Annex No. 3

The External Evaluation Report of a Doctoral Study Domain Doctoral Field: Management – University of Craiova

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I. Introduction[1]

The process of Periodic External Evaluation of Doctoral Study Domain in the field of **Management** was a part of the Periodic Evaluation of Doctoral Studies at University of Craiova. In the evaluation process the following expert panel members participated: Coordinator of the Expert Panel, who is also an expert evaluator (member of academic staff listed in the National Register of Evaluators and has the status of doctoral advisor in the same doctoral study domain), an international expert (member of ARACIS International Evaluators' Register, operating outside Romania) and one doctoral student (member of the National Register of Student Evaluators). The evaluation was organised and coordinated by ARACIS.

The Periodic External Evaluation of Doctoral Study Domain in the field of Management took place from 5th - 9th of July, 2021. During the week of evaluation activities in cooperation with University of Craiova and their representatives and other stakeholders there were online zoom meetings performed. The meetings were held together with IOSUD members. After the week of meetings there was additional week for additional requests for additional documents, individual evaluation activities, assessing the standards per Panel Team and drafting the External Evaluation Report. The meetings where the doctoral domain in the field of Management participated were held together with all doctoral domains of the Doctoral Schools of Economic Sciences.

The Doctoral School of Economic Sciences (SDSE) is one of the ten doctoral schools of IOSUD University of Craiova whose legal status is conferred by the certification received from the Ministry of National Education (hereinafter referred to as MEN) and by the National Council for Attestation of Qualifications, Diplomas and University Certificates (hereinafter referred to as CNATDCU) in 2015, by Government Decision 778 / 23.09.2015, published in the Official Journal of Romania no. 723 bis / 25.09.2015.

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

The management of the doctoral school is ensured by a director of the doctoral school elected by members of the doctoral school and validated by CSUD-UCV of all PhD supervisor s affiliated to the doctoral school and by a Council of the doctoral school (CSD), for a term of 5 years. The doctoral school council includes PhD supervisors from the doctoral school in a maximum proportion of 50%, PhD students in a proportion of 20%, over-approximated if necessary, the rest being completed with members from outside the doctoral school chosen from scientific personalities of whose scientific activity has significant international recognition and personalities from the relevant industrial and socio-economic sectors.

The members of the doctoral school council formed established under Government Decision no. 681/2011 are university teachers who meet the minimum conditions for doctoral management. The doctorate at the University of Craiova in the fundamental field of social sciences, the branch of science - economic sciences, has over 45 years.

The Doctoral School of Economic Sciences started its activity in the academic year 2005-2006. On October 1, 2012, at the University of Craiova, the doctoral education was reorganized by establishing the Doctoral School of Social and Human Sciences for five branches of science and eleven doctoral fields. On October 1, 2015, the Doctoral School of IOSUD - University of Craiova - Doctoral School of Economics 5 Economic Sciences was re-established and it still has five accredited fields: Accounting, **Management**, Finance, Economics, Cybernetics, and Statistics. The Doctoral School of Economic Sciences is an academic community that brings together, within the five doctoral fields, 17 PhD supervisors, 45 research supervisors, and 95 PhD students enrolled in various stages of the doctoral training internship.

The doctoral programmes are organized with the support of teachers from the four departments of the Faculty of Economic Sciences and Business Administration: Economics, Accounting, and International Affairs; **Management**, Marketing, and Business Administration; Finance, Banking, and Economic Analysis; Statistics and Economic Informatics. The mission of the Doctoral School of Economic Sciences is to provide society with development benchmarks through advanced research in economics and business administration. The curriculum of the doctoral school is subordinated to the development of knowledge both in complementary fields of science and in the scientific field in which the doctoral thesis is elaborated.

II. Methods used

Methods used in this External evaluation process are as follows:

- Analysis of the periodic SER provided by IOSUD University of Craiova, Doctoral field **Management**
- Analysis of the Annexes listed in the periodic SER and available on the cloud of ARACIS with online access to the cloud
- Analysis of additional documents provided and explained during the meetings in the week of evaluation
- The analysis of documents, data and information available on the IOSUD's/SDSE's website, in
- electronic format;
- The analysis of documents made available by what's up and gather during the on-site evaluation visit (research infrastructure, institutional infrastructure, classrooms, research centre, laboratory, library, available equipment, etc.)
- The analysis of the notes taken by external expert evaluator and information gathered during online zoom meetings with various stakeholders (with doctoral domain contact person/person who drafted SER, PhD supervisors and academic staff, director of SDSE's research centre and

with the leader of the research laboratory, PhD students, PhD graduates, employers of the PhD graduates; Doctoral School Council members, IOSUD's representatives and Council for Academic Doctoral Studies (CSUD), members of the IOSUD's Ethics Committee and members of IOSUD's Quality Assurance Department, on-line preparatory, organizational and technical meetings of all Expert Panels, and its members, included in Periodic External Evaluation of Doctoral Study Domains of IOSUD)

III. Analysis of ARACIS's performance indicators

Domain A. INSTITUTIONAL CAPACITY

The institutional capacity, including administrative, managerial institutional structures and the financial resources as well as research infrastructure and quality of human resources are positively perceived and the doctoral domain Management is seen as mostly fulfilled in this capacity. Majority of the performance indicators are fulfilled thanks to the specific regulation that is in place and applied on the level of IOSUD and doctoral domain Management. The criteria and standards are applied, procedures implemented according to legislation, there is adequate software for the record of PhD students and there is also antiplagiarism software called Ssitemantiplagiat.ro. Research grants are also in place although there is always need for more financial resources. The only issues are noticed in the area of reaching 10% of the spending for students development but there is a positive response from the DSES to support PhD students in financing training expenses, conference fees, etc. The facilities are shared with other doctoral domains within the DSES and they are sufficient, well equipped. The academic staff and supervisors on the level of doctoral domain Management are competent, with fulfilled national criteria and committed in terms of students support. They are scientifically active and motivated to grow, publish and participate in international programs, conferences and publications of high standards.

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

The mechanisms of efficient functioning related to the relevant law and legislation are fully implemented in the institution and on the doctoral domain in the field of Management level. There is a sufficient logistics too including software for monitoring PhD students, and antiplagiarism software to check the level of similarity of the research projects and dissertations. The financial sources are used optimally but in most sense except some missing resources for funding students needs in terms of training, publishing fees, etc. Therefore there is a room for improvements in that area.

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

Performance Indicator A.1.1.1. *The existence of specific regulations and their application at the level of the Doctoral School of the respective university doctoral study domain:*

(a) the internal regulations of the Doctoral School;

(b) the Methodology for conducting elections for the position of director of the Council of doctoral school (CSD), as well as elections by the students of their representative in CSD and the evidence of their conduct;

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

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

e) functional management structures (Council of the doctoral school), giving as well proof of the regularity of meetings;

f) the contract for doctoral studies;

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

The institutional regulations and methodologies of IOSUD related to organization and functioning or doctoral study programmes are implemented. The IOSUD has elaborated the evidence in the Annexes under the part A. There is an evidence of the institutional regulation for the organizing and development of the doctoral study programmes and regulation of the Doctoral School of Economic Sciences (SDSE). Amongst the evidence there is also the document showing the IOSUD Election results CSUD UCV 2016, CSD student elections and IOSUD results of the by-elections. The SDSE is one of the ten doctoral schools of IOSUD University of Craiova and they are certified by Ministry of National Education. The management of the doctoral school is elected by members and validated by CSUD-UCV and by a Council of the doctoral school (CSD). The election period is 5 years. The documents provided in the periodic self evaluation report and observations during the meeting with the various stakeholders during the week of evaluation process, confirm that this standard is fulfilled.
The Doctoral School Council consists of maximum 50% of PhD supervisors and 20% of PhD students. The
remaining member comes from outside of doctoral school. The methodology is implemented appropriately. In the field of Management there are currently 4 PhD supervisors with certificates and they are presented also on the website of the university.
The management structures are presented under Institutional regulations for the organization and development of doctoral university study programmes and in the Regulation of doctoral schools of economic sciences (SDSE).
The contract for doctoral studies is evident and presented in Annex C.2.2.3.1.
The proposed curriculum at the level of each doctoral domain, including Management, is developed by CSD consulting the PhD supervisors and approved by CSUD and UCV Senate. The curriculum consists of the theme of the training programme based on advanced university studies.

