

The External Evaluation Report of a Doctoral Study Domain Doctoral Field: Management – Dunarea de Jos – University of Galati

Contents

- I. Introduction
- II. Methods used
- III. Analysis of performance indicators
- IV. SWOT Analysis
- V. Overview of judgments awarded and of the recommendations
- VI. Conclusions and general recommendations
- VII. Annexes

I. Introduction¹

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 **University of Galati**. In the evaluation process the following expert panel members participated: 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 12th - 16th of July, 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 domains Management and Economics. The following meetings were organised separately for the doctoral study domain Management (and Economics):

1. the meeting with the contact person for the doctoral study domain in the field of Management (and Economics) and the team who drafted the internal evaluation report or self evaluation report (SER)
2. the meeting with the academic staff corresponding to the doctoral study domain in the field of Management (and Economics)
3. the meeting with PhD students
4. meetings with graduates for the doctoral study domain in the field of Management (and Economics)

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



5. the meeting with the directors, person in charge for the research centres /laboratories within the doctoral study domain in the field of Management (and Economics)
6. the meeting with Doctoral Schools Councils (CSD) members for the doctoral study domain in the field of Management (and Economics)
7. the meetings with employers of Doctoral graduates for the doctoral study domain in the field of Management (and Economics).

One day of the evaluation week (Thursday, 15th of July) the on-site visit to University of Galati took place with the purpose to evaluate the infrastructure, research and other facilities. The visit was attended only by Romanian members of the evaluation committee/members, while the results of the visits and feedback with proofs are sent to international expert evaluator by what's up (photos and videos of the facilities and infrastructure).

During the meetings held with IOSUD and Doctoral domain panel members, including the evidence from the on-site visit, there were lots of information provided and by analysing the specific data provided in the SER the external evaluation report is prepared according to the proposed structure of the report and ARACIS guidelines.

The University of Galati has a long and reputable history, dated from 1948 when it was established as a Land improvement institute and after its development become recognized as the "Dunarea de Jos" University of Galati in 1991. Currently, within IOSUD-UDJG, doctoral programs cover a wide range of specializations in 16 fields, including: medicine, chemistry, biotechnology, food engineering, engineering and management in agriculture and rural development, industrial engineering, mechanical engineering, electrical engineering, systems engineering, computer and information technology, materials engineering, economics, **management**, philology, history, sports science and physical education. Within the 4 doctoral schools we can find today 101 PhD supervisors.

In 2008, 2013 and 2018, following the evaluation made by the Romanian Agency for Quality Assurance in Higher Education (ARACIS), the "Dunărea de Jos" University of Galati received the grade "high degree of confidence", which confirms the efficiency of academic management and the quality management system. In 2011, the "Dunărea de Jos" University of Galati was classified in the category of universities of education and scientific research (SER, 2021, pg. 7). University of Galati is a state higher education institution.

The School for Doctoral Studies of Socio-Human Sciences was established in 2012th according to the Decision of the Rector of the "Dunărea de Jos" University no. 1940 / 12.09.2012 (1_Act_Infiintare SDSSU), and part of it are the CNATDCU, Commission 27 - Economic Sciences and Business Administration, in the field of **Management** (and Economics) as a relevant field for this evaluation report.

II. Methods used

Methods used in this External evaluation process are as follows:

- Analysis of the periodic SER provided by IOSUD University of Galati for the Doctoral study domain in the field of **Management**
- Analysis of the Annexes listed in the periodic SER 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 documents made available by what's up during the on-site evaluation visit (research infrastructure, institutional infrastructure, classrooms, research centre, laboratory, library, available equipment, etc.)
- 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 SER, PhD supervisors and academic staff, director of SDSE's research centre and with the leader of the research laboratory, PhD students, PhD graduates, employers of the PhD graduates; Doctoral School Council members, IOSUD's representatives and Council for Academic Doctoral Studies (CSUD), members of the IOSUD's Ethics Committee and members of IOSUD's Quality Assurance Department, on-line preparatory, organizational and technical meetings of all Expert Panels, and its members, included in Periodic External Evaluation of Doctoral Study Domains of IOSUD)

III. Analysis of ARACIS's performance indicators

Domain A. INSTITUTIONAL CAPACITY

In the process of external evaluation and the analysed documents and other applied methodology, there were evidence of the institutional capacity, including administrative, managerial institutional structures and the financial resources, research infrastructure and quality of human resources. The institutional capacity is positively assessed and perceived and the doctoral study domain in the field of Management. 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 is also antiplagiarism software called Ssitemantiplagiat.ro. Research grants are also in place as presented in SER with the amounts granted to students expressed in the Romanian currency. The facilities are shared with other doctoral domains and they 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 SER 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 used optimally including supporting students for publishing, participation in the conferences, training, etc.



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 Annexes under the part A.1.1.1. IOSUD regulations. 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 University of Galati there are regulations specific for doctoral studies and they are applied. Therefore, 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 Decision number 12 from 10.04.2014, available at: <http://www.ugal.ro/studii/doctorat/regulamentul-privind-organizarea-studiilor-universitare-de-doctorat>.

The schools for doctoral studies within carry out their activity according to the Regulation of the Doctoral Schools approved by the HCA no. 18/5.03.2021 and by the Senate Decision number 84 from 16.03.2021, available at: https://ugal.ro/files/hotarari/ca/2021/HCA_18_2021_anexa_2_RegScDoct.pdf https://ugal.ro/files/hotarari/hs/2021/HS_84_din_16_3_2021_Anexa_2_Regulament_scoli_doctorale.pdf

The Council for doctoral studies (CSUD) of IOSUD-DJUG was established according to the Methodology for carrying out the process of establishing the Council for doctoral studies (CSUD) of IOSUD-DJUG, approved by the Senate Decision number 115 from 4.09.2020. Together with the methodology, the Calendar of the process for establishing the Council for doctoral studies (CSUD) of IOSUD-DJUG was

approved. https://www.ugal.ro/files/hotarari/hs/2020/Hotarare_senat_115_4.9.2020.pdf www.ugal.ro/Informatii/AlegeriConducere https://www.ugal.ro/files/hotarari/hs/2020/Hotarare_senat_115_4.9.2020_Anexa_1_Metodologie_CSUD.pdf https://www.ugal.ro/files/hotarari/hs/2020/Hotarare_senat_115_4.9.2020_Anexa_2_Calendar_CSUD.pdf <https://ugal.ro/files/doctorat/alegeri/2020/Proces-verbal-alegeri-conducatori-doctorat->



2020.pdf<https://ugal.ro/files/doctorat/alegeri/2020/Proces-verbal-alegeri-doctorand-2020.pdf>The management structures were established based on the Methodology regarding the organization and execution of the process of selecting and electing the management structures of the Doctoral Schools from IOSUD according to the Calendar of the process for organizing and executing the selection and election the management structures of the Doctoral Schools from IOSUD, adopted by the Senate Decision number 66 from 22.07.2017, information available at:<https://ugal.ro/studii/doctorat/alegeri-scoli-doctorale/alegeri-directori-scoli-doctorale>http://www.ugal.ro/files/doctorat/11_10_Metodologie_si_calendar_alegeri_CSD_2017.pdf

The admission of students to doctoral studies is made according to the Methodology regarding the organization and development of the admission to the third cycle of university doctoral studies, approved by the Senate Resolution no. 74 on April 10, 2020:https://www.ugal.ro/files/hotarari/hs/2020/hotarare_senat_74_2020_Anexa1_MetodAdmitereDoctorat_20-2021.pdfInformation about the required documents, locations and registration program, as well as competition program, topics and necessary bibliography are available on IOSUD website: <http://www.ugal.ro/studii/doctorat/admitere-doctorat>The completion of doctoral studies is done according to the Regulation on the organization and development of the completion of doctoral studies within the Schools for Doctoral Studies of IOSUD-DJUG, approved by HCA no. 18 / 05.03.2021 and approved by the Senate Resolution number 84 on 16.03.2021.https://ugal.ro/files/hotarari/ca/2021/HCA_18_2021_anexa_3_regFinStudiiDoct.pdfhttps://ugal.ro/files/hotarari/hs/2021/HS_84_din_16_3_2021_Anexa_3_Regulament_finalizare_studii_doctorale.pdf.

