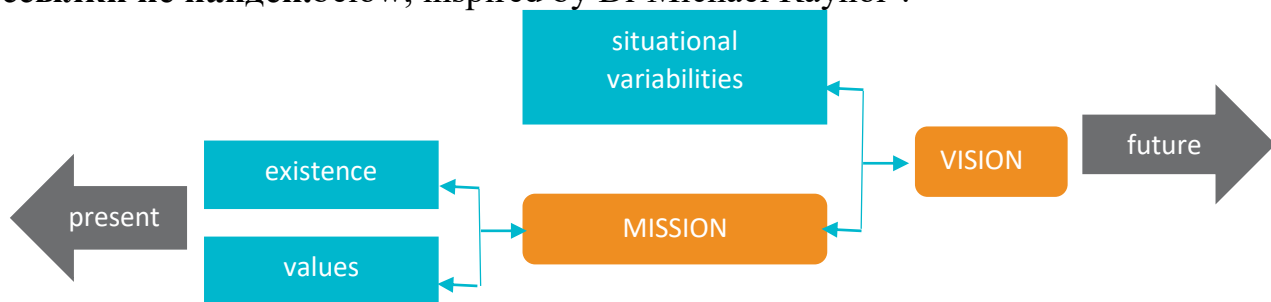


IQA starting from vision, mission and strategy of HEI

For a long time, particularly in (post-Soviet) countries with a tradition of top-down policies in which the HEIs responsibilities are quite limited to implement and deliver what is asked for by the national policy and administration, HEIs have not been used to develop their own visions, missions and strategies. Therefore, HEIs need to be given new space, together with competencies, knowledge and responsibilities on how to develop their own visions, missions and strategies.

There is a plenty of literature, especially management books and manuals on vision and mission, their interrelation and their translation into strategy. Starting from the essential difference that “the mission tells what we do” while “the vision tells what

we want to do”, the relationship may be summarised in the **Ошибка! Источник ссылки не найден.**below, inspired by Dr Michael Raynor⁷.



Since the two arrows clearly point in opposite directions it should be clear that the vision deals with the future considering the situational variabilities, while the mission refers more to the present and the organisation’s current, as well as wished profile and activities. The mission is thus a combination of what is aimed at in the short term and what is characteristic in the present.

Briefly, it can be said that a vision states the reason of the organisation’s existence in a desired future (10 years or more) and thus making clear its unique aims. A mission on the other hand formulates the organisation’s present objectives that it wants to realise in a shorter term (5 years) taking into consideration the existing contexts and abilities or resources, making clear its own profile. In chapter 4 of this report we will insert in the figure above the essential questions Why? How? and What? in order to develop them.

A strategy can thus be easily defined as an overall policy with actions, responsible actors and timeline or deadlines by which the aims of the mission can be realised. The relationship between vision, mission, strategy and QA stems from the optimistic managerial approach of the so-called New Public Management (NPM) since 1990s. Although this concept, in which managerial approaches from industry have been transferred to the social sector and education, can rightly be called too constructivistic, as far as realistic achievement is concerned, it should certainly help to identify the organisation’s profile and core activities for all stakeholders, and enable to measure or at least signal the degree of their realisation. Yet, precisely because it has become clear that this managerial approach is not an automatic certainty, the importance of the dimensions of the organisational culture and quality culture(s) have been discovered (see 3.9).

The most recent research⁸ also deals with the phenomenon of ‘emergence’ in QA. It is a term that was already used by ancient philosophers and related to science in quantum physics. In 1999, economist Jeffrey Goldstein provided a current definition of emergence in the journal *Emergence*⁹. Goldstein initially defined emergence as: "the arising of novel and coherent structures, patterns and properties during the process of self-organization in complex systems". Emergence can thus be described as the unforeseen and unplanned appearance of something new during or after the self-

⁷ Raynor, M.E. (1988), “The Vision Thing: Do we need it?”, in *Long Range Planning*, vol. 31 No 3, pp. 368-376

⁸ See e.g. Van Kemenade, (2019), *Emergence in TQM, a Concept Analysis*, available in pdf at https://www.researchgate.net/publication/336387844_Emergence_in_TQM_a_concept_analysis

⁹ Goldstein, Jeffrey (March 1999). "Emergence as a Construct: History and Issues". *Emergence*. 1 (1): 49–72. doi:10.1207/s15327000em0101_4.

organization in complex systems and which cannot be reduced to the sum of its previous elements. In QA it often refers to a new collaboration or culture after e.g. a self-evaluation (report), a site-visit (report) or decision of evaluation. It is therefore close to the complex structures within eco-systems.

A IQA system that takes all those items, levels and dimensions into consideration can be rightly called a new kind of Total Quality Management (System) in HE, even if we keep to the comprehensive ISO definition of QA as “*QA is a managerial approach to focus on the quality of an organisation and is based on participation of all stakeholders in order to satisfy their expectations and aims for as long as possible.*”

КОРПОРАТИВНОЕ УПРАВЛЕНИЕ В РОССИЙСКИХ КОМПАНИЯХ С ГОСУДАРСТВЕННЫМ УЧАСТИЕМ

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На современном этапе развития экономики Российской Федерации происходят структурные изменения в процессах роста частного капитала, увеличения сегментации рынков и отраслей, наблюдается рост доли государства в управлении рыночной экономикой. Тем не менее, несмотря на приватизацию, государство сохраняет контроль над стратегическими отраслями и предприятиями страны. В частности, это касается крупнейших корпораций, где государство имеет определенную долю собственности и права на прибыль.

Участие государства в работе системы корпоративных отношений – в качестве не только регулятора и законодателя, но и участника, субъекта – является объективным требованием устойчивого функционирования рыночной экономики. Деятельность государства в сфере корпоративных отношений осуществляется посредством пребывания в числе акционеров отечественных компаний за счет владения значительными пакетами акций. Принципы данной формы реализации экономической и социальной функций государства закреплена положениями нормативно-правовой базы Российской Федерации.

Отечественный рынок характеризуется высокой степенью присутствия государства. Так, наиболее крупные активы частично или полностью принадлежат Российской Федерации, тогда как доля компаний с государственным участием в индексе Московской биржи достигает не менее следует определить содержание понятия «компании с государственным участием»: таковой признается акционерное общество, значительная доля пакета акций которого принадлежит государству – либо напрямую, либо через подконтрольные предприятия, в качестве которых могут выступать фирмы, институты и даже субъекты. Такая модель участия обеспечивает государству