Recommendations: It is recommended to continue with good practices, implementation of the laws, rules and procedures.
The indicator is fulfilled

Performance Indicator A.1.1.2. *The doctoral school' Regulation includes mandatory criteria, procedures and standards binding on the aspects specified in Article 17, paragraph (5) of the Government Decision No. 681/2011 on the approval of the Code of Doctoral Studies with subsequent amendments and additions.*

The regulations of the doctoral schools includes criteria, procedures and mandatory standards for the items specified in Art 17 (5) of the Code of doctoral programmes, approved by *Government Decision* No. 681/2011 on the approval of the Code of Doctoral Studies with subsequent amendments and additions.

Recommendations: Continue with good practices and always include mandatory criteria, procedures and standards in the Doctoral school's Regulations and keep them public.
The indicator is fulfilled

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

Performance Indicator A.1.2.1. *The existence and effectiveness of an appropriate IT system to keep track of doctoral students and their academic background.*

The effective and adequate software for keeping track of PhD students and their academic background is in place. All data and information about students academic achievements is recorded and kept in electronic format. It is operated by the appointed secretary and includes data such as: exams, research reports, interruptions, extensions, transfers from one supervisor to another, payment of fees, public defence of the thesis and other relevant data. For any change in the processing of information in data base should be done only by authorized persons using password. Additionally, each student has a password generated by the Information System.

Recommendations: Continue with a good practice in implementing effective and appropriate IT system and update it to new versions and new technological possibilities.
The indicator is fulfilled

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

The software program which aims to identify and verify the similarity index of all doctoral thesis is in use at the level of the IOSUD. The software named Sistemantiplagiat.ro is recognized by CNATDCU and it indicates the percentage of fragments identified and the exact length and source. The PhD student and PhD supervisor analyse and interpret the similarity report. As per Annex C.2.2.2. (Plagiarism Software license) there is an evidence of a purchase of the antiplagiarism software from 2016. During the meetings with academic staff, students and supervisors it is confirmed their awareness and use of the software. There is also the evidence of the statistical situation regarding the resolution obtained for the PhD field of Management from the year 2015 (not used) and from 2016 until 2018 when they started using the software (Annex B.3.2.1.). As per the SER and responses from the supervisors and Ethics Committee there was no record of any violations of the scientific ethics and professional ethics in the doctoral field of Management.

Recommendations: Continue with using the antiplagiarism software and search for updates and improved versions of it, in order to increase the data base of sources to be checked by the software and to increase the level of originality of doctoral thesis and research papers.

The indicator is fulfilled

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

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

As per the Annex A.1.3.1. Summary of research or institutional development/human resources grants obtained by PhD supervisors in the field of Management there is a total of 7 grants/project funds in the past period from 2015 implemented, while currently 3 being under implementation (STUNED ERASMUS+PROJECT, ROSE, ACTIVE PROJECT). During the meeting with supervisors there was a feedback given that one student is involved in the project but it is not clear weather it is from the field of Management.

Recommendations: Continue to search, attract and participate in research and development grants by acquiring projects and beside supervisors involve also PhD students.
The indicator is fulfilled

Performance Indicator *A.1.3.2. *The percentage of doctoral students active at the time of the evaluation, who for at least six months receive additional funding sources besides government funding, through scholarships awarded by individual persons or by legal entities, or who are financially supported through research or institutional / human resources development grants is not less than 20%.*

According to the evidence provided in SER and Annex A.1.3.2. there was 10 budgeted PhD students enrolled from 2015 to 2020 and 13 PhD students benefited from other funding sources for the duration of at least 6 month. Currently, 5 of the PhD students benefit from sources of funding other than governmental funding (from individuals or legal entities, research or institutional development/human resources grants). The proportion of students is 50% in a sense that 5 students are receiving doctoral and postdoctoral fellowships, out of 10 budgeted students. The grant is not less than 20% (it is 50%) which shows good result in the term of the percentage of doctoral students active at the time of the evaluation, receiving funding beside governmental funds for at least six month.

Recommendations:
The indicator is fulfilled

Performance Indicator *A.1.3.3.[2] *At least 10% of the total amount of doctoral grants obtained by the university through institutional contracts and of tuition fees collected from the doctoral students enrolled*

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

in the paid tuition system is used to reimburse professional training expenses of doctoral students (attending conferences, summer schools, training, programs abroad, publication of specialty papers or other specific forms of dissemination etc.).

The total amount of doctoral grants obtained by the university through institutional contracts and of tuition fees collected from the doctoral students enrolled in the paid tuition system does not reach minimum of 10% to reimburse professional training expenses of doctoral students. The fact is evident from the SER in the part 2 of elaborated criteria as well as during the meetings and feedback provided by the representatives of IOSUD. In spite of that, there is an intention of the Doctoral School of Economic Sciences to support PhD students in the training, participation in conferences, summer schools, courses, internships abroad, publications of articles or other forms of dissemination. The Doctoral School plans to exceed the percentage in the next 3 years. It is not clear what is the exact percentage, but it is below 10% so far.

Recommendations:
In order to comply fully with the requirement of standard A.1 it is important that the IOSUD takes all necessary measures to allocate sufficient budget for support of PhD students in the at least minimum of 10% from the paid tuition system.
The possible solution could be in increased volume of participation in domestic and international projects, organisation of summer schools, conferences etc, in order to increase the revenues, cover other domain costs, so the budget of tuitions and other contracts will be available for students in the required percentage.
There is a need to increase also other self funding activities by cooperation with local, national and international institutions, public and private sectors, and create entrepreneurial environment within the Domain of management.
The solution is to introduce and develop the university entrepreneurship, formation of spin off and start ups at University and Domain level which can contribute to the revenue increase. In this way, the tuition fees will be sufficient to cover even more than 10% of the training and other research expenses of PhD students.
The indicator is partially fulfilled.

Criterion A.2. Research infrastructure

The research infrastructure and facilities of doctoral domain in the field of Management are sufficient for the realisation of doctoral studies, including research laboratories, computers, software, books and international database. As evidenced from the SER and pictures and videos taken from the site visit the research infrastructure ensures students to conduct quality research and projects.

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

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

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 facilities of the IOSUD and Doctoral School are adequate for the realization of research activities and they follow the mission and objectives of the doctoral field of Management. The Doctoral School uses the laboratories used by the Faculty of Economic Sciences and Business Administration (Annex A.2.1.1.1. Facilities). The Management field also has other work spaces, equipped with computers and mini-libraries (room 354, room 355, room 325). There is also a library in the Central Building of the University of Craiova, which has two components: home loan centre and reading room with free access to the shelf, organized by fields (accounting, economics, finance, management, etc.) using the systematic-alphabetical rating system. There is 18071 titles of books and periodicals at the library are available to Ph.D. students in the field of Management of which: 7,984 in the field of management and accounting, 10,087 in the field of economics, finance, cybernetics, statistics; 279 periodical titles for the management field (Annex A.2.1.1.2. Book titles in the field of economic sciences; Annex A.2.1.1.3. Periodic titles in the field of economic sciences). There is also the modern virtual library documenting and accessing scientific papers published abroad. There is also the Anelis Plus database with full text, bibliographic, bibliometric and e-book scientific databases (11 scientific databases and four e-books) (Annex A.2.1.1.4. Full text, bibliographic, bibliometric, bibliometric multidisciplinary scientific databases accessible within UCV). The Annex 2.1.1.5. highlights the research infrastructure purchased and developed in the last 5 years.