The public presentation of the doctoral thesis is made in accordance with the Code of doctoral studies (HG no. 681/2011, HG no. 134/2016 for amending and supplementing the Code of doctoral studies), the Methodology regarding the public support of the doctoral thesis at IOSUD -DJUG, approved by the Senate Resolution number 140 on September 29, 2020, Procedure for organizing and developing the public meeting to present the doctoral thesis in DJUG, approved by the Council for doctoral studies (CSUD) on May 09, 2016 and the Procedure for online presentation of doctoral theses in DJUG, approved by the Senate Resolution number 80 on April 29, 2020.http://www.ugal.ro/files/doctorat/legislatie/PROCEDURA_PRIVIND_SUSTINEREA_PUBLICA_A_T_EZEI_DE_DOCTORAT_DUPA_10_03_2016

http://www.ugal.ro/files/hotarari/hs/2020/Hotarare_senat_80_2020_anexa2_ProcTezaDoct_online.pdfhttps://www.ugal.ro/files/doctorat/legislatie/20201015-anexa_3_HS_140-29.9.2020_Metodologie_sustinere_publica_teza_de_doctorat.pdfThe necessary information for the preparation of the documents required for the public presentation of the doctoral thesis is available on the IOSUD website.<http://www.ugal.ro/studii/doctorat/sustinere-publica-teza-doctorat-legislatie-si-formulare>The supervision activity of doctoral students within IOSUD -UDJG is provided by 101 doctoral supervisors.

The number of doctoral supervisors can be changed through the affiliation/disaffiliation process which is regulated by the DJUG.IOSUD -001 Procedure regarding the granting and revocation of the membership of the Doctoral Schools within IOSUD -"Dunărea de Jos" University of Galați, approved by the Council for doctoral studies (CSUD) of IOSUD -DJUG on January 14, 2019 and by the habilitation process which is regulated by the Methodology regarding the organization and development of the process for obtaining the habilitation certificate within "Dunărea de Jos" University of Galați (IOSUD-DJUG), approved by the Senate Resolution number 140 on September 29, 2020 and



the Procedure for the online presentation of the habilitation theses, approved by the Senate Resolution number 87 on May 21, 2020. https://www.ugal.ro/files/hotarari/hs/2020/Hotarare_senat_80_2020_anexa3_ProcSustAbilitare_online.pdf <https://www.ugal.ro/studii/doctorat/abilitate/11-site/6073-metodologie-recunoastere-calitatea-de-conducator-de-doctorat> https://www.ugal.ro/files/doctorat/abilitari/20201015-anexa_2_HS_140-29.9.2020_Metodologie_sustinere_publica_teza_de_abilitare.pdf https://www.ugal.ro/files/doctorat/abilitari/20201015-Procedura_privind_sustinerea_publica_online_a_tezei_de_abilitare.pdf The automatic recognition by "Dunărea de Jos" University of Galați of the quality of doctoral supervisor, obtained in university institutions accredited abroad is regulated by the Methodology regarding the automatic recognition by "Dunărea de Jos" University of Galați of the quality of doctoral supervisor, adopted by the Senate Resolution number 142 on November 29, 2018, drawn up according to the Order on the recognition of the quality of doctoral supervisor, issued by the Ministry of National Education and Scientific Research number 5921 on December 06, 2016. http://www.ugal.ro/files/doctorat/2018/17_12_Metodologia_recunoastere_conducator_doctorat.pdf http://www.ugal.ro/files/doctorat/2018/17_12_Ordin_privind_recunoasterea_calitati_de_conducator_de_doctorat.pdf

University of Galati has mechanisms for equivalence of the doctoral degree and the doctoral degree in sciences or in a professional field, obtained abroad. The methodology respects the principle of legality, university autonomy, transparency, accountability, as well as the ethical and deontological norms in force. <https://ugal.ro/studii/doctorat/confirmari-doctor/6072-metodologie-recunoastere-diploma-si-titlu-doctor>

The quality of doctor in sciences or in a professional field obtained abroad is recognized by University of Galati respecting the Methodology regarding the recognition of the doctor's degree and the title of doctor in sciences or in a professional field, obtained abroad, adopted by the Senate Resolution number 142 on November 29, 2018, drawn up on the basis of the Order on the recognition of the doctoral degree, issued by the Ministry of National Education and Scientific Research number 5923 on December 06, 2016. http://www.ugal.ro/files/doctorat/2018/17_12_Metodologie_recunoastere_diploma_doctor.pdf http://www.ugal.ro/files/doctorat/2018/19_12_Ordin_privind_recunoasterea_diplomei_de_doctor.pdf

The activity of IOSUD is subject to an internal evaluation process, in accordance with the Methodology of self-evaluation of the activity within IOSUD-DJUG, adopted by the Senate Resolution number 142 on November 29, 2018. http://www.ugal.ro/files/doctorat/2018/17_12_Metodologie_de_autoevaluare_IOSUD-UDJG.pdf

The School for Doctoral studies activity within IOSUD is subject to an internal evaluation process, in accordance with the Methodology of self-evaluation of IOSUD activity and the School for Doctoral studies activity within IOSUD, adopted by the Resolution of the University Senate number 143 on December 17, 2018. https://ugal.ro/files/hotarari/hs/2018/hotarare_senat_143_2018_anexa4_Metod_autoevActiv_IOSU D_ScoliDoct.pdf

The internal evaluation process complies with the Calendar of conducting the evaluation process of doctoral studies, in order to accredit doctoral fields and school for doctoral studies within IOSUD adopted by the Senate Resolution number 75 on February 26, 2021.

The executive management of IOSUD is ensured by the director of CSUD and the 4 directors of the component school for doctoral studies where the Prof. Dr. habil. Nicoleta Ifrim holds a position of a



Director of the School for Doctoral Studies in Socio-Human Science (with 27 supervisors) where the doctoral study domain in the field of Management belongs.

The operative management of the schools for doctoral studies is ensured by the Doctoral School Council and its director. The composition of the Councils of the four schools for doctoral studies is available on the links provided in SER, (pg.29).

Doctoral students enrolled in the first year are required to complete the program of advanced university training and documentation. This program is based on a curriculum specific to each school for doctoral studies, approved by the Board of Directors of University of Galati and approved by the Senate Resolution number 160 on November 24, 2020, available on the IOSUD website. Students enrolled in the form of budget education with scholarship carry out teaching activities too (4-6 hours / week). There are links available as evidence on the page 29 of the SER.

