



Strategic Plan of the Faculty of Business (FoB), 2024 – 2029

Mission

The Faculty of Business of Babeș-Bolyai University of Cluj-Napoca aims at co-creating, together with our business, public and non-governmental partners, knowledge, attitudes, and skills, which genuinely enhances the impact of educational, research, and entrepreneurial endeavors.

Vision

To foster financial & intellectual independence for people of all ages with entrepreneurial DNA. We don't want to focus only on material wealth, but we also want people to focus on the meaning of their activity. These two dimensions lead to real and sustainable development that allows people to respond to the opportunities of their truly international future.

Values

Education 360°. Education is a social construction where the community of interest (students, professors, administrative personnel, parents of the students, business community, local community, NGO's, political establishment, national and international relevant institutions... and the list is open) covers various frequencies of reality and co-creates the future. We want to integrate as many as we can into... partnership.

Entrepreneurship. Education needs to be useful, to offer tools and wings for independent students. The courage to implement little ideas that lead to high achievements, the thrill of solving unsolvable problems, the timid beginning, the failure full of meaning, the sweetness of success, all of this are... priceless.

Innovation. Incrementally, we pursue the improvement of what we are doing, day by day, class by class, article by article, and project by project. Education means playing with “Lego pieces”, and in this game the number of pieces is important, the examples are important, the uninhibited variety of combinations, and the unique differentiation it offers... are vital.

Diversity & multiculturalism. Business education should offer everybody transparent access to learning opportunities. Education is a doorway to freedom. Moreover, learning should

incorporate as many cases, books, values, and perspectives positioned in as many cultural contexts as possible. The way we are teaching/learning is deeply influenced by our cultural heritage and we want to expand our identity to an... ethical & international one.

Agility. We are challenged by the fluidity of the environment, by the frequency, magnitude, and speed of change. We want education to stop reacting and to start riding the opportunities the marketplace and the environment offers... proactively.

Lifelong learning. Education does not stop after a bachelor's degree, after a master or even PhD degree. It does not stop after the first job or even after a fulminant success, but goes on forever, helping us provide meaning to our life, and elevate the threshold of our... perception.

Community & opportunity. Developing a long-lasting culture creates an opportunity for all. Developing a sustainable network of students & alumni amplifies the transition from education to practice and gives birth to a community that values helping each other and enabling each other as the ultimate... talent scouts.

SWOT Analysis

Currently (2024), the BBU Faculty of Business is characterized by the following aspects:

- **Strengths:**
 - Teachers are concerned with using innovative teaching techniques that focus on facilitating learning.
 - A significant part of the teaching staff are professionals who are active outside the school, involved in different types of economic activities.
 - BBU is a member of the EUTOPIA alliance, and FoB students have the opportunity to participate in the Ecotopia program or in other activities/events that take place within the alliance.
 - The school's infrastructure facilitates the use of innovative teaching approaches, both because of the existing equipment (interactive screens, smart video projectors, videoconferencing systems, computers) and the software used (packages for managerial simulation, or packages specific to some disciplines).
 - The faculty library is equipped with relevant international publications.
 - Teachers and students have access to platforms that facilitate their teaching and learning.
 - The existence of specific equipment in the field of neurosciences will support the development of educational and scientific activity, as well as collaborations with the business environment.
 - Communication within the school between faculty and students is done through two official channels, the MS Teams platform, and the institutional email.
 - Educational projects carried out in partnership with the business environment or with partner universities in the country and abroad offer students opportunities to develop intercultural skills.
 - Most of the faculty have intercultural skills due to their overseas teaching experiences.
 - The number of full-time foreign students in English-taught programs is increasing.
- **Weaknesses**

- The insufficiency of spaces to carry out teaching activities.
- Insufficient spaces for socializing, where students can spend their time between classes.
- Poor Wi-Fi connection.
- The alumni community is not yet sufficiently developed.
- High level of teaching loading in the case of many teachers.
- Positioning and differentiation of programs is not sufficiently emphasized.
- The recognition in society of the Faculty of Business as a promoter of entrepreneurship is insufficient.
- Opportunities
 - Increase the level of awareness of the private sector about the opportunities for collaboration with the academic environment.
 - The economic environment in Cluj-Napoca and its surroundings is constantly developing, creating attractive career prospects for graduates.
 - High school graduates spend a lot of time online, facilitating the use of various tools to promote educational services.
 - Lifelong learning is becoming a conscious need for an increasing number of adults.
 - The Erasmus+ program offers faculty the opportunity to develop their teaching skills in an international setting.
 - Availability of funds for research projects
- Threats
 - The small number of public funded places for school programs, correlated with the negative macroeconomic outlook, can reduce the demand for educational services (decrease the number of candidates) and increase the dropout rate.
 - The educational offer in the field of economics/business administration is varied and in continuous development.
 - The interest and capacity of an increasing number of high school graduates to study abroad (more pronounced in master's degrees).

