

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

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

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.).

This evaluation was performed as a regular Periodical External Evaluation of the University of Oradea (UO), respectively of the doctoral study domains (DD) Business Administration at the Doctoral School of Economic Sciences (DSES), within the Faculty of Economic Sciences.

The study visit was performed in a hybrid form, primarily online, with an on-site visit of the Panel Coordinator, period November 15th – 22th 2021. For the DSES, the doctoral domain of the Business Administration Experts Committee program worked as follows: Coordinator Prof. dr. Teodora Roman, Universitatea „Alexandru Ioan Cuza” din Iași, International Expert Prof. dr. Ivana Bilić, University of Split, and PhD Student Nimerenco Ina, Academia de Studii Economice din București.

The University of Oradea inherits the tradition of over 240 years of academic education started from 1780 as a higher institution for philosophical education; 1788 was completed with another two years of legal studies. From 1874, the institution was promoted to a Faculty of Law level and remained in that form. In 1934 was transferred to Cluj. In 1963 the Pedagogical Institute of Oradea was established and operated under that name till 1976. In 1976 the name changed to the Institute of Higher Education of Oradea. A new change happened in 1983; the name was changed to the Institute of Sub-Engineers in Oradea what lasted till 1990. Since 1990 the institution has operated under the name of the University of Oradea.

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



Currently, it consists of 15 faculties organized in 47 departments (IER, Anexa HG 229-2020), and the university's governing of the UO is performed by the executive management, precisely Rectorate - Board of Directors, and by the deliberative management (Senate), following the principles and rules enshrined in dedicated regulations (Annex I.8.). The regulations have been developed to establish undergraduate, master's, doctoral, and residency studies (Annex I. 9.). UO has inscribed in the University Charter the governing principles, the legislative and executive deliberative structures.

The functional structures of the institution are presented in the organizational chart of UO (Annex I. 13). The Board of Directors (CA), the operative management of the institution, is composed of the Rector, as President, Vice-Rectors, Director of the Doctoral University Studies Council, Deans, General Administrative Director, Economic Director, a student representative and functions in accordance with the Regulations of organization and functioning of the Board of Directors (Annex I.11).

The UO as an institution is accredited to organize doctoral studies in 18 doctoral fields, organized in 7 doctoral schools, both in the form of full-time education and in the part-time form. DSES was initially established in 2002 (IER). The particular field of Business administration was established in 2019 within the Doctoral School of Economic Sciences (Annex II.3 - Order 3100 / 28.01.2019). So at the moment of this evaluation, the doctoral domain has a short history. Three supervisors are affiliated to the field (all with permanent tenure at UO), currently (the univ. Year 2020-2021), at the Doctoral School of Economic Sciences, the doctoral domain of Business administration, five Ph.D. students are enrolled.

## **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;
  - 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.*

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

*\*general description of the criterion analysis.*

*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.*

At the IOSUD level, the UO has implemented the efficient functioning mechanisms provided in the specific legislation regarding the organization of doctoral studies. Activities within the IOSUD - UO are carried out under national legislation and internal regulations (<https://doctorat.uoradea.ro/ro/documente/reglementari>).

**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*

At the level of IOSUD-UO, there are specific regulations for the organization and development of doctoral studies developed under the provisions of national legislation and are applied to this doctoral school. Regulations are publicly available from <https://doctorat.uoradea.ro/ro/documente/reglementari>.

Dedicated regulations are:

- a) Regulation on the organization and conduct of doctoral studies and postdoctoral programs at IOSUD-UO, available on the website of IOSUD (<https://www.uoradea.ro/display22980>). The Regulation of organization and development of doctoral university studies at the Doctoral School of Economic Sciences, adopted by CSUD Decision, is available on the Doctoral school website of Economic Sciences (Annex II.A.1.1).
- b) The methodology for organizing the elections and appointing the members of the Council and the director of the Doctoral School from IOSUD - UO was adopted by the Decision of the University Senate number 11 of 26.10.2020 Annex 13, (Annex II.A.2 and Annex II. A. 3). The documents regarding the elections of the Doctoral Schools Councils and the elections/appointment of the Directors of the Doctoral Schools (Annex II.A.3), Evidence of elections at SD level Annex II. A.3.4.
- c) The methodology for organizing and conducting the competition for admission to doctoral studies at the level of IOSUD\_UO, and all related documents are developed and available on the website of IOSUD (<https://doctorat.uoradea.ro/ro/admitere/metodologie-admitere-doctorat-iosud-uo>) and where admission for international students is included (<https://doctorat.uoradea.ro/ro/documente/reglementari/reglementari-interne>), respectively in (Annex II.A.4.; Annex II.4.1., Annex II.A.5., and Annex II.A.6.)
- d) The internal procedure regarding the recognition of the doctoral degree in sciences or a professional field, obtained abroad, was adopted by the Decision of the UO Senate number 19 of 27.03.2017, being available for consultation on the IOSUD website (<https://www.uoradea.ro/display12986>), and (Annex II.A.7). The operational procedure regarding the automatic recognition by the UO of the quality of doctoral supervisor obtained in university educational institutions accredited from abroad was adopted by the Decision of the UO Senate number 19 of 27.03.2017, available on the IOSUD website (<https://www.uoradea.ro/display12989>), and (Annex II.A.8).
- e) Regarding the organization of the regular management meetings at the level of the Doctoral School of Economic Sciences, the proofs of functional management are presented in Annex II.A.9.1.
- f) The Doctoral Studies Contract is available from (<https://www.uoradea.ro/display17406>) and in Annex II.A.10.
- g) Internal procedures for analysis and approval of proposals on the topic of doctoral study programs - in Annex II.A.1.1. - Regulation on the organization and conduct of doctoral studies and postdoctoral programs at the Doctoral School of Economic Sciences.

Some additional regulations at the IOSUD level, UO as internal regulations are:

1. Framework regulation for granting scholarships and other forms of material support for students (<https://www.uoradea.ro/display22413>) - Annex II.A.11.

