



External Evaluation Report (REE) for the procedure for obtaining a maintaining accreditation (MAC) of Doctoral Study Domain

Higher Education Institution/Education Provider Organization:	Transilvania University of Brasov
Doctoral School:	Interdisciplinary Doctoral School
Doctoral Domain:	Marketing
The objective of the external evaluation:	Maintaining Accreditation

Members of the ARACIS Evaluation Panel

No.	Last Name and First Name	Team role	Signature
1.	<i>MICU Adrian</i>	Expert evaluator	
2.	<i>ȚURCAN Rina</i>	International Expert	
3.	<i>BUHUȘ Ștefănuț</i>	Student Evaluator	

I. Introduction

The context in which the external evaluation report was drafted (the type of evaluation, the period covered by the evaluation, membership of the external quality experts' panel, etc.).

In accordance with the Evaluation calendar, agreed with the representatives of the Transilvania University of Brasov (hereinafter referred to as UNITBV), it was agreed that the visit would take place between 11-12 June 2026. This involved the presence of all members of the evaluation committee at the UNITBV headquarters and their participation in all activities provided for in the Calendar.

The external evaluation report was prepared by the ARACIS Commission of experts in external quality assessment, on the visit carried out between 11-12 June 2026, for external evaluation for the doctoral study domain *Marketing*, within the Transilvania University of Braşov Interdisciplinary Doctoral School

No.	Name	Role
1.	Micu Adrian	Expert evaluator
2.	Țurcan Rina	International Expert
3.	Buhuș Ștefănuț	Student Evaluator

Description of the higher education institution / Romanian Academy (establishment, evolution, mission, governance, structure, study programmes/domains, external quality evaluation procedures applied).

UNITBV is a state, accredited higher education institution, operating based on university autonomy, in accordance with the legal framework established by the Constitution of Romania and the Higher Education Law no. 199/2023, by the national regulations on ensuring the quality of education, as well as by internal decisions.

The university's headquarters is located at B-dul Eroilor nr. 29, Cod postal 500036, Braşov, Romania, with contact telephone numbers +40268 413000, and the official website is <https://www.unitbv.ro/>. UNITBV uses the information facilities specific to social media platforms to disseminate information of interest to various categories of stakeholders, students, alumni, and employers [Facebook](#), and [Instagram](#).

UNITBV is a comprehensive university, comprising 18 faculties (9 faculties with an engineering profile and 9 faculties with various profiles: humanities, sciences, economics, law, medicine, music, etc.). In the academic year 2025–2026, UNITBV has 21,857 students enrolled, of which 17,522 are undergraduate students, in 98 undergraduate study programs (90 in Romanian and 8 in foreign languages), 3,738 master's students in 85 programs (59 in Romanian and 26 in foreign languages) and 597 doctoral students in 24 doctoral programs (in Romanian and foreign languages).

UNITBV organizes doctoral and post-doctoral studies within the Institution Organizing Doctoral University Studies - Transilvania University of Braşov, hereinafter referred to as IOSUD-UNITBV. The Rector of Transilvania University of Braşov is the legal representative of IOSUD-UNITBV.

[IOSUD-UNITBV](#) is managed by the Council for Doctoral University Studies, hereinafter referred to as [CSUD](#). CSUD is managed by a director. The doctoral university study programs are organized and carried out within IOSUD-UNITBV, through the Interdisciplinary Doctoral School, hereinafter referred to as [SDI](#). SDI is led by a director of the doctoral school and by the Council of the Interdisciplinary Doctoral School (C-SDI), SDI being integrated into the structure of the Vice-Rectorate with the activity of scientific research and informatization.

SDI operates within IOSUD-UNITBV, since October 1, 2010, being established by the Decision of the Senate of Transilvania University of Braşov of July 27, 2010. Previously, according to GD 567/15 June 2005, the Bureau of the Senate of Transilvania University of Braşov decided on September 9, 2005 (HBS no. 43/09.09.2005) to establish the Doctoral Department. This department had as its basic mission the coordination of all doctoral activities within the university. Over time, in direct correlation with the development of the university to its current comprehensive structure and in accordance with the

legislative amendments regarding the organization of doctoral studies and specializations, the fields of doctoral studies at Transilvania University of Braşov have increased in number and diversified. Thus, as of October 1, 2025, and currently, 24 doctoral fields operate within IOSUD-UNITBV, which fall into 6 fundamental fields and 11 branches of science

UNITBV is subject to procedures related to the external quality evaluation process, to organize, in accordance with the law, programs and study domains, within the framework of initial, continuous, and lifelong education training, as well as at the institutional level.

General description of the doctoral study domain (why it was established - in the case of a provisional authorisation to operate; evolution and/or changes since the last external quality evaluation procedure - in the case of procedures intended for accreditation or maintaining accreditation, as applicable).

The Marketing university study field ([DSUD Marketing](#)) within the SDI of Transilvania University of Braşov was established and authorized in 2005 by Ministerial Order no. 4811/17.08.2005, reconfirmed in 2006 by Ministerial Order no. 4843/1.08.2006 and in 2021 following the ARACIS external evaluation visit in November 2021 and the validation of the proposal to maintain accreditation by the ARACIS Council by Decision 147 of 28.12.2021.

At the date of accreditation, 3 doctoral supervisors were active within the doctoral field, tenured at Transilvania University of Braşov. Currently, the number of doctoral supervisors in the field is 8, 7 full-time at Transilvania University of Braşov (prof. dr. Codruţa Adina Băltescu, prof. dr. Gabriel Brătucu, prof. dr. Liliana Duguleană, prof. dr. Gheorghe Epuran, prof. dr. Nicoleta Andreea Neacşu, prof. dr. Bianca Tescaşiu, prof. dr. Elena-Nicoleta Untaru) and an affiliated professor from the “Gheorghe Asachi” Polytechnic University of Iaşi (prof. dr. Florin Alexandru Luca).

There are currently 30 students enrolled in the doctoral field, of which 7 are foreign students (5 from Cuba, 1 from Albania, 1 from Peru)

II. Methods used

Analysed documents (internal evaluation report and its annexes; additional documents requested before and during the on-site visit, if any; other documents or data).

During the on-site visit, the ARACIS Commission of experts analysed internal evaluation report and its annexes.

On-site visit (general list of visited locations and categories of persons with whom debates have been organised).

During the on-site visit, the following locations were visited: UNITBV Library, Rectorate building, The Research and Development Institute, Centre for Economic Research, Faculty of Economic Science and Business Administration headquarters.

Also, debates have been organized with the following categories of persons: representatives of the management of the HEI and of the organisational component, the team that has drafted the internal evaluation report (IER), staff in charge with research centre, teaching staff who are PhD supervisors, doctoral students, alumni of the doctoral study domain, employers of the alumni, representatives of quality assurance organisational structures, members of the University Ethics Committee, representatives of other organisational components.

Other relevant methods or aspects.

III. Judgement on the extent to which the standards and performance indicators are fulfilled

DOMAIN A. Institutional capacity

Criterion A.1. Managerial and administrative structures and processes involving students and other

stakeholders

Standard S.A.1.1. Organisational components and institutional processes

The HEI has organisational components in its structure, which function based on adequate competences, responsibilities, processes, and implementation procedures, and ensure an effective management system.

Indicator I.P.A.1.1.1	For delivering the study programme/domain, the HEI has adequate organisational components and an adequate management system, which operate based on methodologies, regulations and procedures that are periodically reviewed as required by law.
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Presentation of the state of facts, supported by documents and data (documents preferably included through links in the body of the IER)

UNITBV organizes doctoral studies within IOSUD-UNITBV, in accordance with the [Regulation on the organization and conduct of doctoral and postdoctoral studies](#), which establishes the institutional framework for the organization and conduct of doctoral studies, the organization, conduct and completion of doctoral studies, quality assurance within doctoral study programs, the legal status of doctoral students and doctoral supervisors, the general framework for the organization and conduct of postdoctoral studies. Doctoral study programs are organized and conducted within IOSUD-UNITBV through SDI. The organization and functioning of the SDI, as well as the method of organizing, conducting and completing doctoral studies in IOSUD-UNITBV, are established by the [Regulation of the Interdisciplinary Doctoral School](#). The Director of CSUD is appointed following a public competition organized in accordance with the [Methodology for organizing and conducting the public competition for the position of Director of the Council for University Doctoral Studies](#) (C-SDI). The organization and functioning of the administrative structures at the IOSUD-UNITBV level, CSUD and C-SDI, including their structure, are regulated by the [Regulation for organizing and conducting university doctoral and postdoctoral studies](#). For the election of the members of the two councils, the [Methodology for the election of the members of the Council for University Doctoral Studies](#) respectively the [Methodology for the election of the members of the Council of the Interdisciplinary Doctoral School](#) which also regulates the election of the director of the SDI, were developed (and periodically updated to comply with the legal provisions in force).

For better management of activities specific to doctoral studies, starting with 2020, each doctoral field has a coordinator, who is also responsible for the development of internal evaluation reports. The nomination of doctoral field coordinator is made at the proposal of the relevant faculties, with the opinion of C-SDI & CSUD and the approval of the University's Board of Directors.

Analysis of the state of facts, in relation with the state of facts acknowledged from documents and considering the analysed performance indicator, to justify judgement on the extent to which the indicator was fulfilled

The current managerial structure is well-establish and effective, ensuring the efficient coordination and implementation of both administrative and academic processes. IOSUD-UNITBV has organizational components and a management system adequate for the organization of doctoral university studies, the operation of which is based on regulations and methodologies revised periodically, in accordance with the law. The basic processes at the doctoral school level (regarding doctoral supervisors, doctoral internship and defence of doctoral theses) are regulated by a package of specific instructions, periodically updated to align with legal provisions and the university strategy.

Aspects that constitute best practice examples

IOSUD-UNITBV operate in full compliance with current national legislation, the UNITBV Charter, the IOSUD-UNITBV Regulation and their own Organization and Functioning Regulation.

Recommendations

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The indicator is: fulfilled.

Standard S.A.1.2. Stakeholder engagement

The HEI proves that it engages the relevant stakeholders in developing methodologies and regulations, as well as implementation procedures.