Recommendations: Continue keeping and updating research and facility infrastructure.
The indicator is fulfilled

Criterion A.3. Quality of Human Resources

Quality of human resources at the doctoral domain in the field of Management is high and it is one of the strengths of the domain listed in SWOT analysis too. There are 4 PhD supervisors and 3 of them meet the CNATDCU minimum standards, mandatory to obtain the certificate. All are employed fully and they have expertise in the field they are teaching. The number of students they supervise is in line with standards and their publishing activity is indexed in Web of Science with significance in the field of Management.

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

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

According to SER, 4 PhD supervisors, tenured teachers at UCV are active in the field of Management. 75% of them (3) meet the CNATDCU minimum standards in force at the time of the evaluation. One of the PhD supervisors is a retired university professor on the position of PhD supervisor. The Annex A.3.1.1.1. and Annexes A.3.1.1.2 to A.3.1.1.5. are evidence for the above.

Recommendations:
The indicator is fulfilled

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

According to the data provided in SER, all four PhD supervisors have tenure at IOSUD-UCV. There are available certificates issued by the HRM department. One professor is retired university professor and holds the position of PhD supervisor only.

Recommendations:
The indicator is fulfilled

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

The subjects of training in the education program at the doctoral domain Management are taught by teaching staff with PhD supervisor status and they have the proven expertise in the field of the subjects they teach. The evidence is presented in the SER in the annexes from A.3.3.3.1. to A.3.1.3.7. The annexes show the Curriculum, teaching load and schedule as well as the teachers CVs. The same is also confirmed during the meeting with academic staff and supervisors.

Recommendations:
The indicator is fulfilled

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

The two supervisors have over 8 PhD students an an internship, 9 and 10. Other two PhD supervisors have 8 or less PhD students on an internship. The Annex A.3.1.4. shows the distribution where it is clear

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

that 1 supervisor have 10 students, 1 have 9 students, 1 have 8 and 1 have 2. This information is for the period 2019-2020.

Recommendations:
The indicator is fulfilled.

Standard A.3.2. The Doctoral advisors within the domain are carrying out a scientific activity visible at international level.
The Doctoral advisors witing the domain in the field of Management have reached significant scientific activity visible at international level. As mentioned earlier the academic staff and supervisors are of high quality and they do work hard in order to support students as well as to maintain their personal growth and achieve international visibility. The effort and commitment of the PhD supervisors are high and they tend to continue and further improve their international scientific activity too.

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

According to information provided in SER and Annex 3.2.1.1. List of 5 representative publications of PhD supervisors, in the period of 2015-2020 and Annex 3.2.1.2. The situation of the international scientific activity of PhD supervisors in the period 2015-2020 there is available evidence 75% of the PhD supervisors present at least five indexed WOS or other achievements relevant for the field of Management. This is also the proof of their relevant international contributions to the scientific research and development as well as innovation in the field of Management. The number is 3 out of 4 supervisors, which is the 75% of the needed minimum of 50% as per this standard. Additionally, in the period of 2015-2020 all PhD supervisors have international visibility in various scientific activities which is 100%.

Recommendations:
The indicator is fulfilled.

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

The three out of four (75%) of the PhD supervisors are scientifically active scientifically thus obtaining more than required 25% of the score required by the CNATDCU minimum standards in force at the date of the evaluation, required and mandatory to obtain the habitation certificate. It is based on the scientific result of the last five years. The data is available in the following annexes: Annex A.3.1.1.1. List of PhD supervisors active in the field of Management and compliance with the CNATDCU minimum standards and Annexes from A.3.1.1.2. to A.3.1.1.5. Supporting documents for compliance with the minimum standards for the habitation of PhD supervisors in the field of Management in the period 2015-2020.

Recommendations:
The indicator is fulfilled.

Domain B. EDUCATIONAL EFFECTIVENESS

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

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

Standard B.1.1. The institution organizing doctoral studies has the capacity to attract candidates from outside the higher education institution or a number of candidates exceeding the number of seats available.
This standard is fulfilled and the institution organizing doctoral studies in the field of Management has the capacity to attract candidates which is larger than the number of available places.

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

According to Annex B.1.1.1. The situation of master's graduates who entered the competition/were enrolled in the period 2015-2020 and the institution conferring the Master's degree, there is 1.12 total of budgeted places, which is more than 0.2 as per minimum requirements.

Recommendations:
The indicator is fulfilled.

Standard B.1.2 Candidates admitted to doctoral studies demonstrate academic, research and professional performance.
The candidates admitted to doctoral program in the doctoral domain in the field of Management are of sufficient quality and the selection is based on the selection criteria as described in the following performance indicator. The dropout rate of PhD students mostly does not exceed 30% especially in the recent years.

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 study programs is based on the selection criteria that include various elements such as: graduating the bachelor and master degree where the graduation average must be at least 8, admission examination within SDSE including the presentation of a doctoral research project within one of the research directions proposed by the PhD supervisor. The bibliography and the doctoral research projects are published on the website under the Admission Section. Admission examination and evaluation is being conducted by admission commission and minimum admission average grade of 7 is taken into account. Admission are made in descending order of the general admission average grades obtained by the candidates.

Recommendations:
The indicator is fulfilled.

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

The average dropout rate of PhD students for the admission sessions from 2005-2019 2 years after admission was less than 30%, 2015-2016 was 40%, 2016-2017 was 50%, than again less than 30% for 2017-2018 (20%), followed by 38,46% for 2018-2019 than 7.69% for 2019-2020. The trend shown here is a very positive and indicates the lowering of the drop-out rate in recent years.

Recommendations:
The indicator is fulfilled.

Criterion B.2. The content of doctoral programs

The training program, the curriculum and disciplines included in the doctoral domain in the field of Management as well as guidelines, consultancy and publishing of PhD students with their committees is fulfilled. Students receive sufficient number of meetings and consultancy with the committees and they benefit from those meetings. There are also the disciplines dedicated to Ethics and Intellectual Property where students can gain competencies in terms of being able to apply it in their research projects and

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

thesis writing. The major observation when it comes to performance indicator concerning the learning outcomes", specifying the knowledge, skills, responsibility and autonomy that doctoral students should acquire after completing each discipline or through the research activities, is that it is only partially fulfilled due to lack of specific learning outcomes, distribution of ECTS and students workload including also the lack of clear assessment methods of each specific learning outcome.

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

The training programs on the doctoral domain in the field of Management is based on the advanced academic studies and they do include at least 3 subjects relevant for the development of the scientific advancements of PhD students and they do aim to improve the students research skills. There is a room for improvements in the syllabuses and the creation of learning outcomes of the courses as well as the ECTS understanding from the perspective of students and the relationship between ECTS and the students workload. Students do receive the guidelines and consultancy from the advisory committees and number of PhD students and the number of teachers/researchers who provide guidance is not larger than 3:1. It has been 2.85 so far.

***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 for the first year of doctoral study of Management includes 6 relevant disciplines in scientific research. Two of them offer in-depth study of the methodology of research and statistical data processing. Those are the following: Methods of interdisciplinary research in economics, ethics and academic integrity and Epistemology and quantitative methods in economics. The sources and evidence can be found in the Annexes from B.2.1.1.1. until B.2.1.1.7. where the each Course Syllabus is presented. Beside the evidence reported in SER and annexes the evidence is also found during the meetings with academic staff, supervisors, students and graduates.

Recommendations:
The indicator is fulfilled.

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

There are two disciplines dedicated to Ethics and Intellectual Property in scientific research taught in the doctoral program. There is a course called Interdisciplinary research methods in economics, ethics and academic integrity and course called Ethics, social responsibility and academic integrity. In the SER is included the Annex B.2.1.1.1. the content of Management curriculum, in the Annex B.2.1.1.2. the MCIEEIA course syllabus and in the Annex B.2.1.1.7. the syllabus of the course Ethics, social responsibility and academic integrity. During the interviews and meetings with students, academic staff, supervisors and graduates it is also confirmed that they do have the courses, how they are important for doctoral students and also the awareness of the courses content.