2. Methodology regarding the exemption from the payment fee for the presentation of the habilitation thesis - (<https://www.uoradea.ro/display6904>) - Annex II.A.12.
3. Regulation regarding the occupation of university assistant positions for a determined period (<https://www.uoradea.ro/display22532>) - Annex II.A.13.
4. Regulation on the organization and conduct of the process of obtaining the certificate of qualification at the IOSUD.
5. UO (<https://www.uoradea.ro/display5846>) - Annex II.A.14; e) Methodology regarding granting doctoral scholarships at I.O.S.U.D. - UO (<https://www.uoradea.ro/display13987>) - Annex II.A.16.

*Recommendations:*

*The indicator is **fulfilled**/partially fulfilled/not 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 Regulation of the Doctoral School (Annex II. A.1.1.) establishes how the doctoral programs are organized and carried out within the doctoral school and transparent criteria, procedures, and mandatory standards stipulated in the Regulation on the organization and conduct of doctoral studies and postdoctoral programs at IOSUD-UO. The regulations of the doctoral school covered all required criteria, procedures, and standards related to the: doctoral supervisor and the mentoring committee; rights and obligations of the doctoral supervisor; evaluation of doctoral supervisors; changing the doctoral supervisor; doctoral program and its opportunities; appointment of new doctoral supervisors; withdrawal of membership of the doctoral school; conflict resolution; prevention of fraud and plagiarism; access to research resources; contract of studies; and format of the doctoral thesis. In addition, regulations can be approached from (<https://www.uoradea.ro/display16171>; <https://www.uoradea.ro/display22980>).

*Recommendations:*

*The indicator is **fulfilled**/partially fulfilled/not 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.*

**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*



At the IOSUD-UO level and for doctoral study, UO uses the platform Uniweb. The Uniweb platform is in use to record students' activities during the process along with Matriculation Register (Annex II.A.18). Also, Uniweb is implemented at the IOSUD-UO level with the interface for students (<https://studinfo.uoradea.ro/>), which provides module management, monitoring, and computerization of students, including doctoral students. The applicants' data for admission are entered into the program, and following the selection process, the admitted candidates are registered with IOSUD UO. The Uniweb application is the integrated application for managing the activity carried out within the doctoral studies, offering all the information through the web interface independent of the operating system. The security of the platform is assured through a user's accounts and password, the password having a limited validity term. Furthermore, each user has access only to the resources he/she needs, editing limitations being implemented, thus reducing the possibility of database corruption. IOSUD - UO has functional information systems, both for the record of doctoral students and their academic careers.

*Recommendations:*

*The indicator is **fulfilled**/partially fulfilled/not 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*

IOSUD-UO uses the online platform <https://www.sistemantiplagiat.ro> (Annex II.A.19.). The system for detecting similarities is made available to all doctoral schools within IOSUD – UO and is used at other higher education institutions organizing doctoral university studies and of the Romanian Academy to establish the degree of similarity.

Formally, the person designated as a system administrator allocates a user account for each doctoral school, so each doctoral school is assigned an account (username and password), which allows the verification of doctoral theses. So far, in the domain of Business Administration, a newly established domain, since 2019, there are no graduates and evidence to check.

Recommendations: Even <https://www.sistemantiplagiat.ro> has recognized in the Romanian high education system that some other Romanian doctoral schools used Turnitin, which can be additional support for the antiplagiarism check-in.

*The indicator is **fulfilled**/partially fulfilled/not 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.*





**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

For the evaluation period (2016-2020), within the evaluated doctoral field, one research grants, one institutional development grants, and 11 human resources grants were/are in progress. In addition, one of the domain supervisors coordinated Summer school financed by the ROSE program project, ESF, whose implementation period was 2019-2021. Evidence-based on Table 2.9. and accompanied web sources (<https://uefiscdi.gov.ro/index.php>) (<https://smartdoct.uoradea.ro>) (IER:54).

*Recommendations:*

The indicator is **fulfilled**/partially fulfilled/not 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

At the time of this evaluation at UO, five doctoral students were enrolled. For the period 2015-2020, the total number of doctorač students was two. One of them used Bursa din Venituri Proprii (\*own income exchange) for 12 months, representing 50% of the total (Table 2.9.1.; IER:56).

*Recommendations:*

The indicator is **fulfilled**/partially fulfilled/not fulfilled.

**Performance Indicator \*A.1.3.3.<sup>2</sup>** *At least 10% of the total amount of doctoral grants obtained by the university through institutional contracts and of tuition fees collected from the doctoral students enrolled in the paid tuition system is used to reimburse professional training expenses of doctoral students*

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



(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

At the IOSUD-UO the spending of the budget is regulated with the Procedure regarding the elaboration and execution of the UO Income and Expenditure Budget and under control of the Doctoral School Directors. For each doctoral field, the conventional hourly income is calculated using the Uniweb application, starting from the assigned SD income from the budget and the income from tuition fees and other related SD fees, after deducting the administration expense, related to the total number of conventional hours of each field in the doctoral school. According to the Table 2.10 Revenue table for the doctoral field evaluated for the last five years (Oct. 1, 2015 - Sept. 30, 2020), evidence (IER:57), and statement of UO presented in Annex II.A.20.a. The percentage of doctoral students' training expenses out of the total budget revenues and fees is over 10%.

*Recommendations:*

*The indicator is **fulfilled**/partially fulfilled/not fulfilled.*

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

*\*general description of the criterion analysis.*

*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.*

**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

IOSUD-UO has material infrastructure as follows (Annex 1.14, IER 7-8): Aula Magna with 300 seats, 2 classrooms with 200 chairs each, 100 amphitheatres and classrooms, 343 laboratories, and 1 micro-production hall. UO Library - headquarters, with 5 reading rooms, a total of over 347,200 publications (books, journals, doctoral theses, STAS, patents, CDs, DVDs, phonographic discs, posters) introduced in the Liberty5 library program. Possibility to find this library fund in a computerized catalog - OPAC - 15 positions - at the library - headquarters; on-line - on the university website:





<https://www.uoradea.ro/Biblioteca%20UO/>; traditional catalogs (alphabetical and systematic) for publications published up to 2007; the possibility to consult the publications in the system of free access to the shelf, in the reading rooms of the library; 15 stations with unlimited and free internet access and with the possibility of transmitting information by e-mail; 2 copiers with a library card; 12 individual study offices for teachers, researchers, doctoral students, and students; a seminar room with 20 seats; a conference room with 100 chairs. Furthermore, access to specialized databases: ScienceDirect, SpringerLink, ProQuest Central, Scopus, Clarivate Analytics (Web of Science, Journal Citation Reports, Derwent InnovationIndex). Material resources on disposal for doctoral students are observed as equipment, IT infrastructure, and library resources are in line with the UO mission and objectives. The room dedicated to the doctoral students is room F005 - Research laboratory - a resource center for the doctoral school (Table.2.13 and Annex II.A.21.). Rooms dedicated to guidance activities existing at the level of the evaluated doctoral field are E301 and E003a.

