

The External Evaluation Report of a Doctoral Study Domain Doctoral Field: Management – "Valahia University Targoviste"

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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 "**Valahia University Targoviste**" in Romania.

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

The Periodic External Evaluation of Doctoral Study Domain in the field of Management took place **from 08th – 12th of November, 2021** in a hybrid mode (mostly online and partially on the site, due to the Covid – 19 pandemic situation). During the week of evaluation there were online zoom meetings held with various stakeholders. Some meetings were held together with IOSUD members and some only for the domain Management. The following meetings were organised for the doctoral study domain Management:

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

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



8. Other meetings were held together with IOSUD panel members and there was a meeting with Management in the first and the last day of evaluation process.

According to general information from the Internal Evaluation Report (IER) The University of Targoviste was established by the Government Decision No. 288/1992 (Annex 1.1), as a state higher education institution, initially having in its structure two faculties - Faculty of Technical and Technological Sciences and Faculty of Economic and Humanities Sciences, with 14 specializations and 700 students. By the Government Decision (hereinafter, HG) No. 458/1994 (Annex 1.2), the name was changed to the University "Valachia" in Targoviste, and since 2002, according to Government Decision No. 410/2002 (Annex 1.3), the denomination of the institution is University "Valahia" of Targoviste (VUT). The current structure of the VUT is regulated by the HG No. 739/2020, for the amendment of Annexes No.1-6 to HG No. 299/2020 on the approval of the Nomenclature of Fields and Specialisations/University Programmes and the Structure of Higher Education Institutions for the academic year 2020-2021, respectively by the HG No. 738/2020, for the amendment of Annexes 1 and 2 to HG No. 297/2020, on the fields and programmes of accredited master's studies and the maximum number of students who can be enrolled in the academic year 2020-2021. (Annex 1.4). Currently, the VUT structure comprises 10 faculties, the Department for The Training of Didactic Personnel (DPPD), the Department of Distance Education and Continuing Education (DIDFC), the Department of Foreign Language Studies (DSLS) and the Doctoral Schools (SDSEU, SDSI), which directly contribute to the realization of its mission (Annex 1.5). VUT is the only state university in the South-Muntenia region, which has an extension in which the Faculty of Science and Engineering operates, in the municipality of Alexandria, Teleorman County.

The Doctoral School of Economics and Humanities (SDSEU) was established as a structure within IOSUD-VUT, by decision of the VUT Senate No. 105D/9 March 2012 (Annex 1.18).

According the data provided in the IER and information received during the meeting with various stakeholders it is evident that doctoral domain in the field of Management has its mission, strategic goals and complies with all requirements to deliver the quality of doctoral education.

The field of doctoral studies in Management was established by MECT Order no. 1436 / 02.07.2007 (Annex 1.35); it is one of the three doctoral fields within SDSEU, a school created in 2012 through the reorganization of the VUT Doctoral School in IOSUD, in accordance with Law 1/2011, and according to the VUT Senate Decision no. 105D/March 9, 2012 (Annex 1.18).

II. Methods used

Methods used in this External evaluation process are as follows:

- Analysis of the periodic IER provided by doctoral school of Management
- Analysis of the Annexes listed in the periodic IER and available on the cloud of ARACIS with online access to the cloud
- Analysis of additional documents provided and explained during the meetings in the week of evaluation
- The analysis of documents, data and information available on the IOSUD's/SDSE's website, in electronic format;
- The analysis of the notes taken by external expert evaluator and information gathered during online zoom meetings with various stakeholders (with doctoral domain contact person/person



who drafted IER, PhD supervisors and academic staff, director of the research, PhD students, PhD graduates, employers of the PhD graduates; Doctoral School Council members, IOSUD's representatives and Council for Academic Doctoral Studies (CSUD), meeting with ethics committee, other on-line preparatory, organizational and technical meetings of all Expert Panels, and its members.

III. Analysis of ARACIS's performance indicators

Domain A. INSTITUTIONAL CAPACITY

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

All of the performance indicators are fulfilled thanks to the specific regulation that is in place and applied on the level of IOSUD and doctoral domain. The criteria and standards are applied, procedures implemented according to legislation, there is adequate software for the record of PhD students and there was also antiplagiarism software. Research grants are sufficiently in place and students are supported for publishing, attending conferences, data dissemination, etc.

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

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

On the doctoral study domain in the field of Management, the mechanisms of efficient functioning related to the relevant law and legislation are fully implemented. It is evident from the IER and provided information the level of adequate logistics, including software for monitoring PhD students, and antiplagiarism software enabling to check the similarity of the research projects, papers and dissertations. The indicator related to 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%, is partially fulfilled while others are fulfilled.

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.

According to the meetings held in the week of evaluation as well as from the IER, there are evidences to confirm that the doctoral school of Management is organized and operates under the Regulations of the Doctoral School of Economics and Humanities (Annex 2.1) (REG 01- SDSEU). All indicators from a) to g) are presented in the IER and explained in details in the IER but also during various meetings. There are Annexes in section A providing various evidence too. It is evident that the doctoral domain in the field of Management complies with the indicator A.1.1.1.

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 doctoral school regulations and mandatory criteria, procedures and standards include mandatory criteria, procedures and standards regarding the design and drafting of doctoral and habilitation theses are also met. The evidence is found in the IER pg. 35-36 and some of them are discussed during the meeting with management and other stakeholders.

