

The External Evaluation Report of a Doctoral Study Domain

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I. Introduction¹

In this chapter, the following shall be summarized:

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

II. Methods used

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

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

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



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

III. Analysis of ARACIS's performance indicators

Domain A. INSTITUTIONAL CAPACITY

**general description of domain analysis.*

The Domain A. INSTITUTIONAL CAPACITY analysis was carried out by the ARACIS's Experts Panel on the basis of the information acquired in the remote visit held during the period between 12th and 16th July 2021.

Before and after the visit the remote analysis was carried out by the ARACIS's Experts Panel on the basis of the available files at the ARACIS's platform <https://cloud.aracis.ro> (see at: <https://cloud.aracis.ro/owncloud/index.php/apps/files/?dir=/SNSPA%20Domeniu%20Management&fileid=223348>). Further sources have been acquired by consulting the institutional website of the University (see at: <http://snspa.ro/>).

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

**general description of the criterion analysis.*

ARACIS's Experts Panel conducted the analysis of the Criterion A.1 with the same procedures indicated in the previous point concerning the Domain A. INSTITUTIONAL CAPACITY.

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.

**general description of the standard analysis.*



ARACIS's Experts Panel conducted the analysis of the Standard with the same procedures indicated in the previous point concerning the Domain A. INSTITUTIONAL CAPACITY.

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.*
- description of the facts, the findings from the assessed institution's documents and the evaluation visit itself*
 - analysis of the facts, the findings from the assessed institution's documents and the evaluation visit itself*

The Romanian Government established the National School of Political and Administrative Studies (SNSPA) in 1990 (by the Decision no. 220/1 / PR of January 19, 1990).

Since 1991, it has become a public institution of higher education with legal personality, by the Romanian Government Decision no. 183 of 1991 (Source: <http://snspa.ro/en/about-snspa/>).

"(...) Since 2000, SNSPA has been an Institution Organizing Doctoral University Studies (IOSUD) in the field of Political Studies, and starting with the academic year 2001-2002, it became an Organizing Institution for Doctoral University Studies in the field of Public Administration as well. Starting with 2008, SNSPA has been organizing doctoral studies in Sociology and Communication Sciences, and starting with 2019, in the field of Management (...)" (Source: Report for the Doctoral Field of Management-semnat, p. 3-4).

This premise is important to understand that the SNSPA's Doctoral School in Management is recently established (Source: Anexa 1.15 Ordin 3100 acreditarea domeniului doctoral Management-semnat), while the doctoral fields are political sciences, administrative sciences, sociology, communication and management sciences.

The answers to the single points - from a) to g) - are provided below and they regard the existence of specific regulations and their application at the level of the Doctoral School in Management.

(a) The internal regulations of the Doctoral School.

The information concerning the internal regulations of the SNSPA's Doctoral School in Management can be found in the last version of the "INSTITUTIONAL REGULATION FOR THE ORGANISATION AND DEVELOPMENT OF DOCTORAL STUDY PROGRAMMES" (Source: Regulation



approved through the Senate Resolution no. 72/30.09.2020, see at: <http://doctorat.snsps.ro/wp-content/uploads/2021/02/ENG-Regulament-IOSUD.pdf>).

(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.

The information regarding the Methodology for conducting elections for the position of director of the Council of Doctoral School (CSD) can be found in the last version of the "INSTITUTIONAL REGULATION FOR THE ORGANISATION AND DEVELOPMENT OF DOCTORAL STUDY PROGRAMMES" (Source: Regulation approved through the Senate Resolution no. 72/30.09.2020, p. 3. See at: <http://doctorat.snsps.ro/wp-content/uploads/2021/02/ENG-Regulament-IOSUD.pdf>).

The calendar of dates of the call for applications for the position of director of the PhD Program is available on the ARACIS platform (Source: Anexa MA.1.1.1.c.2. Calendar concurs director CSUD-SNSPA 2020-semnat).

c) The Methodologies for organizing and conducting doctoral studies (for the admission of doctoral students, for the completion of doctoral studies).

The information regarding the Methodologies for organizing and conducting doctoral studies is available in the last version of the "INSTITUTIONAL REGULATION FOR THE ORGANISATION AND DEVELOPMENT OF DOCTORAL STUDY PROGRAMMES" (Source: Regulation approved through the Senate Resolution no. 72/30.09.2020, I.2. Fundamental principles, p. 1-3. See at: <http://doctorat.snsps.ro/wp-content/uploads/2021/02/ENG-Regulament-IOSUD.pdf>).

d) The existence of mechanisms for recognizing the status of a Doctoral advisor and the equivalence of the doctoral degree obtained abroad.

The information regarding the existence of mechanisms for recognizing the status of a Doctoral advisor and the equivalence of the doctoral degree obtained abroad is available in the last version of the "INSTITUTIONAL REGULATION FOR THE ORGANISATION AND DEVELOPMENT OF DOCTORAL STUDY PROGRAMMES" (Source: Regulation approved through the Senate Resolution no. 72/30.09.2020, art. 20-21, p. 7. See at: <http://doctorat.snsps.ro/wp-content/uploads/2021/02/ENG-Regulament-IOSUD.pdf>).

e) Functional management structures (Council of the Doctoral School), giving as well proof of the regularity of meetings.

The information regarding the functional management structures (Council of the Doctoral School), giving as well proof of the regularity of meetings is available in the last version of the "INSTITUTIONAL REGULATION FOR THE ORGANISATION AND DEVELOPMENT OF DOCTORAL STUDY PROGRAMMES" (Source: Regulation approved through the Senate Resolution no. 72/30.09.2020, Chapter II. ORGANIZATION OF ACADEMIC DOCTORAL STUDIES, from p. 7. See at: <http://doctorat.snsps.ro/wp-content/uploads/2021/02/ENG-Regulament-IOSUD.pdf>).

The Council held its first formal meeting on 2021, June 29 (Source: NOTE on the formal constitution of the Council for Doctoral Studies (CSUD), SNSPA, p. 1).

f) The contract for doctoral studies.



The information regarding the contract for doctoral studies is available in the last version of the “INSTITUTIONAL REGULATION FOR THE ORGANISATION AND DEVELOPMENT OF DOCTORAL STUDY PROGRAMMES” (Source: Regulation approved through the Senate Resolution no. 72/30.09.2020, art. 99, from p. 33. See at: <http://doctorat.snsa.ro/wp-content/uploads/2021/02/ENG-Regulament-IOSUD.pdf>). Some examples of contracts are available on the ARACIS cloud platform.

g) Internal procedures for the analysis and approval of proposals regarding the training for doctoral study programs based on advanced academic studies.

The information regarding the internal procedures for the analysis and approval of proposals regarding the training for doctoral study programs based on advanced academic studies is present and it is available in the last version of the “INSTITUTIONAL REGULATION FOR THE ORGANISATION AND DEVELOPMENT OF DOCTORAL STUDY PROGRAMMES” (Source: Regulation approved through the Senate Resolution no. 72/30.09.2020, X.2 Advanced academic training programme, from p. 22. See at: <http://doctorat.snsa.ro/wp-content/uploads/2021/02/ENG-Regulament-IOSUD.pdf>).

In conclusion, the Doctorate School in Management meets the Performance indicator A.1.1.1.

Recommendations:

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.*

- description of the facts, the findings from the assessed institution’s documents and the evaluation visit itself

- analysis of the facts, the findings from the assessed institution’s documents and the evaluation visit itself

The information regarding the approval of the Code of Doctoral Studies - with subsequent amendments and additions on the aspects specified in Article 17, paragraph No. 5 of the Government Decision No. 681/2011 - is present.

It is available in the last version of the “INSTITUTIONAL REGULATION FOR THE ORGANISATION AND DEVELOPMENT OF DOCTORAL STUDY PROGRAMMES” (Source: Regulation approved through the Senate Resolution no. 72/30.09.2020, art. 103, p. 34. See at: <http://doctorat.snsa.ro/wp-content/uploads/2021/02/ENG-Regulament-IOSUD.pdf>).

In conclusion, the Doctorate School in Management meets the Performance indicator A.1.1.2.

Recommendations:

The indicator is fulfilled.

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

**general description of the standard analysis.*

ARACIS’s Experts Panel conducted the analysis of the Standard with the same procedures indicated in the previous point concerning the Domain A. INSTITUTIONAL CAPACITY.



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.*

- *description of the facts, the findings from the assessed institution's documents and the evaluation visit itself*

- *analysis of the facts, the findings from the assessed institution's documents and the evaluation visit itself*

In the interviews conducted by the ARACIS's Experts Panel during the remote visit, we had evidence of Doctorate School in Management's information regarding the Performance Indicator A.1.2.1.

The remote analysis applied to the documents made available by ARACIS has confirmed this evidence.

Among these documents, we report the "Self-assessment report of the activity of the Doctoral Field of Management within IOSUD - National University of Political Studies and Public Administration - 2019-2021". The document states the following: "(...) *Within IOSUD - SNSPA, there is an adequate computer system for the record of PhD students and their academic career. It is an integral part of the computer system of the Faculty of Communication and Public Relations and it is built around an ORACLE 8i database. (...)*" (Source: Report for the Doctoral Field of Management-semnat, A.1. Institutional, administrative, managerial structures, and financial resources, p. 43-48).

In conclusion, the Doctorate School in Management meets the Performance indicator A.1.2.1.

Recommendations:

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.*

- *description of the facts, the findings from the assessed institution's documents and the evaluation visit itself*

- *analysis of the facts, the findings from the assessed institution's documents and the evaluation visit itself*

Yes, the Doctorate School in Management uses a software against the plagiarism (Sistemantiplagiat.ro software).