At the level of the Faculty of Economic Sciences, there is an internal center, called the Research Center for Competitiveness and Sustainable Development - CCCDD, in which both teachers and doctoral students are members - Director, Prof. dr. Daniel Bădulescu. Its activity report for the period 2014-2018 is available here: <http://cccdd.steconomiceuoradea.ro/portofoliu/rezultate-obtinue/>.

*Recommendations:*

*The indicator is **fulfilled**/partially fulfilled/not fulfilled.*

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

*\*general description of the criterion analysis.*

*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.*

**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*

Within the doctoral domain of Business administration, there are more than three advisors from the field of study Table 2.14. (IER:60-61). The DSES operates under this name starting with October 1, 2015, and the doctoral domain of Business Administration was established in 2019 within the school. Currently (the univ. Year 2020-2021), at the DSES, the domain of Business administration, five Ph.D. students are enrolled. Three doctoral supervisors are currently engaged (Prof.univ.dr. habil. Alina Bădulescu, Prof.univ.dr. habil. Daniel Bădulescu, and Prof.univ.dr.habil Olimpia Ban). Out of 5 doctoral candidates, two candidates are advised by one adviser and three under another. One of the supervisors currently has



five doctoral candidates Table 2.14. (IER:60-61). All doctoral supervisors meet CNATDCU criteria Table 2.13. (IER:59-60) and Annex II.A.25.

*Recommendations:*

*The indicator is **fulfilled**/partially fulfilled/not 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*

At the moment of this evaluation, all out of three current Ph.D. supervisors has a full-time employment contract for an indefinite period with the UO (Annex II.A.27.)

*Recommendations:*

*The indicator is **fulfilled**/partially fulfilled/not 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*

At the level of IOSUD-UO, for the current number of five Ph.D. students, there is a sufficient number of 3 doctoral supervisors (Annex II.A.23). A detailed situation regarding the number of doctoral supervisors for the doctoral domain of Business Administration in the last five years is presented in Table 2.14. (IER: 60-61) what confirmed that doctoral students are taught and advised by respectable professors in the field from the IOSUD-UO and other universities.

*Recommendations:*

*The indicator is **fulfilled**/partially fulfilled/not fulfilled.*

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

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<sup>3</sup> 3 years for the doctoral university studies with the duration stipulated at Article 159, paragraph (3), respectively 4 years for the doctoral university studies with the duration stipulated at Article 174, paragraph (3) of the Law of national education



- *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*

There are no situations in the field of Business administration of Ph.D. supervisors who simultaneously coordinate more than 8 Ph.D. students, but not more than 12. According to Appendix II.40 where detailed information is provided, two supervisors coordinated five doctoral students, precisely Prof.univ.dr. habil. Alina Bădulescu coordinates two doctoral students, and Prof.univ.dr. habil. Daniel Bădulescu coordinates 3 doctoral students who do not exceed 20% Table 2.16. (IER:62) and Annex II.C.12.

*Recommendations:*

*The indicator is **fulfilled**/partially fulfilled/not 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.*

**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 observed period, all three Ph.D. supervisors in the area of Business Administration have issued at least five publications indexed Web of Science or ERIH and other relevant international databases with relevant significance for this area. Also, they take part in different international activities such as membership in international conference boards, review boards, etc. (Annex II.A.29; Table 2.17. IER:63-78).

*Recommendations:*

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No.1/2011 with subsequent amendments and additions, with additional extension periods approved as per Article 39, paragraph (3) of the Code of doctoral studies approved by the GD No. 681/2011 with subsequent amendments and additions.



The indicator is **fulfilled**/partially fulfilled/not 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*

At the observed UO, 100% or all of three doctoral supervisors proved the willingness to be active in their scientific field, with the percentage Alina Bădulescu – 31.08 or 777%; Daniel Bădulescu – 26.61 or 640.75% and Olimpia Ban – 22.31 or 557.2%. All those results showed much more effort than it needed to reach at least 25% of the score required by the mandatory minimum standards of CNATDCU for awarding the certificate of habilitation in force at the time of assessment (Annex II.A.28, Table 2.19, IER:79).

*Recommendations:*

The indicator is **fulfilled**/partially fulfilled/not fulfilled.

## **Domain B. EDUCATIONAL EFFECTIVENESS**

*\*general description of domain analysis.*

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

*\*general description of the criterion analysis.*

*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.*

**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*



At the observed doctoral school, the domain Business Administration started was established in 2019, and for the observed period Table 2.19 (IER:80), two candidates enrolled, both graduates from IOUSUD-UO. The report shows the number of master's degree graduates of other higher education institutions in the country or abroad who have registered for the admission competition for doctoral studies and the number of places financed from the state budget put up for competition at the admissions 2015 - 2019 for the evaluated doctoral field is 0. Since this doctoral domain is new, it is impossible to make and judgment according to these indicators. For this report, this indicator will be observed ad fulfilled, along with the recommendations.

Recommendations: Since it is a new doctoral domain for the upcoming period, it is highly recommended to the IOUSD-UO, doctoral domain Business Administration to put effort and assure budget funding, along with the candidate's application outside the UO.

*The indicator is **fulfilled**/partially fulfilled/not fulfilled.*

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

*\*general description of the standard analysis.*

**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*

So far, this IOSUD-UO has five students, and no additional evidence is provided regarding the admission procedure and selection criteria.

Recommendations: Since it is a new doctoral domain for the upcoming period, it is highly recommended to have clear criteria regarding the admission of the students to the doctoral program.

