

**Evaluation of the operational plan
for the academic year 2024-2025**

(Discussed and approved at the Faculty Council meeting of 15.10.2025)

1. EDUCATION

1.1. Ensuring a modern, inter-/trans-disciplinary education

Objective	Actions planned to achieve the objective	Objective Quantification	Measuring the objective achievement	Estimated costs	Effective costs	Funding source	Responsible
1. Recognizing the significance of students' evaluation of teaching practices	<ul style="list-style-type: none"> Meetings with students and their representatives to increase awareness of the importance of participating in the evaluation of teaching activities. Meetings with faculty staff to make better use of strengths and to address and improve weaknesses. 	<ul style="list-style-type: none"> Carrying out 5,000 assessments of the teaching activity 	<ul style="list-style-type: none"> 5522 questionnaires were completed 	0 lei	0 lei	-	Dean Prodecan Department Chairs
2. Engagement of socio-economic stakeholders in the education process	<ul style="list-style-type: none"> Involvement of business professionals in classes to share their personal experiences Engagement of business-sector representatives in organized events Provision of internship opportunities for students 	<ul style="list-style-type: none"> Conducting 20 annual meetings/interventions with representatives of the business sector Hosting a Career Week event 	<ul style="list-style-type: none"> A total of 57 events were organized in collaboration with representatives from the business sector, including 30 guest interventions during courses and seminars. A new edition of Career Week was held. 	0 lei	0 lei	-	Vice-Dean in charge of Research and Business Relations
3. Enhancing students' academic and scientific achievements	<ul style="list-style-type: none"> Motivating faculty members to engage and organize students to take part in national and international competitions, as well as sharing and highlighting their own international educational experiences 	<ul style="list-style-type: none"> Taking part in a national or international competition A student will take part in the competition for performance scholarships at the UBB level Hosting an event to share international educational experiences Three students will be admitted to the third cohort of the Ecotopia program 	<ul style="list-style-type: none"> Two students took part in ONEF, a third-year AASO team, in an international managerial simulation competition – Revas – as well as in a project organized under the auspices of Eutopia. 1 student received a scholarship for outstanding scientific performance 1 event was held to share international experience 5 students joined the third cohort of the Ecotopia program 	0 lei	0 lei	-	Vice-Dean in charge of Research and Business Relations

Objective	Actions planned to achieve the objective	Objective Quantification	Measuring the objective achievement	Estimated costs	Effective costs	Funding source	Responsible
4. Fostering teamwork skills, critical thinking, and student engagement levels	<ul style="list-style-type: none"> Application of management simulation software in education Equipping students to work with business-specific software tools 	<ul style="list-style-type: none"> 250 students gain proficiency in using management simulation software 250 students gain proficiency in using software designed for business applications. 	<ul style="list-style-type: none"> Over 250 students used managerial simulation software during the teaching activities: the first year of the bachelor's degree, the third year of the AASO and AASOE, respectively the first year of the master's degree AA, MH and AAOTI The students of the second year of the bachelor's degree, the first year of the MH and AAOTI master's degrees, and of the second year of the master's degree acquired skills in the use of various software specific to the business environment 	0 lei	0 lei	-	Dean Vice-Dean responsible for student activity
5. Providing students with access to appropriate bibliographic materials and electronic resources/databases	<ul style="list-style-type: none"> Identifying and providing access to electronic libraries/databases Promoting students' access to BCU's electronic resources 	<ul style="list-style-type: none"> Ensure ongoing access to student databases Acquiring 20 new titles each year 	<ul style="list-style-type: none"> In addition to the databases provided by UBB, the Faculty of Business continued to provide students with access to the Euromonitor platform 74 books purchased 	10.000 lei	38.365 lei	FoB's Resources	Dean Vice-Deans
6. Helping students develop key competencies	<ul style="list-style-type: none"> Identifying the needs of first-year undergraduate students Organization of remedial courses 	<ul style="list-style-type: none"> Organizing a remedial mathematics course 	<ul style="list-style-type: none"> A remedial mathematics course was held for first-year bachelor's degree students. 	0 lei	0 lei	-	Dean
7. Modernization of curricula	<ul style="list-style-type: none"> Coordinating consultation meetings with stakeholders: students, graduates, and representatives of the business sector Identification of skills that need further development Evaluation of the proposals received Examination of existing curricula 	<ul style="list-style-type: none"> Finalization of curriculum revisions by the specified deadline 	<ul style="list-style-type: none"> The process was carried out on time, according to the procedure 	0 lei	0 lei	-	Dean Department Chairs
8. Evaluation of the competences gained by students	<ul style="list-style-type: none"> Application of the mechanism for assessing the competences acquired at the end of each semester. 	<ul style="list-style-type: none"> The competences formed are assessed in 80% of the subjects in the curriculum. 	<ul style="list-style-type: none"> Competences were assessed in all subjects (except foreign languages) 	0 lei	0 lei	-	Quality Commission FoB's staff