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.*

There is existence of the appropriate IT system to keep track of the doctoral students and their academic background at the level of the Doctoral School in the field of Management at Valahia University. The University Management System (UMS) is implemented, as an integrated software product developed by Red Point Software Solutions (https://rpss.ro/ro_RO/products/university-management-system/), as an integrated solution for the efficient administration of all existing activities, processes and flows in the university environment, respectively: the admission process; student life cycle management; management of final exams and related study documents; scholarship management; managing



and monitoring the accommodation process; generating reports and analyses at aggregate or detailed level.

The record of students and their academic background is integrated in a comprehensive framework, specifically aimed at: management of activities carried out by doctoral students with storage of information on exams and papers (name of the paper, date proposed for support, date of the defence, the commission, the grade obtained, the number of credits allocated to each paper, the record of the information regarding the mobilities performed, respectively the period and place where the mobility was made, the record of the information regarding the doctoral thesis, with the storage of data related to: thesis title doctoral degree in Romanian / language of international circulation, the qualifications obtained for the public defence of the thesis, the date of the public defence, the coordinates of the Minister's Order, the record of the financial situation of contact, address, telephone, e-mail), who have access to the school situation based on personal account and password. (Annex 2.13) . The faculties belonging VUT started to use UMS from 2007, and at the level of IOSUD, the system is implemented starting with the academic year 2017-2018.

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.

As per the information provided in the IER there is an appropriate software program to verify percentage of similarity in all doctoral theses. At all levels of studies (bachelor's, master's, doctorate) within VUT, the Operational Procedure PO 07.27 regarding the anti-plagiarism verification is applied, approved by the University Senate in 2017 at the third edition. The verification is made on the basis of a subscription to the platform www.sistemantiplagiat.ro, used in order to detect the similarity of the texts.

For the text under analysis, two similarity coefficients are calculated within the platform: for the calculation of the similarity coefficient 1), all the phrases discovered by the system in other documents are taken into account; for the calculation of the similarity coefficient 2), only the sentences whose length exceeds the imposed limit are taken into account. In the case of doctoral theses, the thresholds considered acceptable are: 30% for the similarity coefficient 1) and 5% for the similarity coefficient 2). The similarity report is one of the pieces in the doctoral file that is submitted in electronic format, with electronic signature, on the platform for the validation of the thesis by CNATDCU. The statistical situation regarding the resolution obtained on the similarity coefficients for the doctoral theses defended within the field of doctoral studies Management - SDSEU for the period 2016 - 2020 is presented in Annex 2.15.

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.

There is a project implemented, starting from the academic year 2018 - 2019, called "**Development of tertiary university education in support of economic growth - PROGRESSIO**", which aims to implement an integrated system of education and training measures to improve entrepreneurial skills for a target group consisting of 102 doctoral / post-doctoral students, in accordance with the requirements of the labor market. (Annex 2.16). The effective participation of doctoral supervisors and doctoral students in the development of the project can be seen in the distribution of members of the target group and tutors, in the period starting with 2019 and until now. (Annex 2.17) Also, in the period 2018 - 2020, at the level of the Doctoral School, the project "**Excellence in interdisciplinary doctoral and postdoctoral research, career alternatives through entrepreneurial initiative - EXCIA**" was carried out, attended by eleven PhD students from the field of Management, along with nine PhD students in the field of Accounting. The project aimed to support excellence in entrepreneurial training of young researchers at doctoral and postdoctoral level, excellence based on an interdisciplinary approach, designed to increase the European sustainability of a career through innovative research initiatives and a spectrum wide range of lucrative initiatives or by increasing employability. Considering the projects acquired and their implementation it is considered that the indicator is fulfilled.

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 IER and information gathered during the meetings with management and PhD coordinators it is found that indicator is met. Currently, 7 PhD students benefit from the financing of studies conducted by participating in the project "*Development of tertiary education in support of economic growth - PROGRESSIO*". They are added to the eight doctoral students who benefited from the financing of the studies carried out by participating in the same project in the academic year 2018 - 2019 (Annex 2.17). The main objective of the project is to implement an integrated system of education and training measures in order to improve entrepreneurial skills for a target group of 102 doctoral / postdoctoral students, in accordance with labour market requirements. Also, in the years 2018 - 2020, the doctoral school developed the project "*Excellence in interdisciplinary doctoral and postdoctoral research, career alternatives through entrepreneurship*", which was attended by eleven PhD students in Management, along with nine PhD students within the Accounting field. Considering the average number of doctoral students in internship in the evaluated period equal to 124 (with the exception of doctoral students in period of interruption, extension or grace), results a ratio of $26/124 = 20.96\%$.

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.).*

According to IER and during the discussion with students and their supervisors it is noted that the revenues obtained under the form of institutional contract as doctoral grants, tuition fees collected from doctoral students who are at the paid educational program, as well as the level of settlements for vocational training are granted to PhD students in order to attend conferences, trainings, programs abroad, publications of specialty papers, dissemination of the research results etc. The information in the IER is provided in the local currency allocated to students support.

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.

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.

