



External evaluation report for the setting up of a doctoral study domain in the field of Business Administration

within the Doctoral School of Economics and Business
Administration
of the Alexandru Ioan Cuza University of Iasi

Contents

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



I. Introduction¹

This chapter will contain a brief presentation of:

- 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 Panel etc.);
- details about the doctoral school(s) of which the doctoral domain under review will be part (number of doctoral advisors, number of students, institutional context, short history etc.);
- details about the doctoral study domain under review (institutional context);

Type of the evaluation: external evaluation of the doctoral university studies in the field of Business Administration, the Doctoral School of Economics and Business Administration, „Alexandru Ioan Cuza” University of Iași).

Period of the evaluation: 24-26 July 2023

Composition of the Experts Committee:

- Coordinator: Prof. Cosmin Octavian Dobrin – Bucharest University of Economic Studies, Bucharest, Romania
- International expert: Prof. Rodica Crudu - Academy of Economic Studies of Moldova (ASEM), Chisinau, Republic of Moldova
- National expert: Prof. univ. dr. Mircea Constantin Duică - "Valahia" University of Targoviste
- PhD student: Çtefănuț-Iulian Buhuș - Vasile Alecsandri University of Bacau

1.1. Details about the doctoral school(s) of which the doctoral domain under review is part

The doctoral field of study evaluated - Business Administration - is part of the Doctoral School of Economics and Business Administration (SDEAA).

“Alexandru Ioan Cuza” University IOSUD was established in May 2005 ([Annex 2](#)), by replacing IOD-UAIC, in accordance with legislation in force. In this context, on September 1st, 2005 the Doctoral School of Economics and Business Administration ([Annex 3](#)), was established although doctoral level education had been carried out for over three decades within the Faculty of Economics and Business Administration.

¹ When applicable, gendered information will be presented as well.



The Doctoral School of Economics and Business Administration (DSEBA) is organized as a distinct department of the Faculty of Economics and Business Administration, with its own regulation and management structure, coordinating 10 doctoral domains: *Cybernetics and Statistics, Accounting, Economics, International Economics and Business, Finance, Economic Informatics, Management, Marketing*. The fields of *Administrative Sciences and Business Administration* are being accredited by ARACIS.

At present, due to the 63 doctoral thesis advisors, 103 guidance commission members and 126 currently enrolled PhD students, DSEBA is an extremely active academic community. The PhD programs are supported by the effort and active involvement of professors and researchers within the four faculty departments: *Department of Accounting, Economic Informatics and Statistics, Department of Economics and International Relations, Department of Finance, Money and Public Administration, Department of Management, Marketing and Business Administration*.

Within the Doctoral School of Economics and Business Administration, it was proposed and approved by the DSEBA Council the establishment of a new doctoral field, namely Business Administration, in accordance with the provisions of Order no. 3651/2021 on the approval of the Methodology for the evaluation of doctoral studies and of the systems of criteria, standards and performance indicators used in evaluation, issued by the Minister of Education on April 12, 2021, OFFICIAL GAZETTE NO. 414 of 20 April 2021.

The field of undergraduate studies Business Administration is found in the educational offer of the Faculty of Economics and Business Administration since 1995 through postgraduate study programs and later through bachelor's and master's degree programs, proposed as a result of changes in the business environment and which require professionals with skills and abilities to manage the problems faced by companies in a dynamic environment.

In 1995, the Postgraduate School of Management and Marketing (SCOP 2M) was established by the Minister's Order no. 4638/1995 and decision no. 34022R through an important European funding and the Postgraduate Economic School (ELITEC) was created in 1997 with the financial support of the World Bank and the Government of Romania. This school had two master's programs for The Administration of Small and Medium Enterprises and International Business.

In the Government Decision No. 1175 of September 6, 2006 on the organization of bachelor's degree studies and the approval of the list of fields and specializations within them, published in the Official Gazette no. 769 of 11 September 2006 ([Annex II](#)), is found, within the fundamental field "Economic Sciences", the field of bachelor's degree studies "Business Administration", with the specializations "Business Administration (in foreign languages)" and "Economy of trade, tourism and services".



In the Report of the ARACIS Council of 19.12.2019 on the periodic evaluation of the bachelor's degree program ECONOMICS OF TRADE, TOURISM AND SERVICES it is proposed to award the qualification "TRUST" WITH MAINTAINING THE ACCREDITATION OF THE BACHELOR'S DEGREE PROGRAM ECONOMICS OF TRADE, TOURISM AND SERVICES WITHIN THE BACHELOR'S FIELD – BUSINESS ADMINISTRATION. The opinion is valid until 19.12.2024 (five years from the ARACIS Council meeting of approval).

In the Report of the ARACIS Council of 19.12.2019 on the periodic evaluation of the bachelor's degree program BUSINESS ADMINISTRATION (IN ENGLISH) it is proposed to award the qualification "TRUST" WITH MAINTAINING THE ACCREDITATION OF THE BACHELOR'S DEGREE PROGRAM OF BUSINESS ADMINISTRATION (in English)

within the bachelor's degree domain – Business Administration. the opinion is valid until 19.12.2024 (five years from the ARACIS Council meeting for approval).

In the Report of the Romanian Agency for Quality Assurance in Higher Education from 21.03.2019 it is proposed: Maintaining the accreditation of the field of master's degree studies – BUSINESS ADMINISTRATION having the following structure:

No. crt	Master's degree program	Geographical location	Language of instruction	Form of education	No of credits	Master type (research / professional / didactic)
1.	Business Administration	Iasi	Romanian	IFR	120	professional
2.	Business Administration	Iasi	Romanian	IF	120	professional
3.	Tourism management (Balti)	Balti-Republic of Moldova	Romanian	IF	120	professional
4.	Tourist and hotel management	Iasi	Romanian	IF	120	professional
5.	Project Management	Iasi	Romanian	IF	120	professional
6.	Project Management	Iasi	Romanian	IFR	120	professional

The report of the Romanian Agency for Quality Assurance in Higher Education and the proposed solution were discussed and approved by the ARACIS Council on 21.03.2019. This opinion is valid until 21.03.2024 (five years from the ARACIS Council meeting of opinion).

The field of university studies "Economic Sciences" and the bachelor's and master's degree programs corresponding to the field of "Business Administration" are approved by G.D. no. 978 of August 5, 2022 for the amendment of Annexes 1-6 to H.G. no. 433/2022 on the approval of



the Nomenclature of fields and specializations / university study programs and the structure of higher education institutions for the academic year 2022 - 2023(https://www.uaic.ro/wpcontent/uploads/2022/10/HG_licenta_doar_UAIC_978_aug_2022.pdf) and H.G. no. 979 of 5 August 2022 for the amendment of Annexes 1 to 2 to H.G. no. 434/2022 on fields and programs of university studies of master's degree studies and the maximum number of students who can be enrolled in the academic year 2022-2023. (https://www.uaic.ro/wpcontent/uploads/2022/10/HG_master_doar_UAIC_979_aug_2022.pdf).

In order to establish the new doctoral field of Business Administration within the Doctoral School of Economics and Business Administration, the criteria required by Order no. 3353/2018 are met on the approval of new fields within the schools organized in the institutions organizing accredited doctoral studies, issued by the Minister of Education on March 20, 2018, regarding the provision of human resources.

The objectives of the new PhD field of Business Administration are in line with those established at the level of IOSUD, as follows:

1. Providing advanced knowledge for the latest concepts and theories in the field of socioeconomic Sciences
2. Training of advanced research skills and dissemination of doctoral research results
3. Stimulating the debate of ideas and intellectual pluri and inter-disciplinary communication
4. Promoting the principles of integrity and responsibility of academic research
5. Promoting the principles of diversity, cooperation and non-discrimination

The institutional mission of the Doctoral School of Economics and Business Administration is to ensure a rigorous and favourable research environment (facilitator), which will allow the intellectual and professional development of doctoral students and contribute to the evolution of society.