The advanced university training and documentation program is carried out according to the schedule available on the IOSUD website and after admission, for each doctoral student the individual program of doctoral university studies IOSUD is completed, approved by the Senate Resolution number 142 on November 29, 2018. The evidence is presented in SER and links on the IOUSUD website. The activity of each doctoral student is monitored by the Annual Activity Report of the doctoral student, adopted by the Senate Resolution number 142 on November 29, 2018.

All doctoral students, in the form of budget education with scholarship, in the form of budget education without a scholarship and with tuition fee sign at the beginning of each academic year the **Contract for doctoral studies**. The contract includes details on the duration of the contract, the language in which the doctoral thesis is written and presented, the chosen research topic, the rights and obligations of IOSUD, the doctoral student and the doctoral supervisor, the conditions under which the extensionist made and the end of the study contract, conflicts between the doctoral student and the school for doctoral studies and the way in which they are mediated or resolved, as well as a special clause regarding the intellectual property on the results obtained within the doctoral studies. This study contract is accompanied by additional documents, governing certain contractual clauses, if required.https://ugal.ro/files/doctorat/contracte/CONTRACT_DE_STUDII_DOCTORALE_BUGET_CU_BURSA_martie_2021.pdfhttps://ugal.ro/files/doctorat/contracte/CONTRACT_DE_STUDII_DOCTORALE_BUGET_FARA_BURSA_martie_2021.pdfhttps://ugal.ro/files/doctorat/contracte/CONTRACT_DE_STUDII_DOCTORALE_CU_TAXA_martie_2021.pdf

The structure and content of the advanced university training program are established by the school for doctoral studies, based on the proposals of the doctoral supervisors. The school for doctoral studies ensures free and unrestricted access to the advanced training program for all doctoral students within the school for doctoral studies or from other schools for doctoral studies.

Concerning detailed procedural existence as well as detailed information provided in the SER and Annex A.1.1.1. and official website of the University of Galati, together with data confirmed during the meeting with various holders involved in this critical indicator, it is concluded that this indicator is fulfilled. The major observation goes to the data available in the Annexes in the cloud available for international expert evaluator in terms of language. Please see the recommendations.

Recommendations: Continue with good practices and always follow updated rules and regulations with its implementation on the doctoral study domain in the field of Management.

This is the observation for all Annexes: **there is a strong recommendation to prepare all annexes in English language for the future evaluations.**



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 regulations of the doctoral schools includes criteria, procedures and mandatory standards for the items specified in Art 17 (5) of the Code of doctoral programmes, approved by *Government Decision* No. 681/2011 on the approval of the Code of Doctoral Studies with subsequent amendments and additions are fulfilled. The evidence is provided in the Annex A.1.1.2. SD Regulations.

Recommendations: Continue with good practices and always include mandatory criteria, procedures and standards in the Doctoral school's Regulations and keep them public.

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. The program interface is interactive and allows the introduction of new data, the modification of existing ones, as well as the generation of the main reports, in RTF and Excel format.

Recommendations: Continue with a good practice in implementing effective and appropriate IT system and update it to new versions and new technological possibilities. The detailed platform is presented in the SER, pg. 32-35.

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.*

The software program which aims to identify and verify the similarity index of all doctoral thesis is in use at the level of the IOSUD. The software named Sistemantiplagiat.ro is recognized by CNATDCU and it indicates the percentage of fragments identified and the exact length and source. The software is an online tool dedicated to checking all documents with sources in the University's own database (archived documents), in the databases of others Universities (based on the declaration of mutual exchange of databases), internet resources. The anti-plagiarism report contains information related to: the title of the paper; the author /authors; document type (book, guide, doctoral thesis, article, etc.), as well as the values of similarity coefficients 1 and 2. Similarity coefficient 1 - expresses as a percentage the



level of borrowings found in certain sources that contain at least 5 words. The limit accepted at University of Galati including doctoral study domain in the field of Management is a maximum of 50%.

Similarity coefficient 2 - expresses as a percentage the level of loans containing at least 25 words. The limit accepted at the University of Galati and doctoral study domain in the field of Management is maximum of 5%.

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.*

Within the doctoral school of Management there is a grant obtained by a titular doctoral supervisor. The contract no. 167/2014 –PN-II-PT-PCCA-2013-4-1638 Computer system for traceability of fishery products based on cloud computing technology (TraSiPesc) <http://www.proiecte-cercetare.ro/TraSiPesc/index.html>,
[http://www.ugal.ro/files/cercetare/programe/nationale/1_3_1_PNII_PCCA_2011\(1\).pdf](http://www.ugal.ro/files/cercetare/programe/nationale/1_3_1_PNII_PCCA_2011(1).pdf)

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%.*

According to the evidence provided in SER there are 15 PhD students benefiting from the financing help from the state budget within the PhD field of Management. Of these, 1 student benefits, during the doctoral training internship, from a scholarship within the Antreprenordoc project (Annex A.1.3.2_PhD Students with other form of financing), and 2 PhD Students had 3 financing grants type PN-II-P1 – Development of the national R&D system, Human Resources (Annex A.1.3.2_PhD Students with other forms of financing). At the level of budgeted doctoral students, the proportion of those who benefit from other funding sources is 20. Also, among those who pay fees, the university provides the possibility of



staggered payments, without penalty fees and tax exemptions. According to analysed and observed data, this indicator is fulfilled.

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 Management doctoral studies, PhD students benefit from funding from the state budget PhD students have benefited in previous years from the amount of 4,600 lei and starting with the academic year 2020-2021 they have the amount of 6,000 lei for the acquisition of materials necessary for the doctoral training program, fees for participation in international conferences and / or fees for publishing papers.(AnnexA.1.3.3_Expense situationPhD Students2015-2020)

Recommendations:

There is a possibility to increase also other self funding activities by cooperation with local, national and international institutions, public and private sectors, and create entrepreneurial environment within the Domain of management.

The solution is to introduce and develop the university entrepreneurship, formation of spin off and start ups at University and Domain level which can contribute to the revenue increase. In this way, the tuition fees together with other self-funding sources will be sufficient to cover even more than 10% of the training and other research expenses of PhD students.

The indicator is 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 SER and pictures and videos taken from the site visit 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*

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



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.

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. According to data retrieved from SER and on-site visit, it is evident that this indicator is fulfilled. The School for Doctoral Studies of Socio-Human Sciences has an adequate material base for carrying out doctoral studies, each doctoral field providing its doctoral students with spaces, facilities and laboratories adequate for the study of excellence.

PhD students in the fields of Economics and Management benefit from the logistical support and equipment provided by the Research Center of Excellence Strategies for the development of competitive economic systems (STRATEC).

The activity of the centre covers various thematic areas such as economics, management, marketing, finance, accounting, economic informatics, and studies the transformations that take place in the process of transition to the knowledge-based society, which aims to increase economic competitiveness. Research activity carried out in the PhD field of Management (Partnerships for doctoral research topics) it is supported by cooperation agreements at national and international level. The material resources, the research infrastructure and the offer of services of the Accredited Centres that support the research approach in the doctoral fields of Management is posted publicly in profile platforms such as ERRIS or UNICER.UGAL ([http://www.unicer.ugal.ro/](http://www.unicer.ugal.ro/index.php/ro/)): Research Center Strategies for developing competitive economic systems (Center of Excellence) ERRIS (<https://eeris.eu/?&sm=module.org.erris.app.infra&ddpN=3245192760&we=a5ba74f6d75889ea8c62a266f3e019f6&wf=dGFCall&wtok=37d7e9f45defb7eae40a1b2f99b0b1b10f52c0be&wtks=JY1LEoMgEAXvMnspFAEZTwMBFD9RQWPFV04eNbte9OunscRPQoaQgoU6IS8QpFle/TJFI9NVq6462Ohk05RemDYNoS001+5ZrkXevW026yGY7dpKhPD0Uf9LJQKTIN5RhH3th3QxOw9yZgsqjFVKOVolzyl7eC64lqqSvpSXd2q7u0EgjJPdBkem2BAXY0hEzzO5v6D+/gA=&wchk=8f86911712f14794495ec7740050c37fabb406e4>).

