



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

Higher Education Institution/Education Provider Organization:	University of Craiova
Doctoral School:	"Eugeniu Carada" Doctoral School of Economic Sciences
Doctoral Domain:	Management
The objective of the external evaluation:	Maintaining accreditation (MAC)



Members of the ARACIS Evaluation Panel

No.	Last Name and First Name	Team role	Signature
1.	Prof. PhD. POPA Ion	Expert evaluator	
2.	Prof. PhD. ȘARGU Lilia	International Expert	
3.	BULBOACĂ Ștefan	PhD 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.);

The ARACIS Evaluation Panel prepared this External Evaluation Report following the periodic evaluation procedure for the doctoral study domain of Management. The Institution Organising Doctoral Studies – University of Craiova (IOSUD-UCV) offers this doctoral domain through the “Eugeniu Carada” Doctoral School of Economic Sciences (SDSE). The external evaluation took place on 8–9 July 2026 at the University of Craiova (UCV). The Evaluation Panel included Professor Ion POPA, Associate Professor Lilia ȘARGU, and PhD candidate Ștefan BULBOACĂ. On 25 November 2021, the ARACIS Council issued its previous decision regarding the external evaluation of the doctoral domain of Management, granting the qualification for maintaining accreditation.

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

The University of Craiova is a public higher education and research institution, established under Law No. 138 of 25 April 1947. Decision No. 894 of the Council of Ministers of 27 August 1965 subsequently consolidated its legal status. In terms of institutional seniority, UCV ranks fifth among Romanian universities, after the university centres of Iași, Bucharest, Cluj, and Timișoara. The institution holds accreditation and conducts its teaching and research activities under the principle of university autonomy, in accordance with Law No. 199/2023 and the provisions of the Charter of the University of Craiova, which the University Senate approved on 28 November 2023.

UCV comprises 12 faculties and organises doctoral studies through IOSUD-UCV, which includes 10 doctoral schools and 24 accredited domains. IOSUD-UCV provides doctoral students with a well-developed research infrastructure, including modern laboratories and high-performance equipment.

The Ministry of Education accredited all doctoral domains through Order No. 5382/2016, and, following the external evaluation conducted in 2021, these domains maintained their accreditation. ARACIS also repeatedly awarded the University of Craiova the qualification “High Degree of Confidence” in 2009, 2015, and 2021.

- 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 “Eugeniu Carada” Doctoral School of Economic Sciences is one of the 10 doctoral schools within IOSUD-UCV. Government Decision No. 778 of 23 September 2015 certified the school. The Ministry of Education approved its current name, the “Eugeniu Carada” Doctoral School of Economic Sciences (SDSE), through Order No. 5073 of 14 July 2023. SDSE conducts doctoral activities in six accredited domains: Accounting, Management, Finance, Cybernetics and Statistics, Economics, and Economic Informatics. Professor Marian SIMINICĂ serves as Director and leads the doctoral school together with the Doctoral School Council (CSD). Eight doctoral supervisors affiliated with the University of Craiova support the doctoral domain of Management. Between 2020 and 2025, the number of doctoral students varied moderately, ranging annually from 26 to 34. In the 2025/2026 academic year, doctoral students enrolled in the Management domain represented approximately 32% of all doctoral students enrolled across the six SDSE domains. During the same period, doctoral students defended 33 doctoral theses that received national validation. The evaluation bodies awarded all of them the qualification “Very Good”, with reviewers from partner universities participating in the process. These elements highlight the maintenance of a

consistent and solid academic level, without major changes compared with the 2021 ARACIS evaluation. Professor Claudiu George BOCEAN serves as the coordinator of the doctoral domain.

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);

To conduct an objective and comprehensive external evaluation of the doctoral domain of Management within SDSE, IOSUD-UCV, the ARACIS Evaluation Panel used a mixed methodology that combined documentary analysis, on-site or virtual visits, and direct dialogue with the main categories of stakeholders.

To this end, the Panel examined the following documents and sources of information:

- The Internal Evaluation Report (IER) for the doctoral domain of Management within SDSE, IOSUD-UCV, endorsed during the CEAC-UCV meeting of 19 January 2026 and approved during the meeting of the Senate of the University of Craiova of 29 January 2026. The Panel also analysed the report annexes, which include information on classroom facilities, the doctoral supervisors' fulfilment of habilitation standards, staffing records, international mobility activities and scientific publications, reimbursements of publication and conference participation fees, evaluation questionnaires, and organised workshops.
- The Panel consulted the public institutional information available on the UCV website (www.ucv.ro) and on the FEAA website (feaa.ucv.ro, https://feaa.ucv.ro/one/index.php?option=com_content&view=article&id=2370&Itemid=553&lang=ro), in order to verify the level of public transparency. The analysis covered regulations, admission methodologies, the content of study programmes and curricula, announcements regarding doctoral thesis defences, the publication of thesis abstracts, information on doctoral supervisors, their research outputs, timetables, and examination schedules.
- The Panel also considered the on-site visit, including the locations visited and the categories of persons with whom it organised discussions.

In addition to analysing the IER and the publicly available information, the Panel organised meetings and interviews during the evaluation visit with different categories of actors involved in the functioning of the doctoral domain of Management. The expert panel held discussions with:

- the institutional management and representatives of IOSUD-UCV and SDSE;
- doctoral supervisors affiliated with the Management domain;
- doctoral students enrolled in the Management domain;
- graduates of the doctoral study domain;
- employers and representatives of the socio-economic environment;
- representatives of the structures responsible for quality assurance;
- members of the University Ethics Committee;
- representatives of research centres and laboratories.

The evaluation visit took place at the headquarters of the University of Craiova, located at 13 Al. I. Cuza Street, Craiova. During the visit, the Panel analysed the research infrastructure, university library resources, IT facilities, software programmes used for statistical data processing, such as SPSS, Stata, and EViews, as well as teaching, seminar, and laboratory spaces, namely rooms C228, C233B, C349, C406, C268A, and C268B. The Panel also verified doctoral students' access to international databases relevant to scientific activity, such as ScienceDirect, SpringerLink, ProQuest, Emerald, and Clarivate Analytics. The

evaluation also considered other facilities available to the academic community, including the canteen of the University of Craiova.

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)

The University of Craiova organises doctoral studies in 24 accredited domains through the 10 doctoral schools within IOSUD-UCV. IOSUD-UCV conducts its activity under the Regulation on the organisation and conduct of doctoral study programmes, which the Senate of the University of Craiova approved during its meeting of 26 September 2024. The University developed this regulation in accordance with the provisions of Education Law No. 199/2023 and Ministerial Order No. 3020/2024. Each doctoral school operates under its own regulation, adopted by CSUD. The Senate of the University of Craiova approved the Regulation of the “Eugeniu Carada” Doctoral School of Economic Sciences, which organises the Management domain, during its meeting of 17 July 2025.

The Council for Doctoral Studies (CSUD-UCV) ensures the management of IOSUD-UCV. CSUD-UCV consists of eight members, including six professors who serve as doctoral supervisors and two doctoral students. The University appointed the CSUD Director through a competition organised in May 2025 for the 2025–2030 mandate. At SDSE level, the Director of the doctoral school and the Doctoral School Council (CSD) manage the school for a five-year mandate covering the period 2025–2030. The CSD consists of the SDSE Director, four affiliated doctoral supervisors, and one doctoral student.

Over the last five academic years, from 2020 to 2025, the SDSE Council organised 38 meetings, corresponding to an average of 7.6 meetings per year. This frequency exceeds the minimum regulatory requirement of three meetings per year.