In the interviews conducted by the ARACIS's Experts Panel during the remote visit, we had evidence of this information and the remote analysis applied to the documents made available by ARACIS has confirmed this evidence.

The information is available in two documents: a) in the last version of the "INSTITUTIONAL REGULATION FOR THE ORGANISATION AND DEVELOPMENT OF DOCTORAL STUDY PROGRAMMES" (Source: Regulation approved through the Senate Resolution no. 72/30.09.2020, art. 78, p. 24. See at: <http://doctorat.snsa.ro/wp-content/uploads/2021/02/ENG-Regulament-IOSUD.pdf>) and b) in the "Self-assessment report of the activity of the Doctoral Field of Management within IOSUD - National University of Political Studies and Public Administration - 2019-2021".

The second document states the following: "(...) *The existence and use of a computer software to analyse the percentage of similarity in PhD theses has been a priority for IOSUD-SNSPA, especially in the last 5 years. The National University of Political Studies and Public Administration aims at consolidating professional ethics and deontology, as well as promoting a culture of academic integrity*



among the teaching staff and students. In this regard, SNSPA acquires an annual subscription for the Sistemantiplagiat.ro software, which identifies and compares similarities between the analysed paper (paper, article, PhD thesis) with Internet resources and the database consisting of internal documents uploaded to the system. The result of the analysis is then communicated in a similarity report that includes 3 factors (the first factor indicates the linguistic independence of the paper's author, the second factor refers to unauthorized borrowings, and the third factor refers to the texts cited by the author) (see Appendix MA1.2.2. The Guide for Interpreting the Similarity Report created by the anti-plagiarism software) (...)" (Source: Report for the Doctoral Field of Management-semnat, A.1. Institutional, administrative, managerial structures, and financial resources, p.49).

In conclusion, the Doctorate School in Management meets the Performance indicator A.1.2.2.

Recommendations:

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.

**general description of the standard analysis.*

ARACIS's Experts Panel conducted the analysis of the Standard with the same procedures indicated in the previous point concerning the Domain A. INSTITUTIONAL CAPACITY.

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.*

- description of the facts, the findings from the assessed institution's documents and the evaluation visit itself

- analysis of the facts, the findings from the assessed institution's documents and the evaluation visit itself

In the interviews conducted by the ARACIS's Experts Panel during the remote visit, we had evidence of Doctorate School in Management's information regarding the Performance Indicator A.1.3.1.

The remote analysis applied to the documents made available by ARACIS has confirmed this evidence.

Among these documents, we report the "Self-assessment report of the activity of the Doctoral Field of Management within IOSUD - National University of Political Studies and Public Administration - 2019-2021". The document states the following: "(...) Currently, a grant is being implemented and coordinated by PhD supervisors in the field of Management, School of Knowledge Production and Transfer for Global Economy and Governance, SKOPE-4-GEG, SNSPA, Reykyavik University, INCSMPS 2019-2021, 18-COP-0032 (Project director: Professor Adriana Grigorescu, PhD Within the national competition organized by UEFISCDI, Young Teams 2019, Professor Elena-Mădălina Vătămănescu, PhD was designated as one of the winners in the field of Economic Sciences, the title of the project being "The impact of knowledge-based networks on obtaining sustainable competitive advantage: from the individual



to organizational systems" - code PN-III-P1-1.1-TE- 2019-1356. Research grant funded by UEFISCDI (...) In December 2020, an institutional development grant was completed, also coordinated by a PhD supervisor in the field of Management, respectively ACADEMIC CONNECT: Partnership and international visibility for promoting teaching and research excellence of SNSPA, CNFIS Institutional Development Programs, CNFIS-FDI -2020-0577 (Deputy Director: Professor Florina Pînzaru, PhD) (...)" (Source: Report for the Doctoral Field of Management-semnat, A.1. Institutional, administrative, managerial structures, and financial resources, p. 50).

In conclusion, the Doctorate School in Management meets the Performance indicator A.1.3.1.

Recommendations:

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%.*

- *description of the facts, the findings from the assessed institution's documents and the evaluation visit itself*

- *analysis of the facts, the findings from the assessed institution's documents and the evaluation visit itself*

In the interviews conducted by the ARACIS's Experts Panel during the remote visit, we had evidence of Doctorate School in Management's information regarding the Performance Indicator A.1.3.2.

The remote analysis applied to the documents made available by ARACIS has confirmed this evidence.

Among these documents, we report the "Self-assessment report of the activity of the Doctoral Field of Management within IOSUD - National University of Political Studies and Public Administration - 2019-2021". The document states the following: "(...) *Of the 9 PhD students enrolled in the field of doctoral studies Management, in the first year of accreditation of the field (2019-2020), two PhD students have benefited and still benefit from other sources of funding than government funding, as they are financially supported by research grants or institutional development/human resources: Drd. Andreea Mitan (2.05.2019 - 29.02.2020) within the project PN-III-P1-1.1-TE-2016-0232 and Drd. Victor Emanuel Ciuciuc within the CNFIS-FDI-2020-0577 project (throughout the project) (see Appendix MA.1.3.1. List of PhD supervisors activity). Consequently, the proportion is 22.22%, higher than the required minimum threshold of 20%. At the time of the submission of this file, the cohort of PhD students enrolled in October 2020 had not yet been co-opted into research projects being in the first months of the first doctoral year. (...)*" (Source: Report for the Doctoral Field of Management-semnat, A.1. Institutional, administrative, managerial structures, and financial resources, p. 51).

In conclusion, the Doctorate School in Management meets the Performance indicator A.1.3.2.

Recommendations:

The indicator is fulfilled.



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

- description of the facts, the findings from the assessed institution's documents and the evaluation visit itself

- analysis of the facts, the findings from the assessed institution's documents and the evaluation visit itself

In the interviews conducted by the ARACIS's Experts Panel during the remote visit, we had evidence of Doctorate School in Management's information regarding the Performance Indicator A.1.3.3.

The remote analysis applied to the documents made available by ARACIS has confirmed this evidence.

Among these documents, we report the "Self-assessment report of the activity of the Doctoral Field of Management within IOSUD - National University of Political Studies and Public Administration - 2019-2021". The document states the following: "(...) *The doctoral field of Management started within IOSUD on 1 October 2019, thus encompassing only one year of doctoral activity. Within the 2019-2020 promotion, only 3 PhD students have tuition-based places, the rest having state funded places or through a scholarship. The amount of the doctoral tuition fee for Romanian students is 7000 lei/year. Two of the PhD students, Andreea Mitan and Cristian Mihai Vidu, are SNSPA employees and benefit from tax exemption according to Senate Decision no. 9 of 5.02.2018, Art. 3 (<http://snspa.ro/snspa/informatii-publice/taxe-snspa/#:~:text=Taxa%20anual%C4%83%20de%20%C5%9Fcolarization%20studi%20u-universitate%20de%20masterat%3B,Taxa%20doctorat%20studen%C5%A3i%20rom%C3%A2ni%3A%207.000%20lei%20%2F%20an>). The third PhD student, Nicolae Gheorghioiu, did not pay the fee and was expelled. Thus, for the academic year 2019-2020, no money was collected from tuition fees in the doctoral field of Management. Being in the first year of its operation, the Management field has not accessed doctoral grants so far. However, in January 2020, 5 of the 9 registered PhD students (Elena Dinu, Cătălin Ioniță, Andreea Mitan, Ion Moldoveanu, Victor Ciuciuc) participated in an international conference organized by Business Systems Laboratory, "7th International Symposium, Socio-Economic Systems, Challenges for Sustainable Development in the Digital Age", 22-24 January 2020, Alicante, Spain (see Appendix MA.1.3.3. Centralizing the scientific activity of PhD students 2019-2020). Some of them requested and benefited from the settlement of conference expenses (fee, transport, accommodation) - for example, PhD. Andreea Mitan benefited from a settlement of approximately 4700 lei from the research grant mentioned in the previous point, a grant coordinated by her PhD supervisor, Professor Elena-Mădălina Vătămănescu, PhD (financial documents can be provided upon request). Regarding the PhD students enrolled in October 2020, only one student (out of the total of eight) was admitted for a tuition-based fee, as well as employed by SNSPA (drd. Rareș Mocanu), and exempt from tuition fee to Senate Decision no. 9 of 5.02.2018, Art. 3 ([---

² The indicators marked with an asterisk \(*\) hold a special status, referring exclusively to the evaluation of doctoral studies domains, as per Article 12 from the annex No.1 of the Order of the minister of education No. 3651/12.04.2021 approving the Methodology for evaluating university doctoral studies and the system of criteria, standards and performance indicators used in the evaluation. In case they are not met, the Agency extends a period of maximum 3 years to IOSUD to correct the respective deficiencies.](http://snspa.ro/snspa/informatii-publice/taxe-snspa/#:~:text=Taxa%20anual%C4%83%20de%20%C5%9Fcolarization%20studi%20u-</i></p></div><div data-bbox=)*



university%20de%20masterat%3B, Taxa%20doctorat%20studen%C5%A3i%20rom%C3%A2ni%3A%207.000%20lei%20%2F%20an) (...)" (Source: Report for the Doctoral Field of Management-semnat, A.1. Institutional, administrative, managerial structures, and financial resources, p. 51-52).

