

The External Evaluation Report of a Doctoral Study Domain

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I. Introduction¹

In this chapter, the following shall be summarized:

- the context in which this external evaluation report was drafted (**the type of evaluation, the period of the evaluation visit, the composition of the Experts Committee** etc.);
- details about the doctoral school(s) of which the doctoral domain under review is part (number of doctoral advisors, number of students, institutional context, short history etc.);
- details about the doctoral study domain under review (number of students, institutional context, short history etc.).

This evaluation was performed as a regular Periodical External Evaluation of the Stefan cel Mare University of Suceava (USV), respectively of the doctoral study domains (DD) Business Administration at the Doctoral School of Social and Human Sciences (DSSHS). The study visit was performed in a hybrid form, mostly online with an on-site visit of the Panel Coordinator, period September 2nd – 8th 2021. For the Doctoral School of Social and Human Sciences, the program in Business Administration Experts Committee worked as follows: Coordinator Prof. dr. Adrian MICU, Universitatea "Dunărea de Jos" Galați, International Expert Prof. dr. Ivana Bilić, University of Split, and PhD Student Andra Nicoleta MECU, Academia de Studii Economice din București.

This evaluation is performed for the Doctoral Programme in Business administration, performed under the Doctoral School of Social and Human Sciences (DSSHS) – ‘Stefan cel Mare’ University of Suceava (USV). The University was established as a Pedagogical Institute of Suceava by the Decision of the Council of Ministers no. 680 of September 3, 1963. From that point of time the development was as follows the Pedagogical Institute (1963-1977), Institute for Humanities and Technical Higher Education (1977-1989), and since 1990 ‘Stefan cel Mare’ University of Suceava (USV) was established Romanian Government Decision no. 225 of March 7, 1990.

¹ Each time when applicable the information shall be presented gender-wise.



Currently, it consists of 10 faculties organized in departments (Appendix I.07), and the university's governing bodies were appointed in line with the provisions of the Electoral Methodology, approved by the USV Senate. Furthermore, the approval of the candidates for the position of Dean is made by the Faculty Council following its methodology and procedure (Appendix I .08). Students take their part in the decision-making process with more than 25% representatives Senate (Appendix I.10) at the level of USV, with an observation that students from Business Administration are not currently involved, but one of them showed interest for future application (Panel meeting).

The USV adopted the principles of the Bologna 'Great Charter of European Universities' in 1998 and cooperates with other higher education institutions (Appendix I.13). The USV is also affiliated with the International Association of Universities, the European University Association, the Alliance of Universities for Democracy, City Business Center, International Council for Open and Distance Education.

The doctoral program in Business Administration has been initiated in 2009 according to the law, by an Order of the Minister of National Education (Appendix II.35.6), and the first competitive selection for doctoral studies in this field was organized in September 2010.

The USV has students enrolled in all study levels from undergraduate to doctoral levels. In the observed period, 5 students are enrolled in the program Business Administration (Appendix I.18), who work under the supervision of 3 supervisors (one was recently joined), one with permanent tenure at USV.

II. Methods used

This chapter will contain the methods and tools used in the external evaluation process, before and during the evaluation visit, including at least:

- The analysis of the internal evaluation report of the doctoral study domain under review and its Annexes;
- The analysis of documents made available by the IOSUD, in physical format, during the evaluation visit (if such documents have been requested);
- The analysis of documents, data and information available on the IOSUD/Doctoral School(s) website, in electronic format;
- Visiting the buildings included in the institution's property, comprising (indicative and non-exhaustive list, which shall be changed according to the context):
 - classrooms;
 - laboratories;
 - the institution's library;
 - research centers;
 - the Career Counselling and Guidance Center;
 - lecture halls for students;
 - the student residences;
 - the student cafeteria;
 - sports ground etc.;
- Meeting/discussions with doctoral students in the doctoral study domain under review;
- Meeting/Discussions with the graduates of the doctoral study domain under review;
- Meeting/Discussions with employers of the graduates in the doctoral study domain under review;



- Meeting/Discussions with the school officials of the Doctoral School(s) in which the doctoral study domain under review is operating;
- Meeting/Discussions with the doctoral advisors in the doctoral study domain under review;
- Meeting/discussions with the representatives of the various structures of the IOSUD/Doctoral School(s) in which the doctoral study domain under review is operating:
 - The Council of the Doctoral School, the University Senate, the Board of Directors, the Quality Assessment and Assurance Commission, the Quality Assurance Department, the Ethics Commission (including with the student representatives of these structures);
 - the Career Counselling and Guidance Center;
 - student organizations;
 - secretariats;
 - various departments/administrative offices (Social/Student residences-Cafeterias etc.);
- Application of questionnaires to doctoral students or academic staff in the doctoral study domain under review.

III. Analysis of ARACIS's performance indicators

Domain A. INSTITUTIONAL CAPACITY

Criterion A.1. The administrative, managerial institutional structures and the financial resources

Standard A.1.1. The institution organizing doctoral studies (IOSUD) has implemented the effective functioning mechanisms provided for in the specific legislation on the organization of doctoral studies.

All teaching, research, managerial and financial administrative activity within USV complies with the relevant national legislation and internal regulations approved by the University's Senate.

Performance Indicator A.1.1.1. *The existence of specific regulations and their application at the level of the Doctoral School of the respective university doctoral study domain:*

- (a) the internal regulations of the Doctoral School;*
- (b) the Methodology for conducting elections for the position of director of the Council of doctoral school (CSD), as well as elections by the students of their representative in CSD and the evidence of their conduct;*
- (c) the Methodologies for organizing and conducting doctoral studies (for the admission of doctoral students, for the completion of doctoral studies);*
- (d) the existence of mechanisms for recognizing the status of a Doctoral advisor and the equivalence of the doctoral degree obtained abroad;*
- (e) functional management structures (Council of the doctoral school), giving as well proof of the regularity of meetings;*
- (f) the contract for doctoral studies;*
- (g) internal procedures for the analysis and approval of proposals regarding the training for doctoral study programs based on advanced academic studies.*



The entire activity of IOSUD-USV and in line with that DSSH is conducted following specific regulations.

a) Internal rules for administrative structures - The entire activity related to the DSSH complies with the Regulation of organization and development of the doctoral studies programs of IOSUD-USV (5th ed.; rev.1-11/26/2020) (Appendix II.05). Furthermore, for DSSH, the Regulation of the organization and functioning of DSSH (Appendix II.04) is publicly displayed on the website http://www.usv.ro/calitate/regulamente_usv.php, stipulates criteria, procedures, and legislative standards required by the functioning of this structure. Through the regulation, in the chapter Organization of doctoral studies selection criteria for doctoral studies, duration of studies, the contract of doctoral studies, doctoral supervisor, monitoring committee, and all other related topics are regulated. Most of the information presented on the website is publicly available only in Romanian.

b) Methodology for conducting elections within CSUD and doctoral schools and evidence of their materialization - Considering the principle of transparency and based on the Code of doctoral studies, approved by GD no. 681/2011 and the Institutional Regulation of the organization and development of doctoral programs (Appendix II.03), the Council of Doctoral University Studies (CSUD) was established. Through history the continuity of electing of director of CSUD and the CSUD Council was assured (Appendix II.06). The last election for the position of director and members of CSUD was held in 2020. The new composition is in line with regulation, led by Professor Laura Bouriaud, Ph.D. (Appendix II.07).