- ✓ 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

Methodologies and regulations that undergo periodic updates in line with legislative changes applicable to doctoral studies regulate the activity of IOSUD-UCV and SDSE. SDSE revised its Regulation twice during the 2021–2025 period. The first revision took place in June 2021 and incorporated the provisions of Ministerial Orders No. 4621/2020 and No. 5229/2020. The second revision took place in July 2025 and aligned the document with Law No. 199/2023 and Ministerial Order No. 3020/2024.

In both cases, SDSE submitted the proposed amendments to the vote of all affiliated doctoral supervisors before the Council approved them. The existing institutional organisation supports the effective coordination of activities and ensures a clear division of responsibilities regarding both doctoral supervision and administrative processes.

- ✓ Aspects that constitute best practice examples

The high number of CSD meetings, namely 7.6 meetings per year compared with the regulatory minimum of three meetings per year, as well as the constant updating of regulations, represent examples of good practice at institutional level.

✓ **Recommendations**

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.

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

SDSE develops and updates normative documents within a framework based on consultation and transparency. The SDSE Council, which includes doctoral supervisors and one doctoral student, contributes significantly to the adoption and revision of the applicable methodologies and regulations. SDSE submits proposed amendments for consultation and to the vote of all affiliated doctoral supervisors before the Council approves them.

Students have representation in the relevant management structures: one doctoral student serves on the CSD, two doctoral students serve on the CSUD, and students hold 25% of the total seats in the UCV Senate. The institution periodically consults doctoral students through feedback questionnaires, as mentioned in Annex C.1.1.1. At the same time, SDSE organises periodic meetings with representatives of the regional economic environment, during which participants discuss graduates' level of preparation and identify measures to increase the attractiveness of doctoral study programmes, in accordance with Annex A.1.2.1.

✓ **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**

Consultation with all relevant categories of stakeholders — SDSE management, doctoral supervisors, doctoral students, and representatives of the socio-economic environment — contributes to the consolidation of a participatory governance model. Cooperation between the CSD, CSUD, and the specialised committees of the University Senate facilitates the alignment of institutional decisions and supports the compliance of adopted documents with national legislation and ARACIS standards.

✓ **Aspects that constitute best practice examples**

SDSE submits proposed amendments to regulations to the vote of all affiliated doctoral supervisors, not only to CSD members. This approach represents a relevant practice of extended consultation and involvement of the academic community in the decision-making process.

✓ **Recommendations**

SDSE should further strengthen and formalise the involvement of the socio-economic environment in supporting doctoral studies, both by encouraging the proposal of research topics anchored in local and national economic realities and by attracting financial support for doctoral students' activities, including scholarships offered by private entities.

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



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.

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

SDSE conducts its activities for the Management domain in the facilities of the Faculty of Economics and Business Administration, located in the Central Building of the University of Craiova, 13 A.I. Cuza Street. The Management domain benefits from several dedicated spaces: room C228, used for doctoral thesis defences, research report presentations, and PPUA courses; room C233B, used for CSD meetings and supervision activities; rooms C349 and C406, used for doctoral supervision; and rooms C268A, C269, C223, and C224, used for PPUA courses, supervision activities, and research report presentations.

All these spaces have video projection systems, computers, printers, and internet access. The digital infrastructure includes computers with Microsoft licences for Office and Windows, specialised software such as EViews, Stata, SPSS, and SmartPLS, access to scientific databases through ANELIS PLUS, including ScienceDirect, SpringerLink, Web of Science, and Scopus, as well as access to the LSEG/Refinitiv database.

The UCV Library provides more than 4,000 book titles and 212 periodical titles in the field of economics, while doctoral students can access electronic resources both on campus and remotely. UCV facilities ensure accessibility for persons with disabilities.

- ✓ 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 material resources available at UCV and used by SDSE enable the proper conduct of teaching, administrative, and research activities. The equipment of the facilities, access to digital and bibliographic resources, and adaptation of the infrastructure for persons with disabilities confirm the institution's commitment to ensuring a functional, inclusive academic environment that meets the requirements of doctoral studies.

- ✓ Aspects that constitute best practice examples

Access to databases represented a valuable specialised resource for doctoral research.

- ✓ Recommendations

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.

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

The General Administrative Directorate manages the movable and immovable assets of the University of Craiova and coordinates technical, administrative, patrimonial, and maintenance activities. The institution includes maintenance and development works annually in its investment programmes. SDSE maintains its spaces properly and provides functional technical equipment.

UCV benefits from an extensive wireless network and uses licensed software, which contributes to a secure and stable digital environment. The UCV Library, through its reading rooms, physical book

collections, and access to international academic databases such as ScienceDirect, SpringerLink, ProQuest, Emerald, and Clarivate Analytics, represents an important resource for doctoral activity.

- ✓ 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 University of Craiova adequately manages the material resources used within SDSE. The institution aligns its annual investment plans with institutional needs, while rehabilitation works aim to improve the energy efficiency and accessibility of its facilities. The university's technical structures efficiently administer the ICT infrastructure, ensuring appropriate conditions for teaching, research, and administrative activities.

- ✓ Aspects that constitute best practice examples

The correlation of physical infrastructure with digital research resources, educational platforms, and international databases represents an effective way to manage and capitalise on material resources.

- ✓ Recommendations

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)

As of 1 October 2025, as well as at the time of the evaluation, the doctoral domain of Management had eight active doctoral supervisors. One academic staff member from the Management domain within the Doctoral School of Economic Sciences obtained the right to supervise doctoral studies under the legislation in force before the application of Law No. 1/2011: Adriana Burlea Şchiopoiu, Order No. 3292 of 26 February 2008.

The other seven active doctoral supervisors in the Management domain acquired this status through the award of the habilitation certificate: Claudiu George Bocean, Order No. 4209 of 10 June 2015; Catalina Soriana Sitnikov, Order No. 3216 of 18 February 2015; Florentina Luminița Popescu, Order No. 3916 of 14 June 2021; Anca Antoaneta Bocean Vărzaru, Order No. 3796 of 12 May 2022; Silvia Puiu, Order No. 4005 of 8 June 2022; Sorin Tudor, Order No. 3867 of 28 February 2024; and Laurențiu Stelian Mihai, Order No. 3082 of 17 January 2025.

The higher proportion of female doctoral supervisors reflects the institution's observance of the principle of gender equality.

- ✓ 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

FEAA publishes the scientific results of doctoral supervisors on the webpage dedicated to doctoral studies, highlighting their international visibility and consistent research activity in the Management domain. All doctoral supervisors meet the CNATDCU criteria required for the habilitation title.

Doctoral supervisors who hold the academic rank of Associate Professor or Professor teach the courses included in the Advanced Academic Training Programme (PPUA), and their competences align with the subjects taught. Each doctoral student benefits from a Guidance and Academic Integrity Committee composed of at least three members, including at least one member from outside UCV.

✓ Aspects that constitute best practice examples

All doctoral supervisors conduct relevant activity in the Management domain and demonstrate international visibility through publications in WoS-indexed journals, a high Hirsch index, or membership in editorial boards or reviewer panels of international journals.

✓ Recommendations

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)

The University of Craiova offers professional development programmes for staff involved in SDSE activities. These programmes include mobility opportunities through Erasmus+ and other forms of academic mobility. Doctoral supervisors in the Management domain completed 37 mobility activities between 2020 and 2025 at universities in Italy, France, Turkey, Bulgaria, Croatia, and Montenegro.

The INTERLINGUA Centre also provides modern language courses. Several academic staff members in the domain participate in the project "University of Craiova – New Horizons in the Digital Era", funded through the NRRP, code 686692395, which includes digitalisation courses.

UCV supports staff involvement in research projects, the publication of scientific papers, and participation in conferences. At the same time, the university annually rewards research results through the Research Gala, where several academic staff members from the Management domain received awards or grants.