DSEBA 's vision is to become a benchmark for advanced research for academia, economy and society. Doctoral education, the actual research and the dissemination of its results are carried out synergistically.

In terms of *research mission*, DSEBA aims to develop quality doctoral research from a dual perspective - rigorous from a methodological point of view and relevant at social level. Thus, DSEBA aims to conduct doctoral research within the framework of a "Pragmatic Science".



II. Methods used

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

- Review of the Internal evaluation report for the doctoral study domain under review and its annexes;
- Review of the documents provided by the IOSUD in physical format during the evaluation visit (if such documents were requested);
- Review of the documents, data and information available on the website of the IOSUD/the Doctoral School(s), in electronic format;
- Visiting the institution's buildings, which include (indicative and non-exhaustive list, changes depending on the context): a lecture hall; a laboratory; a library of the institution; reading rooms intended for students; student dormitories; a student canteen.
- Meeting/discussions with the members of the management of the Doctoral School in which the field of doctoral university studies Business Administration will operate;
- Meeting/discussions with the participation of doctoral supervisors in the field of Business Administration doctoral studies;
- Meeting/discussions with representatives of the various structures of IOSUD-UAIC/SDEAA in which the field of doctoral university studies Business Administration will operate;
- Meeting/discussions with employers/representatives of the business environment.



III. Analysis of ARACIS's performance indicators

Domain A. INSTITUTIONAL CAPACITY

The analysis of the standard considers, for the doctoral programme in Business Administration: the administrative and managerial institutional structures and financial resources - from the perspective of the implementation of the efficient functioning mechanisms provided for by the specific legislation, the logistical resources necessary to fulfil the mission of the doctoral programme and the optimal use of financial resources; the research infrastructure - necessary to support the specific activities; the quality of human resources - from the point of view of the existence of qualified staff with the necessary experience to carry out the doctoral programme and the international visibility of the scientific work of the doctoral supervisors.

Criterion A.1. Administrative and managerial institutional structures, and financial resources

Standard A.1.1. The institution organising doctoral studies (IOSUD) has implemented the effective functioning mechanisms provided for in the specific legislation on the organisation of doctoral studies.

Performance indicator A.1.1.1. The existence of specific regulations and their application at the level of the doctoral school that the doctoral domain is a part of:

- 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 the CSD, and evidence that such elections were conducted;
- c) methodologies for organising and conducting doctoral studies (admission of doctoral students, completion of doctoral studies);
- d) existence of mechanisms for recognising the status of a doctoral advisor and the equivalence of a doctoral degree obtained abroad;
- e) functional management structures (Council of the doctoral school), including proof of the regular frequency of convening their 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.

IOSUD of the "Alexandru Ioan Cuza" University of Iasi was created as result of the Government Decision no. 576/15 June 2005 on the organization and conduct of doctoral studies, replacing IOD-UAIC, according to the legislation in force. In this context, on 1 September 2005, the Doctoral School of Economics and Business Administration was established by Decision of the University Senate no. 3/1 September 2005, although doctoral education had existed in the Faculty of Economics and Business Administration for over three decades.

Today, the SDEAA is an active academic community thanks to its 67 PhD coordinators, 104 members of the supervision committees and 172 PhD students enrolled in doctoral studies. The PhD programmes are supported by the effort and involvement of professors and researchers from the four departments of the Faculty of Economics and Business Administration: Department of Accounting, Economic Informatics and Statistics, Department of Economics and International Relations, Department of Finance, Currency and Public Administration and Department of Management, Marketing and Business Administration.

Thus, for the evaluated period, the following regulations were applied at the level of IOSUD-UAIC ([Annex 17](#)):

- *Regulamentul instituțional de organizare și funcționare a studiilor universitare de doctorat (Institutional regulation for the organization and functioning of doctoral studies)*, adopted in the meeting of the Senate of the "Alexandru Ioan Cuza" University of Iasi on 25.04.2013 - valid for the period 2013-2017;
- *Regulamentul instituțional de organizare și funcționare a studiilor universitare de doctorat (Institutional regulation for the organization and functioning of doctoral studies)*, adopted in the meeting of the Senate of the "Alexandru Ioan Cuza" University of Iași on 27.06.2017 - valid for the academic year 2017-2018;
- *Regulamentul instituțional de organizare și funcționare a studiilor universitare de doctorat (Institutional regulation for the organization and functioning of doctoral studies)*, adopted in the meeting of the Senate of "Alexandru Ioan Cuza" University of Iași on 28.06.2018 - starting with the academic year 2018-2019;
- *Regulamentul instituțional de organizare și funcționare a studiilor universitare de doctorat (Institutional regulation for the organization and functioning of doctoral studies)*, adopted in the meeting of the Senate of "Alexandru Ioan Cuza" University of Iași on 27.06.2019 - starting with the academic year 2019-2020;



- *Regulamentul instituțional de organizare și funcționare a studiilor universitare de doctorat (Institutional regulation for the organization and functioning of doctoral studies)*, adopted at the meeting of the Senate of "Alexandru Ioan Cuza" University of Iași on 30.04.2020 – starting with the academic year 2020-2021.
- *Regulamentul instituțional de organizare și funcționare a studiilor universitare de doctorat, (Institutional regulation for the organization and functioning of doctoral studies)*, adopted at the meeting of the Senate of "Alexandru Ioan Cuza" University of Iași on 24.06.2021 – starting with the academic year 2020-2021.
- *Regulamentul instituțional de organizare și funcționare a studiilor universitare de doctorat (Institutional regulation for the organization and functioning of doctoral studies)*, adopted at the meeting of the Senate of "Alexandru Ioan Cuza" University of Iași on 23.06.2022 - starting with the academic year 2022-2023;

The activity of the Doctoral School of Economics and Business Administration is carried out on the basis of its own regulations, corresponding to the period evaluated. The latter are ([Annex 6](#)):

- *Regulamentul privind desfășurarea studiilor universitare de doctorat la Școala Doctorală de Economie și Administrarea Afacerilor (Regulation on the conduct of doctoral studies at the Doctoral School of Economics and Business Administration)*, approved by the IOSUDUAIC Board of Doctoral Studies in the meeting of 18.07.2013;
- *Regulamentul privind desfășurarea activităților la Școala Doctorală de Economie și Administrarea Afacerilor (Regulation on running activities at the Doctoral School of Economics and Business Administration)*, approved by the IOSUD-UAIC Board of Doctoral Studies in the meeting of 07.03.2018.

The methodology for conducting elections for the position of Director of the Council Doctoral School (CDS), as well as elections by the students of their representative in the CDS and the evidence of their conduct

The management of the Doctoral School of Economics and Business Administration is ensured by a Director appointed according to the legal provisions ([Annex 19](#)) and a Council of the Doctoral School, elected by the General Assembly of doctoral supervisors, respectively by the Doctoral students working within it, the results of these procedures being validated by the Senate of the "Alexandru Ioan Cuza" University of Iasi by Decision no. 4 from 2 1.07.2022 ([Annex 20](#))



Admission examinations for doctoral studies were held each year ([Annex 21](#)), based on their own methodology; for the academic year 2020-2021, *Methodology on the organization and running of admission to the cycle of doctoral studies for the academic year 2020-2021 (Metodologia privind organizarea și desfășurarea admiterii în ciclul de studii universitare de doctorat pentru anul universitar 2020- 2021)* was used, approved by the Decision of the Senate of the "Alexandru Ioan Cuza" University of Iași no. 10 of 30.01.2020 (supplemented with a specific procedure for the online admission exam, given the pandemic-related restrictions).