Indicator I.P.A.1.2.1	The opinions of the faculty and department members, of the subsidiary or extension* and of other stakeholders are considered in the process of adopting and revising methodologies, regulations and implementation procedures.
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Presentation of the state of facts, supported by documents and data (documents preferably included through links in the body of the IER)

In UNITBV the opinions of the members of the academic community of UNITBV (including doctoral supervisors and doctoral students) are taken into account in the process of adopting and revising the regulations, methodologies and specific application procedures/instructions, both through the representatives of the doctoral fields in the organizational structures within IOSUD-UNITBV (C-SDI and CSUD), and through the representatives of the faculties (to which the doctoral fields are assigned) in the Board of Directors and in the University Senate. At the same time, the presence of personalities from the socio-economic environment in C-SDI ensures the active involvement of employers both in the process of developing the internal regulatory framework and in defining the content of doctoral study programs.

Analysis of the state of facts, in relation with the state of facts acknowledged from documents and considering the analysed performance indicator, to justify judgement on the extent to which the indicator was fulfilled

The current involvement mechanisms are considered functional and aligned with European practices, ensuring active and effective participation of academic community, doctoral supervisors and students in decision-making processes. Additionally, the involvement of personalities from the socio-economic sector in SDI ensures the strong connections with economic realities and increased interest in economically and socially relevant research topics.

Aspects that constitute best practice examples

The Interdisciplinary Doctoral Schools of UNITBV, in accordance with IOSUD-UNITBV policy and the provisions of the [UNITBV Charter](#), ensure a transparent and functional institutional framework for the active involvement of PHD advisors, PhD students and external stakeholders (socio-economic environment, academic community) in decision-making and consultative processes.

Recommendations

Establishing an Alumni network for the doctoral schools to obtain constant feedback on the program's relevance.

The indicator is: fulfilled.

Criterion A.2. The material resources and optimisation of the use of the material resources

Standard S.A.2.1. Material resources

The HEI owns adequate movable and immovable assets to enable it to carry out the study programme/domain.

Indicator I.P.A.2.1.1	The HEI legally owns venues for the related education, research and administrative processes, as well as for services for students, doctoral students and trainees, thus providing an enabling environment for living and studying, including for disabled persons. Optimal venues are also provided for activities of the staff. Such venues are adequately equipped.
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Presentation of the state of facts, supported by documents and data (documents preferably included through links in the body of the IER)

* The faculty, department, subsidiary, extension - hereinafter "organisational components"

Teaching and research activities for the DSUD Marketing take place in [Faculty of Economic Science and Business Administration owned spaces](#)—lecture halls, amphitheatres, seminar rooms, laboratories—properly equipped with computing equipment, multimedia systems (video projectors, projection screens, flipcharts, etc.) and in those managed at the university level, at the [Institute for Research and Development of Transilvania University of Braşov \(ICDT\)](#).

Analysis of the state of facts, in relation with the state of facts acknowledged from documents and considering the analysed performance indicator, to justify judgement on the extent to which the indicator was fulfilled

ICDT institute currently host [30 research centers](#). The entire activity of SDI is synergistic with that of ICDT, not only by carrying out the research activities of doctoral students, mainly in the laboratories and research centres of the institute and the integration of doctoral students into research teams, but also by carrying out the teaching activities related to the transversal skills module of the advanced university training program (PPUA I) in the ICDT premises. The doctoral students received a laptop from Transilvania University and can access the databases to which the university is subscribed. FSEAA has 9 [laboratories](#) equipped with computers, appropriate software, internet connection and other tools necessary for studying the study subjects included in the curriculum in good conditions. Students benefit from 2 canteens-restaurants, 13 [dormitories](#) as well as a [university library](#) with an appropriate book collection. Doctoral students have free access to the library. The University has reading rooms at the Library, in various university buildings and in student dormitories. The sports facilities for both students and teaching staff include [sports halls and fields](#) that have been continuously modernized.

[Aspects that constitute best practice examples](#)

Teaching rooms, didactic laboratories, research centers, dormitories, and sports facilities operate in accordance with technical, safety, and hygiene-sanitation norms.

[Recommendations](#)

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[The indicator is: fulfilled.](#)

Standard S.A.2.2. Management of material resources

The organisational components manage the movable and immovable assets used for the evaluated study programme/domain in an optimal, sustainable manner.

Indicator I.P.A.2.2.1	The movable and immovable assets are properly maintained to ensure optimal conditions for studying, living and research, as well as for work.
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Presentation of the state of facts, supported by documents and data (documents preferably included through links in the body of the IER)

UNITBV is constantly concerned for the adequate maintenance of the movable and immovable assets it manages, permanently investing through specially created [administrative structures](#).

Analysis of the state of facts, in relation with the state of facts acknowledged from documents and considering the analysed performance indicator, to justify judgement on the extent to which the indicator was fulfilled

The modernization process uses both budget funds and own funds for this purpose. Additionally, within FSEAA has a full-time laboratory technician who oversees the permanent maintenance of video projectors, computers and laptops. He is also helped by a doctoral student in Marketing, who receives a monthly Internship Student Campus scholarship for the activity carried out. The faculty management permanently collaborates with the Technical Department within UNITBV. Based on the partnerships we have had (the last case was BRD sponsorship), the DP4 laboratory was modernized.

[Aspects that constitute best practice examples](#)

The doctoral schools optimally and sustainably manage the immobile and mobile assets they use for the evaluated doctoral study field.

[Recommendations](#)

✓ Not applicable.

[The indicator is: fulfilled.](#)

Criterion A.3. Adequate human resources and transparent staff recruiting procedures developed according to the law

Standard S.A.3.1. Human resources

The HEI has the required human resources to organise and deliver the evaluated study programme/domain.

Indicator I.P.A.3.1.1	The human resources of the organisational component are suitable to perform the activities pertaining to the evaluated study programme/domain. The teaching staff has the required qualifications and professional competences to teach the subject matters assigned to them in the job list.
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Presentation of the state of facts, supported by documents and data (documents preferably included through links in the body of the IER)

The [human resources](#) of the DSUD Marketing are robust, consisting of PhD supervisors with recognized experience and achievements in the field of marketing and meet the legal requirements in force for holding teaching positions according to the Higher Education Law no. 199/2023. The same situation is found in the case of teachers who teach classes in this doctoral field.

Analysis of the state of facts, in relation with the state of facts acknowledged from documents and considering the analysed performance indicator, to justify judgement on the extent to which the indicator was fulfilled

In [DSUD Marketing](#) there are 8 doctoral supervisors, 7 of whom are tenured at UNITBV. Their scientific activity is monitored periodically based on the CNATCDU requirements (Annex 2). According to the UNITBV [methodology](#) at the end of each academic year, the Annual Self-Evaluation Report of the DSUD activity is prepared where the activity of the doctoral supervisors is analysed (Annex 3).

The teaching activity is carried out by professors with relevant experience, demonstrated by seniority and expertise in the field [DSUD Marketing curriculum](#) (PPUA). The staff holds the academic qualifications and skills necessary both to support the subjects in the curriculum and to coordinate research projects and doctoral theses, their activity being supported by constant involvement in scientific projects and recognized specialized publications

Aspects that constitute best practice examples

Staffing of teaching and research positions is carried out in accordance with the national framework competition methodology and the [UNITBV regulations](#).

Recommendations

Updating regularly the online professional profiles and CVs of PhD supervisors to reflect their latest research achievements and international visibility.

The indicator is: fulfilled.

Indicator I.P.A.3.1.2	The HEI ensures professional and personal development for its staff.
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Presentation of the state of facts, supported by documents and data (documents preferably included through links in the body of the IER)

UNITBV ensures a series of programs for the professional and personal development of staff, such as:

- to outstanding performance in teaching from 2017-2018 academic year, 10% of the teaching staff of each faculty, designed by students, would benefit from salary increases.
- teaching and auxiliary staff have access to professional training opportunities through Erasmus+ programme.
- attending to international conference is supported by university (1,500 euros) as well as by initiatives dedicated to developing the language skills of members of the academic community and administrative staffs.

Analysis of the state of facts, in relation with the state of facts acknowledged from documents and considering the analysed performance indicator, to justify judgement on the extent to which the indicator was fulfilled

Aspects that constitute best practice examples

UNITBV provides a comprehensive framework for professional development, with strong emphasis on scientific research components (for PhD supervisors and teaching staff). Notable aspects at UNITBV level include clear financial mechanisms supporting research performance (conference participation, publishing), ensuring maintenance of a high-caliber faculty connected to international standards.

Recommendations

Increase the internal promotion of available training programs and Erasmus+ opportunities to ensure higher participation of PhD supervisors to these.

The indicator is: fulfilled.

Standard S.A.3.2. Recruitment procedures

Teaching staff recruitment procedures compliant with the provisions of the law.

Indicator I.P.A.3.2.1	Recruitment procedures comply with the provisions of the law, and are established and carried out transparently.
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Presentation of the state of facts, supported by documents and data (documents preferably included through links in the body of the IER)

The recruitment of teaching staff in UNITBV is carried out in accordance with national legislation, the [Methodology for filling teaching positions](#), and in addition to national criteria, [internal criteria are also established](#). the UNITBV Senate decided that one of the mandatory eligibility conditions for filling a vacant position - a graduation average of at least 8.50 - should also apply to the recruitment of associated teaching staff. Also, starting with the 2014-2015 academic year, the internal condition was imposed that, to fill a professor position at the university, candidates must hold a habilitation certificate. At the same time, to be affiliated with SDI UNITBV, candidates must meet, in addition to the national criteria, [internal criteria](#).

Analysis of the state of facts, in relation with the state of facts acknowledged from documents and considering the analysed performance indicator, to justify judgement on the extent to which the indicator was fulfilled

UNITBV recruitment procedures are fully compliant with legislation, ensuring high transparency and objectivity levels. Quality of human resources for DSUD Marketing is guaranteed by a multiple filter: public competition for teaching positions, the highly rigorous national habilitation and internal criteria.

Aspects that constitute best practice examples

All teaching staff of the doctoral study domain *Marketing* comply with legal requirements for occupying teaching positions. Staffing of teaching and research positions is conducted in accordance with the national framework competition methodology and the UNITBV [Methodology for filling teaching positions](#).

Recommendations

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The indicator is: fulfilled.