According to data presented in the IER and data received during the interview with students, academic staff and head of the doctoral study program, there is enough evidence about the research facilities for the sufficient realisation of the doctoral studies. There are free learning resources in libraries in classical or electronic format, and students can benefit from unrestricted access to those resources (<https://biblioteca.valahia.ro/resurse-online>). There is also certain volume of the sources from the country and abroad and subscriptions to the main specialized journals from the country and abroad for each discipline that defines a study program. Each library has a computer program (Softlink Liberty 3) for bibliographic description with OPAC online. The VUT library is located on seven locations, on the area of 1634 sqm, to which is added the reading space of research centres and from the student dormitories (1266 sqm), with a number of 133470 publications. Within the library locations, students have access to 44 computer stations, connected to a server (Annex 1.31). The University Library offers access to the Internet, Intranet, databases, as well as to the Liberty 3 library software through OPAC - its own database, for a significant number of doctoral students. PhD students of have free access (outside the schedule - license / master) to the research laboratories of the Faculty of Economics (Annex 1.39). During the meeting with head of the RC the facilities and research infrastructure is discussed. There is a need to get more financial support to get more international books and sources

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.



especially in the online format. The doctoral domain in the field of Management also requires to improve and acquire the SPSS software. Students are satisfied with the research centre too but further improvement would help them to get better research resources.

Recommendations: Continue improving the facilities and acquire more international literature as online resources especially during the pandemic and also search for more budget in order to buy software for SPSS and other related research 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.

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

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

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

According to IER, it is evident there are full-time PhD supervisors. Two of the PhD supervisors within the PhD field of Management, meet all the minimum standards CNATDCU in force at the time of evaluation, necessary and mandatory to obtain the certificate of qualification. Other advisors also carry out a sustained activity at the academic and research level in the field and their score is presented in Annex 2.19.

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.

In the evaluated period the seven doctoral supervisors which activate in the field of PhD Management, two are employed with the conclusion of an employment contract for an indefinite period, respectively: prof. Delia Popescu, PhD, and prof. Mihai Mieilă, PhD. However, in the case of Prof. Dr. Marius Petrescu and Prof. Dr. Constanța Popescu, it can be considered that, in the current academic year, they appear as holders in the List of Functions and Teaching Staff of the Doctoral School. As a result, considering a ratio of 4/7, results a value of over 50% of the total number of doctoral supervisors in the evaluated doctoral field. Also, in this context, it is worth mentioning that several theses and habilitation files in the field of Management are being prepared, to be submitted by colleagues who carry out a sustained scientific activity.

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 disciplines related to the doctoral domain in the field of Management are taught and supported by teachers who have the quality of doctoral / qualified supervisor, with proven expertise in the field of taught subjects. During the meeting with academic staff and PhD supervisors it is confirmed that they are of high quality and they all have proved expertise in the field of the study subject they teach. The evidence is presented also in the Annex 2.20 and 2.21.

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 data provided in IER, within the Doctoral School in the field of Management the situation on doctoral supervisors is not fulfilled completely. The following is listed in the IER: “prof. Marius Petrescu (22 doctoral students + one student in suspension + 2 students outside the term), prof. Delia Popescu (9 doctoral students+ 2 students in suspension + 2 students outside the term), prof. Constanța Popescu (22 doctoral students + one student in suspension + 14 students outside the term), prof. Ion Stegăroiu (23 doctoral students + 13 students outside the term), prof. Ion Pârgaru (11 doctoral students + 9 students outside the term), prof. Mohammad Jaradat (23 doctoral students + 4 students in suspension + 5 students outside the term) and prof. Mihai Mieilă (11 doctoral students + 4 students in suspension + 2 students outside the term).” In addition, each doctoral supervisor submitted to the management of the Doctoral School its own program of compliance with the requirements of this indicator, until October 1, 2022. The Senate Decision of the "Valahia" University of Târgoviște no. 130 F / September 10, 2013, states that: “the maximum number of doctoral students during the three years of doctoral studies, which can be coordinated simultaneously by a doctoral supervisor is approved, as follows: Doctoral School of Economic Sciences and Humanities - 32 PhD students; Doctoral School of Engineering Sciences - 18 doctoral students”. (Annex 1.37).

Recommendations: It is highly recommended to take necessary measure to comply with the indicator and its requirements as soon as possible in order to be in line with rules and regulations.

The indicator is partially fulfilled.

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

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.



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

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

According to information provided in IER, in Doctoral domain in the field of Management more than 50% of PhD supervisors have at least 5 publications indexed Web of Science or ERIH-indexed publications in magazines of impact, or other achievements of relevant significance for that domain. Four of the seven PhD supervisors who are part of the evaluated doctoral field team are co-authors of representative publications indexed Web of Science and have international visibility. There is a list of their representative publications, as well as elements regarding the international visibility in the evaluated period. The information is retrieved from the IER pg. 47-51.

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.*

According to data provided and assessment during the process of evaluation there is a list of scores per doctoral thesis advisors. Four of the seven doctoral supervisors, according to the annexed scorecards, based on the scientific results in period of evaluation (5 years) are as follows: The score related to the publications related to prof. univ. dr. Marius Petrescu is 10.20 points, the score for citations is 8.5, respectively a total of 18.70 points;- The score related to the publications related to prof. univ. dr. Constanța Popescu is 5.82 points, the score related to the citations is 8.25, respectively a total of 14.07 points;- The score related to the publications of prof. univ. dr. Delia Popescu is 6.82 points, the score for citations is 2.75, respectively a total of 8.61 points;- The score of the activity of prof. univ. dr. Mihai Mieilă totals 27.85 points, of which 19.6 points related to publications and 8.25 points related to citations (IER, pg. 51)

The indicator is fulfilled.