Recommendations:
The indicator is fulfilled

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

There is a procedure for drawing up curricula and course syllabi as per Annex B.2.1.2. From the Annexes B.2.1.1.2. to B.1.1.7. there are course syllabuses presented. The IOSUD has developed mechanisms to ensure the training programs based on the learning outcomes but the specific and appropriate learning outcomes are not provided in the majorities of syllabuses. The concept of learning outcomes at the level of the doctoral studies must be specific and according to EU guidance. Both groups of representatives on the meetings (the academic staff/supervisors and students) are not familiar with the full concept and meaning of learning outcomes, their relationship with the ECTS allocation and the students workload. During the meetings conducted with them, there is no evidence of understanding the concept of Bloom's taxonomy of knowledge. It is necessary to improve syllabuses accordingly and adjust the workload as well as the methods how to check/examine each learning outcome. Specific learning outcomes can be checked in one of more exams, research papers and students activity. It should be clearly explained in syllabuses. The syllabuses must also include the correlation between each learning outcome on the level of the course and the level of study program. There is usually 5-6 specific learning outcomes per each syllabus. Each one determines the competencies and skills that students will gain once they accomplish each learning outcome. The concept provided in the syllabuses in the doctoral domain in the field of Management do not reach that standard and should be revised.

Recommendations: To revise the concept of syllabus development including the EU standards when it comes to following: development of specific learning outcomes on the level of the doctoral study for each syllabus, creation of 5-6 specific learning outcomes with the specific methods how they will be measured and fulfilled by the students, as well as allocation of appropriate and relevant number of ECTS per each learning outcome. The workload must be clear and explained in the syllabuses but also communicated to students. The Bloom's taxonomy of knowledge can be helpful here and the level of learning outcomes should be appropriate with the doctoral level of study. There is a need to explain the methods of accomplishing each learning outcome and to measure its quality. There is also the need to implement the correlation between each specific learning outcome on the level of the course with the learning outcomes of the doctoral program in the field of Management. It is a strong and necessary recommendation for this performance indicator which will ensure compliance with EU standards.
The indicator is partially fulfilled.

Performance Indicator B.2.1.4. *All along the duration of the doctoral training, doctoral students in the domain receive counselling/guidance from functional guidance commissions, which is reflected in written guidance and feedback or regular meeting.*

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

There are the advisory committees providing the guidance and consultancy to PhD students on the level of doctoral domain in the field of Management. There is a table of advisory committees for PhD students enrolled in the period 2015-2020, there is also a programme of advising/guiding and the evidence of functionality of the advisory committee related to publications/articles of PhD students jointly with the member of the advisory committees 2015-2020. It is all presented in the Annexes from B.2.1.4.1. to B.2.1.4.3. On average there were 6 meetings per student per academic year held in the past but since 2019 and the start of pandemic and online work, there were monthly online meetings held with each PhD student. The publishing activity with the PhD students and members of the advisory committees are increasing and reaches from 1 to 7 research papers published.

Recommendations:
The indicator is fulfilled.

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

For the period of five years, from 2015-2020, the number of PhD students and the number of teachers/researchers who provide guidance is 2.85 which is in line with the requirement of the performance indicators, not to exceed the ratio 3:1. The evidence is presented in the Annex B.2.1.4.1. There is 20 teachers and 57 PhD students in the observed period of time (five years).

Recommendations:
The indicator is fulfilled.

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

The results of doctoral studies and procedures for the their evaluation are fulfilled. The students present research papers in scientific conferences and their papers do represent the contribution in the field of Management as well as their participation in international events is higher than 1 which also comply with the required performance indicator.

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

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

In the doctoral domain of Management field there were 19 representative scientific papers presented. The selection of 5 such papers resulted in the assessment that they all of them have a relevant

contribution for the doctoral study domain of Management and all 5 contain significant original contribution in the respective domain which is higher than 3.

Recommendations:
The indicator is fulfilled.

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

According to the Annex B.3.1.2. the ratio between the number of presentations made at prestigious international events and the number of PhD students who completed their doctoral studies in the evaluated period of 5 years is 3.39 which complies with the standard as being higher than 1.

Recommendations:
The indicator is fulfilled

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

The evidence is presented that the doctoral domain in the field of Management does involve a significant number of external scientific specialists in the commission for public defence while the numbers do not exceed the proposed/standard values per year and the criteria related to the ratio is also fulfilled.

Performance Indicator *B.3.2.1. *The number of doctoral theses allocated to one specialist coming from a higher education institution, other than the evaluated IOSUD should not exceed two (2) in a year for the theses coordinated by the same doctoral thesis advisor.*

As per the Annex B.3.2.1. the number of *doctoral theses allocated to one specialist coming from a higher education institution, other than the evaluated IOSUD should not exceed two (2) in a year for the theses coordinated by the same doctoral thesis advisor. It has been evident that this criteria is fulfilled.*

Recommendations:
The indicator is fulfilled.

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

According to the Annexes B.3.2.1. and B.3.2.2. there are evidences that the *ratio* between the doctoral theses allocated to one scientific specialist coming from a higher education institution, other than the institution where the defence on the doctoral thesis is organized, and the number of doctoral theses presented in the same doctoral study domain in the doctoral school is not higher than 0.3 for 15 reviewers considering the past five years (2015-2020), while for 2 of them is more than 0.3. being for one of them 0.32 and for another one 0.55.

Recommendations:
The indicator is fulfilled.

Domain C. QUALITY MANAGEMENT

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

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

On the level of the IOSUD and doctoral domain in the field of Management there is a proof of existence of periodic implementation of the internal quality assurance as well as the implementation of the system in terms of different standards being evaluated and monitored and collecting feedback from the PhD students, important for further improvement of the domain and study program.

Standard C.1.1. There are an institutional framework and procedures in place and relevant internal quality assurance policies, applied for monitoring the internal quality assurance.

The institutional framework is present on the level of the IOUSUD and the doctoral domain in the field of Management and there are evidences for that. There is evaluation and monitoring process in place in regards to major activities starting with scientific work of advisors and students, the infrastructure, procedures and rules for students, training programs and other social and economic activities.

***Performance Indicator C.1.1.1.** The Doctoral school in the respective university study domain shall demonstrate the continuous development of the evaluation process and its internal quality assurance following a procedure developed and applied at the level of the IOSUD, the following assessed criteria being mandatory:*

(a) the scientific work of Doctoral advisors;

(b) the infrastructure and logistics necessary to carry out the research activity;
(c) the procedures and subsequent rules based on which doctoral studies are organized;
d) the scientific activity of doctoral students;
e) the training program based on advanced academic studies of doctoral students;
f) social and academic services (including for participation at different events, publishing papers etc.) and counselling made available to doctoral students.

According to SER there is a complete procedure explained in regards to internal monitoring of doctoral school in the field of Management and during the interviews with academic staff, supervisors, students and Council members, the same is confirmed. The evaluation has aims to increase the quality of the program, educational and managerial effectiveness too. The evaluation is done annually from October to September. The evaluation should be approved by the Council on the level of doctoral school for the domain and it will be analysed by Council. The criteria taken into account are the scientific activity of supervisors, the number of publications in relevant journals and the points accumulated in order to meet the minimum standard for obtaining the qualification for the academic year when the evaluation is carried on, the number of students who completed the study within 3 years, who have publicly defended the thesis too, infrastructure and logistics quality, other obligations as per curriculum, analysis why the program would not be completed in three years time and analysis of the online questionnaire results. Considering the SER data available and the meetings with various stakeholders it is identified that most of the procedures and rules are implemented and known to all.

Recommendations:
The indicator is fulfilled.