Criterion A.4. Digitalisation of institutional processes

Standard S.A.4.1. Digital transformation

The digital transformation process in the organisational component seeks to achieve administrative simplification and improve the quality of the services provided to the members of its own community, as well as to third parties.

Indicator I.P.A.4.1.1	The organisational component uses IT tools in its own procedures, to improve access and provide good quality services for the members of its own community and the indirect beneficiaries of education.
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Presentation of the state of facts, supported by documents and data (documents preferably included through

Digitalization of institutional processes is achieved through the [UNITBV Digital Transformation Strategy](#). UNITBV utilizes [numerous specialized IT systems](#), platforms, and software that facilitate information access and ensure quality services to academic community:

- [intranet](#) platform - academic community have access to the electronic resources available on the intranet platform (in which there is a section dedicated to the doctoral school, with information of interest to doctoral students, such as the schedule and disciplines in PPUA-I, the specific instructions and forms for the doctoral internship, the framework models for doctoral study contracts and additional documents for extension and interruption, the minimum national standards for awarding the doctoral degree, events dedicated to doctoral students, etc.),
- the [e-learning](#) platform,
- [the internship portal](#),
- the [Erasmus+](#) mobility portal,
- [the file transfer service document storage and editing](#),
- [the electronic mail service](#).
- [Academics](#) platform - for easy reporting and management of research activity results.

UNITBV has a dedicated [online electronic platform](#) in which all data related to the PhD are processed (admission, guidance committee, PhD program, stage of preparation, PhD status, fee situation).

Analysis of the state of facts, in relation with the state of facts acknowledged from documents and considering the analysed performance indicator, to justify judgement on the extent to which the indicator was fulfilled

UNITBV offers easy access to high-performance IT infrastructure and learning resources that allow the educational process to be carried out under quality condition for students at DSUS Marketing.

Aspects that constitute best practice examples

UNITBV aims to modernize the university system, improve student experience, in line with objectives set by [UNITBV Digital Transformation Strategy](#).

Recommendations

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The indicator is: fulfilled.

DOMAIN B. Educational efficacy

Criterion B.1. Content and relevance of study programmes

Standard S.B.1.1. Content of study programme/s*

The study programme is based on a curriculum designed so that students can acquire the expected learning outcomes.

Indicator I.P.B.1.1.1	The study programme is developed and structured according to the expected learning outcomes, and organised based on transferable study credits. It includes all learning, teaching, practical training, research and evaluation experiences, which, together, lead to a higher education qualification.
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Presentation of the state of facts, supported by documents and data (documents preferably included through links in the body of the IER)

DSUD Marketing is rigorously structured in accordance with the National Qualifications Framework (NQF) and ARACIS standards, ensuring alignment with international good practices regarding doctoral university studies. DSUD Marketing [curriculum](#) is structured based on expected

* The term "programmes" concerns the external quality evaluation for the study programmes contained in a master/doctoral domain. The term "programme" shall be used hereinafter.

learning outcomes and is correlated with the European Credit Transfer System (ECTS), with each discipline being associated with several credits proportional to the total workload required to acquire a coherent set of skills and learning outcomes. This includes both the teaching activities organized at the university level (courses held in the first semester of the first year of doctoral studies) and the individual, personalized preparation of each doctoral student.

Analysis of the state of facts, in relation with the state of facts acknowledged from documents and considering the analysed performance indicator, to justify judgement on the extent to which the indicator was fulfilled

The doctoral program is carried out within the [Interdisciplinary Doctoral School](#), under the coordination of a doctoral supervisor, and includes a training program based on advanced university studies PPUA (year 1) and an individual scientific research program (years II, III, IV). The [DSUD Marketing program](#) is focused on an active learning model, namely the acquisition of transversal and specialized competencies necessary for the academic doctoral level. The [curriculum of DSUD Marketing](#), for the first year, integrates general and specialized disciplines, which are based on the standards in the field of Marketing and the competencies of the full professors.

Aspects that constitute best practice examples

The individual scientific research program includes three specialty disciplines depending on the topic of the doctoral thesis (semester II, first year) and 3 scientific research reports (years II – IV), established by doctoral supervision, together with the doctoral student and the guidance committee. The PPUA of each doctoral student in DSUD Marketing is proposed by the scientific supervisor in consultation with the doctoral student. Each doctoral student is supported throughout the doctoral program by a guidance committee, proposed by the doctoral supervisor and consisting of 3 other members, specialists in the field of the thesis, of which one member is mandatory tenured at another university in the country/abroad.

Recommendations

Not applicable.

The indicator is: fulfilled.

Criterion B.2. Alignment of the curriculum with the qualification

Standard S.B.2.1. Alignment with the qualification level and the intended competences

In the curriculum design and development process, the organisational component seeks to ensure the qualification level, as well as correlation with the envisaged occupations.

Indicator I.P.B.2.1.2	The expected learning outcomes are correlated with the competences required by those occupations, according to the occupational standards and/or the European Skills, Competences and Occupations (ESCO).
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Presentation of the state of facts, supported by documents and data (documents preferably included through links in the body of the IER)

[Discipline sheets](#) from PPUA explicitly detail specific competencies acquired by PhD students. Through constant interaction with the PhD supervisor and periodic evaluations (research progress reports, pre-defense, and public defense), graduates demonstrate the capacity to produce original and valuable research.

Analysis of the state of facts, in relation with the state of facts acknowledged from documents and considering the analysed performance indicator, to justify judgement on the extent to which the indicator was fulfilled

Direct and robust correlation exists between [curriculum](#), defined learning outcomes, and competencies required for a marketing doctor capable of performing in both academic and business environments (in research-development, strategic analysis, or high-level consulting roles).

Aspects that constitute best practice examples

The learning outcomes are consistent with level 8 of the CNC, as follows: knowledge at the most advanced level in a field of work or study and knowledge at the border between different fields; the most advanced and specialized skills and techniques, including the ability to synthesize and evaluate, necessary for solving critical research and/or innovation problems and for extending and redefining existing knowledge or professional practices; a high level of authority, innovation, autonomy, scientific and professional integrity, and a sustained commitment to developing new ideas or processes at the forefront of a work or study situation, including research.

Recommendations

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The indicator is: fulfilled.

Criterion B.3. Student-centred learning, teaching and evaluation

Standard S.B.3.1 Principles

The organisational component implements the principles of student-centred learning.

Indicator I.P.B.3.1.1	The organisational component ensures implementation of the student-centred learning in the curriculum and through the teaching strategies used in the learning and teaching activities and experiences.
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Presentation of the state of facts, supported by documents and data (documents preferably included through links in the body of the IER)

In UNITBV, the educational and research process at the doctoral level is carried out in accordance with the principles of student-centered learning, emphasizing the academic partnership between the student and the doctoral supervisor. [The activities](#) are structured as follows: advanced training activities, described in the PPUA (courses and seminars focused on ethics, academic integrity and research methodologies); individual research activities, according to the Scientific Research Program (PCS) (foundation of the doctoral thesis, development of scientific articles and participation in research grants); guidance and monitoring: each doctoral student benefits from personalized guidance from a doctoral supervisor and an Academic Guidance and Integrity Committee, ensuring a path adapted to the research needs of the doctoral project. The course outlines and research plans reflect the focus on the doctoral student through flexibility in choosing individual study topics and the majority weight of one's own research in the annual evaluation.

Analysis of the state of facts, in relation with the state of facts acknowledged from documents and considering the analysed performance indicator, to justify judgement on the extent to which the indicator was fulfilled

The doctoral program organization model, inherently based on individual mentorship, is profoundly student-centered. The performance standards are correlated with the criteria for obtaining the doctoral degree, emphasizing originality of the contribution and scientific rigor.

Aspects that constitute best practice examples

At the Interdisciplinary Doctoral Schools of UNITBV, provisions of the UNITBV Charter are respected, establishing principles and values underlying university activity, including student-centered education (art. 29 the Charter).

Recommendations

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The indicator is: fulfilled.

Indicator I.P.B.3.1.2	The organisational component ensures opportunities for students to participate in academic mobility programmes organised in person and/or virtually.
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Presentation of the state of facts, supported by documents and data (documents preferably included through links in the body of the IER)

The SDI UNITBV offer PhD students multiple academic mobility opportunities, physical mobilities, such as [Erasmus+ programme](#), as well as funding for participation in prestigious international

scientific conferences. Mixed intensive programs (BIP) are also available, possible in the physical and/or virtual presence version for doctoral students through other [international project](#), like [UNITA](#).

Analysis of the state of facts, in relation with the state of facts acknowledged from documents and considering the analysed performance indicator, to justify judgement on the extent to which the indicator was fulfilled

The academic mobility opportunities offered are diverse and aligned with European standards, supported by a robust and well-funded institutional framework, especially for the Erasmus+ programme. In this regard, doctoral students are systematically informed and guided by a coordinating teacher appointed annually by SDI. Other programs for doctoral student mobility aim at granting scholarships to support temporary external mobilities intended for doctoral students, but also financing external mobilities for the training of doctoral students (Training for doctoral students).

Aspects that constitute best practice examples

Seven Ph.D. students from DSUD Marketing benefited from the TAS (Transilvania Academica Scolarship) scholarship, 2 Ph.D. students benefited from 2-week Erasmus mobilities, 4 Ph.D. students represented UNITBV at the World Expo 2022 in Dubai and one student benefited from the MARIE SKLODOWSKA-CURIE ACTIONS COFUND CHORAL (MSCA COFUND CHORAL) scholarship.

Recommendations

Continue promoting and prioritising short-term physical mobilities (5–30 days) within the Erasmus+ programme.

The indicator is: fulfilled.

Standard S.B.3.2. Fairness

The organisational component provides fair opportunities for students.