Domain B. EDUCATIONAL EFFECTIVENESS



Majority of the standards in the domain B is fulfilled when it comes to educational effectiveness of the doctoral study domain in the field of Management at Valahia University. 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”. There is no adequate implementation of competencies, 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, the assessment of each learning outcome *as per EU standards and Bologna process, and its understanding by students and academic staff. Therefore there is a recommendation to improve the syllabuses and learning outcomes assessments on the level of the doctoral study domain in the field of Management. There are also problem areas identified in performance indicators 2.1.3, and 2.1.5. as well as 3.2.1 and 3.2.2. which are only partially fulfilled.

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.

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 provided information and data from table 2.1 of the IER over the entire reporting period, the ratio between the number of candidates in the last five years and the number of places financed from the state budget put up for competition in the field of doctoral studies is at least 8, and follows a general upward trend, exceeding 15 registered candidates to a place financed from the budget in 2020.

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.

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



The admission criteria takes into account academic, research and professional performance of the candidates, their interest in scientific research, publications in the field, etc. The interview of the candidate before the examination commission is also part of the procedure for admission to doctoral studies is also expressly provided in section 5.3 of the Operational Procedure (07.28) regarding the Organization and conduct of admission to the cycle of doctoral studies (Annex 1.32b).

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 trend of the expelling rates was noticed; of the 214 doctoral students enrolled in the period 2014 – 2018, 38 PhD students were expelled in the first three years of admission, corresponding to a ratio of $38/214 = 17,75\%$. There is a table 2.2 in the IER on pg. 53 where the expelling rate after 3 years of admission is presented for the evaluated period.

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 the lack of clear assessment methods of each specific learning outcome. The problem of the indicators related to number of doctoral thesis and coordination given to specialists other than the evaluated IOSUD is also not completely fulfilled therefore the doctoral study domain in the field of Economics must focus on finding solutions to meet the indicators’ requirements.

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 program based on advanced university studies includes three disciplines relevant for the training of doctoral students in scientific research. There are following disciplines: Methodology of scientific research, Ethics and academic integrity, and Econometric and statistical methods used in scientific research. The curriculum of the field is presented in Annex 1.36. When it comes to 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, there is a room for improvement. Students do receive the guidelines and consultancy from the advisory committees but

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.



the number of PhD students and the number of teachers/researchers who provide guidance is larger than 3:1.

Performance Indicator B.2.1.1. *The training program based on advanced academic studies includes at least 3 disciplines relevant to the scientific research training of doctoral students; at least one of these disciplines is intended to study in-depth the research methodology and/or the statistical data processing. The training program based on advanced university studies includes three disciplines relevant for the training of doctoral students in scientific research; Methodology of scientific research, Ethics and academic integrity, and Econometric and statistical methods used in scientific research. The in-depth study of these disciplines aims at the formation of abilities and skills in the field of statistical data processing, interpretation and presentation of the results obtained simultaneously with the strengthening of ethical behaviour in the approach of scientific research.*

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 IER there is a distinct discipline dedicated to ethics in scientific research and intellectual property. The discipline is Ethics and academic integrity and it is dedicated to provide students with competencies related to Ethics, Intellectual Property in scientific research and PhD students are also aware of it. (Annex 1.36, Annex 2.21)

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.*

The disciplines included in the doctoral program related to the doctoral field of Management, provides for doctoral students with learning outcomes explained in the syllabuses. By completing the doctoral program, any doctoral student can achieve the familiarization with the fundamental requirements of writing a scientific paper (doctoral thesis, scientific articles, papers for international conferences) by considering and including the elements of ethics and academic integrity in the scientific research activity carried out and understanding the conceptual and methodological framework of management research, highlighting the critical factors, methods and techniques. The students will be able to use the fundamental research methods that are applied in the field, by considering both quantitative and qualitative approaches of the field.

According to EU practices the syllabuses must also include the correlation between each learning outcome on the level of the course and the level of study program. There is usually 5-6 specific learning outcomes per each syllabus. Each one determines the competencies and skills that students will gain

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.



once they accomplish each learning outcome. The concept provided in the syllabuses in the doctoral domain in the field of Management should be improved in terms of clear explanation how will each learning outcome be tested and how many ECTS it will be allocated to each learning outcome. The syllabuses should be revised, adjusted to the EU standards and communicated to students in order to be aware of their meaning, requirements and to know what is necessary to pass each learning outcome. The table should present the number of ECTS per each students' activity and also in each examination method the ECTS should be allocated. That way, the students will pass learning outcomes and collect ECTS and in case they do not pass specific learning outcomes, they will not be able to pass the course.

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

The indicator is partially fulfilled.

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

According to the data provided in IER and from the meeting with students and supervisors, there are benefits for PhD students from the supervisors and from the other members of the guidance commission. The Regulation of the Doctoral School of Economics and Humanities (REG 01 SDSEU) (Annex 2.1) contains provisions regarding the manner of constitution (art. 13 para. (2), (3)), the activity (art. 13 para. (4)), the attributions of the guiding commission during and completion of doctoral studies (art. 20 para. (10), (11), (16), (18), (19)). The guiding commissions are made up of specialists in the field, teachers in VUT, with whom the doctoral student meets regularly.

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.

