

# **The External Evaluation Report of a Doctoral Study Domain Doctoral Field: Management – "Babes-Bolyai University of Cluj-Napoca"**

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

The process of Periodic External Evaluation of Doctoral Study Domain in the field of **Management** was a part of the Periodic Evaluation of Doctoral Studies at " **Babes-Bolyai University of Cluj-Napoca** 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 2<sup>nd</sup> – 05<sup>th</sup> 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 separately for the doctoral study domain Management:

1. Online meeting with the contact person for the doctoral study domain under review and the team responsible for the internal evaluation report
2. Online meeting with academic staff of the doctoral study domain under review
3. Online meeting with employers representatives of the doctoral study domain under review
4. Online meeting with students of the doctoral study domain under review
5. Online meeting with graduates of the doctoral study domain under review

Other meetings were held together with IOSUD panel members.

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



According to general information from the Internal Evaluation Report (IER) Babeş-Bolyai University (UBB) operates under the academic autonomy concept, which is defined as specific means of self-management in accordance with the legal framework provided by the Romanian Constitution and by National Education Law No. 1/2011 and other laws such as Government Emergency Ordinance No. 75/2005 regarding the education quality assurance, approved by Law No. 87/2006 with subsequent amendments and in line with internal regulations and decisions (Annex 1.1.1)

UBB initiated doctoral studies in 1966, with 50 doctoral supervisors from 14 fields of science and 119 candidates enrolled. Babeş-Bolyai University reorganised its doctoral studies in 2002 by implementing the solution of doctoral schools, which was further adopted by other universities in the country in 2005. In February 2002, the Administrative Council of Babeş-Bolyai University established that faculties should organise doctoral schools and provide courses and seminars to doctoral students, with the history of organising doctoral studies in the form of doctoral schools outlined in Addendum 1.2.7. As of 01 April 2002, there were 210 doctoral supervisors coordinating doctoral degrees in 24 doctoral fields (Annex 1.2.8). UBB had 25 doctoral schools and 29 doctoral fields in 2014. Currently, there are 31 doctoral schools in 32 doctoral fields. Doctoral school of **Management** currently has 22 academic staff, 6 supervisors and 44 doctoral students.

## **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 but the standardisation of the acceptable percentage is recommended to be implemented for the Doctoral Study Domain.

Research grants are sufficiently in place. According to data available in IER there is more than 10% of the grants and tuition fees allocated to students.

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 the meetings held in the week of evaluation as well as from the IER, there are evidences to confirm that doctoral school of Management is organized and operates within the Doctoral School



of Economic Sciences and Business Administration (SEGA). The fundamental objective of the PhD field of Management within SEGA is circumscribed to that of SEGA, to promote relevant fundamental and applied research, with a theme compatible with the research carried out in the field of Management in the European Area of education and scientific research, thus ensuring an appropriate visibility at international level. The Council for Doctoral Studies (CSUD) meets on a regular basis and has ongoing discussions about current communication methods. (Annex 1.1.27).

The Regulation for organising and conducting doctoral studies is being developed and updated on a regular basis (Annex 1.1.17). The Regulation for organising and conducting doctoral studies at was adopted by Senate Decision no. 483 of 13 January 2020. Between September and November 2017, elections were held at the doctoral school level, resulting in the formation of new Doctoral Schools Councils, and the CSUD named the directors of the 28 doctoral schools at the time, by Senate Decision (Annex 1.1.28.1, Annex 1.1.28.2, Annex 1.1.28.3, Annex 1.1.28.4).

The Doctoral School of Economics and Business Management (SDSEGA) has a total of 7 fields and operates based on regulations. The UBB regulations for the organization and conduct of doctoral studies are given in Annex A.1.1.1-a. The Regulations include mandatory criteria, procedures and standards for the design and writing of doctoral and habilitation theses. The fundamental objective of the Management doctoral field in the School of Economics and Business Management is in line with that of the SDSEGA and aims to promote high quality, internationally visible and recognized fundamental and applied research. The election of the Doctoral School Board members took place in September 2017. The methodology for the completion of doctoral studies can be found both in the Regulations of the UBB for the organization and conduct of doctoral studies, Articles 48-60 (<https://doctorat.ubbcluj.ro/ro/reglementari-ale-universitatii-babes-bolyai/>), and in the SDSEGA Regulations, Articles 43-55. The SDSEGA Regulation additionally brings some elements to increase the quality of the evaluation of doctoral theses. Thus, in Art. 47 (3) under point c), all members of the committee for the public defense of the doctoral thesis must meet the CNATDCU requirements for the position they hold. The admission criteria and conditions for 2019 and 2020 can be found online at: [https://www.econ.ubbcluj.ro/n2.php?id\\_c=24&id\\_m=4DSRegulation](https://www.econ.ubbcluj.ro/n2.php?id_c=24&id_m=4DSRegulation) approved in the CSUD Meeting of 11/21/2018 (<https://www.econ.ubbcluj.ro/documente2018/Regulamentul%20scolii%20doctorale%20FEGA-2018.pdf>).