✓ 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

Professional and personal development represents a relevant direction in the strategy of the University of Craiova. The staff involved in SDSE activities benefit from the training measures and programmes that the institution implements, which contribute to strengthening academic, digital, and research competences.

✓ Aspects that constitute best practice examples

The Research Gala, through which the University of Craiova publicly rewards excellence in research, contributes to motivating academic staff and developing a competitive academic climate. Between 2022 and 2025, doctoral supervisors in the Management domain achieved top positions in the Research Gala for the field of Economic Sciences and Social Sciences, as well as second place across all domains of the University of Craiova.

✓ Recommendations

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 University of Craiova organises competitions for teaching and research positions only after publishing them in the Official Gazette of Romania. The recruitment process follows the institution's own competition methodology, developed in accordance with Law No. 199/2023, while academic career promotion follows the specific institutional methodology.

UCV publishes vacant positions on its platform, www.ucv.ro, together with the necessary information on competition criteria, committee composition, and the competition calendar. SDSE affiliates new doctoral supervisors in accordance with the IOSUD-UCV Methodology for awarding the habilitation certificate and the provisions of Article 5 of the SDSE Regulation.

- ✓ 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

UCV uses clear and transparent recruitment procedures that comply with legal requirements. The existence of verifiable criteria, the publication of vacant positions, and the use of staffing records support the application of the principle of equal opportunities in filling teaching and research positions.

- ✓ Aspects that constitute best practice examples

The full publication of information regarding competitions on the institutional platform, including selection criteria and committee composition, ensures a high level of transparency.

- ✓ Recommendations

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 links in the body of the IER)

The University of Craiova has a functional information system that includes the Student Records platform, which the institution uses to manage doctoral students' academic progress; the online fee payment system; the Research Portal, which monitors publications and projects; the Moodle platform, which provides permanent access to teaching resources; the online admission platform; the Library's electronic catalogue; and the anti-plagiarism system sistemantiplagiat.ro, recognised by CNATDCU. Each doctoral student receives an institutional Google Workspace for Education account, valid throughout the study period. The institution verifies similarity in doctoral theses through sistemantiplagiat.ro. The accepted thresholds require a similarity coefficient 1 below 20% and a similarity coefficient 2 below 5%. Article 31 of the IOSUD-UCV Regulation on the organisation and conduct of doctoral study programmes details the applicable procedure.

- ✓ 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 use of information platforms enables rapid communication among doctoral students, doctoral supervisors, and administrative staff, reducing document processing time. The digitalisation of administrative procedures limits errors and streamlines workflows. The anti-plagiarism system and access to international databases contribute to strengthening the culture of academic integrity.

- ✓ Aspects that constitute best practice examples

The integrated use of information platforms for monitoring doctoral students' academic progress, paying fees, tracking research activity, managing online admission, accessing bibliographic resources, and verifying similarity represents a good practice in the digitalisation of administrative and academic processes.

- ✓ Recommendations

SDSE should continue to interconnect the institutional information systems and develop dedicated digital modules for the integrated management of doctoral activities.

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)

The doctoral programme in Management lasts four years, corresponding to eight semesters, and totals 240 ECTS credits. The programme structure includes: (1) the advanced university study programme, carried out in the first year and allocated 30 ECTS credits; this component includes the compulsory course Ethics and Academic Integrity, allocated 10 ECTS credits, as well as optional courses selected from two packages, such as Statistical and Econometric Modelling of Economic Processes, Interdisciplinary Research Methods in Economic Sciences, Quality Management in Research Activity, Advanced Econometrics Techniques, and Sustainability and Durability in Economic Research; (2) research activities, carried out during years I–IV and allocated 180 ECTS credits, including four research reports, each allocated 30 ECTS credits, as well as dissemination activities; and (3) the doctoral thesis defence, allocated 30 ECTS credits.

FEAA publishes the curriculum for the doctoral domain of Management, cohort 2025–2029, on its website, while the course syllabi clearly specify the competences targeted in doctoral training.

- ✓ 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 programme curriculum combines theoretical, methodological, and applied courses. Its organisation based on ECTS credits gives the programme flexibility and ensures compatibility with international academic systems. The allocation of credits for dissemination activities, such as publishing articles and participating in conferences, provides a useful mechanism for encouraging doctoral students to meet the minimum research standards.

- ✓ Aspects that constitute best practice examples

The integration of scientific dissemination activities, namely publications and conference participation, into the curriculum, with the corresponding allocation of ECTS credits, represents a practice that supports the increase of doctoral students' scientific productivity.

- ✓ Recommendations

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

* 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.

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).

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

The expected learning outcomes align with Level 8 of the National Qualifications Framework (NQF) and with the occupations specific to the Management field included in ESCO, such as 112 – Managing Directors and Chief Executives, 131 – Production Managers in Agriculture, Forestry and Fisheries, 132 – Manufacturing, Mining, Construction, and Distribution Managers, 133 – Information and Communications Technology Service Managers, 134 – Professional Services Managers, 141 – Hotel and Restaurant Managers, 142 – Retail and Wholesale Trade Managers, 143 – Other Services Managers, 121 – Business Services and Administration Managers, and 122 – Sales, Marketing and Development Managers. They also align with the national occupational standards, namely COR 1120 – General Managers, Executive Directors and Similar Occupations, and COR 2421 – Management and Organisation Analysts.

The document “Competences and Expected Learning Outcomes”, annexed to the curriculum for the 2025–2029 period, presents the learning outcomes rigorously. The targeted competences cover the critical analysis of economic data and macroeconomic and microeconomic indicators, the development and use of advanced econometric models with tools such as Stata, EViews, and SPSS, the development of original research in areas such as public policies, market dynamics, sustainability, European economic integration, and digitalisation, as well as the communication and dissemination of results through indexed publications and 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

The learning outcomes align with current labour market requirements and European qualification benchmarks. The programme contributes to the training of specialists capable of engaging in advanced research, economic consultancy, and public policy development at both national and international levels.

- ✓ Aspects that constitute best practice examples

The explicit reference to the European ESCO classification highlights the international dimension of the programme and the concern for ensuring the European compatibility of the qualification.

- ✓ Recommendations

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.

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

The doctoral programme in Management applies a student-centred teaching approach by granting doctoral students autonomy in defining their own research direction and by allocating a significant number of hours to individual research. The programme also provides personalised mentoring through regular meetings, individual consultation, and constant feedback from the doctoral supervisor and the Guidance Committee.

The programme uses modern and interactive teaching methods, such as case studies, workshops, and academic presentations. It integrates research into teaching activities and applies flexible and formative assessment methods through research reports, individual projects, and applied analyses.

Doctoral students have access to international databases such as Scopus, WoS, and EBSCO, as well as to statistical analysis software such as SPSS, SmartPLS, Stata, EViews, and VOSViewer.

- ✓ 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 courses included in the curriculum have a structure that supports active learning. The course syllabi include updated materials, recent bibliographic resources, and practical activities based on real data. The Moodle platform supports individual study and facilitates the management of resources required for research activity.

- ✓ Aspects that constitute best practice examples

Teaching activities support the use of prior knowledge in addressing current topics in the Management field, such as the digitalisation of managerial processes, the analysis of the impact of managerial policies, the transformations generated by innovation, and the transition towards sustainability.

- ✓ Recommendations

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)

SDSE has a functional framework for supporting international mobility. The Erasmus+ Office and International Relations Department of UCV support these opportunities through Erasmus+ agreements. SDSE currently maintains 20 doctoral partnerships with universities in Bulgaria, Croatia, Cyprus, France, Germany, Greece, Italy, Norway, Slovenia, and Turkey.

Between 2020 and 2025, doctoral students in the Management domain participated in international mobility activities through projects and conferences organised abroad, in countries such as Montenegro, Italy, Austria, Spain, Bulgaria, Hungary, and North Macedonia.

