

External evaluation report in order to establish a new domain of university doctoral studies

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I. Introduction

The report was presented during the evaluation visit for the doctoral program in Business Administration at Ovidius University of Constanta. The visit occurred from June 19-21, 2024, and the expert evaluation committee consisted of:

- ✧ Prof. univ. dr. DOBRIN Cosmin
- ✧ Prof. univ. dr. DURA Condruța
- ✧ Prof. univ. dr. ȘARGU Lilia
- ✧ Student BULBOACĂ Stefan

The Business Administration PhD program under evaluation will be part of the Doctoral School of Business Administration at Ovidius University of Constanta (OUC), a public higher education institution with legal personality established in 1961. It became a university in 1990 and adopted its current name in 1991.

Since 1990, Ovidius University of Constanta has organized doctoral studies based on Ministry of Education address no. 34396/26.06.1990 and Ministerial order no. 7627/13.04.1990. The university currently has seven doctoral schools offering nine doctoral programs: Doctoral School of Humanities (Philology, History), Doctoral School of Applied Sciences (Biology, Civil and Plant Engineering), Doctoral School of Medicine (Medicine), Doctoral School of Dentistry (Dental Medicine), Doctoral School of Theology (Theology), Doctoral School of Mathematics (Mathematics), and Doctoral School of Sports Science and Physical Education (Sports Science and Physical Education).

The Doctoral School of Business Administration was established in 2024, in accordance with the regulations for organizing doctoral schools at Ovidius University of Constanta. It will oversee the doctoral program in Business Administration, with three tenured faculty members serving as scientific supervisors.

The mission of the PhD program in Business Administration aligns with the Faculty of Economics at Ovidius University of Constanta. It aims to train highly qualified specialists capable of developing firm resources, creating business plans, and harmonizing organizational



activities. The program focuses on providing practical relevance to theoretical concepts and contributing to regional economic and social development through high-quality academic activities and partnerships with experienced organizations and practitioners.

By promoting critical and creative thinking about the economy, **this programme aims** to provide PhD graduates with in-depth knowledge of business administration and to train them in the skills needed to develop organisational strategies for competitive advantage.

In line with its mission, the Doctoral School of Business Administration outlines the following general objectives for the Business Administration doctoral program:

- ✧ Promoting quality and efficiency in education and research.
- ✧ Supporting PhD students' access to diverse research opportunities and the dissemination of research results.
- ✧ Adapting research topics and training program content to meet current requirements.
- ✧ Continuously improving academic quality through learning and research outcomes.
- ✧ Developing a culture of quality in business administration to enhance teaching standards.
- ✧ Collaborating with national and international higher education institutions to achieve, monitor, and compare academic quality.

The strategic objectives of the Business Administration doctoral programme are:

- ✧ Aligning the curriculum with the educational systems of European universities.
- ✧ Ensuring a real and effective partnership between doctoral students and professors.
- ✧ Strengthening international cooperation.
- ✧ Reducing the dropout rate of doctoral trainees and increasing the number of doctoral students applying to post-doctoral programs/projects.
- ✧ Strengthening relationships with the economic sector to better anchor research in real-world applications.

The specific objectives of the Business Administration doctoral programme are:

- ✧ Aligning the curriculum with European university standards.
- ✧ Fostering effective partnerships between doctoral students and professors.
- ✧ Strengthening international cooperation.
- ✧ Reducing dropout rates among doctoral trainees and increasing applications to post-doctoral programs/projects.
- ✧ Enhancing ties with the economic sector to ensure research is grounded in real-world applications.

To enhance the quality of teaching and doctoral research, the PhD supervisors at the Faculty of Economics focus on:

- ✧ Promoting the principles of academic ethics and professional conduct.
- ✧ Increasing the number of PhD supervisors within the doctoral school.
- ✧ Implementing policies to encourage high performance among both doctoral supervisors and students.
- ✧ Deepening multidisciplinary academic research.



II. Methods used

In the external evaluation process, before and during the evaluation visit, the following methods and tools were used:

- ✧ Analysis of the Internal Evaluation Report for the proposed Business Administration doctoral program.
- ✧ Review of documents, data, and information available on the IOSUD-OUC and Doctoral School of Business Administration websites.
- ✧ Meetings with the management of IOSUD-OUC overseeing the Business Administration doctoral program.
- ✧ Discusses with the person in charge of the evaluated doctoral program and the team that produced the internal evaluation report.
- ✧ Meetings with PhD supervisors from the Business Administration program and teaching staff in the assessed field.
- ✧ Meetings with directors and research managers of the Business Administration doctoral program.
- ✧ Discusses with representatives of the evaluated institution and various OUC structures.
- ✧ Visits to the institution's buildings, including classrooms, laboratories, the library, research centers, and student reading rooms.

III. Analysis of ARACIS performance indicators

Domain A. INSTITUTIONAL CAPACITY

IOSUD of OVIDIUS University of Constanta and the Doctoral School of Business Administration, part of IOSUD-OUC, demonstrate a good institutional capacity, which allows the doctoral studies to be carried out in adequate quality conditions.

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

Standard A.1.1. The institution organising doctoral studies (IOSUD) has implemented the mechanisms for efficient operation laid down in the specific legislation on the organisation of doctoral studies.

The IOSUD of OVIDIUS University of Constanta has approved and implemented the regulations set out in the specific legislation on the organization of doctoral studies.

Performance Indicator A.1.1.1.

The existence of specific regulations and their application at the level of the doctoral school to which the doctoral field of study will belong:

- a) *Doctoral school regulations.*
- b) *Methodology for the conduct of elections for the position of Director of the Doctoral School Council (DSB), as well as the election of the student representative to the DSB, and evidence of their conduct.*



- c) *Methodologies for the organisation and conduct of doctoral studies (admission of doctoral students, completion of doctoral studies).*
- d) *The existence of mechanisms for recognising the status of doctoral supervisor and the equivalence of doctorates obtained in other countries.*
- e) *Functional governance structures (Doctoral School Council), including evidence of regularity of meeting convening.*
- f) *Doctoral study contract.*
- g) *Internal procedures for reviewing and approving proposals for the subject matter of the advanced degree-based training programme.*

At Ovidius University of Constanta, including within the Doctoral School of Business Administration, doctoral studies are conducted in accordance with current legal provisions and their own regulations as defined by the Senate of Ovidius University of Constanta (HS 201/12.05.2023). The establishment of the Doctoral School adheres to several key regulations at the IOSUD-OUC level:

- ✧ Institutional regulations governing the organization and functioning of doctoral studies.
- ✧ Specific rules governing the organization and operation of the Doctoral School of Business Administration.
- ✧ Guidelines for awarding grants from internal funds.

The methodology for forming the Council of Doctoral Studies (CSUD) and the Council of the Doctoral School (CSD), as well as the procedures for competitions for the positions of CSUD and CSD directors within the Institute of Doctoral Studies at Ovidius University of Constanta, are outlined in the Methodology for the Constitution of CSUD and CSD. These guidelines are available on the university's official website. Elections within the structures and management roles of the Institute for Doctoral Studies (IDS) at OUC are conducted in accordance with principles of legality, academic autonomy, transparency, public accountability, responsibility, managerial and financial efficiency, while upholding the rights and freedoms of doctoral students and academic staff, and adhering to ethical and professional standards. The election of the governing structures within the IDS shall be by universal, direct, secret and equal vote of all doctoral supervisors in the doctoral schools of the IOSUD OUC in the case of CSUD or, as the case may be, of all doctoral supervisors in a doctoral school in the case of CSD and of doctoral students in the IOSUD OUC or, as the case may be, in a doctoral school. The management positions in the IOSUD OUC are filled by public competition - for the position of CSUD Director, respectively by appointment - for the position of CSD Director.