c) Methodologies for organizing and conducting doctoral studies (selection of doctoral students, completion of doctoral studies) – are presented in Table II.1. Documents concerning the organization and operation of IOSUD-USV. Documents are: Regulation of organization and conduct of competitive selections (Appendix I.26), Regulation of organization and conduct of doctoral studies, 3rd edition (Appendix II.04), Methodology regarding the organization of the University Referendum, election / appointment of management structures and functions (Appendix I.08), Regulation of the organization and functioning of the SDSSU (Appendix II.05), Regulation of the organization and functioning of the Council for doctoral studies (Appendix II.10), Procedure for informing doctoral students about the rules of scientific ethics, prevention of academic fraud and plagiarism (Appendix II.11), Procedure for completing doctoral studies (Appendix II.12), Procedure Examination and evaluation of doctoral students (Appendix II.12.1), Distribution of the number of places for doctoral studies (Appendix II.13), Procedure for the recognition of doctoral degrees and doctoral degrees awarded abroad (Appendix II.14), Regulation of the organization and conduct of the process of obtaining the certificate of authorization (Appendix II.15), Procedure for obtaining doctoral guidance (Appendix II.15.1), Automatic recognition of the quality of doctoral supervisor or of the qualification awarded by higher education institutions from abroad (Appendix II.15.2), Procedure for the acceptance and selection of new doctoral members / supervisors within the Doctoral Schools (Appendix II.15.3), Evaluation of teaching staff performance ed. 2, rev 3 (Appendix I.61), The internal evaluation procedure of the self-evaluation reports of the study programs (Appendix I.63), Procedure for ensuring the access of members of doctoral schools to research resources (Appendix II.25), Framework Regulation of Student Assessment (Appendix I.60), Methodology regarding the constitution of the council of doctoral studies CSUD-USV (Appendix II.08.1) Methodology regarding the constitution of the doctoral school council document CSUD-USV (Appendix II.08.2) and Regulation of the organization and conduct of entrance examinations (Appendix I.26).

d) The existence of specific mechanisms for the automatic recognition of doctoral supervisor and doctorate diploma awarded in other countries – The specific mechanism is developed in the procedure



Procedure for the selection and appointment of new doctoral supervisors in the Doctoral Schools (Appendix II.13) and the Operational procedure for the recognition of the diploma and the title of Doctor of Sciences, of the doctoral supervisor and of the academic positions awarded abroad (Appendix II.14). Also, after the doctoral supervisor recognition/acquiring and fulfilling the CNATDCU minimum criteria, the USV academic staff and researchers, as well as the affiliated members from the country or from abroad, are accepted within IOSUD-USV.

e) Functional managerial structures The doctoral studies are carried out under the tutelage of IOSUD-USV and the two doctoral schools. The CSUD director, assisted by the directors of the two doctoral schools, ensure the operational management (Appendix II.05). The DSSHS Council within IOSUD-USV (CDS) is made up of seven members: the CSUD director, one member (academic or researcher within IOSUD), a doctoral student within IOSUD, and four members appointed by the USV Rector, scientific personalities from education and relevant socio-economic sectors. The Council of the Doctoral School of Social and Human Sciences holds its meetings whenever necessary, but at least three times a year (meeting minutes are archived), in between communication is performed by e-mail or with additional meetings if there is a need.

f) The contract for completion of the doctoral degree – is regulated by the contract (with all necessary and relevant information) for completion of the doctoral degree (Appendix II.17). It shall be regularly updated and approved by a Decision of the Board of Directors.

g) Internal procedures for the analysis and approval of proposals regarding the training for doctoral study programs based on advanced academic studies – in line with current national and USV legislation "the advanced university training plans according to the fields of the Doctoral School are elaborated within the doctoral school, are endorsed by the CDS and approved by the CSUD management, before the beginning of each academic year." (Annex II.05, art. 50) These are adapted, following the discussions of the groups of doctoral supervisors in the field, and in line with changes that reflect the evolution of the research interests of Doctoral School members.

Recommendations:

*The indicator is **fulfilled**/partially fulfilled/not fulfilled.*

Performance Indicator A.1.1.2. *The doctoral school' Regulation includes mandatory criteria, procedures and standards binding on the aspects specified in Article 17, paragraph (5) of the Government Decision No. 681/2011 on the approval of the Code of Doctoral Studies with subsequent amendments and additions.*

The Regulation of the DSSHS (Appendix II.04) establishes the way in which the doctoral programs are organized and carried out within the doctoral school and transparen criteria, procedures, and mandatory standards stipulated in the Code of doctoral studies. The regulations of the doctoral school covered all mandatory criteria, procedures, and standards related to the: doctoral supervisor and the mentoring committee; rights and obligations of the doctoral supervisor; evaluation of doctoral supervisors; changing the doctoral supervisor; doctoral program and its opportunities; appointment of new doctoral supervisors; withdrawal of membership of the doctoral school; conflict resolution; prevention of fraud and plagiarism; access to research resources; contract of studies; and format of the doctoral thesis.

Recommendations:



The indicator is **fulfilled**/partially fulfilled/not fulfilled.

Standard A.1.2. The IOSUD has the logistical resources necessary to carry out the doctoral studies' mission.

Performance Indicator A.1.2.1. *The existence and effectiveness of an appropriate IT system to keep track of doctoral students and their academic background.*

At the IOSUD-USV, for the doctoral study two platforms are in use. The first one is in use for the primary record of applicants from the moment of selection. For applicants' selection in bachelor, master, and doctoral programs, a specific informatics platform is used (<https://admitere.usv.ro/>). At that platform (Appendix II.18), the identification data, the studies completed (documents), the master's degrees, and doctoral study history are collected. Another platform the PeopleSoft platform is used by USV to record the academic path and results of doctoral students. Different data are available to the Secretariat staff, the doctoral supervisors, and doctoral students (Appendix II.19), depending on the needs. IOSUD- USV has functional information systems, both for the record of doctoral students and for their academic careers.

Recommendations:

The indicator is **fulfilled**/partially fulfilled/not fulfilled.

Performance Indicator A.1.2.2. *The existence and use of an appropriate software program and evidence of its use to verify the percentage of similarity in all doctoral theses.*

For more than five years USV has been subscribed to the TURNITIN, one of the most used plagiarism identification services within the academics in the world (Appendix II.20). Within the DSSHS, in line with the regulations for completing doctoral studies, there are two verifications steps of the content of doctoral theses, validated by the doctoral supervisors (Appendix II.12); after that, a report is drawn up in which the doctoral supervisors will decide on the correct use of the references. Similarity ratio, without quoting, shall not exceed 9% of the content of the paper, regardless of the type of sources, respectively 4% from a single source (sources with the similarities ratio under 1% are excluded) (Appendix I.27). As for Business Administration, the similarity ratio of all public defended doctoral theses has never exceeded 2% (Appendix II.20.1), and so far they don't have any case of plagiarism.

Recommendations:

The indicator is **fulfilled**/partially fulfilled/not fulfilled.

Standard A.1.3. The IOSUD makes sure that financial resources are used optimally, and the revenues obtained from doctoral studies are supplemented through additional funding besides governmental funding.