- ✓ 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 mechanisms ensure transparent and non-discriminatory access to international mobility programmes. Doctoral students can select mobility opportunities according to the specific features of their research topics, while UCV guarantees equal access to such opportunities, including for students with special needs.

- ✓ Aspects that constitute best practice examples

The full recognition of mobility activities within the individual doctoral research plan and their inclusion in the annual progress report represent a good institutional practice.

- ✓ Recommendations

SDSE should strengthen the international visibility of doctoral students' activity by encouraging their participation in scientific events, academic internships, and mobility programmes organised in partnership with institutions abroad.

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
✓	Presentation of the state of facts, supported by documents and data (documents preferably included through links in the body of the IER) SDSE supports an organisational culture grounded in equity, inclusion, and respect for diversity, providing equal access to all doctoral students, regardless of gender, age, ethnic origin, socio-economic status, or disability. IOSUD-UCV ensures non-discriminatory access to resources such as databases, the Moodle platform, the digital library, and ICT infrastructure. It also provides academic and psycho-pedagogical counselling services through the Career Counselling and Guidance Centre, as well as accessible infrastructure, including access ramps, reserved parking spaces, and appropriate signage. 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 SDSE consistently applies the principles of equal opportunities and non-discrimination. The doctoral school supports diverse learning styles through varied teaching formats, such as face-to-face courses, hybrid sessions, online modules, individual study on the Moodle platform, applied workshops, presentations of scientific articles, and individual mentoring meetings. Aspects that constitute best practice examples Curricular flexibility, complemented by the constant support provided by the doctoral supervisor and the Guidance and Academic Integrity Committee, enables the institution to adapt the doctoral pathway to each doctoral student's potential, objectives, and specific research topic. Recommendations 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.
✓	Presentation of the state of facts, supported by documents and data (documents preferably included through links in the body of the IER) The University of Craiova provides doctoral students in the Management domain with access to institutional and digital infrastructure appropriate for doctoral studies. This infrastructure includes the UCV Library, with access to databases available through ANELIS PLUS; the Moodle platform, available on a permanent basis; software programmes for data processing and analysis, such as SPSS, Stata, and EViews; and the anti-plagiarism system sistemantiplagiat.ro. Doctoral students also benefit from psychological and career counselling services through the Career Counselling and Guidance Centre. Electronic resources, facilities accessible to persons with disabilities, and support tools adapted to individual learning and research needs complement this infrastructure. UCV fully reimburses doctoral students' publication fees for articles published in WoS- or BDI-indexed journals, as well as their participation fees for national and international conferences. The Administrative Council approved this measure through Decision No. 31 of 3 November 2021, and the university has applied it since 2022.

- ✓ 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 resources provided by IOSUD-UCV meet the training, documentation, and research needs of doctoral students in the Management domain. The reimbursement of publication fees and participation fees for scientific events provides important financial support for the dissemination and valorisation of research results.

At the same time, access to international databases, electronic resources, and the anti-plagiarism system contributes to strengthening research quality and the culture of academic integrity.

- ✓ Aspects that constitute best practice examples

The full financial support for publishing articles in indexed journals and participating in national and international conferences represents a good practice in supporting the dissemination of doctoral research results.

- ✓ Recommendations

SDSE should diversify and increase the financial support granted to doctoral students in the Management domain for publishing research results in relevant journals, as well as for participating in conferences, internships, and academic mobility activities at both national and international levels.

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)

The doctoral domain of Management defines the learning outcomes in a unitary, transparent manner, aligned with Level 8 of the National Qualifications Framework. These outcomes follow three dimensions: Knowledge (C), which targets mastery of advanced and frontier knowledge in the analysis of economic processes, advanced macroeconomics and microeconomics, and statistical and econometric modelling; Skills (A), which focus on the application of advanced research, synthesis, and critical evaluation techniques; and Responsibility and Autonomy (RA), which involve the exercise of scientific and professional authority in compliance with academic integrity standards.

The programme integrates these outcomes into the course syllabi and the 2025–2029 curriculum and communicates them to doctoral students through programme documents, including the SDSE Regulation and the doctoral study contract. At the beginning of the academic year, SDSE presents and discusses these outcomes with doctoral students and doctoral supervisors in order to ensure a shared understanding of academic expectations.

- ✓ 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 learning outcomes have an operational formulation and align with the requirements of doctoral education, corresponding to Level 8 of the National Qualifications Framework. The course syllabi, curriculum, and institutional documents of the doctoral school provide clarity regarding content, teaching methods, doctoral students' responsibilities, and assessment methods.

- ✓ Aspects that constitute best practice examples

The existence of the Guide for Writing the Doctoral Thesis and the Guide for Writing Research Reports provides common reference points for doctoral students and supervisors, contributing to the standardisation of requirements and the clarification of expectations regarding the doctoral pathway.

- ✓ Recommendations
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)

The doctoral programme in Management assesses learning outcomes through several complementary forms: continuous assessment within the Advanced Academic Training Programme, carried out in the first semester of the first year, through scientific presentations, debates, replication of empirical studies, case analyses, and research projects; four annual research reports completed during the doctoral period and endorsed by the doctoral supervisor and the Guidance and Academic Integrity Committee; assessment of dissemination activities through publications and conference participation; and completion of studies through the anti-plagiarism check, the preliminary defence before the Guidance Committee, the 90-day public transparency period, and the public defence before a committee composed of at least five members, including at least two reviewers from outside IOSUD-UCV.

Between 2020 and 2025, doctoral students in the Management domain publicly defended 33 doctoral theses. The committees awarded all theses the qualification "Very Good", while CNATDCU validated them and the Ministry confirmed them by ministerial order.

- ✓ 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 process follows the principles of transparency, equity, and academic rigour. Research reports, the assessment of dissemination activities, and the successive stages of thesis verification enable the monitoring of doctoral progress throughout the entire study period. The use of the anti-plagiarism system and compliance with the stages of preliminary defence, public transparency, and public defence ensure alignment with national and institutional standards on academic integrity.

- ✓ Aspects that constitute best practice examples

CNATDCU validated all theses defended between 2020 and 2025 without any rejections, which confirms the coherence of the doctoral supervision, monitoring, and evaluation process.

- ✓ Recommendations
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)

Admission to SDSE for the Management domain takes place through a competition organised in two sessions: the July session, intended for non-EU citizens, and the September session, intended for Romanian candidates. Candidates submit their applications online through the IOSUD-UCV platform, while IOSUD-UCV and SDSE publish information on admission requirements, available places, proposed research topics, the research project template, and the schedule of colloquia on their webpages.

The admission tests include the presentation of a doctoral research project, weighted at 50%; the level of general professional training, determined based on bachelor's and master's degree averages, weighted at 40%; and previous scientific experience, namely publications, conference participation,

and awards, weighted at 10%. The process also includes a B2-level language competence test, assessed on a pass/fail basis.

The admission committees centralise the results in official minutes, which the UCV Senate subsequently validates. The institution publishes the results in compliance with GDPR rules, using anonymisation codes.

- ✓ 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

SDSE applies the admission procedure transparently and rigorously, while respecting equal opportunities for all candidates. The criteria used enable the assessment of the doctoral project, previous academic background, scientific experience, and language competences, contributing to the selection of candidates who meet the requirements of doctoral research and align with national and European standards.

- ✓ Aspects that constitute best practice examples

The recognition of previous scientific experience, through the inclusion of publications, conference participation, and awards in the admission criteria, represents a good practice for identifying candidates with genuine interest in research.

- ✓ Recommendations

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)

SDSE organises admission in accordance with the principles of equity, equal opportunities, and non-discrimination. Citizens of EU/EEA member states, British citizens under the conditions of the Brexit agreement, ethnic Romanians residing abroad, and non-EU citizens may participate in the admission competition.