Ovidius University of Constanta (OUC), exercising its university autonomy and public responsibility, conducts admission competitions by doctoral fields within its doctoral schools to assess candidates' knowledge and cognitive abilities. Admission examinations for doctoral studies are held annually in accordance with regulations or methodologies approved by the Senate Decision of Ovidius University of Constanta (HS no 204/14.04.2022).

Regarding the completion of doctoral studies, there are specific provisions in the Regulation on the organization of the examination for the completion of doctoral studies, through the public defense of the doctoral thesis, at the OVIDIUS University of Constanta, entered into force by HS 495/25.05.2017. In order to complete and clarify the issues of this regulation, the OVIDIUS University of Constanta also has an Operational Procedure for the



organization of the examination for the completion of doctoral studies, through the public defense of the doctoral thesis, approved by HS 575/25.07.2019.

The Council for Doctoral Studies oversees the operational management of the Institute for Doctoral Studies (IOSUD) at Ovidius University of Constanta, operating under the framework of the Doctoral Studies Code and the Methodology for establishing the Council for Doctoral Studies (CSUD) and the Council of Doctoral School (CSD). The CSUD, composed of 17 members including doctoral supervisors and students, plays a crucial role in IOSUD-OUC, such as: developing the strategic direction of IOSUD-OUC, drafting regulations governing doctoral studies, approving the establishment/dissolution of doctoral schools and affiliations of doctoral supervisors, formulating proposals for budget allocation and using income to finance doctoral programs and proposing expenditures related to doctoral activities, coordinating partnerships with other institutions and international bodies.

According to legal provisions, each doctoral student at IOSUD-Ovidius University of Constanta enters into a doctoral studies contract with the institution. This contract facilitates the doctoral student's participation in program activities under the guidance of IOSUD and the Doctoral School, regulating relations between the institution, doctoral supervisor, and student. It stipulates rights, obligations, and procedures in accordance with current legislation, Minister of Education directives, and university statutes.

The contract specifies the duration of studies, language of thesis preparation and defense, chosen research topic, rights and responsibilities of IOSUD-OUC, the student, and supervisor, conditions for contract extension or termination, conflict resolution mechanisms, and intellectual property rights concerning research outcomes. Additional documents may supplement the contract to clarify specific clauses as needed.

Doctoral studies at Ovidius University are structured annually and include:

a) An advanced university-based training program completed within the doctoral school, comprising didactic and scientific activities such as courses, seminars, and laboratories. This program spans 12 weeks (28 weeks for medical fields) during the first year of doctoral studies and cannot be extended or interrupted.

b) An individual scientific research program focused on the doctoral student's field of study, involving the preparation of three research reports and a doctoral thesis.

Both components—the Advanced Graduate Studies Program and Individual Scientific Research Program—are mandatory for completing doctoral studies. Successful completion of the advanced training program may result in the award of transferable ECTS credits, as determined by the doctoral school's regulations.

At Ovidius University of Constanta, specific procedures have been established and implemented for recognizing the quality of PhD supervisors and for equivalency of doctoral degrees obtained from foreign institutions, including: System procedure (OUC-PO-14, dated 31.01.2019) for the automatic recognition of the quality of PhD supervisors obtained from accredited foreign educational institutions; System procedure (OUC-PO-30, dated 31.10.2019) for recognizing doctoral degrees and the title of Doctor of Science or in a professional field obtained from accredited foreign universities.

The advanced undergraduate programme is regularly monitored and evaluated by the CSUD, according to the Doctoral School Regulations. The CSUD periodically initiates discussions with the members of the Doctoral School to endorse possible changes of subjects in the curriculum and the introduction of new subjects, 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.

Recommendations:

Continuously update the Doctoral School's website, so that both doctoral supervisors and doctoral students or candidates for admission can find all the necessary information, including all decisions of the Doctoral School Board.

It is recommended that IOSUD is based on a system of regulations, procedures and tools that cover the entire doctoral study process.

The indicator is fulfilled.

Performance indicator A.1.1.2.

The regulations of the doctoral school include mandatory criteria, procedures and standards for the aspects specified in Article 17 para. (5) of the Code of Doctoral Studies, approved by Government Decision no. 681/2011, as amended.

The Doctoral School Regulations outline essential criteria, procedures, and standards for:

- a) Admission of new doctoral supervisor members and the process for revoking a supervisor's membership in the doctoral school.
- b) Decision-making mechanisms concerning the necessity, structure, and content of the advanced university-based training program.
- c) Procedures for changing a doctoral student's supervisor and resolving conflicts.
- d) Conditions under which the doctoral program may be paused or terminated.
- e) Measures to prevent scientific misconduct, including plagiarism.
- f) Ensuring doctoral students' access to research resources.
- g) Attendance requirements for doctoral students, as stipulated by guidelines from the relevant ministry.

These regulations are pivotal in maintaining the integrity and effectiveness of doctoral education within the institution.

Recommendations:

Permanent update the doctoral school regulations to the level of existing legislation.

Regular discussion of quality issues with the doctoral school board and members of the Business Administration doctoral school with a view to regularly updating the rules of operation with specific issues.

The indicator is fulfilled.

Standard A.1.2 IOSUD has the logistical resources necessary to fulfill the mission of the doctoral studies.

IOSUD of OVIDIUS University of Constanta has the necessary software resources to fulfill in good conditions the mission of doctoral studies.



Performance Indicator A.1.2.1. Existence and effectiveness of an adequate IT system for the registration of doctoral students and their academic career.

At the OVIDIUS University of Constanta there is an IT system for admissions management (<https://admitere.univ-ovidius.ro/>) and an IT system for the registration of PhD students and their academic career (<https://portal.univ-ovidius.ro/login>).

Recommendation:

Generate reports with relevant performance and quality information related to the work of the doctoral field and publish them on the Doctoral School website.

The indicator is fulfilled.

Performance Indicator A.1.2.2. Existence and use of an appropriate computer program and evidence of its use for checking the percentage of similarity in all PhD theses.

At Ovidius University of Constanta it is used the SISTEMANTIPLAGIAT.RO software to assess the similarity percentage in all doctoral theses. This online tool is dedicated to checking documents against the university's own database (including archived documents), databases of other universities (under mutual exchange agreements), and internet resources. The application of this software adheres to the requirements outlined in Operational Procedure OUC-PO-13/26.09.2022, accessible at:

<https://univ-ovidius.ro/images/2022-2023/doctordat/reglementari/PO-13.pdf>

The similarity report generated includes details such as the paper's title, author(s), document type (e.g., book, guide, doctoral thesis, article), and similarity coefficients 1 and 2. Similarity coefficient 1 represents the percentage of text similarity found in sources containing at least 5 words, with our institution accepting a maximum of 40%. Similarity coefficient 2 indicates the percentage of text similarity found in sources containing at least 25 words, with our institution allowing a maximum of 5%.

Recommendations:

Permanent update of the plagiarism software in order to increase the database of verifiable sources to improve the level of originality of doctoral theses and research papers.

The indicator is fulfilled.

Criterion A.2. Research infrastructure

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

The Doctoral School of Business Administration at OVIDIUS University of Constanta boasts a robust and highly effective research infrastructure designed to fully support the diverse activities inherent in doctoral studies. This infrastructure not only meets but exceeds the rigorous demands of advanced research and academic inquiry within the field of business administration. It comprises state-of-the-art facilities, well-equipped laboratories, comprehensive access to digital and physical resources, and specialized support services



tailored to the needs of doctoral students and faculty alike. Such a well-developed infrastructure ensures that doctoral candidates have the necessary tools and environment to conduct thorough and impactful research, contributing significantly to both theoretical advancements and practical applications within the discipline.