Indicator I.P.B.3.2.1	The organisational component provides fair opportunities for students, in line with their potential and aspirations, taking into account the diversity of learning styles and abilities
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Presentation of the state of facts, supported by documents and data (documents preferably included through links in the body of the IER)

UNITBV SDI has developed strategies that ensure fair opportunities for doctoral students, aimed at meeting their academic and research aspirations, based on the Code of Student Rights and Obligations and the [Regulation on the Organization and Functioning of University Doctoral Studies](#). The [admission methodology for doctoral studies](#) that ensures a transparent and non-discriminatory selection process, [Regulations regarding the schooling of Romanians ethnics](#) which facilitate access to high-level research for this category of candidates; [Regulations on the award of doctoral scholarships](#) which support scientific excellence and inclusion. Academic support at the doctoral level is personalized, doctoral supervisors and members of the guidance committees offer doctoral students permanent counselling for the development of their scientific career. UNITBV is also promoting gender equality in academic life and, in particular, in the management of scientific research projects, according to the [Gender Equality Plan](#) adopted at the university level; supporting ethics and integrity, ensuring a fair research environment, where access to resources (laboratories, databases, mobility grants) is guaranteed based on performance and scientific relevance criteria; monitoring inclusion, by adapting the research infrastructure and digital resources to allow unhindered access of all doctoral students to the process of scientific creation.

Analysis of the state of facts, in relation with the state of facts acknowledged from documents and considering the analysed performance indicator, to justify judgement on the extent to which the indicator was fulfilled

The institutional commitment to equity and support represents a fundamental strength, backed by a robust, clear, and non-discriminatory regulatory framework. The main equity driver is universal access to essential research resources, particularly databases, which enables high-quality research regardless of the student's mode of study. This environment is reinforced by the availability of funding opportunities for mobilities and publications, which are open to all PhD students strictly based on performance criteria.

Aspects that constitute best practice examples

UNITBV is firmly committed to promoting gender equality in academic life according to the [Gender Equality Plan](#) adopted at the university level.

Recommendations

Improving the digital accessibility of resources through the online UNITBV platform.

The indicator is: fulfilled.

Criterion B.4. Accessibility and efficiency of the resources and support services, adequate for learning

Standard S.B.4.1. Access to resources and services

The organisational component provides access to adequate resources and support services, according to the needs of the students.

Indicator I.P.B.4.1.1	The organisational component provides students, including those with special educational needs/disabilities, with access to resources and services designed to support the learning process, adequate for the individual learning needs, the study domain, the study cycle, and the form of organisation of the study programme.
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Presentation of the state of facts, supported by documents and data (documents preferably included through links in the body of the IER)

UNITBV has an adequate teaching and research infrastructure for the conduct of doctoral studies. The teaching and research spaces meet the requirements in terms of surface area, equipment, technical condition, volume, safety and hygiene and sanitary standards. In addition to this material base, the university's [Research and Development Institute](#) is where most of the doctoral education and research activities are carried out. UNITBV also has two canteens-restaurants, as well as 13 student dormitories, totaling over 4,000 accommodation places. The Interdisciplinary Doctoral Schools of UNITBV ensure access to vital resources through [university library](#). [E-learning platform](#) is used as a means of communication, information, documentation, as well as a tool in the teaching-learning-evaluation process. Support services are also provided, both administrative and for psychological and career counselling through the [Career Counseling and Guidance Center](#). [The International Relations Center](#) develops partnerships and provides information on scholarships, mobilities and academic cooperation, and the Erasmus+ Office coordinates programs funded by the European Commission, providing operational support for studies, internships and projects.

Analysis of the state of facts, in relation with the state of facts acknowledged from documents and considering the analysed performance indicator, to justify judgement on the extent to which the indicator was fulfilled

The availability of resources and services is a major strength, particularly due to the quality and diversity of international databases. In addition, the existence of psychological counselling services is considered vital for supporting students facing the rigours of the doctoral programme.

Aspects that constitute best practice examples

The Interdisciplinary Doctoral Schools, through UNITBV's central structures, provide PhD students with a wide range of learning resources (library, international databases, online platforms, specialised software) and support services (psychological and career counselling, secretariat, IT support) necessary for the successful completion of the doctoral programme.

Recommendations

Increasing the visibility of support for PhD students with special educational needs.

The indicator is: fulfilled.

Criterion B.5. Learning outcomes

Standard S.B.5.1. Definition and evaluation

Learning outcomes are adequately defined and evaluated.

Indicator I.P.B.5.1.1	Learning outcomes are adequately described, and they support understanding of the students' and teachers' expectations regarding the content of the subject matters in the curriculum.
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Presentation of the state of facts, supported by documents and data (documents preferably included through links in the body of the IER)

Assessment methods, criteria, and procedures are clearly defined and transparently communicated to students (<https://www.unitbv.ro/cercetare/studii-doctorale.html>). Within the Advanced Training Programme (Curriculum - <https://www.unitbv.ro/cercetare/studii-doctorale/stagiul-doctoral/planuri-de-invatamant-si-fise-de-disciplina.html>) the Discipline Sheet (<https://www.unitbv.ro/cercetare/studii-doctorale/stagiul-doctoral/planuri-de-invatamant-si-fise-de-disciplina.html>) publicly specifies assessment methods (exam, project) and their weightings. Assessment of the Scientific Research Programme is based on public defense of research reports, monitoring progress and methodological rigour, while final thesis assessment focuses on originality and scientific contribution. To ensure academic integrity, the use of similarity detection software (Turnitin) is mandatory for all reports and for the final thesis.

Analysis of the state of facts, in relation with the state of facts acknowledged from documents and considering the analysed performance indicator, to justify judgement on the extent to which the indicator was fulfilled

The assessment system of DSUD Marketing is considered robust, transparent, and aligned with good practices. The existence of clear, written, and public procedures (IOSUD Regulation - https://www.unitbv.ro/documente/despre-unitbv/regulamente-hotarari/regulamentele-universitatii/studenti/Regulamentul_SD1_30.09.2024.pdf) prevents arbitrariness and ensures transparency. A key strength is progressive assessment (through research reports), which plays an essential formative role by allowing correction and guidance of research before the final phase. In addition, mandatory use of anti-plagiarism software (Turnitin) reinforces ethics and academic integrity standards.

Aspects that constitute best practice examples

The Interdisciplinary Doctoral Schools apply an assessment system for PhD students that is predictable, transparent, fair, and consistent. The entire assessment system is grounded in the [IOSUD Regulation](#) and the [UNITBV Charter](#) and is communicated to students from the time of enrolment. Assessment methods are designed to objectively measure the acquisition of advanced research competences (corresponding to CNCIS Level 8) and the progress made in developing the doctoral thesis.

Recommendations

Encouraging teaching staff to use predominantly doctoral-level assessment methods based on research projects or critical essays.

The indicator is: fulfilled.

Indicator I.P.B.5.1.2	Achievement of the learning outcomes is checked in ongoing examinations and study completion exams.
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Presentation of the state of facts, supported by documents and data (documents preferably included through links in the body of the IER)

Fairness and consistency of assessments within IOSUD-UNITBV are ensured through strict procedural mechanisms. No major evaluation (research report or thesis) is left to a single person's discretion; reports are peer-assessed by the Academic Guidance and Integrity Committee and the thesis by the Doctoral Committee. Objectivity of the final evaluation is guaranteed by the mandatory inclusion of official external reviewers, independent of the institution. Furthermore, the evaluation process is standardised and identical for all PhD students, regardless of study form (IF/IFR) or funding regime (funded/fee-paying). (www.unitbv.ro/documente/despre-unitbv/regulamente-hotarari/regulamentele-universitatii/studenti/Regulamentul_SD1_30.09.2024.pdf)

[universitatii/studenti/Regulamentul SDI 30.09.2024.pdf](#), <https://unitbv.ro/cercetare/studii-doctorale/regulamente-metodologii-rapoarte/instructiuni-specifice.html>).

Analysis of the state of facts, in relation with the state of facts acknowledged from documents and considering the analysed performance indicator, to justify judgement on the extent to which the indicator was fulfilled

The evaluation of learning outcomes is carried out both during the studies, through continuous and summative evaluation, and upon completion of the doctoral program, through the analysis of the doctoral thesis within the Academic Guidance and Integrity Commission (pre-defense), the public consultation of the work for a period of 90 days, followed by the defense of the thesis in a public session.

Aspects that constitute best practice examples

The evaluation process is standardised and identical for all PhD students, regardless of study form (IF/IFR) or funding regime (funded/fee-paying).

Recommendations

Communicating to doctoral students the degree of fulfillment of the standards necessary to defend the doctoral thesis and the activities that must be carried out in the future for the successful completion of the doctoral stage.

The indicator is: fulfilled.

Criterion B.7. Procedures and practices regarding the admission competition, the journey, recognition and equivalence of studies, and result certification

Standard S.B.7.1. Admission

The admission procedures and principles ensure access to higher education.

Indicator
I.P.B.7.1.1

The organisational component applies the admission procedures.

Presentation of the state of facts, supported by documents and data (documents preferably included through links in the body of the IER)

IOSUD-UNITBV rigorously and consistently apply institutionally established admission procedures. The entire process is regulated by the Methodology of Admission to Doctoral Studies (https://www.unitbv.ro/documente/despre-unitbv/regulamente-hotarari/regulamentele-universitatii/studenti/Metodologie_admitere_doctorat_25.02.2026.pdf) approved by the UNITBV Senate and published on the official website. The admission methodology includes the conditions for registering candidates, the manner of conducting the competition (specialty exam with one or more tests specific to the doctoral field), information regarding the establishment of admission committees, the scoring method and the calculation of the admission average, the admission criteria, as well as the criteria for ranking and granting places financed from the budget and doctoral scholarships, the admission calendar. [Information of interest regarding admission](#) including the topics put up for competition at the proposal of the doctoral supervisors, the number of places financed from the budget and with a fee, respectively, are also posted on the doctoral school website. Logistical support for the doctoral admission process in IOSUD-UNITBV is provided through the [online](#) application.

Analysis of the state of facts, in relation with the state of facts acknowledged from documents and considering the analysed performance indicator, to justify judgement on the extent to which the indicator was fulfilled

IOSUD-UNITBV admission procedures align with national standards and international best practices, characterized by total transparency (advance publication of methodology, calendar, topics, and places) and meritocracy.

Aspects that constitute best practice examples

DSUD Marketing rigorously applies the set of SDI admission procedures, namely clear, transparent procedures that comply with the annually approved admission regulations. The research topics for each vacant doctoral student position are proposed by the doctoral supervisors and approved by the doctoral field coordinator and the SDI Council. The entire admission process is aimed at ensuring

the quality of candidate selection, respecting the principles of equal opportunities and increasing access to advanced education and research in DSUD Marketing.

