

# **The External Evaluation Report of a Doctoral Study Domain**

## **Doctoral Field: Management – "Alexandru Ioan Cuza"**

### **University of Iasi**

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## **I. Introduction<sup>1</sup>**

The process of Periodic External Evaluation of Doctoral Study Domain in the field of **Management** was a part of the Periodic Evaluation of Doctoral Studies at "**Alexandru Ioan Cuza**" **University of Iasi** as one of the oldest higher education institution in Romania.

The following expert panel members participated in the evaluation report: Coordinator of the Expert Panel, who is also an expert evaluator (member of academic staff listed in the National Register of Evaluators and has the status of doctoral advisor in the same doctoral study domain), an international expert (member of ARACIS International Evaluators' Register, operating outside Romania) and one doctoral student (member of the National Register of Student Evaluators). The evaluation was organised and coordinated by ARACIS.

The Periodic External Evaluation of Doctoral Study Domain in the field of Management took place **from 9<sup>th</sup> - 17<sup>th</sup> of September, 2021** in a hybrid mode (mostly online and partially on the site, due to the Covid – 19 pandemic situation). During the week of evaluation there were online zoom meetings held with various stakeholders. Some meetings were held together with IOSUD members and some only for the domain Management. The following meetings were organised separately for the doctoral study domain Management:

1. Online meeting with the contact person for the doctoral study domain under review and the team who drafted the internal evaluation report
2. Online meeting with the academic staff corresponding to the doctoral study domain
3. Online meeting with UAIC PhD students
4. Online meeting with graduates of the respective doctoral study domain
5. Online meeting with the Directors/persons in charge of the research centers/laboratories within the doctoral study domain

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<sup>1</sup> Each time when applicable the information shall be presented gender-wise.



Other meetings were held together with IOSUD panel members.

According to general information from the Internal Evaluation Report (IER) "Alexandru Ioan Cuza" University IOSUD was established in May 2005 (Annex 1.1.1.2.) by replacing IOD-UAIC, in accordance with legislation in force. The Doctoral School of Economics and Business Administration (Annex 1.1.1.3.) was established on September 1st, 2005 although doctoral level education had been carried out for over three decades within the Faculty of Economics and Business Administration. At present, there is a 51 doctoral thesis advisors, 104 guidance commission members and 152 currently enrolled PhD students. There are 4 faculty departments: Department of Accounting, Economic Informatics and Statistics, Department of Economics and International Relations, Department of Finance, Money and Public Administration, **Department of Management**, Marketing and Business Administration.

## **II. Methods used**

Methods used in this External evaluation process are as follows:

- Analysis of the periodic IER provided by Faculty of Economics and Business Administration
- Analysis of the Annexes listed in the periodic IER and available on the cloud of ARACIS with online access to the cloud
- Analysis of additional documents provided and explained during the meetings in the week of evaluation
- The analysis of documents, data and information available on the IOSUD's/SDSE's website, in electronic format;
- The analysis of the notes taken by external expert evaluator and information gathered during online zoom meetings with various stakeholders (with doctoral domain contact person/person who drafted IER, PhD supervisors and academic staff, director of the research, PhD students, PhD graduates, employers of the PhD graduates; Doctoral School Council members, IOSUD's representatives and Council for Academic Doctoral Studies (CSUD), meeting with ethics committee, other on-line preparatory, organizational and technical meetings of all Expert Panels, and its members.

## **III. Analysis of ARACIS's performance indicators**

### ***Domain A. INSTITUTIONAL CAPACITY***

On the level of doctoral study domain Management, the institutional capacity is positively assessed. During the evaluation process there were evidence of the institutional capacity, including administrative, managerial institutional structures and the financial resources, research infrastructure and quality of human resources.

All of the performance indicators are fulfilled thanks to the specific regulation that is in place and applied on the level of IOSUD and doctoral domain. The criteria and standards are applied, procedures implemented according to legislation, there is adequate software for the record of PhD students and there was also antiplagiarism software called SafeAssign and later on technical solution based on Moodle is used in order to secure the eLearning platform for the distance learning and part-time learning, resulted in the annual purchase of the Turnitin application.



Research grants are not sufficiently in place. According to data available in IER there is 2.98% funds allocated to students. The percentage for the period 2015-2019 was 4.37%. of the funds given to students for their professional training, attending conferences, etc. The required amount should be at least 10% of the grants and tuition fees.

The facilities are sufficient, well equipped. The academic staff and supervisors on the level of doctoral study domain Management are competent, with fulfilled national criteria and committed in terms of students support. They are scientifically active with proved record of publishing activity in the recognised hi-indexed publications too. The academic staff and supervisors show commitment, enthusiasm and professionalism.

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

On the doctoral study domain in the field of Management, the mechanisms of efficient functioning related to the relevant law and legislation are fully implemented. It is evident from the IER and provided information the level of adequate logistics, including software for monitoring PhD students, and antiplagiarism software enabling to check the similarity of the research projects, papers and dissertations. The financial sources are the only standard here that is not fulfilled and the Doctoral Domain Management should work on finding solutions to increase the funds to students, in supporting students for publishing, participation in the conferences, training, etc. and to reach at least the minimum of 10%.

*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.*

**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 institutional regulations and methodologies of IOSUD related to organization and functioning or doctoral study programmes are implemented. The IOSUD has elaborated the evidence in the IER (pg. 60-64) and Annexes listed under the part A.1.1.1.1. to A.1.1.1.10. as well as A.1.1.2.1.



There is an evidence of the institutional regulation for the organizing and development of the doctoral study programmes and regulation.

There is a detailed list and explanation of the procedures related to point a) to g) in terms of satisfactory implementation of the criteria and indicators. At the level of IOSUD there are regulations specific for doctoral studies and they are applied. The organization and functioning of the doctoral studies at IOSUD is done according to the Institutional regulation concerning the organization and functioning of the doctoral studies within the doctoral schools adopted by the Senate.

***The indicator is 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 Doctoral School of Economics and Business Administration includes all mandatory provisions related to criteria, procedures and standards concerning the issues specified in Art. 17, para. 5 of H.G. 681/2011 (Annex A.1.1.1.2.). Thus, with regard to the acceptance of new doctoral advisor members, as well as regulations on how a doctoral advisor may be withdrawn from membership of the doctoral school, Art. 3.1.(2) refers to the existence of a specific procedure for affiliation to the SDEAA (set out in Annex R3 to this Regulation), while Art. 3.1.(4) and 3.1.(5) contain provisions on how a doctoral advisor's affiliation to the SDEAA may be withdrawn.

The mechanisms through which decisions are taken regarding the appropriateness, structure and content of the training program based on advanced university studies are set out in section 6.2. of the Regulation, specifically dedicated to the Advanced University Studies Program, highlighting both the role of the doctoral school, which establishes a curricular offer carried out over a period of 14 weeks -art. 6.2(4), as well as that of the doctoral advisor, who must advise the doctoral candidate on the choice of study elements in the curricular area proposed by the doctoral school -art. 6.2(5).).

In the IER there are explicit provisions on procedures to change a doctoral student's advisor, within the same field of doctoral studies and procedures to mediate conflicts too.

There are also regulations on which a doctoral student may request the interruption of doctoral studies, as well as the clarifications on the impact of the interruption of doctoral studies on funding, eligibility of expenses incurred, the maximum number of doctoral students per scientific advisor.