Objective	Actions planned to achieve the objective	Objective Quantification	Measuring the objective achievement	Estimated costs	Effective costs	Funding source	Responsible
9. Conducting the regular review of academic study programs	<ul style="list-style-type: none"> Carrying out evaluation visits for the Business Administration in Hospitality Services (bachelor's degree, Romanian) and Business Administration – Bistrița extension (bachelor's degree, Romanian) programs. compiling the AASO English File. 	<ul style="list-style-type: none"> Maintaining accreditation in the programs evaluated Completion of the accreditation file by February 2025 	<ul style="list-style-type: none"> Following the ARACIS visit, the accreditation to the AASOE and AA Bistrița programs was maintained The accreditation files for AASO and AA Bistrița have been completed 	0 lei	65.280 lei	-	Directors of studies, Dean

1.2. Certification of the educational process quality through the accreditation of programs granted by international organizations

Objective	Actions planned to achieve the objective	Objective Quantification	Measuring the objective achievement	Estimated costs	Effective costs	Funding source	Responsible
1. Ongoing execution of the measures initiated within the AACSB accreditation process	<ul style="list-style-type: none"> Scheduling the calendar for work teams/standards Coordination of work teams Allocation of resources Drafting of the progress report 	<ul style="list-style-type: none"> Providing the requested documents by the specified deadline 	<ul style="list-style-type: none"> Initial Business Application submitted (January 2025) SER submitted (September 2025) Visit planned for February 2026 	0 lei	90.000 lei	-	Dean, Vice-Deans Working teams
2. Launch of the process to obtain AoL Certificates for the English-language Business Administration program	<ul style="list-style-type: none"> Elaboration of the quality assurance process 	<ul style="list-style-type: none"> Providing the requested documents by the specified deadline 	<ul style="list-style-type: none"> Initial Business Application submitted (January 2025) 	7000 lei	0 lei	FoB's funds	Vice-Dean Working team

1.3. Increasing the visibility of programs offered nationally and internationally

Objective	Actions planned to achieve the objective	Objective Quantification	Measuring the objective achievement	Estimated costs	Effective costs	Funding source	Responsible
1. Updating FoB's Presentation Materials	<ul style="list-style-type: none"> Ongoing (annual) revision of materials for presenting specializations, the Erasmus+ mobility brochure, information on double degree agreements, and the admissions process The creation of website. 	<ul style="list-style-type: none"> Finished materials Website completed 	<ul style="list-style-type: none"> Promotional materials are updated annually The faculty's website is constantly updated 	0 lei	0 lei	FoB's funds	Vice-Deans PR referent
2. Implementing campaigns to announce the educational offering	<ul style="list-style-type: none"> Design and execution of online promotional campaigns Coordination of events targeted 	<ul style="list-style-type: none"> Develop a promotional campaign. Host an event to showcase the educational programs for high school 	<ul style="list-style-type: none"> Promotional activities were organized both for the faculty's 	25.000 lei	13.800 lei	FoB's funds	Vice Dean in charge with students

Objective	Actions planned to achieve the objective	Objective Quantification	Measuring the objective achievement	Estimated costs	Effective costs	Funding source	Responsible
	at high school students	students. • Arrange a business idea competition for high school students and their teachers.	degree programs and for the Knowledge Contest, within which a dedicated section on business plans was established.				PR referent
3. Enhancing the level of internationalization within the range of educational programs offered	• Attracting international students • Promoting the faculty's educational programs (in cooperation with the CCI) at international fairs • Establishing new partnerships • Developing double-degree programs	• Attracting 20 CPV students • Discussions on establishing a new dual degree program	• Twenty-three CPV students were officially admitted. • A discussion on establishing a European Degree was launched within Ecotopia.	0 lei	0 lei	-	Vice Deans Erasmus Department Coordinator

