

Akkreditierungsagentur
im Bereich Gesundheit und Soziales
Accreditation Agency in Health and Social Science



Assessment Report

**for the Application of
Dimitrie Cantemir University of Tîrgu-Mureş,
Faculty of Economic Sciences,
for the Accreditation of Master's Programme
"Business Administration" (Master in Economic Sciences)**

AHPGS Akkreditierung gGmbH
Sedanstr. 22
79098 Freiburg
Telefon: 0761/208533-0
E-Mail: ahpgs@ahpgs.de

On-site visit	7/8.10.2014
Expert group	Ms. Prof. Dr. Ursula Fasselt Ms. Amalia Kalinca Mr. Prof. Dr. Axel Olaf Kern Mr. Prof. Dr. Edgar Kössler Ms. Isabelle Schatz Mr. Prof. Dr. Gerd Spiesmacher
Decision	21.07.2015

Inhalt

1	Introduction	4
2	Overview	7
2.1	Procedure-related documents	7
2.2	Study programme	8
2.2.1	Structural data	8
2.2.2	Qualification objectives and employment opportunities	10
2.2.3	Modularization and exam system.....	12
2.2.4	Admission requirements	18
2.3	Resources and quality assurance	19
2.3.1	Human resources	19
2.3.2	Facilities	21
2.3.3	Quality assurance	22
2.4	Information about the University	25
3	Expert Report for the Master Study Programme “Business Administration” at Dimitrie Cantemir University of Tîrgu Mureş, Romania	29
3.1	Introduction	29
3.2	The study programme.....	30
3.3	Expert Report	31
	A. Institutional Capacity.....	32
	B. Educational Effectiveness	33
	C. Quality Management	38
3.4	Summary of the evaluation.....	43
4	Decision of the accreditation commission	45

1 Introduction

The Accreditation Agency for Study Programmes in Health and Social Sciences (AHPGS) is an interdisciplinary and multiprofessional organization. Its mission is to evaluate Bachelor and Master's programmes in the fields of health and social sciences, as well as in related domains, such as law or economics. By implementing accreditation and recommendation procedures, the AHPGS contributes to the improvement of the overall quality of teaching and learning. However, the higher education institutions remain responsible for fulfilling the quality assurance, too.

Study programmes in Romania require authorization for provisional functioning, as established by Law No. 87 of 2006 approving the Emergency Decree No. 75 of 2005. The authorization for provisional functioning of a study programme is decided upon by the Romanian Ministry of Education, Research, Youth and Sport. In accordance with Law of National Education No. 1 of 2011 (hereinafter Law of National Education), Art. 150, Par. 1, the decision for authorization takes place on the basis of the external evaluation and subsequent recommendation of a quality assurance agency registered in the European Quality Assurance Register (EQAR). The AHPGS is listed in the EQAR since 2009.

After a positive decision for authorization for provisional functioning from the Romanian Ministry of Education, Research, Youth and Sport, the applicant higher education institution may enrol students in the respective study programme. Following the successful graduation of the three subsequent cohorts (approximately five years), the higher education institution must submit its application for accreditation. The accreditation procedure is similar to that for authorization for provisional functioning: an external evaluation takes place from the part of a quality assurance agency, followed by the Government's decisions towards the accreditation of the study programme.

The external evaluation regarding the authorization for provisional functioning takes place on the basis of the Romanian standards for such procedures, as stated in the afore-mentioned Law of National Education and in the Methodology for External Evaluation, the Standards, Reference Standards and the List with the Performance Indicators of the Romanian Agency for Quality Assurance in Higher Education (hereinafter Methodology), as approved by the Government Decision No. 1418 of 2006. Also considered are the Standards and

Guidelines for Quality Assurance in the European Higher Education Area, as established by the European Association for Quality Assurance in Higher Education (ENQA).

The external assessment procedure is carried out in four steps:

I. The University's application

The AHPGS verifies the sufficiency of the documents submitted by the University, namely the self-evaluation report and its corresponding annexes. These are to fulfil the assessment spheres as well as the AHPGS standards. As a result, the AHPGS produces a summary (see Sections 2-5), which is to be approved by the University and subsequently made available for the expert group, together with all other documentation.

II. Written review

The main documents are reviewed by the expert group assigned by the accreditation commission of the AHPGS. This is done in order to verify the compliance of the study programme with the applicable accreditation criteria valid in Romania. Consequently, the experts comprise a short summary regarding the study programme.

III. On-site visit (peer review)

The experts carry out an external on-site visit to the University. During this visit discussions are held with members of the University, which include University and department administration, degree program management, teachers and students. This provides the expert group with details about the degree programme beyond the written documents. The task of the experts during the on-site visit is to verify and evaluate the objectives of the programme and its projected study results, its structure, staff, material resources, course of studies and methods of assessment (selection of students, assessment of achievements, students' support), as well as of the programme management (programme administration and external assurance of study quality).

Following the on-site visit, the expert group issues an expert report. This report is based on the results of the visit, the written review of the study programmes, and the documents submitted by the University. Finally, the report is made available to the University so that it can issue a response opinion.

The expert report as well as the University's response opinion – together with the provided documents – is submitted to the accreditation commission of the AHPGS.

IV. The AHPGS recommendation regarding accreditation

The accreditation commission of the AHPGS examines the documentation made available in the process of application, namely the University's self-evaluation report, its annexes, the summary comprised by the AHPGS, the expert report, as well as the University's response opinion. These documents represent the basis for the commission's decision regarding the recommendation for accreditation of the study programme. Consequently, this decision – together with all other documentation – is forwarded to the Romanian Ministry of Education, Research, Youth and Sport in order for it to reach a decision regarding the accreditation of the study programme.

2 Overview

2.1 Procedure-related documents

The self-evaluation report for accreditation (without the awarding of the official seal of the Accreditation Council of the Foundation for the Accreditation of Study Programmes in Germany) of the Master's programme "Business Administration" (hereinafter the Self-Evaluation Report) of the Dimitrie Cantemir University of Tîrgu-Mureş (hereinafter the University), Romania was submitted to the Accreditation Agency in Health and Social Science (AHPGS e.V.) in electronic format on 26 February 2014. The contract between Dimitrie Cantemir University and the AHPGS was signed on 26 July 2013.

This document presents a summary of the AHPGS for the Master's programme "Business Administration". The first cohort for this programme will be admitted in the academic year 2014-2015. The University application for accreditation includes the Self-Evaluation Report and the relevant documents listed as the following annexes:

Annex	Description
1	Self-evaluation report
2	Curriculum for academic year 2014-2015
3	Regulation on credit allocation
4	Syllabi for Business Administration
5	Operational Procedure PO_08_Students examination
6	Regulation on students evaluation methods
7	Structure of academic year 2013-2014
8	Regulation for students with locomotor disabilities and chronic diseases
9	Practice Regulations
10	Activity report practice department
11	Operational Procedure PO_14_Admission to study programmes
12	Regulation on the admission in the university cycles
13	Regulation for study recognition under Erasmus Programme
14	Regulation on students activities
15	Regulations regarding the functioning of Quality Management Commission
16	Quality Manual
17	Operational Procedure PO_07_Procedure of teaching staff evaluation by students
18	Report on students evaluation of the teaching staff and subjects

19	Regulation regarding the organization and functioning of the Counselling, Psychotherapy and Professional Guidance Center
20	Activity report of the Counselling, Psychotherapy and Vocational Guidance Center
21	Regulation regarding tutoring and mentoring activities
22	University Charter
23	University Code of Ethics
24	Regulation regarding the student merit and social welfare scholarships
25	Activity report of the Scholarship Commission
26	Teaching Interdependence Matrix BA
27	Selection and promotion for the teaching personnel
28	Compulsory and minimum Standards for Selection and promotion for the teaching personnel
29	Curriculum vitae of teaching staff for BA
30	Regulation regarding the organization and functioning of the Teaching Staff Training Department
31	Activity report of Teaching Staff Training Department
32	Regulation regarding the organization and functioning of Continuous Professional Training and Operational Programmes Department
33	Activity report of Continuous Professional Development and Community Programmes Department
34	Regulation regarding the organisation and functioning of Duicu Serafim Library
35	List of papers, presentations and grants

Table 1. Specific Documents for Study Programme

The Self-Evaluation Report and the additional documents are the basis for this summary. The layout bears no significance, as it solely reflects the agreed standard within the University.

