



Faculty of Business' Strategic Plan

2020 – 2024

General view

According to its mission, the Faculty of Business offers, in a multicultural context, a student-oriented education, promoting entrepreneurship, professionalism, dynamism, and innovation. The creation of knowledge, attitudes, and skills necessary for business success is achieved through partnerships with the private and public environment, oriented both to the educational process and to research. Through curricular and extra-curricular activities, the faculty promotes responsible social behavior (community involvement, actions to protect the environment, volunteering, etc.).

Thus, the Faculty of Business assumes, as an element of specificity, the training of future entrepreneurs and businessmen in the spirit of sustainable development and responsibility towards society and the environment. The development plan of the Faculty of Business for the timespan 2020-2024 includes a series of measures to consolidate the assumed directions, which converge towards the fulfillment of the following strategic goals:

- Continuous improvement of the quality of the educational process and of the impact that the Faculty of Business has in the community, to complete all necessary steps to obtain accreditation from AACSB (The Association to Advance Collegiate Schools of Business)
- Increasing the research quality and impact to create the premises for the establishment of a doctoral school in the field of business administration
- Alumni network creation as a source of developing new partnerships and increasing the impact of the faculty in the community.

I. ACADEMIC CONTEXT

The Faculty of Business' educational offer includes four bachelor degree programs - Business Administration (in Romanian in Cluj-Napoca and Bistrița, in English in Cluj-Napoca) and Business Administration in Hospitality Services (in Romanian and in English) - respectively four master degree programs (Business Administration and Hotel Management, in Romanian; International Business Administration and Business Administration in International Hospitality and Tourism, in English). The programs developed in Romanian are offered both in the form of full-time education and e-learning / part-time education. In the academic year 2020-2021, a number of 1179 undergraduate students are enrolled in these programs (900 in full-time education and 279 in e-learning education), respectively, and 250 students in master level (238 in full-time education and 18 in e-learning).

The Faculty of Business is organized in two departments: the Business department, consisting of 15 full-time professors, and the Hospitality Services department, consisting of 17 full-time professors. To these are added a number of 9 persons with administrative roles.

Analyzing the activity carried out within the school, the following can be identified:

| Strengths | Weaknesses |
|--|---|
| <ul style="list-style-type: none"> • A significant part of the professors are professionally active outside the school, also being involved in different types of economic activities • Organizing didactic seminars through which innovative teaching techniques are promoted, focused on learning facilitation • Use of a single platform for all teaching activities - Microsoft Teams • The number of students involved in educational projects carried out in collaboration with the business environment or with partner universities in the country and abroad is increasing • Most of the professors have intercultural skills because of teaching experiences at faculties abroad • The number of foreign full-time students in English language teaching programs is increasing (13% at undergraduate and 21% at master's level) | <ul style="list-style-type: none"> • The decrease in the Times Higher Education ranking (October 2020), up to position 609 and the stagnation in the QS ranking to position 451-500 in the business field • The rooms and computer laboratories dedicated to teaching activities are limited • The school's library is morally outdated, with very few acquisitions being made in recent years • Limited access to a series of specialized software packages or international databases, necessary to facilitate the research activity • The fixture in the seminar rooms does not offer enough flexibility to increase the teaching activities' interactivity • Lack of an Alumni community • High level of teaching loading for most of the professors • Low diversity of funding resources |
| Opportunities | Threats |
| <ul style="list-style-type: none"> • Increased awareness of the private sector that collaboration with academia can benefit all parties involved • The economic environment in Cluj-Napoca and the surroundings is constantly developing, generating attractive job prospects for graduates • High school graduates spend more time online, facilitating the use of a variety of tools to promote educational services. • Long life education is becoming a conscious need for a growing number of adults | <ul style="list-style-type: none"> • The current pandemic, affecting short-term household incomes, may reduce the demand for educational services and increase the dropout rate. In this context, the Faculty of Business, with a small number of publicly funded places, could register a decrease in the number of candidates, especially in the programs related to the field of hospitality. • The educational offer in the economic / business administration field is varied and in continuous development both at national and international level. • The interest and ability of a growing number of high school graduates to study at universities abroad (more pronounced in master's degrees). |

Mission 1 – EDUCATION

The Faculty of Business will promote a modern, student-centered education to prepare graduates able to successfully face the challenges of the national and international economic environment. Continuous improvement of the quality of the educational process and the impact on the community will be the main concerns in the period 2020-2024. In this sense, we will seek to capitalize on the skills acquired by staff and students during the pandemic, adapting the teaching process to the need for mobility of learning and to existing resources.