1.4. Diversification of the educational offer

Objective	Actions planned to achieve the objective	Objective Quantification	Measuring the objective achievement	Estimated costs	Effective costs	Funding source	Responsible
1. Establishment of new bachelor's/master's degree programs	• Gathering input from the economic context • Finalizing the concept	• Preparation and submission of the authorization file	• The academic portfolio of the Faculty of Business has been expanded to include two new master's programs: Entrepreneurship and Innovation (taught in Romanian) and Supply and Logistics Chain Management (dual program, taught in English).	1.200 lei	1.286 lei	FoB's funds	Dean Working team
2. Preparing to establish the Doctoral School in Business Administration	• Methodology analysis • Compilation of documents and data required for assembling the file	• Meeting the requirements for establishing the doctoral school	• A member of the faculty received a habilitation certificate in Business Administration.	0 lei	0 lei	-	Vice-Dean in charge with research Working team
3. Assessment of the potential to create programs/courses accessible to the general public	• Identification of individual teachers or teaching teams interested in delivering this type of program • Preparation of the corresponding documentation	• One accredited program	• Two open courses have now been accredited and made available: Create - Protect - Innovate: Bringing Ideas to Market (Basic level) and Create - Protect - Innovate: Bringing Ideas to Market (Advanced level).	0 lei	0 lei	-	Faculty Vice-Deans

2. RESEARCH

2.1. Ensuring the conditions for the RDI activity to contribute to the creation and dissemination of knowledge, as well as to increase the impact of the faculty on society

Objective	Actions planned to achieve the objective	Objective Quantification	Measuring the objective achievement	Estimated costs	Effective costs	Funding source	Responsible
1. Supporting the work of research centres	<ul style="list-style-type: none"> Promoting the activity of the research center in the academic environment, as well as in the socio-economic environment Student involvement in the activity of the centers 	<ul style="list-style-type: none"> Carrying out a stakeholder project/study Affiliation of the research center to international bodies 	<ul style="list-style-type: none"> Two studies have been developed for the private sector (TIFF and Sports festival) The center is affiliated with ATLAS 	1.500 lei	1500 lei	FoB's funds	Dean Research Center Director
2. Stimulating the multidisciplinary nature of the research activity	<ul style="list-style-type: none"> Regular organization of scientific seminars Organization of the anniversary edition of the conference Modern Trends in Business, Hospitality and Tourism 	<ul style="list-style-type: none"> Annual publication of 10 scientific contributions in multidisciplinary groups Organization of the MTBHT International Conference 	<ul style="list-style-type: none"> 45 publications in authors' collectives, of which 33 in WoS indexed journals The fifth edition of the MTBHT conference was organized 	200.000 lei	203.522 lei	Gov. Funds attracted by the FoB	Vice-Dean in charge with students Working team
3. Stimulating teachers to submit applications (research or structural funds)	<ul style="list-style-type: none"> Assigning adequate importance to the process of writing and submitting applications in the evaluation of the performance of teachers' activity 	<ul style="list-style-type: none"> Submit an application 	<ul style="list-style-type: none"> A new application has been submitted 	0 lei	0 lei	-	Dean Vice-Dean in charge of Research and Business Relations
4. Ensuring online access to specialized literature, databases, platforms or any other resources necessary for the research activity	<ul style="list-style-type: none"> Ensuring access to the resources offered by UBB Identification of specific needs and necessary resources (specific software packages, electronic libraries, databases, etc.) 	<ul style="list-style-type: none"> Continuing to provide access to the Euromonitor database and the Writefull platform Identification and acquisition of at least one specific resource for the needs of faculty faculty 	<ul style="list-style-type: none"> Teachers' access to the Euromonitor and Writefull platforms was ensured No specific needs identified 	30.000 lei	11.900 lei	FoB's funds	Dean
5. Habilitation of faculty in the field of business administration	<ul style="list-style-type: none"> Providing support for teachers in order to obtain empowerment 	<ul style="list-style-type: none"> At least 1 faculty member will obtain the habilitation in the field of business administration 	<ul style="list-style-type: none"> A faculty got the habilitation in the field of Business Administration 	20.000 lei	10.000 lei	Seed Grants	Dean
6. Involving students in the process of knowledge creation	<ul style="list-style-type: none"> Coordinating students in carrying out scientific papers 	<ul style="list-style-type: none"> 10 papers/year carried out by students under the coordination of teachers 	<ul style="list-style-type: none"> 34 papers were carried out by students under the coordination of the faculty's teaching staff 	0 lei	0 lei	-	Vice-Dean in charge of Research and Business Relations