Strategic goals

The Faculty of Business assumes the following strategic goals for the period 2024-2029:

- SO1. Continuous improvement of the quality of the educational process (A) and of the impact that the Faculty of Business has in the community (B), to increase the reputation and recognition of the school as a highly valuable business education higher institution at national and international (East Europe) level.
- SO2. Increasing research quality and impact to create the conditions for the establishment of a doctoral school in the field of business administration.
- SO3. Expansion of the alumni network as a source of developing new partnerships and increasing the impact of the school in the community.

By fulfilling these strategic goals, the Faculty of Business assumes to make a significant contribution to the achievement of the following sustainable development goals.

- SDG 4 – Quality Education – The Faculty of Business aims to play an active role in substantially increasing the number of young people and adults who possess relevant

skills that facilitate employment, decent job creation, and entrepreneurship. The aim of this project will also be to ensure that students acquire the knowledge and skills necessary to promote sustainable development in both personal and professional life.

- SDG 8 – Decent work and economic growth – Through a high quality of graduate professional training, the Faculty of Business aims to encourage the formation and growth of micro, small and medium enterprises. The development of partnerships with these entities will create the premise of offering students the opportunity to gain practical experience and employment opportunities, while companies, in addition to access to human resources, will have the opportunity to debate with teachers and find solutions to current challenges.
- SDG 12 – Responsible consumption and production – The Faculty of Business, by integrating sustainability principles into curricular and extracurricular activities, will encourage ethical business behavior, waste reduction, responsible supply chain management, and decision-making considering environmental impact.
- SDG 17 – Partnership for Goals – In partnership means that the Faculty of Business will seek to develop partnerships with local entrepreneurs and businesses, industry leaders, and NGOs to create mutually beneficial opportunities.

Objectives

Mission 1 – EDUCATION (S01. A)

To achieve the first strategic goal (S01), the Faculty of Business will promote a modern, student-centered education with the aim of preparing graduates capable of successfully facing the challenges of the national and international economic environment. Continuous improvement of the quality of the educational process and impact in the community will aim to develop the entrepreneurial spirit and entrepreneurial skills of graduates in a sustainable context.

Thus, during the period 2024-2029, the following objectives will be pursued:

No.	Objectives	Tactics	Measure of achievement
1.	Providing modern education aimed at supporting students in acquiring the knowledge and practical skills necessary for their future professional career.	Use of experiential learning:	
		<ul style="list-style-type: none"> • Developing teamwork, critical thinking, and student involvement using software to simulate managerial decisions • Preparation of students to be able to use software dedicated to the business environment. • Promoting innovative approaches using neuroscientific technologies in the teaching process. 	<ul style="list-style-type: none"> • 250 students acquire skills in the use of management simulation software annually. • 250 students annually acquire skills in the use of software dedicated to the business environment. • 2 disciplines use neuroscientific technologies.
		<ul style="list-style-type: none"> • Involvement of representatives from the business environment in the teaching activities (study visits and lectures/discussions based on the topics studied). 	<ul style="list-style-type: none"> • 20 annual events/interventions of business representatives.
		<ul style="list-style-type: none"> • Periodic updating of the school library with international reference publications. 	<ul style="list-style-type: none"> • 100 new titles during this period of time, according to the needs.
		<ul style="list-style-type: none"> • Encourage students to participate in national and international competitions, individually or in teams with colleagues from FoB or other schools of BBU. • Organizing internal business concept competitions and supporting students in participating in similar competitions organized by other entities. 	<ul style="list-style-type: none"> • Attending one national/international competition. • Organization of an annual competition dedicated to business concepts.
		<ul style="list-style-type: none"> • Supporting students with learning deficiencies. 	<ul style="list-style-type: none"> • Organizing an induction week at the beginning of the academic year. • One annual remedial course.
		<ul style="list-style-type: none"> • Increase the number of staff according to existing needs. 	<ul style="list-style-type: none"> • Recruitment of two new faculty • Promotion of 3 faculty
		<ul style="list-style-type: none"> • Ensure an adequate infrastructure for the educational process. 	<ul style="list-style-type: none"> • Annual preparation of procurement plans
2.	Promoting International Educational Experiences	<ul style="list-style-type: none"> • Presentation of the available offer. • Organizing workshops for students to facilitate the transfer of experiences acquired during Erasmus+ mobilities. • Organizing/participating as a partner in BIP programs to ensure internationalization abroad and at home. 	<ul style="list-style-type: none"> • Organizing an event to promote the offer of partner universities and the experience of Erasmus+ students in these partners. • Organizing/participating in two BIP events each year.