The Regulation of the Doctoral School of Economics and Business Administration) insists on aspects related to how to prevent fraud in scientific research, including plagiarism, allocating an entire chapter to these elements. Research Ethics and Principles for the Prevention of Academic Fraud contains eight articles covering essential provisions applicable in this area throughout the doctoral program. Ensuring access to research resources is envisaged by the Regulation of the Doctoral School of Economics and Business Administration Institutional Regulation for the Organization and Operation of Doctoral Studies which states that during the course of the doctoral studies, doctoral students have the right ... (d) to benefit from the logistics, documentation centers, libraries and equipment of the University for the elaboration of research projects and doctoral dissertations. Regulation of the Doctoral School of Economics and Business Administration contains provisions related to the attendance policy of doctoral students too.

***The indicator is 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.***

The effective and adequate software for keeping track of PhD students and their academic background is in place. All data and information about students academic achievements is recorded and kept in electronic format. IOSUD –“Alexandru Ioan Cuza” University of Iasi implemented an informatics system which allows keeping track of the doctoral students and their academic background. The system is called eSims. The informatics system can be used by two categories of users: occasional users (students and professors), who have access to individual data and use the system when they need information, and “professional” users, who use the application on a daily basis, to carry out student management activities (secretariat, databases, faculty and university management).

***The indicator is 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.***

According to information provided in IER and during the meeting with various stakeholders, within IOSUD-UAIC, a special module has been used for this function within the eLearning platform Blackboard – SafeAssign, since 2006. The “Alexandru Ioan Cuza” University of Iasi was one of the first higher education institutions in Romania to invest in this area, and the only public university to acquire this e-learning platform. The licenses to use this application have been extended on a yearly basis, through successive procurement contracts (Annex A.1.2.2.2.). Further on, another technical solution based on Moodle is used in order to secure the eLearning platform for the distance learning and part-time learning, resulted in the annual purchase of the Turnitin application (Annex A.1.2.2.3.). This ensures the access of the teaching staff from the “Alexandru Ioan Cuza” University of Iasi, including PhD advisor, to the application, and grants PhD students the opportunity to use an informatics program to verify the similarity percentage in PhD theses

*Recommendations: Continue with using the antiplagiarism software and search for updates and improved versions of it, in order to increase the data base of sources to be checked by the software and to increase the level of originality of doctoral thesis and research papers.*

***The indicator is 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.*

***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.*

According to IER and data provided during the meetings with the PhD coordinators it is evident that the Doctoral Domain in the field of Management supported state funding with the research grants. During the reporting period, the doctoral advisors from the Management doctoral study program implemented institutional development fund (FDI)/human resources projects, which addressed issues relevant to the doctoral field and which involved and addressed PhD students through the activities that were carried out (workshops, training programs).

*Recommendations: Continue to search, develop, attract and participate in research and development grants by acquiring projects and beside supervisors involve also PhD students.*

**The indicator is 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%.*

*In the period between 2016 - 2020, a number of 8 doctoral students out of a total of 36 PhD students undergoing their doctoral training in the Management domain which entails 22.22% and benefited, for a period of at least six months, from sources of funding other than government funding -funding obtained under these projects. Five of the PhD students from the domain of Management doctoral studies received scholarships within the Human Capital Operational Program 2014-2020 Priority Axis 6: Education and skills O.S.6.13.-Increasing the number of university and non-university tertiary education graduates who find a job as a result of access to learning activities at a potential job / research / innovation with a focus on potentially competitive economic sectors identified by SNC and areas of intelligent specialization according to SNCDI Project title: "Doctoral students and postdoctoral researchers ready for the labor market!" This shows that the "Alexandru Ioan Cuza" University of Iasi complies with the requirements as per the standard A.1.3.2.*

*The PhD students of the Faculty of Economics and Business Administration within the "Alexandru Ioan Cuza" University of Iasi (UAIC) also benefited from financial support in the form of "doctoral entrepreneur" scholarships for a period of 12 months, in the amount of 400 Euro /month , as well of financial support for national and transnational mobility within the project "Development of entrepreneurial skills for doctoral and postdoctoral students in the field of Economic Sciences". Also during this period, 7 of the PhD students benefited from scholarships granted by UAIC. Further on, 7 Romanian PhD students are enrolled in paid tuition and other 10 PhD students are international, enrolled in foreign-exchange rate paid tuition regime. (Table no. 1.2.5.2.1.).*

*In conclusion, 24 (66%) out of 36 PhD students in internship, have benefited / benefit from other sources of funding than the governmental source which shows the compliance with the standard.*

*Recommendations:*

**The indicator is 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.).*

Within the field of doctoral domain Management, PhD students benefit from funding from the state budget PhD but not reaching the minimum of at least 10% of the total amount of doctoral grants and tuition fees. Out of the total amount for the reported period and presented and calculated expenses for students were 2.98%. The percentage for the period 2015-2019 was 4.37%. The explanation is given in terms of the pandemic in 2020 and the difficulties in travel and the University of Iasi is planning on increasing the percentage and amount to reach the target of 10%. to support, including financially, the training of PhD students through participation in conferences, summer schools, courses, internships abroad, publication of specialized articles or other specific forms of dissemination, etc.

*Recommendations:*

*There is a strong recommendation to increase the funding and support students, to reach the potential in funding them with at least the minimum of 10%. The additional funds can be also obtained by participation in projects and introducing university entrepreneurship, spin offs, collaboration with business sector, other research institutions etc.*

**The indicator is not fulfilled.**

## **Criterion A.2. Research infrastructure**

*The research infrastructure and facilities of doctoral study domain in the field of Management are sufficient for the realisation of doctoral studies, including research laboratories, computers, software, books and international database. As evidenced from the IER and information presented during the meeting with the research director there is a lot of evidences that the research infrastructure ensures students to conduct quality research and projects.*

*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.*

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<sup>2</sup> 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 venues and the material equipment available at the Doctoral School of Economics and Business Administration allow carrying out research activities in the field of Economics, in line with the mission and objectives undertaken. Thus, the headquarters of the Doctoral School of Economics and Business Administration is located in Building R of the “Alexandru Ioan Cuza” University of Iasi, 14 Al. Lapusneanu Street. PhD students can use individual offices/ study rooms equipped with 10 Lenovo All-In-One desktop systems, laptops and multifunction printers. Equally, the same modern building accommodates the activities organized by SDEAA: courses, seminars, The facilities of the IOSUD and Doctoral School are adequate for the realization of research activities and they follow the mission and objectives of the doctoral study domain in the field of Management. workshops, conferences, public defenses of doctoral theses, etc.; all rooms are equipped with the most modern facilities: smartboards, laptops, sound system, Internet connection, etc. In addition to the mini-library set up in the individual study room (R411) for the exclusive use of doctoral students, it should be noted that they also have access to the resources offered by the two libraries of the Faculty of Economics and Business Administration. Of these, the FEAA Library specializes in the field of Economics, but, given the variety of related subjects of study, it also holds publications in the fields of socio-politics, history, geography, as well as a collection of reference works (encyclopaedias, dictionaries, monographs, legislation). The document collections consist of approximately 25,000 volumes (books and serial publications – Romanian and foreign), subscriptions to foreign and Romanian periodicals on traditional support, electronic documents and other specialized audio-visual materials; database subscriptions (InfoTrac-Custom Journals; Encyclopedias Britannica online and Universalis online). Logistics includes a network of 100 computers, 3 photocopiers, 3 printers, an e-mail server, video surveillance system, fire and security surveillance system, fingerprint access system, electronic anti-theft system for each volume. Internet browsing is provided by the University’s network and it is free of charge, and the Server Department within FEAA is responsible for ensuring electronic security. The Database Department designed a publications processing library software, equipped with an online catalog and search engine. The educational resources presented above are complemented by online databases that the SDEAA community has access to by subscription via ANELIS PLUS 2020 -Acces National Electronic la Literatura Stiințifică pentru Susținerea Sistemului de Cercetare și Educație din România[National Electronic Access to Scientific Literature to Support the Research and Education System in Romania], project co-financed by the Regional Development European Fund through the Competitiveness Operational Program 2014-2020, which provides access to databases such as: Science Direct Freedom Collection, Scopus, SciFinder (CAS), MathSciNetetc., to which is added a significant number of other databases that can be accessed via the “Mihai Eminescu” Central University Library in Iasi. Some of the PhD advisors in the MANAGEMENT domain (Prof.univ.dr. habil. Daniela-Tatiana Agheorghiesei, Prof.univ.dr. Maria Viorica Bedrule-Grigoruță, Prof.univ.dr. Adriana Prodan, Prof.univ.dr.habil. Teodora Roman), as well as some of the PhD students enrolled in this field of doctoral studies are also involved in the activities of the CEMEX Center within the “Alexandru Ioan Cuza” University of Iasi. According to data retrieved from IER and the presentation provided during the meeting with research centre director, it is evident that this indicator is fulfilled.