3. RELATIONSHIP WITH SOCIETY

3.1. Consolidating current collaborations with the socio-economic ecosystem

Objective	Actions planned to achieve the objective	Objective Quantification	Measuring the objective achievement	Estimated costs	Effective costs	Funding source	Responsible
1. Building and strengthening the faculty's alumni network	<ul style="list-style-type: none"> Welcoming and connecting recent graduates within the Alumni network Exploring potential directions for upcoming projects (i.e., analyzing career pathways) 	<ul style="list-style-type: none"> Building the alumni database (including one recruitment session) Coordinating at least one event 	<ul style="list-style-type: none"> 319 members of the Class of 2025 joined the Alumni community An Alumni Days event was held in May 2025. 	55.000 lei	0 lei	FoB's funds	Vice-Dean in charge of Students Relations Chief Secretary
2. Engaging partners to provide internship opportunities	<ul style="list-style-type: none"> Establishing a network of private-sector partners to provide internships Centralized management of internship opportunities Promotion and visibility of available internship positions 	<ul style="list-style-type: none"> An internship program will provide opportunities for 30 students from the faculty. 	<ul style="list-style-type: none"> Six students have secured an internship 	0 lei	0 lei	-	Vice-Dean in charge of Research and Business Relations
3. Creating a mentoring program	<ul style="list-style-type: none"> Finding entrepreneurs or individuals with business experience who are willing to participate in the program 	<ul style="list-style-type: none"> Five students will receive support through a mentoring program 	<ul style="list-style-type: none"> Two students participated in a company's mentoring program. 	0 lei	0 lei	-	Vice-Dean in charge of student relations
4. Enhancing cooperation with the pre-university sector	<ul style="list-style-type: none"> Ways in which high school graduates can gain a clearer understanding of the specifics of business administration and their potential career paths include career guidance sessions, sample or trial courses, promotional tours, competitions, and similar activities. 	<ul style="list-style-type: none"> Planning and running three events for high school students, including organizing a competition specifically for them 	<ul style="list-style-type: none"> The faculty's academic programs were presented in more than 35 high schools through the TUBBusiness initiative. An Open Doors event was held A Knowledge Contest was also organized. 	25.000 lei	2.143 lei	FoB's funds	Vice-Dean in charge of student relations

3.2. Realization of the UBB Goes Green program goals at the faculty level

Objective	Actions planned to achieve the objective	Objective Quantification	Measuring the objective achievement	Estimated costs	Effective costs	Funding source	Responsible
1. Economical use of resources	<ul style="list-style-type: none"> Encouraging the use of water dispensers to decrease PET bottle usage 	<ul style="list-style-type: none"> 1,000 liters of water consumed from dispensers (equivalent to 2,000 unused 0.5-liter PET bottles) 	<ul style="list-style-type: none"> 6,000 liters of water dispensed from coolers (12,000 unused 0.5-liter PET bottles) 	0 lei	2.910 lei	-	Dean

Objective	Actions planned to achieve the objective	Objective Quantification	Measuring the objective achievement	Estimated costs	Effective costs	Funding source	Responsible
2. Volunteer Programs	<ul style="list-style-type: none"> Participation in recycling, afforestation drives, and similar initiatives. 	<ul style="list-style-type: none"> An event designed to advance a cause and create a beneficial impact 	<ul style="list-style-type: none"> Support for ASB projects 	10.000 lei	0 lei	FoB's funds	Dean Vice-Deans