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

There is an on-line questionnaire implemented and conducted in order to identify the needs and general level of satisfactions of PhD students within the domain in the field of Management. The aim is to evaluate the study programs and research programs. Each student has an access to the questionnaire which is confirmed during the meetings with staff and students but also written in the SER.
According to Annex C.1.1.2.1. there is a written methodology for filling the online questionnaire, than the example of the questionnaire for PhD students in Annex C.1.1.2.1., followed by Annex C.1.1.2.3. with evaluation of answers from PhD students and statistical interpretation in the Annex C.1.1.2.4.
The results of the presented questionnaire show the 4.87 as total score and the majority of the assessment is assessed with excellent. There is a proof of high level of students satisfaction with the criteria analysed.

Recommendations:
The indicator is fulfilled.

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

There is a transparency of information and accessibility of learning resources at the level of the doctoral domain in the field of Management and it is achieved through IOSUD's and FEAA's official website which provides all (PhD candidates and PhD students) with all important information related to all aspects of the study programs but also of the learning resources. All other stakeholder can also access the information important for the study program and specific requirements, regulations, learning resources, anti-plagiarism software and other needed facilities.

Standard C.2.1. Information of interest to doctoral students, future candidates and public interest information is available for electronic format consultation.
The information of interest to doctoral students, future candidates and public interest is available for electronic format consultation as described in the performance indicator C.2.1.1.

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 IOSUD ensures that there are information available and can be accessed in order to inform all students candidates and PhD students about the program, regulations, contract, procedures to defend the thesis, content of the training program, research themes of the Doctoral advisors within the domain of Management other important standards and information. The evidence is presented in SER pg. 36-37 and can be seen on the links for each above performance indicator element as follows:
a) doctoral school regulations:
https://www.ucv.ro/pdf/invatamant/management/regulamente/Regulamente%20studii/Regulântul_de_organizare_si_functionare_programmee_studii_doctorat_al_IOSUD.pdf
b) the admission regulation
https://www.ucv.ro/pdf/invatamant/educatie/programmee_doctorat/admitere/informatii/2019/Regulament_organiz_si_desf_concurs_de_admitere_2019_2020.pdf
http://feaa.ucv.ro/one/images/docs/scoala_doctorala/Regulament_SDSE_02_02_2019_1.pdf
c) the doctoral study contract
https://www.ucv.ro/invatamant/educatie/programmee_doctorat/admitere_contracte_studiu.php
d) the study completion regulation, which shall include the procedure for the public defence of the thesis:

- chapter VII of the doctoral school regulations “PhD thesis and completion of doctoral studies” http://feaa.ucv.ro/one/images/docs/scoala_doctorala/Regulament_SDSE_02_02_2019_1.pdf
- Guide on the elaboration of doctoral theses, Part II “Supporting and evaluating the doctoral thesis” http://feaa.ucv.ro/one/images/docs/2017-2018/admitere/doctorat/Ghid_Teza_Doctorat_09_05_2017.pdf
e) the content of the study programmes http://feaa.ucv.ro/one/images/docs/2017 2018/admitere/doctorat/planui_invatamant/Plan_de_inv_2020-2021_Cibernetica_si_Statistica.pdf
f) the scientific profile and research interests/topics of the PhD supervisor s in the school, as well as their institutional contact data http://feaa.ucv.ro/one/index.php?option=com_content&view=article&id=2370&Itemid=553&lang=roIOSUD - University of Craiova - Doctoral School of Economics http://feaa.ucv.ro/one/index.php?option=com_content&view=article&id=2897:admiterea-la-scoala-doctorala-de-stiinte-economice-2020&catid=156:studenti doctorat&lang=en
g) the list of PhD students in the school with the basic information (year of enrolment; supervisor) https://www.ucv.ro/invatamant/educatie/programmee_doctorat/lista_conducatori_doctorat.php
h) information about the elaboration standards of the doctoral thesis http://feaa.ucv.ro/one/images/docs/2017-2018/admitere/doctorat/Ghid_Teza_Doctorat_09_05_2017.pdf
i) links to the abstracts of the doctoral theses to be defended publicly, as well as the date, time, place where they will be defended, at least 20 days before the defencehttps://www.ucv.ro/invatamant/educatie/programmee_doctorat/programmeate.php
The meetings with various stakeholders during the assessment week proofs the existence of the information in the electronic format and the awareness of it.

Recommendations:
The indicator is fulfilled

Standard C.2.2. The IOSUD/The Doctoral School provides doctoral students with access to the resources needed for conducting doctoral studies.
The IOSUD and Doctoral Domain of Management provides doctoral students with access to the resources needed for conducting doctoral studies which consists of the access to academic databases (scientific and e-books) in the field of Management, to antiplagiarism software Sistemantiplagiat.ro and access to research laboratories and other needed facilities.

Performance Indicator C.2.2.1. *All doctoral students have free access to one platform providing academic databases relevant to the doctoral studies domain of their thesis.*

According to the data provided in SER and the Annex A.2.1.1.4. Multidisciplinary/specialized full text, bibliographic, bibliometric scientific databases accessible within the University of Craiova) there is 11 scientific databases available to students and 6 e-books databases. The system for accessing the databases is called Anelis Plus. All doctoral students have free access to the platform.

Recommendations:
The indicator is fulfilled.

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

Each student has access to the electronic software for checking similarity with other existing sources and it is based on the request of the student in coordination with the supervisor. The software is called Sistemantiplagiat.ro and it is already explained in the Annex A.1.2.2. of the SER. Each supervisor has licenses of the Plagiarism Detector program recognized as CNTDCU and so far there was no report on any violation of the scientific ethics and professional ethics in the field of the Management doctoral domain. This was discussed with supervisors and Ethics Committee members during the meeting, and the same is confirmed. The antiplagiarism reports show very low percentage of similarity per each doctoral thesis.

Recommendations:
The indicator is fulfilled.

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

According to the SER there is a Following provisions of the Doctoral Studies Contract, art. 9, points 9.1-9.4 (p. 3), "the PhD student has the right to use the laboratories, classrooms, and seminars, reading rooms, libraries and other means provided by IOSUD for professional training, as well as for cultural activities and sports, in compliance with IOSUD internal regulations; to use protective equipment during the execution of practical work that takes place in the toxic environment, according to the rules of labour protection; use e-mail and the Internet only in connection with the training activity and other issues of the educational or research process; to use the scientific research and documentation facilities of the university and of the faculties." It is presented in the Annex C.2.2.3.1. Contract of Doctoral Studies and shows that all students have access to research laboratories or other facilities, as provided in the FEAA Organization and Functioning Regulations (Annex C.2.3.3.2 Regulation on the organization and functioning of the Faculty of Economic Sciences and Business Administration).

Recommendations:
The indicator is fulfilled.

Criterion C.3. Internationalization

Internationalisation of the IOSUD and doctoral domain in the field of Management is mostly accomplished but there is a room for improvement especially in the performance indicators C.3.1.1. and C.3.1.3. There is a need to implement the curriculum in English language and other languages, and to increase the level of promotion of Erasmus+, cooperation with other institutions, international doctoral schools, supervisors, guest lecturers, etc.

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

The strategy of internationalisation exists at the level of IOSUD and it concenrs aslo the doctoral domain in the field of Management but there is a room for improvement of the implementation and realisation of

the international mobility. The level of participation in Erasmus+ should be increased by the students participating in exchange program.

Performance Indicator *C.3.1.1. *IOSUD, for every evaluated domain, has concluded mobility agreements with universities abroad, with research institutes, with companies working in the field of study, aimed at the mobility of doctoral students and academic staff (e.g., ERASMUS agreements for the doctoral studies). At least 35% of the doctoral students have completed a training course abroad or other mobility forms such as attending international scientific conferences. IOSUD drafts and applies policies and measures aiming at increasing the number of doctoral students participating at mobility periods abroad, up to at least 20%, which is the target at the level of the European Higher Education Area.*

On the level of IOSUD-UCV there are agreements on the Mobility with foreign universities, research institutes and with companies carrying out activities in the field of study with the aim to attract and improve the competencies of the PhD students and teachers. Out of 69 agreements there are only 14 agreements offer mobility for doctoral level. In the period of five years 2015-2020 there was no outgoing mobility of PhD students at all which indicates low interest or low promotion or lack of information and motivation to participate in any form of mobility within Erasmus+. However, 13 students, out of 22 who presented their doctoral thesis in the same period, participated in international conferences abroad with 59% in total. This is also evident in the Annex C.3.1.1.2. of the SER. During the meeting with students and academic staff and supervisors, there was no evidence that students are motivated to travel abroad and participate in the Erasmus+ mobility. The reasons given were related to family situation or job circumstances as well as the Covid-19 pandemic and measures for the last year. There is an indication of effort by the doctoral domain to convince students to participate in the program of international mobility and intention to ask the agency to accept 1 month mobility which would suits students better. This is a good approach to find solution to motivate students to utilize the opportunities offered and benefit from such international programs.