*The indicator is **fulfilled**/partially fulfilled/not fulfilled.*

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

*- 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*

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



Since this doctoral domain Business administration study program was launched in 2019, indicator expelling rate, including renouncement / dropping out of doctoral students 3, respectively 4, years after admission does not exceed 30% does not exist.

Recommendations: For the upcoming period, take care of this indicator.

*The indicator is fulfilled/partially fulfilled/not fulfilled.*

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

*\*general description of the criterion analysis.*

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

*\*general description of the standard analysis.*

**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*

The advanced university training program includes all three required disciplines. Precisely, as obligatory training, IOSUD-UO, the domain of Business administration, has the following courses Methods and technics of documentation, research, and data processing in economic sciences; Scientific authorship and publication techniques; Ethics and integrity in economic sciences, and Strategies for competitive business development. Also, as an elective training Statistical data processing course is offered (Annex II.B.1).

Furthermore, the curriculum includes at least two components dedicated to some transversal competencies, including aspects related to research ethics, scientometry, and academic writing Annex II.B.2. Furthermore, learning outcomes should be at the appropriate level of the doctoral study, as is proposed in European Qualification Framework.

Recommendations: Some relevant learning outcomes can be redesigned.

*The indicator is fulfilled/partially fulfilled/not 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 evaluated doctoral field, there is the discipline Ethics and integrity in economics sciences, provided in the curriculum of the doctoral field (Annex II.B.1. Curricula and Annex II.B.2 Discipline Ethics and integrity in economic sciences).

*Recommendations:*

*The indicator is **fulfilled**/partially fulfilled/not fulfilled.*

**Performance Indicator B.2.1.3.** *The IOSUD has mechanisms to ensure that the academic training program based on advanced university studies addresses „the learning outcomes”, specifying the knowledge, skills, responsibility and autonomy that doctoral students should acquire after completing each discipline or through the research activities<sup>5</sup>.*

*- 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 discipline Ethics and integrity in economic sciences is part of the doctoral domain Business Administration curriculum. Ethical principles and good practices in scientific research and academic writing (e.g., plagiarism, integrity warnings, legislation, authorship of scientific articles, etc.). For the whole Business Administration, doctoral domain program learning outcomes are developed. Through the presented learning outcomes, students should develop transversal skills written and oral communication skills, advanced in science and culture, awareness and identification of various situations of violation of norms and standards of ethical conduct in education, research, and innovation, to find ways to prevent, avoid and resolve concerns of misconduct in research and innovation (Annex II.B.1 and Annex II.B.2).

*Recommendations:* Check out the level of proposed learning outcomes and align it with the European level for the Doctoral Study.

*The indicator is **fulfilled**/partially fulfilled/not 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*

The doctoral students are counseled by the scientific leader and mentoring committee, composed of specialists from IOSUD-UO or external experts according to the scheduled plan (Annex II.B.3). The advisory committee is consisted of 3 other teachers, with at least the title of doctoral lecturer, specialists

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



in the field of doctorate, and thesis topic (Annex II.B.4.). As a result of the guidance, two main outputs are provided: joint scientific publications (Ruge Paul Marian, Ban Olimpia, Dorin Bâc, SOCIAL MEDIA IMPACT IN ROMANIA'S E-COMMERCE, EINCO 2021, <http://anale.steconomieuoradea.ro/en/the-fes-conference-2021/>, and 2. Faur Monica, Bădulescu Alina, Ban Olimpia, FRIENDLY TOURISM DESTINATION SHOULD BE SAFE, EINCO 2021, <http://anale.steconomieuoradea.ro/en/the-fes-conference-2021/>) or communications of the doctoral student with at least one of the members of the advisory committee and email correspondence as evidence of the existence of electronic correspondence focused on feedback from doctoral students by committee members or on requesting clarifying meetings from them can be found in Annex II.B.5. Students expressed their satisfaction with the counseling (Panel meeting).

*Recommendations:*

*The indicator is **fulfilled**/partially fulfilled/not 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*

At the level of the doctoral field of Business administration (Annex II.B.4), the members of the advisory committees within the observed doctoral field, the year 2020-2021, results that the ratio between the number of doctoral students and the number of teachers/researchers providing guidance is 2.35:1.

*Recommendations:*

*The indicator is **fulfilled**/partially fulfilled/not fulfilled.*

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

*\*general description of the criterion analysis.*

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

*\*general description of the standard analysis.*

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

*- 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

Since the doctoral domain of Business administration was recently established in 2019, it is not realistic for IOSUD-UO to judge this indicator now. In line with that indicator will be observed as fulfilled, with a recommendation for the doctoral domain.

Recommendations: In the upcoming period, it is highly recommended that the UO take care of this indicator for future evaluations.

*The indicator is fulfilled/**partially fulfilled**/not fulfilled.*

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

- 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

Since the doctoral domain of Business administration was recently established in 2019, it is not realistic for IOSUD-UO to judge this indicator now. In line with that, the indicator will be observed as partially fulfilled, with a recommendation for the doctoral domain.

Recommendations: In the upcoming period, it is highly recommended for the UO to take care of this indicator for future evaluations.

*The indicator is fulfilled/**partially fulfilled**/not fulfilled.*

**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

Since the doctoral domain of Business administration was recently established in 2019, it is not realistic for IOSUD-UO to judge this indicator now. In line with that indicator will be observed as fulfilled, with a recommendation for the doctoral domain.



Recommendations: In the upcoming period, it is highly recommended for the UO to take care of this indicator for future evaluations.

*The indicator is **fulfilled**/partially fulfilled/not fulfilled.*

**Performance Indicator \*B.3.2.2.** *The ratio between the doctoral theses allocated to one scientific specialist coming from a higher education institution, other than the institution where the 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*

Since the doctoral domain of Business administration was recently established in 2019, it is not realistic for IOSUD-UO to judge this indicator now. In line with that indicator will be observed as fulfilled, with a recommendation for the doctoral domain.

Recommendations: In the upcoming period, it is highly recommended for the UO to take care of this indicator for future evaluations.