Performance indicator A.2.1.1. The premises and material equipment of the doctoral school allow for research activities to be carried out, in the field evaluated, in accordance with the mission and objectives (computers, specific software, apparatus, laboratory equipment, library, access to international databases, etc.). The research infrastructure and the research service offer are presented to the public via a profile platform. The research infrastructure described above, acquired and developed in the last 5 years, will be highlighted separately.

The Doctoral School of Business Administration is equipped with resources that are specifically tailored to its field of study, aligning closely with its mission and objectives. This ensures that PhD students in Business Administration have access to essential logistical support and equipment provided by three established research centers within the Faculty of Economic Sciences:

- ✧ The Type C Economics and Business Administration Research Centre, established in 2003 (Certificate no. 187/CC-C issued by CNCSIS on 07.06.2003).
- ✧ The Small and Medium Enterprise Management Research Centre, founded in 2011 (HS no. 41/16.05.2011).
- ✧ The Centre for Advanced Financial and Accounting Research, also established in 2011 (HS No 42/16.05.2011).

These centers play a pivotal role in supporting research activities, enhancing the academic environment, and contributing to the scholarly development of doctoral candidates in Business Administration. The Research Centers prioritize both basic and applied scientific research within the economic domain, emphasizing a strategic focus on fostering a mindset and approach characteristic of functional market economies. Their mission includes actively translating scientific research outcomes into practical applications within the business environment.

Through these Research Centers, the Faculty of Economic Sciences at Ovidius University Constanta engages in a wide array of activities aimed at advancing research and promoting academic excellence in various disciplines including business administration, management, economics, marketing, finance, accounting, and tourism. These activities encompass:

- ✧ Conducting research studies that contribute to the advancement of knowledge in the thematic areas mentioned above.
- ✧ Publishing scholarly articles in prestigious journals, including those indexed in Web of Science - Clarivate.
- ✧ Participating actively in national and international conferences and symposia.
- ✧ Organizing conferences and working meetings to facilitate collaboration among academics, students, and industry representatives.
- ✧ Coordinating projects funded by both national and international agencies.
- ✧ Publishing books such as monographs, university textbooks, research reports, thematic collections, and original works at both national and local levels.
- ✧ Publishing the *Ovidius University Annals - Economic Sciences Series*, a journal indexed in multiple international databases including RePEc, DOAJ, EBSCO,



CABELL, ULRICH'S, J-GATE, Index Copernicus, Scientific Indexing Services, Infobase Index, ResearchBib, and Directory Research Journals Indexing (<https://stec.univ-ovidius.ro/cercetare/publicatii>).

- ✧ Hosting annual scientific events like the International Conference "Global Economy under Crisis" and "Present Issues of Global Economy."
- ✧ Conducting informational meetings to disseminate advanced research findings.
- ✧ Developing online resources to enhance the international visibility of their research activities.

Based on recommendations of these Research Centers, are underway plans to acquire specialized software tailored for advanced statistical analysis in Business Administration. This includes applications like SPSS and PLS-SEM software for comprehensive statistical modeling, NVivo for qualitative data analysis, fsQCA for fuzzy-set qualitative comparative analysis, and BSC Designer for balanced scorecard development.

Library of the Doctoral Program in Business Administration. The University Library's main facilities house a collection of over 1300 rare and ancient books, which include first editions, rare manuscripts, old books, albums, and maps, with 120 of these titles also accessible online. In 2018, under project CNFIS-FDI-2018-0495, the Institutional Digital Repository of OVIDIUS University of Constanta was conceived, developed, and implemented as part of the Academic Quality and Integrity Platform - CALIOPE. An integral function of the Institutional Digital Repository is the preservation and digital publication in open access format of the University Library's collection of rare and ancient books, serving as a valuable educational resource. Another evolving role, anticipated to grow in complexity, is the archival and open access publication of scholarly works by OUC academics. As a member of Anelis Plus, IOSUD OUC provides access via its Digital Library (located at Bd. Mamaia 126, Corpul B, 2nd floor) to institutional and mobile remote access to search engines like Web of Science (Clarivate Analytics) and Scopus (Elsevier), as well as major scientific literature aggregators including Science Direct Freedom Collection Journals (Elsevier) and SpringerLink (Springer-Nature).

Ovidius University Press - Ovidius University Press (<http://editura.univ-ovidius.ro/>) is included in the Catalogue of Romanian Publishers and Book Distributors and is a member of the Romanian Publishers Association. The publishing house publishes textbooks, courses, books, specialized periodicals, albums, treatises, tutorials, program booklets and other promotional materials in printed form or in electronic form (online, CD, e-books) in Romanian or in international languages. Ovidius University Press has been recognized and classified in category B, following the CNCS 2020 evaluation in the field of Humanities - Philology. Ovidius University Press publishes, in printed format, the Ovidius University Annals in various fields. These scientific journals, also published digitally in *open access* mode, have international and national visibility and allow PhD students to disseminate their scientific research in different fields.

Recommendations:

Develop a mechanism for attracting financial resources from the private sector in order to constantly invest in the development of Research Centres infrastructure.

The indicator is fulfilled.



Criterion A.3. Quality of human resources

Standard A.3.1. Qualified personnel with the necessary experience to carry out the doctoral programme are available in each field.

The forthcoming establishment of the Business Administration field within the Doctoral School of Business Administration at OVIDIUS University of Constanta is supported by a team of highly qualified and experienced professionals dedicated to the advancement of the doctoral program. These staff members bring extensive expertise and academic credentials in various facets of Business Administration, ensuring robust leadership and guidance for doctoral candidates. Their collective experience spans diverse domains within Business Administration, encompassing strategic management, organizational behavior, marketing, finance, operations, and entrepreneurship. Their involvement underscores the university's commitment to academic excellence and the cultivation of future leaders in the field of Business Administration.

Performance Indicator A.3.1.1. At least 3 PhD supervisors are working in the PhD field and at least 50% of them (but not less than 3) meet the minimum standards of the National Council for the Accreditation of University Degrees, Diplomas and Certificates (CNATDCU) in force at the time of the evaluation, which are necessary and mandatory for obtaining the habilitation certificate.

There are 3 PhD supervisors in the **Business Administration** PhD field. According to the documents provided, all PhD supervisors meet the minimum CNATDCU standards in force.

The doctoral supervisors assigned to the Business Administration doctoral program have successfully defended their habilitation theses in the Economic Sciences field, adhering to the CNADTCU standards outlined in Order no. 6129/2016. Their distinguished research contributions are underscored by exceptional scores on the CNATDCU Minimum Standards Check Sheets, which assess their overall academic activity as well as their performance over the last five years. Notably, all three PhD supervisors have achieved full compliance with the CNATDCU minimum standards, attesting to their high level of academic achievement and expertise in the field of Business Administration.

Recommendations:

Continuous identification of the habilitation capacity for members of the academic community and encourage them to take the necessary steps to obtain the habilitaton certification.

Identification of possible foreign PhD supervisors who could be affiliated to the Business Administration field.

The indicator is fulfilled.

Performance Indicator A.3.1.2 At least 50% of the doctoral supervisors in the evaluated doctoral domain are holders within IOSUD, employed with the conclusion of an employment contract for an indefinite period.*

In the upcoming Business Administration doctoral field, there are three appointed doctoral supervisors, all holding tenured positions at OVIDIUS University of Constanta. This



represents a 100% compliance rate, surpassing the mandated threshold of 50%. Each supervisor holds the rank of university professor and brings extensive experience in academia, with tenures ranging from 20 to 28 years in higher education.

Recommendations:

Continuous identification of the habilitation capacity for members of the academic community and encourage them to take the necessary steps to obtain the habilitation certification.
Identification of possible foreign PhD supervisors who could be affiliated to the Business Administration field.

The indicator is fulfilled.