Within the guidance commissions, together with the seven doctoral supervisors, there are 16 associate professors. Considering the average number of PhD students in term at the moment of report equal to 121 (excluding those in the period of suspension, extension or grace) - results a ratio of 121 PhD students to 23 teachers / researchers who provide guidance. The ratio is 5.2:1. The information provided in the IER and discussed during the meetings, there is a consideration that this is a transitional situation which needs to be adjusted as the number of doctoral students is reduced but also requires to attract other teachers to the counselling committees.



Recommendations: To implement successful strategy to attract more teachers/researchers that can provide guidance to PhD students and to meet the performance indicator requirement of the ration not to exceed 3:1.

The indicator is partially fulfilled.

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

The results of doctoral studies and procedures for the their evaluation are fulfilled. The students present research papers in scientific conferences and their papers do represent the contribution in the field of Management as well as their participation in international events complies with the required performance indicator. The problem areas are found in the performance indicators 3.2.2. and 3.2.1. as elaborated below.

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

**general description of the standard analysis.*

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

According to IER, the PhD students in the field of Management have constantly sought to capitalize on their research results by publishing articles, studies, books, book chapters and participating in national and international scientific events. The results of scientific research activities carried out by doctoral students are capitalized by publications in ISI-rated or indexed journals, ISI-indexed Proceeding papers, in journals from the main stream of BDI indexed publications, published in international / national conference volumes, in journals recognized by CNCSIS category B, books published in prestigious national and international publishers. The assessments of the research results carried out by the VUT staff at national and international level also result from the citations of the articles in which the doctoral students participate as authors and co-authors. The results of the research carried out by doctoral students were made during scientific events held at the university, by publishing a significant number of articles in specialized journals, including journals published under the auspices of VUT, indexed ISI and BDI (Journal of Sciences and Arts, Valahian Journal of Economic Studies, Revue Valaque des etudes economiques) and non-indexed (Supply Chain Management Journal, Annals of the Academy of Romanian Scientists - ARS - Series on Economy, Law and Sociology), as well as by the participation of doctoral students together with teachers at scientific conferences national and international. The dissemination of the research results of the doctoral students within the field of Management is presented in Annex 1.40. Also, the Symposium of doctoral research open equally to doctoral students affiliated to VUT, to other higher education institutions in the country and abroad, held annually, is already a manifestation of tradition at the level of the academic institution. The results of the scientific research activity are also criteria for assessing the activity of both doctoral students and all teachers, researchers and students working in the higher education



institution. The centralizing situation of the doctoral theses in the field of Management - SDSEU, by years of studies and doctoral supervisors, publicly defended during 10/1/2015 – 09/30/2020 is presented in Annex 2.22.

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 Annex 2.24 and the evidence provided there are some of the presentations made at prestigious international events, for doctoral students who completed their doctoral studies between 10/1/2015 – 09/30/2020. Corresponding to a number of 114 papers included in the appendix, compared to 88 doctoral students who completed their doctoral studies in the evaluated period, shows serious and high research activity and success of PhD students.

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.*

According the data presented in the IER as well as in the Annexes 2.22 and Annexes 2.25 can be concluded that this indicator is only partially met. In different study years of evaluated period there is many situations where there is more than 2 theses were coordinated by the same doctoral thesis advisor coming from a higher education institution other than the evaluated IOSUD. This is something that the doctoral domain in the field of Management must adjust and improve in the future.

Recommendations: To find solutions in employing more specialists and advisors on the doctoral IOUSD/domain level as well as not to exceed the number of external specialists coming from other education institutions for advising students. The required ratio should be achieved and not to exceed more than 2 coordination per the same doctoral thesis advisor.

The indicator is partially fulfilled.

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



As described and explained in the IER for the evaluated period which started in 2015-2016 and ending respectively with the year 2019-2020, 88 doctoral theses have been defended within the doctoral field of Management within IOSUD VUT. The centralized situation regarding the number of doctoral theses allocated to scientific referents coming from educational institutions other than IOSUD VUT and the reporting to the total number of doctoral theses defended in the doctoral field Management within the Doctoral School of Economic and Humanities, defended in the last five years, is presented in Annex 2.22 and in Annex 2.26. From the analysis of the presented data it is observed that the indicator is partially fulfilled in the sense that the ratio between the number of doctoral theses assigned to a certain scientific referent coming from other educational institutions and the number of doctoral theses defended in the field Management within the Doctoral School of Sciences Economics and Humanities defended in the last five years fall within the specified limit of 0.3, except for the situation of two scientific references who come from other educational institutions.

The indicator is partially fulfilled.

Domain C. QUALITY MANAGEMENT

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

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

Doctoral study domain in the field of Management has implemented periodic implementation of the internal quality assurance as well as the implementation of the system in terms of different standards being evaluated and monitored and collecting feedback from the PhD students, important for further improvement of the domain and study program.

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

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



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

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

According to the information provided in the IER and Annexes, as well as observed in the evaluation process, there are procedures for internal evaluation and monitoring of the activities of the Doctoral Domain in the field of Management. During the meeting with students they expressed their satisfaction with all information provided and approach to continuous development. IOSUD and SDSEU follow the education quality assurance policy implemented at the University of Valahia. The objectives of IOSUD are in line with the objectives of the institution in the field of quality management system, continuing education / training, scientific research activities and in the field of national and international cooperation. Every year, IOSUD doctoral schools are audited and objectives are monitored. Within IOSUD there is a commission of its own quality, which also includes a doctoral student, a commission that works closely with CSUD. All elements of this indicator from a) to f) are implemented and evidence is provided in various Annexes (2.27, 2.1, 2.4, 1.30b, 1.31, 1.39, 1.24, 1.27, 1.20, and 1.29).