There is also the CDI Expert platform that allows professors and doctoral students to view the research results of existing research centres at the institutional level. By analysing all these documents and sources it can be concluded 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. There are 4 PhD supervisors and all of them meet the CNATDCU minimum standards mandatory to obtain the certificate. All are employed fully and they have expertise in the field they are teaching. The number of students they supervise is in line with standards and their publishing activity is indexed in Web of Science with significance 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 SER, AnnexA.3.1.1_Doctoral Supervisors Management it is evident that all 4 (four) PhD supervisors (100%) on the doctoral study domain in the field of Management meet the minimum standards and scores provided in the Minimum Standards Sheet - committee 27 -Economic Sciences and Business Administration.

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.*

According to the data provided in SER, all four PhD supervisors The doctoral within the Management doctoral program are tenured teachers within the University of Galati, as listed in the Annex A.3.1.2_Tenured School for Doctoral Studies). The discipline holders who teach within the doctoral program are doctoral supervisors, university professors and associate professors, habilitated, with the title of doctor in the field of specialization or in profile.

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.*

The subjects of training in the education program at the doctoral study domain in the field of Management are taught by teaching staff with PhD supervisor status and they have the proven expertise in the field of the subjects they teach. The curriculum of the management doctoral program includes in-depth, synthesis and advanced knowledge disciplines that ensure a broad-based interdisciplinary training, based on a balanced relationship between basic and specialized, economic training, in accordance with the objectives of the program, in order for the PhD student to obtain research skills. Prepared according to ARACIS norms, the curriculum provides for the distribution of classes and scientific seminars, depending on their importance and role in the accumulation of research skills of the PhD student. The analytical programs include chapters, topics, indications regarding the research methodology



and bibliographic sources according to the assumed mission. (Annex A.3.1.3_CoursesManagementProgramSD). Source: SER, pg. 42.

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 programs³ does not exceed 20%.*

According to the job descriptions regarding the doctoral management activity (Annex A.3.1.4_Functions State_SDSSU), there are no PhD supervisors who coordinate more than 12 PhD students at the same time, during their doctoral studies. Within the Management doctoral study program there are 4 PhD supervisors of whom 1 supervisor with 12 PhD students of which 10 still carry out their activity within the doctoral program, 1 PhD student in its first year of extension and 1 PhD student with interruption at the 2nd year level, 1 supervisor with 11 PhD students of which 2 are taken over by transfer from a disaffiliated colleague on request. The other two supervisors have 7, respectively 8 PhD students in different training stages. The evidence is presented in SER and during the meeting with supervisors the same is confirmed.

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 within the doctoral study domain in the field of Management have reached significant scientific activity visible at international level. As mentioned earlier the academic staff and supervisors are of high quality and they do work hard in order to support students as well as to maintain their personal growth and achieve international visibility. The effort and commitment of the PhD supervisors are high and they tend to continue and further improve their international scientific activity too. This is observed from the SER but also during the meeting with them.

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*

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



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 SER the PhD supervisors within the doctoral study domain in the field of Management program have a rich scientific activity, concerted in publications indexed Web of Science or ERIH in journals with an impact factor with significant relevance for the management field and in which there are international level contributions that reveal a progress in scientific research, development and innovation. The list of publications WOS-ERIH is presented in the Annex A.3.2.1_Visibility of doctoral supervisors, Annex Reporting results STRATEC 2020. Within the Management doctoral program, the five mentioned doctoral supervisors have international visibility in the last five years such as membership of the scientific committees of international publications and conferences too.

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.

The international visibility of the doctoral supervisors within the doctoral field of Management is demonstrated by participating in mobility programs through ERASMUS + programs, by participating in and presenting the papers at numerous international conferences, books and book chapters published in renowned international publishers and by the significant number of citations of the scientific papers. According to data provided in the SER, all PhD supervisors in the field of doctoral study domain in the field of Management are obtaining at least 25% of the score required by the minimum standards CNATDCU (Annex A.3.1.1 Management PhD Supervisors) (Annex A.3.2.2 CNADTCU Scores 25)

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.

This standard is fulfilled and the University of Galati organizing doctoral studies at the doctoral study domain in the field of Management has the capacity to attract candidates which is larger than the number of available places.

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.*

As per the data available in SER and Annex B.1.1. in the academic year 2019-2020, 4 candidates registered, master graduates on 3 budgeted seats, in the academic year 2018-2019, 17 candidates registered for the entrance exam for 9 seats with funding from the state budget, in the academic year 2017-2018 14 candidates for 8 budget seats, in the academic year 2016-2017 1 candidate registered for 1 budgeted seat. The selection of doctoral students is made from the graduates who have followed economic specializations at the bachelor's and / or master's degree within the University of Galati and other universities in the country and abroad, but also collateral specializations that justify the opportunity of interdisciplinarity. The Management doctoral program is required, so that the number of candidates who have registered for the admission exam is much higher than the number of funding seats from the budget put up for competition within the School for Doctoral Studies. The ratio between the total number of candidates for admission and the number of budgeted seats should be presented as follows: for the academic year 2019-2020 the ratio is 4 candidates for 3 budgeted seats ($R=1,33$), during 2018 -2019 is 0.40 given by graduates of master's degree programs conducted outside IOSUD (4candidates) and the total number of seats financed from the budget (10seats), during 2017-2018 (6 candidates for 8 budgeted seats) the ratio is 0.75 and during 2016-2017 the ratio is 1 (1 candidate for 1 budgeted seat) (AnnexB.1.1.1_Master report other budget centers)

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.

Admission to doctoral study programs is based on the selection criteria that include various elements described in the Annex B.1.2.1. Admission to the doctorate. The process is complex and the interviewing is a part of the procedure.

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 admission⁴ does not exceed 30%.*

The dropout rate for PhD students at the doctoral study domain in the field of Management is zero. The data is retrieved from the SER and the Annex Annex B.1.2.2 Dropout rate

Recommendations:

The indicator is fulfilled.

Criterion B.2. The content of doctoral programs

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. It has been from 0.82 to 1.61.

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



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 (Annex B.2.1.1_Curriculum-discipline-worksheets). The training program based on advanced university studies includes attending general courses and a maximum of 2 other disciplines of the doctoral field or School for Doctoral Studies, or other forms of training proposed by the doctoral supervisor. PhD students in the PhD field of Management and Economics have at their disposal two relevant disciplines for their scientific training, Designing conceptual models in economic research and Qualitative comparative analysis and modelling of strategies in organizations, completed each with the obtaining of 5 ECTS credits and a certificate of participation. There is also the discipline called Primary and secondary sources in doctoral research, Scientific research in academia and it is mandatory in 2nd semester.