*The indicator is **fulfilled**/partially fulfilled/not fulfilled.*

## **Domain C. QUALITY MANAGEMENT**

*\*general description of domain analysis.*

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

*\*general description of the criterion analysis.*

*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.*

**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

For the purpose of quality assurance, IOSUD-UO developed and performed a set of the procedures as follows:

1. The Quality Ensurance Code for the Education and Research Processes at the University of Oradea <http://arhiva-info.uoradea.ro/attachment/0e4acd64bbeb21068be729ed01b0a1fd/c6da629b5010769d8cd96faba533d2c5/020-HS014-04-09-2012-Annex04.pdf>- Annex II.C.1.

2. SEAQ\_PS\_DAC\_08\_F.01 - System procedure for monitoring teaching activities <https://www.uoradea.ro/display15960> - Annex II.C.2.

3. III.b2. SEAQ-PE-U.02 - The procedure for evaluating and ensuring the quality of teaching staff and study disciplines <https://www.uoradea.ro/display7093>- Annex II.C.3.

4. III.b3. SEAQ-PE-U.03 - Procedure regarding the establishment, evaluation, and ranking of research centers <https://www.uoradea.ro/display8448>- Annex II.C.4.

5. III.b4. SEAQ-PE-U.04 - The procedure regarding the establishment and evaluation of the didactic laboratories, annex - Annex II.C.5.

6. Program of quality policies, strategies, and actions - Annex II.C.6.

7. The operational procedure regarding the evaluation and internal monitoring of the doctoral schools / doctoral fields within IOSUD\_UO - Annex II.C.7., in which the evaluation and monitoring activities are provided.

*Recommendations:*

*The indicator is **fulfilled**/partially fulfilled/not 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

The observed IOSUD-UO and doctoral school where the domain of Business Administration is thought to have mechanisms suitable to identify the doctoral students' needs, based on their feedback, as well as their level of satisfaction with the doctoral program as a whole, to continuously improve academic and administrative services provided at the IOSUD-USV level (Annex II.C.8). The procedure is as follows:



- 1) the online Questionnaire is developed and covered all relevant fields for Ph.D. students (IER:87),
- 2) Ph.D. students completed the Questionnaire on the level of satisfaction with the doctoral program in each academic year, in the first quarter of the year;
- 3) collected data from these questionnaires are processed, and CSD, based on the information from these questionnaires, present the CSUD conclusions and, if needed, the package of measures proposed to improve the doctoral program as a whole and also to continuously improve the academic and administrative services provided.

*Recommendations:*

*The indicator is **fulfilled**/partially fulfilled/not fulfilled.*

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

*\*general description of the criterion analysis.*

*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.*

**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*

All the information regarding the completion of the doctoral program, starting with the admission to obtaining the doctoral degree, are provided to the doctoral students both through the IOSUD secretariat department and by posting on the site, the related forms being found at (<https://doctorat.uoradea.ro/ro/documente/formulare-utile>). The Doctoral School, through IOSUD, publishes on the website of the organizing institution information about, in compliance with the general regulations on data protection:





- a) the regulations of the doctoral school (<https://doctorat.uoradea.ro/ro/organizare/scoli-doctorale-conducatori-de-doctorat/scoala-doctorala-de-stiinte-economice>); - direct link is not available on English.
- b) the admission regulation (<https://doctorat.uoradea.ro/ro/organizare/scoli-doctorale-conducatori-de-doctorat/scoala-doctorala-de-stiinte-economice>); - direct link is not available on English.
- c) The doctoral studies contract (<https://www.uoradea.ro/display17406>) – available in the Romanian language.
- d) the regulation for the completion of studies, including the procedure for the public defense of the thesis Procedure for the evaluation of doctoral students (<https://cloud.uoradea.ro/index.php/s/TrLZx6ZYKjejs05#pdfviewer>) and Annex.II.C. 10; available in Romanian language.
- e) content of study programs Curriculum / subject sheet Annex.II.B.1;
- f) the academic and scientific profile, thematic areas/research topics of the doctoral supervisors in the school, as well as their institutional contact details centralizing situation Annex.II.C.11;
- g) list of doctoral students in the school with basic information (year of enrollment; coordinator) list Annex.II.C.12.;
- h) information about the elaboration standards of the doctoral thesis OM / Annex to the SUD contract / Training program and results (<https://doctorat.uoradea.ro/ro/domenii-de-doctorat/inginerie-industrialala/114-standarde-de-elaboration-of-the-doctoral-thesis>);
- h) links to abstracts of doctoral theses to be defended publicly, as well as the date, time, place where they will be defended, at least 20 days before the defense. Public support link (<https://doctorat.uoradea.ro/ro/sustineri-teze/sustineri-teze-doctorat> ). - available in the Romanian language.

*Recommendations:* Some of the requested documents are not reachable via proposed links at all; some are available in the Romanian language only. With the aim to attract more doctoral students, all information needs to be publicly available, and moreover on the English language if the IOSUD-UO wants to have international students.

*The indicator is fulfilled/partially fulfilled/not 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.*

**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*

The IOSUD-UO Library provides free access to international scientific databases from different fields of knowledge through the ANELIS Plus program (Annex II.C.13). The databases and other bibliographic sources are available to doctoral students and doctoral supervisors via USV library websites (PROQUEST



Central, ScienceDirect Freedom Collection, Scopus, Elsevier, de Gruyter ebooks, SpringerLink Journals, Springer, Web of Science - Core Collection, InCites Journal Citation Reports, Derwent Innovations Index, Clarivate Analytics. etc.). According to the provided evidence, it is granted that doctoral supervisors and doctoral students have access to full-text electronic literature in the field. At the level of IOSUD - UO, all doctoral students have access to this platform permanently, based on account and password, from anywhere, free of charge, based on their email account ([prenume.numedoctorand@student.uoradea.ro](mailto:prenume.numedoctorand@student.uoradea.ro)).

*Recommendations:*

*The indicator is **fulfilled**/partially fulfilled/not 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*

The observed IOSUD-UO and in line with that doctoral domain use, one of the most commonly used uses the online platform <https://www.sistemantiplagiat.ro> (Annex II.A.19.) recognized by CNATDCU, and in accordance with MENCS Order no. 3485 / 24.03.2016. Also, at the IOSUD level, each doctoral student confirmed the authenticity of the doctoral thesis, together with the scientific supervisor, completing the Statement on the authenticity of the doctoral thesis. At the IOSUD level, there is a person designated as the system administrator, who monitors the access to the platform, respectively the allocation of user accounts for each doctoral school. Based on an internal form, each doctoral school is assigned an account (username and password), which allows the verification of doctoral theses. The theses are checked before the defense in the advisory committee. Based on the recommendations of the advisory committee regarding changes to the thesis and at the request of the advisor, the thesis may be rechecked before the public defense. For this doctoral domain, at the moment of this evaluation, there are no graduates.