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

The indicator is fulfilled.

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

According to IER and data provided during the meetings with various stakeholders, there are evidences of compliance with the performance indicator C.1.1.2. PhD students are represented in CSD and CSUD through which they can communicate with the management of the doctoral school or IOSUD or they can address directly, for any problem, to the director of SDSEU, CSD or CSUD. The SDSEU Regulation (Annex 2.1) expressly provides the rights of the doctoral student to participate in the elaboration of the individual plan of the doctoral university studies, in the meetings or seminars of the research department / team of which his / her doctoral supervisor is a member, when relevant topics for doctoral university studies are under discussion. Students are also involved in the decision-making



forums of the doctoral school, in the CSUD and in the VUT Senate. There is also the steering committee and the doctoral supervisor being assessed on a questionnaire basis. (Annex 2.28). The students informed us about the satisfaction with the doctoral study domain and the possibility to give feedback in various forms, from formal to informal.

Recommendations:

The indicator is fulfilled.

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

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

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

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

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

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

The information as per this performance indicator from a) to i) is available on the website of the Valahia University (<https://www.scoaladoctorala.valahia.ro/>).

The indicator is fulfilled

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



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

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

PhD students have access to the following databases: Thomson Reuters – ISI Web of Knowledge (Clarivate Analytics), ANELiS - National Access to Scientific Research Literature (Science Direct, Ebsco, Scopus, ProQuest Central, IEEE, Wiley Journals, Nature Journals, etc), EOLSS. Access is available to all users within the institution, inside its headquarters, based on IP addresses. Also, on the university portal there is a detailed description of the facilities of free access to electronic resources relevant to the fields of organized doctoral studies. (<https://www.valahia.ro/ro/noutati/778-acces-gratuit-la-baze-de-date-ebSCO>; <https://www.valahia.ro/ro/noutati/820-invitatie>). During the meeting with students and graduated there is a positive feedback on the access to platform providing academic databases.

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.*

According to data from IER and information collected during the meetings there is a procedure related to access for the software verifying the degree of similarity with other existing scientific or artistic works. PhD students, through doctoral supervisors, have access to the similarity verification platform www.sistemantiplagiat.ro (Annex 2.14)

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 doctoral students enrolled in the field of Management or in any other doctoral field within SEGA can get free access to the Valahia University subscribed databases by using their student ID. SDSEU-DMG PhD students have free access to ESF laboratories (out of hours - bachelor's / master's), to CSCMM research laboratories, as well as to all research facilities within the ICSTM structure, insofar as they have access to research relevant to the topics studied. Thus, the SDSEU Regulation (Annex 2.1), art. 15 para (1) states that: "During the doctoral study program, the doctoral student has the right: [...] to benefit from logistics, documentation centers, libraries, VUT equipment, for his preparation and for the elaboration of the doctoral thesis. The information is retrieved from the IER, pg. 66 and discussed positively during the process of evaluation and meeting with students.

The indicator is fulfilled.

Criterion C.3. Internationalization



Internationalisation of the IOSUD and doctoral domain in the field of Management is accomplished and of good quality as well as good in quantity of international experts involved and international students enrolled. Some students participated in Erasmus+ exchange and gained experience and knowledge in an international environment. The promotion of Valahia University on international level is ongoing and it should be continued, enhanced and seen as an opportunity for further development and positioning on the international market.

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.*

According to data provided in IER and as information received from various stakeholders there is a significant degree of internationalization already in place at the level of Valahia University and doctoral domain in the field of Management. The internationalization activity of SDSEU is based on the principles defined in OP 07 46 -International marketing of VUT (Annex 2.29), which is an integrative document of the institutional internationalization strategy. For the financial cycle the University has concluded Erasmus partnership agreements, which provide for annual reciprocal mobility for four students in the third cycle (PhD) in Business (Management), with the University of Paris Est Creteil, the University of Castilla La Mancha, Dimitar Tsenov Academy (Bulgaria), National University of Ostroh Academy (Ukraine) and Polotsk University (Belarus).

Valahia University is also part of the European University Consortium project, to be submitted in February 2022. According to it, 50% of our students (including PhD students) will carry out mobility physical, online and mixed within the consortium (Annex 2.30). There were 25 participations of doctoral students in conferences held abroad (Annex 2.31), to which is added a doctorate developed in co-supervision (Georgescu I. Ruxandra) and an Erasmus mobility of six months for one student. Also, in the period 2016 - 2018, at the level of the Doctoral School, took place. The project of international mobilities "Evolutions, trends and factors influencing the RDI process in the context of globalization and increasing economic competitiveness" (Annex 2.32). According to Annex 2.31, in 2015, there were 15 PhD students in Management performed international mobilities at various partner universities, within three projects carried out by SDSEU.

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.*



After the evaluation of VUT by EUA, the internationalization of IOSUD VUT activities has become a priority of VUT management. The specific actions aiming at the internationalization of the activity materialized in the number of co-supervised doctorates (Annex 2.33), the mobilities deployed by the doctoral students for research activity at foreign universities (Annex 2.30), as well as by inviting top experts to hold courses / lectures for doctoral students (Annex 2.34). Also, the approach of internationalization of the higher education institution can be observed from the affiliation of the university to important educational and (academic) managerial bodies from outside the national borders (bodies of the European Union and other states) (Annex 1.14). This information is retrieved from the Annexes and IER, pg. 67. During the meetings discussed with students and graduates the same was confirmed and also with academic staff.