2.2 Study programme

2.2.1 Structural data

University	Dimitrie Cantemir University of Tîrgu-Mureş
Faculty/Department	Faculty of Economic Sciences in collaboration with the Department of Master Studies
Title of the study programme	"Business Administration"
Degree awarded	Master in Economic Sciences

Form of studies	Full-time
Language of instruction	English
Period of education	4 semesters
Credit Points (CP) according to the European Credit Transfer System (ECTS)	120 CP
Hours/CP	25 Hours/CP
Workload	Total: 3,348 hours Contact hours: 732 hours Tutorial hours: 216 hours Counselling hours: 444 hours Individual work: 1,956 hours
CP for the final paper	Additional 15 CP
Beginning of the study programme	Winter semester 2014-2015
Time of admission	Each winter semester
Number of available places on the programme	75
Number of enrolled students by now	The first batch of 75 students is to be enrolled for winter semester 2014-2015
Number of graduates by now	None
Particular enrolment conditions	Bachelor diploma; Transcript of Records; standardized medical certificate; payment of admission fees
Tuition fees	6,000 RON (about 1,365 EUR)

Table 2. Structural Data of Study Programme

As stated in Subsection III.1.1 of Annex 1, the “Business Administration” Master’s programme offered by the Faculty of Economic Sciences in collaboration with the Department of Master Studies at the Dimitrie Cantemir University of Tîrgu-Mureş is designed to continue in-depth Bachelor studies and represents a second cycle of University studies with specialization in “Business Administration”. In view of Romania’s joining the European market and the consequent importance of the international collaboration, starting with the academic year 2014-2015, the study programme will be taught in English.

The curriculum of the study programme is designed for 4 semesters: 3 semesters last 14 weeks and the last semester includes 12 weeks. The syllabus for the academic year 2014-2015 (Annex 2) comprises both core subjects giving advanced knowledge in the study field as well as complementary training sections. The Master's programme is also claimed to include vocational and research components in the form of professional practice in the 4th semester and a final thesis (see Annex 1, III.2.1).

2.2.2 Qualification objectives and employment opportunities

According to the University, the mission of the "Business Administration" Master's programme is to train specialists proficient in effective and efficient management of business, which could ensure the growth of business administration capabilities and increase operational efficiency of economic organizations. In order to fulfil this, the Master's programme provides its students with specialist postgraduate training in the administration of economic affairs, specifically in business management and leadership. As its learning objectives, the programme poses acquisition of the following competences by its students:

- Cognitive competences/skills, including comprehension of theoretical and practical knowledge of the business sphere in and outside Romania (its organization, management and financing), the main forms of communication; application of informatics systems in business administration; human and organizational resources management; understanding of specific marketing policies; familiarization with the basic concepts of strategy and strategic management, etc.
- Functional competences/skills such as finding resources for a strategic project; implementation of projects; training leadership skills and abilities for running an organization; use of databases, the SQL language, ERP systems, SWOT analysis, and document management application; development of strategic marketing plans, business plans, communication plans and feasibility studies;
- Personal competences/skills, which include understanding of essential standards of ethics, knowledge of relevant legislation, perception of the key role of a manager in increasing efficiency and effectiveness of an organization;
- General competences/skills regarding the importance of implementing informatics systems, developing business strategies, understanding new

worldwide trends in human resources and significance of lifelong learning (see Annex 1, III.1.6).

Annex 4 presents the correlation of the syllabus of the Master's programme "Business Administration" with its objectives as well as the outlined skills and abilities to be acquired.

The Master's programme graduates are claimed to become specialists in continuously changing Romanian and international socio-economic, technological, and informational environment that will be able to conceive a project funded from national and European sources. Moreover, graduates are expected to be able to use human, financial, material and informational resources; implement a project; elaborate policies and strategies of business development; as well as maintain appropriate relations with interested parties.

In Annex I, Subsection III.1.2, the University asserts that the "Business Administration" Master's programme addresses Romania's acute shortage of specialists in effective business management that would be trained to conduct business in an efficient manner in accordance with the new realities arising from the accession and integration into the European Union. Instruction in English starting with the academic year 2014-2015 will enable the programme graduates to facilitate international connections. Completion of the "Business Administration" Master's programme is also said to give its graduates access to middle and top management positions in different companies.

In its Application, Paragraph 1.4.2, the University refers to the 2013 statistics of Romania's economic and industrial production growth as well as an increase in direct foreign investment that indicate the country's recovery from the economic crisis. In this context, Romania's development prospects in strategic economic fields are expected to attract direct greenfield investment and revive existing businesses. Neighbouring counties have already invested in the country, like a technological park with Siemens and Bosch production plants in Jucu Cluj or financing of Sebes, Alba County by Daimler-Benz.

The University gives its prognosis for the development of the Mureş area into a strategic centre with new workplaces. There is evidence of the growing importance of the area such as construction of the Lidl retailer logistics centre near Tîrgu-Mureş; establishment of an industrial park near the city airport; investment by Ameropa in Azomureş Plant; choice of Tîrgu-Mureş as a place

for the Headquarters of the E.ON group of companies. Moreover, an intersection of two highways Borş-Braşov and Tîrgu-Mureş-Iasi, which are planned to be constructed in the region, will connect the East, West and South of the country and ensure the link with the European Union (see Application, 1.4.1-1.4.2).

2.2.3 Modularization and exam system

The proposed programme for accreditation is constituted of both unique specialized subjects and those that can be found in curricula of other Master's degree programmes within the Faculty. According to the documents provided by the University, the Master's programme "Business Administration" comprises in total 16 courses, including professional practice in the 4th semester. There are no optional or elective courses, all courses are compulsory. Annex 4 presents the curriculum of the programme covering the following aspects: objectives of the studied disciplines, scientific content, type and form of instruction, bibliography, skills and aptitudes to be acquired, benchmarking, and knowledge assessment.

The curriculum of the programme is constituted by synthetic and comprehensive (deepening) disciplines that cover the corresponding aspects of the field of study. Both types of the courses are derived from the disciplines of the Bachelor studies in this field. The comprehensive disciplines are taught to deepen students' specific competences in these disciplines, whereas the synthetic ones are aimed at extending of the general competences.

As presented in Annex 2, each course, with two exceptions of *Practice* and *English for Business*, consists of a weekly theoretical lecture and a supporting seminar/application/practical work where practical aspects of the course can be trained. *English for Business* is a weekly four-hour practical seminar offered in the 2nd semester, whereas *Practice* is designated in the syllabus as weekly two-hour practical work in the last semester. For each course (including *Practice* and *English for Business*) tutorials and consultations are offered.

The comprehensive circular (deepening) disciplines are as follows:

Semester	Course title	CP
1	Corporate Governance and Business Risks	7

	Consumerism and Advertising in Business	8
2	IT Systems for Business Administration	8
	Quality Management	8
	Economic Models for Business Administration	7
3	Feasibility Studies and Business Plans	8
	Human Resources and Organisational Behaviour	7
4	Diagnosis Analysis in Businesses	8
	Business Strategies	8
	Total:	69

Table 3: Overview of Comprehensive (Deepening) Disciplines

The synthetic disciplines are given in the chart below:

Semester	Course title	CP
1	Project Management	7
	Entrepreneurship	8
2	English for Business	7
3	Business Financing	7
	Accounting of Company Groups	8
4	Marketing Policies	7
	Practice	7
	Total:	51

Table 4: Overview of Synthetic Disciplines

The University affirms that the suggested subjects, both the synthetic and comprehensive ones, will form and develop practical skills in compliance with the labour market needs. Moreover, it is claimed that the programme includes an adequate number of subjects that allow for development of analytical sense, abilities for decision making and strategic planning even when it involves risks and uncertainties. In this respect, the curriculum is said to correspond to the missions and objectives of the Master's programme (see Annex 1, III.2.2).

Professional practice provided for in the 4th semester is carried out in cooperation with companies/economic organizations of Tîrgu-Mureş, which the Dimitrie Cantemir University of Tîrgu-Mures has concluded a Framework Agree-

ment with. These are: SC Continental Hotels SA, SC Evalex Srl, SC Asirom SA, SC Hotel Concordia Srl, SC Gransd SA, SC Event Consult Srl, SC Renania Srl, SC Titan Travel Srl, SC Baile Sarate Srl, SC Pensuinea Full Srl, Astur Association, SC Kastamonu SA, Alpha Transilvana Foundation. Moreover, as stated in Annex 1, Subsection III.1.6, a virtual training/exercise company UDCSIM has been established and co-financed by the European Structural Fund and the Human Resources Development 2007-2013 sectorial operational programme (POSDRU/90/2.1/S/61514). In this virtual company the students can practise daily activities that take place in real economic organizations in the following departments: Human Resources, Accounting, Marketing, Tourism and Law.

As stated in Paragraph 1.15 of Annex 9, the internship may be organized on a weekly or cumulative basis, during the semester or at the end of it. As a rule, the internship takes place in the period prescribed by the educational plan. An internship portfolio shall be determined by a supervisory teacher from the Master's programme together with a tutor appointed by the internship partner, depending on the field of activity and the characteristics of the internship partner. At the end of their professional practice the students of the programme are graded by the supervisory teacher after proper consultation with the tutor. For more information on the University's internship regulations and report on the internship activity in the academic year 2012-2013, refer to Annexes 9 and 10, respectively.

The study programme ends with a Master's thesis worth of additional 15 CP¹. The research work consisting of theoretical and practical parts is to be carried out in correspondence with the international academic standards and will reflect the results of the acquired competences and skills. Topics for theses are proposed at least 6 months before the graduation exam takes place. The topics should be approved by the programme's teaching staff and the Director of Master's programmes. Students can also suggest their topics, which are approved if they have valid application in the field. The Master thesis is assessed from the scientific point of view on the basis of its content and practical application as well as the student's answers to the questions of the commission. A minimum grade of 6 (out of 10) is required for the student's promotion.