Within IOSUD-USV, and in line with that within the DSSHS there is efficient management of financial resources, and the financial support for doctoral studies is supplemented by additional funding to that provided by the government. IOSUD-USV has a revenue stream from funds attracted by grants, research projects awarded through competition, research or services contracts with the economic environment,



and tuition fees. In general, IOSUD-USV showed an optimal approach in collecting additional financial resources and spending them.

Performance Indicator A.1.3.1. *Existence of at least one research or institutional / human resources development grant under implementation at the time of submission of the internal evaluation file, per doctoral study domain under evaluation, or existence of at least 2 research or institutional development / human resources grant for the doctoral study domain, obtained by doctoral thesis advisors operating in the evaluated domain within the past 5 years. The grants address relevant themes for the respective domain and, as a rule, are engaging doctoral students.*

As for Business Administration, at the time of self-assessment, one of five doctoral students, benefits from a human resource development grant, as a student from the Republic of Moldova (Anexa II.59.9). Within IOSUD-USV and DSSHS, the research activity is also funded through competitive grants/research projects (Appendix I.37). Over the past five years, many grants/projects for Ph.D. students from the different fields of IOSUD within our institution have been awarded through competitions (Appendix II.21.1). Doctoral students in Business Administration have access to these programs and were actively involved in these grants and projects.

Recommendations:

*The indicator is **fulfilled**/partially fulfilled/not fulfilled.*

Performance Indicator *A.1.3.2. *The percentage of doctoral students active at the time of the evaluation, who for at least six months receive additional funding sources besides government funding, through scholarships awarded by individual persons or by legal entities, or who are financially supported through research or institutional / human resources development grants is not less than 20%.*

At the DSSHS, the ratio of students who benefited at least six months from funding sources other than government funding was not less than 10% (Appendix II.22). In the observed period for the doctoral domain Business Administration, one of five enrolled Ph.D. students benefited from a full scholarship awarded by the Government of the PRC in partnership with the Credit and Scholarship Agency, representing a share of about 20% (Appendix II.22.1).

Recommendations:

*The indicator is **fulfilled**/partially fulfilled/not fulfilled.*

Performance Indicator *A.1.3.3.² *At least 10% of the total amount of doctoral grants obtained by the university through institutional contracts and of tuition fees collected from the doctoral students enrolled in the paid tuition system is used to reimburse professional training expenses of doctoral students (attending conferences, summer schools, training, programs abroad, publication of specialty papers or other specific forms of dissemination etc.).*

² The indicators marked with an asterisk (*) hold a special status, referring exclusively to the evaluation of doctoral studies domains, as per Article 12 from the annex No.1 of the Order of the minister of education No. 3651/12.04.2021 approving the Methodology for evaluating university doctoral studies and the system of criteria, standards and performance indicators used in the evaluation. In case they are not met, the Agency extends a period of maximum 3 years to IOSUD to correct the respective deficiencies.



The observed IOSUD-USV encourages research and training of doctoral students by specific financial support. From the period 2016 till 2020 at the level of institution percentage of the total amount of doctoral grants obtained by the university through institutional contracts and of tuition fees collected from the doctoral students enrolled vary from 15% - 24%, with an average of 20% in the observed period. For the specific doctoral domain Business Administration from 2016 – 2020, the percentage varies from 12% - 35% with an average of 19% (SAR, Table. II.2.).

Recommendations:

*The indicator is **fulfilled**/partially fulfilled/not fulfilled.*

Criterion A.2. Research infrastructure

Standard A.2.1. The IOSUD has a modern research infrastructure to support the conduct of doctoral studies' specific activities.

Performance Indicator A.2.1.1. *The venues and the material equipment available to the doctoral school enable the research activities in the evaluated domain to be carried out, in line with the assumed mission and objectives (computers, specific software, equipment, laboratory equipment, library, access to international databases etc.). The research infrastructure and the provision of research services are presented to the public through a specific platform. The research infrastructure described above, which was purchased and developed within the past 5 years will be presented distinctly.*

Material resources on disposal for doctoral students are observed as equipment, IT infrastructure, and library resources are presented in Appendix I.38. Appendix I.39, while other activities resources such as culture and sport are presented in Appendixes I.43-47.

For the doctoral domain of Business Administration following rooms and buildings are on disposal: H Building (Rooms H001, H201, H302), A Building (Rooms A006, A007), INCUBAF, E Building (Rooms E 118, E 119) unconditionally based on the schedules set up for each doctoral field (Appendix II.27). As for the individual study work, the doctoral students may use the spaces of the university library, as well as the research labs available for doctoral programs. Also, doctoral students may benefit from the research resources of the 'Research Center in Management and Business Administration.'

The IOSUD-USV library with 6 reading rooms, more than 210 seats, and 30 Internet-connected computers serve doctoral students with more than 304,000 bibliographic units regularly renewed (20602 books, 2097 periodicals, and 56 standards) (Appendix I.40), they offer information and documentation services in specialized rooms, with direct and indirect access to publications, home document loan, loan and exchange of internal and international inter-library, scientific references and bibliographic information, access to Romanian and foreign databases and STAS, etc. These databases can be accessed via the USV library Web page at: <http://www.biblioteca.usv.ro/> ; <http://exlibris.usv.ro:8991/F> ; http://www.biblioteca.usv.ro/documente/abonamente/abonamente_romanesti_si_straine,2013.pdf and presented in (Appendix II.28) and (Appendix II.29). IOSUD-USV collaborates with other national and international universities (Appendix II.32).



Recommendations:

*The indicator is **fulfilled**/partially fulfilled/not fulfilled.*

Criterion A.3. Quality of Human Resources

Standard A.3.1. At the level of each domain there are sufficient qualified staff to ensure the conduct of doctoral study program.

At the level of IOSUD-USV, there is a sufficient number of 32 doctoral supervisors are working (Appendix II.02). A detailed situation regarding the number of doctoral supervisors for the doctoral domain of Business Administration in the last 5 years is presented in SAR Table II.4. According to the presented results, it is obvious that the number of supervisors increased till 2021.

Performance Indicator A.3.1.1. *Minimum three doctoral thesis advisors within that doctoral domain, and at least 50% of them (but no less than three) meet the minimum standards of the National Council for Attestation of University Degrees, Diplomas and Certificates (CNATDCU) in force at the time when the evaluation is carried out, which standards are required and mandatory for obtaining the enabling certification.*

At the observed IOSUD-USV for the doctoral domain of Business Administration three doctoral supervisors are engaged, one of them very recently without any Ph.D. candidates under supervision. For two of them, Zsuzsanna Szabo Katalin and Gina Butnaru certification is provided (Appendix II.36), and for all three of them along with Aurel Burciu, the respective scores are presented in (Appendix II.37 and Appendix II.37.1.). Also, during the academic year 2016-2017, Professors Daniel Bîdulescu, Ph. D., Professor, and Olimpia Ban, Ph. D., tenured at the University of Oradea, were awarded the certificate of habilitation in Business Administration (Appendix II.35.5), which shows another contribution brought by the doctoral study domain to the consolidation of doctoral research in this field at the national level.

Recommendations:

*The indicator is **fulfilled**/partially fulfilled/not fulfilled.*

Performance Indicator *A.3.1.2. *At least 50% of all doctoral advisors have a full-time employment contract for an indefinite period with the IOSUD.*

At the moment of this evaluation, one out of three current Ph.D. supervisors has a full-time employment contract for an indefinite period with the VSU.

Recommendations: For the purpose of the sustainability and development of the doctoral domain it is highly recommended to employ full-time position new supervisors or promote those who meet the CNATDCU criteria at that position as soon as possible.