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

The indicator is fulfilled.

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

In the doctoral domain in the field of Management there are six doctoral students enrolled, citizens from other states (Annex 2.35). Additionally, prof. Univ. dr. Ouidade SABRI (University of Paris 1) and associate professor dr. Thierry LEVY (University of Paris 8) are in the commission for the thesis of doctoral student. This is a good example of co-supervision on the international level.

There is another activity of internationalization achieved through the project "Evolutions, trends and factors influencing the RDI process in the context of globalization and increasing economic competitiveness" (Annex 2.32), where Prof. Constanța Popescu conferenced to PhD students at the Academy of Economic Studies of Moldova in Chisinau (Annex 2.36)

According to data provided in the IER and as observed during the meetings with students, graduates and supervisors it is evident that the Valahia University aims to internationalization on different levels.

Recommendations: The internalisation activities can be expanded additionally. The models of cooperation should be adjusted to Covid-19 pandemic and online cooperation with other international institutions can be accomplished. Promotion of the Valahia University can be done through different media from word of mouth, academic staff, supervisors, students, Alumni association, social networks and media such as LinkedIn, Instagram, Facebook, websites, workshops, round tables, exhibitions, online events and presentation of the IOSUD and doctoral domain, etc. 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). The University can participate in different international fairs and exhibitions in the hybrid mode but also once pandemic is over, it should increase the international mobility of academic staff too.

The indicator is fulfilled.



IV. SWOT Analysis

<p><u>Strengths:</u></p> <ul style="list-style-type: none"> - quality assurance system - development strategy - reputation and experience of the IOUSD - 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 - good (informal) cooperation with employers of students - rules and regulations applied and existence of procedures in accordance to the national law of education - satisfied students with PhD supervisors and research facilities - internationalisation focus and courses delivered in English for international students - international mobility and international cooperation 	<p><u>Weaknesses:</u></p> <ul style="list-style-type: none"> - low ratio of students/supervisors - lack of employers survey and formal feedback on the satisfaction with PhD students and graduates - lack of formalised inclusion of employers in the revision and improvements of study programme - lack of examination methods related to learning outcomes according to Bloom's or other taxonomy of knowledge (in syllabuses) - insufficient previous background of knowledge and competences of enrolled PhD students - lack of on-site classes during the pandemic
<p><u>Opportunities:</u></p> <ul style="list-style-type: none"> - cooperation and development of joint doctoral study programs with international universities and doctoral schools - 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 the University and the doctoral study domain and 	<p><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 and international 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 - sustainability of the program due to low supervisor/student ratio

development of common projects/research and business projects - expand internationalisation activities in different forms and levels	
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V. Overview of judgments awarded and of the recommendations

No.	Type of indicator (*, C)	Performance indicator	Judgment	Recommendations
A.1.1.1.		The existence of specific regulations and their application at the level of the Doctoral School of the respective university doctoral study domain	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	<i>Continue to search, develop, attract and participate in research and development grants by acquiring projects and beside supervisors involve also PhD students.</i>

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 students (attending conferences, summer schools, training, programs abroad, publication of specialty papers or other specific forms of dissemination etc.).	fulfilled	
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	Continue improving the facilities and acquire more international literature as online resources especially during the pandemic and also search for more budget in order to buy software for SPSS and other related research infrastructure.
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</i>	fulfilled	

		<i>field who meet the standards established by the institution in relation with the aforementioned teaching and research functions, as provided by the law.</i>		
A.3.1.4.		<i>The percentage of doctoral thesis advisors who concomitantly coordinate more than 8 doctoral students, but no more than 12, who are themselves studying in doctoral programs⁶ does not exceed 20%.</i>	Partially fulfilled	<i>It is highly recommended to take necessary measures to comply with the indicator and its requirements as soon as possible in order to be in line with rules and regulations.</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</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.

		<i>enrolled for the doctoral admission contest within the past five years and the number of seats funded by the state budget, put out through contest within the doctoral domain is at least 0.2 or the ratio between the number of candidates within the past five years and the number of seats funded by the state budget put out through contest within the doctoral studies domain is at least 1,2.</i>		
B.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	To revise the concept of syllabus development including the EU standards when it comes to following: allocate the number of ECTS for each learning outcome and incorporate specific methods how they will be measured/tested and fulfilled by the students. The workload must be clear and explained in the syllabuses but also communicated to students. The Bloom's taxonomy of knowledge can be helpful here and the level of learning outcomes should be appropriate with the doctoral

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.