In the supplementary official document provided by the IOSUS SNSPA during the final evaluation process – named "Sume alocate pentru cheltuielile de formare profesională ale doctoranzilor (2016-2020)" – there is specified that in 2019 was allocated the amount 1,915.43 lei (out of 15,200.00 lei - the total amount of doctoral grants in 2019), and in 2020 was allocated the amount 24,874.17 lei (out of 177,700.00 lei - the total amount of doctoral grants in 2020), representing 12,60%, respectively 13,99%, to reimburse professional training expenses of doctoral students of the Doctoral Field of Management. Overall, based on the official information provided, we can appreciate that, cumulated for both 2 years (2019 and 2020) was allocated a percentage of 13,88% (that is superior to the minimum level 10%, required by the indicator) of the total amount of doctoral grants obtained by the university to reimburse professional training expenses of doctoral students.

In conclusion, the Doctorate School in Management meets the Performance indicator A.1.3.3.

Recommendations:

The indicator is fulfilled.

Criterion A.2. Research infrastructure

**general description of the criterion analysis.*

ARACIS's Experts Panel conducted the analysis of the Criterion A.2 with the same procedures indicated in the previous point concerning the Domain A. INSTITUTIONAL CAPACITY.

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

**general description of the standard analysis.*

ARACIS's Experts Panel conducted the analysis of the Standard with the same procedures indicated in the previous point (concerning the Domain A. INSTITUTIONAL CAPACITY).

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.

- description of the facts, the findings from the assessed institution's documents and the evaluation visit itself

- analysis of the facts, the findings from the assessed institution's documents and the evaluation visit itself

In the interviews conducted by the ARACIS's Experts Panel during the remote visit, we had evidence of Doctorate School in Management's information regarding the Performance Indicator A.2.1.1.

The remote analysis applied to the documents made available by ARACIS has confirmed this evidence.



Among these documents, we report the “Self-assessment report of the activity of the Doctoral Field of Management within IOSUD - National University of Political Studies and Public Administration - 2019-2021”. The document contains detailed information on the topics regarding the Performance indicator A.2.1.1. Briefly in summary: “(...) *The facilities and material resources of IOSUD-SNSPA support the carrying out of research activities, in the evaluated doctoral field, in accordance with its objectives and mission (computers, specific software, devices, laboratory equipment, library, access to international databases, etc.). The research infrastructure and research services offer are made available to the public through a specialized platform. (...) Regarding PhD studies in the field of Management, licenses were purchased to use statistical programs for modelling structural equations both in 2019 (the first year since the establishment of the field within IOSUD-SNSPA) and in 2020 (Appendix MA.2.1.1.t. Software invoices 2019-2020). (...)*” (Source: Report for the Doctoral Field of Management-semnat, A.2. Research infrastructure, p. 52-57).

In conclusion, the Doctorate School in Management meets the Performance indicator A.2.1.1.

Recommendations:

The indicator is fulfilled.

Criterion A.3. Quality of Human Resources

**general description of the criterion analysis.*

ARACIS’s Experts Panel conducted the analysis of the Criterion A.3 with the same procedures indicated in the previous point concerning the Domain A. INSTITUTIONAL CAPACITY.

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

**general description of the standard analysis.*

ARACIS’s Experts Panel conducted the analysis of the Standard with the same procedures indicated in the previous point (concerning the Domain A. INSTITUTIONAL CAPACITY).

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.

- description of the facts, the findings from the assessed institution’s documents and the evaluation visit itself

- analysis of the facts, the findings from the assessed institution’s documents and the evaluation visit itself

In the interviews conducted by the ARACIS’s Experts Panel during the remote visit, we had evidence of Doctorate School in Management’s information regarding the Performance Indicator A.3.1.1.

The remote analysis applied to the documents made available by ARACIS has confirmed this evidence.

Among these documents, we report the “Self-assessment report of the activity of the Doctoral Field of Management within IOSUD - National University of Political Studies and Public Administration - 2019-2021”. The document contains detailed information on the topics regarding the Performance



indicator A.3.1.1. Briefly in summary: “(...) *Within the doctoral field of Management, 4 PhD supervisors carry out their activity - Professor Florina Pînzaru, PhD, and Professor Elena-Mădălina Vătămănescu, PhD, and Professor Constantin Brătianu, PhD, (starting with 1 October 2019) and Professor Adriana Grigorescu, PhD, (starting with 1 October 2020). All PhD supervisors meet (in fact, exceed) the minimum standards of the National Council for Attestation of University Degrees, Diplomas and Certificates (CNATDCU) in force at the time of the evaluation process, which are necessary and mandatory for obtaining the certificate of qualification. Evidence of this is highlighted in the Individual Compliance Sheets attached to the self-assessment report (Appendices MA.3.1.1. a, b, c, d CNATDCU 2020 criteria fulfilment sheet). In short, all PhD supervisors meet the mandatory minimum requirements and scores, as follows:*

a. *S = P + C ≥ 4 - Professor Florina Pînzaru, PhD (13.89), Professor Elena-Mădălina Vătămănescu, PhD (30.25), Professor Constantin Brătianu, PhD, (19.38) and Professor Adriana Grigorescu, PhD (18.20);*

b. *minimum two articles with AIS > 0.15 - Professor Florina Pînzaru, PhD (5 articles), Professor Elena-Mădălina Vătămănescu, PhD, (8 articles), Professor Constantin Brătianu, PhD (4 articles) and Professor Adriana Grigorescu, PhD (6 articles);*

c. *at least two articles from the Core economics or Info Economics categories - Professor Florina Pînzaru, PhD (6 articles), Professor Elena-Mădălina Vătămănescu, PhD, (8 articles), Professor Constantin Brătianu, PhD (4 articles) and Professor Adriana Grigorescu, PhD (5 articles). (...)*” (Source: Report for the Doctoral Field of Management-semnat, A.3. The quality of human resources, p. 58).

In conclusion, the Doctorate School in Management meets the Performance indicator A.3.1.1.

Recommendations:

The indicator is fulfilled.

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

- *description of the facts, the findings from the assessed institution’s documents and the evaluation visit itself*

- *analysis of the facts, the findings from the assessed institution’s documents and the evaluation visit itself*

In the interviews conducted by the ARACIS’s Experts Panel during the remote visit, we had evidence of Doctorate School in Management’s information regarding the Performance Indicator A.3.1.2.

The remote analysis applied to the documents made available by ARACIS has confirmed this evidence.

Among these documents, we report the “Self-assessment report of the activity of the Doctoral Field of Management within IOSUD - National University of Political Studies and Public Administration - 2019-2021”. The document states the following: “(...) *3 of the 4 PhD supervisors in the field of Management have tenured positions within IOSUD: Professor Florina Pînzaru, PhD, and Professor Elena-Mădălina Vătămănescu, PhD, and Professor Adriana Grigorescu, PhD, having a full-time employment contract for an indefinite period within the SNSPA. (...)*” (Source: Report for the Doctoral Field of Management-semnat, A.3. The quality of human resources, p. 58).

In conclusion, the Doctorate School in Management meets the Performance indicator A.3.1.2.

Recommendations:



The indicator is fulfilled.

Performance Indicator A.3.1.3. *The study subjects in the education program based on advanced higher education studies pertaining to the doctoral domain are taught by teaching staff or researchers who are doctoral thesis advisors / certified doctoral thesis advisors, professors / CS I or lecturer / CS II, with proved expertise in the field of the study subjects they teach, or other specialists in the field who meet the standards established by the institution in relation with the aforementioned teaching and research functions, as provided by the law.*

- description of the facts, the findings from the assessed institution's documents and the evaluation visit itself

- analysis of the facts, the findings from the assessed institution's documents and the evaluation visit itself

In the interviews conducted by the ARACIS's Experts Panel during the remote visit, we had evidence of Doctorate School in Management's information regarding the Performance Indicator A.3.1.3.

The remote analysis applied to the documents made available by ARACIS has confirmed this evidence.

Among these documents, we report the "Self-assessment report of the activity of the Doctoral Field of Management within IOSUD - National University of Political Studies and Public Administration - 2019-2021". The document states the following: "(...) *The subjects in the training program based on advanced university studies related to the field of Management are supported by teaching staff who have the quality of PhD supervisor, respectively by Professor Florina Pînzaru, PhD, and Professor Elena-Mădălina Vătămănescu, PhD, and Professor Constantin Brătianu, PhD, and Professor Adriana Grigorescu, PhD (see Appendices MA.3.1.3.a, b, The curriculum for the field of Management 2019-2020, and for 2020-2021). The expertise in the field of the subjects that are being taught is proven through reference publications on the taught subjects, as well as through professional training courses followed by each teaching staff member, and through the grants they benefited from as members or supervisors, etc. (to be seen in the MA appendices.3.1.3 on the lists of publications and CVs of PhD supervisors) (...) Depending on the specific research interests, PhD students can choose other disciplines taught within the Doctoral School (Appendix. MA.3.1.3.c. List of courses from the Doctoral School 2020-2021) (...)*" (Source: Report for the Doctoral Field of Management-semnat, A.3. The quality of human resources, p. 59-61).

In conclusion, the Doctorate School in Management meets the Performance indicator A.3.1.3.

Recommendations:

The indicator is fulfilled.

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

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



- description of the facts, the findings from the assessed institution's documents and the evaluation visit itself

- analysis of the facts, the findings from the assessed institution's documents and the evaluation visit itself

In the interviews conducted by the ARACIS's Experts Panel during the remote visit, we had evidence of Doctorate School in Management's information regarding the Performance Indicator A.3.1.4.

The remote analysis applied to the documents made available by ARACIS has confirmed this evidence.

Among these documents, we report the "Self-assessment report of the activity of the Doctoral Field of Management within IOSUD - National University of Political Studies and Public Administration - 2019-2021".