*The indicator is fulfilled/**partially fulfilled**/not fulfilled.*

Performance Indicator A.3.1.3. *The study subjects in the education program based on advanced higher education studies pertaining to the doctoral domain are taught by teaching staff or researchers who are doctoral thesis advisors / certified doctoral thesis advisors, professors / CS I or lecturer / CS II, with proved*



expertise in the field of the study subjects they teach, or other specialists in the field who meet the standards established by the institution in relation with the aforementioned teaching and research functions, as provided by the law.

At the observed USV, the disciplines in the curriculum related to the doctoral domain Business Administration are handed by two academics who have the quality of doctoral supervisor and associate professor; they have proven expertise in the field of subjects taught (Appendix II.44.1, Appendix II. 45.1).

Recommendations:

*The indicator is **fulfilled**/partially fulfilled/not fulfilled.*

Performance Indicator *A.3.1.4. *The percentage of doctoral thesis advisors who concomitantly coordinate more than 8 doctoral students, but no more than 12, who are themselves studying in doctoral programs³ does not exceed 20%.*

At the observed IOSUD-USV, doctoral domain Business Administration, according to the specific DSSH Regulations (Appendix II.04) and the Senate decision no. 98 on 07/31/2013 (Appendix II.39), a doctoral supervisor can guide within DSSH simultaneously a maximum of ten doctoral students, which is a lower level than 12 students. According to Appendix II. 40 where detailed information is provided, two supervisors coordinated 5 doctoral students, precisely Aurel Burciu coordinates 2 doctoral students, and Gina Butnaru coordinates 3 doctoral students what does not exceed 20%.

Recommendations:

*The indicator is **fulfilled**/partially fulfilled/not fulfilled.*

Standard A.3.2. The Doctoral advisors within the domain are carrying out a scientific activity visible at international level.

DSSH members are involved in international scientific activities such as conferences, expert groups, referee committees for the defense of doctoral theses, or co-supervisors.

Performance Indicator A.3.2.1. *At least 50% of the doctoral thesis advisors in the evaluated domain have at least 5 Web of Science - or ERIH-indexed publications in magazines of impact, or other achievements of relevant significance for that domain, including international-level contributions that indicate progress in scientific research - development - innovation for the evaluated domain. The aforementioned doctoral thesis advisors enjoy international awareness within the past five years, consisting of: membership on scientific boards of international publications and conferences; membership on boards of international professional associations; guests in conferences or expert groups working abroad, or membership on doctoral defense commissions at universities abroad or co-leading with universities abroad. For Arts and Sports and Physical Education Sciences, doctoral thesis advisors shall*

³ 3 years for the doctoral university studies with the duration stipulated at Article 159, paragraph (3), respectively 4 years for the doctoral university studies with the duration stipulated at Article 174, paragraph (3) of the Law of national education No.1/2011 with subsequent amendments and additions, with additional extension periods approved as per Article 39, paragraph (3) of the Code of doctoral studies approved by the GD No. 681/2011 with subsequent amendments and additions.



prove their international visibility within the past five years by their membership on the boards of professional associations, membership in organizing committees of arts events and international competitions, membership on juries or umpire teams in artistic events or international competitions.

In the observed period, all three Ph.D. supervisors in the area of Business Administration, namely Aurel Burciu, Gina Butnaru, Zsuzsanna Szabo have issued at least 5 publications indexed Web of Science or ERIH and other relevant international databases with relevant significance for this area. Also, they take part in other international activities such as membership in international conference boards, review boards, etc. (Appendix II.34.1).

Recommendations:

*The indicator is **fulfilled**/partially fulfilled/not fulfilled.*

Performance Indicator *A.3.2.2. *At least 50% of the doctoral thesis advisors in a specific doctoral study domain continue to be active in their scientific field, and acquire at least 25% of the score requested by the minimal CNATDCU standards in force at the time of the evaluation, which are required and mandatory for acquiring their enabling certificate, based on their scientific results within the past five years.*

At the observed USV, 100% or all of three doctoral supervisors proved the willingness to be active in their scientific field, with the percentage Aurel Burciu – 7.78 or 194.50%; Gina Butnaru – 24.97 or 624.32% and Zsuzsanna Szabo – 12.65 or 316.37%. All those results showed much more effort than it needed to reach at least 25% of the score required by the mandatory minimum standards of CNATDCU for awarding the certificate of habilitation, in force at the time of assessment (Appendix II.37.1).

Recommendations:

*The indicator is **fulfilled**/partially fulfilled/not fulfilled.*

Domain B. EDUCATIONAL EFFECTIVENESS

Criterion B.1. The number, quality and diversity of candidates enrolled for the admission contest

Standard B.1.1. The institution organizing doctoral studies has the capacity to attract candidates from outside the higher education institution or a number of candidates exceeding the number of seats available.

In the observed period, the DSSH showed a stable or increasing number of government funding applicants, along with the significant increment in paid tuition fee applicants (SAR, Table II.7., page 24-25). What is important to note is decreasing number of candidates in the doctoral domain of Business Administration since 2016-2017 (SAR, Table II.6., page 24).

Performance Indicator *B.1.1.1. *The ratio between the number of graduates of masters' programs of other higher education institutions, national or foreign, who have enrolled for the doctoral admission contest within the past five years and the number of seats funded by the state budget, put out through*



contest within the doctoral domain is at least 0.2 or the ratio between the number of candidates within the past five years and the number of seats funded by the state budget put out through contest within the doctoral studies domain is at least 1,2.

At the observed DSSHS, the ratio between the number of graduates of masters' programs of other higher education institutions, national or foreign, who have enrolled for the doctoral admission contest within the past five years and the number of seats funded by the state budget is 1.73. For the doctoral domain Business Administration that ratio is 1.67 (Appendix II.42). Furthermore, one of the four researchers who were awarded a doctorate in Business Administration in the last five years has paid a tuition fee.

Recommendations:

*The indicator is **fulfilled**/partially fulfilled/not fulfilled.*

Standard B.1.2 Candidates admitted to doctoral studies demonstrate academic, research and professional performance.

At the level of the DSSHS regulations (Appendix to Regulation R10 - Organization and conduct of the competitive selection) and specific criteria are developed. Each applicant must pass an examination of his linguistic competence in an international language as a prerequisite for further examination.

Performance Indicator *B.1.2.1. *Admission to doctoral study programs is based on selection criteria including: previous academic, research and professional performance, their interest for scientific or arts/sports research, publications in the domain and a proposal for a research subject. Interviewing the candidate is compulsory, as part of the admission procedure.*

At the observed USV, for the Business Administration doctoral domain, the selection for Ph.D. programs is based on the written essay 20-30 pages, about the topic of study, where applicants prepared and submit a research proposal as a basis for the interview with the admission committee (Meetings).

Recommendations:

*The indicator is **fulfilled**/partially fulfilled/not fulfilled.*

Performance Indicator B.1.2.2. *The expelling rate, including renouncement / dropping out of doctoral students 3, respectively 4, years after admission⁴ does not exceed 30%.*

At the level of the DSSHS is the dropout rate of doctoral students three years after admission is 28%, and in the observed doctoral domain of Business Administration is 25%, at the level close to the average of the entire doctoral school, namely 25% (Appendix II.43). At the panel meeting, students explained that the length of study of three years is short, but they are willing to extend and graduate.