				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.
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>	Partially fulfilled	<i>To implement successful strategy to attract more teachers/researchers that can provide guidance to PhD students and to meet the performance indicator requirement of the ration not to exceed 3:1.</i>
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>	Partially fulfilled	<i>To find solutions in employing more specialists and advisors on the doctoral IOUSD/domain level as well as not to exceed the number of external specialists coming from other education institutions for advising students. The required ratio should be achieved and not to exceed more than 2 coordination per the same doctoral thesis advisor.</i>
B.3.2.2.		<i>The ratio between the doctoral theses allocated to one scientific specialist coming from a higher education institution, other than the institution where the defence on the doctoral thesis is organized, and the number of doctoral theses presented in the same doctoral study domain in the doctoral school should not exceed 0.3, considering the past five years. Only those doctoral study domains in which minimum ten doctoral theses have been presented within the past five years should be analysed.</i>	Partially fulfilled	
C.1.1.1.		<i>There are an institutional framework and procedures in place and relevant internal quality assurance policies, applied for monitoring the internal quality assurance. 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>	fulfilled	
C.1.1.2.		<i>Mechanisms are implemented during the stage of the doctoral study program to enable feedback from doctoral students allowing to identify their needs, as well as their overall level of satisfaction with the doctoral study program in order to ensure continuous improvement of the academic and administrative processes. Following the analysis of the results, there is evidence that an action plan was drafted and implemented.</i>	fulfilled	
C.2.1.1.		<i>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;</i>	fulfilled	

		<p>(b) the admission regulation;</p> <p>(c) the doctoral studies contract;</p> <p>(d) the study completion regulation including the procedure for the public presentation of the thesis;</p> <p>(e) the content of training program based on advanced academic studies;</p> <p>(f) the academic and scientific profile, thematic areas/research themes of the Doctoral advisors within the domain, as well as their institutional contact data;</p> <p>(g) the list of doctoral students within the domain with necessary information (year of registration; advisor);</p> <p>(h) information on the standards for developing the doctoral thesis;</p> <p>(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.</p>		
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.	fulfilled	
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.	fulfilled	
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.	fulfilled	
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.	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. The pandemic gives us more opportunities to adjust to the online models of common projects, research, lectures provided in both ways – outgoing and incoming and those opportunities need to be improved and leveraged in the future.

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 in guest lecturing of international experts and further develop the co-mentorship on the international level as well as guest lectures and international cooperation with international lecturers, professors, supervisors and academic staff in order to enhance and increase the quality of doctoral study program.
C.3.1.3.		<i>The internationalization of activities carried out during the doctoral studies is supported by IOSUD through concrete measures (e.g., by participating in educational fairs to attract international doctoral students; by including international experts in guidance committees or doctoral committees etc.).</i>	fulfilled	<i>The internalisation activities can be expanded additionally. The models of cooperation should be adjusted to Covid-19 pandemic and online cooperation with other international institutions can be accomplished. Promotion of the Valahia University can be done through different media from word of mouth, academic staff, supervisors, students, Alumni association, social networks and media such as LinkedIn, Instagram, Facebook, websites, workshops, round tables, exhibitions, online events and presentation of the IOSUD and doctoral domain, etc. 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). The University can participate in different international fairs and exhibitions in the hybrid mode but also once pandemic is over, it should increase the international mobility of academic staff too.</i>



VI. Conclusions and general recommendations

The evaluation process of the doctoral domain in the field of Management at Valahia University is positively perceived and is well assessed with many strengths and opportunities, few weaknesses and threats we can see more as challenges to achieve excellence in high education, especially on the doctoral level.

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

The result of the evaluation is as follows: the 3 performance indicators are fulfilled and partially fulfilled. The IER was available in English language but Annexes only in Romanian. In the partially fulfilled assessments of performance indicators there are recommendations on improvements to be implemented in the future period.

There is a high level of satisfaction of students with academic staff/PhD supervisors and strong legislative support, procedures and their implementation. The infrastructure including research environment and infrastructure is also good. Research activity is good and scientific contribution of the supervisors and students are high. The infrastructure and research facilities are of high quality. The major problem is identified in the low ratio of supervisor/student ratio which should be improved in order to assure the sustainability and the quality of the program.

The program is well constructed/designed but there is a room for improvement on the level of specific learning outcomes, assessment of learning outcomes, workload of students and understanding of relationship between learning outcomes ECTS and workload on all levels (academic staff and students). It is important to adjust syllabuses with the recent trends in the EU and clearly define assessment of each learning outcome. The students were not familiar with the correlation between ECTS, learning outcomes and specific requirements how each learning outcome will be tested and assessed.

The level of internationalisation and promotion, activities and participation in international mobility, supervision and international co-mentorship is implemented and should be continued in order to be competitive internationally.

International experts, supervisors and professors are involved in different activities on the doctoral domain level especially in terms of co-supervision and courses delivery and this is the practice to be continued and highly recommended.

The Alumni Association can be formalised and more involved in various activities. Alumni association can assist in gaining more financial funds to doctoral domain for PhD students and the research activity and the employers and business sector should be involved in creating research topics, research problems that should be part of the PhD students research. The idea is to connect science with business sector needs and create solutions that can improve and be implemented in the business sector from the research results of the students thesis and research papers.

The formal methodology should be created and implemented in order to get formal and written feedback from employers on the needs for the improvement of learning outcomes in syllabuses and revision of study program. There should be questionnaire and research conducted on the yearly basis with the aim to find out the level of satisfaction of employers with students competencies, skills, knowledge and other related issues, together with their suggestions for improvements or changes in the study



program. The opinion and suggestions of employers should be incorporated in the revision of study program. Employers can also participate in WS, research projects, guest lecturing, open tables, etc.

There should be more projects on the level of the domain in order to gain more funds and improve financial situation of the domain, to support students with grants and fees for the research activities, to participate in international conferences, trainings and workshops.

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

The competition in Romania and neighbouring countries is growing and therefore it can be seen as a threat. It is important to set goals and work on their accomplishments together with employers and other institutions in Romania as well as international entities.

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VII. Annexes

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

Additional documentation:

N/A