*Recommendations:*

*The indicator is **fulfilled**/partially fulfilled/not 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*

At the IOSUD-UO, three rooms for supervision and guidance activities are at their disposal. Also, upon request, Ph.D. students can research laboratories (Annex II.A.21), namely the Tourism Laboratory, the e-Work Laboratory and the Laboratory of Applied Economics and Stock Exchange Simulations, etc., or other university facilities, without discrimination, prohibitions, restrictions on physical or other resources.



*Recommendations:*

*The indicator is **fulfilled**/partially fulfilled/not fulfilled.*

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

*\*general description of the criterion analysis.*

*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.*

**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*

At the level of the doctoral field of Business administration, there are framework agreements for the mobility of doctoral students. In total, 42 agreements, out of 16, are directly related to the doctoral domain field of Business Administration Annex II.5. In the observed period, affected by pandemic and impossibility of the travel all mobilities within the EU are stopped. In line with that, it is obvious that even with a significant number of agreements, it was impossible to travel and use all those mobilities for this doctoral domain.

*Recommendations:*

*The indicator is **fulfilled**/partially fulfilled/not fulfilled.*

**Performance Indicator C.3.1.2.** *In the evaluated doctoral study domain, support is granted, including financial support, to the organization of doctoral studies in international co-tutelage or invitation of leading experts to deliver courses/lectures for doctoral students.*

*- 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*

Since it is a very young doctoral domain launched just at the beginning of the pandemic, achieving this indicator was quite impossible. So, for now, there is no other evidence of the inclusion of international experts in teaching, mentoring, co-tutelage, or other activities.



*Recommendations: It is recommended to include international experts in future activities of the doctoral domain of Business administration.*

*The indicator is fulfilled/partially fulfilled/not 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 observed period, IOSUD-UO actively participated in seven from 2017 - 2019 international events – educational fairs Table 2.21. (IER:21-22) where UO and study programs were presented. Since it is a very young doctoral domain, there is no other evidence of the inclusion of international experts in guidance committees or doctoral committees or attracting international students.

*Recommendations: It is recommended in the future to anticipate the involvement of international experts in guidance committees or doctoral committees or attracting international students.*

*The indicator is **fulfilled**/partially fulfilled/not fulfilled.*

#### IV. SWOT Analysis

<p><b><u>Strengths:</u></b></p> <ul style="list-style-type: none"> <li>- long tradition of this HEI</li> <li>- university campus and facilities</li> <li>- resources for research activities</li> <li>- high motivated supervisors</li> <li>- good library</li> <li>- financial stability of the whole IOSUD</li> </ul>	<p><b><u>Weaknesses:</u></b></p> <ul style="list-style-type: none"> <li>- low connections with industry</li> <li>- low entrepreneurial spirit within researchers and students</li> <li>- relying on state budget for tuition fee</li> <li>- low international mobility within students</li> <li>- learning outcomes below level 8</li> </ul>
<p><b><u>Opportunities:</u></b></p> <ul style="list-style-type: none"> <li>- the base of Ph.D. study programs for Romanian language speakers</li> <li>- good international network - agreements</li> <li>- good strategic position for international students from Hungaria and Serbia</li> <li>- EU intention to increase the number of Ph.D. graduates</li> </ul>	<p><b><u>Threats:</u></b></p> <ul style="list-style-type: none"> <li>- low potential for university-industry cooperation</li> <li>- global competition and decreasing number of candidates</li> <li>- internationalization of HE in the EU</li> <li>- national legislation and the short period of studying of 3 years</li> </ul>

#### V. Overview of judgments awarded and of the recommendations

No.	Type of indicator (PI, PI *, CPI)	Performance indicator	Judgment	Recommendations
1.	PI	<p><b>A.1.1.1.</b> The existence of specific regulations and their application at the level of the Doctoral School of the respective university doctoral study domain:</p> <p>a) the internal regulations of the Doctoral School;</p> <p>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;</p> <p>c) the Methodologies for organizing and conducting doctoral studies (for the admission of doctoral students, for the completion of doctoral studies);</p> <p>d) the existence of mechanisms for recognizing the status of a Doctoral advisor and the equivalence of the doctoral degree obtained abroad;</p> <p>e) functional management structures (Council of the doctoral school), giving as well proof of the regularity of meetings;</p> <p>f) the contract for doctoral studies;</p> <p>g) internal procedures for the analysis and approval of proposals regarding the training for doctoral study programs based on advanced academic studies.</p>	<p><i>fulfilled/partially fulfilled/not fulfilled</i></p>	N/A
2.	PI	<p><b>A.1.1.2.</b> 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.</p>	<p><i>fulfilled/partially fulfilled/not fulfilled</i></p>	N/A
3.	PI	<p><b>A.1.2.1.</b> The existence and effectiveness of an appropriate IT system to keep track of doctoral students and their academic background.</p>	<p><i>fulfilled/partially fulfilled/not fulfilled</i></p>	N/A
4.	PI	<p><b>A.1.2.2.</b> The existence and use of an appropriate software program and evidence of its use to verify the percentage of similarity in all doctoral theses.</p>	<p><i>fulfilled/partially fulfilled/not fulfilled</i></p>	<p>Even <a href="https://www.sistemantiplagiat.ro">https://www.sistemantiplagiat.ro</a> has recognized in the Romania</p>

No.	Type of indicator (PI, PI *, CPI)	Performance indicator	Judgment	Recommendations
				high education system that some other Romanian doctoral schools used Turnitin, which can be additional support for the antiplagiarism check-in.
5.	IP	<b>A.1.3.1.</b> 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.	<i>fulfilled/partially fulfilled/not fulfilled</i>	N/A
6.	PI *	<b>A.1.3.2.</b> 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%.	<i>fulfilled/partially fulfilled/not fulfilled</i>	N/A
7.	PI *	<b>A.1.3.3.</b> 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.).	<i>fulfilled/partially fulfilled/not fulfilled</i>	N/A
8.	CPI	<b>A.2.1.1.</b> 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	<i>fulfilled/partially fulfilled/not fulfilled</i>	N/A