The document states the following: "(...) Thus, Professor Florina Pînzaru, PhD coordinates 8 PhD students, out of which 3 are from the 2019-2020 cohort and 5 are from the 2020-2021 cohort, Professor Elena-Mădălina Vătămănescu, PhD coordinates 3 PhD students from the 2019-2020 cohort, Professor Constantin Brătianu, PhD, coordinates 4 PhD students, of which one from the 2019-2020 cohort (the other two PhD students - drd. Florentina Laura Ioniță and Nicolae Gheorghioiu - being expelled at the end of the first year of doctoral school due to noncompliance with contractual obligations) and 3 from the 2020-2021 cohort. Professor Adriana Grigorescu, PhD, transferred, in 2020, 9 PhD students from the University of Wallachia - Târgoviște, of which 4 are in the extension year (year 4) (see Appendix MA.3.1.4. PhD Supervisors - PhD students) (...)" (Source: Report for the Doctoral Field of Management-semnat, A.3. The quality of human resources, p. 61-62).

From the available data mentioned in the self-evaluation report we can notice that one of the thesis advisors, Professor Adriana Grigorescu, PhD, coordinates 9 PhD students of which 4 are in the extension year (year 4); therefore 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. does exceed 20% (it is 25%).

However, taking into consideration the supplementary information provided by the IOSUD SNSPA (documents Evaluari IOSUD - Management - Fise de autoevaluare coordonatori doctorat), during the final evaluation process, for the Doctorate School in Management, we can see that currently (2021) there are 5 doctoral thesis advisors (by including the Associate Professor Alexandra Zbucea, PhD).

Therefore, based on this information, we can conclude that, at this stage, 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, does not exceed 20%.

In conclusion, the Doctorate School in Management meets the Performance indicator A.3.1.4.

Recommendations:

The indicator is fulfilled.

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

**general description of the standard analysis.*

ARACIS's Experts Panel conducted the analysis of the Standard with the same procedures indicated in the previous point (concerning the Domain A. INSTITUTIONAL CAPACITY).



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

- description of the facts, the findings from the assessed institution's documents and the evaluation visit itself

- analysis of the facts, the findings from the assessed institution's documents and the evaluation visit itself

In the interviews conducted by the ARACIS's Experts Panel during the remote visit, we had evidence of Doctorate School in Management's information regarding the Performance Indicator A.3.2.1.

The remote analysis applied to the documents made available by ARACIS has confirmed this evidence.

Among these documents, we report the "Self-assessment report of the activity of the Doctoral Field of Management within IOSUD - National University of Political Studies and Public Administration - 2019-2021".

The document states the following: "(...) All PhD supervisors in the field of Management doctoral studies have at least 5 publications indexed in Web of Science or ERIH in journals with a high impact factor or other achievements, with relevance for the field of interest, in the last 5 years, as shown below (for a detailed presentation see MA appendix.1.3.1. List of PhD supervisors' activity). It is noteworthy that 6 articles published by PhD supervisors in the last 5 years have been awarded by UEFISCDI (Executive Agency for Financing Higher Education, Research, Development, and Innovation), being in Q1 or Q2 (WoS) (...) The scientific relevance and significance of the publications mentioned above (and not only) at international level is demonstrated by their visibility and the number of citations they obtained, respectively by the Hirsch index in Web of Science (Clarivate Analytics) of the 4 PhD supervisors, as follows: - Professor Florina Pînzaru, PhD: H-index = 8, 130 citations - Professor Elena-Mădălina Vătămănescu, PhD: H-index = 11, 305 citations - Professor Constantin Brătianu, PhD: H-index = 12,395 citations - Professor Adriana Grigorescu, PhD: H-index = 5.91 citations. (...) The recognition of international level contributions that reveal a clear progress in scientific research, development, and innovation for the evaluated field is also demonstrated by the positions occupied by the 4 PhD supervisors, especially in the last 5 years (see Appendix MA1.3.1. List of PhD supervisors' activity). In short, international visibility in the last 5 years has been realized in terms of: e. membership of scientific committees of international publications and conferences (...) f. membership status in the boards of international professional associations (...) g. as guest speakers at conferences or groups of experts held abroad - 3 of the 4 PhD supervisors (...) h. membership status in committees for the defence of PhD



theses at foreign universities - 3 of the 4 PhD supervisors (...)" (Source: Report for the Doctoral Field of Management-semnat, A.3. The quality of human resources, p. 62-64).

In conclusion, the Doctorate School in Management meets the Performance indicator A.3.2.1.

Recommendations:

The indicator is fulfilled.

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

- description of the facts, the findings from the assessed institution's documents and the evaluation visit itself

- analysis of the facts, the findings from the assessed institution's documents and the evaluation visit itself

In the interviews conducted by the ARACIS's Experts Panel during the remote visit, we had evidence of Doctorate School in Management's information regarding the Performance Indicator A.3.2.2.

The remote analysis applied to the documents made available by ARACIS has confirmed this evidence.

Among these documents, we report the "Self-assessment report of the activity of the Doctoral Field of Management within IOSUD - National University of Political Studies and Public Administration - 2019-2021".

The document states the following: "(...) All PhD supervisors in the field of Management Doctoral Studies are scientifically active, obtaining in full the score required by the minimum CNATDCU standards in force at the date of evaluation, necessary and mandatory to obtain the certificate of qualification, based on scientific results from the last 5 years. As it results from Appendices MA.3.1.1. a, b, c, d CNATDCU 2020 criteria fulfilment sheet and Appendix MA.1.3.1. List of the activities of PhD supervisors, which also includes ISI publications with an impact factor in the last 5 years; the following situations can be summarized for the last 5 years, i.e. 2015-2020: (...) As it appears from the detailed information presented in the aforementioned appendices, all PhD supervisors have published at least two articles with AIS > 0.15, in the last 5 years, with two articles from the Core Economics and / or Infoeconomics categories. In the case of Professor Florina Pînzaru, PhD, and Professor Elena-Mădălina Vătămănescu, PhD, and Professor Adriana Grigorescu, PhD, these are highlighted as such in the appendices MA.3.1.1. In the case of Professor Constantin Bratianu, PhD, they are highlighted both in Appendix MA.3.1.1.c. Bratianu - CNATDCU 2020 criteria fulfilment sheet, as well as in Appendix MA.1.3.1. List of the activities of PhD supervisors, in the section on ISI publications with an impact factor in the last 5 years; (...)" (Source: Report for the Doctoral Field of Management-semnat, A.3. The quality of human resources, p. 64-65).

In conclusion, the Doctorate School in Management meets the Performance indicator A.3.2.2.

Recommendations:

The indicator is fulfilled.

Domain B. EDUCATIONAL EFFECTIVENESS

**general description of domain analysis.*



The Domain B. EDUCATIONAL EFFECTIVENESS analysis was carried out by the ARACIS's Experts Panel on the basis of the information acquired in the remote visit held during the period between 12th and 16th July 2021.

Before and after the visit the remote analysis was carried out by the ARACIS's Experts Panel on the basis of the available files at the ARACIS's platform <https://cloud.aracis.ro> (see at: <https://cloud.aracis.ro/owncloud/index.php/apps/files/?dir=/SNSPA%20Domeniu%20Management&fileid=223348>). Further sources have been acquired by consulting the institutional website of the University (see at: <http://snspa.ro/>).

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

**general description of the criterion analysis.*

ARACIS's Experts Panel conducted the analysis of the Criterion B.1 with the same procedures indicated in the previous point concerning the Domain B. EDUCATIONAL EFFECTIVENESS.

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.

**general description of the standard analysis.*

ARACIS's Experts Panel conducted the analysis of the Standard with the same procedures indicated in the previous point concerning the Domain B. EDUCATIONAL EFFECTIVENESS.

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.*

- description of the facts, the findings from the assessed institution's documents and the evaluation visit itself

- analysis of the facts, the findings from the assessed institution's documents and the evaluation visit itself

In the interviews conducted by the ARACIS's Experts Panel during the remote visit, we had evidence of Doctorate School in Management's information regarding the Performance Indicator B.1.1.1.

The remote analysis applied to the documents made available by ARACIS has confirmed this evidence.

Among these documents, we report the "Self-assessment report of the activity of the Doctoral Field of Management within IOSUD - National University of Political Studies and Public Administration - 2019-2021".

The document states the following: "(...) *In the first year of accreditation of the field of doctoral studies Management, 2019-2020, 16 candidates registered for 6 places financed from the state budget, of which 3 with a scholarship. In the current year, 2020-2021, 11 candidates registered for 7 places financed from the state budget (allocated internally to the field of Management), of which 3 with a scholarship. Of the candidates enrolled in 2019, 11 are master's degree alumni from other higher*



education institutions in the country or abroad. Consequently, the ratio between the number of master's degree alumni of other higher education institutions in the country or abroad who entered the competition for admission to doctoral studies in 2019 and the number of places funded from the state budget removed to the competition within the field of doctoral studies Management is of 1.83 (see Appendix MB.1.1.1.a. PhD candidates for Management 2019). As for 2020, 6 of the 11 candidates are master's degree alumni from other higher education institutions in the country or abroad, so the ratio is 0.54, higher than the required 0.2 thresholds (see Appendix MB.1.1.1.b. PhD candidates for Management 2020) (...)" (Source: Report for the Doctoral Field of Management-semnat, B.1. Number, quality and diversity of candidates who applied for admission, p. 66).

In conclusion, the Doctorate School in Management meets the Performance indicator B.1.1.1.

Recommendations:

The indicator is fulfilled.

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

**general description of the standard analysis.*

ARACIS's Experts Panel conducted the analysis of the Standard with the same procedures indicated in the previous point concerning the Domain B. EDUCATIONAL EFFECTIVENESS.

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.

- description of the facts, the findings from the assessed institution's documents and the evaluation visit itself

- analysis of the facts, the findings from the assessed institution's documents and the evaluation visit itself

In the interviews conducted by the ARACIS's Experts Panel during the remote visit, we had evidence of Doctorate School in Management's information regarding the Performance Indicator B.1.2.1.