*Recommendations: Continue keeping and updating research and facility infrastructure.*

***The indicator is fulfilled***





### **Criterion A.3. Quality of Human Resources**

Quality of human resources at the doctoral domain in the doctoral domain in the field of Management is high. This is one of the strengths of the doctoral study domain in the field of Management, too. Five out of six (83.33%) fully meet the CNATDCU minimum standards in force at the time of this evaluation report, necessary and mandatory for obtaining the habilitation certificate in the field of Management.

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

*All performance indicators under the A.3.1. at the level of the domain are fulfilled and there are sufficient number of qualified staff to ensure the conduct of doctoral study program.*

***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.***

According to IER, it is evident there are 6 doctoral thesis advisors who carry out doctoral supervision activities in the field of Management, within the Doctoral School of Economics and Business Administration, "Alexandru Ioan Cuza" University of Iasi. Five out of six (83.33%) fully meet the CNATDCU minimum standards in force at the time of this evaluation report, necessary and mandatory for obtaining the habilitation certificate in the field of Management, with the following scores: All full-time doctoral advisors (100%) meet the minimum CNATDCU standards in force for obtaining the qualification certificate (Table no.A.3.1.1.2 .; Annex A.3.1.1.). Professor Dumitru Zaiț, PhD does not meet the CNATDCU minimum standards currently in force but had a significant scientific contribution throughout his employment. Professor Dumitru Zaiț, turned 70 years old. He is currently an associate doctoral thesis advisor who, according to the IOSUD and SDEAA Regulations, is no longer involved in the activities related to the admission and supervision of new PhD students etc. among the doctoral advisors, five (83,33%) are tenure in the Department of Management, Marketing and Business Administration within the Faculty of Economics and Business Administration, "Alexandru Ioan Cuza" University of Iasi, while the sixth (currently retired) is a non-tenured professor, formerly tenured in the same higher education institution.

*Recommendations:*

***The indicator is 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.***

Among the doctoral advisors, five (**83,33%**) are tenured in the Department of Management, Marketing and Business Administration within the Faculty of Economics and Business Administration, "Alexandru Ioan Cuza" University of Iasi, while the sixth (currently retired) is a non-tenured professor, formerly tenured in the same higher education institution.



*Recommendations:*

**The indicator is 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.*

All disciplines in the training program based on advanced university studies related to the field of Management are taught by FEAA staff who are doctoral / habilitated advisors, university professors, associate professors or specialists with proven expertise in the field of the disciplines taught and meet the standards set by the institution for teaching positions, in accordance with the law. The expertise of these teachers is reflected in the CVs (Annex A.3.1.3.) and the information about the public academic activity published on the FEAA website (<http://www.feaa.uaic.ro/specialization/mmaa/>) and of the SDEAA website (<http://doctorat.feaa.uaic.ro/admitere>). Doctoral advisors in the field of Management are also involved in the teaching of compulsory and optional subjects. The teaching activities pertaining to the subjects included in the curriculum are carried out by faculty or researchers experienced in the area of study; most of them are professors or associate professors or they are certified doctoral thesis advisors. The distribution of the teaching activities by subjects included in the curriculum for the academic year 2020-2021 is given in the table below (Table no. A.3.1.3.1.) The information is provided in the IER pg. 80-83 and confirmed during the meeting with advisors and teaching staff.

*Recommendations:*

**The indicator is 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 programs<sup>3</sup> does not exceed 20%.*

According to data provided in SER, within the Doctoral School of Economics and Business Administration, the share of doctoral advisors in the domain of Management doctoral studies who simultaneously coordinate more than 8 doctoral students, but not more than 12, during their doctoral studies is 0%. Only 2 advisors out of the 6 coordinate more than 8 PhD students (10 PhD students and 9 PhD students, respectively), but not more than 12; in the first case, 4 PhD students are within the extension period, so only 6 doctoral students are coordinated during the doctoral training period, and in the second case 1 doctoral student is within the extension period, so only 8 doctoral students are coordinated during the doctoral training period. In conclusion, no coordinator (0%) coordinates

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<sup>3</sup> 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.



more than 8 doctoral students who are in doctoral training / active in conducting doctoral studies (ie without an extension period).

By analysing this data it is evident that this indicator is fulfilled.

*Recommendations:*

**The indicator is fulfilled.**

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

*The Doctoral advisors witing the doctoral study domain in the field of Management have reached significant scientific activity visible at international level.*

**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 defence commissions at universities abroad or co-leading with universities abroad. For Arts and Sports and Physical Education Sciences, doctoral thesis advisors shall 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.*

According to information provided in IER, in Doctoral School Management, the list of publications and the verification sheet of the fulfilment of the minimum CNADTCU qualification standards by the doctoral advisors in the field of MANAGEMENT, in force at the date of evaluation (Annex A.3.1.1.), it can be seen that 83.33% (> 50%) of the doctoral advisors in the field subject to evaluation list at least 5 indexed Web of Science or ERIH publications in journals with impact factor (Table no. A.3.2.1.1.).

Doctoral advisors in the doctoral domain of Management have international visibility in the last five years, consisting of: membership in the scientific committees of international publications, membership in the scientific committees of international conferences, membership of commissions to defend doctoral theses or habilitation at foreign universities, such as the Academy of Economic Studies of Moldova, and the National Institute of Economic Research, Chişinău, Republic of Moldova. All tenured coordinators have coordinated / are coordinating doctoral students from abroad.

*Recommendations:*

**The indicator is 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.*

PhD supervisors affiliated to doctoral field Management carry out intense research and according to data available in IER and five of the six (83,33%) tenured doctoral advisors working in the have been scientifically active in the last five years (2016\_2020), obtaining, during this period, a higher score than required by the CNATDCU minimum standards in force at the time of evaluation, necessary and mandatory for obtaining the certificate of habilitation in the field of Economics.