***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 habilitations theses as presented earlier are met.

***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.*

*Doctoral students' records and their entire activity within the doctoral research programme are preserved in personal files both on paper and in electronic format. The staff of the Institute for Doctoral Studies is in charge of storing data pertaining to doctoral students' doctoral programmes, using the AcademicInfo as an internal platform since 2007 (Annex 1.3.47).*

*The Academic Info platform contains the records of doctoral students who are currently enrolled in the doctoral degree: personal information, registration number, and information concerning their doctoral programme. The Register (rei.gov.ro) contains the details of doctoral students' personal information, their doctoral status data, interruptions, extensions, grace periods, etc., stored on the platform at national level (Annex 1.3.48). All PhD students receive an institutional e-mail address on the domain @econ.ubbcluj.ro through which they were able to create accounts for accessing electronic resources from international databases. The doctoral students get training from their supervisors how to use the platform.*

**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.*

*Starting in 2016, IOSUD-UBB purchased and annually renewed a computer program license to check the percentage of similarity in all doctoral theses (iThenticate textual similarity detection software provided by Turnitin), and, starting 2019, the Turnitin similarity analysis software will be used as well (Annex 1.2.16.1 and Annex 1.2.16.2–Indicator A.1.2.2). The University uses a computer software to verify the percentage of similarity in doctoral theses, respectively iThenticate program, recognized according to relevant standards. The report provides one or more Similarity Coefficients. These Coefficients of Similarity differ from one system to another, but generally they provide one of the following results: -Similarity Coefficient 1 = the percentage of the text with all similar phrases discovered by the system in other documents; -Similarity Coefficient 2 = the percentage of the text with similar fragments exceeds a given number of words. The Similarity Report is an integral part of the file that is submitted to ISD in order to defend the doctoral thesis. At the same time, each doctoral supervisor has an institutional account on Turnitin, being able to verify any document written by his doctoral students. The statistical situation regarding the doctoral theses verified for similarity in the last 5 years, for SEGA and each doctoral supervisor is presented in Annex RA SEGA III, Synthetic report of completed, verified, for published theses.*

*During the meeting with academic staff and supervisors it is noted that there is no standardised percentage of accepted similarity and it would be good to implement it for all.*

*Recommendation: To standardize accepted percentage of the similarity in all doctoral thesis.*

**The indicator is fulfilled**

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

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

According to IER and data provided during the meetings with the PhD coordinators it is evident that the Doctoral Domain in the field of Management supported state funding with the research grants. carried out (workshops, training programs). Several research or institutional development / human resources grants were obtained by doctoral supervisors during the evaluated period (see Annex A 1.3.1.List of grants). Some examples of the grants are as follows:

Developing the competitiveness of local suppliers of multinational companies in developing countries - approach in terms of knowledge transfer, UEFISCDI Youth Team Grant, 2018-2020, UEFISCDI;

Dissemination of technological innovation in multinational companies: strengthening the role of Romanian subsidiaries, UEFISCDI Grant, 2020-2022.

The fourth industrial revolution: solving the challenges, UEFISCDI Youth Team Grant, 2020-2022, UEFISCDI.

*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 scholarships can be awarded to doctoral students in the field for periods between 1-2 months per year, obtained through projects and scholarship applications. During the evaluated period, two doctoral students (Dan Mădălina and Ciocoiu Eugenia) were involved in the research activities carried out within the ROMIMAG and TeMaTIC-Art projects, benefiting from additional funding. The major problem is based on the lack of financial funding sources beside governmental funding and this is the area that should be improved by the initiative and additional effort of the doctoral study domain coordinators and management of the UBB.

*Recommendations: To focus on finding solutions for additional funding in order to increase it to at least six month for doctoral students.*

**The indicator is partially fulfilled.**

**Performance Indicator \*A.1.3.3.<sup>2</sup>** *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*

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<sup>2</sup> The indicators marked with an asterisk (\*) hold a special status, referring exclusively to the evaluation of doctoral studies domains, as per Article 12 from the annex No.1 of the Order of the minister of education No. 3651/12.04.2021 approving the





*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 fulfilled as follows: 2015-2016 7.13%; 2016-2017 10.77%; 2017-2018 24.10%; 2018-2019 25.44%; 2019-2020 23.42%. Most of the academic years the value is more than 10% of the total amounts related to doctoral grants obtained by the university through institutional contract and tuition fees collected from doctoral students that are used to finance the training expenses of doctoral students (participation in conferences, summer schools, courses, internships abroad, publication of specialized articles or other specific forms of dissemination etc.). The respective amounts were allocated for travel expenses to conferences (Bucharest, Păltiniș, Predeal, Trondheim, Vienna, Helsinki, etc.), proofreading services etc. Students also expressed their satisfaction with the grants received.

***The indicator is fulfilled.***

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

*The research infrastructure and facilities of doctoral study domain in the field of Management are sufficient for the realisation of doctoral studies, including research laboratories, computers, software, books and international database. As evidenced from the IER and information presented during the meeting information provided by the Romanian expert evaluator during the visit to the UBB all research infrastructure is in place. The same is confirmed by the students and graduates as they are very satisfied with research infrastructure.*

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

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

According to the information provided and assessment during the meeting with various stakeholders the research infrastructure in the field of Management are well assessed. They refer to:

- spaces;-material resources: computers, specific software, apparatus, laboratory equipment (video projection system, internet connection);
- access books and periodicals at the library;-access to international databases.

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Methodology for evaluating university doctoral studies and the system of criteria, standards and performance indicators used in the evaluation. In case they are not met, the Agency extends a period of maximum 3 years to IOSUD to correct the respective deficiencies.



The research activities are carried out in educational spaces equipped with equipment corresponding to research requirements, including in the room assigned for doctoral students 010 FSEGA Campus.UBB and FSEGA have concluded numerous collaboration agreements with universities abroad. PhD students can access the BCU resources and the EBSCO database through the institutional email address, but also the international databases that are available through [www.e-nformation.ro](http://www.e-nformation.ro), to which UBB has paid subscription. PhD students have access to the Euromonitor and Statista databases through a subscription available at the faculty level: <https://econ.ubbcluj.ro/stire.php?id=658>.