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 SER there is ONE discipline included in the advanced university training and documentation program. The Ethics and academic integrity course, being a general discipline, mandatory with 12 hours (6C+6S), according to the Order MEN nr. 3131/2018 of January 30, 2018 on the inclusion in the curricula, for all university study programs organized in higher education institutions in the national education system, of ethics and academic integrity courses. The proposed general objective is to form deontologically appropriate behaviours and attitudes in the intellectual work required for the doctoral research course, so that PhD students develop a culture of responsibility that validates the specific research approach. (Annex B.2.1.2 Discipline sheet Ethics and academic integrity).

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 activities⁵.*

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



The IOSUD has developed mechanisms to ensure the training programs based on the learning outcomes but the specific and appropriate learning outcomes are not provided in the majorities of syllabuses. The concept of learning outcomes at the level of the doctoral studies must be specific and according to EU guidance. Both groups of representatives on the meetings (the academic staff/supervisors and students) are not familiar with the full concept and meaning of learning outcomes, their relationship with the ECTS allocation and the students workload. During the meetings conducted with them, there is no evidence of understanding the concept of Bloom's taxonomy of knowledge. It is necessary to improve syllabuses accordingly and adjust the workload as well as the methods how to check/examine each learning outcome. Specific learning outcomes can be checked in one of more exams, research papers and students activity. It should be clearly explained in syllabuses. 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 do not reach that standard and should be revised.

Recommendations: To revise the concept of syllabus development including the EU standards when it comes to following: development of specific learning outcomes on the level of the doctoral study for each syllabus, creation of 5-6 specific learning outcomes with the specific methods how they will be measured and fulfilled by the students, as well as allocation of appropriate and relevant number of ECTS per each learning outcome. 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.

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 SER 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. PhD students are involved in the elaboration of scientific papers, projects within the STRATEC Research Center within the Faculty of Economics and Business Administration and benefit from consultations from professors. https://www.ugal.ro/files/doctorat/scoala%20doctorala/2021/SD-SSU_2020-2021_Consultatii_SSU_Economie_Management_210314.pdf

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.



For the period of five years, from 2015-2020, the number of PhD students and the number of teachers/researchers who provide guidance (the ratio between the number of doctoral students and the number of teachers who provide guidance) is not higher than 3:1. (Annex B.2.1.5 PhD students –supervisors -Report). The results at the doctoral study domain in the field of Management are as follows: 2017-2018 0.82, 2018-2019 1.22 and 2019-2020 1.61.

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 is higher than 1 which also 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.*

In the doctoral domain of Management field there were 9 representative scientific papers presented in English language. The selection of 5 such papers resulted in the assessment that all of them have a relevant contribution for the doctoral study domain in the field of Management and all 5 contain significant original contribution in the respective domain which is higher than 3 as required in this indicator.

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.*

According to the Annex B.3.1. PhD students in the field of Management it is evident that this standard is fulfilled. The ratio between the number of presentations made at prestigious international events and the



number of PhD students who completed their doctoral studies in the evaluated period of 5 years is higher than 1.

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.*

Recommendations:

N/A

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.*

Recommendations:

N/A

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 SER, 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 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.

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.*

According to SER there is a complete procedure explained in regards to internal monitoring of doctoral study domain in the field of Management and during the interviews with academic staff, supervisors, students and Council members, the same is confirmed. The evaluation has aims to increase the quality of the program, educational and managerial effectiveness too. In IOSUD-UDJG is carried out annually the periodic internal evaluation of the activity within the doctoral schools based on a methodology approved by the University Senate(HS 142/29.XI.2018). According to this methodology, for the continuous increase of the quality of the didactic, research and managerial processes, the periodic self-evaluation of the offered study programs is required, including the evaluation of the IOSUD activity, in all its components. The periodic self-assessment of IOSUD aims at identifying and quantifying the degree of fulfilment in all performance indicators objectives from a) to f).

The feedback mechanisms at the level of Schools for Doctoral Studies aim at the evaluation of doctoral supervisors by PhD students, through which to identify their needs, as well as their general level of satisfaction with the doctoral studies program, in order to continuously improve the academic and administrative processes, as well as the assessment sheet of the doctoral student's activity by his supervisor, the assessment sheet of the doctoral supervisor by the School for Doctoral Studies of Management, the evaluation questionnaire of doctoral supervisors by PhD students.

Annually, the regulations and procedures based on which doctoral studies are organized are reviewed, with reference to the admission of candidates, the development of individual training based on



advanced university studies of doctoral students, the content of curricula and subject sheets, the completion of studies. Also, academic support is given to doctoral students by awarding the research results to doctoral students within IOSUD-UDJG. At the level of IOSUD-UDJG there is an operational procedure that describes the stages, criteria and responsibilities underlying the organization and conduct of selection for awarding research results obtained by doctoral. PhD students benefit from all social services in the university, accommodation, canteen, medical office, sports facilities, etc., counselling through the Centre for guidance and career counselling. The procedure described is retrieved from SER, pg. 53 and confirmed by the students and PhD supervisors. The results of the evaluations are positive and students are satisfied with study program and supervisors.

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.*

There is an on-line questionnaire implemented and conducted in order to identify the needs and general level of satisfactions of PhD students within the domain in the field of Management. The aim is to evaluate the study programs and research programs. Each student has an access to the questionnaire which is confirmed during the meetings with staff and students but also written in the SER as evidenced in the Annex C.1.1.2 Feedback mechanisms PhD students. Following the implementation of the internal evaluation procedures of the School for Doctoral Studies of Socio-Human Sciences (<http://www.ugal.ro/studii/doctorat/raportul-de-evaluare-interna-al-scolilor-doctorale>), in accordance with the Methodology of self-evaluation of the activity of IOSUD University of Galati and of the activity of the Schools for Doctoral Studies within IOSUD University of Galai (http://www.ugal.ro/files/doctorat/2018/19_12_Metod_autoevaluare_Activ_IOSUD_ScoliDoct.pdf), were prepared, during 2013-2018. The internal evaluation of the Doctoral School of Socio-Human Sciences is performed annually (forexample<http://www.ugal.ro/studii/doctorat/raportul-de-evaluare-interna-al-scolilor-doctorale/2018>). Also, the survey of student satisfaction, the evaluation of PhD supervisors by the CSD and the evaluation of PhD Students by PhD supervisors are performed (AnnexC.1.1.2_ Feedback Mechanisms PhD Students).

There were modifications in evaluation adopted too. Within the Doctoral School, a plan of measures was adopted that aims at important aspects related to: Maintaining a number of completed doctoral theses in relation to the number of doctoral students admitted, Achieving and maintaining excellence in research activity, Increasing the degree of internationalization of PhD studies, Efficiency of the information system for the record of doctoral students and their academic background, Development of effective mechanisms to facilitate domestic and international communication. The evidence can be found in the Annex C.1.1.2. Feedback Mechanisms PhD Students.

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 and it is achieved through IOSUD's and FEAA's 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.*

The IOSUD ensures that there are information available and can be accessed in order to inform all students candidates and PhD students about the program, regulations, contract, procedures to defend the thesis, content of the training program, research themes of the Doctoral advisors within the domain of Management other important standards and information. The evidence is presented in SER pg. 55. and can be seen on the links for each above performance indicator element as follows.