No.	Objectives	Tactics	Measure of achievement
		<ul style="list-style-type: none"> • Continuous involvement of staff in EUTOPIA and of students in Ecotopia. 	<ul style="list-style-type: none"> • 3 students attend every year Ecotopia program
3.	Increase in Job Satisfaction Levels	<ul style="list-style-type: none"> • Providing a flexible working environment. • Providing opportunities for continuous improvement of teaching staff (teaching seminars, training sessions, etc.) and administrative staff. • Ensuring an objective and equitable evaluation of academic performance. • Differentiating benefits/incentives based on performance. • Providing financial support for professional development. 	<ul style="list-style-type: none"> • All faculty implement individual career plans. • Five employees participate annually in training activities. • All employees are evaluated annually by management. • 3 employees benefit from differentiated teaching load • 80% of faculty employees use SEED grants to cover professional development needs.
4.	Ensuring proper management of the educational process	<ul style="list-style-type: none"> • Evaluation of teaching activities at the end of each semester • Update of the content and structure of the curriculum according to the procedures in force. • Identifying new study programs in partnership with the business environment, as well as with other schools within BBU, especially oriented toward entrepreneurship and innovation. • Providing double degree opportunities for English language majors. • Promoting dialogue with students and their representatives (regular meetings). • Monitoring university dropout and implementing measures to reduce it 	<ul style="list-style-type: none"> • 5000 evaluations of teaching activity every year. • The application of the procedure to update the curriculum once a year. • New content or (optional) subjects that are of interest and relevance to the future professional career of graduates. • Developing the FoB's offer with one new study program in the next 5 years. • 3 agreements. • One monthly meeting with student representatives. • Setting up a commission responsible for monitoring university dropouts and carrying out an analysis of the current situation

Mission 2 – RESEARCH-DEVELOPMENT-INNOVATION (SO2)

The research activity within the FoB has a pronounced applicative character, being focused on topics related to entrepreneurship, innovation, and sustainable development. Therefore, the participation of students, representatives of the private sector, public institutions, or professional associations can facilitate the creation and dissemination of knowledge, as well as increase the impact of the faculty on society. This approach can generate both scientific publications and research projects and attract additional income for the school, thus supporting the fulfillment of the faculty's strategic goals.

Therefore, during the period 2024-2029, the following objectives will be pursued.

No.	Objectives	Tactics	Measure of achievement
1.	Ensuring the conditions for the creation and dissemination of knowledge, as well as increasing the impact of the faculty on society.	<ul style="list-style-type: none"> • Stimulating the Multidisciplinary Research Activity • Transforming MTBHT into a mechanism for disseminating the results of scientific activity at national and international levels • Supporting the activity of the CECATO Research Center. • Encourage teachers to apply calls for competitive and non-competitive national and international funding sources dedicated to research. • Providing online access to specialized literature, databases, platforms, or any other resources necessary for research activity. • Habilitation of faculty in the field of business administration. • Supporting the journal Studia Negotia to ensure the periodicity of publication. 	<ul style="list-style-type: none"> • Annual publication of 10 scientific contributions in multidisciplinary collectives. • One conference volume published in the Springer Publishing House • An application is submitted annually. • 2 resources. • One more faculty. • Publication of four issues per year.
2.	Participation of stakeholders in the knowledge creation process	<ul style="list-style-type: none"> • Publishing scientific articles in partnership with professors from other national and international universities or other authors. • Partnerships with the private sector to carry out studies that meet their needs. • Capitalizing on the potential of the Business Simulation Laboratory in Hospitality and Tourism. • Coordination of students for writing scientific papers. 	<ul style="list-style-type: none"> • 5 articles per year developed in collaboration with scholars from other faculties/universities. • A study is conducted every academic year. • Two disciplines use laboratory equipment in teaching activities. • 10 papers/year carried out by students under the coordination of faculty.

Mission 3 – RELATIONSHIP WITH SOCIETY (SO1. B and SO3)

To achieve these strategic goals, the Faculty of Business' partnerships with society will continue to diversify, aiming at the following aspects:

No.	Operational Objectives	Actions	Measure of achievement
1.	Developing impactful academic partnerships	<ul style="list-style-type: none"> Academic partnerships (double degree programs, BIPs, etc.). 	<ul style="list-style-type: none"> 3 double-degree agreements One BIP every year
2.	Alumni Network Development	<ul style="list-style-type: none"> Development of the Alumni network 	<ul style="list-style-type: none"> An annual recruitment session Organizing an annual event dedicated to alumni.
3.	Permanent involvement of the business environment in the educational process	<ul style="list-style-type: none"> Interventions by representatives of the business environment during courses and seminars Organization of study visits Collect feedback on the curriculum Providing internship and mentoring opportunities. Setting up a support center for the relationship with society and the business environment Expansion of the Partner Network 	<ul style="list-style-type: none"> 20 interventions every year 5 study visits/year Once every three years 10 offers 4 faculty involved in the center's activity 5 new partners every year
4.	Strengthening collaboration with the secondary education level	<ul style="list-style-type: none"> Promoting the FoB's educational offer Organization of competitions Organizing open-door events to facilitate career guidance 	<ul style="list-style-type: none"> One online promotion campaign for each study program. Yearly organization of one edition of the Knowledge Contest (or a similar event) An open-door event every year
5.	Involvement of the Faculty of Business community in volunteer programs or in supporting social causes	<ul style="list-style-type: none"> Identifying volunteer opportunities and/or supporting causes. Developing extracurricular projects that offer students the opportunity to deepen the concept of sustainable development 	<ul style="list-style-type: none"> Attending one volunteer event/action 2 extracurricular projects/events each year to promote the idea of sustainability and sustainable development.