There is also access from the faculty building and to the Refinitiv database <https://econ.ubbcluj.ro/stire.php?id=315>. In addition, PhD students have access to a laboratory (room 411) where there are licenses for various computer programs (PLS; SPSS; Stateetc.)

***The indicator is fulfilled***

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

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

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

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

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

According to IER, it is evident there are full-time PhD supervisors and one retired PhD supervisor employed. Also, in 2021, another doctoral supervisor was appointed, who will start his coordination activity from the academic year 2021-2022.

3 full-time PhD supervisors at the time of preparation of the self-assessment report meet the CNATDCU minimum standards (Standards Fulfillment Sheet, for the entire activity and for the last 5 years). The SEGA level centralizing table attests these statistics (Annex RA SEGA III). According to this data provided as evidence as well as during the meetings with PhD supervisors this is assessed as fulfilled.

***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.***

Within the Management field, at the time of the evaluation, four doctoral supervisors work, three of whom are fully-employed, SEGA affiliates, and a retired doctoral supervisor, with a fixed-term employment





contract, thus resulting in a percentage of 75% holders. [https://doctorat.ubbcluj.ro/documente/alte\\_fisiere/Conducatori\\_Doctorat\\_Dupa\\_Domenii.pdf](https://doctorat.ubbcluj.ro/documente/alte_fisiere/Conducatori_Doctorat_Dupa_Domenii.pdf) Within the Management field, starting with the academic year 2020-2021, another doctoral supervisor, fully-employed within FSEGA, UBB -associate professor PhD habil. Emil Lucian Crișan, has been accepted

***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, according to CVs, Lists of works and research results summarized in the Completion Sheets of the CNATDCU criteria. All four doctoral supervisors in the field have presented disciplines within the SEGA training program, (Annual analytical programs, [https://econ.ubbcluj.ro/n3.php?id\\_s=198&id\\_c=106&id\\_m=3](https://econ.ubbcluj.ro/n3.php?id_s=198&id_c=106&id_m=3)). Also, Mr. Ovidiu Bordean was invited to one of the courses, associate professor within FSEGA, as a specialist in the field of strategic management, to carry out teaching activities according to the curriculum and the list of positions of the Doctoral School. 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 indicator is fulfilled***

***Performance Indicator \*A.3.1.4.*** *The percentage of doctoral thesis advisors who concomitantly coordinate more than 8 doctoral students, but no more than 12, who are themselves studying in doctoral programs<sup>3</sup> does not exceed 20%.*

According to data provided in IER, within the Doctoral School in the field of Management the situation on doctoral supervisors is centralized at SEGA level (Annex A 3.1.4.). By extracting data for the Management field, the statistical data are presented the number of PhD students during their doctoral studies (3 years): 22; the number of PhD students in the legally granted extension periods: 21.

By analysing the evolution on each doctoral supervisor, it is observed that none of them exceeds the number of doctoral students admitted to be coordinated simultaneously.

***The indicator is fulfilled.***

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

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



*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 School Management all PhD supervisors in the field have at least 5 publications indexed Web of Science or ERIH in journals with impact factor or other achievements, with high relevance for that field, which include international contributions that reveal progress in scientific research -development -innovation for the evaluated field. The mentioned doctoral supervisors have international visibility in the last five years, consisting in: the quality of member in the scientific committees of the international publications and conferences; membership in the boards of international professional associations; as a guest at conferences or groups of experts held internationally. There are listed examples of membership in the scientific committees of international publications and conferences presented. From the meetings with doctoral advisors and supervisors it has been clear that they are competent and publish in relevant indexed publications, participate in the conferences internationally and have reach research portfolio.

***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.*

From the analysis of the IER and meetings with doctoral thesis advisors, staff and supervisors it has been proven that 100% of the holders are scientifically active and have obtained at least 25% of the score required by the CNATDCU minimum standards, based on the scientific results of the last 5 years (Annexes RA SEGA III, Summary sheet for meeting the CNATDCU minimum standards, respectively Synthetic sheet for meeting the minimum standards CNATDCU). In conclusion, in the last 5 years the doctoral supervisors of the Management field have obtained the following score: A. Borza 13,325; R.L. Nistor 10,844; Szasz L. 63,988.

***The indicator is fulfilled.***

## **Domain B. EDUCATIONAL EFFECTIVENESS**



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

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

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

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

**Performance Indicator \*B.1.1.1.** *The ratio between the number of graduates of masters' programs of other higher education institutions, national or foreign, who have enrolled for the doctoral admission contest within the past five years and the number of seats funded by the state budget, put out through contest within the doctoral domain is at least 0.2 or the ratio between the number of candidates within the past five years and the number of seats funded by the state budget put out through contest within the doctoral studies domain is at least 1,2.*

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

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

*Recommendations:*

**The indicator is fulfilled.**

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

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

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



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

*Recommendations:*

**The indicator is fulfilled.**

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

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

**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.*

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

The training programs on the doctoral study domain in the field of Management is based on the advanced academic studies and *program contains 4 disciplines of which at least 2 disciplines are part of the category of the fundamental disciplines and the rest of disciplines belong to the specialization disciplines category. There is no separate discipline dedicated to ethics in scientific research but there are well-*

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



*defined topics on these topic in a discipline taught in the doctoral program in the Scientific Research Methodology discipline*