This approach will facilitate the development of pleasant learning experiences, which will stimulate students intellectually and emotionally, respectively, and will allow the faculty to go through all necessary steps to obtain accreditation from AACSB International (The Association to Advance Collegiate Schools of Business).

To meet our goals regarding the increase of the quality of the educational process, during the period 2020-2024, we will pursue the achievement of the following objectives:

- Create and implement an educational philosophy specific to the Faculty of Business.
 - Each student has certain techniques/preferences that they apply in the learning process - some students learn more easily by observing or getting involved in an activity, others by studying the materials provided by teachers, and others by discussing/debating various aspects. In the context of the diversity of high school or university profiles graduated by the students of the faculty, to meet the learning needs of students, experiential learning techniques will be the central element of our new educational philosophy.
 - Organizing didactic seminars to discuss and disseminate good practices in the educational process and to discuss ways to increase the level of involvement and interaction of students in the classes. These seminars will create for professors the opportunity to identify and implement innovative teaching techniques.
- Evaluate the graduates' satisfaction. The focus will be on creating and implementing a tool to assess student satisfaction upon completion of study.
- Increase awareness of the students' feedback importance regarding the teaching activities at the end of each semester. We aim to increase the number of students evaluating the courses and seminars they have attended to ensure a better representation of their opinions.
- Increase the involvement of socio-economic partners in the teaching process. Stakeholders may bring their contribution by participating in consultations regarding the skills the graduate needs for easier integration into the labor market, sharing their experience during teaching activities or study visits, presenting various topics during workshops, providing internship opportunities, developing extra-curricular projects, etc.
- Encourage students to participate in national and international competitions, individually or in teams with colleagues from the school or other BBU's faculties
- Promote students' international educational experiences, by organizing workshops for students to facilitate the transfer of knowledge and skills acquired in Erasmus mobility
- Promote innovation in teaching. The focus will be to improve the infrastructure (equipment and devices) to facilitate and stimulate innovation in teaching activities (video conferencing systems, smart video projectors, VR, AI, etc.)

- Update continuously the curriculum, by evaluating every 2-3 years and adjusting the curriculum to labor market requirements
- Provide access to high-quality teaching bibliography by updating the school's library/creating an electronic library with international reference publications.

In addition to the aspects mentioned above, for each level of study, we will pursue the achievement of the following objectives:

- Bachelor
 - Increase the maximum school capacity for the Business Administration (in Romanian) and Business Administration (in English) programs, in accordance with the school's resources and with the national regulations regarding the quality assurance of the educational process. In recent years, their increased attractiveness has led to the almost full occupation of schooling capacity following the admission process since the summer session.
 - Increase the number of students for the programs which did not reach the maximum school capacity. In this sense, promotional materials will be created, and promotional campaigns will be organized.
 - Attract foreign students, both full-time and Erasmus students
 - Develop of new double degree programs. Currently, there are two double degree programs (with FH Aachen and EM Normandie).
 - Implement hybrid teaching activities, so that students have the opportunity to be present at these activities, both online and in the classroom.
- Master
 - Develop new study programs in partnership with the business environment, as well as with other faculties within the BBU, especially oriented towards entrepreneurship and innovation, to generate a significant impact on the community and to offer varied career prospects for graduates.
 - Develop new double degree programs. Currently, three double degree programs are available for our students, two for International Business Administration (with FH Aachen and EM Normandie) and one for Business Administration in International Hospitality and Tourism (with University of Sassari).
 - Attract foreign students, both full-time students and Erasmus students
 - Implement hybrid teaching activities, so that students have the opportunity to be present at these activities, both online and in the classroom.
- PhD programs
 - Creation of the doctoral school in Business Administration would allow the Faculty of Business to offer a complete cycle of studies, responding in an adequate way to the requests coming from an increasing number of graduates of the master programs.
- E-learning programs
 - Provide e-learning teaching activities both face-to-face and online. It should be mentioned that even before the pandemic, in the case of e-learning education, within our school, half of the face-to-face meetings occurred in a hybrid regime. We will also implement the new teaching philosophy to the e-learning programs.
 - Increase the notoriety of distance learning programs by developing materials and organizing promotion campaigns.