*Recommendations:*

***The indicator is fulfilled.***

## **Domain B. EDUCATIONAL EFFECTIVENESS**

*From the perspective of the educational effectiveness the doctoral study domain in the field of Management is well assessed in the majority of the standards and performance indicators. The number, quality and diversity of candidates enrolled for the admission contest is fulfilled and the institution attracts candidates successfully and sufficiently, while the content of the doctoral program fulfilled all the criteria but partially the one related to „the learning outcomes”, not specifying adequately the knowledge, skills, responsibility and autonomy that doctoral students should acquire after completing each discipline or through the research activities, especially in relations to specific learning outcomes, students workload and assessment of learning outcomes.*

### **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.*

*The standard B.1.1. is fulfilled as per the data available in performance indicator B.1.1.1.*

**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.*

*The ratio between the number of candidates who have entered the contest for admission to the doctoral studies in the field of Management in the last five years and who have completed their master's studies at other higher education institutions in the country or abroad (23) and the number of seats financed from the state budget (September 2016-September 2020) (22) is 1.04 (above the minimum value of 0.2).*

*Also, the ratio between the number of candidates in the last five years (48) and the number of seats financed from the state budget (22) is 2.18(above the minimum value of 1.2).*



*Recommendations:*

**The indicator is fulfilled.**

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

*The candidates admitted to doctoral program in the doctoral study domain in the field of Management are of sufficient quality and the selection is based on the selection criteria as described in the following performance indicator. The dropout rate of PhD students does not exceed 30%.*

**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.*

The admission contest to the doctoral study programs within the Doctoral School of Economics and Business Administration, including the Management domain, takes into account criteria related to the academic, research and professional performance of the candidates, their interest in scientific research, publications in the field, etc. At the same time, candidates have to suggest a research topic and carry out a research project based on a unitary structure at the doctoral school level. The evaluation of the research project accounts for 50% of the average in the admission contest, the remaining 50% being allocated to the interview, a mandatory component of the admission process. (<http://doctorat.feaa.uaic.ro/ADMITERE>; Annex A.1.1.1.5.).

*Recommendations:*

**The indicator is fulfilled.**

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

The number of doctoral students enrolled in the first year and the number of those who are still enrolled in the third year, thus the dropout in the field of studies Management does not exceed 30% for any of the graduate promotions analysed, this being 0% in the case of four of them (2016/2017; 2017/2018; 2019-2020; 2022-2021) and 22.22% for the 2018/2019 series (threshold lower than the upper limit of 30% provided by the standards of ARACIS).

*Recommendations:*

**The indicator is fulfilled.**

## **Criterion B.2. The content of doctoral programs**

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<sup>4</sup> 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.



*The training program, the curriculum and disciplines included in the doctoral domain in the field of Management as well as guidelines, consultancy and publishing of PhD students with their committees is fulfilled. Students receive sufficient number of meetings and consultancy with the committees and they benefit from those meetings. There are also the disciplines dedicated to Ethics and Intellectual Property where students can gain competencies in terms of being able to apply it in their research projects and thesis writing. The major observation when it comes to performance indicator concerning the learning outcomes”, specifying the knowledge, skills, responsibility and autonomy that doctoral students should acquire after completing each discipline or through the research activities, is that it is only partially fulfilled due to lack of specific learning outcomes, distribution of ECTS and students workload including also the lack of clear assessment methods of each specific learning outcome.*

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

The training programs on the doctoral study domain in the field of Management is based on the advanced academic studies and they do include at least 3 subjects relevant for the development of the scientific advancements of PhD students and they do aim to improve the students research skills.

There is a room for improvements in the syllabuses and the creation of learning outcomes of the courses as well as the ECTS understanding from the perspective of students and the relationship between ECTS and the students workload. Students do receive the guidelines and consultancy from the advisory committees and number of PhD students and the number of teachers/researchers who provide guidance is not larger than 3:1.

***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.*

The doctoral field of Management offers to the doctoral students a Training Program based on advanced university studies, made up of activities carried out in institutionalized study formations, through courses and seminars. There are following disciplines relevant to the scientific research training of doctoral students included: Epistemology, Scientific research methodology, Research and Analysis Methods for Qualitative Data, Research and Analysis Methods for Quantitative Data, Ethics of scientific research, Academic Writing/ According to this, the indicator is fulfilled.

*Recommendations:*

***The indicator is 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.*

*According to the data provide in IER there is ONE discipline included in the advanced university training and documentation program. The training program for doctoral students enrolled in the Management doctoral domain includes a compulsory subject entitled **Ethics and Academic Integrity**, which comprises 6 hours of course and 8 hours of seminar (<http://doctorat.feaa.uaic.ro/documente>; Annex 1.2.3.).*





*Recommendations:*

**The indicator is 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 activities<sup>5</sup>.*

OSUD –"Alexandru Ioan Cuza" University of Iasi has created mechanisms to ensure that the advanced university studies training program in MANAGEMENT aims at " the learning outcomes", specifying the competencies, skills and attitudes that PhD students should acquire after graduating from each discipline or through research activities. For each discipline, the course coordinator draws up a subject outline that makes specific references to the knowledge, skills, competences, responsibility and autonomy acquired by doctoral students after graduating the course, as there are evaluation mechanisms at the doctoral school level both in terms of subject outline and doctoral students' satisfaction (Anexa B.2.1.3.)

According to EU practices the syllabuses must also include the **correlation between each learning outcome on the level of the course and the level of study program**. There is usually 5-6 specific learning outcomes per each syllabus. Each one determines the competencies and skills that students will gain once they accomplish each learning outcome. The concept provided in the syllabuses in the doctoral domain in the field of Management should be improved **in terms of clear explanation how will each learning outcome be tested and how many ECTS it will be allocated to each learning outcome**. The syllabuses should be revised, adjusted to the EU standards and communicated to students in order to be aware of their meaning, requirements and to know what is necessary to pass each learning outcome. The table should present the number of ECTS per each students' activity and also in each examination method the ECTS should be allocated. That way, the students will pass learning outcomes and collect ECTS and in case they do not pass specific learning outcomes, they will not be able to pass the course.

*Recommendations: To revise the concept of syllabus development including the EU standards when it comes to following: allocate the number of ECTS for each learning outcome and incorporate specific methods how they will be measured/tested and fulfilled by the students. The workload must be clear and explained in the syllabuses but also communicated to students. The Bloom's taxonomy of knowledge can be helpful here and the level of learning outcomes should be appropriate with the doctoral level of study. There is a need to explain the methods of accomplishing each learning outcome and to measure its quality. There is also the need to implement the correlation between each specific learning outcome on the level of the course with the learning outcomes of the doctoral program in the field of Management. It is a strong and necessary recommendation for this performance indicator which will ensure compliance with EU standards.*

**The indicator is partially fulfilled.**

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<sup>5</sup> 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.



**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.*

According to the data provided in IER and from the meeting with students and supervisors, there are benefits for PhD students from the supervisors and from the other members of the guidance commission. The guidance commissions are made up of doctoral advisors or professors with experience in the field of Management or in interdisciplinary fields. The constitution of the guidance commissions is in accordance with the research topic of the doctoral student and the need to guide him / her on specific components of the research (for example, Statistics, Research Methodology). Within SDEAA, four reports are considered for following the path of doctoral students: an initial report at the end of year I, two progress reports (intermediate I and intermediate II) during year II and a final report (at the end of year III) . The progress reports have four distinct sections: one completed by the doctoral student, one completed by the doctoral supervisor, one completed by the members of the guidance commission (each of the three members provides separate feedback) and an administrative one. The model with the extract from the minutes concluded in the meeting of the guidance commission is presented in Annex B.2.1.4.1. The existing signed minutes at the SDEAA secretariat demonstrate the recommendations received in the guidance process provided by the committee members and the written feedback provided, which are complementary to those provided by the doctoral scientific advisor. Doctoral students also receive permanent support from the members of the guidance commission, by email (an example is in Annex B.2.1.4.2.) or during the office consultation program.