On the official website of the University of Galati, at the address <http://ugal.ro/studii/doctoratthere> are information regarding:

- a) School for Doctoral Studies 'regulations - <http://ugal.ro/studii/doctorat/regulamentul-privind-organizarea-studiilor-universitare-de-doctorat>, also accessible on the website of the School for Doctoral Studies of Socio-Human Sciences - http://www.ugal.ro/files/doctorat/2018/19_12_Reg_Scoli_doctorale.pdf.
- b) the admission regulation; http://ugal.ro/files/doctorat/2018/Metodologie_admitere_doctorat.pdf,
- c) the doctoral studies contract (<https://ugal.ro/studii/doctorat/contracte-cadru-studii-doctorale>)



- d) the regulation for completing the studies, which should also include the procedure for public presentation of the thesis; http://ugal.ro/files/doctorat/2018/11_12_Regulament_privind_organizarea_finalizarii_studiilor_universitare.pdf, also available on the website of the School for Doctoral Studies of Socio-Human Sciences - http://www.ugal.ro/files/doctorat/2018/19_12_Reg-fin_studii_Doctorat.pdf
- e) the content of the study programs; http://ugal.ro/files/doctorat/2018/11_12_Plan_invatamant_SDSSU_2018-2019.pdf; the content of the Discipline Sheets is accessible on the web page of the School for Doctoral Studies of Socio-Human Sciences - <http://www.ugal.ro/studii/doctorat/scoli-doctorale/scoala-doctorala-de-stiinte-socio-umane/11-site/6052-plan-de-invatamant-sdssu>
- f) the academic and scientific profile, the thematic areas / research topics of the doctoral supervisors in the school, as well as their institutional contact data; <http://www.admitere.ugal.ro/site/doctorat/tematica-si-bibliografie/stiinte-socio-umane>
- g) list of doctoral supervisors; <http://ugal.ro/studii/doctorat/domenii-si-conducatori-de-doctorat>, also available on the website of the School for Doctoral Studies of Socio-Human Sciences - http://ugal.ro/files/doctorat/2018/11_12_Conducatori_de_doctorat.pdf
- h) information about the elaboration standards of the doctoral thesis; <http://ugal.ro/studii/doctorat/sus%C8%9Binere-public%C4%83-tez%C4%83-doctorat-legisla%C8%9Bie-si-formulare>
- i) links to abstracts of doctoral theses to be presented publicly, as well as the date, time, place where they will be presented, at least 20 days before the presentation. <http://ugal.ro/studii/doctorat/sustineri-publice-teze-doctorat> *Recommendations:*

Recommendations: To publish documents in English language in order to be more present in the international environment and to attract more foreign 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 (scientific and e-books) in the field of Management, to antiplagiarism software Sistemantiplagiat.ro 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 SER online access to scientific resources for research at the university is provided under the subsidiary contract no. 21264 / 31.08.2017 (UDJG), 54/12.09.2017 (Anelis Plus) to the Financing Agreement No. 1 / Axis 1 / 18.07.2017 in order to implement the project no. code My SMIS 2014+: 102839 entitled „National electronic access to scientific literature to support the research and education system in Romania–ANELIS PLUS 2020, within the POC-Axa 1-CDI program, signed by the Association of Universities, Research-Development Institutes and Central



University Libraries of Romania (ANELIS PLUS) with University of Galati (contributing member ANELIS PLUS), for a 60 months period (2017-2022). Under this contract, access to the following databases is ensured: Science Direct, Scopus, SpringerLink Journal, Thomson Reuters –Derwent Innovations Index, Thomson Reuters –Web of Science, Thomson Reuters – Journal Citation Reports, and 2000 e-book titles from all fields that can be accessed in full-text, in the ANELIS PLUS National Warehouse at: <https://dspace.anelisplus.ro/xmlui/>. In the period 2013-2018 there were 794343 accesses to online scientific databases. During the period 2013-2018 were purchased 695 volumes of publications worth 50249.97 lei, with funding from the research projects of the university. The teachers and PhD students have access to the Enformation platform which provides access through an institutional account to the collections of references (journals, patents). <https://www.e-nformation.ro/join-us>

Through this association, students, professors and staff of have access based on IP (from the university intranet) and mobile access to subscribed databases. http://www.lib.ugal.ro/acces_mobil_bd_anelis_plus.html

The library of the Faculty of Economics and Business Administration is integrated in the Central Library of the University of Galati, ensuring access to the entire existing book collection in this library, for all subjects provided in the curriculum to the Management doctoral study program. Within the FEAA there is a specialized library with a total number of 4532 volumes and 318 specialized periodicals, which are also useful for the Management doctoral study program. Each PhD supervisor has a mini-library that includes specialized books, magazines, catalogs, collections that are made available to doctoral students for the research stage and the preparation of the doctoral thesis. (Anexa C.2.2.1_Library of Economic Sciences).

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.*

Each student has access to the electronic software for checking similarity with other existing sources and it is based on the request of the student in coordination with the supervisor. The software is called Sistemantiplagiat.ro. Each supervisor has licenses of the Plagiarism Detector program recognized as CNTDCU and so far there was no report on any violation of the scientific ethics and professional ethics in the field of the Management doctoral domain. This was discussed with supervisors and Ethics Committee members during the meeting, and the same is confirmed. The antiplagiarism reports show very low percentage of similarity per each doctoral thesis.

The anti-plagiarism report contains information related to: the title of the paper; the author / authors; document type (book, supervisor, doctoral thesis, article, etc.), as well as the values of similarity coefficients 1 and 2. The similarity coefficient 1 – expresses as a percentage the level of borrowings found in certain sources that contain at least 5 words. The limit accepted in our institution is a maximum of 50%. The similarity coefficient 2 – expresses as a percentage the level of borrowings found in certain sources that contain at least 25 words. The limit accepted in our institution is a maximum of 5%. (Annex C.2.2.2_Procedura antiplagiat). The procedure regarding the organization and development of the public meeting for the presentation of the doctoral thesis, provides, during the preliminary operations for submitting the thesis to the doctoral secretariat, that the doctoral student submits the doctoral thesis in digital format together with the application for starting similarity analysis procedures and evaluation



of the thesis by the steering committee. The doctoral secretariat submits the doctoral thesis to the University Ethics Committee(CEU), responsible for managing and performing similarity analysis using the software applicationsistemantiplagiat.ro. The similarity report is submitted to the PhD supervisor within a maximum of 30 days, and he draws up the resolution on the similarity report.

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.

The PhD students in the field of Management have access to the resources offered by the STRATEC Research Center as per Annex C.2.2.3 Research infrastructure STRATEC and the Faculty of Economics and Business Administration in Annex C.2.2.1. Library of Economic Sciences, and Annex A 2.1.1. Research infrastructure. The Center supports the doctoral approach, in compliance with the work schedule and under the direct supervision of a researcher / professor from the respective laboratory. The didactic activity carried out within the Management doctoral study program benefits from the endowments of the Faculty of Economics and Business Administration, the existing infrastructure being able to provide the possibility to approach the whole preparation process. The spaces in which the doctoral students will carry out their activity, the Management doctoral program, located in the buildings of the Faculty of Economics and Business Administration, are the property of the University of Galati. These are spaces shared by university students and spaces used exclusively by PhD students. Each space meets the ARACIS standards regarding the ratio number of students / area / volume of academic space and the number of seats. The PhD students have access to laboratories and multimedia rooms set up within the Faculty of Economics and Administration where they can also consult the bibliography, make PowerPoint presentations, process experimental data and make reports and final paper. In the online work regime generated by the context of the COVID 19 pandemic, doctoral students have accounts on the Microsoft Teams platform that facilitate their presence at courses, workshops, School for Doctoral Studies conferences, REC conference organized within FEAA and meetings with the doctoral supervisor and committee members guidance. The information is retrieved from SER and also discussed during the meetings with students and supervisors.