- Development of open online courses to increase the level of knowledge and education of society.
- University extensions
 - The Faculty of Business carries out didactic activities at bachelor level within the extension of Bistrița. In recent years, the number of students admitted in the first year stabilized around 40 students. This situation allows us to aim to identify solutions to gradually increase the number of students admitted.
 - Due to financial uncertainties, no master programs have been started at the Bistrița extension. The strategy of the school is to offer our graduates from the extension the possibility to enroll to any master programs we provide in Cluj-Napoca through online teaching.

Mission 2 – RESEARCH-DEVELOPMENT-INNOVATION (RDI)

The school's research activity has a pronounced applicative character, a reason for which the involvement of students, representatives of the private environment, public institutions, or professional associations can facilitate the creation and dissemination of knowledge, as well as the increase of school's impact on society. This approach can be considered as a source of generating scientific publications, research projects and attracting additional revenue, thus supporting the achievement of the three strategic objectives defined by this plan.

- Research grants
 - Support faculty members in submitting applications. To increase the chances of success in writing applications, training sessions, workshops, and working groups will be organized within the school.
 - Focus on:
 - partnerships with the private sector, which can represent a source for research or consultancy projects
 - European funds. For example, we will try to identify partnership opportunities within the Horizon Europe program, the faculty teachers having the necessary skills to implement projects specific to pillars II and III.
- Multi / inter / transdisciplinary in research
 - Stimulate the multidisciplinary character of the research activity: increasing the degree of cooperation between academics, as well as with specialists from other fields in the country or abroad, to stimulate the multidisciplinary character of the research, development and innovation activity will be achieved through:
 - Organization of scientific seminars, during which the faculty members, as well as guests from the country or abroad, will present and debate the results of the scientific activity
 - Support the recovery of scientific conferences organized within the school
- Research units
 - The creation of research centers/laboratories oriented towards topics that can bring together a significant number of colleagues will represent one of the objectives. The research centers will stimulate collaboration between faculty members and other Romanian and foreign researchers with similar research

- interests, being at the same time a source of knowledge creation and transfer to society.
 - Moreover, the research centers will represent a method to encourage students to get involved in the research activity
- BBU scientific journals
 - Studia Universitatis Babes-Bolyai Negotia Series is published within the Faculty of Business, being an open access journal, indexed in several international databases, including ERIH PLUS since 2015.
 - Attracting the appropriate number of articles to achieve regularity is the main objective. In this sense, the faculty will be encouraged to support the journal, in parallel with its promotion to attract the articles of other Romanian and foreign researchers. The opportunity to change the frequency of publication of the journal will also be analyzed.
- Libraries
 - To stimulate the students' involvement in the research process, the library will be equipped with new publications (books and journals).
 - Provide access to electronic databases and libraries that allow both professors and students to access relevant information and data in the research process (eg Euromonitor, UNWTO library).

Mission 3 – RELATIONSHIP WITH SOCIETY

Partnerships between the school and society can take different forms and can materialize in different results, the goal pursued during the timespan 2020-2024 being the diversification of partnerships. Thus, more importance will be given to the following aspects:

- Develop the Alumni community
- Evaluate the role the Faculty of Business had in its graduates' professional career
- Involve business representatives in mentoring programs, internships, and private scholarships
- Involve the business representatives in teaching activities by:
 - Providing feedback on the curriculum's content, to increase its relevance and to ensure a correlation between the graduates' skills and the needs of the economic environment
 - Developing case studies or other educational materials, as a result of collaboration between professors and business representatives
 - Attending dialogue sessions with students during lectures and seminars
 - Organizing workshops / conferences on the topics debated during the lectures and seminars
 - Organizing study visits
- Improve collaboration with pre-university education institutions. To stimulate partnerships with high schools, we will develop a strategy to promote the educational offer and to select high school graduates. The existence of a high dropout rate during the first year of the study may be caused by the lack of a real academic and professional counseling system at the high school level, as well as by the existence of unrealistic expectations from high school graduates. Thus, we consider important to implement measures through which high school graduates will understand better the specifics of this

field and what are their career prospects. Among the measures considered, we intend to organize:

- Career guidance session (online or on-site)
- Demonstration courses (online or on-site)
- Open day events / promotional caravans, together with members of the Business Students Association (ASB) and other students of the school
- Competitions for high school students.

II. HUMAN RESOURCE AND STUDENTS

The human resources strategy aims to stimulate the increase of staff involvement and responsibility for the activities carried out and to ensure the increase in the level of workplace satisfaction.

- Attracting and recruiting human resources - most of the Faculty of Business' academics find themselves in a situation of having a high loading of teaching activities, which reduces the time they have available to fulfill other responsibilities. Starting from the structure of the teaching staff (7 professors, 13 associate professors, 10 lecturers, and 2 assistants), the following aspects will be considered:
 - Increasing number of academics, especially for assistant and lecturer positions. The aim will be to recruit persons who, in addition to very good teaching skills, also have relevant experience or special skills in one of the other two fundamental missions of the university (research or relationship with the community).
 - Covering the part-time teaching activities, which cannot be supported by BBU's staff, with specialists in the field (representatives of the business environment). This approach may represent a good source of recruitment.
 - Developing an internal methodology for promotion, especially in the case of associate professors and professors. The internal promotion methodology will be based, insofar as the financial resources of the school allow it, on the principles of performance and impact of the activity, involvement, and ethics of teachers.
 - Involvement of students in volunteer programs for the benefit of the school
- Human resource evaluation - starting from the existing procedures at the level of BBU, at the level of the Faculty of Business, the evaluation of the staff's performance will be done according to:
 - The level of fulfillment of the activities assumed through the individualized academic career plan
 - The students' feedback regarding the teaching activities carried out
 - The level of involvement and attachment to the school
- The motivation of human resources will be done through:
 - The implementation of individualized academic career plans, which provide to each person a flexible working environment, allowing to each person to focus on the school's mission that suits him/her best
 - Creation of a work environment in which each employee is treated fairly and equitably

- Creation of a reward system (financial and nonfinancial), based on the results of the evaluation
- Support the staff of the school to attend training and any other activities for their professional development (participation in internships/training courses related to the specifics of their teaching/research subjects, use of modern tools in education, assimilation of methods to help them in the research, or training for the use of software packages to assist them in carrying out administrative work)
- Students are considered active partners in the educational and administrative process, who assume their roles and who are aware of their rights and responsibilities, being willing to get involved to contribute whenever needed. From this perspective, the relationship between students and faculty is characterized by creating an environment favorable to dialogue and by encouraging the expression of opinions:
 - The dean and vice-dean responsible for students have regular meetings with students to discuss issues related to teaching activities and student life;
 - Each group of students has an hour of tutoring per week in which, in addition to clarifying some administrative issues, students discuss various aspects of interest to them
 - Student representatives on the Faculty Council are involved and consulted in decisions that directly affect students - each month they are invited to a meeting of the Council Bureau
- To reduce academic dropout, we propose the following set of measures:
 - Improve the communication process between professors and students
 - Introduce tutoring hours in the students' timetable
 - Provide technical support to participate in online teaching activities
 - Implement projects (financed from European funds or own funds) whose main objective is to reduce academic dropout
 - Create an adequate strategy to attract and select high school graduates

III. ADMINISTRATION AND INFRASTRUCTURE

Within the Faculty of Business, due to the pandemic, the communication process passed gradually into the online environment, the Microsoft Teams platform being used intensively both in administrative activities and in the communication process between faculty and students. Due to the increased efficiency and positive feedback, it is desired that the intensive use of this platform will continue even after the end of the pandemic.