*Recommendations:*

**The indicator is 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.*

According to data provided in IER there are 42 professors who participated (in the period 2016 -2020) in the guidance commissions for a total number of 43 doctoral students (graduates and doctoral students in normal condition, without those in expelling situation). This comes to the ratio of 1.02. which is lower than the ratio of 3:1 set by ARACIS standards. The ratio between the number of doctoral students (37 doctoral students, in normal condition, situation on October 1, 2020) in the domain of Management doctoral studies and the total number of teachers providing guidance (38 teachers, according to the list below and Annex B.2.1.5.) is 0.97, lower than the 3:1 set by ARACIS standards.

*Recommendations:*

**The indicator is fulfilled.**

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



*The results of doctoral studies and procedures for their evaluation are fulfilled. The students present research papers in scientific conferences and their papers do represent the contribution in the field of Management as well as their participation in international events complies with the required performance indicator.*

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

*\*general description of the standard analysis.*

**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.*

According to IER, the PhD students in the field of Management have constantly sought to capitalize on their research results by publishing articles, studies, books, book chapters and participating in national and international scientific events. There is a list of selected scientific papers published by the doctoral students who have obtained the scientific title of doctor in the field of Management in the last five years (thesis defended between 2016\_2020) and it is presented also in the Annex B.3.1.1. Majority of the papers do contain significant original contributions in the respective domain.

*Recommendations:*

***The indicator is 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.*

All PhD students who completed their doctoral studies in the evaluated period (last five years) participated with a presentation at least one prestigious international event / conference (held in the country or abroad). The detailed situation of the participation of each doctoral student in scientific events / conferences is presented in Annex B.3.1.2.

This information is retrieved from the IER and proves the compliance with this indicator.

*Recommendations:*

***The indicator is fulfilled***

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



**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.*

*As reported in the IER, during the reported period, within the Doctoral School of Economics and Business Administration, 14 PhD students who were enrolled in the Management domain publicly defended their doctoral theses. For each of the doctoral advisors assigned to this field, the number of doctoral theses allocated to a certain scientific referent from a higher education institution, other than the "Alexandru Ioan Cuza" University of Iasi, was a maximum of two for theses coordinated by the same PhD advisor. (Table no. B.3.2.1.1.).*

*Recommendations:*

**The indicator is 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 defence 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 analysed.*

During the 2016\_2020 period, 14 doctoral theses were publicly defended and 13 external scientific specialists (from institutions other than UAIC) participated in the public defence commissions. In none of these cases did the same scientific specialist participate in more than 2 commissions for the same doctoral advisor, in the same year. Only in one case the ratio between the doctoral theses allocated to one scientific specialist coming from an other higher education institution and the number of doctoral theses presented in the same doctoral study domain in the doctoral school exceeds **0.3 (it is 0.42)**, but it is a report that is limited to only 4 years because in 2020 there were no doctoral theses defended in the evaluated domain.

*Recommendations:* Make sure that the standard is always fulfilled and the ratio not to exceed 0.3.

**The indicator is fulfilled.**

## **Domain C. QUALITY MANAGEMENT**

The quality assurance system of the doctoral study domain in the field of Management is in place from the perspective of the existence of the procedures and norms and also from the implementation of the internal quality assurance system. The various evidence is presented in the IER, Annexes and also explained during the meeting with all stakeholders. The evaluation system by using questionnaires to get the valuable feedback from the students is also in place and the feedback is taken into account in order to improve further quality of the domain, study programs, students support and other important issues students address and require. The transparency of information and availability of resources online and on the website (to all future students, current students and public) is ensured on the level of IOSUD and doctoral domain. There is also free access to scientific and academic research and publications,



databases and e-books, and there is a software available to students upon request to check similarity with other existing scientific sources with the assistance of supervisors who have access to such software, Sistemantiplagiat.ro approved by CNTDCU.

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

*On the level of the IOSUD and doctoral study domain in the field of Management there is a proof of existence of periodic implementation of the internal quality assurance as well as the implementation of the system in terms of different standards being evaluated and monitored and collecting feedback from the PhD students, important for further improvement of the domain and study program.*

*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.*

The institutional framework is present on the level of the IOSUD and the doctoral domain in the field of Management and there are evidences in IER and confirmed during the meeting with various stakeholders.

**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.*

Operational Procedure regarding the evaluation and internal monitoring of the doctoral schools within the “Alexandru Ioan Cuza” University of Iasi) was approved. It establishes the procedure of internal evaluation of the doctoral schools and of the domains of doctoral studies in order to accredit and periodically evaluate them according to the Methodology of Evaluation of Doctoral University Studies. The application of the procedure is materialized in the form of periodic reports made at the level of the Doctoral School - The Institutional Regulation for the Organization and Functioning of Doctoral University Studies - establishes internal quality assurance policies that apply to all doctoral schools at UAIC. At the level of the Doctoral School of Economics and Business Administration, the permanent evaluation of the activity is regulated The Regulation of Operation of the Doctoral School and represents one of the objectives in The Strategic Plan of the Faculty of Economics and Business Administration.

*Recommendations:*

***The indicator is 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.*

According to IER and data provided during the meetings with various stakeholders, there are evidences of compliance with the PI. On the level of the Doctoral School of Economics and Business Administration, the Questionnaire for Assessing the Quality of Doctoral Studies is administered annually. The conclusions drawn from this mechanism for collecting feedback from doctoral students are mentioned in the report devised by the internal commission for evaluating the activity of the doctoral school.

The doctoral students from the Doctoral School of Economics and Business Administration deem the activity of the doctoral school as very good, being satisfied with the collaboration with the doctoral advisors and the members of the guidance commission, as well as with the administrative staff. The frequency of meetings with the doctoral advisor is about 2 meetings per week and when necessary. The doctoral students have presented some suggestions for the continuous improvement of the academic and administrative activity, among which we mention: the organization of optional courses, the extension of the existing book fund, the opening of a dialogue with other doctoral schools within IOSUD-UAIC and beyond etc.

The report of the internal evaluation commission contains a series of recommendations that are transposed in the action plan proposed within the strategies and procedures implemented at the level of the Doctoral School of Economics and Business Administration as measures to continuously improve, beyond the minimum standards, the quality of the Management doctoral study program. Specifically, the SDEAA Report for the 2012-2017 period (Annex C.1.1.2.) includes the results of an analysis conducted between March-April 2017 on 31 graduates (31 valid answers out of the 33 received). According to analysed data this standard is fulfilled.

*Recommendations:*

***The indicator is fulfilled.***

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

There is a transparency of information and accessibility of learning resources at the level of the doctoral domain in the field of Management. The official website which provides all (PhD candidates and PhD students) with all important information related to all aspects of the study programs but also of the learning resources. All other stakeholder can also access the information important for the study program and specific requirements, regulations, learning resources, anti-plagiarism software and other needed facilities.

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





The information of interest to doctoral students, future candidates and public interest is available for electronic format consultation.