Recommendations: To create and implement action plan in order to motivate and stimulate PhD students to participate in the Erasmus+ mobility and to sign more contracts on the level of doctoral study programs with international universities, institutions and scientific research centres. To promote Erasmus+ on different platforms, to convince employers in benefits students will have after competing the program, and research opportunities within the international environment. Students and teachers could gain more competencies, broaden experiences and develop long term cooperation with some institution and representatives of foreign institutions. There is an opportunity to develop hybrid schemes of Erasmus+ which can be partially done online and partially by traveling abroad. The aim should also be to attract more foreign students and prepare curriculum, syllabuses and other documents in English language, publish them on the website and inform regularly agreement partners and new partners about the potential of international mobility.

The indicator is partially fulfilled

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

As per the information provided in SER within the field of Management, the involvement of PhD supervisors in the coordination of doctoral research of international students is supported. The PhD supervisors established professional connections with teachers from foreign universities to organize doctorates in international co-supervision. There are no doctorates in international co-supervision in the period 2015-2020. However, in the period 2016-2020, 15 foreign doctoral and postdoctoral students benefited from the Eugen Ionescu Scholarship, studying for three months under Prof. Adriana Burle Schopoiu's guidance in the field of Management. Annex C3.1.1.3. Situation_Doctoral and postdoctoral scholarships Eugen Ionescu_2015-2020 C.3.1.3. C.3.1.3. During 2011-2017, Professor Joachim Zentes from Saarland University, Saarbrucken, Germany, collaborated with the University of Craiova, Faculty of Economic Sciences and Business Administration, making presentations at the International Conference organized by the faculty, teaching the course "Global Strategic Management." to the master's programme in Economics and Business Administration - in English (in which PhD students in the field of Management were also invited to participate) and the course "Epistemology and Design of Economic Research," at the Doctoral School within the University of Craiova. In 2013, the University of Craiova, at the proposal of the Faculty of Economic Sciences and Business Administration, was awarded the title of Doctor Honoris Causa. (presentation by Joachim Zentes - http://www.ucv.ro/pdf/international/informatii_generale/doctor_honoris/Joachim_ Zentes.pdf) C.3.1.4. Starting with 2011, Prof. Eleftherios Thalassinos, Ph.D., Professor of International Economics and Quantitative Methods at the University of Piraeus, Greece, an expert with very high international visibility at the international level (European Chair Jean Monnet in European Integration since 1997), started an extensive collaboration with FEAA (courses taught at FEAA, http://vivatstudentia.ro/2014/04/economia-pe englezeste/), he was awarded the title of Doctor Honoris Causa on March 19, 2015 IOSUD - University of Craiova - Doctoral School of Economics 40 (presentation Eleftherios Thalassinos, http: //www.ucv .ro / media / det.php? id = 920) and participated in the international conference held in Craiova, iCOnEc, in 2017-2018 (as Key Note Speaker and section moderator). C.3.1.5. (Annex C.3.1.2. Presentation of experts who gave courses/lectures for PhD students) C.3.1.6. During the international conference held in Craiova in 2017, iCOnEc, participated as Key Note Speaker and moderator of the Management, Marketing, Tourism and Corporate Social Responsibility section (http://feaa.ucv.ro/conferinta/images/docs/iconec2017/PROGRAMME_CONFE RINTA_SITE_2017.pdf) on 27.10.2017 (attended by Ph.D. students in Management, who presented their research results) Samuel O. Idowu (https://www.londonmet.ac.uk/profiles/staff/samuel-o-idowu/), associate professor at London Metropolitan University (UK), publisher of a prestigious series of books on Corporate Social Responsibility published by Springer, first vice president, and deputy general manager of Global Institute of Corporate Governance (a worldwide network of researchers based in New Orleans, USA), which includes two of the Ph.D. supervisorsin the field Management: Sitnikov Cătălina Soriana and Burlea Șchiopoiu Adriana). C.3.1.7. During the international conference held in Craiova in 2018, iCOnEc, participated as Key Note Speaker and moderator of the Management, Marketing, Tourism and Corporate Social Responsibility section (http://feaa.ucv.ro/conferinta/images/docs/iconec2018/Programme_FINAL_10i COnEc.pdf) on 27.10.2018 (attended by Ph.D. students in Management, who presented their research results) Mara del Baldo (https://www.eurospes.org/content/bio/mara-del-baldo), associate professor at the University of Urbino (Italy), visiting professor at the University of Vigo (Spain), Jurai Dobrila University in Pula (Croatia) and New Bulgarian University in Sofia (Bulgaria), member of Italian Society Of Business Economics and Accounting (SIDREA) Italian Society of Sciences of Tourism (SISTUR), Association for the Study of SMEs (ASPI), Center for Social and Environmental Accounting Research (CSEAR Italy), European Business

Ethics Network (EBEN) , etc. All these evidence justify the effort of the IOSUD and doctoral domain in terms of expanding internationally. On the other hand there is no interest from the students to get international co-supervisor because they are sceptical. The reasons should be in their insecurity, lack of confidence, knowledge or experience, but this should not be the reason and the doctoral domain supervisors and all parties involved should make action plan how to motivate students and to implement co-mentorship with foreign experts. This would increase the level of competencies of students and broaden their research activities and scientific excellence.

Recommendations: There is a strong recommendation to motivate students for international co-mentorship and to develop action plan how to implement it to the curriculum. This should not be left only on the level of student wishes but should be supported by the doctoral domain and students should be aware of the benefits of such international co-mentorships.

The indicator is fulfilled. (with recommendations)

Performance Indicator C.3.1.3. *The internationalization of activities carried out during the doctoral studies is supported by IOSUD through concrete measures (e.g., by participating in educational fairs to attract international doctoral students; by including international experts in guidance committees or doctoral committees etc.).*

There is a certain level of activities related to promotion of internationalization and doctoral program of Management. The promotion is based on the agreements signed with other universities and institutions abroad and during the Erasmus+ weeks by the professors and partners. Through the University Agency of Francophone 15 doctoral and post doctoral students benefit of the scholarship 'Eugen Ionescu' and studied 3 month Management on UCV. One PhD supervisor participated (Burlea Șchipoiu Adriana) in a committee to guide a PhD thesis abroad, as a rapporteur. (Annex A.3.2.1.2. Situation of the international scientific activity of PhD supervisors in the period 2015-2020). The internationalization of the activities within the doctoral studies is also proved by the large number of international students who are enrolled in the field. Attracting foreign students is the result of international activities in which the Ph.D. supervisors from IOSUD-UCV, SDSE, particularly in the field of Management, have participated and are still participating. (Annex C3.1.3. List of foreigners enrolled in the doctoral field of Management). There is no doubt that there is a certain level of activity towards internationalization but this is not sufficient. During the meetings with management and other stakeholders there is a clear explanation about the need to improve international level of activity in the future. This was seen as one of the weaknesses of the doctoral domain but also at the IOSUD level.