Regarding the completion of doctoral studies, there are specific provisions in *the Institutional Regulation for the organization and functioning of doctoral studies*, being distinctly regulated the way of public defense of doctoral theses in online format, given the restrictions related to the pandemic, through *the Operational Procedure on the completion of doctoral studies, the submission of the doctoral thesis for the purpose of online public defence for the period of the state of emergency and the possible consequences arising therefrom*([Annex 22](#))

At the level of "Alexandru Ioan Cuza" University of Iasi, specific mechanisms have been adopted and applied for the recognition of the capacity of PhD advisor and for the equivalence of the PhD degree obtained in other countries, as follows:

- *System procedure for the automatic recognition by the "Alexandru Ioan Cuza" University of Iași of the status of doctoral advisor obtained in foreign accredited university education institutions (Procedură de sistem privind recunoașterea automată de către Universitatea „Alexandru Ioan Cuza” din Iași a calității de conducător de doctorat obținută în instituții de învățământ universitar acreditate din străinătate)* no. 1423 from 31.01.2017 ([Annex 23](#));
- *System procedure for the recognition by "Alexandru Ioan Cuza" University of the doctor's degree and of the title of doctor in science or in a professional field obtained in foreign accredited university education institutions (Procedură de sistem privind recunoașterea de către Universitatea „Alexandru Ioan Cuza” a diplomei de doctor și a titlului de doctor în științe sau într-un domeniu profesional obținute în instituții de învățământ universitar acreditate din străinătate)* no.1422 from 31.01.2017 ([Annex 24](#)).

At the level of the Doctoral School of Economics and Business Administration, the management structures are functional and the regularity of the meetings of the Doctoral School Board is proven ([Annex 25](#))



According to legal provisions, between IOSUD - "Alexandru Ioan Cuza" University of Iași and each doctoral student enrolled at this higher education institution, a doctoral studies contract is concluded ([Annex 26](#)), its format being completed (in the first part of the reporting period) with an additional act aiming at the application of the CNATDCU minimum standards for the awarding of the doctoral degree ([Annex 27](#)) – currently, these provisions are included in the contract.

PPUA is monitored and evaluated periodically (every 5 years) by the CDS - DSEBA, according to the School Regulation (art 6.1.2 and 6.1.3). The CSD initiates each year debates to endorse the possible change of subjects in the curriculum and the introduction of new subjects in the PPUA, in order to ensure the adaptation of the doctoral training offer to the needs of doctoral students and to the national and international educational context ([Annex 6](#)).

Recommendations:

It is recommended that all decisions of the Doctoral School Council be published on the Doctoral School website.

It is recommended to continue the permanent updating of the Doctoral School website so that PhD supervisors, PhD students and candidates for admission can find all the necessary information on the website.

The indicator is fulfilled.

[Performance indicator A.1.1.2](#). The doctoral school's Regulations include mandatory criteria, procedures and standards concerning the aspects specified in art. 17, para. (5) of Government Decision no. 681/2011 on the approval of the Code of Doctoral Studies, as further amended and supplemented.

The Regulation of the Doctoral School of Economics and Business Administration (Regulamentul Școlii Doctorale de Economie și Administrarea Afacerilor) includes all mandatory provisions related to criteria, procedures and standards concerning the issues specified in Art. 17, para. 5 of H.G. 681/2011 ([Annex 6](#)).

Thus, with regard to the *acceptance of new doctoral advisor members, as well as regulations on how a doctoral advisor may be withdrawn from membership of the doctoral school*, Art. 3.1.(2) refers to the existence of a specific procedure for affiliation to the



DSEBA (set out in Annex R3 to this Regulation), while Art. 3.1.(4) and 3.1.(5) contain provisions on how a doctoral advisor's affiliation to the DSEBA may be withdrawn.

The mechanisms through which decisions are taken regarding the appropriateness, structure and content of the training program based on advanced university studies are set out in section 6.2. of the Regulation, specifically dedicated to the Advanced University Studies Program, highlighting both the role of the doctoral school, which establishes a curricular offer carried out over a period of 14 weeks - art. 6.2(4), as well as that of the doctoral advisor, who must advise the doctoral candidate on the choice of study elements in the curricular area proposed by the doctoral school - art. 6.2(5).)

At the same time, there are explicit provisions on *procedures to change a doctoral student's advisor*, within the same field of doctoral studies, in art. 3.1.(8) and art. 3.1.(9), and *procedures to mediate conflicts*, art. 3.1.(11) being relevant in this respect.

With regard to the *circumstances under which the doctoral program may be interrupted*, Art. 5.3(1) explicitly states the grounds on which a doctoral student may request the interruption of doctoral studies, while Art. 5.3(2) contains clarifications on the impact of the interruption of doctoral studies on funding, eligibility of expenses incurred, the maximum number of doctoral students per scientific advisor, etc.

Regulamentul Çcolii Doctorale de Economie și Administrarea afacerilor (The Regulation of the Doctoral School of Economics and Business Administration) insists on aspects related to *how to prevent fraud in scientific research, including plagiarism*, allocating an entire chapter to these elements. Thus, chap. 8 is titled *Etica cercetării și principii de prevenire a fraudei academice* (Research Ethics and Principles for the Prevention of Academic Fraud) and it contains eight articles covering essential provisions applicable in this area throughout the doctoral program.

Ensuring *access to research resources* is envisaged by the Regulamentul Çcolii Doctorale de Economie și Administrarea Afacerilor (Regulation of the Doctoral School of Economics and Business Administration), which refers, in Art. 4.3(1), to Art. 16 of the *Regulamentul instituțional de organizare și funcționare a studiilor universitare de doctorat* (Institutional Regulation for the Organization and Operation of Doctoral Studies), which states that *during the course of the doctoral studies, doctoral students have the right ... (d) to benefit from the logistics, documentation centers, libraries and equipment of the University for the elaboration of research projects and doctoral dissertations.*

Last but not least, Regulamentul Çcolii Doctorale de Economie și Administrarea Afacerilor (Regulation of the Doctoral School of Economics and Business Administration) contains provisions related to the *attendance policy of doctoral students*, articles 5.1.(1) and 5.1.(2) being relevant in this respect.



Recommendations:

To continuously update the regulations of the doctoral school be in accordance with existing legislation.

To manage quality issues within the Council of the Doctoral School with the participation of the members of the Doctoral School in the field of Business Administration in order to regularly update the rules of operation.

The indicator is fulfilled.

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

The Doctoral School of Economics and Business Administration main goal is to educate researchers and doctors (specialists), in working at the highest standards in their professional life, and to ensure that they meet the requirements of the labour market. The Doctoral School of Economics and Business Administration aims at preparing competent human resources, in line with the latest developments in their fields of study. The doctoral community also has the logistical infrastructure necessary in fulfilling such an objective.

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.

IOSUD – “Alexandru Ioan Cuza” University of Iași implemented an informatics system which allows keeping track of the doctoral students and their academic background, called *eSims*. The system is a result of a project implementation within the school, titled: *Sistem informatic integrat privind managementul activităților profesionale ale studenților în contextul transformărilor generate de procesul Bologna [Integrated informatics system for the students' professional activities management within the context of the changes triggered by the Bologna process]*, financed by the Ministry of Education and Research ([Annex 28](#)). The *eSims* IT system is constantly updated to meet the new requirements of higher education system, according to *Protocolul de finalizare a proiectului [the Project completion protocol]* ([Annex 29](#)). IOSUD-UAIC was actively involved in the implementation of the *Official Academic Record* across the entire country, promoting and successfully completing two projects funded by CNFIS through the *Institutional Development Fund (IDF)* aimed to update the database and ensure its compatibility with the structure and constraints imposed by the *Official Academic Record*: CNFIS-FDI-2016-0021, 2016 and CNFIS-FDI-2017-0084, 2017.



Recommendations:

The publication on the website of the doctoral school related to each field of performance and quality information from the student management system.

The indicator is fulfilled.

Performance indicator A.1.2.2. The existence and use of an appropriate software and evidence of its use to verify the percentage of similarity in all doctoral theses.