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

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

*According to data provided in the IER there are evidences of the fulfilment of this indicator. The doctoral program of doctoral students within SEGA takes place during the first semester of the first year of doctoral studies. The program contains 4 disciplines of which at least 2 disciplines are part of the category of the fundamental disciplines and the rest of disciplines belong to the specialization disciplines category. Within the fundamental disciplines the next ones are provided: 1 discipline for the study of scientific methodology, research methodology and academic writing techniques, and 1 discipline that deals with statistical data processing and advanced econometrics (Annex RA SEGA, Curriculum). Within the specialization disciplines category there are at least three other disciplines that deal with statistical data processing, adapted to some doctoral fields. All the disciplines from the SEGA offer for the doctoral program target specific competencies, skills and aptitudes that doctoral students should acquire after the completion of each discipline.*

*Recommendations:*

**The indicator is fulfilled.**

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

*According to the IER there is no separate discipline dedicated to ethics in scientific research but there are well-defined topics on these topic in a discipline taught in the doctoral program in the Scientific Research Methodology discipline. The doctoral supervisors of the Management field advise their doctoral students in order to consider these aspects. UBB has developed a code of ethics which is implemented within the institution: <https://www.ubbcluj.ro/ro/despre/organizare/files/etica/Codul-de-etica-si-deontologie-profesnelle.pdf>. Considering the available sources this is acceptable for the positive assessment of the indicator.*

**The indicator is fulfilled**

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





*knowledge, skills, responsibility and autonomy that doctoral students should acquire after completing each discipline or through the research activities<sup>5</sup>.*

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 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.*

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





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. Each doctoral supervisor has in the research team a guidance committee made up of the doctoral supervisor and three specialized researchers in the research area of the doctoral thesis. In addition to the management specialists, the steering commissions include (depending on the specific topic of each research). For the Management field, the steering committees have been established by considering the SEGA Regulation (Annex B.2.1.4) and are operational during the annual training of PhD students, aspects that can be proven by formal and informal meetings with PhD students or joint publications that imply collaboration.

***The indicator is fulfilled.***

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

According to data provided in IER there are the situation for the Management field is presented in Annex B.2.1.5. Doctoral students-members of the steering committee: for the doctoral students enrolled in the doctoral program, the situation is as follows: a total of 22 doctoral students (15 budget + 17 paying fees) for which there are a number of 17 teachers who are in the steering committees, which leads to a report of 1,294. Two of the PhD supervisors from within the field subject to accreditation are found in some steering committees led by other doctoral supervisors, these being in addition to the 17 mentioned in the table on page 38 in the IER.

*Recommendations:*

***The indicator is fulfilled.***

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

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

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

*\*general description of the standard analysis.*

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

According to IER, the PhD students in the field of Management have constantly sought to capitalize on their research results by publishing articles, studies, books, book chapters and participating in



national and international scientific events. Annex B.3.1.1. includes the list of relevant scientific publications of doctoral students who obtained the title of doctor in the evaluated period (2015-2020).

*Recommendations:*

***The indicator is fulfilled.***

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

All PhD students who completed their doctoral studies in the evaluated period (last five years) participated with a presentation at least one prestigious international event / conference (held in the country or abroad). The doctoral students who obtained the doctorate in the period 2015-2020 met the minimum standards established by CSUD to defend the thesis at that time. These criteria also include articles in journals indexed in international databases, as well as other relevant papers. After defending the thesis, some PhD students published their theses in prestigious publishing houses and continued to be active in the field of research, participating at prestigious international conferences. The list of presentations made by doctoral students who completed their doctoral studies in the period 2015-2020 can be found in Annex B.3.1.2. Anca Borza, Annex B.3.1.2. Razvan Liviu Nistor. The list of presentations at Management PhD conferences, the ratio between the number of presentations and the number of PhD students who completed their doctoral studies in the period 2015-2020 is over 1. This data is retrieved from the IER and strong research orientation is perceived from the meeting with graduates but also the supervisors who constantly motivated and supported them in the research.

***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.*

*The number of doctoral theses evaluated by each external official reviewer coming from a different university than IOSUD UBB does not exceed the standard of two theses per year supervised by each doctoral supervisor. The evaluators or specialists coming from other institutions come from the Universitaria consortium (Academy of Economic Studies from Bucharest, University of Bucharest, West University from Timișoara and Alexandru Ioan Cuza University from Iași) or the Consortium of Cluj Universities, fulfilling at least CNATDCU conditions of associate professor, according to the Anexei RA SEGA I.*

***The indicator is fulfilled.***

***Performance Indicator \*B.3.2.2.*** *The ratio between the doctoral theses allocated to one scientific specialist coming from a higher education institution, other than the institution where the defence on the doctoral thesis is organized, and the number of doctoral theses presented in the same doctoral study*



*domain in the doctoral school should not exceed 0.3, considering the past five years. Only those doctoral study domains in which minimum ten doctoral theses have been presented within the past five years should be analysed.*

For the doctoral domain of Management the value of the B.3.2.2. index does not exceed the standard of 0.3. There is a link provided with evidence and explained during the meeting with supervisors. <https://doctorat.ubbcluj.ro/ro/sustinerile-publice-ale-tezelor-de-doctorat/?an=0&luna=0&facultate=0&domeniu=6>

During the assessed evaluation period in academic years 2015 / 2016-2019 / 2020, at the level of the doctoral field of Management, 25 doctoral theses were defended, one being appreciated with the grade Excellent, and all the others being appreciated with the grade Very good. All theses were subsequently confirmed by Ministerial Order (Annex Management 2.1). Of the confirmed doctoral candidates, four are foreign nationals: two from Israel, one from Greece and one from Bulgaria. Their distribution by calendar years and by doctoral supervisors is presented in the following table (excerpts from Annex la SEGA III). In these 25 commissions for public presentation of doctoral theses participated 12 external scientific referees UBB from ASE Bucharest (4); Alexandru Ioan Cuza University of Iași (1); West University of Timisoara (2); UTCN (1); Lucian Blaga University of Sibiu (2). This ratio varies between 0.32 and 0.02. According to data analysed the indicator is fulfilled.