Recommendations:

*The indicator is **fulfilled**/partially fulfilled/not fulfilled.*

⁴ 3 years for the doctoral university studies with the duration stipulated at Article 159, paragraph (3), respectively 4 years for the doctoral university studies with the duration stipulated at Article 174, paragraph (3) of the Law of national education No. 1/2011 with subsequent amendments and additions.



Criterion B.2. The content of doctoral programs

The doctoral program within DSSH is adjusted for each doctoral domain with an individual scientific research program in line with the proposed doctoral study topic (Appendix II.44).

Standard B.2.1. The training program based on advanced university studies is appropriate to improve doctoral students' research skills and to strengthen ethical behavior in science.

As it is presented in doctoral study programs curricula (Appendix II.44) ethical and research topics are part of the curricula.

Performance Indicator B.2.1.1. *The training program based on advanced academic studies includes at least 3 disciplines relevant to the scientific research training of doctoral students; at least one of these disciplines is intended to study in-depth the research methodology and/or the statistical data processing.*

At the observed doctoral domain of Business Administration, a training program is based on advanced studies and an individual scientific research program adjusted for Ph.D. candidates. Furthermore, the doctoral program ensures the completion of a set of professional skills (content, cognitive, and research) in specialized fields, and transversal skills as it results from the syllabuses (Appendix II.44, Appendix II.44.1, Appendix II.45.1). Even in line with the proposed measure of this indicator, some observations lack the need to enrich qualitative and quantitative methodology learning outcomes, along with statistical data. Furthermore, learning outcomes should be at the appropriate level of the doctoral study, as is proposed in European Qualification Framework.

Recommendations: Some relevant content in a direction of reasearch methodology and learning outcomes can be redesigned.

*The indicator is **fulfilled**/partially fulfilled/not fulfilled.*

Performance Indicator B.2.1.2. *At least one discipline is dedicated to Ethics and Intellectual Property in scientific research or there are well-defined topics on these subjects within a discipline taught in the doctoral program.*

At the observed IOSUD-USV, at the doctoral domain of Business Administration, the discipline of Ethics and the broader field of research methodology is represented in the syllabus of 'Ethics and Methodology of Research' introduced in the academic year 2018-2019 (Appendix II.45.1.). Through that training, students acquired advanced knowledge and skills in the field.

Recommendations:

*The indicator is **fulfilled**/partially fulfilled/not fulfilled.*

Performance Indicator B.2.1.3. *The IOSUD has mechanisms to ensure that the academic training program based on advanced university studies addresses „the learning outcomes”, specifying the*



knowledge, skills, responsibility and autonomy that doctoral students should acquire after completing each discipline or through the research activities⁵.

The discipline Ethics and research methodology is part of the doctoral domain Business Administration curriculum. Within the discipline ethical principles and good practices in scientific research and academic writing (e.g., plagiarism, falsification of data, multiple publications, integrity warnings, authorship of scientific articles, etc.) are taught. For the whole Business Administration, doctoral domain program learning outcomes are developed. Through the presented learning outcomes students should develop transversal skills written and oral communication skills, advanced in science and culture, awareness and identification of various situations of violation of norms and standards of ethical conduct in education, research, and innovation, to find ways to prevent, avoid and resolve situations of misconduct in research and innovation (Appendix II.44., Appendix II. 45.1.).

Recommendations: Check out the level of proposed learning outcomes and align it with the European level for the Doctoral Study.

*The indicator is **fulfilled**/partially fulfilled/not fulfilled.*

Performance Indicator B.2.1.4. *All along the duration of the doctoral training, doctoral students in the domain receive counselling/guidance from functional guidance commissions, which is reflected in written guidance and feedback or regular meeting.*

The doctoral students are counseled by a mentoring committee, composed of specialists from IOSUD-USV or external experts (Appendix II.46., Appendix II.46.1.). Supervision and feedback are provided guidance and written feedback, within the process of elaborating the research reports and the thesis, or informally, regular meetings, complementary to those offered by the scientific doctoral supervisor by telephone, e-mail, other communication application or face-to-face meetings, when the public health context allows it. Students expressed their satisfaction with the counseling (Panel meeting).

Recommendations:

*The indicator is **fulfilled**/partially fulfilled/not fulfilled.*

Performance Indicator B.2.1.5. *For a doctoral study domain, the ratio between the number of doctoral students and the number of teaching staff/researchers providing doctoral guidance must not exceed 3:1.*

At the moment of evaluation, the 5 doctoral students are enrolled in doctoral studies in Business Administration in whose mentoring commission there are a number of 3 academics (1.66: 1) (Appendix II. 46.1).

Recommendations:

*The indicator is **fulfilled**/partially fulfilled/not fulfilled.*

⁵ Or by what the graduate should know, understand and to be able to do, according to the provisions of the Methodology of 17 March 2017 regarding inscription and registration of higher education qualifications in the National Register of Qualifications in Higher Education (RNCIS) approved by the Order No.3475/2017 with subsequent amendments and additions.



Criterion B.3. The results of doctoral studies and procedures for their evaluation.

The observed IOSUD – USV through the policies developed, encourages the regular participation of teachers, researchers, and Ph.D. students in scientific sessions, symposia, conferences, round tables, and the research outcomes are published in scientific journals in national and international flows (international database, WoS Core collection), respectively volumes dedicated to organized activity. In the period 2010-2020, six doctoral theses in Business Administration were defended and confirmed by CNATDCU, of which five were defended and confirmed in the evaluated period.

Standard B.3.1. Doctoral students capitalize on the research through presentations at scientific conferences, scientific publications, technological transfer, patents, products and service orders.

As it is presented in Appendix II.47 and Appendix II.48 doctoral students in Business Administration are involved in various academic activities at national and international recognition.

Performance Indicator B.3.1.1. *For the evaluated domain, the evaluation commission will be provided with at least one paper or some other relevant contribution per doctoral student who has obtained a doctor's title within the past 5 years. From this list, the members of the evaluation commission shall randomly select 5 such papers / relevant contributions per doctoral study domain for review. At least 3 selected papers must contain significant original contributions in the respective domain.*

During the doctoral study at the doctoral domain of Business Administration, doctoral students presented or published the following papers as follows Eși Marius – Costel, Performance, and Excellence in Defining, Asserting and Concretizing the Mission of Business, Lumen International Conference Logos Universality Mentality Education Novelty (LUMEN, 2013); Laurenția – Elena Scurtu, Knowledge – imperative assets for the management and performance of a modern business, Contemporary Economy, Editura Independent Economică, Universitatea Constantin Brâncoveanu, Vol 1, Issue 1, 2016; Galan (Danilet) Alexandra-Maria - Innovation: The driver or the result of firm internationalization?, International Business Information Management Conference (24th IBIMA), ISBN: 978-0-9998551-3-3, 2019 all presented in Appendix II.49. Also, at the panel meetings Ph.D. student with significant and recognized scientific activities was identified.