Recommendations:

The indicator is fulfilled.

Criterion C.3. Internationalization

Internationalisation of the IOSUD and doctoral domain in the field of Management is mostly accomplished but there is a room for improvement especially in the performance indicators C.3.1.3. There is a need to implement the curriculum in English language and other languages, and to increase the level of promotion of Erasmus+, cooperation with other institutions, international doctoral schools, supervisors, guest lecturers, etc.



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.*

On the level of IOSUD of University of Galati there are agreements on the Mobility with foreign universities, research institutes and with companies carrying out activities in the field of study with the aim to attract and improve the competencies of the PhD students and teachers. These partnerships are concluded with universities that are on the list of prestigious universities in other states approved by the Ministry of National Education. (Annex C.3.1.1. Erasmus-acorduri-mobilitati. IOSUD develops and implements policies and action plans aimed at increasing the number of doctoral students participating in training courses abroad. A large part of the research activity carried out in the field of Management research is supported by cooperation agreements at national and international level, by research projects or research development support projects, financed by the agencies of the Ministry of National Education and the European Union.

Compared to the number of 37 doctoral students of the Management Doctoral Program in the evaluated period, 23 mobilities were carried out in the form of participation in conferences abroad, mobility programs through UEFISCDI grant schemes, the percentage of fulfilment of the criterion is 57.14% (Annex C.3.1.1. Erasmus-mobility -agreements).

For the field of economic sciences, and implicitly for the doctoral program Management, at international level, bilateral agreements have been signed at the Faculty of Economics and Business Administration with China Agriculture University (ranked in Top Shanghai), College of Economics and Management-China Agriculture University, AfyonKocatepe University, Afyonkarahisar -Turkey, Washburn School of Business-USA. Bilateral cooperation agreements have also been signed with universities in the country as well as with prestigious research institutes. (Annex C.3.1.1. Erasmus-mobility-agreements). These agreements were based on research conducted in collaboration with researchers from universities in the country and abroad as well as from research institutes, who are found as co-authors of scientific publications or partners in joint research projects. The results of these researches materialized in:-common projects;-research mobility of doctoral supervisors but also of doctoral students;-books published in recognized publishing houses;-articles published in prestigious ISI-rated journals with impact factor that benefited from citations in the ISI and Scopus databases; -articles published in databases recognized for the field of Socio-Human Sciences;-papers presented at national and international conferences, some of them indexing their proceedings in the ISI database. The information is retrieved from the SER, pg. 59 as well as discussed during the meeting with various stakeholders especially students and supervisors.



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 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 SER within the field of Management, the involvement of PhD supervisors in the coordination of doctoral research of international students is supported. The PhD supervisors established professional connections with teachers from foreign universities to organize doctorates in international co-supervision as per Annex C.3.1.2. Cotutela Management. Within the School for Doctoral Studies of Socio-Human Sciences, during the evaluated period, the following doctoral theses have been carried out in international co-supervision: Management field -1 PhD student in internship (2018) - co-supervised thesis with Université de Lille, France, 1 PhD student in internship (2019) who has a national co-supervision of Management-Economics (ASE Bucharest) and 4 PhD students in internship developing theses in national co-supervision Management - Mechanical Engineering (SDSSU -SDIMI, within IOSUD-UDJG) (Annex C.3.1.2. Co-supervision Management). Additionally, during the International Conference Risk in Contemporary Economics, organized annually by the Faculty of Economics and Business Administration, speakers were invited to give lectures to participants, teachers from the country and abroad and PhD students. The link shows the list of specialists from abroad gave lectures at the 2017 edition (<http://www.rce.feaa.ugal.ro/index.php/2014-02-04-19-50-49/2014-05-06-13-04-35/keynote-speakers>)

Recommendations: To continue good practice 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 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.).*

The internationalization activities are carried out during the doctoral studies and they are supported by IOSUD through some measures at University of Galati, such as participation in prestigious educational fairs, on which occasion it presented the educational offer on the three Bologna cycles. Thus, at the Conference of the European Association for International Education in Geneva 2018, the representatives of the academic environment promoted the message that in Romania there are globally competitive universities, both in education and research, internationalization being, in itself, a quality certificate. <http://www.ugal.ro/anunturi/stiri-si-evenimente/5707-universitatea-dunarea-de-jos-din-galati-promoveaza-invatamantul-superior-romanesc-la-geneva>



There was also participation during September 12-15, 2017, from Seville, together with the representatives of the Romanian academic environment, University of Galati participated in the 29th edition of the Annual Conference and Exhibition of the European Association for International Education -EAIE (European Association for International Education).

The results of promotion assist in the recognizability of the IOSUD at the international level but in order to attract more students in incoming and outgoing mobility as well as achieving mobility of the academic staff and supervisors, as well as to promote common projects and research activity there is a room for improvement.

Recommendations: There should be more promotion of the doctoral domain to foreign universities and institutions. The models of cooperation must be adjusted to Covid-19 pandemic too, and some courses can be delivered in English online. The full set of documents, rules and regulations related to study program should be in English. The whole set of documents and procedures should be created and the whole infrastructure (including administrative issues and other supportive documents important for students on the international level) should be adopted to meet requirements of international students' need, including quality assurance, etc. Promotion should 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. To promote internationalization in both ways (incoming and outgoing, co-mentorships, attract more international guest lecturers and offer more guest lectures abroad as well as trainings and WS within and beside Erasmus+ program) it is very important to create action plan with specific goals and measures. The curriculum must be offered in English language, the syllabuses should be available in English language with correlation and improved learning outcomes corresponding to EU standards of higher education and doctoral level. There should be list of courses available completely in English language with academic staff that can perform in English language.

The indicator is partially fulfilled.

IV. SWOT Analysis

<u>Strengths:</u>	<u>Weaknesses:</u>
<ul style="list-style-type: none"> - quality assurance system - development strategy - reputation and experience of the IOUSD - long history of the IOSUD - quality of academic staff and supervisors - motivated academic staff - motivated and committed PhD supervisors - motivated and satisfied students - research facilities and infrastructure - research and scientific activity of supervisors and students - willingness of management to improve Doctoral Domain 	<ul style="list-style-type: none"> - lack of internationalisation from the perspective of the website information in English language - lack of documents in English language on the website of the University of Galati - insufficient promotion activities in order to attract more international students and increase incoming and outgoing mobility - lack of the activities of Alumni club - low official involvement of Alumni to the development of IOSUD - lack of employers survey and formal feedback on the satisfaction with PhD students