No.	Type of indicator (PI, PI *, CPI)	Performance indicator	Judgment	Recommendations
		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		
9.	<b>CPI</b>	<b>A.3.1.1.</b> 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.	<b>fulfilled/partially fulfilled/not fulfilled</b>	<b>N/A</b>
10.	<b>PI *</b>	<b>A.3.1.2.</b> At least 50% of all doctoral advisors have a full-time employment contract for an indefinite period with the IOSUD.	<b>fulfilled/partially fulfilled/not fulfilled</b>	<b>N/A</b>
11.	<b>PI</b>	<b>A.3.1.3.</b> 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.	<b>fulfilled/partially fulfilled/not fulfilled</b>	<b>N/A</b>
12.	<b>PI *</b>	<b>A.3.1.4.</b> 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%.	<b>fulfilled/partially fulfilled/not fulfilled</b>	<b>N/A</b>

No.	Type of indicator (PI, PI *, CPI)	Performance indicator	Judgment	Recommendations
13.	CPI	<p><b>A.3.2.1.</b> 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.</p>	<p><i>fulfilled/partially fulfilled/not fulfilled</i></p>	<p>N/A</p>
14.	PI *	<p><b>A.3.2.2.</b> 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</p>	<p><i>fulfilled/partially fulfilled/not fulfilled</i></p>	<p>N/A</p>
15.	PI *	<p><b>B.1.1.1.</b> 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</p>	<p><i>fulfilled/partially fulfilled/not fulfilled</i></p>	<p>Since it is a new doctoral domain for the upcoming period, it is highly recommended to the IOUSD-UO, doctoral domain Business Administration to put effort and assure budget funding,</p>

No.	Type of indicator (PI, PI *, CPI)	Performance indicator	Judgment	Recommendations
		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.		along with the candidate's application outside the UO.
16.	PI *	<b>B.1.2.1.</b> Admission to doctoral study programs is based on selection criteria including: previous academic, research and professional performance, their interest for scientific or arts/sports research, publications in the domain and a proposal for a research subject. Interviewing the candidate is compulsory, as part of the admission procedure.	<i>fulfilled/partially fulfilled/not fulfilled</i>	Since it is a new doctoral domain for the upcoming period, it is highly recommended to have clear criteria regarding the admission of the students to the doctoral program.
17.	PI	<b>B.1.2.2.</b> The expelling rate, including renouncement / dropping out of doctoral students 3, respectively 4, years after admission does not exceed 30%.	<i>fulfilled/partially fulfilled/not fulfilled</i>	For the upcoming period, take care of this indicator.
18.	PI	<b>B.2.1.1.</b> The training program based on advanced academic studies includes at least 3 disciplines relevant to the scientific research training of doctoral students; at least one of these disciplines is intended to study in-depth the research methodology and/or the statistical data processing.	<i>fulfilled/partially fulfilled/not fulfilled</i>	Some relevant learning outcomes can be redesigned.
19.	PI	<b>B.2.1.2.</b> At least one discipline is dedicated to Ethics and Intellectual Property in scientific research or there are well-defined topics on these subjects within a discipline taught in the doctoral program.	<i>fulfilled/partially fulfilled/not fulfilled</i>	N/A
20.	PI	<b>B.2.1.3.</b> The IOSUD has mechanisms to ensure that the academic training program based on advanced university studies addresses „the learning outcomes”, specifying the knowledge, skills, responsibility and autonomy that doctoral students should acquire after completing each discipline or through the research activities.	<i>fulfilled/partially fulfilled/not fulfilled</i>	Check out the level of proposed learning outcomes and align it with the European level for the Doctoral Study.

No.	Type of indicator (PI, PI *, CPI)	Performance indicator	Judgment	Recommendations
21.	PI	<b>B.2.1.4.</b> All along the duration of the doctoral training, doctoral students in the domain receive counselling/guidance from functional guidance commissions, which is reflected in written guidance and feedback or regular meeting.	<i>fulfilled/partially fulfilled/not fulfilled</i>	N/A
22.	CPI	<b>B.2.1.5.</b> For a doctoral study domain, the ratio between the number of doctoral students and the number of teaching staff/researchers providing doctoral guidance must not exceed 3:1.	<i>fulfilled/partially fulfilled/not fulfilled</i>	N/A
23.	CPI	<b>B.3.1.1.</b> For the evaluated domain, the evaluation commission will be provided with at least one paper or some other relevant contribution per doctoral student who has obtained a doctor's title within the past 5 years. From this list, the members of the evaluation commission shall randomly select 5 such papers / relevant contributions per doctoral study domain for review. At least 3 selected papers must contain significant original contributions in the respective domain	<i>fulfilled/partially fulfilled/not fulfilled</i>	In the upcoming period, it is highly recommended that the UO take care of this indicator for future evaluations.
24.	PI *	<b>B.3.1.2.</b> The ratio between the number of presentations of doctoral students who completed their doctoral studies within the evaluated period (past 5 years), including posters, exhibitions made at prestigious international events (organized in the country or abroad) and the number of doctoral students who have completed their doctoral studies within the evaluated period (past 5 years) is at least 1.	<i>fulfilled/partially fulfilled/not fulfilled</i>	In the upcoming period, it is highly recommended that the UO take care of this indicator for future evaluations.
25.	PI *	<b>B.3.2.1.</b> The number of doctoral theses allocated to one specialist coming from a higher education institution, other than the evaluated IOSUD should not exceed two (2) in a year for the theses coordinated by the same doctoral thesis advisor.	<i>fulfilled/partially fulfilled/not fulfilled</i>	In the upcoming period, it is highly recommended for the UO to take care of this indicator for future evaluations.
26.	PI *	<b>B.3.2.2.</b> The ratio between the doctoral theses allocated to one scientific specialist coming from a higher education institution, other than the institution where the defense	<i>fulfilled/partially fulfilled/not fulfilled</i>	In the upcoming period, it is highly recommended for the UO to take care of this indicator for future evaluations.