Online application facilitates candidates' access and reduces administrative barriers, while the institution publishes results using anonymisation codes, in compliance with GDPR requirements. SDSE also provides special places for Romanian candidates from abroad and for candidates admitted under the CPV regime.

- ✓ 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 admission process reflects the effective application of the principles of inclusion and equal opportunities. The use of the online platform, the publication of methodologies and relevant information, and the anonymisation of results contribute to the transparency of the selection process and to candidates' equitable access to doctoral studies.

- ✓ Aspects that constitute best practice examples

The organisation of a separate admission session in July for non-EU citizens, aimed at enabling them to obtain letters of acceptance for studies in due time, represents a useful practice for facilitating international candidates' access.

- ✓ Recommendations

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) The doctoral programme in Management carries 240 ECTS credits and has a standard duration of four years, offering a flexible academic pathway. The Senate may approve an extension of the study period by one or two years, while the doctoral student may request a one-year reduction, subject to the doctoral supervisor's endorsement. Doctoral students may interrupt their studies for justified reasons, such as maternity, childcare, medical issues, or professional circumstances, with a corresponding extension of the programme duration. Doctoral students retain their status during international mobility periods, and the institution suspends this status only during approved interruptions.	
✓ 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 regulations applied by SDSE enable the coherent and equitable management of doctoral students' academic pathways, in accordance with national legislation and IOSUD-UCV internal policies. The conditions regarding the interruption, extension, reduction, and resumption of studies are clearly established, ensuring the continuity of doctoral training and protecting doctoral students' rights.	
✓ Aspects that constitute best practice examples The provision that allows the doctoral study period to be reduced by one year, at the doctoral student's request and with the doctoral supervisor's endorsement, constitutes a flexible measure that recognises outstanding academic performance.	
✓ Recommendations 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.
✓ Presentation of the state of facts, supported by documents and data (documents preferably included through links in the body of the IER) SDSE, through the Management domain, supports the internationalisation process through 20 Erasmus+ agreements dedicated to doctoral student mobility, concluded with universities in Bulgaria, Croatia, Cyprus, France, Germany, Greece, Italy, Norway, Slovenia, and Turkey. During the evaluated period, one doctoral student in the domain completed an international mobility activity within a project at the University of Montenegro, in Podgorica and Kotor, in 2024. Doctoral students also recorded 25 participations in international conferences organised abroad between 2020 and 2025. In addition, doctoral supervisors completed 37 international mobility activities through Erasmus+ and international projects in Italy, France, Turkey, Bulgaria, Croatia, and Montenegro. One doctoral thesis, prepared by Iulia-Doina Novăcescu under the supervision of Professor Cătălina Soriana Sitnikov, was written and defended in English. Doctoral students also benefited from workshops delivered by international specialists, such as Professor Attila Yuksel from Turkey in 2022, Paolo D'Anselmi from Rome in 2024, and Professor Andre M.M. Kolodziejek from Maastricht University / European Commission during ICONEC 2023.	
✓ 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	

SDSE applies the directions of the internationalisation policy promoted by the University of Craiova. The international visibility of the Management domain is supported by WoS-indexed publications, doctoral supervisors' participation on editorial boards, reviewing activities for international journals, and participation as invited speakers or keynote speakers at international conferences. These activities contribute to improving the quality of doctoral education and research.

✓ **Aspects that constitute best practice examples**

The annual organisation of the international ICONEC conference by SDSE/FEAA, including workshops delivered by international specialists for doctoral students, represents a good practice in the field of internationalisation.

✓ **Recommendations**

SDSE should develop international academic collaborations by organising more frequent lectures, seminars, workshops, or scientific meetings delivered by specialists and academic staff from partner universities abroad, with the participation of doctoral students in the Management domain.

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)**

Scientific research represents a central component of doctoral training in the Management domain. The minimum CNATDCU standards for awarding the doctoral degree require at least three publications in journals indexed in at least three international databases and at least three participations in international conferences. All doctoral students prepare and defend four research reports before the Guidance and Academic Integrity Committee. To date, the Management domain has registered no cases of violation of scientific ethics. SDSE annually organises the international conference ICONEC – Competitiveness and Stability in the Knowledge-Based Economy, as well as the Scientific Symposium “Promoting Economic Ideas through Doctoral Research”, dedicated to the valorisation of doctoral 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**

Doctoral students in the Management domain valorise the partial results of their research through participation in international conferences and publication of articles in indexed journals, either individually or in collaboration with their supervisors. The integration of research into doctoral training, through annual reports, scientific dissemination, and participation in academic events, supports the achievement of the learning outcomes targeted by the programme.

✓ **Aspects that constitute best practice examples**

The constant organisation of the international ICONEC conference and of the Scientific Symposium dedicated to doctoral research constitutes a useful practice for stimulating the dissemination of results and integrating doctoral students into the scientific community.

✓ **Recommendations**

SDSE could intensify the organisation of academic activities dedicated to doctoral training, such as methodological workshops, research presentation sessions, thematic debates, and meetings with specialists from the academic and socio-economic environments.

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)

The research results of doctoral supervisors in the Management domain have national and international visibility through publications in WoS-indexed journals, including Core Economics, ESCI, and CPCI, as well as in ERIH+, through relevant Hirsch indices, participation in international conferences, roles as editor-in-chief or guest editor of internationally indexed journals, and involvement in research grants carried out in collaboration with universities from Greece, Spain, and Hungary. Research activity within SDSE follows the FEAA Scientific Research Strategy and the research directions of the eight doctoral supervisors in the Management domain. Doctoral students also have relevant research results, reflected in publications, scientific communications, and publicly defended doctoral theses.

✓ 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

Research carried out within SDSE in the Management domain has an applied, interdisciplinary character and focuses on international visibility. Publications by academic staff and doctoral students, participation in conferences, and the public defence of doctoral theses contribute to strengthening the scientific impact of the domain and to valorising research results.

✓ Aspects that constitute best practice examples

The national and international visibility of research is supported by the participation of academic staff and doctoral students in prestigious conferences, scientific sessions dedicated to doctoral students, and the publication of results in journals indexed in international databases.

✓ Recommendations

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)

The University of Craiova has an institutional quality management system coordinated by the Quality Management Department. This system includes the Evaluation and Quality Assurance Committee at UCV level and the Quality Council, which cooperate with quality assurance structures at faculty level and with the doctoral school councils. These structures apply specific procedures for quality evaluation and monitoring and contribute to the preparation of the annual internal evaluation report, a document presented to the University Senate and subsequently published. At SDSE level, the Doctoral School Council exercises responsibility for quality, in cooperation with CEAC-FEAA, based on the applicable institutional regulations.

The quality assurance process relies on complementary mechanisms, such as the monitoring of teaching and research activities through the annual reports of doctoral schools, the periodic evaluation of doctoral students' satisfaction through questionnaires on educational activity, doctoral supervision, and administrative services, as well as the updating of study materials and teaching resources. The institution also supports the professional development of academic staff through participation in training programmes, workshops, and exchanges of good practices.

- ✓ 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 information analysed shows that the institution consistently applies quality assurance procedures at organisational level, and that it uses evaluation results to improve educational and research activities within doctoral programmes. The existing mechanisms contribute to maintaining the coherence of the educational process and to consolidating an institutional culture oriented towards quality. Cooperation among the quality structures at UCV, FEAA, and SDSE levels ensures an integrated approach, while annual reports, satisfaction questionnaires, and continuous monitoring provide useful data for substantiating decisions and optimising doctoral activities.