<ul style="list-style-type: none"> - committed management - good cooperation with employers of students - rules and regulations applied and existence of procedures in accordance to the national law of education - good ratio of students/supervisors - satisfied students - large number of international agreements - students support in financial grants 	<ul style="list-style-type: none"> - lack of formalised inclusion of employers in the revision and improvements of study programme - lack of English courses and syllabuses in English - lack of examination methods related to learning outcomes according to Bloom's or other taxonomy of knowledge - lack of benchmarking – comparisons with competitors on the national and international level
<p style="text-align: center;"><u>Opportunities:</u></p> <ul style="list-style-type: none"> - cooperation and development of joint doctoral study programs with international universities and doctoral schools - internationalization – more Erasmus and contract based cooperation with international and EU institutions of higher education - improve courses in English and promote them abroad - increase the self funding activities by increased participation in projects - funding from projects and contracts with public and private sector - create learning incubators or entrepreneurial incubators - establish university entrepreneurship and include doctoral domain to the research and implementation - formalised cooperation with employers including them in the creation and improvement of doctoral study domain, curriculum and reviews of syllabuses - active Alumni club and initiative in promotion of University of Galati and the doctoral study domain in the field of Management and development of common projects *research and business projects 	<p style="text-align: center;"><u>Threats:</u></p> <ul style="list-style-type: none"> - competition in the private university sector if private institutions will provide doctoral study programmes - competition of other institutions on the national level - international universities who can attract local students to work, live and study abroad - general economic situation and crisis influenced by Covid-19 pandemic - general economic situation and lack of governmental funding

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	fulfilled	
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.	fulfilled	
A.1.2.1.		The existence and effectiveness of an appropriate IT system to keep track of doctoral students and their academic background.	fulfilled	
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.	fulfilled	
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.	fulfilled	
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%.	fulfilled	
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	fulfilled	There is a possibility to increase also other self funding activities by cooperation with local, national and international institutions, public and private sectors, and create entrepreneurial environment within the Domain of management.

		students (attending conferences, summer schools, training, programs abroad, publication of specialty papers or other specific forms of dissemination etc.).		The solution is to introduce and develop the university entrepreneurship, formation of spin off and start ups at University and Domain level which can contribute to the revenue increase. In this way, the tuition fees together with other sources of self-funding will be sufficient to cover even more than 10% of the training and other research expenses of PhD students.
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.	fulfilled	
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 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>	fulfilled	
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>	fulfilled	
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>	fulfilled	
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</i>	fulfilled	

		<i>themselves studying in doctoral programs⁶ does not exceed 20%.</i>		
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 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>	fulfilled	
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>	fulfilled	
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>	fulfilled	

⁶ 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.

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>	fulfilled	
B.1.2.2.		<i>The expelling rate, including renouncement / dropping out of doctoral students 3, respectively 4, years after admission⁷ does not exceed 30%.</i>	fulfilled	
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>	fulfilled	
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>	fulfilled	
B.2.1.3.		<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>	partially fulfilled	<i>To revise the concept of syllabus development including the EU standards when it comes to following: development of specific learning outcomes on the level of the doctoral study for each syllabus, creation of 5-6 specific learning outcomes with the specific methods how they will be measured and fulfilled by the students, as well as allocation of appropriate and relevant number of ECTS per each learning outcome. 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</i>

⁷ 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.

				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.
B.2.1.4.		<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>	fulfilled	
B.2.1.5.		<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>	fulfilled	
B.3.1.1.		<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 contributions per doctoral study domain for review. At least 3 selected papers must contain significant original contributions in the respective domain.</i>	fulfilled	
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>	fulfilled	
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>	N/A	
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</i>	N/A	

		<i>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>		
C.1.1.1.		<p><i>There are an institutional framework and procedures in place and relevant internal quality assurance policies, applied for monitoring the internal quality assurance.</i></p> <p><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></p>	fulfilled	
C.1.1.2.		<p><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 evidence that an action plan was drafted and implemented.</i></p>	fulfilled	
C.2.1.1.		<p><i>The IOSUD publishes on the website of the organizing institution, in compliance with the general regulations on data protection, information such as:</i></p> <ul style="list-style-type: none"> <i>(a) the Doctoral School regulation;</i> <i>(b) the admission regulation;</i> <i>(c) the doctoral studies contract;</i> <i>(d) the study completion regulation including the procedure for the public presentation of the thesis;</i> <i>(e) the content of training program based on advanced academic studies;</i> <i>(f) the academic and scientific profile, thematic areas/research themes of the Doctoral advisors within the domain, as well as their institutional contact data;</i> <i>(g) the list of doctoral students within the domain with necessary information (year of registration; advisor);</i> <i>(h) information on the standards for developing the doctoral thesis;</i> <i>(i) links to the doctoral theses' summaries to be publicly presented and the</i> 	fulfilled	

		<i>date, time, place where they will be presented; this information will be communicated at least twenty days before the presentation.</i>		
C.2.2.1.		<i>All doctoral students have free access to one platform providing academic databases relevant to the doctoral studies domain of their thesis.</i>	fulfilled	
C.2.2.2.		<i>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.</i>	fulfilled	
C.2.2.3.		<i>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.</i>	fulfilled	
C.3.1.1.		<i>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.</i>	fulfilled	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.
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>	fulfilled	To continue good practice 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>	partially fulfilled	There should be more promotion of the doctoral domain to foreign universities and institutions. The models of cooperation must be adjusted to Covid-19 pandemic too, and some courses can be delivered in

			<p>English online. The full set of documents, rules and regulations related to study program should be in English. The whole set of documents and procedures should be created and the whole infrastructure (including administrative issues and other supportive documents important for students on the international level) should be adopted to meet requirements of international students' need, including quality assurance, etc. Promotion should 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. To promote internationalization in both ways (incoming and outgoing, co-mentorships, attract more international guest lecturers and offer more guest lectures abroad as well as trainings and WS within and beside Erasmus+ program) it is very important to create action plan with specific goals and measures. The curriculum must be offered in English language, the syllabuses should be available in English language with correlation and improved learning outcomes corresponding to EU standards of higher education and doctoral level. There should be list of courses available completely in English language with academic staff that can perform in English language.</p>
--	--	--	---



VI. Conclusions and general recommendations

The University of Galati has a good reputation and well established quality assurance system and part of it is also the Doctoral Study Domain in the field of Management. During the assessment week and online zoom meetings there were many information distributed and available to external and internal evaluators. The SER also offered general explanation of each assessment standard and performance indicator. The major conclusion leads to the assessment of each performance indicator and assessment standards. Out of 35 performance indicators, 32 indicators are assessed as fulfilled and only 2 as partially fulfilled.

The major strengths of the doctoral study domain in the field of Management are long reputable history background of the University of Galati. There is a high level of satisfaction of students with academic staff/PhD supervisors and strong legislative support, procedures and their implementation. 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).

The level of internationalisation and promotion, activities and participation in international mobility, supervision and doctoral study program in English language could be improved. The study program and syllabuses should be available in English language on the website as well as other important documents. The program should consist of courses that can be delivered fully in English language. The online possibilities 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. There should be expansion on the national and international level. The domain should aim to attract student from the whole area of Romania, and the cooperation with private sector as well as other institutions in Romania could be increased.

The employers of students should be more involved in the creation and improvement of the doctoral domain 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.

Alumni association should be formalised, active in promoting the doctoral domain and participate in common projects, workshops and expansion of the doctoral domain. 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.



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 continuous monitoring of the quality level of the institutional capacity, study program, infrastructure and human resources is necessary. The periodical evaluation should be performed, preferably every 3 years on the doctoral domain level.

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:*

- *Communication (email, what’s up) screen shots and documents with Domain Coordinator and a Student*
- *Pictures and videos received from the on-site visit showing infrastructure and research facilities*
- *Table of assessment prior to the final report*