¹ Not included in the 120CP for the study program: the credit points are acquired if a student takes the final exam (Master's thesis).

As claimed in Subsection III.1.6 of Annex 1, the proposed Master's programme fosters scientific research and encourages its students to present their research results at the annual symposium of Master students at the Dimitrie Cantemir University of Tîrgu-Mureş. Moreover, Master students' scientific reports are promised to be published in the journal *Academica Journal of Science* of the Dimitrie Cantemir University's Annals or in the volume of the Dimitrie Cantemir University's Symposium for Bachelor and Master students (see Annex 1, III.2.15).

All the study requirements, including an internship and a final graduation thesis, have to be completed within 4 semesters (study years I and II). The total workload of the Master's programme "Business Administration" equals to 3,348 hours. In accordance with the syllabus presented in Annex 4, every semester the students of the programme shall gain 30 CPs. The total number of direct contact hours for study years I and II (for the both synthetic and comprehensive subjects) is 732 hours. The rest of 2,616 hours is divided between indirect contact hours such as counselling and tutorials (440 hours in total) and individual study (1,956 hours). Tables 2 and 3 in Paragraph III.2.1 of Annex 1 give a comprehensible overview of study hour allocation per semesters and types of disciplines.

As stated above, the Master's programme "Business Administration" applies such forms of teaching as lectures, practical sessions, seminars, practical work, tutorials, and consultations. For practical sessions, there are maximum 35 students in a study group. In Annex 1, Subsection III.2.11, the University affirms to use student-cantered teaching methods based on students' needs, expectations and targets that imply students' active involvement and participation, experiments, role plays, and case studies. The University highlights two strategies: a learning method based on demonstration and a critical thinking strategy. The demonstration method involves clarifications and transformation of learning content into interrogative or descriptive statements, whereas the critical thinking strategy encourages independent thinking, constructive criticism, diversity of opinions, etc. The teaching process at the Master's programme also involves computer-assisted instruction, use of computer-linked projection systems and audio-visual equipment as well as communication between a teacher and a student via electronic mail. In its Application, Paragraph 1.2.5, the University also gives a link to the Moodle online learning platform (<http://uv.udcantemir.ro/>).

At the “Business Administration” Master’s programme, all disciplines last for maximum one semester and contain one or more forms of evaluation. According to Section 5 of Annex 5, at the end of each discipline the students of the programme are qualitatively and quantitatively evaluated. The qualitative evaluation represents recognition of acquired knowledge through grades from 1 (one) to 10 (ten), whereas obtaining CPs is regarded as quantitative assessment. To get CPs for a discipline, it is necessary to obtain the minimum promotion grade of 5 (five) at the evaluation form for the discipline as well as accomplish tasks of individual study required for that discipline.

The University emphasizes that the credit system does not replace grade evaluation or measure the quality of learning (see Annex 5, Section 5). As claimed in Annex 14, Chapter III, Article 3.1.2, its purpose is the establishment of a framework allowing individual mobility of students between different higher education institutions in the country and abroad. Following the ECTS Users’ Guide and the Mutual Recognition of Credits Conventions concluded with its Erasmus Programme Partners, the University recognizes transferability and imperishability of ECTS points (Annex 14, Chapter III, Articles 3.9 and 3.10). For more information on credit allocation and student promotion, refer to Annex 3 and Chapter 3 of Annex 14.

The students’ knowledge is assessed throughout a semester by a variety of methods. Throughout a semester, practical or laboratory work, tests as well as assessment of home assignments (essays, projects, research themes, etc.) are used for continuous evaluation of a course. At the end of a discipline (i.e. of a semester), final assessment is conducted in the form of an oral exam (also called a colloquium), a written exam (or a combination of the both) or a knowledge test. A written or oral exam is said to be evaluated according to the students’ ability for creative problem-solving and applying the acquired terminology (see Annex 1, III.2.6).

As stated in Annex 5, Section 5, at each discipline students are allowed to take any form of examination/assessment maximum 5 (five) times. In this regard, the structure of the academic year at the University provides for three-week exam sessions at the end of each semester, during which one can take an exam once. If a student fails an exam, they have the opportunity to retake the failed exam twice during a pre-session. At a student’s request and a teacher’s consent, one-week pre-sessions prior to a winter or summer exam

session can be organized. Moreover, each summer semester includes a one-week failed exam session as well as the 1st and 2nd re-examination weeks for those who have failed the same exam three times. For the sample structure of the academic year 2013-2014, refer to Annex 7.

A student can retake an unlimited number of examinations at the exam session and maximum five and three disciplines in the course of the 1st and 2nd re-examination weeks, respectively. The discipline for which a student does not achieve the minimum grade after the 5th examination is considered to be failed (see Annex 5, Section 5). In order to ensure feasibility of the student evaluation methods, regulations (see Annex 6) regarding the contents and form of written and oral examinations as well as the disciplines that include this form of verification have been introduced.

As claimed in Subsection III.1.6 of Annex 1, the University fosters scientific research within its faculties and at an institutionalized Research Centre, among its academic staff and students. Their scientific research activity includes participation at national and international scientific symposiums, publication of studies in specialized journals, participation in scientific meetings and sessions organized by the University, participation as members in scientific research projects and grants. A list of published works, books, PhD theses and conference papers of the University academics, mostly in Rumanian, is presented in Annex 35.

Concerning the internationality of the Master's programme "Business Administration", the curriculum does not envisage options for studying abroad or windows for students' mobility, although the Faculty of Economic Sciences has a number of partners within the Erasmus Programme. As asserted in Annex 13, in general, the students of Dimitrie Cantemir University are entitled for scholarships to study at partner universities and the obtained CPs are acknowledged as obtained at the visited institution. For more information on the student transfer, see Annex 13 and Chapter 4 of Annex 14. The internationality of the study programme "Business Administration" is mainly demonstrated by the contents of the curriculum, as many courses are aimed at explaining international and European business models. Moreover, starting from the academic year 2014-2015, English will be a new language of instruction at the programme.

As for cooperation with other organizations, the study programme itself is a result of collaboration of the Faculty of Economic Sciences and the Department of Master Studies at the Dimitrie Cantemir University of Tîrgu-Mureş. Moreover, the professional practice is organized for the students of the programme in cooperation with companies/economic organizations of the Tîrgu-Mureş region (see Annex 1, Subsection III.1.6).

2.2.4 Admission requirements

Currently, the University offers 75 places at the “Business Administration” Master’s programme. The documents required for the enrolment to the programme are as follows: a proof of admission fee payment, a filled-out standard application form, originals of a BA diploma (or its equivalent) and a standardized medical certificate as well as photocopies of a transcript of records, a birth certificate, an applicant’s ID card and a marriage certificate, if any. The admission period for all forms of studies at the University is organized in two sessions, before the beginning of the academic year. For instance, in 2013 Session I took place between 08.07.2013 and 02.08.2013 and Session II – between 02.09.2013 and 30.09.2013. Within the Dimitrie Cantemir University of Tîrgu-Mureş a candidate can participate in admission contests to more than one field of study and area of specialization.

The selection of applicants is based on the average point of their Bachelor diploma and is done in accordance with the provisions of Annex 11 and Annex 12. The University claims that age, sex, ethnicity, religion, race, affiliation to political or legal organization (or whose activity does not violate the Romanian laws), or chronic diseases that do not pose threat to the community (including AIDS) do not constitute candidates’ selection criteria (see Annex 11, Section 5A). Annex 12, Chapter III, Paragraph 3.3 restricts the nationality of candidates to the citizenship of the Member States of the European Union, the countries belonging to the European Economic Area and the Swiss Confederation.

The University ascertains its commitment to a transparent student recruiting and admissions policy. In this regard, the University posts all information concerning the institution, each faculty, admission requirements, and selection regulations at the Rector’s Office notice board as well as on the University webpage at least 6 months prior to the admission period (see Annex 11, Section 5A). Lists of all candidates admitted to the “Business Administration”

Master's programme are displayed on the University website in the descending order of the average points.

2.3 Resources and quality assurance

2.3.1 Human resources

The teaching staff of the "Business Administration" Master's programme comprises in total 15 members, out of whom 11 (73 %) are employed on a full-time basis and 4 (27 %) as part-time instructors. Among the full-time teaching staff there are 2 professors, 5 associate professors, and 4 lecturers. The four part-time teachers are all associate professors: two associate professors are tenured teachers at the Dimitrie Cantemir University of Tîrgu-Mureş, one at the Faculty of Law, and one at the Faculty of Geography (see Application, 2.2 and Annex 1, III.2). For a teaching interdependence matrix, refer to Annex 26. All in all, the following ratio of the study programme's academic staff can be calculated:

Professors	Associate professors	Lecturers
13 %	60 %	27 %

Table 5: Ratio of Teaching Staff in Study Programme

As for the auxiliary staff, there are 6 positions at the administrative part of the faculty working for the Master's programme: 1 Dean, 1 Scientific Secretary, and 4 teaching staff representatives with experience in the instructive educational and in scientific research fields (see Annex 1, II.2). No technical staff is engaged for the study programme (see Application, 2.2).