Recommendations

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The indicator is: fulfilled.

Indicator I.P.B.7.1.2	Admission in higher education study programmes complies with the principles of fairness and equal opportunities, and with the establishing of support measures to ensure access of vulnerable groups at social and educational risk, including candidates with special educational needs and/or disabilities.
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Presentation of the state of facts, supported by documents and data (documents preferably included through links in the body of the IER)

All information regarding admission is public, on [SDI UNITBV website](#). During admission to DSUD Marketing, the application of the [requirements](#) of the regulations and methodologies approved at the institutional level is rigorously monitored. The admission results are public, by posting on the SDI website, in the [Admitere - Rezultate](#) section, the validation of the results being done by C-SDI and CSUD. The facilities offered by UNITBV for candidates with disabilities and/or special educational needs are clearly mentioned on the dedicated [admission platform](#) in the dedicated section [Candidați cu dizabilități](#).

Analysis of the state of facts, in relation with the state of facts acknowledged from documents and considering the analysed performance indicator, to justify judgement on the extent to which the indicator was fulfilled

Admission to DSUD Marketing programs is carried out in compliance with the principles of equity and equal opportunities by SDI, as a structure of IOSUD Unitbv, without any discrimination, as well as with the establishment of support measures to ensure access for groups at risk.

Aspects that constitute best practice examples

The DSUD Marketing adhere to IOSUD-UNITBV equal opportunities policy, basing admission solely on meritocracy with identical criteria for all candidates without discrimination, stated in the Doctoral Admission Regulation.

Recommendations

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The indicator is: fulfilled.

Standard S.B.7.2. Academic journey of students	
The organisational component carries out actions supporting the students' academic journey.	
Indicator I.P.B.7.2.1	The organisational component applies the regulations concerning the students' professional activity.

Presentation of the state of facts, supported by documents and data (documents preferably included through links in the body of the IER)

UNITBV regulates the professional activity of doctoral students through the following documents: [Regulation on the Organization and Conduct of Doctoral and Postdoctoral Studies](#); [Instructions, Methodology for evaluating the activity of doctoral students with a view to reallocating doctoral grants financed from the state budget](#), [Methodology for recognizing periods of study abroad](#); [Regulations on the recognition of the mobility stages for studies or traineeships conducted within the Erasmus+ programme](#). Other instructions regulating specific processes at the doctoral school level, relevant for this indicator are those relating to the doctoral internship ([IS 4](#) - equivalence & recognition of credits, [IS 5](#) - carrying out doctoral activity, [IS 6](#) - interruption, extension and reduction of the doctoral internship, [IS 7](#) - structure and content of the PPUA, [IS 9](#) - reallocation of budgeted places) and respectively the completion of doctoral studies [IS 8](#)- completion and public defense of the doctoral thesis).

Analysis of the state of facts, in relation with the state of facts acknowledged from documents and considering the analysed performance indicator, to justify judgement on the extent to which the indicator was fulfilled

Regulation application is consistent and non-discriminatory for all students ensuring predictability and equity. Centralized pathway management by the CSUD Secretariat provides administrative professionalism, reducing procedural errors. Periodic research reports mechanism, clearly regulated, efficiently monitors progress rigorously and enforces regulation.

Aspects that constitute best practice examples

DSUD Marketing ensures an organized and predictable framework for the development of the doctoral course, respecting the legislation and institutional procedures regarding the development, extension, interruption and resumption of studies. The existing regulations allow for the flexible but controlled management of individual academic situations (mobilities, duration extensions, interruptions), contributing to maintaining the continuity of doctoral training and protecting the academic status of the doctoral student. The procedural structure ensures transparency, traceability and fairness in the administration of the study course.

Recommendations

Improving proactive communication via CSUD Secretariat.

The indicator is: fulfilled.

Criterion B.8. Internationalisation process

Standard S.B.8.1. Internationalisation

Improving the quality of education and research through internationalisation actions.

Indicator I.P.B.8.1.1	The organisational component carries out international cooperation actions supporting mobility of the members of its own community and collaboration in academic and research activities.
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Presentation of the state of facts, supported by documents and data (documents preferably included through links in the body of the IER)

UNITBV carries out various [international programs and projects](#) and has concluded collaboration agreements (framework agreements, ERASMUS+ and CEEPUS) with over 700 partner institutions from over 90 countries. The [Erasmus+ program](#) type KA131 and KA171, is accessible to doctoral students for study mobilities or internships/research of both short and long duration, as well as mixed intensive programs (BIP).

Analysis of the state of facts, in relation with the state of facts acknowledged from documents and considering the analysed performance indicator, to justify judgement on the extent to which the indicator was fulfilled

SDI UNITBV benefit from solid institutional infrastructure ([large Erasmus+ partners portfolio and other international programmes and cooperations](#)) for internationalisation support. Strengths include clear procedural/financial framework for Erasmus+ mobilities, UNITBV membership in European university alliances (e.g., [UNITA](#)), multiplying cooperation opportunities, and flexibility of new formats (BIPs, short physical mobilities) better suited to PhD student profiles.

Aspects that constitute best practice examples

The DSUM Marketing align with the IOSUD-UNITBV internationalisation strategy, actively promoting academic mobility, international scientific cooperation, and a globally open academic environment.

Recommendations

Focusing on targeted promotion of short mobilities, shifting PhD student communication emphasis from classic semester mobilities to short physical (5-30 days) and virtual/hybrid (BIPs).

The indicator is: fulfilled.

Criterion B.9. Scientific research results

Standard S.B.9.1 Scientific research in the education process

Scientific research activities support students in achieving the learning outcomes.

Indicator I.P.B.9.1.1	Learning based on scientific investigation and research results support and are capitalised upon in achieving the learning outcomes envisaged through the study programme.
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Presentation of the state of facts, supported by documents and data (documents preferably included through links in the body of the IER)

The study program DSUD Marketing is based on the synergy between research and education, aiming to train autonomous researchers. Within DSUD Marketing, learning based on scientific investigation is the central component of the doctoral training process. Research activities are integrated into the first-year disciplines, where doctoral students apply scientific methods of analysis and develop critical and analytical skills. Also, scientific seminars provide a framework for presenting and discussing intermediate research results, for strengthening scientific collaborations and for carrying out projects together with teaching staff and doctoral supervisors, with the aim of generating relevant, publishable and practically applicable results in the field of marketing.

Analysis of the state of facts, in relation with the state of facts acknowledged from documents and considering the analysed performance indicator, to justify judgement on the extent to which the indicator was fulfilled

The doctoral model is inherently research-based learning. The research objectives of DSUD Marketing are aligned with the strategic directions established by the [Research Strategy for the period 2024-2029](#) of UNITBV and the activities are supported by the allocation of institutional resources and by access to scientific databases, digital analysis tools, logistical support and expertise from teaching staff with recognized research activity. The PhD coordinators affiliated with DSUD Marketing, as well as the UNITBV teaching staff, members of the academic guidance and integrity committees, support PhD students in developing ethical conduct in research activity and ensure the acquisition of learning outcomes through active involvement and collaboration with the coordinated and supervised PhD students in order to capitalize on the research results by integrating them into scientific articles published in prestigious journals and participating in academic events.

Aspects that constitute best practice examples

Scientific research is the central activity of the DSUD Marketing. PhD supervisors active within the schools are teaching staff with proven performance. The research directions of the doctoral schools align with [UNITBV research strategy](#) and focus on current relevant topics. All research activities comply strictly with the [UNITBV Charter](#)

Recommendations

The indicator is: fulfilled.

Standard S.B.9.2. Scientific research pertaining to the objectives of the study programme

The organisational component carries out scientific research activities aligned with the objectives of the evaluated study programme.

Indicator I.P.B.9.2.1	The results of scientific research are visible at national and international level in that scientific domain, and capitalised upon in an adequate manner.
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Presentation of the state of facts, supported by documents and data (documents preferably included through links in the body of the IER)

Visibility and capitalization of research results represent a central goal, ensured through regulatory requirements and incentive mechanisms. The main visibility vector is the publication of research (often in supervisor-doctoral student teams) in BDI-indexed journals (Web of Science, Scopus), along with participation in renowned international conferences.

Analysis of the state of facts, in relation with the state of facts acknowledged from documents and considering the analysed performance indicator, to justify judgement on the extent to which the indicator was fulfilled

Within DSUD Marketing, research results are capitalized on by doctoral students and doctoral supervisors through field-specific scientific publications, presentations at scientific conferences, participation in scientific events, doctoral workshops, doctoral conferences

Aspects that constitute best practice examples

Scientific research results are visible nationally and internationally through teaching staff and doctoral students' participation in prestigious conferences and scientific sessions dedicated to them, publication in journals indexed in international databases (Web of Science, Scopus, CEEOL), and involvement in research projects.

Recommendations

Encouraging the PhD students to create and maintain updated profiles on academic networks like Google Scholar and ResearchGate to increase the citation potential of their published work.

The indicator is: fulfilled.

DOMAIN C. Quality management

Criterion C.1. Quality assurance strategies and procedures, including in the field of academic ethics and conduct, which involve students, employers and other stakeholders and are applied in a consistent, transparent manner

Standard S.C.1.1. Application

Adequately implemented strategic directions, actions, and procedures

Indicator I.P.C.1.1.1	The organisational component consistently carries out actions and applies procedures, proving their impact on improving the quality of education at the level of the study programme
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Presentation of the state of facts, supported by documents and data (documents preferably included through links in the body of the IER)

In IOSUD-UNITBV, a [quality assurance policy](#) is applied and an institutional framework is created that allows for the systematic implementation of internal quality assurance activities, by involving management structures at all levels, quality assessment and assurance structures, teaching staff, students and other categories of personnel. At the SDI level, there is a quality management system based on a package of specific [instructions](#) (annexes to the Interdisciplinary Doctoral School Regulations), developed/revised periodically by C-SDI and approved by CSUD, which regulate the main aspects of the doctoral activity, the way in which specific processes are carried out/resolving various situations. UNITBV also has a Code of University Ethics and Deontology included in the [University Charter](#) Part II, and a Regulation on the organization and functioning of the University Ethics Commission which are applied by the [University Ethics Commission](#).