The remote analysis applied to the documents made available by ARACIS has confirmed this evidence.

Among these documents, we report the "INSTITUTIONAL REGULATION FOR THE ORGANISATION AND DEVELOPMENT OF DOCTORAL STUDY PROGRAMMES". The regulation establishes the criteria for admission to the doctorate in the following art. 4: "(...)

(1) S.N.S.P.A., as IOSUD, ensures the equal access of the candidates at the academic doctoral studies. In order to do this, the institution establishes procedures, criteria and access requirements of the candidates at the academic doctoral studies, taking into consideration:

a) studies previously graduated by the candidates that cannot be beneath the level of the master studies or their equivalent;

b) significant work experiences obtained through the activities previously carried out by the candidates;

c) linguistic skills in international languages.



(2) The access criteria, including the assessment criteria, are established within the doctoral school in a detailed manner, and before the organisation of the access examination. They will be made public through as varied and accessible means as possible, including on the Internet, at the address www.doctorat.snsipa.ro.

(3) It is forbidden to promote, through the method in which the access criteria, including the candidates' assessment criteria are established, any form of direct or indirect discrimination among the candidates at the academic doctoral studies. (...)" (Source: INSTITUTIONAL REGULATION FOR THE ORGANISATION AND DEVELOPMENT OF DOCTORAL STUDY PROGRAMMES, p. 1-2).

In conclusion, the Doctorate School in Management meets the Performance indicator B.1.2.1.

Recommendations:

The indicator is fulfilled.

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

- description of the facts, the findings from the assessed institution's documents and the evaluation visit itself

- analysis of the facts, the findings from the assessed institution's documents and the evaluation visit itself

Premise: "(...) Since 2000, SNSIPA has been an Institution Organizing Doctoral University Studies (IOSUD) in the field of Political Studies, and starting with the academic year 2001-2002, it became an Organizing Institution for Doctoral University Studies in the field of Public Administration as well. Starting with 2008, SNSIPA has been organizing doctoral studies in Sociology and Communication Sciences, and starting with 2019, in the field of Management (...)" (Source: Report for the Doctoral Field of Management-semnat, p. 3-4).

This premise is important to understand that the SNSIPA's Doctoral School in Management was recently established (Source: Anexa 1.15 Ordin 3100 acreditarea domeniului doctoral Management-semnat).

In conclusion, the Performance indicator B.1.2.2 is Not Applicable (N.A.) for the Doctorate School in Management.

Recommendations:

The indicator is N.A. (Not Applicable).

Criterion B.2. The content of doctoral programs

**general description of the criterion analysis.*

ARACIS's Experts Panel conducted the analysis of the Criterion B.2 with the same procedures indicated in the previous point concerning the Domain B. EDUCATIONAL EFFECTIVENESS.

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.

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



**general description of the standard analysis.*

ARACIS's Experts Panel conducted the analysis of the Standard with the same procedures indicated in the previous point concerning the Domain B. EDUCATIONAL EFFECTIVENESS.

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.*

- description of the facts, the findings from the assessed institution's documents and the evaluation visit itself

- analysis of the facts, the findings from the assessed institution's documents and the evaluation visit itself

In the interviews conducted by the ARACIS's Experts Panel during the remote visit, we had evidence of Doctorate School in Management's information regarding the Performance Indicator B.2.1.1.

The remote analysis applied to the documents made available by ARACIS has confirmed this evidence.

Among these documents, we report the "Self-assessment report of the activity of the Doctoral Field of Management within IOSUD - National University of Political Studies and Public Administration - 2019-2021". The document states the following: "(...) *The training program based on advanced studies for PhD students in the field of Management takes place during the first year of doctoral studies. The program related to the first year of operation of the field of Management (2019-2020) contained 4 subjects - Advanced topics in strategic management, Strategies and processes for management and innovation, Qualitative and quantitative methods in economic science research and Research ethics and academic integrity (see Appendix MA.3.1.3.a. Curriculum for the field of Management 2019-2020), of which a fundamental subject is dedicated to the development of abilities and competences of PhD students in statistical data processing and in-depth study of the research methodology. The subject is called Qualitative and quantitative methods in economics research and is taught by Professor habil. Elena-Mădălina Vătămănescu, PhD. The professor's expertise on the subject taught was also summarized in point (Performance indicator) A.3.1.3. Appendix MB presents the subject sheet.2.1.1 FD Research Methods 2019-2020. (...)*" (Source: Report for the Doctoral Field of Management-semnat, B.2. Contents of doctoral study programs, p. 67). More information is available in the following document: Anexa 1.22 Cursuri Scoala Doctorala MGMT-semnat (p. 1).

In conclusion, the Doctorate School in Management meets the Performance indicator B.2.1.1.

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.*

- description of the facts, the findings from the assessed institution's documents and the evaluation visit itself

- analysis of the facts, the findings from the assessed institution's documents and the evaluation visit itself



In the interviews conducted by the ARACIS's Experts Panel during the remote visit, we had evidence of Doctorate School in Management's information regarding the Performance Indicator B.2.1.2.

The remote analysis applied to the documents made available by ARACIS has confirmed this evidence: the Doctoral School in Management's training program includes at least 1 discipline dedicated to Ethics ("Etică și integritate academică") (Source: Anexa 1.22 Cursuri Scoala Doctorala MGMT-semnat, p. 1; Anexa MB.2.1.2 and Anexa MB.2.1.3.d.; this course being optional, in accordance with the legislation in force). In conformity with the supplementary data provided by the IOSUS SNSPA during the final evaluation process, 6 out of the total number of 9 PhD students enrolled in the Doctoral Management in October 2019 elected this course to be studied.

In conclusion, the Doctorate School in Management meets the Performance indicator B.2.1.2.

Recommendations:

The indicator is fulfilled

Performance Indicator B.2.1.3. *The IOSUD has mechanisms to ensure that the academic training program based on advanced university studies addresses „the learning outcomes”, specifying the knowledge, skills, responsibility and autonomy that doctoral students should acquire after completing each discipline or through the research activities⁵.*

- description of the facts, the findings from the assessed institution's documents and the evaluation visit itself

- analysis of the facts, the findings from the assessed institution's documents and the evaluation visit itself

In the interviews conducted by the ARACIS's Experts Panel during the remote visit, we had evidence of Doctorate School in Management's information regarding the Performance Indicator B.2.1.3.

The remote analysis applied to the documents made available by ARACIS has confirmed this evidence.

Among these documents, we report the "Self-assessment report of the activity of the Doctoral Field of Management within IOSUD - National University of Political Studies and Public Administration - 2019-2021". The document states the following: "(...) IOSUD-SNSPA has created mechanisms to ensure that the training program based on advanced university studies aims at "learning outcomes", specifying the competencies and skills that PhD students should acquire after completing each subject or through research activities (in addition to aforementioned subject sheets, see Appendix MB2.1.3.a. FD Strategies and processes of management and innovation 2019-2020, MB.2.1.3.b. FD Advanced Strategic Management Topics 2019-2020, MB.2.1.3.c. FD Management from a systemic perspective in the context of globalization 2020-2021, MB.2.1.3.d. FD Ethics and academic integrity 2020-2021, MB.2.1.3.e. FD Research Methods, MB.2.1.3.f. FD Management and digital innovation 2020-2021). For each discipline, a standardized form is elaborated, in which the specific competencies that the PhD student acquires at the end of the course are listed. These skills are defined in terms of learning outcomes. (...) In a concise view, IOSUD supports applying the European Qualifications Framework (EQF), aiming to correlate the national qualification system with that of other countries in a common European reference framework.

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



(...)” (Source: Report for the Doctoral Field of Management-semnat, B.2. Contents of doctoral study programs, p. 67).

In conclusion, the Doctorate School in Management meets the Performance indicator B.2.1.3.

Recommendations:

The indicator is 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.*

- *description of the facts, the findings from the assessed institution’s documents and the evaluation visit itself*

- *analysis of the facts, the findings from the assessed institution’s documents and the evaluation visit itself*

In the interviews conducted by the ARACIS’s Experts Panel during the remote visit, we had evidence of Doctorate School in Management’s information regarding the Performance Indicator B.2.1.4.

The remote analysis applied to the documents made available by ARACIS has confirmed this evidence.

Among these documents, we report the “Self-assessment report of the activity of the Doctoral Field of Management within IOSUD - National University of Political Studies and Public Administration - 2019-2021”. The document states the following: “(...) *Each PhD supervisor has a supervision committee made in their research team, made of the PhD supervisor and other teaching staff members. The selection is based on the expertise of the respective teaching staff in the field of each PhD thesis and/or research methodologies applied by the PhD student in their research. The selection is also based on the compliance of professors with the minimum CNATDCU reference criteria in force for the position of associate professors, for their field of activity (according to specific criteria of the specialized CNATDCU committees). The composition of doctoral committees, as well as formal appointment decisions, appear in Appendix MB.2.1.4.a. Doctoral decisions for Management 2019-2020 and Appendix MB.2.1.4.a.1. Management Supervision Committees 2019 and 2020). In Appendix MB.2.1.4.b. Evidence of the supervision committee, include examples of minutes, image captures from online presentations and other evidence of supervision of PhD students in the first year of operation of the Management field of doctoral studies, 2019-2020, through written feedback. (...)*” (Source: Report for the Doctoral Field of Management-semnat, B.2. Contents of doctoral study programs, p. 69).

In conclusion, the Doctorate School in Management meets the Performance indicator B.2.1.4.

Recommendations:

The indicator is fulfilled.