To reduce bureaucracy, it is envisaged to reorganize the activities of administrative staff to increase the efficiency and effectiveness of administrative activities at the school level. In this context, it will be considered:

- Encourage administrative staff to identify more efficient/effective ways of carrying out current activities
- Identify the training and professional development needs of administrative staff and support them in the training process

- Develop a policy to motivate and reward the staff, corresponding to the performance and the level of involvement.

The concept of sustainable development should represent a defining characteristic of our graduates' way of thinking. This concept is already found in the educational process, as well as in the research activity, and in addition, we propose a series of measures to instill responsible behavior among students and faculty by:

- Organizing, together with the Association of Business Students (ASB), campaigns to promote responsible behavior, to reduce the negative effects on the environment caused by current activities
- Expanding the recycling process started within the school and making investments to streamline the consumption of resources (e.g., changing lighting equipment)
- Creating in the school website a page dedicated to the activities carried out for this purpose
- Involving in campaigns organized by various nonprofit organizations or institutions to alleviate the negative effects on the environment (planting trees, waste collection, etc.)
- Reducing paper consumption and identifying ways to save resources used in teaching activities.

The existence of optimal working and study conditions, meant to facilitate performance, to increase competitiveness, and to ensure professional and personal satisfaction, requires an adequate infrastructure. From the perspective of the Faculty of Business, to ensure the premises for fulfilling the previously established objectives, it is necessary to implement the following measures:

- Identify, together with the management of other faculties/entities from the building on 7 Horea street, solutions for the optimum use of classrooms for teaching activities and office space. Being located in a historical building, the limited number of rooms for teaching and administrative activities is the main problem of the school
- Building space for socializing (green space, terrace)
- Improving material infrastructure:
 - Renovation of classrooms
 - Changing the furniture in the seminar rooms to allow greater flexibility in carrying out the teaching process
 - Creation of a new computer laboratory
 - Replacement of outdated equipment (video projectors, computers, etc.) in classrooms or in the use of faculty members
 - Installing floor sockets in classrooms to encourage students to use their laptops during the class
 - Purchase of equipment necessary to carry out teaching activities through video conferences (for example, video conferencing systems, smart video projectors, laptops, and lavaliers / wireless headphones with microphones)
- Purchasing licenses for dedicated software packages used in teaching and research
- Creating a new school website
- Making subscriptions, through UBB, or in collaboration with other faculties of UBB, to facilitate access to virtual libraries, databases with scientific publications, etc.

IV. FINANCIAL SUSTAINABILITY

Any objectives proposed for the progress of a school (in terms of academic competitiveness, infrastructure investment projects, the creation of an adequate working environment, etc.) must be achieved in such a manner to ensure the medium- and long-term financial sustainability of the school. From this perspective, we will consider the following measures:

- Increase revenues from traditional funding sources
 - Identify ways to increase revenue from supplementary funding, in particular from the research component
 - Implement measures to reduce the dropout rate (especially during the first year of study)
 - Increase the number of foreign full-time students by creating promotional materials and implementing different promotion activities (individually or in cooperation with the BBU's International Cooperation Center)
 - The improvement of the quality of the educational process will determine, in the medium term, the increase of the income from the tuition fees
 - Stimulating faculty staff to identify and apply for research projects
- Identify alternative sources for financing the activity
 - Partnerships with the private sector aimed in particular to improve the school infrastructure and financing the research-development-innovation activity
 - Stimulate faculty members to apply for grants/funds offered by the BBU (e.g., grants to support the competitiveness of employees, teaching development grants, quality competition in IT technology) or by external bodies (vouchers obtained from reviews of scientific publications, European funded projects, EEA and Norwegian grants, etc.);
- Identify ways to optimize expenditures
 - Perform a detailed analysis of expenditure to identify sources of optimization
 - Setting priorities for expenditure incurred in accordance with the objectives pursued
 - Keeping monthly records of the evolution of expenditures (and revenues)
 - Identifying alternative incentives (not only financial incentives)
 - Organize the lectures from the program Business administration from Bistrița together with the students of the same program from Cluj-Napoca, through videoconferencing (during the pandemic when the teaching activities are online)