Analysis of the state of facts, in relation with the state of facts acknowledged from documents and considering the analysed performance indicator, to justify judgement on the extent to which the indicator was fulfilled

The instructions are posted on the [SDI Website](#) in the [Specific Instructions](#) section being grouped into three categories: affiliation and disaffiliation of doctoral supervisors (instructions IS-1/1, IS-1/2); doctoral internship (instructions IS-2, IS-3, IS-4, IS-5, IS-6, IS-7, IS-9); writing and defending the doctoral thesis (instruction IS-8).

Aspects that constitute best practice examples

SDI UNITBV implement institutionally defined quality strategies and procedures. The Doctoral School Council is directly responsible for monitoring doctoral program quality, in line with the [Quality Assurance Strategy](#). This includes the quality of the Advanced Training Program, quality of scientific guidance, and quality of doctoral theses.

Recommendations

Organizing an annual meeting of the Doctoral School Council dedicated to quality assurance.

The indicator is: fulfilled.

Standard S.C.1.2. Stakeholder engagement

The HEI proves that it engages the stakeholders who have relevant activity in applying the procedures.

Indicator	The opinions of the members of its own community and of other stakeholders are taken into account in the procedure implementation process.
I.P.C.1.2.1	

Presentation of the state of facts, supported by documents and data (documents preferably included through links in the body of the IER)

The quality assurance procedures are applied in all faculties and university structures, the responsibility falling on the process managers, respectively the quality assessment and assurance committees at the departmental level (CEAC-D) or the university level (CEAC-U). In IOSUD-UNITBV a specific mechanism for collecting feedback from doctoral students (also in English from 2022) has been implemented since 2017, regarding PPUA I.

Analysis of the state of facts, in relation with the state of facts acknowledged from documents and considering the analysed performance indicator, to justify judgement on the extent to which the indicator was fulfilled

The consultation of doctoral students aims at 3 aspects (criteria):

- assessment of the PPUA I transversal competence module - with 6 subcriteria relating to the content of the subjects, the relevance of the skills trained, the performance of the teaching staff, the number of hours-time budget, the form of assessment and the organization of the activity by the SDI, in a grading system from 1 to 5, where 1 means inadequate, and 5 - adequate;
- overall assessment of the usefulness of the PPUA I transversal competence module, on a scale from 1 to 10, with the meaning of 1 - useless and 10 - very useful.
- recommendations/proposals regarding the subjects in PPUA 1: subjects that should be replaced, subjects that should be introduced, other suggestions: [Instruction IS-7](#).

Doctoral students are also consulted on the entire doctoral stage (<https://chestionare-alumni.unitbv.ro/#/selectare>).

Aspects that constitute best practice examples

Applying quality procedures in UNITBV provide relevant information on the involvement of members of the academic community, students, graduates and representatives of the economic environment in teaching process: development of curricula and course outlines, organization of the final exam for university studies, evaluation of teaching staff by students, peer evaluation, evaluation by the department director, annual evaluation of study programs, evaluation of master's students after the first year of studies, evaluation by graduates), research activities and support processes: evaluation of services offered by secretaries, evaluation of services offered by the University Library, evaluation of services offered by university dormitories and canteens.

Recommendations

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The indicator is: fulfilled.

Criterion C.2. Functionality of education quality assurance structures, including in the field of academic ethics and conduct, according to the law

Standard S.C.2.1. Structures

The HEI has organizational structures in the field of quality assurance, established under the law

Indicator	The ECAC is established within the organizational structure of the HEI. Such structures
I.P.C.2.2.1.	may also exist at the level of the organizational component

Presentation of the state of facts, supported by documents and data (documents preferably included through links in the body of the IER)

The coordination of [quality assurance](#) and assessment activities is carried out by the Vice-Rector for University Internationalization and Quality Assessment, who has under his/her authority the structures for quality assurance and assessment: the Commission for Quality Assessment and Assurance at the University Level, [CEAC-U and the committees at the departmental level](#), CEAC-D, the [vice-deans responsible for quality](#), respectively the [Quality Assurance Office](#), a specialized structure that supports CEAC in carrying out specific quality processes.

Analysis of the state of facts, in relation with the state of facts acknowledged from documents and considering the analysed performance indicator, to justify judgement on the extent to which the indicator was fulfilled

At Department of MTSAI ([CEAC-D](#)) includes CEAC-D coordinator (head of department and the study program managers - represented by a teacher and a student. The Commission carries out its activity in accordance with the attributions provided for in the [CEAC Regulation](#).

Aspects that constitute best practice examples

Quality assurance operates in all organizational components in strict accordance with the provision approved by the UNITBV Senate and CEAC-U.

Recommendations

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The indicator is: fulfilled.

Standard S.C.2.2. Operation

Quality assurance and academic ethics and conduct organisational structures adequately perform their specific role and functions.

Indicator I.P.C.2.2.2.	The academic ethics commission operates based on the regulation approved by the University Senate, and performs actions that are compliant with the law, independently from any other structure or person in the higher education institution.
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Presentation of the state of facts, supported by documents and data (documents preferably included through links in the body of the IER)

[Academics Ethics Commission](#) from UNITBV is a deliberative structure, without legal personality, [independent](#) in the exercise of its duties vis-à-vis any other structure or person within the university, which aims to comply with the norms of university ethics and deontology, including by analyzing complaints and sanctioning deviations from university ethics, according to the [Code of University Ethics and Deontology](#) – (integral part of the University Charter) and the [Regulation on the organization and functioning of the commission](#). The University Ethics Commission analyses all complaints regarding deviations from university ethics; its decisions being given through commission decisions based on case reports prepared by analysis committees appointed at the level of the ethics committee. The CEU decisions are presented to the Board of Directors and the University Senate. Annually, CEU prepares a [summary report](#) of the activity, published on the university website.

Analysis of the state of facts, in relation with the state of facts acknowledged from documents and considering the analysed performance indicator, to justify judgement on the extent to which the indicator was fulfilled

The existence and functioning of DSUD Marketing are in close correlation with the principles of university ethics and deontology within UNITBV. All aspects related to compliance with the norms in the field and are fully applicable.

Aspects that constitute best practice examples

Since the previous external evaluation, no event has been recorded that falls under the provisions of the code of ethics and deontology of universities, as also results from the CEU summary reports presented publicly on the university website.

Recommendations

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The indicator is: fulfilled.

Criterion C.3. Procedures for the initiation, monitoring and periodic review of the study programmes

and domains and of the performed activities, involving students, employers and other stakeholders

Standard S.C.3.1. Procedures and implementation of procedures

The HEI has procedures for initiating, monitoring, and periodically reviewing the study programmes and domains and the performed activities, and applies them systematically.

Indicator I.P.C.3.1.1	The organisational component consistently applies the procedures, and proves their impact on quality assurance.
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Presentation of the state of facts, supported by documents and data (documents preferably included through links in the body of the IER)

In UNITBV doctoral study areas are established, monitored and periodically reviewed, in accordance with the [Regulation on the initiation, monitoring and periodic evaluation of study programs](#) and with the specific procedure Initiation, monitoring and evaluation of doctoral study areas. Each doctoral study area, and therefore DSUD Marketing, is coordinated by a teaching staff appointed by the Faculty Council. The quality assurance of the study programs is carried out with the help of the CEAC-D, the study program coordinators and the internal evaluation teams

Analysis of the state of facts, in relation with the state of facts acknowledged from documents and considering the analysed performance indicator, to justify judgement on the extent to which the indicator was fulfilled

Based on the [UNITBV regulations and methodologies](#) at DSUD Marketing, all aspects related to the proper conduct of activities are monitored by the coordinator, in close collaboration with the SDI management, as shown in the annual reports, as well as in the annually updated [curricula and course outlines](#).

Aspects that constitute best practice examples

Not the case.

Recommendations

Not applicable.

The indicator is: fulfilled.

Indicator I.P.C.3.1.2	Members of its own community and other stakeholders are involved in the procedure implementation process.
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Presentation of the state of facts, supported by documents and data (documents preferably included through links in the body of the IER)

Meetings are held annually with representatives of the business environment (within AFCO and the Economic Relations Department), with graduates and employers, during which the content of the study programs (curriculum and subject sheets) is analysed and the opinions of the representatives of the interested parties (employers, graduates) are collected. The study programs DSUD Marketing are internally evaluated annually from the perspective of the results of students and graduates, teaching staff and employers. The records obtained through the monitoring of the study programs form the basis for management analyses at the level of doctoral/SDI fields and are finalized by establishing improvement measures that are included in action plans and in the annual evaluation reports of the study programs.

Analysis of the state of facts, in relation with the state of facts acknowledged from documents and considering the analysed performance indicator, to justify judgement on the extent to which the indicator was fulfilled

Annually, DSUD Marketing internal evaluation is carried out based on the feedback received from all stakeholders (teaching staff, doctoral students, administrative staff, representatives of the SDI management, as well as the economic environment). The conclusions being presented in the annual report of DSUD Marketing in the form of a SWOT matrix in which both the aspects related to the organization of this PS and the external aspects related to development opportunities and identified risks are highlighted, based on which improvement measures are proposed, subject to approval by the SDI council.

Aspects that constitute best practice examples

Annually, meetings are held with representatives of the business environment

Recommendations

Not applicable.

The indicator is: fulfilled.

Criterion C.4. Procedures for the periodic evaluation of the quality of the activities of teaching staff, auxiliary teaching staff, and administrative staff

Standard S.C.4.1. Procedures

Applying the methodologies and procedures contributes to improving the quality of the staff's activities.

Indicator I.P.C.4.1.1	The organisational component analyses the results of the students' biannual evaluation of teachers.
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Presentation of the state of facts, supported by documents and data (documents preferably included through links in the body of the IER)

In UNITBV periodic evaluation of teaching activity is carried out in accordance with the [Methodology on the periodic evaluation of the professional quality of teaching](#)

Analysis of the state of facts, in relation with the state of facts acknowledged from documents and considering the analysed performance indicator, to justify judgement on the extent to which the indicator was fulfilled

CSUD, in consultation with the doctoral school, with the opinion of the Board of Directors and the approval of the Senate has developed and applied the following **periodic internal evaluation methodologies**:

- [The Methodology for the Periodic Internal Evaluation of Doctoral Study Domains](#) (developed in 2022, last updated in 2024);
- [The Methodology for the Periodic Internal Evaluation of Doctoral Supervisors' Activity](#) (developed in 2018, last updated in 2024).
- [The Methodology for Evaluating the Activity of Doctoral Students for the Reallocation of Doctoral Grants Funded from the State Budget](#) (developed in 2025).