- ✓ Aspects that constitute best practice examples

CNATDCU's validation of all 33 doctoral theses defended between 2020 and 2025, without any rejections, highlights the effective functioning of the monitoring, supervision, and quality assurance system.

- ✓ Recommendations

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 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.
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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 University of Craiova applies a quality assurance system that seeks to involve the academic community and external partners in the evaluation and improvement of teaching and research activities. This system relies on a well-defined institutional and normative framework, which includes the Regulation on the organisation and functioning of doctoral and postdoctoral studies, the CEAC-UCV Regulation, and the Procedure for the annual internal evaluation of the activity of IOSUD-UCV doctoral schools.

At SDSE level, according to its 2025 Regulation, stakeholder involvement takes place through various mechanisms: student representation in the CSD through one doctoral student, in the CSUD through two doctoral students, in the UCV Senate, where students represent 25% of the members, and in the Administrative Council through one representative. The institution also periodically collects opinions through questionnaires, organises meetings and workshops with representatives of the business environment, ensures representation of the economic environment in CEAC-FEAA, and develops collaborations with universities and research centres in the European area.

- ✓ 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 the doctoral domain of Management, stakeholder involvement reflects a participatory and consolidated approach. Consultation mechanisms enable the alignment of educational and research activities with developments in the academic environment, the labour market, and the socio-economic environment. The representation of doctoral students in decision-making structures contributes to the adaptation of academic processes, while the evidence analysed shows that the institution considers the opinions of internal and external actors when applying quality assurance procedures.

- ✓ Aspects that constitute best practice examples

The periodic organisation of workshops and round tables with representatives of the business environment, aimed at identifying competences required by the labour market and adapting research topics, constitutes a good practice.

✓ **Recommendations**

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.2.2. 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)**

The University of Craiova has a consolidated institutional and normative framework in the field of university ethics and deontology. The Regulation on the organisation and functioning of the Ethics Committee, approved at institutional level, regulates the activity of the Ethics Committee and establishes its duties, working procedures, and principles of decisional independence. Committee members carry out their activity based on the Declaration of Impartiality and Confidentiality, ensuring the objectivity of analyses and the protection of the information managed. UCV uses the Code of University Ethics and Deontology and the Guide to Ethical Rules for Students, documents that define standards of academic conduct. The Ethics Committee prepares annual reports on its activities, resolved complaints, and adopted measures. UCV uses the www.sistemantiplagiat.ro platform to verify the originality of doctoral theses and scientific papers, in accordance with the applicable national regulations. The university also has a Strategy for Preventing and Combating Plagiarism. The Management domain has reported no cases of violation of academic ethics rules.

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 information analysed shows that the University of Craiova applies a coherent approach to university ethics and academic integrity. The Ethics Committee operates within a regulated, independent, and transparent framework, with clearly defined responsibilities regarding the analysis of complaints and the prevention of deviations from academic conduct. The existence of the Code of Ethics, dedicated student guides, annual reports, and anti-plagiarism verification tools contributes to consolidating an institutional culture based on responsibility, equity, and integrity. At the same time, the integration of these principles into internal regulations and doctoral activities supports the conduct of research under conditions of academic fairness.

✓ **Aspects that constitute best practice examples**

The annual publication of the Ethics Committee reports, together with the systematic use of tools for preventing and verifying plagiarism, represents a good practice for strengthening transparency and the culture of academic integrity.

✓ **Recommendations**

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	The organisational component consistently applies the procedures, and proves their impact on quality assurance.
I.P.C.3.1.1	

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

The University of Craiova, through IOSUD-UCV and SDSE, applies procedures for initiating, monitoring, and periodically reviewing doctoral programmes, integrated into the institutional quality assurance system. The responsible structures at university and doctoral school levels coordinate these procedures, namely the Quality Management Department, CEAC-UCV, CSUD, the Council of the "Eugeniu Carada" Doctoral School of Economic Sciences, and CEAC-FEAA. In the case of the Management domain, annual reports, periodic evaluations, analysis of doctoral students' satisfaction, and monitoring of research progress support the monitoring of activities. Digital tools such as Student Records, the Moodle platform, and the Research Portal support the process. The review of the doctoral programme takes into account the results of internal evaluations, recommendations formulated during external evaluations, proposals from doctoral supervisors, and feedback from doctoral students and relevant partners.

✓ [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 application of monitoring and review procedures highlights a constant concern for maintaining the quality and relevance of the doctoral programme in Management. The institutional structures involved ensure the coordination, evaluation, and monitoring of academic and research activities, contributing to the coherence of the quality system. The use of annual reports, satisfaction questionnaires, digital tools, and consultation mechanisms enables the identification of improvement needs and the adoption of appropriate measures. Thus, the review process has a continuous character and supports the adaptation of the programme to developments in the Management field and to the requirements of the academic and socio-economic environments.

✓ [Aspects that constitute best practice examples](#)

The periodic updating of research topics proposed by doctoral supervisors, in correlation with emerging trends in economics and management, reflects the dynamic character of the monitoring and review process of the doctoral programme.

✓ [Recommendations](#)

The indicator is: fulfilled.

Indicator	Members of its own community and other stakeholders are involved in the procedure implementation process.
I.P.C.3.1.2	

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

The process for initiating, monitoring, and reviewing the doctoral programme in Management has a participatory character, involving doctoral supervisors, academic staff, doctoral students, institutional quality structures, and representatives of the socio-economic environment. Doctoral students have representation in the relevant decision-making structures, including the CSD, CSUD, University Senate, and Administrative Council, and the institution periodically collects their opinions through feedback questionnaires. At SDSE level, the doctoral school's management structures discuss proposals regarding the functioning of the programme and research topics. At the same time, dialogue with employers, the business environment, and institutional partners contributes to aligning the doctoral programme with labour market requirements, research priorities, and the standards of the European Higher Education Area.

- ✓ 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 involvement of the academic community and external stakeholders in applying the procedures contributes to the transparency and relevance of the review process. The participation of doctoral students in decision-making structures, the consultation of doctoral supervisors, and dialogue with the socio-economic environment enable the continuous adaptation of the doctoral programme to training and research needs. The process has a cyclical character: SDSE collects proposals, analyses them at CSD level, and, where appropriate, submits them for endorsement to the higher structures of IOSUD-UCV. These mechanisms confirm that the Management domain systematically valorises the contribution of relevant actors in the quality assurance and improvement process.

- ✓ Aspects that constitute best practice examples

The periodic consultation of doctoral students, doctoral supervisors, and representatives of the socio-economic environment in the process of reviewing research topics and curricular content represents a good practice for maintaining the relevance of the doctoral programme.

- ✓ Recommendations

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)

The institution periodically evaluates the teaching and supervisory activity carried out by doctoral supervisors, mainly through questionnaires completed by doctoral students. These instruments enable the collection of feedback on the quality of teaching activities, the effectiveness of scientific supervision, the availability of doctoral supervisors, and the support provided during the doctoral period. The responsible structures, namely CSUD and CSD, centralise and analyse the results and use them to formulate measures for improving academic activities. The evaluation of academic staff activity forms part of the institutional quality assurance system, which pursues the constant analysis of teaching and research performance. At the same time, UCV supports the professional development of doctoral supervisors and academic staff involved in doctoral programmes through participation in training activities, workshops, instruction sessions, and exchanges of good practices, including in cooperation with international experts or partners.

- ✓ 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 questionnaires administered to doctoral students constitute a useful instrument for evaluating the quality of the academic relationship between doctoral students and doctoral supervisors. They address relevant aspects such as scientific competence, communication capacity, research support, respect for academic ethics, and the effectiveness of the supervision process. The analysis of results enables the identification of strengths and possible aspects requiring improvement, contributing to increasing the quality of the doctoral process.