4. HUMAN RESOURCE

4.1. Higher degree of job satisfaction

Objective	Actions planned to achieve the objective	Objective Quantification	Measuring the objective achievement	Estimated costs	Effective costs	Funding source	Responsible
1. Higher degree of job satisfaction	<ul style="list-style-type: none"> Revising the process for carrying out academic career planning Guaranteeing access to the infrastructure required to conduct teaching and research under optimal conditions 	<ul style="list-style-type: none"> Each teacher adopted their own academic career plan for the upcoming school year. 	<ul style="list-style-type: none"> All faculty professors have adopted the PICA for the academic year 2025-2026. 	0 lei	0 lei	-	Department Chairs Dean
2. Enabling faculty staff to take part in training and professional development programs	<ul style="list-style-type: none"> Enrollment in vocational education programs 	<ul style="list-style-type: none"> Five faculty staff members will take part in training activities. 	<ul style="list-style-type: none"> 7 faculty members took part in training activities provided by organizations outside the faculty Over 60% of the faculty's teachers participated in the training sessions on various topics organized within the faculty 	20.000 lei	0 lei	Seed grants FoB's funds	Dean
3. Fair and impartial assessment of teachers' effectiveness	<ul style="list-style-type: none"> Assessment by the faculty management in accordance with the applicable procedure A portion of the teaching staff will undergo assessment as part of the intercollegiate evaluation procedure. 	<ul style="list-style-type: none"> All teachers took part in the evaluation conducted by the management and received feedback based on this process. The teachers who were assessed through the intercollegiate evaluation procedure also received feedback. 	<ul style="list-style-type: none"> All teachers took part in the evaluation conducted by the management and subsequently received feedback based on that evaluation. The instructors who took part in the intercollegiate evaluation procedure were provided with feedback 	0 lei	0 lei	-	Dean Vice-Deans Department Chairs
4. Assessment of the level of satisfaction among faculty members	<ul style="list-style-type: none"> Application of the staff satisfaction questionnaire Analysis of results Discussing the results and establishing measures to be implemented 	<ul style="list-style-type: none"> At least 70% of faculty staff complete the satisfaction questionnaire 	<ul style="list-style-type: none"> Five teachers filled out the satisfaction survey administered by UBB (15%) 	0 lei	0 lei	-	Dean Department Chairs Chief Secretary

4.2. Staff recruitment

Objective	Actions planned to achieve the objective	Objective Quantification	Measuring the objective achievement	Estimated costs	Effective costs	Funding source	Responsible
1. Providing the required staff to perform both teaching and administrative functions	<ul style="list-style-type: none"> Identification of personnel needs Identifying promotion opportunities Advertising open positions and choosing suitable candidates 	<ul style="list-style-type: none"> Two individuals will either be newly hired or moved into a higher position 	<ul style="list-style-type: none"> Two individuals were employed on a fixed-term basis as specialists 	0 lei	0 lei	-	Department Chairs Dean

5. RELATIONSHIP WITH STUDENTS

5.1. Engaging students as active collaborators in faculty development

Objective	Actions planned to achieve the objective	Objective Quantification	Measuring the objective achievement	Estimated costs	Effective costs	Funding source	Responsible
1. Promoting dialogue	<ul style="list-style-type: none"> Scheduling meetings with student representatives Adding tutoring sessions to the timetable 	<ul style="list-style-type: none"> Organization of two meetings per year with faculty students. Each group includes scheduled tutoring activities. 	<ul style="list-style-type: none"> Monthly meetings were held with student representatives Each group was assigned a tutor who regularly conducted meetings with the students. 	0 lei	0 lei	-	Vice-Dean responsible for students Dean
2. Including student representatives in decision-making about student life	<ul style="list-style-type: none"> Involvement of student delegates in regular meetings with faculty leadership 	<ul style="list-style-type: none"> A meeting every month 	<ul style="list-style-type: none"> Monthly gatherings were held with the student representatives 	0 lei	0 lei	-	Dean Vice-Deans
3. Engagement of students and the student association in FoB's initiatives	<ul style="list-style-type: none"> Engagement in promoting the faculty's educational programs Supporting the process of evaluating teaching performance Collaborative organization of activities and events 	<ul style="list-style-type: none"> Engaging students in at least one of the scheduled activities 	<ul style="list-style-type: none"> Students took part in promoting the educational offering through the tUBBusiness project. ASB has undergone a semesterly evaluation process of teaching staff activity. Events such as tUBBusiness, Young Business Day, and others were organized in collaboration with ASB. 	0 lei	0 lei	-	Dean Vice-Dean responsible for students