Performance Indicator A.3.1.3. The subjects in the advanced degree-based training programme related to the field are taught by teachers or researchers who are doctoral/doctoral supervisors, professors/CS I or university lecturers/CS II with proven expertise in the field of the subjects taught or other specialists in the field who meet the standards set by the institution for the above-mentioned teaching and research positions, in accordance with the law.

The training programme based on advanced doctoral studies will be carried out on the basis of the curriculum and an individual plan, which will be drawn up by the doctoral supervisor together with the Supervisory Committee for each doctoral student. The curriculum contains disciplines and individual training activities and will be approved by the Doctoral School Council. This plan contains 3 compulsory subjects, namely: *Scientific Research in Business Administration* (6 credits), *Multidimensional Data Analysis* (6 credits), *Ethics and Integrity in the Academic Environment* (6 credits). The curriculum also contains 2 packages of optional subjects (Package 1: *Business Excellence / Competitive Business Development Strategies* (6 credits), Package 2: *International Political Economy and Global Governance / International Finance* (6 credits).

The package of compulsory subjects includes the discipline of ***Ethics and Integrity in the Academic Environment***. On the basis of the data mentioned in the report, it is verified that the subjects will be taught by teachers or researchers who have the status of doctoral supervisor / habilitated, professor / CS I or university lecturer / CS II, with proven expertise in the field of the subjects taught or other specialists in the field who meet the standards set by the institution for the above-mentioned teaching and research positions, in accordance with the law.

Recommendations:

The choice of subjects for each doctoral candidate must take into account the specificities of the Business Administration field, the chosen research topic and the knowledge useful for the elaboration of the doctoral thesis.

The indicator is fulfilled.

Standard A.3.2. Doctoral supervisors in the field carry out internationally visible scientific work.



The PhD field of **Business Administration** to be established within the Doctoral School of Business Administration at the University OVIDIUS of Constanta has PhD supervisors with an internationally visible scientific activity.

Performance Indicator A.3.2.1. At least 50% of the PhD supervisors in the field under evaluation present at least 5 publications indexed in Web of Science or ERIH in journals with impact factor or other achievements with relevant significance for the field in question, in which there are contributions of international level revealing a progress in scientific research-development-innovation for the field under evaluation. The PhD supervisors mentioned have international visibility in the last 5 years, consisting of: membership in scientific committees of international publications and conferences; membership in boards of international professional associations; membership in invited conferences or expert groups held abroad or membership in PhD thesis committees at foreign universities or in co-supervision with a foreign university. For the Arts and Sport Science and Physical Education branches of science, doctoral supervisors will provide evidence of international visibility over the last 5 years through membership of boards of professional associations, membership of organising committees for international artistic events and competitions, or membership of juries or judging teams for international artistic events or competitions.

The PhD supervisors specializing in Business Administration demonstrate a robust scientific track record, characterized by publications in Web of Science, ERIH+, and Scopus journals. These articles possess impact factors and are of significant relevance to the field of Business Administration, showcasing international-level contributions that advance scientific research.

In the Business Administration doctoral program, the three PhD supervisors have showcased their international presence over the past five years. They have served on scientific committees of international publications and conferences, presented invited papers at conferences and panels abroad, received international awards, garnered substantial citations in articles indexed in prominent databases, and engaged as visiting professors in teaching roles at foreign universities. Additionally, these PhD supervisors in Business Administration are required to submit a curated collection of at least five impactful contributions in the field, including articles published in Web of Science indexed journals in quartiles Q1 and Q2, as well as chapters in books published by well-regarded international publishers.

Recommendations:

Make further efforts to increase the international visibility of PhD supervisors and to attract internationally visible supervisors to the Business Administration field.

The indicator is fulfilled.

Performance Indicator A.3.2.2. At least 50% of the PhD supervisors assigned to a doctoral field of study continue to be scientifically active, obtaining at least 25% of the score required by the CNATDCU minimum standards in force at the time of the evaluation, necessary and mandatory for obtaining the habilitation certificate, based on the scientific results of the last 5 years.



All doctoral supervisors assigned to the Business Administration doctoral field continue to be scientifically active, obtaining at least 25% of the score required by the CNATDCU minimum standards.

Recommendations:

Continuous monitoring of the fulfilment of the minimum CNATDCU standards in force for each PhD supervisor.

The indicator is fulfilled.

Area B. EDUCATIONAL EFFECTIVENESS

IOSUD of OVIDIUS University of Constanta and the Doctoral School of Business Administration included in this IOSUD, prove a good educational effectiveness, which allows the doctoral studies to be carried out in adequate quality conditions.

Criterion B.1. Number, quality and diversity of candidates who applied for admission

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

Performance Indicator B.1.2.1. Admission to PhD programmes is based on selection criteria including: academic, research and professional performance of the candidates, an interest in scientific or artistic/sporting research, publications in the field and a proposed research topic. An interview with the applicant is a compulsory part of the admission procedure.*

The admission process for the PhD program involves an oral presentation where candidates discuss their scientific research interests, relevant literature, and proposed direction for their thesis. This presentation is followed by a detailed discussion with the admissions committee members specializing in the respective field of study. Candidates are evaluated based on their depth of knowledge, capacity to outline significant research directions, and ability to articulate solutions and methodologies for addressing theoretical and experimental research topics.

Recommendations:

Continuation of good practice in admission to doctoral programmes.

The indicator is fulfilled.

Criterion B.2. Content of doctoral degree programmes

Standard B.2.1. The advanced undergraduate-based training programme is adequate to improve the research skills of doctoral students and to strengthen ethical behaviour in science.



The advanced undergraduate training program in Business Administration is meticulously crafted to enhance the research competencies of doctoral students while reinforcing ethical conduct in scientific pursuits.

Performance Indicator B.2.1.1. The advanced degree-based training programme includes a minimum of 3 disciplines relevant to the scientific research training of doctoral students, of which at least one discipline is devoted to the in-depth study of research methodology and/or statistical data processing.

The Business Administration doctoral program offers an advanced university-based training program structured within institutional study groups through courses. According to IOSUD regulations and national laws, the Doctoral School determines the organization, structure, and content of this training program based on proposals from PhD supervisors, ensuring open access for all doctoral students, regardless of their doctoral school affiliation. This training program complements rather than disrupts the doctoral students' individual scientific research efforts and is closely aligned with their thesis topics.

It includes mandatory general courses and the selection of two subjects from optional doctoral school packages or other forms of training recommended by the supervisor. Credits earned from Master's research programs or previous doctoral and scientific research internships, domestically or internationally, in universities or prestigious research units, are recognized as equivalent upon proposal by the supervisor and approval by the Doctoral School Council. The doctoral supervisor guides each student's participation and choice of components within the program, which must be completed within three months.

The Doctoral School of Business Administration ensures the development of professional competencies specific to its domains and broader transversal skills. The program also meets requirements by offering at least three relevant disciplines, including one focused on advanced research methodology. Key disciplines include Scientific Research in Business Administration (6 credits), aimed at imparting fundamental research methodologies, and Multidimensional Data Analysis (6 credits), focused on employing statistical methods for multivariate economic analysis.

Recommendations:

Permanent updating of the content of these disciplines relevant to the scientific research training of doctoral students in Business Administration.

The indicator is fulfilled.

Performance Indicator B.2.1.2 There is at least one subject devoted to ethics in scientific research and intellectual property or well-defined topics on these subjects in a discipline taught in the training programme.

As per the self-evaluation report of the Business Administration doctoral program, the curriculum includes Ethics and Integrity in the academic university environment as a mandatory component within the advanced academic training and documentation program. The subject outline specifies comprehensive coverage of ethical considerations in scientific research and intellectual property.



Recommendations:

Conduct regular seminars/workshops on research ethics issues.

The indicator is fulfilled.