- ✓ Aspects that constitute best practice examples

The use of feedback obtained through doctoral students' questionnaires to adjust supervision and teaching activities represents a practice appropriate to the specific nature of doctoral studies.

- ✓ Recommendations

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)

The responsible institutional structures, namely CSUD, SDSE, and the Quality Management Department within UCV, systematically collect and manage information on the activity of doctoral students and doctoral supervisors. The institution integrates the data required for monitoring academic performance and substantiating managerial decisions into several institutional information systems. These include online learning platforms used for teaching materials and assessments, the Research Portal, which records publications, projects, and scientific collaborations, the Student Records system, which monitors the academic and administrative pathway of doctoral students, and the SDSE electronic archive. To ensure transparency, the doctoral school publishes an important part of this information on its website, including data on doctoral supervisors, their CVs, and their research results.

- ✓ 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 UCV and SDSE levels, a coherent system for collecting, updating, and analysing data relevant to internal quality assurance is in operation. The institution consistently uses information platforms to monitor doctoral students' progress, research activity, and the results obtained by doctoral supervisors. The centralised publication of information on scientific activity, including indexed publications and scientometric indicators, contributes to increasing transparency and facilitating public access to data on academic performance.

- ✓ Aspects that constitute best practice examples

The integrated use of information platforms for recording doctoral pathways, monitoring research, and publishing scientific results contributes to strengthening transparency and quality management.

- ✓ Recommendations

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)

SDSE systematically publishes information of public interest regarding the doctoral programme in Management through the institutional website and the dedicated IOSUD-UCV and FEAA pages. The online platforms provide relevant information for candidates, doctoral students, academic staff, and other stakeholders. Available information includes data on doctoral supervisors, including CVs, scientific results, and contact details, curricula, course syllabi, proposed research topics, admission requirements, applicable regulations, fees, scholarships, and available facilities. The institution also publishes methodological guides, such as the Guide for Writing the Doctoral Thesis and the Guide for Preparing Research Reports, the criteria for the preliminary defence and public defence of the thesis,

announcements regarding public defences, information on habilitation, and the calendar of academic activities.

- ✓ 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-UCV and SDSE provide an adequate level of transparency by publishing essential information on the organisation and conduct of doctoral studies. The institutional websites centralise information on admission, the doctoral pathway, research activities, thesis defences, doctoral supervisors, regulations, and available resources. The organisation of content facilitates candidates', doctoral students', and other beneficiaries' access to updated information, contributing to strengthening public confidence in the quality and transparency of the doctoral programme.

- ✓ Aspects that constitute best practice examples

The publication of the Guide for using the online admission platform both as a brochure and in video format constitutes a useful practice of accessible and user-friendly communication for candidates.

- ✓ Recommendations

SDSE should improve the English-language component of its webpage by completing, updating, and more clearly structuring the information relevant to candidates, doctoral students, international partners, and other interested audiences.

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)

Institutional mechanisms that ensure clear and non-discriminatory access to relevant information for the academic community and the interested public support the transparency of decision-making processes. The institution publishes admission results in compliance with personal data protection rules by using anonymisation codes. It also makes public information on the composition of doctoral committees, the calendar of activities, and the annual plans relevant to the conduct of doctoral studies. At institutional level, UCV publishes the decisions of the Administrative Council and the University Senate on the university website, while it communicates the decisions adopted at CSUD and SDSE levels to doctoral supervisors and doctoral students through institutional channels, including by e-mail.

- ✓ 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 publication of decisions, communication of decisions, and compliance with personal data protection rules contribute to ensuring the transparency of the decision-making process. Public access to the decisions of the Senate and Administrative Council, as well as direct information provided to members of the doctoral community on CSUD and SDSE decisions, strengthen stakeholders' confidence in the fairness and predictability of university governance.

- ✓ Aspects that constitute best practice examples

The publication of the decisions of the Administrative Council and the UCV Senate on the institutional website represents a practice of good governance and decision-making transparency.

- ✓ Recommendations

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.
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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 University of Craiova received the qualification “High Degree of Confidence” in the ARACIS institutional evaluations conducted in 2009, 2015, and 2021. The Management doctoral domain and SDSE underwent external evaluation in 2021 for the purpose of maintaining accreditation and obtained a favourable result through ARACIS Council Decision No. 95/H/25.11.2021. The progress report submitted in July 2025 highlighted the implementation of the recommendations formulated following the previous evaluation. The institution addressed the recommendations related to the partially fulfilled indicator A.1.3.3, as well as the recommendations formulated for indicators A.3.1.4, B.1.2.2, B.2.1.1, B.2.1.3, B.3.2.2, C.3.1.1, C.3.1.2, and C.3.1.3, through specific institutional measures.

- ✓ 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

SDSE and IOSUD-UCV demonstrate compliance with the legal obligations regarding external quality evaluation. Participation in ARACIS evaluations, preparation of the progress report, and implementation of previously formulated recommendations confirm the institution’s capacity for monitoring, adaptation, and continuous improvement. The measures adopted after the 2021 evaluation reflect a responsible and proactive approach to consolidating the quality of the Management doctoral domain.

- ✓ Aspects that constitute best practice examples

The implementation of the recommendations formulated following the 2021 ARACIS evaluation before the monitoring deadline highlights the institution’s commitment to continuous quality improvement.

- ✓ Recommendations

SDSE should further develop digital tools for monitoring the quality indicators relevant to external evaluations.

The indicator is: fulfilled.

IV. SWOT Analysis

Strengths:		Weaknesses:
✓ Doctoral supervisors with national and international recognition, actively involved in European scientific projects and networks; ✓ Modernised material resources: access to computer laboratories, scientific databases, and electronic research platforms; ✓ Advanced digitalisation of certain administrative processes (platforms for doctoral student records, online procedures); ✓ Clear organisational structure aligned with ARACIS and CNATDCU standards; ✓ International visibility of the University of Craiova and of doctoral supervisors in the Management doctoral domain in certain thematic rankings, with constant improvement; ✓ Financial support for conference participation and publication in indexed journals; ✓ Flexible curriculum that allows research topics to be adapted to doctoral students’ profiles and to current trends, such as digitalisation, sustainability, and leadership;	INTERNAL FACTORS ↑	✓ Partial IT integration among internal platforms for admission, research, mobility, and reporting; ✓ Uneven distribution of workload among doctoral supervisors, with some supervisors coordinating too many doctoral students; ✓ Low number of theses written and defended in English (one thesis in 2020–2025) and low number of international students; ✓ The predominantly local orientation of research limits international visibility; ✓ Doctoral students evaluate academic staff sporadically, and the process is not fully integrated into a unified digital system; ✓ The English-language public information on the SDSE website remains limited;

✓ Presence of doctoral students and representatives of the socio-economic environment in quality committees, doctoral councils, and working groups; ✓ Regulatory framework that is periodically updated, transparent, and accessible online; ✓ Clear procedures for evaluation, ethics, integrity, and quality assurance of the programme; ✓ Periodic internal audits and self-evaluation activities in accordance with ARACIS requirements.		✓ The number of events organised within SDSE remains relatively low.
SWOT analysis		
Opportunities: ✓ Intensifying international partnerships with universities from the EU, Asia, and North America; ✓ Participation in European research networks (Horizon Europe, COST, Erasmus+); ✓ Increasing the number of Erasmus+ international mobility activities for doctoral students and supervisors; ✓ Attracting visiting professors through European programmes; ✓ Projects aimed at establishing Centres of Research Excellence or increasing the involvement of academic staff and doctoral students in the INCESA research centre; ✓ Developing cooperation with companies, chambers of commerce, NGOs, and public institutions; ✓ Emerging research trends: digitalisation, AI, adaptive leadership, sustainability, and green management; ✓ Expanding digital platforms for academic monitoring and evaluation.	↓ EXTERNAL FACTORS	Threats: ✓ Underfunding of education and research at national level; ✓ Decline in the selection pool and in interest in doctoral studies in Romania; ✓ Competition from European universities in attracting Romanian doctoral students; ✓ Economic instability and global and geopolitical crises that may affect academic mobility; ✓ Frequent changes in education legislation, generating procedural blockages; ✓ Financial limitations hinder continuous access to databases.