The "Alexandru Ioan Cuza" University of Iași prove the existence and use of an appropriate software program that help the involved personnel (teaching staff from the "Alexandru Ioan Cuza" University of Iasi, including PhD advisor, to the application, and grants PhD students) to verify the percentage of similarity in all doctoral theses, and other works elaborated by students ([Annex 30](#)), such as eLearning platform Blackboard – *SafeAssign*. The licenses to use this application have been extended on a yearly basis, through successive procurement contracts ([Annex 31](#)) and *Turnitin* application ([Annex 32](#)).

Recommendations:

- *To keep strict evidence of the use of this software platform so that obtained results may be easily accessed by users and applicants.*
- *To consider the improved versions of this software to expand the database to increase the level of originality.*

The indicator is fulfilled.



Criterion A.2. Research infrastructure

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

IOSUD-UAIC has a research infrastructure to support the development of activities specific to doctoral university studies - spaces, material endowment, research infrastructure and service offer - in accordance with the mission and objectives assumed, and publicly presented through a profile platform.

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.

The venues and the material equipment available at the Doctoral School of Economics and Business Administration allow carrying out different research activities: e.g. 10 Lenovo All-In-One desktop systems, laptops and multifunction printers; all rooms are equipped with the most modern facilities: *smartboards*, laptops, sound system, Internet connection, etc. Also, the students have access to the resources provided by the two libraries of the Faculty of Economics and Business Administration. Of these, the FEAA Library specializes in the field of Economics, but given the variety of related subjects of study, it also holds publications in the fields of socio-politics, history, geography, as well as a collection of reference works (encyclopaedias, dictionaries, monographs, legislation). The library collection of books and serial publications contains around 25,000 volumes, subscriptions to foreign and Romanian periodicals on traditional support, electronic documents, and other specialized audio-visual materials; database subscriptions (InfoTrac-Custom Journals; Encyclopedias Britannica online and Universalis online). Logistics includes a network of 100 computers, 3 photocopiers, 3 printers, an e-mail server, video surveillance system, fire and security surveillance system, fingerprint access system, electronic anti-theft system for each volume. Internet browsing is provided by the University's network, and it is free of charge, and the Server Department within FEAA is responsible for ensuring electronic security. The Database Department designed a publications processing library software, equipped with an online catalogue and search engine.

Besides all the above, the university also provides access to ANELIS PLUS 2020 - *Acces National Electronic la Literatura Stiințifică pentru Susținerea Sistemului de*



Cercetare și Educație din România [National Electronic Access to Scientific Literature to Support the Research and Education System in Romania]. The doctoral coordinators in the field of Business Administration as well as some of the doctoral students enrolled in this field of doctoral studies work in the Centre for Research in Management (CEMEX) within the "Alexandru Ioan Cuza" University of Iași, whose director is Mrs. Prof. Ph.D. Adriana Zaiț and which is public on the platform ERRIS - Engage in the Romanian Research Infrastructures System (<https://eeris.eu/ERIF-2000-000Y-2723>).

Recommendations:

It is recommended to continue investing in equipment and especially in new data processing and analysis software.

It is recommended to set up a mechanism to attract resources / funds from the private environment.

The indicator is fulfilled.

Criterion A.3. Quality of Human Resources

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

At the level of the assessed field, there are qualified staff with the necessary experience to carry out the doctoral university study program - doctoral supervisors, holders within the IOSUD and who meet the minimum CNATDCU standards in force, but also professors/associate professors who have the quality of doctoral supervisor/ability to support subjects from the training program based on advanced university studies related to the field.

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.

To support the establishment of the doctoral field of study in Business Administration within SDEAA, it is noted that the affiliated 4 professors/associate



professors/lecturers at Alexandru Ioan Cuza University of Iași to the Doctoral School of Economics and Business Administration meet CNATDCU criteria, are:

- 1) Prof. Ph.D. Habil. Gabriela BOLDUREANU [Annex 10](#)
- 2) Assoc. Prof. Ph.D. Habil. Iuliana Claudia STOIAN [Annex 11](#)
- 3) Assoc. Prof. Ph.D. Habil. Oana Carmen ȚUGULEA [Annex 12](#)
- 4) Lecturer Ph.D. Habil. Ana Ioalnda VODĂ [Annex 13](#)

The indicator is fulfilled.

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

Out of the four teaching staff, three are full-time teaching staff of the Alexandru Ioan Cuza University in Iasi, the Faculty of Economics and Business Administration, the Department of Management, Marketing and Business Administration, with employment contracts for an indefinite period, and one member of the teaching staff has a definite period employment contract.

The following professors have the quality of Ph.D. supervisors in the field of Business Administration in 2022-2023 academic year:

- Prof. Ph.D. Habil. Gabriela BOLDUREANU;
- Assoc. Prof. Ph.D. Habil. Iuliana Claudia STOIAN;
- Assoc. Prof. Ph.D. Habil. Oana Carmen Țugulea;
- Lecturer Ph.D. Habil. Ana Ioalnda VODĂ.

Three supervisors in the field of Business Administration are also members of guidance commissions for PhD students involved in other doctoral fields of SDEAA in 2022-2023 academic year. The Ph.D. supervisors in the field of Business Administration meet the mandatory minimum standards established by CNATDCU for obtaining the qualification certificate (according to [Annex 10](#), [Annex 11](#), [Annex 12](#), [Annex 13](#)).

The indicator is fulfilled.

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



by the institution in relation with the aforementioned teaching and research functions, as provided by the law.

The teaching staff who support the establishment of the new Business Administration doctoral field meet the standards required by the institution for the teaching and research positions they occupy according to Annexes 10, 11, 12, 13 to the Self-evaluation Report.

The indicator is fulfilled.

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

Doctoral supervisors in the field carry out an internationally visible scientific activity - proven by articles/studies published in prestigious international journals, participation in international scientific conferences, the capacity of reviewer and/or member in the scientific/editorial committees of some international journals and conferences, Google Hirsh indexes.

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

All the doctoral supervisions have international visibility provided by the high number of articles published in recognised journals, book and book chapters as well as specialized volumes published at publishing houses with relevant significance for the field of Business Administration (according to the self-evaluation sheets of the minimum



standards by field, of the lists of works and of the CVs attached to this file ([Annex 10](#), [Annex 11](#), [Annex 12](#), [Annex 13](#)).

Also, PhD supervisors have national and international visibility, through the number of citations in Web of Science, Scopus, Google Scholar; membership in professional associations and/or their boards; membership in the boards of national and international journals listed in international databases. Within the Doctoral School of Economics and Business Administration, the share of doctoral supervisors in the field of Business Administration who present at least 5 publications indexed Web of Science or ERIH in journals with impact factor or other achievements, with relevance for that field, in which contributions are found of international level that reveals a progress in scientific research - development-innovation for the evaluated field is 100%.

Table no. 1. Research visibility indicators for qualified teachers in the field of Business Administration affiliated to SDEAA

NO.	DOCTORAL SUPERVISORS	ARTICLES WEB OF SCIENCE WITH IF	ARTICLES/PROCEEDINGS WEB OF SCIENCE
1	Prof. Ph.D. Habil. Gabriela BOLDUREANU	11	17
2	Assoc. Prof. Ph.D. Habil. Iuliana Claudia STOIAN	7	10
3	Assoc. Prof. Ph.D. Habil. Oana Carmen Țugulea	7	8
4	Lecturer Ph.D. Habil. Ana Ioalnda VODĂ	20	8

Doctoral supervisors in the field of Business Administration have an international visibility in the last five years, consisting of:

-membership in the scientific committees of international publications – e.g., Sustainability, Behavioral Sciences, Education Sciences, Revista Management & Marketing (Management & Marketing Journal), Tourism and Hospitality, International Journal of Retail & Distribution Management;

-membership in the scientific committees of international conferences – e.g. International Conference, "Challenges and Dynamics of European Administrative Area" EU-PAIR, 13th – 14th of May 2022, Iași, Romania; International Conference "Sustainable Education through European Studies for Young Researches", 14th – 15th of July 2020, Iași, Romania; International Conference „Ouvrir les Frontieres de l'Europe?" October 2018, Iași, Romania; International Conference „Contemporary Issue in Economy & Technology" – CIET 2018, 2019, 2022, Split, Croatia; International Conference "Cercetări avansate în afaceri" („Business Advanced Research"), 30th of March 2019, Iasi, FEAA, UAIC;