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

- *description of the facts, the findings from the assessed institution’s documents and the evaluation visit itself*

- *analysis of the facts, the findings from the assessed institution’s documents and the evaluation visit itself*



In the interviews conducted by the ARACIS's Experts Panel during the remote visit, we had evidence of Doctorate School in Management's activities regarding the Performance Indicator B.2.1.5.

The remote analysis applied to the documents made available by ARACIS has confirmed this evidence.

Among these documents, we report the "Self-assessment report of the activity of the Doctoral Field of Management within IOSUD - National University of Political Studies and Public Administration - 2019-2021". The document states the following: "(...) For the 9 PhD students enrolled in 2019, the number of professors / researchers who provide supervision and supervising is 14. Consequently, the ratio between the number of PhD students and the number of professors/researchers providing supervision is less than 3:1 (see Appendix MB.2.1.4.a. Management Doctoral Decisions on the composition of committees and appointment decisions). At the end of the academic year 2020, 2 PhD students (out of the 9 that were admitted) were expelled for not fulfilling their contractual obligations, namely Nicolae Gheorghioiu and Florentina Laura Ioniță, leaving only 7 PhD students in the 2019 cohort. For the 8 PhD students enrolled in 2020, the number of professors / researchers who provide supervision and supervising is 18. Consequently, the ratio between the number of PhD students and the number of professors/researchers providing supervision is less than 3:1 (see Appendix MB.2.1.4.a1. Supervision Committees for Management in 2019 and 2020). As for the PhD students transferred from the University of Wallachia in Târgoviște – 9 PhD students – the supervision committees are composed of other 10 members. Consequently, the ratio between the number of PhD students and the number of professors/researchers providing supervision is less than 3:1 (see Appendix MB.2.1.4.a1. Supervision Committees for Management in 2019 and 2020). Corroborating the data for the two years, the total number of PhD students is 24, and the number of members of the supervision committees is 26, while the ratio between the number of PhD students and the number of professors / researchers providing supervision is less than 3:1 (see Appendix MB.2.1.4.a1. Supervision Committees for Management in 2019 and 2020) (...)" (Source: Report for the Doctoral Field of Management-semnat, B.2. Contents of doctoral study programs, p.69-70).

In conclusion, the Doctorate School in Management meets the Performance indicator B.2.1.5.

Recommendations:

The indicator is fulfilled.

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

**general description of the standard analysis.*

ARACIS's Experts Panel conducted the analysis of the Criterion B.3 with the same procedures indicated in the previous point concerning the Domain B. EDUCATIONAL EFFECTIVENESS.

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.*

ARACIS's Experts Panel conducted the analysis of the Standard with the same procedures indicated in the previous point concerning the Domain B. EDUCATIONAL EFFECTIVENESS.

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.

- description of the facts, the findings from the assessed institution's documents and the evaluation visit itself

- analysis of the facts, the findings from the assessed institution's documents and the evaluation visit itself

Premise: "(...) Since 2000, SNSPA has been an Institution Organizing Doctoral University Studies (IOSUD) in the field of Political Studies, and starting with the academic year 2001-2002, it became an Organizing Institution for Doctoral University Studies in the field of Public Administration as well. Starting with 2008, SNSPA has been organizing doctoral studies in Sociology and Communication Sciences, and starting with 2019, in the field of Management (...)" (Source: Report for the Doctoral Field of Management-semnat, p. 3-4).

This premise is important to understand that the SNSPA's Doctoral School in Management was recently established (Source: Anexa 1.15 Ordin 3100 acreditarea domeniului doctoral Management-semnat): Performance indicator B.3.1.1 is not applicable in the case of the field of Management, because it has only one full year of operation from accreditation, respectively the academic year 2019-2020. Consequently, no PhD student has yet obtained a PhD title.

In conclusion, the Performance indicator B.3.1.1 is Not Applicable (N.A.) for the Doctorate School in Management.

Recommendations:

The indicator is N.A. (Not Applicable).

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.*

- description of the facts, the findings from the assessed institution's documents and the evaluation visit itself

- analysis of the facts, the findings from the assessed institution's documents and the evaluation visit itself

Premise: "(...) Since 2000, SNSPA has been an Institution Organizing Doctoral University Studies (IOSUD) in the field of Political Studies, and starting with the academic year 2001-2002, it became an Organizing Institution for Doctoral University Studies in the field of Public Administration as well. Starting with 2008, SNSPA has been organizing doctoral studies in Sociology and Communication Sciences, and starting with 2019, in the field of Management (...)" (Source: Report for the Doctoral Field of Management-semnat, p. 3-4).

This premise is important to understand that the SNSPA's Doctoral School in Management was recently established (Source: Anexa 1.15 Ordin 3100 acreditarea domeniului doctoral Management-semnat): the Performance indicator is not applicable in the case of the field of Management, because it has only one full year of operation from accreditation, respectively the academic year 2019-2020. Consequently, it is impossible to calculate such a ratio.



In conclusion, the Performance indicator B.3.1.2 is Not Applicable (N.A.) for the Doctorate School in Management.

Recommendations:

The indicator is N.A. (Not Applicable).

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

**general description of the standard analysis.*

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.*

- description of the facts, the findings from the assessed institution's documents and the evaluation visit itself

- analysis of the facts, the findings from the assessed institution's documents and the evaluation visit itself

Premise: "(...) Since 2000, SNSPA has been an Institution Organizing Doctoral University Studies (IOSUD) in the field of Political Studies, and starting with the academic year 2001-2002, it became an Organizing Institution for Doctoral University Studies in the field of Public Administration as well. Starting with 2008, SNSPA has been organizing doctoral studies in Sociology and Communication Sciences, and starting with 2019, in the field of Management (...)" (Source: Report for the Doctoral Field of Management-semnat, p. 3-4).

This premise is important to understand that the SNSPA's Doctoral School in Management was recently established (Source: Anexa 1.15 Ordin 3100 acreditarea domeniului doctoral Management-semnat): the Performance indicator is not applicable in the case of the field of Management, because it has only one full year of operation from accreditation, respectively the academic year 2019-2020. Consequently, no PhD thesis has yet been defended.

In conclusion, the Performance indicator B.3.2.1 is Not Applicable (N.A.) for the Doctorate School in Management.

Recommendations:

The indicator is N.A. (Not Applicable).

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

- description of the facts, the findings from the assessed institution's documents and the evaluation visit itself

- analysis of the facts, the findings from the assessed institution's documents and the evaluation visit itself



Premise: "(...) Since 2000, SNSPA has been an Institution Organizing Doctoral University Studies (IOSUD) in the field of Political Studies, and starting with the academic year 2001-2002, it became an Organizing Institution for Doctoral University Studies in the field of Public Administration as well. Starting with 2008, SNSPA has been organizing doctoral studies in Sociology and Communication Sciences, and starting with 2019, in the field of Management (...)" (Source: Report for the Doctoral Field of Management-semnat, p. 3-4).

This premise is important to understand that the SNSPA's Doctoral School in Management was recently established (Source: Anexa 1.15 Ordin 3100 acreditarea domeniului doctoral Management-semnat): the Performance indicator B.3.2.2 is not applicable in the case of the field of Management, because it has only one full year of operation from accreditation, respectively the academic year 2019-2020. Consequently, no PhD thesis has yet been defended.

In conclusion, the Performance indicator B.3.2.2 is Not Applicable (N.A.) for the Doctorate School in Management.

Recommendations:

The indicator is N.A. (Not Applicable).

Domain C. QUALITY MANAGEMENT

**general description of domain analysis.*

The Domain C. QUALITY MANAGEMENT analysis was carried out by the ARACIS's Experts Panel on the basis of the information acquired in the remote visit held during the period between 12th and 16th July 2021.

Before and after the visit the remote analysis was carried out by the ARACIS's Experts Panel on the basis of the available files at the ARACIS's platform <https://cloud.aracis.ro> (see at: <https://cloud.aracis.ro/owncloud/index.php/apps/files/?dir=/SNSPA%20Domeniu%20Management&fileid=223348>). Further sources have been acquired by consulting the institutional website of the University (see at: <http://snspa.ro/>).

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

**general description of the standard analysis.*

ARACIS's Experts Panel conducted the analysis of the Criterion C.1 with the same procedures indicated in the previous point concerning the Domain C. QUALITY MANAGEMENT.

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.

**general description of the standard analysis.*

ARACIS's Experts Panel conducted the analysis of the Standard with the same procedures indicated in the previous point concerning the Domain C. QUALITY MANAGEMENT.

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.

- description of the facts, the findings from the assessed institution's documents and the evaluation visit itself

- analysis of the facts, the findings from the assessed institution's documents and the evaluation visit itself

In the interviews conducted by the ARACIS's Experts Panel during the remote visit, we had evidence of Doctorate School in Management's activities regarding the Performance Indicator C.1.1.1.

We should also remind that the Doctoral School in Management started its activity in the Academic Year 2019-2020 (Source: Anexa 1.22 Cursuri Scoala Doctorala MGMT-semnat, p. 1) and it was founded at the end of 2019 (Source: Anexa 1.15 Ordin 3100 acreditarea domeniului doctoral Management-semnat).

These documents explain that the Doctorate School in Management's period of activity is therefore very limited in time and the facts recalled provide the explanation for the lack of written documents in the past time.

Among these documents, we report the "Self-assessment report of the activity of the Doctoral Field of Management within IOSUD - National University of Political Studies and Public Administration - 2019-2021". In the aforementioned document, it is stated: "(...) *Within IOSUD, there are INSTITUTIONAL REGULATIONS FOR THE ORGANIZATION AND DEPLOYMENT OF UNIVERSITY DOCTORAL STUDY PROGRAMS (see Appendix MC.1.1.1. Doctoral School Regulations), which explicitly stipulate the procedures for monitoring internal quality assurance, as well as relevant internal quality assurance policies. (...)*" (Source: Report for the Doctoral Field of Management-semnat, C.1. The existence and the regular development of an internal quality assurance system, p.73-78).