Performance Indicator B.2.1.3. IOSUD has mechanisms in place to ensure that the advanced degree-based training programme related to the assessed field addresses "learning outcomes" by specifying the knowledge, skills and responsibility and autonomy that doctoral students should acquire after completing each discipline or through research activities¹.

At OVIDIUS University of Constanta, rigorous operational procedures govern the development, updating, and approval of subject sheets for undergraduate and master's degree programs in full-time education (OUC-PO-10), as well as curricula for undergraduate, master's, and doctoral degree programs (OUC-PO-02). These curricula adhere strictly to ARACIS standards and undergo internal auditing by the Academic Strategies and Quality Management Department following any revisions.

Each subject sheet comprehensively details program and subject data, estimated teaching hours per semester, prerequisites, specific competencies to be acquired, learning outcomes, objectives derived from acquired competencies, content, alignment of content with expectations from the academic community, professional associations, and field-relevant employers. Assessment criteria, including minimum performance standards and bibliography, are also included.

For the Business Administration doctoral field, all discipline sheets outline professional and cross-disciplinary competencies, skills, and attitudes that doctoral students are expected to acquire through coursework and research activities. These sheets are deliberated and approved by the Doctoral School Council and the Director of the Doctoral School.

Furthermore, at OUC, there exists an Operational Procedure for conducting academic audits (OUC-PO-42), designed to:

1. Outline the preparation and execution of academic audit activities within OUC's annual quality audit program.
2. Establish procedures and define responsibilities for personnel involved in academic audit activities at OUC.
3. Contribute to enhancing quality through the monitoring, review, and periodic external evaluation of undergraduate and master's programs, doctoral fields, and continuing education programs at OUC.
4. Provide valuable insights to management, department directors, and program coordinators, facilitating ongoing quality maintenance and improvement across academic structures at OUC.

Periodically, IDS-OUC undergoes evaluation processes aimed at continuously enhancing the quality of teaching, research, and managerial practices. This self-assessment of study programs and IDS-OUC activities encompasses several objectives:

¹ Or by what the graduate must know, understand and be able to do, in accordance with the provisions of the Methodology for the registration and recording of higher education qualifications in the National Register of Higher Education Qualifications (RNCIS), approved by the Order of the Minister of National Education 3.475/2017, with subsequent amendments and additions.



a) Ensuring institutional adherence to legal requirements and best practices in organizing and conducting doctoral studies.

b) Evaluating human resources, research activities, material resources, and other aspects at IDS and doctoral school levels.

c) Qualitatively and quantitatively assessing research outcomes within doctoral schools, including the visibility, recognition, and professional prestige of doctoral supervisors and students.

d) Monitoring compliance with quality management procedures, professional ethics, and institutional transparency at IDS level.

An integral part of internal evaluation is the assessment of doctoral supervisors by doctoral students within the Doctoral School of Business Administration. This assessment aims to gauge doctoral students' satisfaction with the support and mentoring they receive. Questionnaire items address various aspects such as curriculum content, guidance in developing scientific research programs, study conditions, objectivity in evaluating scientific and publishing work, and adherence to academic ethics and integrity.

In the Business Administration doctoral program, doctoral students benefit from mentoring provided by their supervisors and mentoring committees. This support includes training in scientific paper development using the research centers' infrastructure at the Faculty of Economics. Additionally, supervisors offer consultations based on structured schedules to aid doctoral students throughout their academic journey.

Recommendations:

Maintain these mechanisms to ensure that the advanced degree-based training programme for the field under assessment addresses the learning outcomes, specifying the knowledge, skills, responsibility and autonomy that doctoral students should acquire after completing each discipline or through research activities.

It is recommended that the learning outcomes of each course should be linked to the specific learning outcomes of the doctoral programme in Business Administration (presentation of specific aspects). This recommendation is necessary to ensure that the mechanisms for setting and verifying learning outcomes comply with EU standards.

The indicator is fulfilled.

Area C. QUALITY MANAGEMENT

The IOSUD of the University "Ovidius" of Constanta and the Doctoral School of Business Administration included in this IOSUD demonstrate a good quality management, which allows the doctoral studies to be carried out in adequate quality conditions. The degree of internationalisation needs to be improved .

Criterion C.1. Existence and regular operation of the internal quality assurance system

Standard C.1.1 The institutional framework is in place and relevant internal quality assurance policies and procedures are in place.



The Doctoral School of Business Administration has the institutional framework in place for internal quality assurance, but steps are needed for its effective implementation .

Performance indicator C.1.1.1. The doctoral school to which the doctoral programme belongs demonstrates that it is constantly carrying out its internal quality assessment and assurance process in accordance with a procedure developed and applied at IOSUD level, including mandatory evaluation criteria:

- a) the scientific activity of the doctoral supervisors;*
- b) the infrastructure and logistics necessary to carry out the research activity;*
- c) the regulations and procedures on the basis of which doctoral studies are organised;*
- d) the scientific activity of doctoral students;*
- e) the advanced degree-based training programme for doctoral students;*
- f) social and academic support services (including participation in various events, publication of articles, etc. and counselling services available to doctoral students.*

IOSUD-OUC conducts an annual internal evaluation of its doctoral schools using a methodology endorsed by the University Senate. This evaluation framework is crucial for continually enhancing the quality of teaching, research, and administrative processes. It includes a comprehensive self-assessment of IOSUD activities with the following objectives:

a) Ensuring compliance with legal requirements and best practices in organizing doctoral studies.

b) Evaluating human resources, research activities, and infrastructure at both IOSUD and doctoral school levels.

c) Assessing the qualitative and quantitative research outcomes, and the professional reputation of doctoral supervisors and students.

d) Monitoring adherence to quality management procedures, professional ethics, and institutional transparency at IOSUD.

Feedback mechanisms within doctoral schools focus on evaluating doctoral supervisors by students to gauge satisfaction levels and identify areas for improvement in academic and administrative processes. Evaluation tools include supervisor assessments of doctoral students' work, evaluations of supervisors by doctoral school management, and surveys where doctoral students assess their supervisors.

The annual internal evaluation report of each doctoral school provides updated insights into:

- ✧ The scientific productivity of PhD supervisors, based on their self-evaluation sheets.
- ✧ Infrastructure and logistical support necessary for research activities, as documented in material base reports.
- ✧ The scientific progress of doctoral students, based on their annual reports.

Annually, regulations and procedures governing doctoral studies are reviewed concerning candidate admissions, the structure of advanced university training programs for doctoral students, curriculum content, and subject outlines.

PhD students at IOSUD-OUC receive academic support through awards recognizing their research achievements. Additionally, there are regulations governing the allocation of doctoral scholarships and other financial aids, approved under HS 496/05.07.2021.



Beyond academic support, doctoral students benefit from various university services such as accommodation, dining facilities, medical services, and sports amenities, along with counseling services provided by the Career Guidance and Counseling Centre.

Recommendations:

Ongoing monitoring of the quality assurance structure and activities at each stage of the academic and doctoral pathway in accordance with existing regulations to become part of the organisational culture of the institution.

The indicator is fulfilled.

Performance Indicator C.1.1.2 During the doctoral training period, evaluation mechanisms are implemented to identify the needs as well as the overall level of satisfaction of doctoral students with the doctoral programme in order to continuously improve the academic and administrative processes. Following the analysis of the results obtained, a plan of measures is developed and implemented.*

Doctoral students in the Business Administration programme will have the opportunity to provide feedback by completing a questionnaire to identify various aspects of their doctoral school journey, namely: training programme, collaboration with the PhD supervisor and other members of the mentoring committee, facilities, access to resources, transparency in information, etc.

The Strategies and Procedures for Quality Assurance of Doctoral Degree Programmes implements the methodology for internal evaluation of doctoral schools/doctoral study areas, reviews and improves the procedures for internal evaluation of doctoral schools, doctoral students and doctoral supervisors and monitors compliance with internal evaluation procedures.