The students of the programme are expected to complete their studies in 2 years (4 semesters, 14-18 teaching weeks each). Since the decision has been reached to teach the Master's programme in English, the first batch of 75 students is to be enrolled for the winter semester 2014-2015. Thus, the total number of students in case of full enrolment is 150 students, which means the expected student-teacher ratio (starting from the academic year 2015-2016) of approximately 12:1, i.e. 12 students per 1 full-time teacher (with two part-time teachers taken as a full-time one).

In Annex 1, Section III.2, the University asserts that all teaching positions are established in compliance with the requirements of legal norms, and the current academic staff is appointed in accordance with the present legal norms. The University claims that no restrictions on age, sex, ethnic or social origin,

citizenship, religion or belief, physical disabilities, political opinions, social status or economic conditions are applied to its staff members or candidates for its teaching positions (see Annex 27, 1.3).

As described in Annex 27, in order to fill in a teaching vacancy, advertisements about the position shall be placed in a visible place at University, on the main page of the University website, on the specialized website administered by the Ministry of Education, Research, Youth and Sports as well as in the Official Gazette of Romania, Part III at least two months prior to the date of the job contest. The advertisements shall contain a description of the job, duties and responsibilities of the position, a basic minimum salary as well as a list of application documents and information on the job competition (see Annex 27, 2.1-2.3). For the requirements set for hiring and promoting university teaching staff members, refer to Section IV of Annex 27 and Section 2 of Annex 28. Annexes 26 and 29 give information on the corresponding competence and academic background of the teaching staff at the "Business Administration" Master's programme.

Upon receiving documents from the candidates, the University verifies their information and shall communicate their reply within maximum 48 hours but no less than 5 working days before the start of the job competition. At the job interview that lasts 45 minutes, the committee evaluates the following aspects of the candidates: professional experience, didactic capabilities, research interests and result relevance, abilities to work in team and to lead projects, etc. Upon completion of the contest, a report is drawn by the committee and the results are communicated to all candidates. A candidate may launch an appeal within 5 days after the results have been received.

The University offers chances for the academic improvement of the teaching staff. For this purpose, the University has established two units: the Teaching Staff Training Department and the Continuous Professional Training and Operational Programmes Department. The Teaching Staff Training Department (or also known as the D.P.P.D. or the D.T.S.T.) is an autonomous University structure, subordinated to the University Senate that ensures both the initial training, i.e. psycho-pedagogical, methodical, theoretical and practical, of University students and graduates as well as the continuous professional-scientific education of the academic staff (see Annex 30, Section I, Article 2 and Annex 1, Section I.6).

The main objective of the Continuous Professional Training and Operational Programmes Department, meanwhile, consists of organizing programmes for continued or life-long training which should meet the needs of the changing economy and knowledge-based society (Annex 32, Chapter II and Annex 1, Section I.6). They both organize extra-curriculum seminars and events; however, the Teaching Staff Training Department operates within the University environment, whereas the Continuous Professional Training and Operational Programmes Department designs fee-based educational programmes that anyone from outside the University can participate in. For reports on the activity of the both units in the academic year 2012-2013, refer to Annexes 31 and 33.

2.3.2 Facilities

Dimitrie Cantemir University claims that the “Business Administration” Master’s programme is financed solely by the University as the rest of its activities that are ensured from its own income from tuition fees, grants, research programmes and other sources. Subsection I.9.4 of Annex 1 presents the provisioned budget of the University for the period 2013-2014.

As stated in Subsection II.3 of Annex 1, the study and research spaces used at the Master’s programme “Business Administration” are 100% property of the Dimitrie Cantemir University of Tîrgu-Mureş. The University has at its disposal 12 course rooms (each with 60 up to 120 places available), 17 seminar rooms (each with 30 places available), 4 computer rooms with 12-13 computers each and 1 room with 23 computers for the shared use of the four faculties of the University. All course and seminar rooms are equipped with projectors and whiteboards. At the moment, the campus comprises an area of 1.7 ha. All the premises can be used for the purposes of the “Business Administration” Master’s programme alongside with other study programmes offered at the University.

The students of the programme enjoy access to the Serafim Duicu University library. The library is open daily, from Monday to Friday, and additionally on Saturday during examination sessions (see Annex 34, Section I). The access to the library assets is facilitated by an online catalogue. The library has a reading room and storage facilities with a total area of 340 m². The reading room occupies 38% of the area and can simultaneously accommodate approximately 200 students. The library has both traditional and printed media, as

well as a collection of electronic media, such as CDs, DVDs and access to specialized databases (JSTOR, EBSCO). Its collection of treaties, books, course-books, magazines and periodicals comprises over 37,000 volumes (over 18,000 titles). The services available to students and teachers include the following: on-site services, availability of current bibliographic information, library guidance and organization of book and scientific events.

The Serafim Duicu University library participates in the inter-library exchange maintaining links with similar institutions in the country and abroad. Regarding international cooperation, the library has exchange relations with the University of Pécs, Hungary (Faculty of Adult Education and Human Resources Development) and hopes for cooperation with other partners (for a list of current and prospective partners, see Annex I, II.4). Besides this, the Library constantly receives donations from local and foreign institutions, such as the National Bank of Romania, the International Monetary Fund, the Romanian Intelligence Service, the County Centre for Preservation and Promotion of Traditional Culture of Maramureş, etc.

2.3.3 Quality assurance

As stated in Section I.8 of Annex 1, the Dimitrie Cantemir University of Tîrgu-Mureş has developed and implements a quality assurance system that enables it to measure current levels of performance and act consequently towards continuous improvement. The documents regarding this matter include the Quality Manual (see Annex 16), the Quality Management Regulation (Annex 15), and the Operational Procedure for Evaluation of Teaching Staff by Students (Annex 17). A sample of a report on students' evaluation of the teaching staff and subjects for academic year 2012-2013 is presented in Annex 18.

According to Annex 16, the Quality Manual, the values of Dimitrie Cantemir University promote innovation, a high-quality standard as well as a student-oriented approach and equal opportunities. Through its strategies, the University aims to become a competitive partner on the local and national higher education market (see Annex 16, Section I). For developing and implementing the quality assurance concept, the University has established a Quality Management Commission (see Annex 1, Subsection I.8.2.). The key aspects considered and evaluated by the Commission are as follows: accordance of the curriculum for the Bachelor and Master's programmes with European stand-

ards and the Bologna process; ensuring the qualification and sufficiency of the academic staff in terms of both rank and professional training; and providing a proper field for research.

For an effective quality management system, the University implements external and internal evaluation regarding the following aspects: study programmes (their content, organization and teaching methods), learning outcomes, teaching staff, research, community and society orientation, and inter-University relations (see Application, 1.6.2). In this sense, in order to develop a quality culture among both the University staff and students, internal requirements of management, individual responsibility, and performance orientation were required. The University asserts that all teaching and non-teaching staff is aware and involved in ensuring the quality assurance process (see Annex 1, Subsection I.8.1).

In accordance with the information provided in the Application, the internal assessment involves an annual report posted on the university site as well as other reports on the evaluation of the teaching and administrative staff by the management, self-evaluation, peer evaluation and students' evaluation of the teaching staff and subjects taught. At the beginning of each academic year the Commission for Quality Management, first, receives reports from all university faculties, departments, commissions, and centres and having verified them submits the following documents for the Senate approval: curricula, syllabi, lists of titles and positions for each specialization at Bachelor and Master's programmes. The external evaluation implies assessment by national or international agencies enlisted in the EQAR.

Annexes 17 and 18 provide information on the methods of evaluating and assessing the teaching staff and its performance by students. In this sense, evaluations take place each semester. These pertain to lectures and subjects and are performed anonymously during the last session in the semester by an independent, third party. Following the academic staff assessment, each teacher receives a confidential document from the Rector with their confidential individual results (see Annex 17, Paragraph 5.2).

An overview of the student assessment that took place in the academic year 2012-2013 can be found in Annex 18. With relation to the Faculty of Economic Sciences, which offers the "Business Administration" Master's programme, the assessment of the academic staff by students for the both se-

mesters was quite favourable: 5.26% and 6.25% of the students in the winter and semesters correspondingly believed that the teaching level was good; 26.32% and 31.25% – very good; 68.42% and 62.5% – excellent (see Annex 18, Subsection III.3). The documents provided for the programme accreditation do not mention evaluation of the practical relevance of the study programme (e.g. through graduate surveys, follow-up studies, etc.) or of its research projects. However, lack of statistics and information on the number of applications and graduates can be explained by the fact that the “Business Administration” Master’s programme with instruction in English is to be launched in the winter semester 2014.

Regarding student assistance and mentoring, in the syllabus (see Annex 4), each course in the “Business Administration” Master’s programme includes three academic hours of counselling and tutorials (except for *Practice* in the 4th semester that offers just 1 hour of counselling). Annex 21, Article 4 states that the tutoring system is compulsory for all faculties and study levels. In addition to this, students communicate with their professors via e-mail, being advised on study-related matters also outside the regular office hours. When providing student assistance, different needs and background of each student are considered, e.g. foreign students or disabled students.