Aspects that constitute best practice examples

The internal evaluation processes based on these methodologies are carried out in compliance with the principles of impartiality and transparency, all specific aspects, including the calendar and evaluation criteria, being brought to the attention of all members of the doctoral school (doctoral supervisors, doctoral students).

Recommendations

Providing students with a brief annual summary of the feedback results and the general measures taken to improve teaching quality based on their evaluations.

The indicator is: fulfilled.

Criterion C.5. Systematically updated databases on internal quality assurance

Standard S.C.5.1. Databases

The HEI uses databases to support internal quality assurance activities.

Indicator I.P.C.5.1.1	The organisational component systematically collects and analyses data required for the internal quality assurance process.
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Presentation of the state of facts, supported by documents and data (documents preferably included through links in the body of the IER)

UNITBV has a [Strategy for digital transformation](#), in education, research and administration, developed in accordance with national and European strategic documents on the digitalization of education. Information systems have been implemented for the economic management of faculties/departments/study programs (GESFO) and other specific applications for scientific research processes (ACADEMICS), the evaluation of teaching staff performance, secretariat, administrative processes such as the development of timetables, the establishment of classroom occupancy; the evaluation of research activity, the payment of tuition fees, the evaluation of teaching activity by

students, the single enrollment register and other specific applications for secretariat processes. All members of the university community benefit from internet access via the Campus Wi-Fi and Eduroam networks and have access to relevant information regarding the organization's activity via the intranet platform.

Analysis of the state of facts, in relation with the state of facts acknowledged from documents and considering the analysed performance indicator, to justify judgement on the extent to which the indicator was fulfilled

Doctoral supervisors, doctoral field coordinators systematically transmit the requested information to SDI, which processes it so that the management structures can make correct decisions based on data. All interested parties receive information regarding schedules, teaching quota, periodic evaluation results, school situation, either on the faculty website or on the intranet. Also, the teaching-learning-evaluation process is partially digitalized, in the sense that teaching is done using digital tools and doctoral students benefit from learning support, having digital materials available (on the UNITBV e-learning platform, accessible based on credentials, as well as by accessing the university's subscribed databases, through the Anelis Plus+ network). The evaluation of doctoral students can be carried out both classically, in the classroom, and digitally, also using the university's e-learning platform for this purpose. To collaborate effectively, teaching staff, doctoral students and auxiliary staff usually communicate via e-mail and on the university's e-learning and intranet platforms.

Aspects that constitute best practice examples

UNITBV has an IT system that facilitates collection, processing, and analysis of data and information relevant to institutional quality evaluation and assurance. Most UNITBV processes are digitalized: student admission, dorm place allocation, institutional accounting, staff payroll, scientific research activity management, student records, academic transcripts, diploma supplement completion, scholarship and intra-EU mobility allocation.

Recommendations

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The indicator is: fulfilled.

Criterion C.6. Transparency of information of public interest, including those regarding the study programmes and domains offered, and transparency regarding the related certificates, diplomas and qualifications

Standard S.C.6.1. Transparency

The organisational component ensures transparency of information, as required by the law.

Indicator I.P.C.6.1.1	The organisational component ensures publication and access to information of public interest regarding the evaluated study programme.
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Presentation of the state of facts, supported by documents and data (documents preferably included through links in the body of the IER)

UNITBV ensure ensure total transparency and public access to information via the [doctoral online platform](#). Access to public information is made in accordance with the legislation in force and is regulated by the procedure for access to information of public interest. The transparency of information on the services offered by the university and their quality is ensured in various ways, through actions coordinated at the institutional level, but primarily through the [university's website](#), structured at the faculty and department level, where aspects of interest to the public in general and to students in particular are published (for example, information regarding human resources, study programs, facilities offered to students; institutional and study program evaluation reports are published). Another way of presenting information of public interest is through various promotional actions through mass media or social media.

Analysis of the state of facts, in relation with the state of facts acknowledged from documents and considering the analysed performance indicator, to justify judgement on the extent to which the indicator was fulfilled

DSUD Marketing, this information is available on the [FSEAA](#) website, but especially on the [SDI](#) website. Thus, doctoral students can find information regarding curricula, timetables, exam planning, international mobility, accommodation, study program coordinators and their contact details

Aspects that constitute best practice examples

UNITBV, CSUD, all faculties, and doctoral schools within its structure provide current and accurate quantitative and qualitative information and data regarding qualifications, study programs, study documents, teaching and research staff, student facilities, educational offerings, curricula, discipline sheets, research base, research centres, student personal page, and any other information of public interest, generally, and for students, particularly.

Recommendations

Not applicable.

The indicator is: fulfilled.

Indicator I.P.C.6.1.2	The organisational component ensures transparent decision-making processes.
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Presentation of the state of facts, supported by documents and data (documents preferably included through links in the body of the IER)

In UNITBV all the decisions are communicated transparently to the entire university community and are published on the university website

Analysis of the state of facts, in relation with the state of facts acknowledged from documents and considering the analysed performance indicator, to justify judgement on the extent to which the indicator was fulfilled

At the SDI UNITBV level, communication is made on the group e-mail addresses of the doctoral supervisors (condstdrd@unitbv.ro) and doctoral students (doctoranzi-stagiu@unitbv.ro), all information of interest, including regulations, methodologies and specific instructions, being posted on the [SDI website](#). CSUD decisions are published on the [CSUD website](#) and are communicated to members of the community involved in doctoral studies.

Aspects that constitute best practice examples

Major decisions are adopted via UNITBV [Senate Decisions](#) and published on the [official website](#), while admission and [thesis defense committee](#) compositions are also made public.

Recommendations

Not applicable.

The indicator is: fulfilled.

Criterion C.8. Participation in external evaluation processes, according to the law

Standard S.C.8.1. Compliance with the external evaluation obligation The HEI undergoes external quality evaluation as required by the law.	
Indicator I.P.C.8.1.1	The organisational component carries out the procedures pertaining to the external quality evaluation process, aiming to organise the evaluated study programme as provided by the law.

Presentation of the state of facts, supported by documents and data (documents preferably included through links in the body of the IER)

IOSUD-UNITBV periodically carries out, every 5 years, the procedures related to the external quality assessment process to organize doctoral university study programs, according to the regulations in force, with the approval of the Board of Directors. The internal evaluation process of doctoral fields, preceding the request for their external evaluation, is carried out according to the calendar approved by CSUD. The external evaluation is carried out by the Romanian Agency for Quality Assurance in Higher Education (ARACIS).

Analysis of the state of facts, in relation with the state of facts acknowledged from documents and considering the analysed performance indicator, to justify judgement on the extent to which the indicator was fulfilled

The last external evaluation of DSUD Marketing was carried out in 2021, and the external evaluation report is available on the ARACIS website ([site-ul ARACIS](#)). The previous evaluation of DSUD Marketing found that all regulatory requirements, standards and performance indicators, as well as the specific evaluation standards provided by ARACIS, were met, which led to obtaining the qualification of maintaining accreditation.

Aspects that constitute best practice examples

Not the case.

Recommendations

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The indicator is: fulfilled.

IV. SWOT Analysis

Strengths:		Weaknesses:
A. Institutional capacity ✓ Reputation and brand (UNITBV): The institutional prestige of the Transilvania University of Braşov, which attracts high-quality candidates and an elite faculty body. ✓ Highly qualified human resource: The existence of a highly qualified body of PhD supervisors who have met rigorous national habilitation standards and internal criteria. ✓ Material and research base: Excellent access to critical informational resources, especially international databases, ensured by the Library, including remote access B. Educational effectiveness ✓ Relevant admission filter: The admission process is based on a specialty exam optimally aligned with the doctoral program's purpose. ✓ Research performance orientation: Completion of studies is conditioned by publishing scientific articles, ensuring international visibility and external validation of the research. ✓ One-to-one mentorship	INTERNAL FACTORS 	A. Institutional capacity ✓ Administrative bureaucracy: Administrative processes, although correct, can sometimes be perceived as slow or rigid (e.g., multi-stage approvals for mobilities, data purchases), affecting the agility needed in research projects. ✓ Dedicated work infrastructure: Lack of dedicated workspaces (doctoral hub or academic co-working space) exclusively for full-time PhD students. B. Educational effectiveness ✓ Part-time (IFR) challenge: Slower progress and higher risk of dropout/extension among part-time students, who face objective difficulties in balancing program requirements with a full-time job. ✓ Low participation rate in mobilities: Actual participation in long-term physical mobilities is low, mainly due to PhD students' professional constraints. ✓ Isolation in research: Inquiry-based learning (can become a solitary process, with opportunities to further stimulate peer-to-peer interaction and build a research community. C. Quality management ✓ Lack of feedback from alumni/employers: Absence of

model: DSUD Marketing program is student-centered by design, allowing maximum individualization of the pathway. ✓ Internationalization framework: A solid institutional infrastructure (International Relations Office, Erasmus+ partnerships, UNITA alliance) supports mobility. C. Quality management ✓ Responsiveness to external evaluation: A functional quality cycle is evidenced by implementing ARACIS 2021 measures. ✓ PPA feedback mechanisms: A consistent, functional procedure exists for student evaluations of Year 1 (PPA) courses. ✓ Institutional transparency: A high level of public information transparency (regulations, methodologies, admission places) is ensured via the IOSUD website. ✓ Student involvement in governance: Student representatives with voting rights sit on the Doctoral School Council (CSD) and the Council for Doctoral Studies (CSUD), ensuring their involvement in procedure review.		formal, systematic mechanisms to collect opinions from graduates (PhDs) and employers regarding the relevance of the program.
SWOT analysis		
Opportunities: A. Institutional capacity ✓ Attracting European funding: Accessing research projects (e.g., Horizon Europe) that can fund doctoral scholarships and modernize research infrastructure, complementing national budget ✓ Professional doctorates:	 EXTERNAL FACTORS	Threats: A. Institutional capacity ✓ National and international competition: Strong competition from other Romanian universities with similar doctoral programs (e.g., ASE, UBB Cluj-Napoca, UVT Timișoara, UAIC Iași) and especially from foreign universities that attract top talent.