The analyses and findings from the processing of the questionnaires will be contained in reports which will end with a SWOT analysis and an action plan which sets out a series of internal recommendations for improvement and follow-up. Thus, an action plan will be adopted within the Doctoral School covering important issues related to:

- maintaining a number of completed doctoral theses in relation to the number of doctoral students admitted;
- achieving and maintaining excellence in research activity;
- increasing the internationalisation of doctoral studies;
- streamlining the IT system for the registration of doctoral students and their academic career;
- developing effective mechanisms to facilitate internal and international communication.

Within the OUC, action policies are applied in order to stimulate scientific and academic performance, in accordance with the Regulation on the granting of academic performance bonus for teaching staff of "Ovidius" University of Constanta approved by HS 99/28.01.2020.



Recommendations

It is recommended to better operationalise the provisions of this procedure and to draw up a plan of measures for continuous improvement of academic and administrative processes. Adjust strategies based on ongoing monitoring and feedback.

The indicator is fulfilled.

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

The Graduate School of Business Administration demonstrates transparency in the presentation of information and accessibility to learning resources.

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

In the case of the **Business Administration** field to be established within the Doctoral School of Business Administration, information of interest to doctoral students and future candidates, respectively information of public interest will be available for consultation in electronic format.

Performance Indicator C.2.1.1 IOSUD publishes on the website of the higher education institution, in compliance with the applicable data protection regulations, information such as:

- a) the regulations of the doctoral school;*
- b) the admission regulations;*
- c) the doctoral studies contract;*
- d) the regulations for the completion of studies, including the procedure for the public defence of the thesis;*
- (e) the content of training programmes based on advanced university studies;*
- f) the academic and scientific profile, thematic areas/research themes of the PhD supervisors in the field, as well as their institutional contact details;*
- g) list of PhD students in the field with basic information (year of registration, supervisor);*
- h) information about the standards for the elaboration of the doctoral thesis;*
- i) links to abstracts of doctoral theses to be publicly defended, as well as the date, time and place where they will be defended, at least 20 days before the defence.*

IOSUD of "Ovidius" University of Constanta has its own page (<https://www.univ-ovidius.ro/educatie/doctorat>) on the portal of the higher education institution where information such as:

- ✧ doctoral school regulations;
- ✧ admission regulations;
- ✧ doctoral study contract;
- ✧ regulations for the completion of studies including the procedure for the public defence of the thesis;
- ✧ the content of training programmes based on advanced university studies;
- ✧ the scientific profile and thematic areas/research topics of the PhD supervisors in



- the field, as well as their institutional contact details;
- ✧ list of PhD students in the field with basic information (year of registration, PhD supervisor);
- ✧ information about the standards for writing a doctoral thesis;
- ✧ links to abstracts of doctoral theses to be publicly defended, as well as the date, time and place where they will be defended, at least 20 days before the defence.

Recommendations:

It is recommended to develop the content in English of the IOSUD-OUC website and continuously update the information available online.

The indicator is fulfilled.

Standard C.2.2. The IOSUD/PhD School provides access to resources for doctoral students to carry out their doctoral studies.

Doctoral students have access to the resources needed to carry out their doctoral studies in good conditions.

Performance Indicator C.2.2.1 All doctoral students have free access to a platform with academic databases relevant to the field of doctoral studies under review.

The entire academic community (students, master's students, doctoral students, researchers) has access to publications, periodicals in the field, book collection, international databases, through the ANELIS + program that ensures access to the latest information from around the world on issues related to the field of study program.

As a member of Anelis Plus, IOSUD OUC offers through its Digital Library (located in Bd. Mamaia 126, Corpul B, 2nd floor) access to both institutional and mobile remote access to the search engines Web of Science (of Clarivate Analytics) and Scopus (of Elsevier) and to the major scientific literature aggregators Science Direct Freedom Collection Journals (Elsevier) and SpringerLink (Springer-Nature).

In recent years, the "Ioan Popișteanu" University Library has enhanced digitization efforts and cataloging through the Aleph® integrated library system, improving the visibility and compatibility of its resources with other university libraries. The library offers ample study spaces and ensures free access to all university resources for the Ovidius community.

Ovidius University Press, a member of the Romanian Publishers Association and listed in the Catalogue of Romanian Publishers and Book Distributors, publishes a range of educational and promotional materials in both print and digital formats. Recognized in category B by CNCS 2020 in Humanities - Philology, it publishes the Ovidius University Annals, available in print and open access digital formats, providing national and international visibility for doctoral research.

Recommendations:

Regular information, especially for newly admitted students in doctoral studies, on free access to academic database platforms relevant to the field of Business Administration.

The indicator is fulfilled.



Performance Indicator C.2.2.2 Each doctoral student has access, on request, to an electronic system for checking the degree of similarity with other existing scientific or artistic creations.

"Ovidius" University of Constanta uses the SISTEMANTIPLAGIAT.RO software to detect plagiarism by checking documents against the university's database and internet sources. The university follows an operational procedure (Code OUC-PO-13) for anti-plagiarism verification of bachelor, master, and doctoral theses.

Recommendations:

Facilitate access for doctoral students and for the verification of scientific work carried out during doctoral studies (scientific articles, research reports).

The indicator is fulfilled.

Performance Indicator C.2.2.3 All doctoral students have access to scientific research laboratories or other facilities, depending on the specific field(s) within the doctoral school, according to internal regulations.

PhD students in the field of Business Administration will benefit from the logistical support and equipment provided by the three research centres of the Faculty of Economics: the "Costin Murgescu" Research Centre, the "Business Administration" Research Centre, the "Management of Small and Medium Enterprises" Research Centre.

The infrastructure of the Research Centres consists of academic spaces equipped with state-of-the-art furniture and modern equipment - laptops, smart-boards, video projection systems, software, direct access to indexed databases or through Anelis (Elsevier Ebooks, ScienceDirect Freedom Collection, Elsevier, Emerald eBooks Collection, IEEE - NOW Foundation ebook Collection, InCites Benchmarking and Analytics, Sage eBooks Collections, Scopus, Elsevier, SpringerLink Journals, Web of Science - Core Collection, InCites Journal Citation Reports, Derwent Innovations Index, Clarivate Analytics, Wiley Ebooks, Wiley-ebooks, de Gruyter ebooks iGroup - American Library Association ebook Collection) TOPSIM General Management, TOPSIM Applied Economics, TOPSIM Universal Banking, TOPSIM Destination Management, TOPSIM Global Management, TOPSIM Project Management, Microsoft Dynamics Nav (5.0.SP1), Microsoft SQL Server, EViews 8, IBM SPSS 21, Opera Xpress, Ciel Conta, Office 365, Windows 11.

Specific software will be used in the doctoral research in the field of Business Administration to develop advanced statistical analysis.

The design of each study space is in accordance with the needs of a theoretical and practical training of a high quality standard. Each space complies with ARACIS standards regarding the ratio of number of students / area / volume of academic space and number of seats.

IOSUD-OUC has signed ERASMUS Mobility Agreements with foreign universities and research institutes in the profile of its doctoral fields, aimed at the mobility of doctoral students and teaching staff. These partnerships are concluded with universities that are on the list of prestigious universities in other countries approved by the Ministry of National Education.



Doctoral students in the Business Administration doctoral programme will benefit from Erasmus agreements at both the Doctoral School and the Faculty of Economics, where places are provided for both undergraduate and master's degree studies as well as doctoral studies. Erasmus agreements are available on the Department of International Relations page on the institution's website.

The management of "Ovidius" University of Constanta supports, including financially, the organization of doctoral studies in international cotutelle, as evidenced by the international cotutelle theses defended within IOSUD - OUC, an advantage that will also benefit the doctoral students of the Business Administration study program.