The Centre for Counselling, Psychotherapy and Professional Orientation of the University is available for both students as well as persons from outside the University who seek professional and therapeutic counselling. The Centre offers psychotherapeutic and educational assistance as well as aids in identifying labour market opportunities for students and graduates (see Annexes 19 and 20). Moreover, to guarantee adequate implementation of quality assurance, the University has established several committees: the Committee for Academic Ethics and Integrity, the Committee for Quality Management, and the Committee of Alumni Relations (see Application, Annexes 1, 30 and 32).

The University affirms its commitment to an academic environment equally open to all University community members (Annex 22, Art 2.1). In this regard, Chapter 9 of the University’s Code of Ethics (Annex 23) calls for respect and tolerance towards differences among people, their opinions, beliefs, and intellectual preferences. Any manifestations of misogynist, racist, chauvinist, xenophobic, homophobic behaviour as well as any kind of harassment, including sexual harassment, shall be sanctioned.

Furthermore, in compliance with Annexes 8 and 23, no applicants or students with locomotor disabilities or chronic diseases shall be discriminated against. Students with physical disabilities have the right to have access to all university facilities to participate in academic, social, and cultural activities alongside with other students (see Annex 8, Paragraph 1.5). A social welfare scholarship is awarded to students who, due to their health status, need this type of social protection and support (see Annex 24, Art. 11).

Other categories of students are also entitled for university scholarships. Dimitrie Cantemir University offers two types of scholarships: a merit scholarship, which is a financial allowance awarded to deserving students and a social welfare scholarship for indigent students as well as students with health problems (Annex 24, Art. 3). Merit scholarships can be full or partial waivers of the tuition fee and are granted to students who have obtained at least 75% of the established score. The social welfare scholarship can be permanent (during a whole semester/academic year) or occasional (sponsoring one or more annual tuition fee instalments). Annex 25 presents a report on the activity of the Scholarship Commission for the academic year 2012-2013.

Annex 1, Subsection 1.8.1 postulates that the university management is committed to accountability, transparency and efficiency. As already described in *2.2.4 Admission Requirements* and *2.3.1 Human Resources* of the present document, the information about the University, its structure and faculties, administration requirements, etc. is available at the Rector's Office notice board as well as on the University webpage.

2.4 Information about the University

The Dimitrie Cantemir University of Tîrgu-Mureş was established in 1991, when the Faculty of Law was founded, to become the first private university in Transylvania, Romania. Later, three more faculties were added: the Faculty of Economic Sciences, the Faculty of Psychology and Educational Sciences, and the Faculty of Geography. The University was accredited in 2005 by the Romanian Ministry of Education, Research, Youth and Sports and has been involved in implementing the Bologna process by providing higher education at the Bachelor and Master levels. In addition to this, the University offers its students and teaching staff vocational programmes, work-related training and is involved in scientific research programmes. The University has set its mission to become a local leader in higher education by training future graduates

that can adapt to and be employed in the local, regional, national, and European labour market (cf. Annex 1, Section I.1).

The University has four faculties offering six Bachelor's programmes. All programmes are either accredited or are in the process of obtaining accreditation (i.e. are authorized to run). The subsequent table offers detailed information about the Bachelor's programmes available at the University:

Faculty	Specialization	Accreditation
Economic Sciences	Finances and Banks	Accredited
	Economy of Trade, Tourism and Services (in Romanian)	Accredited
	Economy of Trade, Tourism and Services (in English)	Authorized
Law	Law	Accredited
Psychology and Education Sciences	Psychology	Accredited
Geography	Geography of Tourism	Accredited

Table 6: Overview of Bachelor's Programmes Offered at University

The University has established a Department of Master Studies which is responsible for providing postgraduate higher education at a Master level. The Department organizes and implements seven Master's programmes offered at the University, all of which are accredited or authorized: Quality Assurance in Education; Legal Procedure and Liberal Professions; Banks and Capital Markets within European Context; Financial Management of Businesses; Management of Human Resources; Clinical Psychology and Intervention Techniques through Counseling and Psychotherapy; and last but not least, Touristic Resources and Environment Protection (Annex 1, Section I.1).

All programmes available at the University are currently run in the Romanian language, with the exception of the "Economy of Trade, Tourism and Services" Bachelor study programme that is offered in English, alongside with its Romanian version. The Master's programme "Business Administration" is planned to be launched in English starting with the academic year 2014-2015.

Apart from the four faculties and the Department of Master Studies, the University also features the Teaching Staff Training Department, the Continuous Professional Training and Operational Programmes Department, the Department of Practice, the Department of International Relations and Community

Programmes; and the Department of Promotion, Public Relations and Image of the University. Besides this, the structure of the University also includes the Centre for Counselling, Psychotherapy and Professional Guidance as well as various committees for Academic Ethics and Integrity; Quality Management; Scientific Research; Extracurricular Activities, and Alumni Relations (see Application, Annexes 1, 30, and 32). The organization and management structure of the University is presented in Section I.3 of Annex 1.

The University has currently 1,419 students enrolled, with 1,115 at the Bachelor level and 304 at the Master level. For the academic year 2013-2014, there are 271 and 141 students enrolled in the first semester for Bachelor and Master studies, respectively (see Annex 1, Section I.4). According to the statistics provided in Section I.4 of Annex 1, 357 students graduated from Bachelor and Master's programmes in the academic year 2012-2013. As for the academic and administrative staff, in addition to 59 teachers and researchers, 55 people are engaged in technical and administrative duties.

The campus of Dimitrie Cantemir University has buildings and lands at its own disposal to organize educational, research, and extra-curriculum (cultural and sport) activities as well as provide appropriate conditions for living and studying. The University owns two buildings with a total area of 3,500 m², of which 2,260 m² of area is used for teaching and learning. All classrooms and study halls are said to be modern and have multimedia equipment. Two per cent of this space is used for specifically equipped IT laboratories. Their total area is 300 m², 84% of which is used as research and practical training facilities for undergraduate/post-graduate students. Besides this, the University offers its own dormitory with a total area of 3,400 m² capable to accommodate up to 180 students. The dormitory is claimed to be up-to-date and comply with the European standards. There is also a 500 m² sports field on the university premises (Annex 1, Section 1.7).

As already mentioned in Subsection 2.3.2 of the present document, the students of the university have access to the Serafim Duicu University library, which is open daily, from Monday to Friday, and additionally on Saturday, during examination sessions (see Annex 34, Section I). The library offers a collection of over 37.000 volumes (over 18.000 titles), an online catalogue, and a reading room that can accommodate approximately 200 students. What is more, the Dimitrie Cantemir University has its own Publishing House. It was

established in 1995, currently employs 3 people, occupies an area of 65m² and is equipped with digital mini-print shops, binding and laminating devices and tools, computers, printers, and desktop-publishing accessories. In average, 200 course books, 20 books, and 15 workbooks for practical training are published each year.

The Faculty of Economic Sciences at the Dimitrie Cantemir University of Tîrgu-Mureş was established in 1992 and accredited in 1995. The faculty poses training professionals in the field of international economic sciences as its mission. The organisational structure of the Faculty of Economic Sciences is available in Subsection II.4 of Annex 1. As the rest of the faculties, the Faculty of Economic Sciences does not possess its own premises but may use any of the university facilities. For their detailed description, please refer to Subsection 2.3.2 Material and space resources of the present document.

Currently, the Faculty runs 3 Bachelor's programmes: Finances and Banks (accredited) and Economy of Trade, Tourism and Services instructed in Romanian (accredited) or English (authorised). The Master's programme "Business Administration" submitted for accreditation has been designed by the Faculty of Economic Sciences in collaboration with the Department of Master Studies. The Faculty has a total of 241 Bachelor students enrolled and 19 members of the teaching staff (see Application and Annex 1, I.4). The Faculty has admitted 61 applicants for the academic year 2013-2014.

In Conclusions of Annex 1, the University has summarized the self-evaluation report in a SWOT matrix for the Master's programme.

3 Expert Report for the Master Study Programme "Business Administration" at Dimitrie Cantemir University of Tîrgu Mureş, Romania

3.1 Introduction

The on-site visit at Dimitrie Cantemir University of Tîrgu Mureş, Romania, for the recommendation towards authorisation for provisional functioning for the Master programme "Business Administration" (Master of Economic Sciences) took place on 7 and 8 October 2014 at the Dimitrie Cantemir University in Tîrgu Mureş, Romania.