**The indicator is fulfilled.**

## ***Domain C. QUALITY MANAGEMENT***

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

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

*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 School of Economics and Business Management (SDSEG) extend to the field of Management. The quality assurance program is given in Annex C.1.\_UBB 1.3.0.1. The procedures for evaluation and internal monitoring of the activities within UBB also apply to IOSUD, SDSEGA, and the Management domain (Annex HCA no. 1639/4 Feb 2019 updated cf. OM 3200/2020 and HCA 1633/18.02.2021. Other procedures and mechanisms of periodic development of internal quality assurance for the doctoral studies, at level of the Management Domain are also covered and listed in the IER, pg. 42. The evaluation of the activity of PhD students is performed periodically, based on the decision of the Council of SDSEGA, by committees approved by the same council. The procedures and evaluation criteria are established by the Council of SDSEGA and follow to ensure: a) the correct measurement of the performance of PhD students, including the differences in performance between them, b) the progress analysis of PhD students in acquiring the knowledge and skills associated with professional qualification concerned; c) the administrative and academic check for assuring the correctness of procedures, d) the transparency and information on the criteria for assessing the PhD students, e) informing PhD students regarding evaluation strategy, methods, evaluation criteria and expected performances. The evaluation criteria for the PhD Thesis can be found in the Art. 45 from the Regulation of the Faculty of Economics and Business Administration regarding the Organization and Development of Doctoral Studies, and the procedure regarding public defense of the PhD Thesis is described in Art. 50-55 from the mentioned document. All these information are made available to students in advance, and the PhD coordinators elaborate customized development plans for coordinated students, in order to meet scientific requirements (e.g. minimum number of publications and their type). During the meeting with students they expressed their satisfaction with all information provided.*

**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. At the SDSEGA level, each doctoral supervisor establishes with his doctoral students their needs for equipment, consumables, access to databases in addition to those offered by the institution and other acquisitions. These are found in the annual estimate formalized in specific documents (Anexa C.1.1.2.1). On a regular basis, the doctoral students give feedbacks to the doctoral supervisors within their meetings. The doctoral students are asked to make an online assessment of the professors who deliver the courses they attend during their training program based on advanced academic studies. Students appreciate support and motivation given by their supervisors in advising them and taking their feedback into account.

***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.*

*Details regarding the availability of the information the doctoral students or doctoral students candidates need and the information of public interest at the IOSUD UBB and at SEGA could be found in RA/parts I and III. There is a data and information available for the regulations concerning this indicator. The information provided concerns regulation regarding the organization and the carrying out of the doctoral studies, regarding the doctoral studies, regulation approved in the CSUD meeting on November 21, regulation regarding admission exams to doctoral studies, the study contract for the doctoral studies, procedure for the Public defense of the doctoral theses requires the doctoral students fill in some documents available at IOSUD web site, the contact information of The Doctoral Supervisors at SEGA according to the fields of doctoral studies are also available. The information regarding the Doctoral Students at SEGA (date of enrollment, the doctoral supervisor) are available, the Summaries of the Doctoral Theses submitted for the public defense are available too.*

***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.*

At the level of the doctoral school in the field of Management, the doctoral students have free access to the databases subscribed by the UBB, according to RA/parts I and III and others appendices. The doctoral students can access the online resources provided by BCU, EBSCO database, and more international databases available at the UBB using their institutional email accounts. During the meeting with students and graduated there is a positive feedback on the access to platform providing academic databases with recommendation to provide more English or foreign literature in the form of books.

***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. Before giving approval to a doctoral thesis for the public defence, IOSUD UBB makes its similarity assessment using the IThenticate software. Also, during the doctoral studies the doctoral supervisor makes a similarity assessment of the doctoral students' research reports (including the work in*





progress articles) using the Turnitin software. The doctoral supervisor uploads on the platform the doctoral students' research reports and gets the similarity index and the similarity reports.

**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 UBB subscribed databases by using their student ID, according to RA/parts I and III and its appendices. The doctoral students of SEGA have free access to the research labs and to the financial databases available in the FSEGA library based on a schedule and according to some rules for access and use. The doctoral students have free access to Euromonitor and Statistical, databases subscribed by FSEGA. The doctoral students have free access to Refinitiv database in the building of FSEGA at the following. Additionally, the doctoral students can access the lab (room 411) where get free access to licensed softwares (PLS; SPSS; Stata etc.). This is the information provided in the IER and was asked the students during the meeting. They all expressed their satisfaction with the software but also with the support from their supervisors in that matter while doing their research. All PhD students in the Doctoral School in the field of Management have permanent access to the rooms and laboratories. The information is retrieved from IER and also discussed during the meetings with students and supervisors. The satisfaction with the scientific research laboratories is high.

**The indicator is fulfilled.**

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

Internationalisation of the IOSUD and doctoral domain in the field of Management is accomplished and of high quality as well as good in quantity of international experts involved and international students enrolled. Some students participated in Erasmus+ exchange and gained lots of experience and knowledge in an international environment. The UBB is proud of their international involvement and they do work on the promotion on the international level. The courses are offered in foreign languages and it is appreciated by 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.