**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.*

All methodologies and regulations regarding how admission takes place and any other information of public interest are available to those interested on the official website of the University and on the Doctoral School website. This information concerns: the doctoral school regulations; admission regulations; doctoral studies contract; the regulations for completing the studies, including the procedure for the public defense of the thesis; the content of study programs; the scientific profile and thematic areas / research themes of the doctoral advisors within the domain, as well as their institutional contact data; list of doctoral students within the domain with basic information (year of registration; advisor); information about the standards for the elaboration of the doctoral thesis. The Doctoral School's website also includes sections for announcements regarding the presentation of research reports, which is public according to the school's regulations, and of doctoral theses. "Alexandru Ioan Cuza" University of Iasi offers doctoral students the opportunity to access the following databases: Science Direct Freedom Collection, Scopus, SciFinder (CAS), MathSciNet, etc., while through the Central University Library "Mihai Eminescu" in Iasi, they also have access to other representative databases, such as: SpringerLink Journals, ProQuest Central, Emerald Journals, Science Journals, Thompson Reuters, Oxford Journals, SAGE Journals HHS Collection, EBSCO, Wiley Journals etc. Students and academics have free access to the most important online scientific documentation resources worldwide. The university ensures through its own resources, financial and scientific expertise, the publication of 56 scientific journals, most of them published annually (<http://www.uaic.ro/cercetare/publicatii-stiintifice/>). Since 2006, within IOSUD-UAIC, a special module has been used to verify the percentage of similarity for the works developed by students from all three cycles of university studies (bachelor, master, doctorate) within the **Blackboard -SafeAssigne-learning platform**, the "Alexandru Ioan Cuza" University of Iasi being among the first higher education institutions in Romania to invest in this direction and the only public university to purchase this e-learning platform (AnnexA.1.2.2.1). Licenses to use this application have been extended annually by



successive procurement contracts (Annex A.1.2.2.2.). In 2018, with the decision to adopt another technical solution based on Moodle to provide the e-learning platform to distance-and part-time learning students, the Turnitin application was purchased (Annex A.1.2.2.3.). Thus, access is ensured for all professors, including doctoral advisors, at the “Alexandru Ioan Cuza” University of Iasi, as well as for doctoral students (with the consent of their doctoral advisor) to an electronic system which can be used to verify the degree of similarity with other existing scientific or artistic creations

*Recommendations: Continue publishing documents in English and other foreign languages in order to attract foreign/international students.*

**The indicator is fulfilled**

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

The IOSUD and Doctoral Study Domain in the field of Management provides doctoral students with access to the resources needed for conducting doctoral studies which consists of the access to academic databases, antiplagiarism software and access to research laboratories and other needed facilities.

**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.*

According to the data provided in IER, there are opportunities to access the following databases: Science Direct Freedom Collection, Scopus, SciFinder (CAS), MathSciNet, etc., while through the "Mihai Eminescu" Central University Library in Iasi they also have access to other representative databases, such as: SpringerLink Journals, ProQuest Central, Emerald Journals, Science Journals, Thompson Reuters, Oxford Journals, SAGE Journals HHS Collection, EBSCO, Wiley Journals etc.

*Recommendations:*

**The indicator is 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.*

Within the e-learning platform Blackboard -SafeAssign, the “Alexandru Ioan Cuza” University of Iasi being among the first higher education institutions in Romania investing in this direction and the only public university that purchased this e-learning platform. The necessary licenses to use this application have been extended annually, through successive procurement contracts (Annex A.1.2.2.2.), so in 2018, with the decision to adopt another technical solution based on Moodle to provide the e-learning platform to distance-and part-time learning students, the Turnitin application was purchased (AnnexA.1.2.2.3.). The access is ensured for all professors, including doctoral advisors, at the “Alexandru Ioan Cuza” University of Iasi, as well as for doctoral students (with the consent of their doctoral advisor) to an electronic system which can be used to verify the degree of similarity with other existing scientific or artistic creations.



*Recommendations:*

***The indicator is 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.*

All PhD students in the Doctoral School in the field of Management have permanent access to the rooms and laboratories. The information is retrieved from IER and also discussed during the meetings with students and supervisors. The satisfaction with the scientific research laboratories is high.

*Recommendations:*

***The indicator is fulfilled.***

### **Criterion C.3. Internationalization**

Internationalisation of the IOSUD and doctoral domain in the field of Management is quite accomplished but there is a room for improvement especially in the performance indicators C. 3.1.2. and C.3.1.3. The co-mentorship should be introduced with international experts in the future. The level of promotion of Erasmus+, cooperation with other institutions, international doctoral schools, supervisors, guest lecturers, could be improved and intensified.

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

The strategy of internationalisation exists at the level of IOSUD and it concerns also the doctoral study domain in the field of Management.

***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.*

In the process of internationalization of studies, the "Alexandru Ioan Cuza" University of Iasi concluded 845 agreements with 386 universities in 31 European countries. Since 2015, the 68 inter-institutional collaboration agreements have been concluded with universities and research institutions. Based on these agreements, doctoral supervisors and doctoral students of doctoral schools within IOSUD-UAIC can benefit from teaching, study and practice mobilities. The Doctoral School of Economics and Business Administration has concluded mobility agreements with 25 universities abroad (Annex C.3.1.1.), which offers doctoral students the opportunity to develop their professional skills and scientific research, as



well as the international dimension of doctoral studies. According to tables on the page 127 from IER there was 11 incoming and 4 outgoing mobilities realised.

*Recommendations:* To continue participation in Erasmus+ mobility and international cooperation and find models to cope with Covid-19 pandemic by introducing hybrid models of Erasmus+ and other international collaborations. The pandemic gives us more opportunities to adjust to the online models of common projects, research, lectures provided in both ways – outgoing and incoming and those opportunities need to be improved and leveraged in the future.

***The indicator is 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.*

As per the information provided in IER for the doctoral domain in the field of Management there was no evidence of co-mentorship organised with international experts but there is a list of international guest professors who delivered lectures coming from Portugal, Canada, France, UK, Australia, Norway, Netherlands, Poland, Spain.

*Recommendations:* To continue good practice in guest lecturing of international experts and further develop the co-mentorship on the international level as well as guest lectures and international cooperation with international lecturers, professors, supervisors and academic staff in order to enhance and increase the quality of doctoral study program.

***The indicator is partially 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.).*

There is evidence of enrolment of international students from Israel and the Globalization and Higher Education in Economics and Business Administration series of international conferences- (GEBA), EURINT, EUFIRE) are organized regularly. On the other hand there is no evidence of more international activity, participation in international fairs, cooperation with other international institutions, etc.

*Recommendations:* The doctoral domain in the field of Management should involve more in the promotion of the doctoral domain to foreign universities and institutions. The models of cooperation must be adjusted to Covid-19 pandemic too, and most of the courses can be delivered in English online. Promotion can be done through different media from word of mouth, academic staff, supervisors, students, Alumni association, social networks and media such as LinkedIn, Instagram, Facebook, websites, workshops, round tables, exhibitions, online events and presentation of the IOSUD and doctoral domain, etc. The cooperation with employers of PhD students and more active Alumni association can also contribute in the promotion on the national but also international level.