The Accreditation Commission of the AHPGS nominated the following experts to conduct the on-site visit:

Ms. Prof. Dr. Ursula Fasselt
Frankfurt University of Applied Sciences, Germany
Professor at the Department of Social Work and Health

Ms. Amalia Kalinca
Multinational Consumer Products Company, Warsaw, Poland

Mr. Prof. Dr. Axel Olaf Kern
University of Applied Sciences Ravensburg-Weingarten, Germany
Professor and Vice Dean at the Department of Social Work, Health and Nursing

Mr. Prof. Dr. Edgar Köslér
Catholic University of Applied Science Freiburg, Germany
Professor for Management and Formation, President and CEO

Ms. Isabelle Schatz
B.A. Health Economics, University of Applied Sciences Ravensburg-Weingarten, Germany / Junior Manager Patient Relations – GlaxoSmithKline GmbH & Co. KG, München, Germany

Mr. Prof. Dr. Gerd Spiesmacher
University of Applied Sciences Würzburg-Schweinfurt, Germany
Professor at the Department of Economics

The main task of the expert group during the on-site visit and the peer review is to verify the study programme and its compliance with Romanian regulations. These regulations comply with the Methodology for External Evaluation, the Standards, Reference Standards and the List with the Performance Indicators of the Romanian Agency for Quality Assurance in Higher Education (hereinafter Methodology), as approved by the Government Decision No. 1418 of 2006, and according to the Law of National Education No. 1 of 2011 (hereinafter Law of National Education). In this sense, the expert group surveyed the implementation of the criteria, standards and performance indicators as specified in the above mentioned legal acts, and the compliance with the normative criteria, as stated in the Methodology. The following Fields of Activity pertaining to the Master programme and the University were assessed: (A) Institutional capacity, (B) Educational effectiveness, and (C) Quality management, each with the corresponding Criteria and Standards.

Besides this, the expert group additionally observed the implementation of the international criteria given in the Standards and Guidelines for Quality Assurance in the European Higher Education Area established by the European Network for Quality Assurance in Higher Education (ENQA) and the criteria formulated by the AHPGS for international evaluation procedures.

The present Expert Report summates the results of the on-site visit and the evaluation of the application documentation. As it investigates the fulfilment of the standards and criteria specified in the "Methodology", its structure follows the logical succession of these criteria, as they are formulated in the document.

3.2 The study programme

The study programme "Business Administration" offered by the Dimitrie Cantemir University of Tîrgu Mureş, Romania, Faculty of Economic Sciences, is a Master programme covering a total of 120 credit points, according to Romanian regulations regarding the "European Credit Transfer System" (ECTS). Upon completing the study programme, students are awarded the "Master in Economic Sciences" degree. The study programme is designed as a full-time programme and will run in English. The regular study duration is two years, i.e. four semesters. Admission requirements include a BA diploma (or its equivalent), and sufficient knowledge of the English language.

The total number of modules amounts to 16. The workload planned for completing the modules accounts for the number of contact hours. Romanian legal regulations do not specify the individual workload assigned for one ECTS point. Thus, the students' individual study time required for completing the modules is not estimated. The total number of contact hours amounts to 732. The Master programme also foresees a graduation thesis. This covers 15 ECTS credit points. The credit points for comprising a thesis are accounted as individual work and are distributed over the last study semester.

The study programme also covers a practice stage (internship). The practical training is worth of 7 ECTS points. There are 75 places allocated annually for enrolling students in the first semester. Students are admitted in the winter semester of each year. The launch of the study programme is foreseen for the first semester of 2015/2016. The tuition fee charged for the Master programme is about 6,000 RON (1,365 EUR).

The English-taught Master programme "Business Administration" aims to respond to the internationalisation demand in the Mureş region. Surveys have shown that international companies hold subsidiaries in the region. Accordingly, an advanced level of English economics becomes a prerequisite for graduates in Economics. These may be employed in enterprises developing activity in tourism, services or trade industry. The Master programme is provided solely in English.

3.3 Expert Report

On 6 August 2014 the relevant documents submitted by the University were made available to the expert group for their written evaluation. The expert group assessed the Master programme "Business Administration" with regards to the Romanian standards and regulations specified under Section I. Preliminary remarks. It also verified factual and content-related aspects. The results of the written evaluation were forwarded to the AHPGS by 16 September 2014.

The on-site visit was carried out on 7 and 8 October 2014 according to the schedule set in advance. The expert group was accompanied by representatives from the head office of the AHPGS. The experts conducted interviews with University and Faculty management, study programme directors and

teaching personnel, as well as a group of students currently enrolled in the study programme in question taught in Romanian.

The facilities available at Dimitrie Cantemir University were surveyed by the expert group on 7 October 2014. The library, the seminar and course rooms, the department offices, as well as the publishing house, were the subject of this stage of the visit. The University also presented its mission, strategy and history. The University was established in 1991 by the Ecological Foundation holding the same name. It is the first private University in the Transylvania region, and one of the first to hold this status in Romania. In 2005 it gained accreditation from the Romanian Ministry of Education, Research, Youth and Sports.

Following the preliminary visit of the University, extensive talks took place among the experts during the same evening. The first impressions of the University were exchanged, the documentation and the results of the written evaluation were reviewed. Upon the preliminary visit, a number of initial questions became clear; on the other hand, new issues arose. The expert group also agreed upon a plan for the next day to be spent at the institution.

The following additional documents were made available to the expert group during the on-site visit:

- Evaluation results,
- Evaluation reports.

A. Institutional Capacity

A.1. Institutional, administrative and management structures

During the on-site visit, the expert group assessed the correspondence between the written documentation and the University's mission and objectives. The expert group became convinced of the University's commitment – as a body – in offering a highly qualitative educational process. It was asserted that the University and its study programmes function within the Romanian legal framework as well as that the institution promotes academic integrity and freedom and constantly monitors its activity. Taking into account these facts, the expert group regards Criterion A.1. as fulfilled.

Internal assessment and audit processes take place in order to monitor the achievement of the set objectives. The University developed an ethical code, and its members are aware of this code. An active collaboration between the administrative and teaching structures as well as a clear division of the hierarchical structures was identified. All members of the University are aware of the strategy the institution adopts and play an active role in achieving it.

A.2. Material resources and infrastructure

The University has sufficient material and financial resources for implementing the Master programme "Business Administration" taught in English, as well as all other study programmes. This was verified by the expert group during the on-site visit. The resources are adequate for supporting the planned number of students and the required number of the necessary teaching staff. Given the University's commitment to enhance its infrastructure, as well as the suitable teaching and learning setting, the expert group regards Criterion A.2. as fulfilled.

The main premises hold the four Faculties - Economic Sciences, Law, Psychology and Education Sciences and Geography, as well as the Department of Master Studies. The lecture halls and seminar rooms are well equipped for providing an adequate teaching and learning process. The University holds additional facilities, such as a publishing house, a library, as well as student dormitories.

The University has extensive resources to provide its students and personnel with a good teaching and learning experience. There are sufficient room facilities that are equipped with technology and provide a good academic experience. The University has established the Serafim Duicu library. The expert group encourages that the library secures partnerships with similar institutions (libraries, publishing houses) from abroad. It is also possible to use a library of the state university and an e-learning platform.

B. Educational Effectiveness

B.1. Content of the study programme

The admission practices are transparent and follow clear regulations based on degrees and qualifications obtained previously. The structure and contents of the study programme are clearly formulated. The imparted knowledge is rele-

vant for the final qualification degree. After evaluating the contents of the study programme, the admission and enrolment procedures, the expert group considers Criterion B.1. as fulfilled according to the specified Romanian standards.

The Master programme "Business Administration" covers 120 ECTS credit points and spans over 4 semesters. There are 30 ECTS credit points allotted per semester. The awarding of European Credit Transfer Points (ECTS) conforms to Romanian legal regulations in the matter, as specified in the "Law of National Education" and in the "Methodology". The Master programme envisages a graduation requirement worth of 15 ECTS credits. This consists in completing a final thesis and successfully passing the graduation examination.

The Master programme provides its students with specialist postgraduate training in the administration of economic affairs, specifically in business management and leadership. Overall, the acquired skills and knowledge focus on general business processes. In the view of the expert group, the curriculum is designed reasonably. It covers a wide range of abilities and knowledge that are relevant for the intended final qualification. However, since the Master programme targets graduates from the English-taught Bachelor in Economy of Trade, Tourism and Services, the University is advised to formulate more specific learning outcomes to match expectations from graduates and potential employers.

The English Master programme "Business Administration" is a pioneer within the Mureş region. By implementing a study programme in the English language, Dimitrie Cantemir University responds to labour market demands and makes further steps towards internationalisation. During the interviews with the University and Faculty management, the strategy of initiating the English-language programme was outlined. Recent developments in the Mureş region form a dynamic labour market where the presence of international partners is increasing. Numerous European and international companies have opened subsidiaries in the Transylvania region. This demands qualified graduates in Business Administration with extensive knowledge of the English language.

Thus, the programme aims to be a response to educational and qualification demands expressed by potential international employers. The expert group wholly encourages this approach.

The aim of the study programme is to instruct economists that would hold sufficient knowledge of the English language in the field, in order for them to be able to later develop activities in international enterprises, and/or with international customers. Students gain their knowledge about concepts of consumer behaviour, financial administration or business management. However, the expert group comments that the objectives of the Master programme need a clearer target. It is at the decision of the University and Faculty management whether the Master programme should train graduates to become entrepreneurs (i.e. run their own business) or prepare them for employment in a multinational company.