The doctoral students in any doctoral field of SEGA could benefit of doctoral studies mobilities within Erasmus programs (see Appendix C 3.1.1.). At least 35% (16/44= 36.36%, Appendix C 3.1.1.) of the doctoral students in the field of Management have participated in training courses or at international conferences abroad. The strategy of internationalisation is one of the main orientations of the UBB and thus result in the incoming and outgoing mobility but also in participation of PhD students in international projects, conferences, etc.

**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.

There were invited academic experts who delivered speeches to the doctoral students, including the doctoral students in the field of Management. A good example is CEBSS, Cluj Economics and Business Seminar Series, organized by FSEGA, information are available at: <https://econ.ubbcluj.ro/cebss.php>. It could be mentioned international conferences and other research events hosted by FSEGA, information are available at the link provided in IER. During the meetings discussed with students and graduates the same was confirmed.

**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.).

According to data provided in the IER and as observed during the meetings with students, graduates and supervisors it is evident that the UBB is highly internationally oriented and amongst the most competitive in Romania. By the help of specialized departments of BBU and FSEGA, and through appropriate actions the efforts for increasing the international level of doctoral studies are made continuously. In the doctoral field of Management are enrolled 22 doctoral students and 10 are writing their doctoral theses in English which increases the accessibility to their research findings. Completed theses defended in English Annex C 3.1.3. Some of the doctoral students enrolled in the doctoral field of Management are international students, and this is a permanent concerns (for the moment our international doctoral students are CHEN H. Kai–China, PINCO M. Ory–Israel). The information is provided to students in English language and they are encouraged to look into foreign market, publish in English and write their dissertations in English language. There are also international students who can be excellent promoters of the UBB doctoral domain in the field of Management by spreading positive word of mouth and sharing their experiences of UBB.

**The indicator is fulfilled.**

#### IV. SWOT Analysis

<p><b><u>Strengths:</u></b></p> <ul style="list-style-type: none"> <li>- quality assurance system</li> <li>- development strategy</li> <li>- reputation and experience of the IOUSD</li> </ul>	<p><b><u>Weaknesses:</u></b></p> <ul style="list-style-type: none"> <li>- lack of employers survey and formal feedback on the satisfaction with PhD students and graduates</li> </ul>
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<ul style="list-style-type: none"> <li>- quality of academic staff and supervisors</li> <li>- motivated academic staff</li> <li>- motivated and committed PhD supervisors</li> <li>- motivated and satisfied students</li> <li>- research facilities and infrastructure</li> <li>- research and scientific activity of supervisors and students</li> <li>- good (informal) cooperation with employers of students</li> <li>- rules and regulations applied and existence of procedures in accordance to the national law of education</li> <li>- good ratio of students/supervisors</li> <li>- satisfied students with PhD supervisors and research facilities</li> <li>- internationalisation focus and courses delivered in English for international students</li> <li>- international mobility and international cooperation</li> </ul>	<ul style="list-style-type: none"> <li>- lack of formalised inclusion of employers in the revision and improvements of study programme</li> <li>- lack of examination methods related to learning outcomes according to Bloom's or other taxonomy of knowledge (in syllabuses)</li> <li>- insufficient involvement of business sector in relations to research topics and applied research</li> <li>- lower motivation of doctoral supervisors in the research activity with students incompetent for the research field or not having appropriate background for the chosen research field</li> <li>- lack of international books and literature in the library</li> <li>- lack of financial resources for funding research</li> </ul>
<p style="text-align: center;"><b><u>Opportunities:</u></b></p> <ul style="list-style-type: none"> <li>- cooperation and development of joint doctoral study programs with international universities and doctoral schools</li> <li>- increase the self funding activities by increased participation in projects</li> <li>- funding from projects and contracts with public and private sector</li> <li>- create learning incubators or entrepreneurial incubators</li> <li>- establish university entrepreneurship and include doctoral domain to the research and implementation</li> <li>- formalised cooperation with employers including them in the creation and improvement of doctoral study domain, curriculum and reviews of syllabuses</li> <li>- active Alumni club and initiative in promotion of the University and the doctoral study domain and development of common projects/research and business projects</li> <li>- improvement in access to information and library resources</li> </ul>	<p style="text-align: center;"><b><u>Threats:</u></b></p> <ul style="list-style-type: none"> <li>- competition in the private university sector if private institutions will provide doctoral study programmes</li> <li>- competition of other institutions on the national and international level</li> <li>- international universities who can attract local students to work, live and study abroad</li> <li>- general economic situation and crisis influenced by Covid-19 pandemic</li> <li>- general economic situation and lack of governmental funding</li> <li>- high cost of library resources</li> </ul>

<p>-The opportunity to increase in FSEGA the physical library for management research - The latter IT developments could support the doctoral students training (as per the IER)</p>	
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## V. Overview of judgments awarded and of the recommendations