-membership on boards of international professional associations - e.g. Prof. Ph.D. Habil. Gabriela Boldureanu is member of Laboratorio Athena, Italia - professional association in the economic and legal field (since 2005) <http://www.laboratorioathena.org/chi-siamo/>

Also, the PhD supervisor have national and international visibility due to the number of citations in Web of Science, Scopus, and Google Scholar:

Prof. Gabriela BOLDUREANU, PhD Habil

1. Web of science: 169 citations and H index 6
2. Google Scholar: 419 citations and H index 7 (<https://scholar.google.com/citations?user=mTRuLacAAAAJ&hl=ro&oi=ao>).
3. Scopus: 144 citations and H index 5

Assoc. Prof. Habil. Claudia STOIAN, PhD Habil

1. Web of science: 38 citations and H index 3
2. Google Scholar: 643 citations and H index 9 (<https://scholar.google.com/citations?user=TIjZhsAAAAJ&hl=ro&oi=ao>) ;
3. Scopus: 93 citations and H index 3

Assoc. Prof. Habil. Oana TUGULEA, PhD Habil

1. Web of science: 33 citations and H index 4
2. Google Scholar: 556 citations and H index 7 (https://scholar.google.com/citations?user=0rc9_2YAAAAJ&hl=ro&oi=ao) ;
3. Scopus: 23 citations and H index 3

Lecturer Ana Iolanda VODA, PhD Habil

1. Web of science: 159 citations and H index 6
2. Google Scholar: 652 citations and H index 12 (<https://scholar.google.com/citations?user=-QOpSXkAAAAJ&hl=ro&oi=ao>);
3. Scopus: 193 citations and H index 6

Doctoral supervisors in the field have created/developed/innovated fields or directions of scientific research.

Doctoral supervisors in the field of Business Administration have international visibility and are recognized experts in their fields of expertise.

Scientific research contracts: All PhD supervisors in the field of Business Administration have won in national and international competition, different scientific projects in which teachers of the Department of Management, Marketing and Business Administration, young researchers, PhD students of SDEAA specializations were involved. Based on that,



the PhD supervisors intend to develop future projects involving PhD students from the Doctoral School of Economics and Business Administration, as well of developing medium and long-term strategic partnerships with partners from country and abroad.

Some examples of past or undergoing projects, involving the PhD supervisors, include:

- Prof. Ph.D. Habil. Gabriela Boldureanu was actively involved, both as director/project manager and member in the implementation teams of: Project Jean Monnet CHAIR project, Erasmus+ Programme, no. 101047526-ERASMUS-JMO-2021-CHAIR entitled EU Public Administration Integration and Resilience Studies, EU-PAIR, Project Jean Monnet Projects *Sustainable Education Through European Studies for Young Researchers (SESYR)* and many others.
- Assoc. Prof. Ph.D. Habil. Iuliana Claudia Stoian (formely Bobâlcă), was actively involved in many projects. Some examples may include member of the project team Jean Monnet Module "European Business Environment"; member of the project team: "Research on the development of an integrated, complex and interactive information system to assist the marketing decisions of the Romanian organizations in order to increase competitiveness", INFOMARK, and many others.
- Assoc. Prof. Ph.D. Habil. Oana Țugulea, beneficiary in the Jean Monnet project team, for young researchers - *Romania's Integration in the European Union. Costs and Benefits*; Member of the project team: "Research on the development of an integrated, complex and interactive information system to assist the marketing decisions of the Romanian organizations in order to increase competitiveness", INFOMARK, among others.
- Lecturer Ph.D. Habil. Ana Iolanda Vodă, director or project member in over 16 national/international projects such as: *Research & Innovation for Cities & Citizens – RI4C2*" project, EC2U Alliance, Horizon 2020 "Science with & for Society" SwafS call for European Universities, Project Director: Professor Ionel Mangalagiu, PhD, Project value: 2,000,000 euro ERASMUS+ Programme Jean Monnet Activities 2019 Call, Project title: European Smart Cities for Sustainable Development (SmartEU), Project code: 620415-EPP-1-2020-1-RO-EPPJMO-MODULE among others.

Recommendations:

Continue monitoring the performance of doctoral supervisors and doctoral students with international visibility.

The indicator is fulfilled.



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

Doctoral supervisors in the field of Business Administration are scientifically active, obtaining at least 25% of the required score according to the minimum standards CNATDCU in force at the date of evaluation, necessary and mandatory to obtain the certificate of qualification, based on scientific results from the last five years ([Annex 10](#), [Annex 11](#), [Annex 12](#), [Annex 13](#)).

Table no. 2. Professors qualified in the field of Business Administration at SDEAA

NO.	DOCTORAL SUPERVISORS	O.M. ENABLING DECISION	CNATDCU MINIMUM STANDARDS	SCORE
1	Prof. Ph.D. Habil. Gabriela Boldureanu	5777/14.12.2021	Yes Annex 10	25,692
2	Assoc. Prof. Ph.D. Habil. Iuliana Claudia Stoian	6345/05.12.2022	Yes Annex 11	22,555
3	Assoc. Prof. Ph.D. Habil. Oana ȚUGULEA	6346/05.12.2022	Yes Annex 12	21,685
4	Lecturer Ph.D. Habil. Ana Iolanda VODĂ	5674/02.12.2021	Yes Annex 13	34,724

Recommendations:

To Continuously monitoring the fulfilment of the CNATDCU minimum standards in force for each doctoral supervisor.

The indicator is fulfilled.



Domain B. EDUCATIONAL EFFECTIVENESS

With regard to the educational effectiveness of the field of doctoral university studies in Business Administration it is estimated that the legal regulations in force and the IOSUD-UAIC regulations will be respected in terms of the ability to attract high-performing candidates (including from outside the higher education institution) - reflected in the number, quality and diversity of candidates who will appear at the admissions competition; the suitability of the training program based on advanced university studies and the functionality of the guidance committee – which impacts the content of doctoral university study programs; the valorisation of doctoral students' research and the diversity of external scientific referees from the commissions for public support of theses - as indicators of the results of doctoral studies and their evaluation procedures.

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

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

Candidates who will be admitted to doctoral university studies in the field of Business Administration will demonstrate qualities of academic, research and professional performance by completing the advanced training program, by meeting performance indicators and by engaging in advanced research activities carried out at the SDEAA level.

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

Admission to doctoral university studies in the field of Business Administration will comply with the legal regulations in force and the IOSUD regulations.

Recommendations:

Continuation of the policy of attracting graduates at master's level from other higher education institutions, especially from abroad.

Continuous publishing relevant information on the web page of the Doctoral School of Economics and Business Administration, including in English language

The indicator is fulfilled.



Criterion B.2. The content of doctoral programs

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.

The training program of the students who will be enrolled in the doctoral field of Business Administration will comply with the legal regulations in force and the IOSUD regulations.

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

The training program of the students who will be enrolled in the doctoral field of Business Administration will comply with the legal regulations in force and the IOSUD regulations.

Recommendations:

To permanently update the content of relevant subjects for the scientific research training of doctoral students in the field of Business Administration.

The indicator is fulfilled.

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

The training program for doctoral students enrolled in the doctoral field of Business Administration will include a compulsory discipline entitled Ethics and Intellectual Property, which is allocated 6 hours of course and 8 hours of seminar ([Annex 7](#)).

Recommendations:

Continuing to promote ethics in research.

The indicator is fulfilled.