Recommendations: To promote internationalization in both ways (incoming and outgoing, co-mentorships, attract more international guest lecturers and offer more guest lectures abroad as well as trainings and WS within and beside Erasmus+ program) it is very important to create action plan with specific goals and measures. The curriculum must be offered in English language, the syllabuses should be available in English language with correlation and improved learning outcomes corresponding to EU standards of higher education and doctoral level. There should be list of courses available completely in English language with academic staff that can perform in English language. There should be more promotion of the doctoral domain to foreign universities and institutions. The models of cooperation must be adjusted to Covid-19 pandemic too, and some courses can be delivered in English online. The full set

of documents, rules and regulations related to study program should be in English. The whole set of documents and procedures should be created and the whole infrastructure (including administrative issues and other supportive documents important for students on the international level) should be adopted to meet requirements of international students' need, including quality assurance, etc. Promotion should be done through different media from word of mouth, academic staff, supervisors, students, Alumni association, social networks and media such as LinkedIn, Instagram, Facebook, websites, workshops, round tables, exhibitions, online events and presentation of the IOSUD and doctoral domain, etc.

The indicator is partially fulfilled.

IV. SWOT Analysis

Strengths:	**Weaknesses:**
- rules and regulations applied and existence of procedures in accordance to the national law of education - quality assurance system - development strategy - reputation and experience of the IOUSD - long history of the IOSUD - quality of academic staff and supervisors - motivated academic staff - motivated and committed PhD supervisors - motivated and satisfied students - research facilities and infrastructure - research and scientific activity of supervisors and students - willingness of management to improve Doctoral Domain - committed management - good cooperation with employers of students - regional reputation of University of Craiova and doctoral domains - good ration of students/supervisors - high satisfaction of students with supervisors and doctoral domain program	- insufficient support to PhD students in terms of the percentage of grants and tuitions allocated for their research, training, summers schools, conference attendance, publishing etc. - lack of internationalisation - lack of promotion in order to attract more international students - lack of participation in projects and self funding activities - lack of implementation of certain formal procedures such as communication between students and employers of students - Alumni club and their activity - lack of data base and initiative to actively involve Alumni to the development of IOSUD - lack of employers survey and formal feedback on the satisfaction with PhD students - lack of inclusion of employers in the revision and improvements of study programme - lack of assistant teachers (can be selected from PhD students) - lack of budget and financial funds for further growth, travel, internationalization and staff advancements - workload of academic staff and PhD supervisors - lack of English courses and syllabi - lack of examination methods related to learning outcomes according to Bloom's taxonomy of knowledge - the level of literature and sources in syllabuses

	- lack of research activities in the benchmarking aspect – comparisons with competitors on the national and international level - orientation to the local regional market only
Opportunities: - increase the self funding activities by increased participation in projects - funding from projects and contracts with public and private sector - promote doctoral domains and schools on the national level and attract students from other Universities and regions - cooperation and development of joint doctoral study programs with international universities and doctoral schools - internationalization – more Erasmus and contract based cooperation with international and EU institutions of higher education - improve the quality of online studies and promote it abroad - improve courses in English and promote them abroad - create learning incubators or entrepreneurial incubators - establish university entrepreneurship and include doctoral domain to the research and implementation - employ more assistants for academic staff and supervisors	**Threats:** - general economic situation and crisis influenced by Covid-19 pandemic - competition of other institutions on the national level - competition in the private university sector if private institutions will provide doctoral study programmes - international universities who can attract local students to work, live and study abroad - unsufficient research budget can lead to decrease of the quality of the research and lower number of students

V. Overview of judgments awarded and of the recommendations

No.	Type of indicator (*, C)	Performance indicator	Judgment	Recommendations
A.1.1.1.		The existence of specific regulations and their application at the level of the Doctoral School of the respective university doctoral study domain	**fulfilled**	

A.1.1.2.		The doctoral school' Regulation includes mandatory criteria, procedures and standards binding on the aspects specified in Article 17, paragraph (5) of the Government Decision No. 681/2011 on the approval of the Code of Doctoral Studies with subsequent amendments and additions.	**fulfilled**	
A.1.2.1.		The existence and effectiveness of an appropriate IT system to keep track of doctoral students and their academic background.	**fulfilled**	
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**	
A.1.3.1.		Existence of at least one research or institutional / human resources development grant under implementation at the time of submission of the internal evaluation file, per doctoral study domain under evaluation, or existence of at least 2 research or institutional development / human resources grant for the doctoral study domain, obtained by doctoral thesis advisors operating in the evaluated domain within the past 5 years. The grants address relevant themes for the respective domain and, as a rule, are engaging doctoral students.	**fulfilled**	
A.1.3.2.		The percentage of doctoral students active at the time of the evaluation, who for at least six months receive additional funding sources besides government funding, through scholarships awarded by individual persons or by legal entities, or who are financially supported through research or institutional / human resources development grants is not less than 20%.	**fulfilled**	
A.1.3.3.		At least 10% of the total amount of doctoral grants obtained by the university through institutional contracts and of tuition fees collected from the doctoral students enrolled in the paid tuition system is used to reimburse professional training expenses of doctoral students (attending conferences, summer schools, training, programs abroad, publication of specialty papers or other specific forms of dissemination etc.).	**partially fulfilled**	In order to comply fully with the requirement of standard A.1 it is important that the IOSUD takes all necessary measures to allocate sufficient budget for support of PhD students in the at least minimum of 10% from the paid tuition system. The possible solution could be in increased volume of participation in domestic and international projects, organisation of summer schools, conferences etc, in order to increase the revenues, cover other domain

				costs, so the budget of tuitions and other contracts will be available for students in the required percantage. There is a need to increase also other self funding activities by cooperation with local, national and international institutions, public and private sectors, and create entrepreneurial environment within the Domain of management. The solution is to introduce and develop the university entrepreneurship, formation of spin off and start ups at University and Domain level which can contribute to the revenue increase. In this way, the tuition fees will be sufficient to cover even more than 10% of the training and other research expenses of PhD students.
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**	
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**	
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**	
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*	**fulfilled**	

		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.		
A.3.1.4.		*The percentage of doctoral thesis advisors who concomitantly coordinate more than 8 doctoral students, but no more than 12, who are themselves studying in doctoral programs[6] does not exceed 20%.*	**fulfilled**	
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**	
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*	**fulfilled**	

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

		for acquiring their enabling certificate, based on their scientific results within the past five years.		
B.1.1.1.		*The ratio between the number of graduates of masters' programs of other higher education institutions, national or foreign, who have enrolled for the doctoral admission contest within the past five years and the number of seats funded by the state budget, put out through contest within the doctoral domain is at least 0.2 or the ratio between the number of candidates within the past five years and the number of seats funded by the state budget put out through contest within the doctoral studies domain is at least 1,2.*	**fulfilled**	
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**	
B.1.2.2.		*The expelling rate, including renouncement / dropping out of doctoral students 3, respectively 4, years after admission[7] does not exceed 30%.*	**fulfilled**	
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**	
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.*	**fulfilled**	
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*	***partially fulfilled***	*To revise the concept of syllabus development including the EU standards when it comes to following: development of specific learning outcomes on the level of the doctoral study for each syllabus, creation of 5-6 specific learning outcomes with the specific methods how they will be measured and fulfilled by the students, as well as allocation of*

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

				appropriate and relevant number of ECTS per each learning outcome. The workload must be clear and explained in the syllabuses but also communicated to students. The Bloom's taxonomy of knowledge can be helpful here and the level of learning outcomes should be appropriate with the doctoral level of study. There is a need to explain the methods of accomplishing each learning outcome and to measure its quality. There is also the need to implement the correlation between each specific learning outcome on the level of the course with the learning outcomes of the doctoral program in the field of Management. It is a strong and necessary recommendation for this performance indicator which will ensure compliance with EU standards.
B.2.1.4.		*All along the duration of the doctoral training, doctoral students in the domain receive counselling/guidance from functional guidance commissions, which is reflected in written guidance and feedback or regular meeting.*	**fulfilled**	
B.2.1.5.		*For a doctoral study domain, the ratio between the number of doctoral students and the number of teaching staff/researchers providing doctoral guidance must not exceed 3:1.*	**fulfilled**	
B.3.1.1.		*For the evaluated domain, the evaluation commission will be provided with at least one paper or some other relevant contribution per doctoral student who has obtained a doctor's title within the past 5 years. From this list, the members of the evaluation commission shall randomly select 5 such papers / relevant contributions per doctoral study domain for review. At least 3 selected papers must contain significant original contributions in the respective domain.*	**fulfilled**	
B.3.1.2.		*The ratio between the number of presentations of doctoral students who completed their doctoral studies within the evaluated period (past 5 years), including posters, exhibitions made at prestigious international events*	**fulfilled**	