No.	Type of indicator (*, C)	Performance indicator	Judgment	Recommendations
A.1.1.1.		The existence of specific regulations and their application at the level of the Doctoral School of the respective university doctoral study domain	<b>fulfilled</b>	
A.1.1.2.		The doctoral school' Regulation includes mandatory criteria, procedures and standards binding on the aspects specified in Article 17, paragraph (5) of the Government Decision No. 681/2011 on the approval of the Code of Doctoral Studies with subsequent amendments and additions.	<b>fulfilled</b>	
A.1.2.1.		The existence and effectiveness of an appropriate IT system to keep track of doctoral students and their academic background.	<b>fulfilled</b>	
A.1.2.2.		The existence and use of an appropriate software program and evidence of its use to verify the percentage of similarity in all doctoral theses.	<b>fulfilled</b>	To standardize accepted percentage of the similarity check in all doctoral thesis.
A.1.3.1.		Existence of at least one research or institutional / human resources development grant under implementation at the time of submission of the internal evaluation file, per doctoral study domain under evaluation, or existence of at least 2 research or institutional development / human resources grant for the doctoral study domain, obtained by doctoral thesis advisors operating in the evaluated domain within the past 5 years. The grants address relevant themes for the respective domain and, as a rule, are engaging doctoral students.	<b>fulfilled</b>	

A.1.3.2.		The percentage of doctoral students active at the time of the evaluation, who for at least six months receive additional funding sources besides government funding, through scholarships awarded by individual persons or by legal entities, or who are financially supported through research or institutional / human resources development grants is not less than 20%.	<b>Partially fulfilled</b>	To focus on finding solutions for additional funding in order to increase it to at least six month for doctoral students.
A.1.3.3.		At least 10% of the total amount of doctoral grants obtained by the university through institutional contracts and of tuition fees collected from the doctoral students enrolled in the paid tuition system is used to reimburse professional training expenses of doctoral students (attending conferences, summer schools, training, programs abroad, publication of specialty papers or other specific forms of dissemination etc.).	<b>fulfilled</b>	
A.2.1.1.		The venues and the material equipment available to the doctoral school enable the research activities in the evaluated domain to be carried out, in line with the assumed mission and objectives (computers, specific software, equipment, laboratory equipment, library, access to international databases etc.). The research infrastructure and the provision of research services are presented to the public through a specific platform. The research infrastructure described above, which was purchased and developed within the past 5 years will be presented distinctly.	<b>fulfilled</b>	
A.3.1.1.		<i>Minimum three doctoral thesis advisors within that doctoral domain, and at least 50% of them (but no less than three) meet the minimum standards of the National Council for Attestation 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>	<b>fulfilled</b>	
A.3.1.2.		<i>At least 50% of all doctoral advisors have a full-time employment contract for an indefinite period with the IOSUD.</i>	<b>fulfilled</b>	
A.3.1.3.		<i>The study subjects in the education program based on advanced higher education studies pertaining to the doctoral domain are taught by teaching staff or researchers who are doctoral thesis advisors / certified doctoral thesis advisors, professors / CS I or lecturer / CS II, with proved expertise in the field of the study subjects they teach, or other specialists in the</i>	<b>fulfilled</b>	

		<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 programs<sup>6</sup> does not exceed 20%.</i>	<b>fulfilled</b>	
A.3.2.1.		<i>At least 50% of the doctoral thesis advisors in the evaluated domain have at least 5 Web of Science- or ERIH-indexed publications in magazines of impact, or other achievements of relevant significance for that domain, including international-level contributions that indicate progress in scientific research - development - innovation for the evaluated domain. The aforementioned doctoral thesis advisors enjoy international awareness within the past five years, consisting of: membership on scientific boards of international publications and conferences; membership on boards of international professional associations; guests in conferences or expert groups working abroad, or membership on doctoral defence commissions at universities abroad or co-leading with universities abroad. For Arts and Sports and Physical Education Sciences, doctoral thesis advisors shall prove their international visibility within the past five years by their membership on the boards of 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>	<b>fulfilled</b>	
A.3.2.2.		<i>At least 50% of the doctoral thesis advisors in a specific doctoral study domain continue to be active in their scientific field, and acquire at least 25% of the score requested by the minimal CNATDCU standards in force at the time of the evaluation, which are required and mandatory for acquiring their enabling certificate, based on their scientific results within the past five years.</i>	<b>fulfilled</b>	
B.1.1.1.		<i>The ratio between the number of graduates of masters' programs of other higher education institutions, national or foreign, who have enrolled for the doctoral admission contest</i>	<b>fulfilled</b>	

<sup>6</sup> 3 years for the doctoral university studies with the duration stipulated at Article 159, paragraph (3), respectively 4 years for the doctoral university studies with the duration stipulated at Article 174, paragraph (3) of the Law of national education No.1/2011 with subsequent amendments and additions, with additional extension periods approved as per Article 39, paragraph (3) of the Code of doctoral studies approved by the GD No. 681/2011 with subsequent amendments and additions.



		<i>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>	<b>fulfilled</b>	
B.1.2.2.		<i>The expelling rate, including renouncement / dropping out of doctoral students <sup>3</sup>, respectively <sup>4</sup>, years after admission<sup>7</sup> does not exceed 30%.</i>	<b>fulfilled</b>	
B.2.1.1.		<i>The training program based on advanced academic studies includes at least 3 disciplines relevant to the scientific research training of doctoral students; at least one of these disciplines is intended to study in-depth the research methodology and/or the statistical data processing.</i>	<b>fulfilled</b>	
B.2.1.2.		<i>At least one discipline is dedicated to Ethics and Intellectual Property in scientific research or there are well-defined topics on these subjects within a discipline taught in the doctoral program.</i>	<b>fulfilled</b>	
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>	<b>partially fulfilled</b>	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

<sup>7</sup> 3 years for the doctoral university studies with the duration stipulated at Article 159, paragraph (3), respectively 4 years for the doctoral university studies with the duration stipulated at Article 174, paragraph (3) of the Law of national education No. 1/2011 with subsequent amendments and additions.