No.	Type of indicator (PI, PI *, CPI)	Performance indicator	Judgment	Recommendations
		<p>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.</p>		
27.	PI	<p><b>C.1.1.1.</b> 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:</p> <ul style="list-style-type: none"> <li>a) the scientific work of Doctoral advisors;</li> <li>b) the infrastructure and logistics necessary to carry out the research activity;</li> <li>c) the procedures and subsequent rules based on which doctoral studies are organized;</li> <li>d) the scientific activity of doctoral students;</li> <li>e) the training program based on advanced academic studies of doctoral students;</li> <li>f) social and academic services (including for participation at different events, publishing papers etc.) and counselling made available to doctoral students.</li> </ul>	<p><i>fulfilled/partially fulfilled/not fulfilled</i></p>	N/A
28.	PI *	<p><b>C.1.1.2.</b> Mechanisms are implemented during the stage of the doctoral study program to enable feedback from doctoral students allowing to identify their needs, as well as their overall level of satisfaction with the doctoral study program in order to ensure continuous improvement of the academic and administrative processes. Following the analysis of the results, there is evidence that an action plan was drafted and implemented.</p>	<p><i>fulfilled/partially fulfilled/not fulfilled</i></p>	N/A
29.	CPI	<p><b>C.2.1.1.</b> The IOSUD publishes on the website of the organizing institution, in compliance with the general regulations on data protection, information such as:</p> <ul style="list-style-type: none"> <li>a) the Doctoral School regulation;</li> </ul>	<p><i>fulfilled/partially fulfilled/not fulfilled</i></p>	<p>Some of the requested documents are not reachable via proposed links at all; some are available in the Romanian</p>

No.	Type of indicator (PI, PI *, CPI)	Performance indicator	Judgment	Recommendations
		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.		language only. With the aim to attract more doctoral students, all information needs to be publicly available, and moreover on the English language if the IOSUD-UO wants to have international students.
30.	PI	<b>C.2.2.1.</b> All doctoral students have free access to one platform providing academic databases relevant to the doctoral studies domain of their thesis.	<i>fulfilled/partially fulfilled/not fulfilled</i>	N/A
31.	PI	<b>C.2.2.2.</b> Each doctoral student shall have access, upon request, to an electronic system for verifying the degree of similarity with other existing scientific or artistic works.	<i>fulfilled/partially fulfilled/not fulfilled</i>	N/A
32.	PI	<b>C.2.2.3.</b> All doctoral students have access to scientific research laboratories or other facilities depending on the specific domain/domains within the Doctoral School, according to internal order procedures.	<i>fulfilled/partially fulfilled/not fulfilled</i>	N/A
33.	PI *	<b>C.3.1.1.</b> 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	<i>fulfilled/partially fulfilled/not fulfilled</i>	N/A



No.	Type of indicator (PI, PI *, CPI)	Performance indicator	Judgment	Recommendations
		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.		
34.	PI	<b>C.3.1.2.</b> In the evaluated doctoral study domain, support is granted, including financial support, to the organization of doctoral studies in international co-tutelage or invitation of leading experts to deliver courses/lectures for doctoral students.	<i>fulfilled/partially fulfilled/not fulfilled</i>	It is recommended to include international experts in future activities of the doctoral domain of Business administration.
35.	PI	<b>C.3.1.3.</b> The internationalization of activities carried out during the doctoral studies is supported by IOSUD through concrete measures (e.g., by participating in educational fairs to attract international doctoral students; by including international experts in guidance committees or doctoral committees etc.).	<i>fulfilled/partially fulfilled/not fulfilled</i>	It is recommended in the future to anticipate the involvement of international experts in guidance committees or doctoral committees or attracting international students.

*The recommendations contained in the report shall be resumed in the indicators' analysis. Other general recommendations may be made that do not fit within a particular indicator.*

*VERY IMPORTANT!!! – Each identified weakness must be correlated with at least one recommendation to improve the situation!*

## **VI. Conclusions and general recommendations**

*Even this IOSUD-UO has a long history, the doctoral domain Business Administration has a concise history, precisely that particular doctoral domain was launched in 2019, and the first competitive selection of doctoral candidates was organized in 2019.*

*First of all, with the aim of future development and sustainability of the doctoral domain of Business Administration, there is an evident need to attract or develop more students within the IOSUD-UO as a first step. Furthermore, there is a need to attract more competitive Ph.D. candidates from Romania or abroad. Targeted students may come from Romanians abroad or international students from nearby countries like Hungary or Serbia. There is an emerging need to establish a connection with industry or attract some other source of funding for tuition fees or scholarships. Also, there is a need to develop and*



*promote within Ph.D. students the possibility for international mobility, particularly the longest one. Also, long-term mobility is more efficient for developing cooperations and international experience, along with the development of new language and cross-cultural skills, essential for future Ph.D. graduates wherever they continue work, at university or in industry.*

*The research activities of the current supervisors are respectable, and it is obvious they have a good connection with current Ph.D. students. Along with already established project activities and internationalization building, better relationships with the industry are recommended. There is also an observation regarding the proposed learning outcomes, at the European level, following the proposed guidelines for the level 8 – doctoral study. Some of the learning outcomes did not show that level, which may be improved in the future. A more focused syllabus with the learning outcomes related to the qualitative and quantitative research methods in social sciences is more than welcome.*

*External Evaluator  
Ivana Bilić, Ph.D.*

## **VII. Annexes**

*The following types of documents shall be attached:*

- *The detailed schedule of the evaluation visit – MANDATORY.*
- *The survey questionnaire applied to doctoral students or academic staff in the doctoral study domain under review, the results - optional (e.g., in graphic form) and their interpretation - if applicable.*
- *Scanned documents – any document requested from the IOSUD during the evaluation visit and received, which is not found in the internal evaluation file received before the visit and referred to in the report.*
- *Pictures – if relevant issues are raised regarding the condition of the student residences, cafeterias, premises for teaching and learning activities, library etc.*
- *Screenshots/Print screens of the Doctoral School/IOSUD website proving specific claims in the report, accompanied by the date when they were accessed and saved.*
- *Any other documents relevant to the evaluation process referred to in the report.*