In conclusion, the Doctorate School in Management meets the Performance indicator C.1.1.1.

Recommendations:

The indicator is fulfilled.

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

- description of the facts, the findings from the assessed institution's documents and the evaluation visit itself

- analysis of the facts, the findings from the assessed institution's documents and the evaluation visit itself

In the interviews conducted by the ARACIS's Experts Panel during the remote visit, we had evidence of Doctorate School in Management's activities regarding the Performance Indicator C.1.1.2.



The remote analysis of the documents made available by ARACIS has confirmed this evidence.

Among these documents, we report the “Self-assessment report of the activity of the Doctoral Field of Management within IOSUD - National University of Political Studies and Public Administration - 2019-2021”. In the aforementioned document, it is stated: “(...) *At the end of the academic year 2019-2020, online questionnaires were carried out to evaluate the subjects by PhD students, targeting different levels of the courses' content and format, in which PhD students participated, in order to continuously improve academic and administrative processes of the subject and in general. Feedback was provided anonymously, with evaluations of the subjects being eminently favourable (see Appendix MC.1.1.1.e. Annual evaluation form of the doctoral courses in Management). Also, on 14 November 2019, a meeting was organized to consult with PhD students regarding their general needs and expectations when it comes to the PhD field of Management, which was also attended by the Director of IOSUD-SNSPA, Professor Iordan Bărbulescu, PhD, which resulted in a document with the necessary logistics (specialized software) that must be purchased for advanced statistical data processing and the final form of the roadmap (see Appendix MC.1.1.2.a. Consultation for the improvement of the doctoral program and Appendix MC.1.1.2.b. Necessity reports for SD Management). (...)*” (Source: Report for the Doctoral Field of Management-*semnat*, C.1. The existence and the regular development of an internal quality assurance system, p.78).

In conclusion, the Doctorate School in Management meets the Performance indicator C.1.1.2.

Recommendations:

The indicator is fulfilled.

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

**general description of the standard analysis.*

ARACIS's Experts Panel conducted the analysis of the Criterion C.2 with the same procedures indicated in the previous point concerning the Domain C. QUALITY MANAGEMENT.

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

**general description of the standard analysis.*

ARACIS's Experts Panel conducted the analysis of the Standard with the same procedures indicated in the previous point concerning the Domain C. QUALITY MANAGEMENT.

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.

- description of the facts, the findings from the assessed institution's documents and the evaluation visit itself

- analysis of the facts, the findings from the assessed institution's documents and the evaluation visit itself

In the interviews conducted by the ARACIS's Experts Panel during the remote visit, we had a partial evidence of Doctorate School in Management's information regarding the Performance Indicator C.2.1.1.

The remote analysis applied to the SNSPA's ERP (Enterprise Resource Planning) and to the documents made available by ARACIS has confirmed this evidence.

Among these documents, we report the "Self-assessment report of the activity of the Doctoral Field of Management within IOSUD - National University of Political Studies and Public Administration - 2019-2021". In the aforementioned document, it is stated "(...) *The Doctoral School, through IOSUD, publishes information on the website of the organizing institution, in compliance with the general regulations on data protection, about: a) the regulations of the doctoral school; b) the admission regulations; c) the doctoral studies contract; d) the regulations for completing the studies, which should also include the procedure for publicly defending the thesis; e) the content of the study programs; f) the scientific profile and theme/ research topics of the PhD supervisors in the field, as well as their institutional contact data; g) the list of PhD students in the field with their basic information (year of registration; supervisor); h) information about the standards for the drafting of the PhD thesis; i) links to the abstracts of the PhD theses to be defended publicly, as well as the date, time, and place where they will be defended, at least 20 days before the defence. (...)*" (Source: Report for the Doctoral Field of Management-semnat, C.2. Transparency of information and accessibility to learning resources, p.78).

Most of this information is available in the Extranet area of the SNSPA's ERP (Enterprise Resource Planning).

That said, it is possible to report two critical issues, regarding the Performance Indicator C.2.1.1.

The first critical issue concerns the availability of information in English, which is lower than that provided in Romanian, while the second one concerns the availability of information in the Internet area of the SNSPA's ERP (Enterprise Resource Planning): this area contains very concise information for the external user.

In conclusion, the Doctorate School in Management partially meets the Performance indicator C.2.1.1.

Recommendations: it is recommended to improve the quantity of information available in English language; the quantity of information in the Internet area of the SNSPA's ERP (Enterprise Resource Planning) provided for the external user.

The indicator is partially fulfilled.

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



**general description of the standard analysis.*

ARACIS's Experts Panel conducted the analysis of the Standard with the same procedures indicated in the previous point concerning the Domain C. QUALITY MANAGEMENT.

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.*

- description of the facts, the findings from the assessed institution's documents and the evaluation visit itself

- analysis of the facts, the findings from the assessed institution's documents and the evaluation visit itself

In the interviews conducted by the ARACIS's Experts Panel during the remote visit, we had evidence of Doctorate School in Management's information regarding the Performance Indicator C.2.2.1.

The remote analysis applied to the documents made available by ARACIS has confirmed this evidence.

Among these documents, we report the "Self-assessment report of the activity of the Doctoral Field of Management within IOSUD - National University of Political Studies and Public Administration - 2019-2021". In the aforementioned document, it is stated: "(...) *All PhD students have free access to the platform with academic databases relevant to the Communication Sciences field of doctoral studies through ANELIS subscriptions (<http://snspa.ro/cercetare/biblioteca/baze-de-date-electronice/>), both inside SNSPA, and outside the institution. Remote mobile access is based on the user account, configured individually, according to the Access Guide to SNSPA databases. One account can be set up for mobile access to the EBSCO database and another account for all other databases (except JSTOR) on the e-information platform. (...)*" (Source: Report for the Doctoral Field of Management-semnat, C.2. Transparency of information and accessibility to learning resources, p.79-80).

This information is available for the PhD students in the SNSPA's ERP (Enterprise Resource Planning), using a personal account.

In conclusion, the Doctorate School in Management meets the Performance indicator C.2.2.1.

Recommendations:

The indicator is fulfilled.

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

- description of the facts, the findings from the assessed institution's documents and the evaluation visit itself

- analysis of the facts, the findings from the assessed institution's documents and the evaluation visit itself

Yes, the PhD students have an indirect access to an electronic system (Sistemantiplagiat.ro software) for verifying the degree of similarity with other existing scientific or artistic works, through their supervisors.

This information is present in the "Self-assessment report of the activity of the Doctoral Field of Management within IOSUD - National University of Political Studies and Public Administration - 2019-2021". The document states the following: "(...) *The Sistemantiplagiat.ro software is accessed through the www.sistemantiplagiat.ro website, based on user name and password authentication. The platform*



allows the creation of a university admin account, a doctoral school admin account, as well as accounts for professors and PhD supervisors. (...)” (Source: Report for the Doctoral Field of Management-semnat, C.2. Transparency of information and accessibility to learning resources, p.80).

In conclusion, the Doctorate School in Management meets the Performance indicator C.2.2.2.

Recommendations:

The indicator is fulfilled.

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

- description of the facts, the findings from the assessed institution’s documents and the evaluation visit itself

- analysis of the facts, the findings from the assessed institution’s documents and the evaluation visit itself

In the interviews conducted by the ARACIS’s Experts Panel during the remote visit, we had evidence of Doctorate School in Management’s activities regarding the Performance Indicator C.2.2.3.

The remote analysis applied to the documents made available by ARACIS has confirmed this evidence.

Among these documents, we report the “Self-assessment report of the activity of the Doctoral Field of Management within IOSUD - National University of Political Studies and Public Administration - 2019-2021”. The document states the following: “(...) After the second year of the doctorate passes, following the admission of the doctoral research project by the specialized commission, the PhD students in the field of Management must join - depending on the research interests - one of the 3 existing research centers in the Faculty of Management, respectively the Center for Management Research (CCM) - led by Professor Mădălina Vătămănescu, PhD, Center for the Study of Responsible Organizations (COSR) - led by Associate Professor Alexandra Zbucnea, PhD or the Center for Leadership and Innovation (CLI) - led by Ioana Petrescu, PhD. Registration is done online, by email, to the center coordinator, after validation of the option by the PhD supervisor. At the time of submission of this file, all PhD students enrolled in the second year are part of a research center of the 3 mentioned above (<https://ccm.facultateademangement.ro/members/>, <http://cli.facultateademangement.ro/doctoranzi-2020-2021/>), benefiting from their study rooms, infrastructure, and logistics. It should be noted that PhD students being part of the teams working in research centers is a specific objective of their supervisors, who advocate for intergenerational learning, and transfer of knowledge and skills from experienced members to young researchers. (...)” (Source: Report for the Doctoral Field of Management-semnat, C.2. Transparency of information and accessibility to learning resources, p.80-81).

In conclusion, all PhD students in Management have access to scientific research laboratories or other facilities in according to the School’s internal procedures and the Doctorate School in Management meets the Performance indicator C.2.2.3.

Recommendations:

The indicator is fulfilled.

Criterion C.3. Internationalization



**general description of the criterion analysis.*

ARACIS's Experts Panel conducted the analysis of the Criterion C.3 with the same procedures indicated in the previous point concerning the Domain C. QUALITY MANAGEMENT.