***The indicator is partially fulfilled.***

#### IV. SWOT Analysis

|   |   |
|---|---|
| <p><b><u>Strengths:</u></b></p> <ul style="list-style-type: none"> <li>- quality assurance system</li> <li>- development strategy</li> <li>- reputation and experience of the IOUSD</li> <li>- long history of the IOSUD</li> <li>- quality of academic staff and supervisors</li> <li>- motivated academic staff</li> <li>- motivated and committed PhD supervisors</li> <li>- motivated and satisfied students</li> <li>- research facilities and infrastructure</li> <li>- research and scientific activity of supervisors and students</li> <li>- willingness of management to improve Doctoral Domain</li> <li>- committed management</li> <li>- good (informal) cooperation with employers of students</li> <li>- rules and regulations applied and existence of procedures in accordance to the national law of education</li> <li>- good ratio of students/supervisors</li> <li>- satisfied students with PhD supervisors and research facilities</li> <li>- information on the study program and courses in English on the official webiste</li> </ul> | <p><b><u>Weaknesses:</u></b></p> <ul style="list-style-type: none"> <li>- insufficient promotion activities in order to attract more international students and increase incoming and outgoing mobility</li> <li>- lack of the activities of Alumni club</li> <li>- low official involvement of Alumni to the development of IOSUD</li> <li>- lack of employers survey and formal feedback on the satisfaction with PhD students</li> <li>- lack of formalised inclusion of employers in the revision and improvements of study programme -</li> <li>- lack of examination methods related to learning outcomes according to Bloom's or other taxonomy of knowledge (in syllabuses)</li> <li>- students support in financial grants lower than 10%</li> <li>- students collection of data as per their information</li> </ul> |
| <p><b><u>Opportunities:</u></b></p> <ul style="list-style-type: none"> <li>- cooperation and development of joint doctoral study programs with international universities and doctoral schools</li> <li>- internationalization – more Erasmus and contract based cooperation with international and EU institutions of higher education</li> <li>- increase the self funding activities by increased participation in projects</li> <li>- funding from projects and contracts with public and private sector</li> <li>- create learning incubators or entrepreneurial incubators</li> </ul>   | <p><b><u>Threats:</u></b></p> <ul style="list-style-type: none"> <li>- competition in the private university sector if private institutions will provide doctoral study programmes</li> <li>- competition of other institutions on the national level</li> <li>- international universities who can attract local students to work, live and study abroad</li> <li>- general economic situation and crisis influenced by Covid-19 pandemic</li> <li>- general economic situation and lack of governmental funding</li> </ul>  |

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| <ul style="list-style-type: none"> <li>- establish university entrepreneurship and include doctoral domain to the research and implementation</li> <li>- formalised cooperation with employers including them in the creation and improvement of doctoral study domain, curriculum and reviews of syllabuses</li> <li>- active Alumni club and initiative in promotion of the University and the doctoral study domain and development of common projects/research and business projects</li> <li>- in regards to sustainability – offer sustainability in tourism sector and attract projects with other institutions locally and internationally</li> </ul> |  |
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## V. Overview of judgments awarded and of the recommendations

| No.      | Type of indicator (*, C) | Performance indicator   | Judgment         | Recommendations |
|----------|--------------------------|---|------------------|-----------------|
| 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  | <b>fulfilled</b> |                 |
| 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. | <b>fulfilled</b> |                 |
| A.1.2.1. |                          | The existence and effectiveness of an appropriate IT system to keep track of doctoral students and their academic background.   | <b>fulfilled</b> |                 |
| 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.   | <b>fulfilled</b> |                 |



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| 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.                            | <b>fulfilled</b>     |   |
| 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%.   | <b>fulfilled</b>     |   |
| A.1.3.3. |  | 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.).   | <b>Not fulfilled</b> | There is a strong recommendation to increase the funding and support students, to reach the potential in funding them with at least the minimum of 10%. The additional funds can be also obtained by participation in projects and introducing university entrepreneurship, spin offs, collaboration with business sector, other research institutions etc. |
| 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. | <b>fulfilled</b>     |   |
| A.3.1.1. |  | <i>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</i>   | <b>fulfilled</b>     |   |

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|          |  | <i>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.</i>   |                  |  |
| A.3.1.2. |  | <i>At least 50% of all doctoral advisors have a full-time employment contract for an indefinite period with the IOSUD.</i>  | <b>fulfilled</b> |  |
| A.3.1.3. |  | <i>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.</i>   | <b>fulfilled</b> |  |
| A.3.1.4. |  | <i>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 programs<sup>6</sup> does not exceed 20%.</i>  | <b>fulfilled</b> |  |
| A.3.2.1. |  | <i>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 defence commissions at universities abroad or co-leading with universities abroad. For Arts and Sports and Physical Education Sciences, doctoral thesis advisors shall prove their international visibility within the past five years by their membership on the boards of</i> | <b>fulfilled</b> |  |

<sup>6</sup> 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.

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|          |  | <i>professional associations, membership in organizing committees of arts events and international competitions, membership on juries or umpire teams in artistic events or international competitions.</i>   |                  |  |
| A.3.2.2. |  | <i>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.</i>  | <b>fulfilled</b> |  |
| B.1.1.1. |  | <i>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.</i> | <b>fulfilled</b> |  |
| B.1.2.1. |  | <i>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.</i>  | <b>fulfilled</b> |  |
| B.1.2.2. |  | <i>The expelling rate, including renouncement / dropping out of doctoral students 3, respectively 4, years after admission<sup>7</sup> does not exceed 30%.</i>   | <b>fulfilled</b> |  |
| B.2.1.1. |  | <i>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.</i>  | <b>fulfilled</b> |  |
| B.2.1.2. |  | <i>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.</i>   | <b>fulfilled</b> |  |

<sup>7</sup> 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.

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| B.2.1.3. |  | <p><i>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 activities</i></p>    | <p><b>partially fulfilled</b></p> | <p>To revise the concept of syllabus development including the EU standards when it comes to following: allocate the number of ECTS for each learning outcome and incorporate specific methods how they will be measured/tested and fulfilled by the students. The workload must be clear and explained in the syllabuses but also communicated to students. The Bloom’s taxonomy of knowledge can be helpful here and the level of learning outcomes should be appropriate with the doctoral level of study. There is a need to explain the methods of accomplishing each learning outcome and to measure its quality. There is also the need to implement the correlation between each specific learning outcome on the level of the course with the learning outcomes of the doctoral program in the field of Management. It is a strong and necessary recommendation for this performance indicator which will ensure compliance with EU standards.</p> |
| B.2.1.4. |  | <p><i>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.</i></p>  | <p><b>fulfilled</b></p>           |   |
| B.2.1.5. |  | <p><i>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.</i></p>   | <p><b>fulfilled</b></p>           |   |
| B.3.1.1. |  | <p><i>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</i></p> | <p><b>fulfilled</b></p>           |   |

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|          |  | <i>contributions per doctoral study domain for review. At least 3 selected papers must contain significant original contributions in the respective domain.</i>   |                  |  |
| B.3.1.2. |  | <i>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.</i>   | <b>fulfilled</b> |  |
| B.3.2.1. |  | <i>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.</i>   | <b>fulfilled</b> |  |
| B.3.2.2. |  | <i>The ratio between the doctoral theses allocated to one scientific specialist coming from a higher education institution, other than the institution where the defence 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 analysed.</i>  | <b>fulfilled</b> | Make sure that the standard is always fulfilled and the ratio not to exceed 0.3. |
| C.1.1.1. |  | <i>There are an institutional framework and procedures in place and relevant internal quality assurance policies, applied for monitoring the internal quality assurance.</i><br><i>The institutional framework is present on the level of the IOUSUD and the doctoral domain in the field of Management and there are evidences for that. There is evaluation and monitoring process in place in regards to major activities starting with scientific work of advisors and students, the infrastructure, procedures and rules for students, training programs and other social and economic activities.</i> | <b>fulfilled</b> |  |
| C.1.1.2. |  | <i>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</i>   | <b>fulfilled</b> |  |