The study programme is aimed primarily at the Mureş region and the three surrounding counties: Mureş, Sibiu and Bistriţa. Since 70% of the students come from the near surroundings of the Tîrgu Mureş city, the regional demands are taken into account in the curriculum. International elements integrate local particularities, and the intended qualifications respond to the national demands of the labour market.

Admission requirements for the Master programme "Business Administration" include an English entrance test which ensures sufficient knowledge of the language. The University considers that the established language tests (e.g. Cambridge Certificate in Advanced English) or the high-school graduation English test (Baccalaureate) should correspond to a minimum B2 level (cf. the European Framework of Reference for Languages). The University also provides the opportunity of evaluating the language level of the candidates that do not hold certificates of any of the above-mentioned tests.

B.2. Learning outcomes

In the view of the expert group, the study programme can be successfully classified within the Romanian higher education system. The final qualification gained by its graduates responds to the demands of the labour market. The knowledge, competencies and abilities gained throughout the study programme correspond to the final academic degree to be awarded. The teaching and didactic methods are student-oriented. Considering these facts – as observed from the application documents and during the on-site visit – the expert group sees Criterion B.2. as fulfilled.

The study programme encompasses cognitive, functional, personal and general competences and skills. But there is a need for clearer differentiation in the denomination of the Master programme "Business Administration". The objective and the curriculum follow the qualification for a continuative Master of Science. As such, the programme comes closer to MSc, rather than MBA. For graduates entering the corporate world, employer's expectations vary according to the graduation degree.

The study programme concept is designed coherently. It is composed of synthetic (extending knowledge, 51 CP) and comprehensive (deepening knowledge, 69 CP) disciplines. The relationship between direct contact, indirect contact and individual study hours is well balanced. Within the modules, adequate forms of teaching (lectures, practical sessions, seminars, practical work, tutorials and consultations) are employed. Practical sessions are carried out in small groups (max. 35 students in a study group). For each course tutorials and consultations are offered.

Since the programme is taught fully in English it appears to meet current and long-term needs of Romanian labour market. On the other hand, there is little evidence that the needs of future employers have been studied and will be evaluated in a systematic and structured manner.

The final qualification gained by students corresponds to the local, regional and national demands. The programme graduates should be able to take up work in international companies that have been recently set up in the Mureş region. The University explained its strategy in implementing an English program. Subsidiaries or affiliated companies of international enterprises develop activity in the region. For an adequate collaboration, sufficient knowledge of economics and subject-specific English skills becomes a prerequisite for graduates. By offering a programme taught in English, the University responds to the modern qualification requirements of the employment market.

The programme offers important subjects giving the opportunity to develop relevant skills and competences. Nevertheless, there seems to be room for some improvement in the curriculum design. The expert group encourages the University to shape a clearer profile in the content of the Master programme. Several subjects could be replaced.

Instead of mainly organising courses along functional lines (IT, Finance, Accounting, HR, Marketing) a more comprehensive approach towards problem-solution orientation could inspire the future course program. The design of interdisciplinary courses is explicitly encouraged in order to shape a competitive profile of the graduates. As project management know how and skills are presumably expected by future employers in the area it would be desirable to interweave and bundle relevant subject areas to prepare the graduates for a quick start in different project types at their workplace (i.e. initiating and leading change projects, implementing lean production systems, redefining strategies and structures, setting up a new business),

There are currently no optional elective courses offered: all courses are compulsory. The expert group recommends implementing some elective courses.

The strategy of the University enhances the possibility for student exchange and international collaboration. The University has active collaborations with partner universities in Turkey, Latvia and Hungary as part of the ERASMUS agreement. Given the profile of the Master program, the expert group recommends securing exchange partnerships with universities in English-speaking countries. Moreover, it might be more feasible to explore international exchange opportunities for both students and teaching staff beyond the framework of the ERASMUS program.

The expert group was satisfied to find that 90% of the enrolled students at the University complete their studies within the regular study time, in spite of the dynamic pace of the general study programme structure. The drop-out rate is approximately 15%; most often students interrupt their studies due to financial reasons.

Given the fact that the English programme has no enrolled students yet, the expert group conducted interviews with the students enrolled in study programmes taught in Romanian. The discussions revealed an outstanding level of satisfaction with the University from the students' part. Among the mentioned reasons the students named intensive counselling and approachability of the teaching staff. This stems from the relatively small size of the University, which enables an open communication, a favourable student-teacher ratio and an enhanced guidance in academic and research matters.

Among the reasons expressed by the students for choosing Dimitrie Cantemir University, the expert group recognised a favourable correspondence between the "financially affordable" study programs and a qualitative teaching standard.

The University encourages its alumni to pursue postgraduate studies at the institution. It also supports the participation in international conferences and workshops, as well as publications in national and international journals.

B.3. Scientific research activity

The University develops and implements short-, mid- and long-term research programmes. It includes international collaborations within conferences and workshops. The expert group was able to assert that there were sufficient financial and material resources for promoting research activity. During the discussions with the teaching personnel a potential for producing qualitative research became evident. The research activity is materially supported by the Dimitrie Cantemir publishing house, which facilitates the release of conference papers and publications. Considering these observations, the expert group regards Criterion B.3. as fulfilled.

B.4. Financial activity

The University holds and receives sufficient revenue for running the Master study programme, as well as related activities. The expert group could see the results of the financial activity at the University. The fee intended for the Master programme also seems appropriate given the non-profit status of the University. Criterion B.4. is accordingly regarded as fulfilled.

C. Quality Management

C.1. Quality assurance

The University has been developing a quality assurance culture and implementing a corresponding system. During the on-site visit the University presented its quality assurance system. Each faculty and department has an assigned quality assurance representative. The inspection of the facilities and premises designated for quality assurance was also part of the on-site visit. Considering the thorough implementation of the quality assurance system, the awareness of the University members of the policies and strategies developed

in this sense, as well as their contribution, Criterion C.1. is regarded by the expert group as successfully fulfilled.

The University has a working internal quality management system. Students are able to evaluate teaching staff and subjects quarterly. The results are processed by the Quality Management Commission which submits final recommendation based on its report. Students take part in the quality management system.

C.2. Administration of the study program

The University implements regulations regarding the initiation, approval, and periodical evaluation of the study program. During the on-site visit the management team of the institution and the Faculty of Economic Sciences presented their procedures for evaluating the study program. The assessment of the teaching personnel is discussed in detail in what follows, under Criterion C.4. The final degree awarded for the study programme corresponds to the intended final qualification. As discussed in Criterion B.2., the curriculum of the programme and the qualification gained by the programme graduates correlate with the final degree to be awarded. Considering these facts, Criterion C.2. is regarded as fulfilled.

The University has developed a differentiated quality management system especially for evaluating the teaching process. The system largely adheres to the norms of the Code of Ethics.

C.3. Student examinations

During the discussions with the University management and teaching personnel, various student examination methods were explained. Each module is finalised with a written or oral examination. The planning of the examinations remains at the discretion of the members of the teaching staff. Student examinations are performed impartially and transparently. There are clear procedures established for the above mentioned examinations, and students are informed of these procedures within an adequate time frame. Examinations seek to objectively evaluate students' achievement of the learning outcomes. Given these facts, the expert group regards Criterion C.3. as fulfilled.

Each module concludes with a final examination. According to the Procedure on Examining Students and the Internal Regulation on Students Evaluation

Methods, different forms of assessment are defined. Examinations are carried through in a transparent manner. The requirement and examination workflow are listed for each module. Written examinations and evaluation of theoretical knowledge are preferred. Practical examinations are usually carried out at seminars. Theoretical knowledge is asserted in a good manner.

C.4. Teaching staff

The expert group identified impartial and transparent methods for assessing the teaching personnel. Such evaluation procedures take place on a regular basis. Moreover, the economic qualifications and number of the teaching staff is adequate for the successful implementation of the Master programme submitted for evaluation. Considering these facts, the expert group regards Criterion C.4. as fulfilled.

The teaching staff of the Master programme at the Dimitrie Cantemir University is qualified in the fields covered by the curriculum of the study programme. The student-teacher ratio of 12:1 satisfies tutoring demands. Teaching and research personnel possess the relevant knowledge and skills for imparting relevant information to students. It is remarkable that the University's structure includes such bodies as the Teaching Staff Training Department or the Continuous Professional Training and Operational Programme Department.

The teaching staff is appointed according to Romanian legal regulations. Every instructor should possess the qualifications necessary for developing adequate academic and teaching activity. Teaching positions are filled in open contests. The procedures are transparent and publicly available for potential candidates from the academic and work field. In the opinion of the expert group, ensuring the necessary level of English is mandatory for the Master program. The expert group encourages that the personnel's fluency in the language should be ensured. One method to enhance the competence of Romanian professors and encourage them to teach in English could be "tandem teaching". An English teacher who already teaches and supports other professors could assist in the courses: this could build confidence and promote a real learning community. The University assured the expert group that a system of quality checks was used for ensuring the sufficient level of English among the teaching personnel. Furthermore, all course material in the English language is cross-examined by peers.

