

DEVELOPMENT OF THE QUALITY MANAGEMENT SYSTEM (QMS) OF THE UNIVERSITY OF ZENICA, BOSNIA AND HERZEGOVINA – FROM THE QUALITY ASSURANCE (QA) TO THE QUALITY IMPROVEMENT (QI)

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Abstract

As a university which has been existing only for 15 years, the University of Zenica (UNZE), Bosnia and Herzegovina, was lucky or unlucky to grow in the times of turbulent changes in the overall European academic area which were caused by the Bologna Process. While other universities in the region of Balkans and Europe were established in more calm academic atmosphere, the first years of the UNZE's work were marked with the need to make many strategic decisions, which significantly affected the pattern of work. This paper brings an overview of the organizational concepts generated on the basis of the project of implementation of quality system on UNZE. So, on the one side, there was a strategic goal: Total Quality Management (TQM) and organization's development, and on the other, due to the constant changes on the "European academic sky", there were a learning organization and Business Process Re-engineering (BPR). ISO 9000 and set of ENQA guidelines were only tools to orientate in the right direction regarding development of our own QMS model. This was confirmed by the external evaluations executed by the European University Association (EUA – in 2004 and 2008), the State Agency for higher education development and QA of Slovenia (in 2007), and lastly, the State Agency for higher education development and QA of B&H (in 2014). In this period, also, a few study programs were accredited by the renowned foreign accreditation agencies. Today, it is safe to say that QMS of the University of Zenica evolved from the phase of QA into the phase of QI.

Keyword: *development, quality management system, quality assurance, University of Zenica.*