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|          |  | evidence that an action plan was drafted and implemented.   |                  |  |
| C.2.1.1. |  | <p>The IOSUD publishes on the website of the organizing institution, in compliance with the general regulations on data protection, information such as:</p> <ul style="list-style-type: none"> <li>(a) the Doctoral School regulation;</li> <li>(b) the admission regulation;</li> <li>(c) the doctoral studies contract;</li> <li>(d) the study completion regulation including the procedure for the public presentation of the thesis;</li> <li>(e) the content of training program based on advanced academic studies;</li> <li>(f) the academic and scientific profile, thematic areas/research themes of the Doctoral advisors within the domain, as well as their institutional contact data;</li> <li>(g) the list of doctoral students within the domain with necessary information (year of registration; advisor);</li> <li>(h) information on the standards for developing the doctoral thesis;</li> <li>(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.</li> </ul> | <b>fulfilled</b> | Continue publishing documents on the website in English and other foreign languages in order to attract more foreign/international students.   |
| 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.  | <b>fulfilled</b> |  |
| 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.   | <b>fulfilled</b> |  |
| 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.  | <b>fulfilled</b> |  |
| 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.   | <b>fulfilled</b> | To continue participation in Erasmus+ mobility and international cooperation and find models to cope with Covid-19 pandemic by introducing hybrid models of Erasmus+ and other international collaborations. The pandemic gives us more opportunities to adjust to the |



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|          |  | <i>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.</i>   |                            | online models of common projects, research, lectures provided in both ways – outgoing and incoming and those opportunities need to be improved and leveraged in the future.  |
| C.3.1.2. |  | <i>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.</i>   | <b>partially fulfilled</b> | To continue good practice in guest lecturing of international experts and further develop the co-mentorship on the international level as well as guest lectures and international cooperation with international lecturers, professors, supervisors and academic staff in order to enhance and increase the quality of doctoral study program.  |
| C.3.1.3. |  | <i>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.).</i> | <b>partially fulfilled</b> | The doctoral domain in the field of Management should involve more in the promotion of the doctoral domain to foreign universities and institutions. The models of cooperation must be adjusted to Covid-19 pandemic too, and most of the courses can be delivered in English online. Promotion can be done through different media from word of mouth, academic staff, supervisors, students, Alumni association, social networks and media such as LinkedIn, Instagram, Facebook, websites, workshops, round tables, exhibitions, online events and presentation of the IOSUD and doctoral domain, etc. The cooperation with employers of PhD students and more active Alumni association can also contribute in the promotion on the national but also international level. |



## VI. Conclusions and general recommendations

The evaluation process on the doctoral domain in the field of Management at University of Iasi at the Doctoral School of Economics and Business Administration was carried out in a hybrid mode with online and onsite program.

The international expert participated only in online meetings and communicated also with the coordinator of the Management domain. The cooperation was good, all meetings were informative and well coordinated, in a timely manner. The information provided during the meetings with various stakeholders clarified some facts and questions in order to form the constructive and beneficial report for University of Iasi and the doctoral study domain in the field of Management.

The result of this evaluation is as follows: the 31 performance indicators are fulfilled, 3 partially fulfilled and 1 is not fulfilled. The IER was available in English language but Annexes only in Romanian. In the partially and not fulfilled assessments of performance indicators there are recommendations on improvements to be implemented in the future period.

The major strengths of the doctoral study domain in the field of Management is long reputable history background of the University of Iasi, committed employees, staff and supervisors, management and good research infrastructure. There is a high level of satisfaction of students with academic staff/PhD supervisors and strong legislative support, procedures and their implementation. The infrastructure including research environment and infrastructure is also good. Research activity is good and scientific contribution of the supervisors and students are high. The infrastructure and research facilities are of high quality.

The program is well constructed/designed but needs improvement on the level of specific learning outcomes, assessment of learning outcomes, workload of students and understanding of relationship between learning outcomes ECTS and workload on all levels (academic staff and students). It is important to adjust syllabuses with the recent trends in the EU and clearly define assessment of each learning outcome. The students were not familiar with the correlation between ECTS, learning outcomes and specific requirements how each learning outcome will be tested and assessed. The students expressed their concern in regards to difficulty to collect data and the need to be more supported in order to finish their study on time, to be more motivated although aware it is mostly their duty.

The level of internationalisation and promotion, activities and participation in international mobility, supervision and international co-mentorship could be improved. The study program and syllabuses are available in English language on the website and it is a good source of information for international students, but there should be more activity in promoting the doctoral study domain. The online possibilities on online teachings can be utilised to overcome the constraints of travel restrictions during the pandemic.

More international experts, supervisors and professors should be involved in different activities on the doctoral domain level especially in terms of co-supervision and courses delivery.

The opportunities are seen in the future expansion on the national and international level by introducing the new line of research in line with the Sustainability that has been already introduced.

The ***SUSTAINABLE TOURISM DEVELOPMENT and research in regards to sustainability in tourism could be introduced.*** The idea came from the international expert (me personally) since there is a relationship with the research in Sustainability the doctoral domain presented and it can add value and broaden the opportunities in the research and also in international cooperation.

***Since this is the expertise and specialization of the external expert I am available to assist and advice, eventually participate in the implementation of the idea in the future.***



The Alumni Association is not in function and is not formalised. It should be active, have formal structure, activities in order to enhance and promote cooperation with private sector as well as other institutions in Romania. Alumni organisation should be officially established and become proactive. It would have many benefits for current and former students, for employers, for the institutional level and doctoral domain level.

The employers of students should be more involved in the creation and improvement of the doctoral domain study program with their feedback and input concerning market needs and competencies of students. The formal methodology should be created and implemented in order to get feedback from employers. There should be questionnaire and research conducted on the yearly basis with the aim to find out the level of satisfaction of employers with students competencies, skills, knowledge and other related issues, together with their suggestions for improvements or changes in the study program. The opinion and suggestions of employers should be incorporated in the revision of study program. Employers can also participate in WS, research projects, guest lecturing, open tables, etc.

There should be more projects on the level of the domain in order to gain more funds and improve financial situation of the domain, to support students with grants and fees for the research activities, to participate in international conferences, trainings and workshops. This criteria is very low, partially fulfilled and it should be increased in the near future.

The cooperation with other institutions and participation in projects on national and international level could increase self-funding and so called “**university entrepreneurship**” could be implemented on the level of the domain to establish start-ups and spin offs collaborating with students and other partners (employers, business and public sector, etc).

The competition in Romani and neighbouring countries is growing and therefore it can be seen as a threat. It is important to set goal and work on their accomplishments.

The recommendation is to periodically review doctoral study domain program, syllabuses, update policies and procedures following recent trends in EU and higher education.

Assist. Prof. **Marina Gregoric**, PhD  
Faculty of Economics  
University North, Croatia

ARACIS International Expert Evaluator

## **VII. Annexes**

The detailed schedule of The External Evaluation Report of a Doctoral Study Domain Management

Additional documentation:

N/A