Performance Indicator B.2.1.3. The IOSUD has mechanisms to ensure that the academic training program based on advanced university studies addresses „the learning outcomes”, specifying the knowledge, skills, responsibility, and autonomy that doctoral students should acquire after completing each discipline or through the research activities². For each discipline provided in the training program based on advanced university studies, the holder of the discipline draws up a discipline sheet that makes specific references to the knowledge, abilities skills, competences, responsibility and autonomy acquired by doctoral students after its promotion, there are evaluation mechanisms of the level of the doctoral school both in terms of subject sheets and the satisfaction of doctoral students. ([Annex 18](#)).

Recommendations:

To maintain and improve the mechanisms that ensure that the training program based on advanced university studies, related to the field of Business Administration targets the learning outcomes.

To monitor the syllabi for all subjects in the doctoral school curriculum.

The indicator is fulfilled.

Domain C. QUALITY MANAGEMENT

From the visit and from the analysis of the Self-Assessment Report of the Business Administration doctoral During program, the internal quality assurance system was analysed - the institutional framework, the policies and procedures applied for internal quality assurance; Transparency of information and accessibility to learning resources - the availability for consultation of information of interest in electronic format, the assurance for doctoral students of access to resources; and Degree of internationalization – the existence and application of a strategy to increase the degree of internationalization.

² 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.



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

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.

With a view to establishing the new doctoral field of Business Administration within SDEAA, we appreciate that the necessary institutional framework exists, and relevant policies and procedures are applied for internal quality assurance.

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: the scientific work of Doctoral advisors; the infrastructure and logistics necessary to carry out the research activity; the procedures and subsequent rules based on which doctoral studies are organized; the scientific activity of doctoral students; the training program based on advanced academic studies of doctoral students; social and academic services and counselling made available to doctoral students.

At IOSUD level, the Operational Procedure for the internal evaluation and monitoring of UAIC IOSUD *was approved*. It establishes the method of internal evaluation of doctoral schools and of the fields of doctoral studies in order to be accredited and periodically evaluated according to the Methodology for the evaluation of doctoral studies elaborated in accordance with the legislation in force. The application of the procedure is materialized in the form of periodical reports made at the level of the Doctoral School.

Through *the Institutional Regulation for the organization and functioning of doctoral studies (Annex 17)* internal quality assurance policies are established that apply at the level of all doctoral schools in UAIC.

At the level of the Doctoral School of Economics and Business Administration, the permanent valuing of the activity is regulated by the Functioning Regulation of the doctoral school and represents one of the objectives stipulated in the Strategic Plan of the Faculty of Economics and Business Administration.

Recommendations:

It is recommended to create a clearer record of the application of the internal evaluation and monitoring procedure.

The indicator is fulfilled



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

At the level of the Doctoral School of Economics and Business Administration, the *Questionnaire for Assessing the Quality of Doctoral Studies* is administered annually. The conclusions drawn from this mechanism for collecting feedback from doctoral students are mentioned in the report devised by the internal commission for evaluating the activity of the doctoral school. Specifically, the SDEAA Report for the 2012-2017 period ([Annex 5](#)) includes the results of an analysis conducted between March-April 2017 on 31 graduates (31 valid answers out of the 33 received). It was carried out by distributing a questionnaire in order to obtain feedback from doctoral students on the quality of the doctoral process and the quality of doctoral guidance, as follows: doctoral student's decision to enrol in the SDEAA study program - alternative to plan "0"; quality of the program - according to expectations, with too much emphasis on other activities; research environment - more competitive than collaborative; pressure to work - stress and loneliness; final customer satisfaction - grade 4/5; quality of doctoral guidance – normal, with emphasis on autonomy and independence of the doctoral student.

The report of the internal evaluation commission contains a series of recommendations that are transposed in the action plan proposed within the strategies and procedures implemented at the level of the Doctoral School of Economics and Business Administration as measures to continuously improve, beyond the minimum standards, the quality of the Business Administration doctoral study program.

Recommendations:

- *It is recommended to better operationalize the provisions of this procedure and draw up a plan of measures for the continuous improvement of the academic and administrative processes.*
- *Quality assurance has to become the part of the organizational culture of the institution. The evolution and development of a real organizational culture of quality assurance at every stage of university and doctoral school operation should be in focus. It is recommended to apply the questionnaire for assessing the degree of satisfaction of Ph.D. students every year, discuss the results of the data gathered within the Administration council and take actions in order to meet the needs of the PhD students (if any)*

The indicator is fulfilled.



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

At the level of IOSUD-UAIC, respectively SDEAA, transparency and accessibility to learning resources is ensured by publishing information on the UAIC website, in compliance with the legal regulations in force regarding data protection.

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

Within the SDEAA, information of interest to doctoral students, future candidates, respectively information of public interest is available on the school's website, in electronic format. This information concerns: the regulations of the doctoral school; admission regulations; the doctoral studies contract; the regulations for completing the studies, which also include the procedure for public defence of the thesis; the content of study programs; the scientific profile and thematic areas / research themes of the PhD supervisors in the field, as well as their institutional contact details; the list of doctoral students in the field with basic information (year of enrolment; supervisor); information about the standards for the preparation of the doctoral thesis.

Performance Indicator C.2.1.1. The IOSUD publishes on the website of the organizing institution, in compliance with the general regulations on data protection, information such as: (a) the Doctoral School regulation; (b) the admission regulation; (c) the doctoral studies contract; (d) the study completion regulation including the procedure for the public presentation of the thesis; (e) the content of training program based on advanced academic studies; (f) the academic and scientific profile, thematic areas/research themes of the Doctoral advisors within the domain, as well as their institutional contact data; (g) the list of doctoral students within the domain with necessary information (year of registration; advisor); (h) information on the standards for developing the doctoral thesis; (i) links to the doctoral theses' summaries to be publicly presented and the date, time, place where they will be presented; this information will be communicated at least twenty days before the presentation.

The website of the *Doctoral School of Economics and Business Administration* is doctorat.feaa.uaic.ro. The section presenting doctoral studies includes information on regulations, active members, minimum standards, methodology, exam procedures among others. The Doctoral School's website also includes *sections for announcements* regarding the presentation of research reports, which is public according to the school's regulations, and of doctoral theses. SDEAA offers doctoral students the opportunity to



access the different databases: e.g. Science Direct Freedom Collection, Scopus, SciFinder (CAS), MathSciNet, among others and academics have [free access](#) to the most important online scientific documentation resources worldwide, including: Clarivate Analytics (Web of Science + Derwent Innovation + Journal Citation Report), Science Direct, SCOPUS, MatSciNet, SciFinder , ScinceDirect National Archives, ScinceDirect. Free access is allowed as a result of UAIC's participation as a contributing member in the project "Electronic National Access to Scientific Literature to Support the Research and Education System in ROMANIA - ANELIS PLUS 2020".

The University provides through its own resources, financial and scientific expertise, the publication of 56 scientific journals, most of them with annual appearances (<http://www.uaic.ro/cercetare/publicatii-stiintifice/>).

Since 2006, within IOSUD-UAIC, a special module has been used to verify the percentage of similarity for the works developed by students from all three cycles of university studies (bachelor, master, doctorate) within the Blackboard - *SafeAssign* e-learning platform, the "Alexandru Ioan Cuza" University of Iași being among the first higher education institutions in Romania to invest in this direction and the only public university to purchase this e-learning platform ([Annex 30](#)).

Licenses to use this application have been extended annually by successive procurement contracts ([Annex 31](#)). In 2018, with the decision to adopt another technical solution based on Moodle to provide the e-learning platform to distance- and part-time learning students, the *Turnitin* application was purchased ([Annex 32](#)). Thus, access is ensured for all professors, including doctoral advisors, at the "Alexandru Ioan Cuza" University of Iasi, as well as for doctoral students (with the consent of their doctoral advisor) to an electronic system which can be used to verify the degree of similarity with other existing scientific or artistic creations.

Recommendations:

Continuous updating of the web pages of IOSUD and SDEAA-UAIC, including with more detailed information in English Language if the university is looking to attract international PhD students.

The indicator is fulfilled.