				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>	<b>fulfilled</b>	
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>	<b>fulfilled</b>	
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>	<b>fulfilled</b>	
B.3.1.2.		<i>The ratio between the number of presentations of doctoral students who completed their doctoral studies within the evaluated period (past 5 years), including posters, exhibitions made at prestigious international events (organized in the country or abroad) and the number of doctoral students who have completed their doctoral studies within the evaluated period (past 5 years) is at least 1.</i>	<b>fulfilled</b>	
B.3.2.1.		<i>The number of doctoral theses allocated to one specialist coming from a higher education institution, other than the evaluated IOSUD should not exceed two (2) in a year for the theses coordinated by the same doctoral thesis advisor.</i>	<b>fulfilled</b>	

B.3.2.2.		<p>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.</p>	<b>fulfilled</b>	
C.1.1.1.		<p>There are an institutional framework and procedures in place and relevant internal quality assurance policies, applied for monitoring the internal quality assurance.</p> <p>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.</p>	<b>fulfilled</b>	
C.1.1.2.		<p>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.</p>	<b>fulfilled</b>	
C.2.1.1.		<p>The IOSUD publishes on the website of the organizing institution, in compliance with the general regulations on data protection, information such as:</p> <ul style="list-style-type: none"> <li>(a) the Doctoral School regulation;</li> <li>(b) the admission regulation;</li> <li>(c) the doctoral studies contract;</li> <li>(d) the study completion regulation including the procedure for the public presentation of the thesis;</li> <li>(e) the content of training program based on advanced academic studies;</li> <li>(f) the academic and scientific profile, thematic areas/research themes of the Doctoral advisors within the domain, as well as their institutional contact data;</li> <li>(g) the list of doctoral students within the domain with necessary information (year of registration; advisor);</li> </ul>	<b>fulfilled</b>	

		<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.	<b>fulfilled</b>	
C.2.2.2.		Each doctoral student shall have access, upon request, to an electronic system for verifying the degree of similarity with other existing scientific or artistic works.	<b>fulfilled</b>	
C.2.2.3.		All doctoral students have access to scientific research laboratories or other facilities depending on the specific domain/domains within the Doctoral School, according to internal order procedures.	<b>fulfilled</b>	
C.3.1.1.		IOSUD, for every evaluated domain, has concluded mobility agreements with universities abroad, with research institutes, with companies working in the field of study, aimed at the mobility of doctoral students and academic staff (e.g., ERASMUS agreements for the doctoral studies). At least 35% of the doctoral students have completed a training course abroad or other mobility forms such as attending international scientific conferences. 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.	<b>fulfilled</b>	To continue participation in Erasmus+ mobility and international cooperation and find models to cope with Covid-19 pandemic by introducing hybrid models of Erasmus+ and other international collaborations. The pandemic gives us more opportunities to adjust to the 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.		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.	<b>fulfilled</b>	To continue good practice in guest lecturing of international experts and further develop the co-mentorship on the international level as well as guest lectures and international cooperation with international lecturers, professors, supervisors and academic staff in order to enhance and increase the quality of doctoral study program.
C.3.1.3.		The internationalization of activities carried out during the doctoral studies is supported by	<b>fulfilled</b>	



		<i>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>		
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## VI. Conclusions and general recommendations

The evaluation process on the doctoral domain in the field of Management at the doctoral domain in the field of Management at UBB is well assessed and has many positive impressions.

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

The result of this evaluation is as follows: the 33 performance indicators are fulfilled, 2 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 program is well constructed/designed but needs improvement on the level of specific learning outcomes, assessment of learning outcomes, workload of students and understanding of relationship between learning outcomes ECTS and workload on all levels (academic staff and students). It is important to adjust syllabuses with the recent trends in the EU and clearly define assessment of each learning outcome. The students were not familiar with the correlation between ECTS, learning outcomes and specific requirements how each learning outcome will be tested and assessed. The students expressed their concern in regards to difficulty to collect data and the need to be more supported in order to finish their study on time, to be more motivated although aware it is mostly their duty.

The level of internationalisation and promotion, activities and participation in international mobility, supervision and international co-mentorship is one of the advantages of the UBB and on the level of the doctoral domain in the field of management. The study program and syllabuses are available in English language on the website and it is a good source of information for international students. The lectures are available in English language too.

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 exists and some graduates are aware of its activity but still there is a room for improvement in coordination of the common projects, promotion of the UBB and doctoral domain in the field of Management. 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 employers of students should be more involved in the creation and improvement of the doctoral domain study program with their feedback and input concerning market needs and competencies of students. The formal methodology should be created and implemented in order to get feedback from employers. There should be questionnaire and research conducted on the yearly basis with the aim to find out the level of satisfaction of employers with students competencies, skills, knowledge and other





related issues, together with their suggestions for improvements or changes in the study program. The opinion and suggestions of employers should be incorporated in the revision of study program. Employers can also participate in WS, research projects, guest lecturing, open tables, etc.

There should be more projects on the level of the domain in order to gain more funds and improve financial situation of the domain, to support students with grants and fees for the research activities, to participate in international conferences, trainings and workshops. Considering that there is a lack of national grants and funds to support students research solutions can be found in increased cooperation with business sector. This can also help to buy literature for the library especially as a foreign language literature.

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.

The recommendation is to periodically review doctoral study domain program, syllabuses, update policies and procedures following recent trends in EU and higher education. Evaluation of the doctoral study domain in the field of Management should be done every 3 years.

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## **VII. Annexes**

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

Additional documentation:

N/A