Recommendations:

*The indicator is **fulfilled**/partially fulfilled/not fulfilled.*

Performance Indicator *B.3.1.2. *The ratio between the number of presentations of doctoral students who completed their doctoral studies within the evaluated period (past 5 years), including posters, exhibitions made at prestigious international events (organized in the country or abroad) and the number of doctoral students who have completed their doctoral studies within the evaluated period (past 5 years) is at least 1.*

As it is presented above (Appendix II.48), at the observed IOSUD-USV for the doctoral domain of Business Administration each student proves that he/she is author/co-author of at least four papers published in a journal indexed in internationally recognized databases in the field and has participated in three national or international conferences, conditions being stipulated in the Regulation of the



organization of the Doctoral School to submit the thesis for presentation. Also, from the result presented in Appendix II.50 it is obvious that the ratio between the number of presentations, including posters, exhibitions, made at prestigious international events (held in the country or abroad), and the number of doctoral students who have completed their doctoral studies in the last 5 years is 3.

Recommendations:

*The indicator is **fulfilled**/partially fulfilled/not fulfilled.*

Standard B.3.2. The Doctoral School engages a significant number of external scientific specialists in the commissions for public defense of doctoral theses in the analyzed domain.

The observed doctoral domain of Business Administration engages a significant number of external scientific specialists in the commission for public defense of doctoral theses as it is presented in (Appendix II.30, Appendix II.30.1). In the committees of public presentation of doctoral theses were invited well-known academics and researchers from prestigious Universities in Romania such as ASE Bucharest, University of Cluj Napoca, etc. (Appendix II.30, Appendix II.30.1).

Performance Indicator *B.3.2.1. *The number of doctoral theses allocated to one specialist coming from a higher education institution, other than the evaluated IOSUD should not exceed two (2) in a year for the theses coordinated by the same doctoral thesis advisor.*

For the observed doctoral domain of Business Administration, the number of doctoral theses allocated to one specialist coming from a higher education institution, other than the evaluated IOSUD is not exceed two in a year for the theses coordinated by the same doctoral thesis advisor as it is presented in Appendix II.30 and Appendix II.30.1.

Recommendations:

*The indicator is **fulfilled**/partially fulfilled/not fulfilled.*

Performance Indicator *B.3.2.2. *The ratio between the doctoral theses allocated to one scientific specialist coming from a higher education institution, other than the institution where the defense on the doctoral thesis is organized, and the number of doctoral theses presented in the same doctoral study domain in the doctoral school should not exceed 0.3, considering the past five years. Only those doctoral study domains in which minimum ten doctoral theses have been presented within the past five years should be analyzed.*

At the observed IOSUD-USV, for the doctoral domain of Business Administration in the past five years, only 5 doctoral theses have been defended and confirmed.

Recommendations:

*The indicator is **fulfilled**/partially fulfilled/not fulfilled.*

Domain C. QUALITY MANAGEMENT

**general description of domain analysis.*



Criterion C.1. Existence and periodic implementation of the internal quality assurance system

The observe IOUSD – USV, along with that DSSHs and doctoral domain of Business Administration is governed by the Code of Academic Quality Assurance, following the requirements of the European Higher Education Area.

Standard C.1.1. There are an institutional framework and procedures in place and relevant internal quality assurance policies, applied for monitoring the internal quality assurance.

At the observed IOSUD – USV and along with that for the observed DSSHs domain Business Administration internal quality control procedures at the institutional level are established. The quality management system, quality principles, objectives, policy, strategies, etc. are set up in the Quality Code (Appendix I.54). Also, at the level of USV the Quality Assessment and Assurance Commission (CEAC) (Appendix I.55), coordinated and appointed by the decision of the Rector of USV (Appendix I.56).

Performance Indicator C.1.1.1. *The Doctoral school in the respective university study domain shall demonstrate the continuous development of the evaluation process and its internal quality assurance following a procedure developed and applied at the level of the IOSUD, the following assessed criteria being mandatory:*

- (a) the scientific work of Doctoral advisors;*
- (b) the infrastructure and logistics necessary to carry out the research activity;*
- (c) the procedures and subsequent rules based on which doctoral studies are organized;*
- (d) the scientific activity of doctoral students;*
- (e) the training program based on advanced academic studies of doctoral students;*
- (f) social and academic services (including for participation at different events, publishing papers etc.) and counselling made available to doctoral students.*

At the observed IOSUD-USV internal quality assessment procedures are developed, with the focus on Ph.D. programs, content, and syllabuses based on qualifications described in the RNCIS.

a) the scientific work of Doctoral advisors is observed in line with the internal evaluation procedures the doctoral supervisors are evaluated based on the Academic Performance Self - Assessment Form - F09 (Appendix II.53) and the Regulation of the evaluation of the performance of the teaching staff - R42 (Appendix II.54). The evaluation of doctoral supervisors also involves an additional component, focused on specific criteria, such as the achievements of supervised doctoral students and the activities carried out with them (for example, participation in project implementation, research contracts, summer schools, international mobility, etc.). All procedures and actions are transparent, impartial, and brought to the attention of all members of doctoral schools on time (professors and researchers, thesis supervisors, doctoral students).

b) The infrastructure and logistics required for carrying out the research activity are examined with the CSUD annual evaluation of the activity conducted for the IOSUD and the doctoral schools (Appendix



II.52). At the institutional level, the 'Report on the state of the university' which includes following aspects related to the infrastructure and logistic: International dimension - collaborations, international partnerships, University library and publishing house, Expenditure on personnel, goods or services, other expenditure; Asset development. According to the annual reports (Appendix II.54) of the development of the infrastructure and logistics necessary for the research, activity is carried out on several components. In 2019, the level of coverage of expenditures from sources other than those resulting from a contract with the Ministry of Education represented 25.25% of total revenues. Revenues from research and development projects for the period 2016-2019 amounted to a total of 15.1 million euros (Appendix I.37).

c) Within DSSH, and the doctoral domain Business Administration all the specific documents for carrying out doctoral studies are updated regularly (<http://www.usv.ro/index.php/ro/1/Regulamente/1164/3/242>): DSSH regulations (Appendix II.04), Contract for doctoral studies (Appendix II.17), DSSH Strategic Plan (Appendix II.55), DSSH Research Plan (Appendix II.56). The Regulation of the organization and functioning of the Council for doctoral studies (Appendix II.10), the Methodology for selection (Appendix I.26), and the Procedure for completing doctoral studies (Appendix II.12) set up how these activities are organized. The doctoral study contract (Appendix II.17) is signed by the doctoral student, the doctoral supervisor, the CSUD Director, the Director of the doctoral school, and the Rector and stipulates the rights and obligations of doctoral students, supervisors doctoral degree, as well as IOSUD-USV through the two doctoral schools. The procedures, methodologies, regulations, or other forms of organization of doctoral studies are presented in detail in table II.1 of Section A1.1.1.

d) The scientific activity of doctoral students By signing the contract for doctoral studies, students are informed of their research obligations, according to IOSUD regulations, including the minimum number of 4 papers published in journals in internationally recognized databases in the field (Appendix II.17, Article 4, paragraph 4, point (a)).

e) The training program based on advanced-level studies of doctoral students are defined in the contract for doctoral studies, in line with the IOSUD-USV, DSSH is obligate to provide the training of the doctoral students through the advanced doctoral study program and the mentoring commissions (Appendix II.17).

f) Social and academic support services (including participation in various events, publication of articles, etc.) and counseling provided to doctoral students. Scholarships offered to students are awarded in accordance with the Framework Regulations for the award of student scholarships (Appendix I.51). The University supplements from its own funds the scholarship fund (Appendix I.52). USV has a policy of stimulating research by funding the results (publication of books and articles, patents, training expenses, participation in conferences, summer schools, courses, internships abroad, etc. (Appendix II.23, Appendix II.23.1). Doctoral students benefit, also career counseling and guidance available to qualified staff of the Career Counseling and Guidance Center (Appendix I.48).