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

IOSUD/SDEAA provides doctoral students with access to the resources necessary to carry out their doctoral studies. Thus, access to international databases is ensured, free online scientific documentation resources are provided, scientific research is published in its own journals.

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.

"Alexandru Ioan Cuza" University of Iasi offers doctoral students the opportunity to access the following databases: Science Direct Freedom Collection, Scopus, SciFinder (CAS), MathSciNet, etc., while through the "Mihai Eminescu" Central University Library in Iasi they also have access to other representative databases, such as: SpringerLink Journals, ProQuest Central, Emerald Journals, Science Journals, Thompson Reuters, Oxford Journals, SAGE Journals HHS Collection, EBSCO, Wiley Journals etc. Students and academics have [free access](#) to the most important online scientific documentation resources worldwide, including: Clarivate Analytics (Web of Science + Derwent Innovation + Journal Citation Report), Science Direct, SCOPUS, MatSciNet, SciFinder, ScienceDirect National Archives, ScienceDirect. Free access is allowed as a result of UAIC's participation as a contributing member in the project "Electronic National Access to Scientific Literature to Support the Research and Education System in ROMANIA - ANELIS PLUS 2020".

The university ensures through its own resources, financial and scientific expertise, the publication of 56 scientific journals, most of them published annually (<http://www.uaic.ro/cercetare/publicatii-stiintifice/>).

Recommendations:

Permanent information of doctoral students regarding free access to platforms with academic databases relevant to the field of Business Administration.

The indicator is fulfilled.



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

According to Self-evaluation Report, IOSUD – “Alexandru Ioan Cuza” University of Iași has shown a continuous concern for ensuring the necessary resources to verify the percentage of similarity for the works developed by students from all three cycles of university studies, including those of doctoral theses ([Annex 30](#)). Thus, since 2006, at IOSUD-UAIC, the special module for this functionality has been used within the e-learning platform Blackboard - *SafeAssign*, the “Alexandru Ioan Cuza” University of Iași being among the first higher education institutions in Romania investing in this direction and the only public university that purchased this e-learning platform.

The necessary licenses to use this application have been extended annually, through successive procurement contracts ([Annex 31](#)), so in 2018, with the decision to adopt another technical solution based on Moodle to provide the e-learning platform to distance- and part-time learning students, the *Turnitin* application was purchased ([Annex 32](#)). Thus, access is ensured for all professors, including doctoral advisors, at the “Alexandru Ioan Cuza” University of Iași, as well as for doctoral students (with the consent of their doctoral advisor) to an electronic system which can be used to verify the degree of similarity with other existing scientific or artistic creations.

Recommendations:

It is recommended to support doctoral students and for the verification of scientific works.

The indicator is fulfilled.

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

All doctoral students enrolled in the doctoral program have access to the research infrastructure available within IOSUD - Alexandru Ioan Cuza University of Iasi, this being one of the rights of the doctoral student, as they are formulated in art. 16 of *The Institutional Regulation for the organization and functioning of doctoral studies, which stipulates that during the doctoral studies, the doctoral student has the right ... (d) to benefit from the logistics, documentation centres, libraries and equipment of the University*



for the elaboration of research projects and doctoral thesis. For SDEAA laboratories and the research infrastructure available to its doctoral students in general, there is an appropriate access and conduct regulation displayed in each room.

During the meeting with the university administration, we were informed about the future plans of UAIC to build a new building which will host IOSUD and all its councils, libraries and research laboratories – all that is needed to excel and perform research.

Recommendations:

Supporting new doctoral students admitted to the PhD so that they have access to the existing research infrastructure.

The indicator is fulfilled.



IV. SWOT Analysis

The below table include the SWOT Analysis and include the strengths, weaknesses, opportunities and threats.

<p><u>Strengths:</u></p> <ul style="list-style-type: none"> • PhD supervisors in the field of Business Administration with national and international recognition; • IOSUD and SDEAA with tradition in organizing doctoral university studies; • Structures, procedures and policies for ensuring the quality of doctoral studies; • Modern research infrastructure; • Current and sufficient logistical resources for the advanced training of doctoral students; • Access to scientific resources in international databases. • Scientific projects coordinated by PhD supervisors supporting research in the field of Business Administration; • Doctoral supervisors who advocate for the advancement of the field of Business Administration by promoting impactful publications to enhance the valorization of research. 	<p><u>Weaknesses:</u></p> <ul style="list-style-type: none"> • At the level of IOSUD, SDEAA, the lack of an internationalization plan with specific measures. • At the level of IOSUD, SDEAA, a small number of doctoral students from abroad;
<p><u>Opportunities:</u></p> <ul style="list-style-type: none"> • The existence of national and international research programs for the financing of doctoral and post-doctoral research; • Organizations that need specialists (doctoral students or doctors) to carry out research projects and/or to increase competitiveness; • The digitization of education and its move mainly to the online environment facilitates the participation of doctoral supervisors and doctoral students in prestigious international conferences or provides access to different "networks", for the exchange of best practices, the formation of research clusters; • The increasing need from the business environment for specialists with a doctorate in the field of Business Administration. 	<p><u>Threats:</u></p> <ul style="list-style-type: none"> • Lack of direct connections with graduates of doctoral studies to obtain appropriate feedback; • Internationalization of HE in the EU. • Decrease in interest in doctoral university studies from master's graduates; • Decrease in the number of places with funding from the state budget;



V. Overview of qualifications awarded and of the recommendations

No.	Type of indicator (IP, IP*, IPC)	Performance Indicator	Qualifying	Recommendations
1.	IP	<p>A.1.1.1. The existence of specific regulations and their application at the level of the doctoral school of which the field of university doctoral studies is a part:</p> <ul style="list-style-type: none"> a) regulations of the doctoral school; b) the methodology for conducting the elections for the position of director of the Doctoral School Council (CSD), as well as the choice by the students of the representative in the CSD, and evidence of their progress; c) methodologies for organizing and conducting university doctoral studies (admission of doctoral students, completion of university doctoral studies); d) the existence of mechanisms for the recognition of the quality of doctoral supervisor and for the equivalence of the doctorate obtained in other states; e) functional management structures (Council of the doctoral school), proving including the regularity of convening meetings; f) the doctoral university studies contract; g) internal procedures for analysis and approval of proposals regarding the subject of the training program based on advanced university studies. 	Fulfilled	<p><i>It is recommended that all decisions of the Doctoral School Council be published on the website of the doctoral school.</i></p> <p><i>It is recommended to permanently update the Doctoral School's website so that both PhD supervisors, PhD students, and admission candidates can find all the necessary information on the website.</i></p>
2.	IP	A.1.1.2. The doctoral school' Regulation includes mandatory criteria, procedures and standards binding on the aspects specified in	Fulfilled	<p><i>It is recommended to permanently update the</i></p>

No.	Type of indicator (IP, IP*, IPC)	Performance Indicator	Qualifying	Recommendations
		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><i>regulations of the doctoral school in accordance with the existing legislation;</i></p> <p><i>It is recommended to manage the aspects referring to quality in the SDEAA Council with doctoral school members participations in the field of Business Administration for periodically update of functioning regulation.</i></p>
3.	IP	A.1.2.1. The existence and effectiveness of an appropriate IT system to keep track of doctoral students and their academic background.	Fulfilled	<p><i>The publication on the website of the doctoral school related to each field of performance and quality information from the student management system.</i></p>
4.	IP	A.1.2.2. The existence and use of an appropriate software program and evidence of its use to verify the percentage of similarity in all doctoral theses.	Fulfilled	<p><i>Realising strict evidence of the use of this software platform so that obtained results may be easily accessed by users and applicants.</i></p> <p><i>Consider the improved versions of this software to expand the database to increase the level of originality.</i></p>