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

**general description of the standard analysis.*

ARACIS's Experts Panel conducted the analysis of the Standard with the same procedures indicated in the previous point concerning the Domain C. QUALITY 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.*

- description of the facts, the findings from the assessed institution's documents and the evaluation visit itself

- analysis of the facts, the findings from the assessed institution's documents and the evaluation visit itself

In the interviews conducted by the ARACIS's Experts Panel during the remote visit, we had evidence of Doctorate School's international activities regarding the Performance Indicator C.3.1.1.

The remote analysis applied to the documents made available by ARACIS has confirmed this evidence.

Among these documents, we report the "Self-assessment report of the activity of the Doctoral Field of Management within IOSUD - National University of Political Studies and Public Administration - 2019-2021". The document states the following: "(...). *There were 19 ERASMUS mobilities for PhD supervisors and 41 mobilities for PhD students within the Multidisciplinary Doctoral School of SNSPA, both in EU and non-EU countries in 2015-2019. Given that the field of Management doctoral studies was established in October 2019, first-year PhD students have not yet benefited from such mobilities, especially since March 2020, when taking mobility abroad has become difficult due to the COVID-19 pandemic. (...)*" (Source: Report for the Doctoral Field of Management-semnat, C3. Degree of internationalization, p. 82).

In conclusion, the SNSPA's Doctorate School meets the Performance indicator C.3.1.1., but it is Not Applicable (N.A.) for the Doctorate School in Management.

Recommendations:

The indicator is N.A. (Not Applicable).

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.*



- description of the facts, the findings from the assessed institution's documents and the evaluation visit itself

- analysis of the facts, the findings from the assessed institution's documents and the evaluation visit itself

In the interviews conducted by the ARACIS's Experts Panel during the remote visit, we had evidence of Doctorate School in Management's international activities regarding the Performance Indicator C.3.1.2.

The remote analysis applied to the documents made available by ARACIS has confirmed this evidence.

Among these documents, we report the "Self-assessment report of the activity of the Doctoral Field of Management within IOSUD - National University of Political Studies and Public Administration - 2019-2021". The document states the following: "(...) *Under the auspices of the European university consortium CIVICA, Romanian PhD students can register for the lectures of any professor who teaches specialized subjects within the doctoral study programs related to the partner universities. For example, starting with 17 September 2020, PhD students can participate in the online workshop Publishing your Research: Getting Your Article Ready for Submission (...)* (see Appendix MC.3.1.2. Lectures by international experts). Details about the international courses available to PhD students in the academic year 2020-2021 are highlighted in Appendix MC.3.1.2.b. Courses within the CIVICA consortium. In the first year of operation of the Management field, i.e. 2019-2020, international experts were invited to give lectures to PhD students at the international conference Strategic 2019 (10-11 October 2019), organized by the Faculty of Management, SNSPA, SAMRO and the National Bank of Romania. (...) Due to the COVID-19 pandemic, starting with March 2020, inviting top experts to give courses/lectures for PhD students was no longer possible. (...)" (Source: Report for the Doctoral Field of Management-semantic, C3. Degree of internationalization, p. 84-85).

Despite the limitations imposed by the COVID-19 pandemic crisis, it is possible to conclude that the Doctorate School in Management meets the Performance indicator C.3.1.2.

Recommendations:

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.).*

- description of the facts, the findings from the assessed institution's documents and the evaluation visit itself

- analysis of the facts, the findings from the assessed institution's documents and the evaluation visit itself

In the interviews conducted by the ARACIS's Experts Panel during the remote visit, we had evidence of Doctorate School in Management's international activities regarding the Performance Indicator C.3.1.3.

The remote analysis applied to the documents made available by ARACIS has confirmed this evidence.



Among these documents, we report the “Self-assessment report of the activity of the Doctoral Field of Management within IOSUD - National University of Political Studies and Public Administration - 2019-2021”. The document states the following: “(...). *The internationalization of the activities during doctoral studies is supported by practical measures within IOSUD-SNSPA, as described in point C3.1.1. As the field of Management has only had one full year of operation completed, i.e., 2019-2020, no doctoral research reports or PhD theses have been submitted yet. Due to the COVID-19 pandemic, starting with March 2020, participation in educational fairs to attract international PhD students was not possible. However, the internationalization efforts were sustained from the beginning, by supporting PhD students in international conferences abroad (5 PhD students out of the 9 participated in the international conference BSLab Symposium - Socio-Economic Ecosystems. Challenges for Sustainable Development in the Digital Era, organized by BSLab and the University of Alicante, Polytechnic School, in Alicante, Spain, 22-24 January 2020 (<http://bslab-symposium.net/Alicante-2020/Program-BSLab%20Symposium%20-Alicante-2020.pdf>), which was followed by their affiliation with an international professional association, Business Systems Laboratory. (...)*” (Source: Report for the Doctoral Field of Management-semnat, C3. Degree of internationalization, p. 86).

Despite the limitations imposed by the COVID-19 pandemic crisis, it is possible to conclude that the Doctorate School in Management meets the Performance indicator C.3.1.3.

Recommendations:

The indicator is fulfilled.

IV. SWOT Analysis

<u>Strengths:</u>	<u>Weaknesses:</u>
<ul style="list-style-type: none"> - overall, all key-indicators are fulfilled (except indicators that are not applicable due of fact that the Doctorate School in Management has only 2 years of activity); - there are sufficient qualified staff to ensure the conduct of doctoral study program; - all PhD supervisors exceed the minimum standards of the National Council for Attestation of University Degrees, Diplomas and Certificates (CNATDCU) in force at the time of the evaluation process, which are necessary and mandatory for obtaining the certificate of qualification; - the Doctoral advisors within the domain are carrying out a scientific activity visible at international level; - the doctoral thesis advisors continue to be active in their scientific field; - three of the 4 doctoral supervisors carried out research or institutional development projects 	<ul style="list-style-type: none"> - the availability of information in English, which is lower than that provided in Romanian; - the availability of information in the Internet area of the SNSPA’s ERP (Enterprise Resource Planning): this area contains very concise information for the external user; - the academic courses included in the Doctoral School in Management’s training program are elective.



<p>in which they attracted doctoral students, the aim being to familiarize them with both basic and practical research;</p> <ul style="list-style-type: none"> - high degree of satisfaction of PhD students (based of their opinion expressed during the online meeting with ARACIS evaluation team). 	
<p><u>Opportunities:</u></p> <ul style="list-style-type: none"> - the study program is relevant to the local/national market; - the CIVICA project, that can lead to opportunities for international opening, both for doctoral students and for coordinators; - inclusion of doctoral students, in increasing numbers, in national and international research projects; - demand from international PhD candidates. 	<p><u>Threats:</u></p> <ul style="list-style-type: none"> - the Covid-19 pandemic crisis that affected the Doctoral Schools in their academic plans, not allowing a high mobility of PhD students and PhD supervisors to participate abroad to conferences, training programs, international exchange programs.

V. Overview of judgments awarded and of the recommendations

No.	Type of indicator (*, C)	Performance indicator	Judgment	Recommendations
1	C	A.1.1.1.	Fulfilled	
2	C	A.1.1.2.	Fulfilled	
3	C	A.1.2.1.	Fulfilled	
4	C	A.1.2.2.	Fulfilled	
5	C	A.1.3.1.	Fulfilled	
6	*	*A.1.3.2.	Fulfilled	
7	*	*A.1.3.3	Fulfilled	
8	C	A.2.1.1.	Fulfilled	
9	C	A.3.1.1.	Fulfilled	
10	*	*A.3.1.2.	Fulfilled	
11	C	A.3.1.3.	Fulfilled	

No.	Type of indicator (*, C)	Performance indicator	Judgment	Recommendations
12	*	*A.3.1.4	Fulfilled	
13	C	A.3.2.1.	Fulfilled	
14	*	*A.3.2.2.	Fulfilled	
15	*	*B.1.1.1.	Fulfilled	
16	*	*B.1.2.1.	Fulfilled	
17	C	B.1.2.2.	Not applicable	
18	C	B.2.1.1.	Fulfilled	
19	C	B.2.1.2.	Fulfilled	
20	C	B.2.1.3.	Fulfilled	
21	C	B.2.1.4.	Fulfilled	
22	C	B.2.1.5.	Fulfilled	
23	C	B.3.1.1.	Not applicable	
24	*	*B.3.1.2	Not applicable	
25	*	*B.3.2.1.	Not applicable	
26	*	*B.3.2.2.	Not applicable	
27	C	C.1.1.1.	Fulfilled	
28	*	*C.1.1.2.	Fulfilled	
29	C	C.2.1.1.	Partially fulfilled	To improve: <ul style="list-style-type: none"> - the quantity of information available in English language; - the quantity of information in the Internet area of the SNSPA's ERP (Enterprise Resource Planning) for the external user.
30	C	C.2.2.1.	Fulfilled	
31	C	C.2.2.2.	Fulfilled	
32	C	C.2.2.3.	Fulfilled	



No.	Type of indicator (*, C)	Performance indicator	Judgment	Recommendations
33	*	*C.3.1.1.	Not applicable	
34	C	C.3.1.2.	Fulfilled	
35	C	C.3.1.3.	Fulfilled	

VI. Conclusions and general recommendations

The Doctorate School in Management meets the key-indicators required by ARACIS.

Recommendations to fulfil Performance indicator C.2.1.1.:

- to improve a) the quantity of information available in English language and b) the quantity of information in the Internet area of the SNSPA's ERP (Enterprise Resource Planning) provided for the external user.

General recommendation:

- to introduce as compulsory the Discipline "Ethics in scientific research and Intellectual property" (or "Ethics and Academic integrity") in the Doctoral School in Management's training program.

VII. Annexes