Recommendations:

*The indicator is **fulfilled**/partially fulfilled/not fulfilled.*



Performance Indicator *C.1.1.2. *Mechanisms are implemented during the stage of the doctoral study program to enable feedback from doctoral students allowing to identify their needs, as well as their overall level of satisfaction with the doctoral study program in order to ensure continuous improvement of the academic and administrative processes. Following the analysis of the results, there is evidence that an action plan was drafted and implemented.*

The observed IOSUD-USV, and DSSHS in Business Administration have mechanisms suitable to identify the doctoral students' needs, based on their feedback, as well as their level of satisfaction with the doctoral program as a whole, to continuously improve academic and administrative services provided at the IOSUD-USV level (Appendix I.64) and the second one is the annual studies conducted by the Centre for Career Counselling and Guidance on student satisfaction with USV studies (Appendix II.59.2, <http://ccoc.usv.ro>). Additionally, CSUD intends to provide doctoral students with an online questionnaire (Appendix II.57), however, Ph.D. students at panel meetings can not remember they participated in one.

Recommendations:

*The indicator is **fulfilled**/partially fulfilled/not fulfilled.*

Criterion C.2. Transparency of information and accessibility of learning resources

Standard C.2.1. Information of interest to doctoral students, future candidates and public interest information is available for electronic format consultation.

All information regarding the doctoral studies, future candidates, and public interest are available in electronic form at <https://usv.ro/academic/programe-academice/doctorat/admitere-doctorat/> in the Romanian language.

Performance Indicator C.2.1.1. *The IOSUD publishes on the website of the organizing institution, in compliance with the general regulations on data protection, information such as:*

- (a) the Doctoral School regulation;*
- (b) the admission regulation;*
- (c) the doctoral studies contract;*
- (d) the study completion regulation including the procedure for the public presentation of the thesis;*
- (e) the content of training program based on advanced academic studies;*
- (f) the academic and scientific profile, thematic areas/research themes of the Doctoral advisors within the domain, as well as their institutional contact data;*
- (g) the list of doctoral students within the domain with necessary information (year of registration; advisor);*
- (h) information on the standards for developing the doctoral thesis;*
- (i) links to the doctoral theses' summaries to be publicly presented and the date, time, place where they will be presented; this information will be communicated at least twenty days before the presentation.*



To assure transparent and unrestricted access to information all documents regarding doctoral studies (regulations, methodologies, procedures, contracts) are available on the IOSUD web page: <https://usv.ro/academic/programe-academice/doctorat/admitere-doctorat/>. All other documents, regulations, and procedures, doctoral students have at their disposal the page of the Quality Assurance Commission: <https://ceac.usv.ro/documente-usv/regulamente-usv/>. The main observance is that all documents are available in the Romanian language, without the possibility to choose the English language.

a) the doctoral study regulation of the DSSHS complies with the provisions of the Regulation of the organization and functioning of DSSHS (Appendix II.04) and it is published on the website https://usv.ro/calitate/pagini/regulament_usv/R65B%20Regulament%20organizare%20scoala%20doctorala%20SSU_15.06.2017-m.pdf.

b) the admission regulation 'Regulation of selection' is updated annually and displayed on the IOSUD website (Anexa. I.26). The documents required in the competitive selection process (Appendix II.58.1) are available at <https://usv.ro/academic/programe-academice/doctorat/admitere-doctorat/>.

c) the doctoral study contract is a public document available at: <https://usv.ro/studenti/contracte-studii/> (Appendix II.17).

(d) the study completion regulation including the procedure for the public presentation of the thesis is defined by Procedure for completing doctoral studies (Appendix II.12) which specifies the steps and requirements that a doctoral student must know and go through in order to complete their studies, respectively the stages necessary to publicly defend the doctoral thesis (antiplagiarism, chronological order, submission, etc.)

(e) the content of the training program based on advanced academic studies (Appendix II.44) is publicly available to doctoral students on the website (<http://www.usv.ro/index.php/ro/1/Studii%20doctorale/242/3/14>).

f) the academic and scientific profile, thematic areas/research themes of the Doctoral advisors within the domain, as well as their institutional contact data can be found at the IOSUD-USV website, as well as the doctoral supervisors within each field, with their specific research topics.

(g) the list of doctoral students within the domain with necessary information (year of registration; advisor) is available at IOSUD with a double-clicking on the name of a Ph.D. supervisor downloads a file containing the names of all Ph.D. students under his / her coordination, respectively the date on which they were enrolled (Appendix II.58.2).

(h) information on the standards for developing the doctoral thesis is available on the IOSUD-USV website with all necessary details for preparing the doctoral thesis for public presentation (Anexa II.58.3).

(i) links to the doctoral theses' summaries to be publicly presented and the date, time, place where they will be presented; this information will be communicated at least twenty days before the presentation are displayed about the date, time, and location of the doctoral thesis presentation, the disciplinary field, the author's CV, the summary of the doctoral thesis elaborated both in Romanian and in a language of international circulation, data about the scientific supervisor, data about the members of the referees' committee and their CVs (Appendix II.58.4).

Recommendations:

*The indicator is **fulfilled**/partially fulfilled/not fulfilled.*



Standard C.2.2. The IOSUD/The Doctoral School provides doctoral students with access to the resources needed for conducting doctoral studies.

Performance Indicator C.2.2.1. *All doctoral students have free access to one platform providing academic databases relevant to the doctoral studies domain of their thesis.*

The USV Library provides access to international scientific databases, from different fields of knowledge. The databases and other bibliographic sources are available to doctoral students and doctoral supervisors via USV library websites (Springerlink, WoS, ProQuest Central, Oxford Journals, IEEE / IEL, Science Direct Journals, etc.) (Appendix II.28). According to the provided evidence, it is granted that doctoral supervisors and doctoral students have access to full-text electronic literature in the field.

Recommendations:

*The indicator is **fulfilled**/partially fulfilled/not fulfilled.*

Performance Indicator C.2.2.2. *Each doctoral student shall have access, upon request, to an electronic system for verifying the degree of similarity with other existing scientific or artistic works.*

The observed IOSUD-USV and in line with that doctoral domain use one of the most commonly used plagiarism identification services, TURNITIN (Appendix II.20). The Students are allowed to use the system and the reports issued are analyzed by the doctoral supervisors who decide on the correct use of the sources and the design of the papers before publication or support.

Recommendations:

*The indicator is **fulfilled**/partially fulfilled/not fulfilled.*

Performance Indicator C.2.2.3. *All doctoral students have access to scientific research laboratories or other facilities depending on the specific domain/domains within the Doctoral School, according to internal order procedures.*

Ph.D. supervisors provide access to all supervised Ph.D. students in research laboratories or other university facilities, without discrimination, prohibitions, restrictions on physical or other resources.

Recommendations:

*The indicator is **fulfilled**/partially fulfilled/not fulfilled.*

Criterion C.3. Internationalization

Standard C.3.1. There is a strategy in place and it is applied to enhance the internationalization of doctoral studies.