National legislative framework encouraging and financially supporting professional doctorates, offering alternative funding opportunities and direct collaboration with private sector. ✓ Accelerated digitalization: Continuing institutional (UNITBV) administrative process digitalization can significantly reduce bureaucracy perception and streamline CSUD Secretariat interaction. B. Educational effectiveness ✓ Flexible mobility formats: Expanding and actively promoting virtual/hybrid mobility formats (BIPs), ideal for increasing internationalization rate among employed PhD students. ✓ Attracting international experts: Using online/hybrid format to invite top foreign visiting professors for short PPA modules or workshops, increasing international exposure with minimal logistical costs. C. Quality management ✓ Data collections tools: Widespread use of accessible digital tools (e.g., Google/Microsoft Forms, SurveyMonkey) to implement zero-cost, minimal-effort data collection from alumni and part-time students. ✓ Alumni monitoring (LinkedIn): Using professional social networks (LinkedIn) as informal but effective tool for tracking graduates' professional paths (alumni tracking).		✓ Demographic decline: Long-term decrease in the number of high-school and, consequently, master's graduates, which narrows the selection pool for doctoral studies. B. Educational effectiveness ✓ Labour market pressure: The temptation for very strong candidates to choose a career in the private sector (which offers higher immediate salaries) over a long doctoral programme. ✓ Publication difficulties: Top academic journals remain largely highly specialised, so publishing high-quality interdisciplinary research can be difficult, with the risk of rejection because it is seen as "too much" from another field, creating a journal-fit problem. C. Quality management ✓ Legislative/regulatory instability: Frequent changes in education legislation require constant administrative and procedural adaptation, consuming resources that could otherwise be used for improvement. ✓ "Feedback fatigue": Excessive requests for feedback through multiple channels (PPA evaluations, Year I–IV questionnaires, alumni surveys) can lead to low response rates and less relevant data. ✓
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V. Extent to which the standards and performance indicators are fulfilled, and

recommendations

No.	Performance Indicator	Extent to which it was fulfilled (F/PF/UF)	Recommendations
DOMAIN A. Institutional capacity			
1.	I.P.A.1.1.1 For delivering the study programme/domain, the HEI has adequate organisational components and an adequate management system, which operate based on methodologies, regulations and procedures that are periodically reviewed as required by law.	F	
2.	I.P.A.1.2.1 The opinions of the faculty and department members, of the subsidiary or extension and of other stakeholders are considered in the process of adopting and revising methodologies, regulations and implementation procedures.	F	Establishing an Alumni network for the doctoral school to obtain constant feedback on the program's relevance.
3.	I.P.A.2.1.1 The HEI legally owns venues for the related education, research and administrative processes, as well as for services for students, doctoral students and trainees, thus providing an enabling environment for living and studying, including for disabled persons. Optimal venues are also provided for activities of the staff. Such venues are adequately equipped.	F	
4.	I.P.A.2.2.1 The movable and immovable assets are properly maintained to ensure optimal conditions for studying, living and research, as well as for work.	F	Not applicable.
5.	I.P.A.3.1.1 The human resources of the organisational component are suitable to perform the activities pertaining to the evaluated study programme/domain. The teaching staff has the required qualifications and professional competences to teach the subject matters assigned to them in the job list.	F	Updating regularly the online professional profiles and CVs of PhD supervisors to reflect their latest research achievements and international visibility.
6.	I.P.A.3.1.2 The HEI ensures professional and personal development for its staff.	F	Increase the internal promotion of available training programs and Erasmus+ opportunities to ensure higher participation of PhD supervisors to these.
7.	I.P.A.3.2.1 Recruitment procedures comply with the provisions of the law, and are established and carried out transparently.	F	
8.	I.P.A.4.1.1 The organisational component uses IT tools in its own procedures, to improve access and provide good quality services for the members of its own community and the indirect beneficiaries of education.	F	
DOMAIN B. Educational efficacy			
9.	I.P.B.1.1.1 The study programme is developed and structured according to the expected learning outcomes, and organised based on	F	Not applicable.

No.	Performance Indicator	Extent to which it was fulfilled (F/PF/UF)	Recommendations
	transferable study credits. It includes all learning, teaching, practical training, research and evaluation experiences, which, together, lead to a higher education qualification.		
10.	I.P.B.2.1.2 The expected learning outcomes are correlated with the competences required by those occupations, according to the occupational standards and/or the European Skills, Competences and Occupations (ESCO).	F	
11.	I.P.B.3.1.1 The organisational component ensures implementation of the student-centred learning in the curriculum and through the teaching strategies used in the learning and teaching activities and experiences.	F	Implementing a brief annual satisfaction survey for PhD students to collect feedback on the mentoring process and the flexibility of their individual research plans.
12.	I.P.B.3.1.2 The organisational component ensures opportunities for students to participate in academic mobility programmes organised in person and/or virtually.	F	
13.	I.P.B.3.2.1 The organisational component provides fair opportunities for students, in line with their potential and aspirations, taking into account the diversity of learning styles and abilities.	F	Improving the digital accessibility of resources through the online UNITBV platform.
14.	I.P.B.4.1.1 The organisational component provides students, including those with special educational needs/disabilities, with access to resources and services designed to support the learning process, adequate for the individual learning needs, the study domain, the study cycle, and the form of organisation of the study programme.	F	Increasing the visibility of support for PhD students with special educational needs.
15.	I.P.B.5.1.1 Learning outcomes are adequately described, and they support understanding of the students' and teachers' expectations regarding the content of the subject matters in the curriculum.	F	Encouraging teaching staff to use predominantly doctoral-level assessment methods based on research projects or critical essays.
16.	I.P.B.5.1.2 Achievement of the learning outcomes is checked in ongoing examinations and study completion exams.	F	Communicating to doctoral students the degree of fulfillment of the standards necessary to defend the doctoral thesis and the activities that must be carried out in the future for the successful completion of the doctoral stage.
17.	I.P.B.7.1.1 The organisational component applies the admission procedures.	F	
18.	I.P.B.7.1.2 Admission in higher education study programmes complies with the principles of fairness and equal opportunities, and with the establishing of support measures to ensure access of vulnerable groups at social and educational risk, including candidates with special educational needs and/or disabilities.	F	
19.	I.P.B.7.2.1 The organisational component applies the regulations concerning the students' professional activity.	F	Improving proactive communication via CSUD Secretariat.

No.	Performance Indicator	Extent to which it was fulfilled (F/PF/UF)	Recommendations
20.	I.P.B.8.1.1 The organisational component carries out international cooperation actions supporting mobility of the members of its own community and collaboration in academic and research activities.	F	Focusing on targeted promotion of short mobilities, shifting PhD student communication emphasis from classic semester mobilities to short physical (5-30 days) and virtual/hybrid (BIPs).
21.	I.P.B.9.1.1 Learning based on scientific investigation and research results support and are capitalised upon in achieving the learning outcomes envisaged through the study programme.	F	
22.	I.P.B.9.2.1 The results of scientific research are visible at national and international level in that scientific domain, and capitalised upon in an adequate manner.	F	Encouraging the PhD students to create and maintain updated profiles on academic networks like Google Scholar and ResearchGate to increase the citation potential of their published work.
DOMAIN C. Quality management			
23.	I.P.C.1.1.1 The organisational component consistently applies the procedures, and proves their impact on quality assurance.	F	Organizing an annual meeting of the Doctoral School Council dedicated to quality assurance.
24.	I.P.C.1.2.1 The opinions of the members of its own community and of other stakeholders are taken into account in the procedure implementation process.	F	
25.	I.P.C.2.2.2. The academic ethics commission operates based on the regulation approved by the University Senate, and performs actions that are compliant with the law, independently from any other structure or person in the higher education institution.	F	
26.	I.P.C.3.1.1 The organisational component consistently applies the procedures, and proves their impact on quality assurance.	F	Not applicable.
27.	I.P.C.3.1.2 Members of its own community and other stakeholders are involved in the procedure implementation process.	F	Not applicable.
28.	I.P.C.4.1.1 The organisational component analyses the results of the students' biannual evaluation of teachers.	F	Providing students with a brief annual summary of the feedback results and the general measures taken to improve teaching quality based on their evaluations.
29.	I.P.C.5.1.1 The organisational component systematically collects and analyses data required for the internal quality assurance process.	F	
30.	I.P.C.6.1.1 The organisational component ensures publication and access to information of public interest regarding the evaluated study programme.	F	Not applicable.
31.	I.P.C.6.1.2 The organisational component ensures transparent decision-making processes.	F	Not applicable.

No.	Performance Indicator	Extent to which it was fulfilled (F/PF/UF)	Recommendations
32.	I.P.C.8.1.1 The organisational component carries out the procedures pertaining to the external quality evaluation process, aiming to organise the evaluated study programme as provided by the law.	F	

Summary Table of Performance Indicators – Degree of Fulfillment

Evaluation Domain	Number of Performance Indicators		
	Fulfilled	Partially fulfilled	Unfulfilled
Domain A. Institutional capacity	8		
Domain B. Educational efficacy	14		
Domain C. Quality management	10		
Total	32		

Other, general recommendations that were not given within the analysis of a specific performance indicator can be presented here.

Sum up the number of analysed performance indicators, and specify how many were assessed as fulfilled, partially fulfilled, and unfulfilled, if any.

VI. Conclusions

A number of important aspects noted during the evaluation are reiterated here, and general conclusions are made about the quality of education delivered within the evaluated doctoral study domain.

Propose and substantiate a decision.

Following the completion of the accreditation/maintaining accreditation procedure, the decision of the evaluation panel shall be one of the following:*

- maintaining accreditation** (MAC).

VII. Annexes

Enclose the schedule of the on-site visit, the list of the documents reviewed, as well as any other documents that are relevant for the evaluation procedure, which are referred to in the EER and cannot be accessed through links.

* When the external quality evaluation for accreditation is performed with undergoing the procedure for obtaining a provisional authorisation to operate.