No.	Type of indicator (IP, IP*, IPC)	Performance Indicator	Qualifying	Recommendations
5.	IPC	A.2.1.1. The venues and the material equipment available to the doctoral school enable the research activities in the evaluated domain to be carried out, in line with the assumed mission and objectives (computers, specific software, equipment, laboratory equipment, library, access to international databases etc.). The research infrastructure and the provision of research services are presented to the public through a specific platform. The research infrastructure described above, which was purchased and developed within the past 5 years will be presented distinctly.	Fulfilled	<p><i>It is recommended to continue investing in equipment and especially in new data processing and analysis software.</i></p> <p><i>It is recommended to set up a mechanism to attract resources / funds from the private environment.</i></p>
6.	IPC	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.	Fulfilled	-
7.	IP *	A.3.1.2. At least 50% of all doctoral advisors have a full-time employment contract for an indefinite period with the IOSUD.	Fulfilled	-
8.	IP	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	Fulfilled	-



No.	Type of indicator (IP, IP*, IPC)	Performance Indicator	Qualifying	Recommendations
		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.		
9.	IPC	A.3.2.1. At least 50% of the doctoral thesis advisors in the evaluated domain have at least 5 Web of Science- or ERIH-indexed publications in magazines of impact, or other achievements of relevant significance for that domain, including international-level contributions that indicate progress in scientific research - development - innovation for the evaluated domain. The aforementioned doctoral thesis advisors enjoy international awareness within the past five years, consisting of: membership on scientific boards of international publications and conferences; membership on boards of international professional associations; guests in conferences or expert groups working abroad, or membership on doctoral defence commissions at universities abroad or co-leading with universities abroad. For Arts and Sports and Physical Education Sciences, doctoral thesis advisors shall prove their international visibility within the past five years by their membership on the boards of professional associations, membership in organizing committees of arts events and international competitions, membership on juries or umpire teams in artistic events or international competitions.	Fulfilled	<i>Continue monitoring the performance of doctoral supervisors and doctoral students with international visibility.</i>
10.	IP *	A.3.2.2. At least 50% of the doctoral thesis	Fulfilled	<i>Continuous monitoring</i>

No.	Type of indicator (IP, IP*, IPC)	Performance Indicator	Qualifying	Recommendations
		advisors in a specific doctoral study domain continue to be active in their scientific field and acquire at least 25% of the score requested by the minimal CNATDCU standards in force at the time of the evaluation, which are required and mandatory for acquiring their enabling certificate, based on their scientific results within the past five years.		<i>of the fulfilment of the CNATDCU minimum standards in force for each doctoral supervisor.</i>
11.	IP *	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.	Fulfilled	<i>Continuation of the policy of attracting graduates at master's level from other higher education institutions, especially from abroad. Continuous publishing relevant information on the web page of the Doctoral School of Economics and Business Administration.</i>
12.	IP	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.	Fulfilled	<i>Permanent updating of the content of relevant subjects for the scientific research training of doctoral students in the field of Business Administration.</i>
13.	IP	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	Fulfilled	<i>Continuing to promote ethics in research.</i>

No.	Type of indicator (IP, IP*, IPC)	Performance Indicator	Qualifying	Recommendations
		doctoral program.		
14.	IP	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.	Fulfilled	<p><i>Maintaining and improving the mechanisms that ensure that the training program based on advanced university studies, related to the field of Business Administration targets the learning outcomes.</i></p> <p><i>Monitoring the subject sheet for all subjects in the doctoral school curriculum.</i></p>
15.	IP	<p>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:</p> <p>(a) the scientific work of Doctoral advisors;</p> <p>(b) the infrastructure and logistics necessary to carry out the research activity;</p> <p>(c) the procedures and subsequent rules based on which doctoral studies are organized;</p> <p>d) the scientific activity of doctoral students;</p> <p>e) the training program based on advanced academic studies of doctoral students;</p> <p>f) social and academic services (including for</p>	Fulfilled	<p><i>It is recommended to create a clearer record of the application of the internal evaluation and monitoring procedure.</i></p>

No.	Type of indicator (IP, IP*, IPC)	Performance Indicator	Qualifying	Recommendations
		participation at different events, publishing papers etc.) and counselling made available to doctoral students.		
16.	IP *	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.	Fulfilled	<i>It is recommended to better operationalize the provisions of this procedure and draw up a plan of measures for the continuous improvement of the academic and administrative processes.</i>
17.	IPC	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;	Fulfilled	<i>Continuous updating of the web pages of IOSUD and SDEAA-UAIC, including with the information in English language to be able to attract international PhD students</i>

No.	Type of indicator (IP, IP*, IPC)	Performance Indicator	Qualifying	Recommendations
		<p>(g) the list of doctoral students within the domain with necessary information (year of registration; advisor);</p> <p>(h) information on the standards for developing the doctoral thesis;</p> <p>(i) links to the doctoral theses' summaries to be publicly presented and the date, time, place where they will be presented; this information will be communicated at least twenty days before the presentation.</p>		
18.	IP	C.2.2.1. All doctoral students have free access to one platform providing academic databases relevant to the doctoral studies domain of their thesis.	Fulfilled	<i>Permanent information of doctoral students regarding free access to platforms with academic databases relevant to the field of Business Administration.</i>
19.	IP	C.2.2.2. Each doctoral student shall have access, upon request, to an electronic system for verifying the degree of similarity with other existing scientific or artistic works.	Fulfilled	<i>It is recommended to support doctoral students and for the verification of scientific works.</i>
20.	IP	C.2.2.3. All doctoral students have access to scientific research laboratories or other facilities depending on the specific domain/domains within the Doctoral School, according to internal order procedures.	Fulfilled	<i>Supporting new doctoral students admitted to the PhD so that they have access to the existing research infrastructure.</i>



VI. Conclusions and general recommendations

- *It is recommended that all decisions of the Doctoral School Council be published on the website of the doctoral school.*
- *It is recommended to continue the permanent updating of the website of the Doctoral School so that both PhD supervisors, PhD students and admission candidates can find all the necessary information on the website.*
- *It is recommended to permanently update the regulations of the doctoral school in accordance with the existing legislation.*
- *It is recommended to manage the aspects referring to quality in the SDEAA Council with doctoral school members participations in the field of Business Administration for periodically update of functioning regulation.*
- *The publication on the website of the doctoral school related to each field of performance and quality information from the student management system.*
- *Realising strict evidence of the use of this software platform so that obtained results may be easily accessed by users and applicants.*
- *Consider the improved versions of this software to expand the database to increase the level of originality.*
- *It is recommended to continue investing in equipment and especially in new data processing and analysis software.*
- *It is recommended to set up a mechanism to attract resources / funds from the private environment.*
- *Continue monitoring the performance of doctoral supervisors and doctoral students with international visibility.*
- *Continuous monitoring of the fulfilment of the CNATDCU minimum standards in force for each doctoral supervisor.*
- *Continuation of the policy of attracting graduates at master's level from other higher education institutions, especially from abroad.*
- *Continuous publishing relevant information on the web page of the Doctoral School of Economics and Business Administration.*
- *Permanent updating of the content of relevant subjects for the scientific research training of doctoral students in the field of Business Administration.*
- *Continuing to promote ethics in research.*
- *Maintaining and improving the mechanisms that ensure that the training program based on advanced university studies, related to the field of Business Administration targets the learning outcomes.*
- *Monitoring the subject sheet for all subjects in the doctoral school curriculum.*
- *It is recommended to create a clearer record of the application of the internal evaluation and monitoring procedure.*
- *It is recommended to better operationalize the provisions of this procedure and*



draw up a plan of measures for the continuous improvement of the academic and administrative processes.

- *Continuous updating of the web pages of IOSUD and SDEAA-UAIC.*
- *Permanent information of doctoral students regarding free access to platforms with academic databases relevant to the field of Business Administration.*
- *It is recommended to support doctoral students and for the verification of scientific works.*
- *Supporting new doctoral students admitted to the PhD so that they have access to the existing research infrastructure.*

VII. Annexes

The detailed schedule of the evaluation visit

International expert:

Professor, PhD Rodica Crudu

Iași, 26th of July 2023