4. Feedback on student satisfaction	<ul style="list-style-type: none"> Organization of focus groups Analysis of the information collected Preparation of reports 	<ul style="list-style-type: none"> Availability of a report for every program 	<ul style="list-style-type: none"> The graduates' level of satisfaction was examined, and the findings were utilized in preparing the SER for AACSB accreditation. 	0 lei	0 lei	-	Vice-Dean responsible for students Program Directors
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6. ADMINISTRATION AND INFRASTRUCTURE

6.1. Restructuring administrative processes to enhance efficiency and openness

Objective	Actions planned to achieve the objective	Objective Quantification	Measuring the objective achievement	Estimated costs	Effective costs	Funding source	Responsible
1. Streamlining information transfer through digital automation	<ul style="list-style-type: none"> Ongoing use of the Microsoft Teams platform in the current operations of the Faculty of Business Utilizing Institutional Email and Microsoft Teams for communication 	<ul style="list-style-type: none"> All academic staff rely on the Microsoft Teams platform and their institutional email accounts for day-to-day activities. 	<ul style="list-style-type: none"> Faculty staff communicate with external parties using institutional email and, where appropriate, the MS Teams platform. 	0 lei	12.300 lei	-	Dean
2. Revision of the faculty's operating rules, departmental structures, and procedures that govern the work of faculty committees	<ul style="list-style-type: none"> Revision of the regulations in line with the Education Law Review of the draft prepared by the regulations team Preparation of departmental operational regulations Creation or revision (as applicable) of the operating procedures for the committees functioning within the faculty 	<ul style="list-style-type: none"> Completion of operating rules and procedures for faculties and departments 	<ul style="list-style-type: none"> The procedures defined at the university level have been put into practice. The process of revising the faculty's regulations has begun because of the legislative changes. 	0 lei	0 lei	-	Team in charge of regulations Faculty Council

6.2. Providing infrastructure for competitive academic environments

Objective	Actions planned to achieve the objective	Objective Quantification	Measuring the objective achievement	Estimated costs	Effective costs	Funding source	Responsible
1. Creating a suitable environment for work and study	<ul style="list-style-type: none"> Installation of an air conditioning system in the building Refurbishment of teachers' offices Renewal of the furniture in the faculty lecture hall 	<ul style="list-style-type: none"> The air conditioning system is operating properly 	<ul style="list-style-type: none"> The process for procuring the air conditioning system has begun. 	500.000 lei	0 lei	FoB's funds	Dean

Objective	Actions planned to achieve the objective	Objective Quantification	Measuring the objective achievement	Estimated costs	Effective costs	Funding source	Responsible
2. Improving accessibility for individuals with disabilities	<ul style="list-style-type: none"> Organization of shared areas and classrooms to ensure that people with disabilities can access educational activities 	<ul style="list-style-type: none"> Setting tactile floors in shared spaces Modifying furniture in a minimum of two classrooms 	<ul style="list-style-type: none"> Tactile flooring has been installed throughout all common areas of the faculty. There are three classrooms equipped with furniture adapted for people with disabilities (amphitheater, rooms 1 and 3). 	25.000 lei	0 lei	UBB	Dean
3. Improvement of material infrastructure	<ul style="list-style-type: none"> Acquisition of an interactive mobile screen Upgrade of the FoB's Wi-Fi network 	<ul style="list-style-type: none"> The acquired infrastructure is operational 	<ul style="list-style-type: none"> The Wi-Fi network is working properly 	250.000 lei	16.850 lei	FoB's funds	Dean
4. Acquisition of licenses for particular software packages employed in teaching or research	<ul style="list-style-type: none"> Evaluation of offers received Finalization of the procurement procedure 	<ul style="list-style-type: none"> Acquisition of at least one software bundle 	<ul style="list-style-type: none"> All software packages previously acquired are operating correctly. No further need for purchasing additional software packages has been identified. 	200.000 lei	0 lei	FoB's funds	Dean