The IOSUD-USV has demonstrated a constant concern regarding the internationalization of doctoral studies and for that purpose concluding mobility agreements with foreign universities, inviting recognized experts to give courses/lectures for doctoral students, participating in educational fairs, including international experts in monitoring committees or defending doctoral theses, attracting foreign



researchers in research projects, etc. The same strategy is related to the doctoral domain of Business Administration.

Performance Indicator *C.3.1.1. *IOSUD, for every evaluated domain, has concluded mobility agreements with universities abroad, with research institutes, with companies working in the field of study, aimed at the mobility of doctoral students and academic staff (e.g., ERASMUS agreements for the doctoral studies). At least 35% of the doctoral students have completed a training course abroad or other mobility forms such as attending international scientific conferences. IOSUD drafts and applies policies and measures aiming at increasing the number of doctoral students participating at mobility periods abroad, up to at least 20%, which is the target at the level of the European Higher Education Area.*

At the IOSUD-USV, the respected Department of International Relations and Community Programs was established in 1998, and since then served as a key point for ERASMUS+ mobilities and projects (Appendix I.41; Appendix II.59.1; Appendix II.59.5), student and teacher exchanges, and the organization of scientific events. For the doctoral domain Business Administration, 62% of students have completed at least one mobility attending scientific conferences abroad (Appendix II.50). Out of a total of five doctoral theses completed in the last five years in this field, one researcher (Scurtu Laurenția) benefited during his studies from a 6-month scholarship funded by the Government of the PRC, at Donghua University, Shanghai, and of two scholarships for shorter periods at the University of Beira Interior, Portugal, the research results being subsequently significantly reflected in the content of the doctoral thesis carried out by the doctoral student (Appendix II.30). Also, as it is previously mentioned in this report all Ph.D. candidates participated in the three international conferences in Romania or abroad.

Recommendations:

*The indicator is **fulfilled**/partially fulfilled/not fulfilled.*

Performance Indicator C.3.1.2. *In the evaluated doctoral study domain, support is granted, including financial support, to the organization of doctoral studies in international co-tutelage or invitation of leading experts to deliver courses/lectures for doctoral students.*

Within doctoral schools, leading experts have been invited over time to provide lectures for doctoral students; Appendix II.59.8 lists some of them, namely Miika KAJANUS, Savonia University, Finlanda; Manfred M. FISCHER Vienna University of Economics and Business, Austria (2015), Heike BAHRE (2016), Diego VARELA (2016), Giovanni VERGA (2018), etc. Such conferences held by international guests addressed doctoral students in Business Administration, Economics, and Accounting.

Recommendations:

*The indicator is **fulfilled**/partially fulfilled/not fulfilled.*

Performance Indicator C.3.1.3. *The internationalization of activities carried out during the doctoral studies is supported by IOSUD through concrete measures (e.g., by participating in educational fairs to attract international doctoral students; by including international experts in guidance committees or doctoral committees etc.).*



In the observed period, at the IOSUD – USV, of the doctoral domain of Business Administration, one of the students is coming from the international environment, precisely from the nearby Republic of Moldova (Appendix II.59.10.), and out of 5 doctoral students 2 of the 40% paying tuition fee. One of the students Ph.D. students has been awarded a scholarship.

The teaching and research staff within SDSSU performed over 100 international mobilities; the number of those who benefited from international mobility programs was 20 (of which 8 as ERASMUS mobilities) in 2016-2017; 35 (11) in 2017-2018; 27 (11) in 2018-2019, respectively 27 (4) in 2019-2020 (Appendix II.59.6);

In the last 5 years, USV has attended 15 educational events abroad in countries such as Switzerland, United Arab Emirates, Finland, Georgia, Japan, Kazakhstan, Morocco, Moldova, Spain, the USA, Turkmenistan, Ukraine, Uzbekistan (Anexa II.59.7).

Recommendations:

*The indicator is **fulfilled**/partially fulfilled/not fulfilled.*

IV. SWOT Analysis

<p><u>Strengths:</u></p> <ul style="list-style-type: none"> - university campus and facilities - stimulation for research activities - good relationships with doctoral domain alumni - good library - financial stability and increase of income 	<p><u>Weaknesses:</u></p> <ul style="list-style-type: none"> - low connections with industry - low entrepreneurial spirit within researchers and students - low international mobility within students - learning outcomes below level 8 - admission procedures
<p><u>Opportunities:</u></p> <ul style="list-style-type: none"> - the base of Ph.D. study programs for Romanian language speakers - good international network - good connection with international organizations - good strategic position for international students from Moldova and Ukraina - EU intention to increase the number of Ph.D. graduates 	<p><u>Threats:</u></p> <ul style="list-style-type: none"> - low potential for university-industry cooperation due to the region where the USV is located - global competition and decreasing number of candidates - internationalization of HE in the EU - national legislation and the short period of studying of 3 years

V. Overview of judgments awarded and of the recommendations

No.	Type of indicator (*, C)	Performance indicator	Judgment	Recommendations
1.	*	A.3.1.2.	<i>partially fulfilled</i>	For the purpose of the sustainability and development of the doctoral

				domain it is highly recommended to employ full-time position new supervisors or promote those who meet the CNATDCU criteria at that position as soon as possible.
2.	-	<i>B.2.1.1.</i>	fulfilled	Some relevant content in a direction of research methodology and learning outcomes can be redesigned.
3.	-	<i>B.2.1.3.</i>	fulfilled	Check out the level of proposed learning outcomes and align it with the European level for the Doctoral Study.

VI. Conclusions and general recommendations

Even this IOSUD-USV has started its development in 1963, the doctoral domain Business Administration history is shorter than 20 years, precisely that particular doctoral domain has been launched in 2009, and the first competitive selection of doctoral candidate was organized in September 2010.

First of all, with the aim of future development and sustainability of the doctoral domain of Business Administration, there is an evident need to attract or develop more supervisors within the IOSUD-USV as a first step. Furthermore, there is a need to attract more competitive Ph.D. candidates from Romania or abroad. Also, there is a need to establishing and promoting within Ph.D. students the possibility for international mobility, particularly the longest one. Also, long-term mobility is more efficient for developing cooperations and international experience, along with the development of new language and cross-cultural skills, important for future Ph.D. graduates wherever they continue work, at university or in industry.

The research activities of the current supervisors are respectable and it is obvious they have a good connection with past and current Ph.D. students. Along with already established project activities and internationalization building, better connections with the industry are recommended. There is also an observation regarding the proposed learning outcomes, at the European level, following the proposed guidelines for the level 8 – doctoral study, some of the learning outcomes not showed that level, which may be improved in the future. A more focused syllabus with the learning outcomes related to the qualitative and quantitative research methods in social sciences is more than welcome.

External Evaluator

Ivana Bilić, Ph.D.

VII. Annexes



The following types of documents shall be attached:

- *The detailed schedule of the evaluation visit – MANDATORY.*
- *The survey questionnaire applied to doctoral students or academic staff in the doctoral study domain under review, the results - optional (e.g., in graphic form) and their interpretation - if applicable.*
- *Scanned documents – any document requested from the IOSUD during the evaluation visit and received, which is not found in the internal evaluation file received before the visit and referred to in the report.*
- *Pictures – if relevant issues are raised regarding the condition of the student residences, cafeterias, premises for teaching and learning activities, library etc.*
- *Screenshots/Print screens of the Doctoral School/IOSUD website proving specific claims in the report, accompanied by the date when they were accessed and saved.*
- *Any other documents relevant to the evaluation process referred to in the report.*