During the international conferences Present Issues of Global Economy (<https://stec.univ-ovidius.ro/conferinte-detalii/the-international-conference-present-issues-of-global-economy-20th-edition-june-29th-july-1st-2023>) and Global Economy Under Crisis (<https://stec.univ-ovidius.ro/conferinte-detalii/the-international-conference-global-economy-under-crisis-12th-edition-december-13th-14th-2023>), organized annually by the Faculty of Economics, keynote speakers were invited to give lectures to participants, academics from the country and abroad and PhD students.

Recommendations:

Ensuring permanent access of doctoral students to the university's research infrastructure.

The indicator is fulfilled.

IV. SWOT analysis

STRENGTHS:	WEAKNESSES:
<ul style="list-style-type: none"> ◇ High Level of Research Activity: The PhD supervisors in the Business Administration field exhibit a robust research portfolio, contributing significantly to the academic community. ◇ Logistical and Equipment Support: Doctoral students in Business Administration benefit from the extensive resources and advanced equipment available at the three research centres within the Faculty of Economics. ◇ Established Undergraduate and Master's Programmes: The presence of established bachelor's and master's programmes in Business Administration within the Faculty of Economics provides a solid foundation and continuity for doctoral studies. ◇ Visibility and Engagement of PhD Supervisors: The active involvement of PhD supervisors in undergraduate and master's level teaching in Business Administration increases their visibility and attractiveness to potential PhD candidates, fostering a strong academic community. ◇ Strong Regional Demand: There is a high number of business graduates in the South East, indicating a strong regional demand for advanced studies in Business Administration. 	<ul style="list-style-type: none"> ◇ High Cost and Limited Funding for Doctoral Studies: The high cost of doctoral studies and limited funding options pose significant challenges. ◇ Enhance Internationalisation: There is a need to improve the degree of internationalisation at both university and faculty levels. ◇ There is a weak exploitation of research results within national and regional economic activities.

OPPORTUNITIES:	THREATS:
<ul style="list-style-type: none"> ✧ Engagement with Master's Graduates: Involving young Master's graduates in research projects and teaching activities can motivate them to pursue doctoral studies ✧ The topicality of the doctoral field makes it possible to attract a significant number of candidates; ✧ Attracting International Students and Supervisors: There is potential to attract PhD students and supervisors from abroad, enhancing the programme's diversity and global reach; ✧ The existence of integrated mobility programmes involving both doctoral students and supervisors; ✧ Collaboration with the Business Sector: Collaborating with the socio-economic environment to set relevant research topics and transfer research findings into practical applications can increase the programme's impact. 	<ul style="list-style-type: none"> ✧ Funding Constraints: Ongoing funding limitations may affect the programme's ability to attract and retain top talent. ✧ Competition from Other Institutions: Competing PhD programmes, both nationally and internationally, may attract potential students and faculty away from OVIDIUS University. ✧ Market Relevance: If the programme fails to align its research topics with the evolving needs of the labor market, it risks becoming less relevant to prospective students and employers. ✧ The economic, social and political context could have a long-lasting negative impact on both scientific research and the education system, nationally and internationally.

V. Summary of ratings and recommendations

No. Crt.	Indicator type (IP, IP*, IPC)	Performance indicator	Qualification	Recommendations
1.	IP	<p>A.1.1.1. Existence of specific regulations and their application at the level of the doctoral school to which the doctoral programme belongs:</p> <ul style="list-style-type: none"> a) the regulations of the doctoral school; b) the methodology for the conduct of elections for the position of Director of the Doctoral School Council (DSB), as well as the election of the student representative to the DSB, and evidence of their conduct; c) methodologies for the organisation and conduct of doctoral studies (admission of doctoral students, completion of doctoral studies); d) the existence of mechanisms for the recognition of the status of doctoral supervisor and the equivalence of doctorates obtained in other countries; e) functional management structures (Doctoral School Council), including proof of regularity of meetings; f) the doctoral studies contract; (g) internal procedures for reviewing and approving proposals for the subject matter of the advanced degree-based training programme. 	Fulfilled	<p>Continuously update the Doctoral School's website, so that both doctoral supervisors and doctoral students or candidates for admission can find all the necessary information, including all decisions of the Doctoral School Board.</p> <p>It is recommended that IOSUD is based on a system of regulations, procedures and tools that cover the entire doctoral study process</p>
2.	IP	<p>A.1.1.2. The regulations of the doctoral school shall include mandatory criteria, procedures and standards for the aspects specified in Art. 17, para. (5) of Government Decision No 681/2011 on the approval of the Code of Doctoral Studies, as amended.</p>	Fulfilled	<p>Permanent update the doctoral school regulations to the level of existing legislation. Regular discussion of quality issues with the doctoral school board and members of the Business Administration doctoral school with a view to regularly updating the rules of operation with specific issues.</p>
3.	IP	<p>A.1.2.1. Existence and effectiveness of an adequate IT system for the registration of doctoral students and their academic career.</p>	Fulfilled	<p>Generate reports with relevant performance and quality information related to the work of the doctoral field and publish them on the</p>

No. Crt.	Indicator type (IP, IP*, IPC)	Performance indicator	Qualification	Recommendations
				Doctoral School website.
4.	IP	A.1.2.2. Existence and use of a computer program and evidence of its use for checking the percentage of similarity in all PhD theses.	Fulfilled	Permanent update of the plagiarism software in order to increase the database of verifiable sources to improve the level of originality of doctoral theses and research papers..
5.	IPC	A.2.1.1. The premises and material equipment of the doctoral school allow for research activities to be carried out in the field evaluated, in accordance with the mission and objectives (computers, specific software, apparatus, laboratory equipment, library, access to international databases, etc.). The research infrastructure and the research service offer are presented to the public via a profile platform. The research infrastructure described above, acquired and developed in the last 5 years, will be highlighted separately.	Fulfilled	Develop a mechanism for attracting financial resources from the private sector in order to constantly invest in the development of Research Centres infrastructure.
6.	IPC	A.3.1.1. At least three doctoral supervisors are working in the doctoral field and at least 50% of them (but not less than three) meet the minimum CNATDCU standards in force at the time of the evaluation, necessary and mandatory for obtaining the habilitation certificate.	Fulfilled	Continuous identification of the habilitation capacity for members of the academic community and encourage them to take the necessary steps to obtain the habilitaton certification. Identification of possible foreign PhD supervisors who could be affiliated to the Business Administration field.
7.	IP *	A.3.1.2. At least 50% of the PhD supervisors in the PhD field evaluated are tenured within the IOSUD, employed on a permanent contract.	Fulfilled	Continuous identification of the habilitation capacity for members of the academic community and encourage them to take the necessary steps to obtain the habilitaton certification. Identification of possible foreign PhD supervisors who could be affiliated to the Business Administration field.
8.	IP	A.3.1.3. The subjects in the advanced degree-based training programme related to the field are taught by teachers or researchers who are doctoral/doctoral supervisors, professors/CS I or university lecturers/CS II with proven expertise in the field of the subjects taught or other specialists in the field who meet the standards set by the institution for the above-mentioned teaching and research positions, in accordance with the law.	Fulfilled	The choice of subjects for each doctoral candidate must take into account the specificities of the Business Administration field, the chosen research topic and the knowledge useful for the elaboration of the doctoral thesis..
9.	IPC	A.3.2.1. At least 50% of the PhD supervisors in the field under evaluation present at least 5 publications indexed in Web of Science or ERIH in journals with impact factor or other achievements, with relevant significance for the field in which there are contributions of international level revealing a progress in scientific research - development - innovation for the field under evaluation. The PhD supervisors mentioned have international visibility in the last five years, consisting of: membership in scientific committees of international publications and conferences;	Fulfilled	Make further efforts to increase the international visibility of PhD supervisors and to attract internationally visible supervisors to the Business Administration field.