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	F	

No.	Performance Indicator	Extent to which it was fulfilled (F/PF/UF)	Recommendations
	that are periodically reviewed as required by law.		
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	SDSE should further strengthen and formalise the involvement of the socio-economic environment in supporting doctoral studies, both by encouraging the proposal of research topics anchored in local and national economic realities and by attracting financial support for doctoral students' activities, including scholarships offered by private entities.
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	
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	
6.	I.P.A.3.1.2 The HEI ensures professional and personal development for its staff.	F	
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	SDSE should continue to interconnect the institutional information systems and develop dedicated digital modules for the integrated management of doctoral activities.
9.	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.	F	
10.	I.P.B.2.1.2 The expected learning outcomes are correlated with the competences required	F	

No.	Performance Indicator	Extent to which it was fulfilled (F/PF/UF)	Recommendations
	by those occupations, according to the occupational standards and/or the European Skills, Competences and Occupations (ESCO).		
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	
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	SDSE should strengthen the international visibility of doctoral students' activity by encouraging their participation in scientific events, academic internships, and mobility programmes organised in partnership with institutions abroad.
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	
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	SDSE should diversify and increase the financial support granted to doctoral students in the Management domain for publishing research results in relevant journals, as well as for participating in conferences, internships, and academic mobility activities at both national and international levels.
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	
16.	I.P.B.5.1.2 Achievement of the learning outcomes is checked in ongoing examinations and study completion exams.	F	
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	
20.	I.P.B.8.1.1 The organisational component carries out international cooperation actions supporting mobility of the members of its own	F	SDSE should develop international academic collaborations by organising more frequent lectures, seminars, workshops, or scientific meetings

No.	Performance Indicator	Extent to which it was fulfilled (F/PF/UF)	Recommendations
	community and collaboration in academic and research activities.		delivered by specialists and academic staff from partner universities abroad, with the participation of doctoral students in the Management domain.
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	SDSE could intensify the organisation of academic activities dedicated to doctoral training, such as methodological workshops, research presentation sessions, thematic debates, and meetings with specialists from the academic and socio-economic environments.
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	
23.	I.P.C.1.1.1 The organisational component consistently applies the procedures, and proves their impact on quality assurance.	F	
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	
27.	I.P.C.3.1.2 Members of its own community and other stakeholders are involved in the procedure implementation process.	F	
28.	I.P.C.4.1.1 The organisational component analyses the results of the students' biannual evaluation of teachers.	F	
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	SDSE should improve the English-language component of its webpage by completing, updating, and more clearly structuring the information relevant to candidates, doctoral students, international partners, and other interested audiences.

No.	Performance Indicator	Extent to which it was fulfilled (F/PF/UF)	Recommendations
31.	I.P.C.6.1.2 The organisational component ensures transparent decision-making processes.	F	
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	SDSE should further develop digital tools for monitoring the quality indicators relevant to external evaluations.

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.

The external evaluation of the doctoral study domain of Management, organised by IOSUD – University of Craiova through the “Eugeniu Carada” Doctoral School of Economic Sciences, highlighted the existence of a consolidated doctoral programme with a high level of institutional maturity, academic coherence, and a constant orientation towards quality, advanced research, and academic integrity. The Management domain supports its mission by training specialists with advanced professional and scientific competences, capable of investigating relevant topics in the field of management through empirical methods, quantitative approaches, and interdisciplinary perspectives.

Among the positive aspects identified, the panel notes the existence of a body of doctoral supervisors with national and international visibility, relevant scientific activity, publications indexed in international databases, including WoS, and appropriate scientometric indicators. The Management domain also stands out through the national validation of the doctoral theses defended, all of which received the qualification “Very Good”, without rejections in the CNATDCU validation process. Another important element consists of the implementation of the recommendations formulated following the 2021 ARACIS evaluation, which confirms the institution’s concern for continuous quality improvement.

The panel found that the institution has adequate material and digital infrastructure supporting teaching and doctoral research activities. Doctoral students benefit from access to appropriately equipped spaces, bibliographic resources, international databases, digital platforms, and specialised applications for economic and managerial research. The curriculum has a flexible structure, aligned with the expected learning outcomes and Level 8 of the National Qualifications Framework, integrating both methodological and applied components and scientific dissemination activities. At the same time, the inclusion of

publications and conference participation in the doctoral pathway stimulates scientific productivity and the consolidation of doctoral students' academic profiles.

The panel also notes the financial support mechanisms granted to doctoral students for publishing research results and participating in scientific events, as well as the operation of a well-structured quality assurance system based on clear procedures, periodic monitoring, feedback from doctoral students, and stakeholder involvement. Research activities align with the strategic directions of FEAA and SDSE, while the topics addressed reflect current concerns such as digitalisation, artificial intelligence, adaptive leadership, sustainability, green management, and interdisciplinary cooperation.

The panel finds that all 32 evaluated performance indicators, namely 8 indicators under Domain A – Institutional Capacity, 14 indicators under Domain B – Educational Efficacy, and 10 indicators under Domain C – Quality Management, are fulfilled.

The main directions for improvement concern strengthening the international visibility of doctoral students' activity by encouraging their participation in scientific events, academic internships, and mobility programmes carried out in partnership with institutions abroad. SDSE should further strengthen and formalise the involvement of the socio-economic environment in supporting doctoral studies, both by encouraging the proposal of research topics anchored in local and national economic realities and by attracting financial support for doctoral students' activities, including scholarships offered by private entities. At the same time, SDSE should continue to interconnect the institutional information systems and develop dedicated digital modules for the integrated management of doctoral activities. It would also be appropriate to diversify and increase the financial support granted to doctoral students in the Management domain for publishing research results in relevant journals, as well as for participating in conferences, internships, and academic mobility activities at both national and international levels. In the same direction, SDSE should develop international academic collaborations by organising more frequent lectures, seminars, workshops, or scientific meetings delivered by specialists and academic staff from partner universities abroad, with the participation of doctoral students in the Management domain.

At the same time, SDSE could intensify the organisation of academic activities dedicated to doctoral training, such as methodological workshops, research presentation sessions, thematic debates, and meetings with specialists from the academic and socio-economic environments. Another recommendation concerns improving the English-language component of the SDSE webpage by completing, updating, and more clearly structuring the information relevant to candidates, doctoral students, international partners, and other interested audiences. SDSE should also further develop digital tools for monitoring the quality indicators relevant to external evaluations.

Following the analysis of the Internal Evaluation Report and its annexes, the verification of the available infrastructure, and dialogue with representatives of IOSUD-UCV, SDSE, doctoral supervisors, doctoral students, graduates, employers, and other stakeholders, the ARACIS evaluation panel finds that the Management doctoral domain meets the national legal requirements and quality assurance standards. The doctoral programme has adequate academic, institutional, and material resources, shows a clear orientation towards research and internationalisation, and demonstrates the capacity to continue developing in line with the requirements of the European Higher Education Area and the current dynamics of the Management field.

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:*

- a) **maintaining accreditation** (MAC) for doctoral domain Economics, Doctoral School of Economics SDSE

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



No.	Doctoral Program	Location	Form of education	Number of credits (ECTS)
1	Management	Craiova	Full-time education / Part-time education	240

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.

1. The timetable for the evaluation of the external quality evaluation visit for the doctoral university study domain.
2. Minutes of the meetings.