		(organized in the country or abroad) and the number of doctoral students who have completed their doctoral studies within the evaluated period (past 5 years) is at least 1.		
B.3.2.1.		*The number of doctoral theses allocated to one specialist coming from a higher education institution, other than the evaluated IOSUD should not exceed two (2) in a year for the theses coordinated by the same doctoral thesis advisor.*	**fulfilled**	
B.3.2.2.		*The ratio between the doctoral theses allocated to one scientific specialist coming from a higher education institution, other than the institution where the defence on the doctoral thesis is organized, and the number of doctoral theses presented in the same doctoral study domain in the doctoral school should not exceed 0.3, considering the past five years. Only those doctoral study domains in which minimum ten doctoral theses have been presented within the past five years should be analysed.*	**fulfilled**	
C.1.1.1.		*There are an institutional framework and procedures in place and relevant internal quality assurance policies, applied for monitoring the internal quality assurance.* *The institutional framework is present on the level of the IOUSUD and the doctoral domain in the field of Management and there are evidences for that. There is evaluation and monitoring process in place in regards to major activities starting with scientific work of advisors and students, the infrastructure, procedures and rules for students, training programs and other social and economic activities.*	**fulfilled**	
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**	
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;*	**fulfilled**	

		(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.*		
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**	
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**	
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**	
C.3.1.1.		*IOSUD, for every evaluated domain, has concluded mobility agreements with universities abroad, with research institutes, with companies working in the field of study, aimed at the mobility of doctoral students and academic staff (e.g., ERASMUS agreements for the doctoral studies). At least 35% of the doctoral students have completed a training course abroad or other mobility forms such as attending international scientific conferences. IOSUD drafts and applies policies and measures aiming at increasing the number of doctoral students participating at mobility periods abroad, up to at least 20%, which is the target at the level of the European Higher Education Area.*	**partially fulfilled**	*To create and implement action plan in order to motivate and stimulate PhD students to participate in the Erasmus+ mobility and to sign more contracts on the level of doctoral study programs with international universities, institutions and scientific research centres. To promote Erasmus+ on different platforms, to convince employers in benefits students will have after competing the program, and research opportunities within the international environment. Students and teachers could gain more competencies, broaden*

				experiences and develop long term cooperation with some institution and representatives of foreign institutions. There is an opportunity to develop hybrid schemes of Erasmus+ which can be partially done online and partially by traveling abroad. The aim should also be to attract more foreign students and prepare curriculum, syllabuses and other documents in English language, publish them on the website and inform regularly agreement partners and new partners about the potential of international mobility.
C.3.1.2.		*In the evaluated doctoral study domain, support is granted, including financial support, to the organization of doctoral studies in international co-tutelage or invitation of leading experts to deliver courses/lectures for doctoral students.*	**fulfilled**	There is a strong recommendation to motivate students for international co-mentorship and to develop action plan how to implement it to the curriculum. This should not be left only on the level of student wishes but should be supported by the doctoral domain and students should be aware of the benefits of such international co-mentorships.
C.3.1.3.		*The internationalization of activities carried out during the doctoral studies is supported by IOSUD through concrete measures (e.g., by participating in educational fairs to attract international doctoral students; by including international experts in guidance committees or doctoral committees etc.).*	**partially fulfilled**	To promote internationalization in both ways (incoming and outgoing, co-mentorships, attract more international guest lecturers and offer more guest lectures abroad as well as trainings and WS within and beside Erasmus+ program) it is very important to create action plan with specific goals and measures. The curriculum must be offered in English language, the syllabuses should be available in English language with correlation and improved learning outcomes corresponding to EU standards of higher education and doctoral level. There should be list of courses

				available completely in English language with academic staff that can perform in English language. There should be more promotion of the doctoral domain to foreign universities and institutions. The models of cooperation must be adjusted to Covid-19 pandemic too, and some courses can be delivered in English online. The full set of documents, rules and regulations related to study program should be in English. The whole set of documents and procedures should be created and the whole infrastructure (including administrative issues and other supportive documents important for students on the international level) should be adopted to meet requirements of international students' need, including quality assurance, etc. Promotion should be done through different media from word of mouth, academic staff, supervisors, students, Alumni association, social networks and media such as LinkedIn, Instagram, Facebook, websites, workshops, round tables, exhibitions, online events and presentation of the IOSUD and doctoral domain, etc.

VI. Conclusions and general recommendations

The University of Craiova has a good reputation and well established quality assurance system and part of it is also the Doctoral Domain in the field of Management. During the assessment week and online zoom meetings there were many information distributed and available to external and internal evaluators. The SER also offered general explanation of each assessment standard and performance indicator. The major conclusion leads to the assessment of each performance indicator and assessment standards. Out of 35 performance indicators, 31 indicator is assessed as fulfilled and only 4 as partially fulfilled.

The major strengths of the doctoral domain in the field of Management are strong background of the University of Craiova as a regionally oriented institution of high education being well known for their doctoral programs in the region. There is a high level of satisfaction of students and academic staff/PhD supervisors and strong legislative support, procedures and their implementation. Research activity is good and scientific contribution of the supervisors and students are high. The infrastructure and research facilities are of high quality.

The program is well constructed/designed but needs improvement on the level of specific learning outcomes, assessment of learning outcomes, workload of students and understanding of relationship between learning outcomes ECTS and workload on all levels (academic staff and students).

There is a lack of internationalisation and promotion, activities and participation in international mobility, supervision and doctoral study program in English language should be developed as a full program in English. The online possibilities can be utilised to overcome the constraints of travel.

More international experts, supervisors and professors should be involved in different activities on the doctoral domain level (as explained in recommendations). There should be expansion outside of the region on the national and international level achieved. The domain should aim to attract student from the whole area of Romania, not only regional and the cooperation with private sector as well as other institutions should be increased.

The employers of students should be involved in the creation and improvement of the doctoral domain with their feedback and input concerning market needs and competencies of students. The formal methodology should be created and implemented in order to get feedback from employers. There should be questionnaire and research conducted on the yearly basis with the aim to find out the level of satisfaction of employers with students competencies, skills, knowledge and other related issues, together with their suggestions for improvements or changes in the study program.

Alumni association should be formalised, active in promoting the doctoral domain and participate in common projects, workshops and expansion of the doctoral domain. There should be more projects on the level of the domain in order to gain more funds and improve financial situation of the domain, to support students with grants and fees for the research activities, to participate in international conferences, trainings and workshops. The system of rewarding the best research papers and grants should be implemented.

There should be formalised rewards for supervisors and their activity while supervising student. They should be motivated financially and in forms of additional grants, trainings offered, etc, for their work as supervisors. The introduction of assistants for supervisors would be of a great help and they can be selected internally from the PhD students or graduates but also externally.

The cooperation with other institutions and participation in projects on national and international level could increase self-funding and so called "university entrepreneurship" could be implemented on the level of the domain to establish start-ups and spin offs collaborating with students and other partners (employers, business and public sector, etc).

The continuous monitoring of the quality level of the institutional capacity, study program, infrastructure and human resources is necessary. The periodical evaluation should be performed, preferably every 3 years on the doctoral domain level.

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ARACIS International Expert Evaluator

VII. Annexes

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

- *Communication (email, whats up) screen shots and documents with Doamin Coordinator and a Student*
- *Pictures and videos received from the on-site visit showing infrastructure and research facilities*
- *Table of assessment prior to the final report*