The teaching personnel is evaluated periodically with the help of both peer and student reviews. Student reviews are performed at the end of each semester. They are anonymous, which encourages an objective assessment. The results of the reviews are discussed in Senate meetings. Following these meetings, students are informed on the results of their evaluations. Should any member of the teaching staff receive an unsatisfactory evaluation result, a course of action is established. The results are monitored and the improvement is observed. Should there be no improvement after maximum 3 years, the respective member of the teaching staff is dismissed.

Peer reviews are also performed on a regular basis. Following the results of the reviews, incentives may be offered to the teaching members. Should students be unsatisfied with any aspects pertaining to teaching or counselling, they give a corresponding feedback to members of the teaching staff, which in turn inform the University and Faculty councils and raise the respective issue in council meetings.

The expert group encourages the University to pursue international collaboration with foreign universities by inviting guest lecturers. The expert group advises securing collaboration from Anglophone countries, within or outside the framework of the ERASMUS program. Such invitations should not be restricted only to the academic and teaching fields. Rather, due to the practical-oriented aspect of the study program, the expert group encourages international collaborations with partners from the work-field or research areas.

C.5. Learning resources

During its on-site visit, the expert group was able to determine the adequacy of the teaching and learning resources. The material resources and the library funds are sufficient in order to provide the students of the programme with an optimal learning process. Additional facilities are also available for students' personal development. The University encourages the learning process and the personal development of the students by offering scholarships and facilitating activities outside the classroom. Considering these facts, the expert group regards Criterion C.5. as fulfilled.

With regards to the study resources, the expert group suggests more English-language materials should be acquired for the Dimitrie Cantemir library. This, together with the already-existing possibility of interlibrary loan, should pro-

vide students with a productive setting for study. The expert group also commends to introduce a lending collection as well as purchase a copy machine for its library, which would make home study more accessible for students.

The University offers a various forms for supporting and counselling students: consultations, tutorials, therapy, as well as mediation services.

The expert group also addressed the question of access-friendly facilities for students with disabilities. The University assured that classes are arranged in such a manner that these students could attend classes without impediments. For example, seminars and courses are held on the ground floor of the building and special assistance is provided.

C.6. Internal quality assurance

The University has designed and employs an internal quality assurance system, which was also surveyed during the on-site visit. The University has established structures for monitoring and developing the quality assurance concept. Part of the internal quality assurance system are peer and students reviews that take place on a regular basis, as well as the feedback meetings organised with this purpose. These are detailed under Criteria C.3. and C.4. A regular track of the evaluation and review results is maintained, and strategies for improvement are designed. A corresponding electronic system and database are being implemented. The expert group considers Criterion C.6. as fulfilled.

The programme follows the ECTS framework and the Bologna requirements in an exemplary manner. The allocation of credit hours for 1 ECTS point is done in correspondence with European requirements. The programme incorporates a Practice module and an internship, which increase the employability of the programme graduates. Admission criteria are well documented and adequate. The university recognizes transferability and imperishability of ECTS points in accordance with the ETCS User's Guide.

C.7. Information regarding the study program

The University promotes its study programme through the University's webpage, local printed media, and by running open days and workshops in high-schools and other institutions. The information provided is clearly formu-

lated, transparent and accurate. Criterion C.7 is thus considered by the expert group as fulfilled.

The expert group recommends (as in Criterion B.2.) that the University makes the orientation of the study programme more transparent for externals by stating that the curriculum follows the qualification for a continuative Master programme.

C.8. Quality assurance and management at the HEI

During the interviews with the University management, the board and the Quality Commission, the expert group was provided with an overview of the mechanisms and institutional structures. The Quality Management Commission elaborates and reviews all corresponding policies and strategies as well as operational procedures. The expert group was able to assert the validity of the information provided in the application documentation, and its correspondence with the legal framework, as stated in the "Methodology". Thus, Criterion C.8. is considered fulfilled. For more details on the structure, functioning and members involved in the Quality assurance procedures at Dimitrie Cantemir University, see also Criteria A.1., A.2. and C.1.

3.4 Summary of the evaluation

In the view of the expert group, the Master programme successfully complies with Romanian standards and regulations, as specified in the "Methodology", as well as in the "Law of National Education". The study programme complies with the Romanian standards, criteria and performance indicators, as well as with all legal normative requirements.

The excellently comprised documentation and the favourable results of the on-site visit enable the expert group to recommend positively the Master programme "Business Administration" offered by the Dimitrie Cantemir University of Tîrgu Mureş to the Accreditation Commission of the AHPGS, with the subsequent recommendation for authorisation for provisional functioning towards the Ministry of Education, Research, Youth and Sport of Romania. As all normative requirements, standards and indicators are fulfilled for the number of available places intended for enrolment, the expert group recommends the awarding of the authorisation for provisional functioning by the Ministry of Education, Research, Youth and Sport of Romania for the above mentioned

study programme in the full-time form, with the awarding of 120 credit points.

The expert group also attempts to provide constructive feedback regarding the concept, structure and contents of the Master programme "Business Administration". The group identified a few areas where a potential for enhancement exists. The following recommendations are thus proposed for the University's consideration:

- The profile of the study programme could be clearer. The expert group recommends replacing some functional subjects by more comprehensive decision-oriented subjects?
- The orientation of the study programme should be made more transparent for externals by stating that the curriculum follows the qualification for a continuative Master programme.
- The objectives of the Master programme need a clearer target. It is at the decision of the University and Faculty management whether the Master programme should train graduates to become entrepreneurs (i.e. run their own business) or prepare them for employment in a multinational company. If both alternatives shall be offered, for each of them the profile has to be sharpened by reducing the common core and enhancing the specialised part.
- Some elective courses should be implemented.
- The personnel's fluency in the English language should be ensured. One method to enhance the competence of Romanian professors and encourage them to teach in English could be "tandem teaching".
- The expert group encourages pursuing international collaboration with foreign universities by inviting guest lecturers. The expert group also recommends securing exchange partnerships with universities from English-speaking countries with a language teacher.
- The expert group encourages that the library secures partnerships with similar institutions (libraries, publishing houses) from abroad.
- More English-language materials should be acquired for the Dimitrie Cantemir library

4 Decision of the accreditation commission

Dimitrie Cantemir University Tîrgu Mureş, Master programme “Business Administration”

The decision is based on the “Law of National Education” no.1 from 2011 of Romania and the “Methodology for external evaluation, the standards, reference standards and the list with the performance indicators of the Romanian Agency for Quality Assurance in Higher education”, as approved by the Romanian Government Decision no.1418 from 2006.

The decision of the Accreditation Commission is based on the University's Application documents, the Expert Report, which covers the expert reviews and the results of the on-site visit, as well as the University's response opinion.

The following documents in the updated version of 19.05.2015 and 03.06.2015 have also been taken into consideration:

- Cover letter
- Module overview
- Module descriptions
- Teaching interdependence matrix
- Curriculum vitae of the teaching staff.

The on-site visit took place on the 07.10.-08.10.2014 at the Dimitrie Cantemir University in Tîrgu Mureş, Romania. The Accreditation Commission of the AHPGS has discussed the procedural documents and the vote of the expert group as well as the University's response opinion.

In the response opinion, the University points out at several modifications made in the curriculum of the study program after the visit.

“IT Systems for Business Administration” was moved from the second semester to the first one. “Business Processes Modelling and Simulation” was introduced in the place of “Entrepreneurship”. “International Law Alternative Dispute Resolution in Business Administration” was introduced instead of “English for Business”. “Human Resources and Organizational Behavior” was moved from the second semester to the third, being switched with “Economics Models for Business Administration”. “Consumerism and Advertising in

Business” was changed with “Business Negotiation Strategies”. “Strategic Management in Business” was introduced in the place of “Business Strategies”. “Sustainable Development and CSR” was introduced in the place of “Marketing Policies”. “Corporate Finance” was introduced in the place of “Feasibility Studies and Business Plans”.

The University has also indicated some changes in the teaching staff.

From the perspective of the Accreditation Commission, the modifications are considered as a profound progression of the curriculum. The Accreditation Commission of the AHPGS reached the following decision:

The Master programme “Business Administration” is recommended to the Romanian Ministry of Education, Research, Youth and Sport for authorisation for provisional functioning. The programme is to be completed with the academic degree “Master in Economic Sciences”. The programme is offered in the full-time form in the English language. It covers 120 credit points and has a foreseen duration of two academic years (four semesters). There are 75 places available for enrolment per annum. The initial beginning of the study program is foreseen for the winter semester 2015/2016.

The decision of the Accreditation Commission is based on the “Law of National Education” no.1 from 2011 of Romania and the “Methodology for external evaluation, the standards, reference standards and the list with the performance indicators of the Romanian Agency for Quality Assurance in Higher education”, as approved by the Government Decision no.1418 from 2006.

The Accreditation Commission considers that the Romanian criteria, standards and performance indicators, as well as the normative requirements, as specified in the above-mentioned legal documents, are fulfilled. The Accreditation Commission recommends the awarding of the authorisation for provisional functioning for the duration of five years, corresponding to three subsequent cohorts since the beginning of the study program. The recommendation proceeds with no further conditions.

The recommendations formulated by the experts in the expert report are to be considered.