No. Crt.	Indicator type (IP, IP*, IPC)	Performance indicator	Qualification	Recommendations
		membership in boards of international professional associations; membership in invited conferences or expert groups held abroad or membership in committees for the defence of doctoral theses at universities abroad or in cotutelle with a university abroad. For the Arts and Sport Science and Physical Education branches of science, doctoral supervisors will provide evidence of international visibility over the last five years through membership of boards of professional associations, membership of organising committees for international artistic events and competitions, or membership of juries or judging teams for international artistic events or competitions.		
10.	IP *	A.3.2.2. At least 50% of the PhD supervisors assigned to a doctoral field of study continue to be scientifically active, obtaining at least 25% of the score required by the minimum CNATDCU standards in force at the time of the evaluation, necessary and mandatory for obtaining the habilitation certificate, based on the scientific results of the last five years.	Fulfilled	Continuous monitoring of the fulfilment of the minimum CNATDCU standards in force for each PhD supervisor.
11.	IP *	B.1.2.1. Admission to PhD programmes is based on selection criteria that include: the academic, research and professional performance of candidates, an interest in scientific or artistic/sports research, publications in the field and a proposed research topic. An interview with the applicant is a compulsory part of the admission procedure.	Fulfilled	Continuation of good practice in admission to doctoral programmes.
12.	IP	B.2.1.1. The advanced degree-based training programme shall comprise a minimum of three disciplines relevant to the scientific research training of doctoral students, of which at least one discipline shall be devoted to the in-depth study of research methodology and/or statistical data processing.	Fulfilled	Permanent updating of the content of these disciplines relevant to the scientific research training of doctoral students in Business Administration..
13.	IP	B.2.1.2 There is at least one subject devoted to ethics in scientific research and intellectual property or well-defined topics on these subjects within a subject taught in the training programme.	Fulfilled	Conduct regular seminars/workshops on research ethics issues.
14.	IP	B.2.1.3 The IOSUD has mechanisms in place to ensure that the advanced degree-based training programme for the assessed field addresses "learning outcomes", specifying the knowledge, skills and responsibility and autonomy that doctoral students should acquire after completing each discipline or through research activities	Fulfilled	Maintain these mechanisms to ensure that the advanced degree-based training programme for the field under assessment addresses the learning outcomes, specifying the knowledge, skills, responsibility and autonomy that doctoral students should acquire after completing each discipline or through research activities. It is recommended that the learning outcomes of each course should be linked to the specific learning outcomes of the doctoral programme in Business Administration (presentation of

No. Crt.	Indicator type (IP, IP*, IPC)	Performance indicator	Qualification	Recommendations
				specific aspects). This recommendation is necessary to ensure that the mechanisms for setting and verifying learning outcomes comply with EU standards.
15.	IP	<p>C.1.1.1. The doctoral school to which the doctoral programme belongs shall provide evidence of a continuous process of evaluation and internal quality assurance of the doctoral programme in accordance with a procedure developed and applied at IOSUD level, including mandatory evaluation criteria:</p> <p>a) the scientific activity of the doctoral supervisors;</p> <p>(b) the infrastructure and logistics necessary to carry out the research activity;</p> <p>c) the regulations and procedures on the basis of which doctoral studies are organised;</p> <p>d) the scientific activity of doctoral students;</p> <p>(e) the programme of training based on advanced university studies for doctoral students;</p> <p>f) social and academic support services (including participation in various events, publication of articles, etc.) and counselling services available to doctoral students.</p>	Fulfilled	Ongoing monitoring of the quality assurance structure and activities at each stage of the academic and doctoral pathway in accordance with existing regulations to become part of the organisational culture of the institution.
16.	IP *	<p>C.1.1.2. During the doctoral training period, evaluation mechanisms are implemented to identify the needs, as well as the general level of satisfaction of doctoral students with the doctoral programme, in order to continuously improve the academic and administrative processes. Following the analysis of the results obtained, a plan of measures is developed and implemented.</p>	Fulfilled	It is recommended to better operationalise the provisions of this procedure and to draw up a plan of measures for continuous improvement of academic and administrative processes. Adjust strategies based on ongoing monitoring and feedback.
17.	IPC	<p>C.2.1.1 IOSUD publishes on the website of the higher education institution, in compliance with the regulations in force on data protection, information such as:</p> <p>a) the regulations of the doctoral school;</p> <p>b) the admission regulations;</p> <p>c) the doctoral studies contract;</p> <p>d) the regulations for the completion of studies, including the procedure for the public defence of the thesis;</p> <p>(e) the content of training programmes based on advanced university studies;</p> <p>f) the scientific and scholarly profile, thematic areas/research topics of the PhD supervisors in the field, as well as their institutional contact details;</p> <p>g) list of PhD students in the field with basic information (year of registration; supervisor);</p> <p>h) information about the standards for the elaboration of the doctoral thesis;</p>	Fulfilled	It is recommended to develop the content in English of the IOSUD-OUC website and continuously update the information available online.

No. Crt.	Indicator type (IP, IP*, IPC)	Performance indicator	Qualification	Recommendations
		i) links to abstracts of doctoral theses to be publicly defended, as well as the date, time and place where they will be defended, at least 20 days before the defence.		
18.	IP	C.2.2.1 All doctoral students have free access to a platform with academic databases relevant to the field of doctoral studies under review.	Fulfilled	Regular information, especially for newly admitted students in doctoral studies, on free access to academic database platforms relevant to the field of Business Administration
19.	IP	C.2.2.2. Each doctoral student shall have access, on request, to an electronic system for checking the degree of similarity with other existing scientific or artistic creations.	Fulfilled	Facilitate access for doctoral students and for the verification of scientific work carried out during doctoral studies (scientific articles, research reports).
20.	IP	C.2.2.3 All doctoral students have access to scientific research laboratories or other facilities depending on the specific field(s) of the doctoral school, according to internal regulations.	Fulfilled	Ensuring permanent access of doctoral students to the university's research infrastructure.

VI. Conclusions and general recommendations

The Business Administration doctoral degree program is committed to providing candidates with a solid foundation for critical thinking by promoting debates relevant to strengthening the role of Business Administration expertise, both in academic excellence and in providing cutting-edge solutions to social problems.

The objectives of the Business Administration doctoral programme can be summarized as follows:

1. From the perspective of academic research excellence, the programme aims to understand and deepen theoretical and methodological approaches to various aspects of advanced business administration research, and to test the applicability of this knowledge by developing hypotheses and promoting theoretical perspectives that will enrich the current knowledge base.
2. Conceptualising, operationalising and developing new research ideas focused on providing solutions to societal problems, with relevance in guiding public and sectoral policy making, from an interdisciplinary perspective and complementary to excellent academic research.
3. The programme aims to familiarise doctoral students with key issues and approaches in empirical modelling, with the aim of ensuring knowledge generation through the use of quantitative, qualitative, econometric and training-assisted statistical methods, by applying them to business administration issues.

The Business Administration doctoral programme offers doctoral students the opportunity to accumulate knowledge and skills, which allows them to have inter-disciplinary approaches, to exploit their research results in the content of articles published both in conference volumes and in specialized journals.

The team of doctoral supervisors is committed to enhancing the quality of doctoral teaching and research by promoting academic ethics and professional deontology, increasing the share of PhD supervisors within the doctoral school, implementing policies to encourage high performance among both supervisors and students, and deepening multidisciplinary academic scientific research. These initiatives aim to ensure adherence to ethical standards, expand the involvement of qualified supervisors, motivate and reward excellence, and foster interdisciplinary collaboration, ultimately contributing to significant advancements in research and academia.

International expert:
Professor, PhD Lilia ŞARGU