



DEVELOPMENT STRATEGY OF THE FACULTY OF BUSINESS AND TOURISM FOR THE PERIOD 2022-2030

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1. INTRODUCTION

The Bucharest University of Economic Studies has proven its value, during its almost 109 years of existence, gaining notoriety on the educational market, in the business environment, but more than that, in the entire community. The attractiveness of our university among young people is a reality, being linked primarily to the confidence that the diploma and all the knowledge that supports it have a real value on the labor market. However, the educational process has undergone extensive changes, continuous adaptations, necessary but at the same time natural.

In the academic landscape - current and historical - of our university, **the Faculty of Business and Tourism (former Commerce)** has a special place. And this not only for the fact that at the origin of the institution that today we call ASE are the "high commercial studies", but also for the image that our faculty has created over time, that of a dynamic, solid, innovative and entrepreneurial entity. The history of the faculty is as old as that of the university, it being the one from which other valuable faculties sprang and which, today, are our partners.

In establishing the faculty strategy, the objectives and actions of the Strategy of the Bucharest University of Economic Studies for the period 2020-2030 must be pursued, which mention as fundamental objectives:

- ✓ Strengthening the position of the Bucharest University of Economic Studies as one of the most important universities in our country, focused on advanced research, innovation and education;

- ✓ Consecration of the ASE (Bucharest University of Economic Studies) brand at international level and affirmation of the status of European research and education pole for Central and South-Eastern Europe in the branches: economic sciences, business administration, information and communication technology, administrative sciences, law sciences, philology and sociology;

- ✓ Increasing the international visibility of ASE Bucharest as a regional provider of excellence in higher economic education and public administration by improving the position of ASE in the specialized rankings (Academic Ranking of World Universities, Shanghai, QS WUR, THE WUR) and obtaining relevant international accreditations EQUIS (European Quality Improvement System) and AACSB (Association to Advance Collegiate Schools of Business).

2. MISSION, VISION, VALUES

The mission of the Faculty of Business and Tourism is to train good specialists in the field of business administration in trade, tourism, services, consumer sciences and quality management, able to develop their own business or integrate easily and quickly into the organizational landscape. to train people with responsibility, ethical sense, good citizens and promoters of the values of our faculty and University.

If ASE's *vision* is to be recognized as one of the leaders in university education and research (in the fields of economics, business administration, information and communication technology, administrative sciences, law, philology and sociology), in Central and South-Eastern Europe, contributing to the achievement and development of the smart, competitive and sustainable economy, and efficient public administration, that of the faculty is closely linked to these desideratum, aiming to remain a benchmark of quality and innovation in the field of business administration in trade, tourism, services, commodity science and quality management.

The fundamental values of our university, integrated in the ASE Charta, respectively *professionalism, responsibility, integrity, dedication, loyalty, trust*, are values that our faculty applies both in relations with students and in relations with internal partners (university management team, teachers, auxiliary, administrative staff) or external (economic and social environment as a whole). To these are added those assumed by the current program of the rector and the dean - *continuity, responsibility, effectiveness and performance*.

For the Faculty of Business and Tourism, the fundamental values are:

Loyalty – attachment to the defining elements of the organizational culture of the faculty;

Ethics – always acting according to moral principles;

Achievement - to do our job well and to successfully complete all the projects undertaken;

Dedication – passion and enthusiasm in carrying out the educational and research activities;

Excellency – the desire and ability to strive to be the best in the field of education and research;

Responsibility – taking responsibility, ensuring credibility, accepting the consequences of one's actions.

3. SWOT ANALYSIS OF THE ACTIVITY OF THE FACULTY OF BUSINESS AND TOURISM

In order to be able to evaluate the starting point in the elaboration of the strategy, a short SWOT analysis can be useful. Thus, at the level of the Faculty of Business and Tourism, the following can be highlighted:

STRONG POINTS

Educational process

- The educational offer is varied and adapted to different training professional categories;
- Teaching process recognized by ARACIS, EUA (accreditation, periodic evaluations);
- At national level, ASE is the university with the best reputation among employers in Romania, a fact confirmed by its own studies conducted among graduates, according to which, 81.35% of them find work in less than 3 months after faculty graduation; this is also reflected in the Faculty of Business and Tourism;
- The curricula for undergraduate, master's and doctoral studies compatible with the prestigious faculties in the country and abroad, in order to operate the transferable credit system;
- Curricula include a wide applicability range of specialized disciplines;
- The educational offer is updated and harmonized with the EU curriculum, presenting the latest concepts, theories, methods;
- The courses are developed combining the classic means with the modern ones (computers, video projectors);
- Correlation of the educational offer with the requirements of the labor market,

implicitly of the business and social environment;

- Involvement of economic, social and student representatives in the continuous improvement and adaptation of study programs to their requirements;
- Interdisciplinarity and interrelationship of analytical programs;
- Organizing and conducting the annual summer school for students;
- Bachelor's, master's and doctoral degree programs in English;
- Organizing an international postgraduate program, "Strategic Hospitality Management", in partnership with Ecole Hoteliere de Lausanne, Switzerland;
- Availability for change and organizational education;
- A large number of foreign students at the Doctoral School of Business Administration.

Student

- Very good collaboration between students and teachers;
- In a large number of disciplines, students carry out various case studies or projects working as a team to develop their spirit of collaboration;
- Students are involved in scientific research through development and supporting scientific papers at the Student Scientific Session, at the local and national Olympics;
- Establishing a system of relations between the management and the secretariat of the faculty and students, able to resolve promptly and correctly the most diverse situations of a professional and social nature;
- The preoccupation for the realization of some exchanges of students, within the different programs of collaboration with universities from abroad;
- Hiring on the labor market of the graduates of the faculty within some commercial companies and national companies that ensure a stimulating and motivating work environment, not only in terms of salary;
- Attracting students in a volunteering system in the administrative activity of the faculty;
- Attracting scholarships, awards and internships awarded by some national companies;

- Existence of a consistent portfolio of places for internships in companies in the field;
- Rich offer of student camps, summer schools, social and cultural activities;
- Permanent organization within the faculty of academic, scientific and cultural events in which students participate;
- Students are directly involved in the administration of activities dedicated to them: distribution of scholarships, accommodation, business incubators;
- Carrying out a ROSE project to support students and prevent early school drop-out;
- The existence of a positive feedback from the students regarding the educational, research and social processes in the faculty.

Scientific research

- The scientific activity of the members of the two departments is remarkable, elaborating and publishing scientific articles, books, university courses, participating in national and international conferences, granting grants and research contracts;
- Organization of prestigious international conferences, including the BASIQ Conference (sometimes held abroad in collaboration with prestigious universities in: Germany, Austria, Italy) and the CACTUS Conference;
- Covering all own disciplines with didactic material (courses, case studies) optimal correlation of courses / seminars and avoiding overlaps with other disciplines or useless repetitions;
- Comprehensive profile of scientific research, covering the field of research in the economic sector;
- Development of master's programs in accordance with the requirements of the workforce and the requirements of scientific research;
- Numerous and strongly developed international relations, bilateral cooperation agreements in the research field;
- Collaborative partnerships with enterprises and institutions in the country and abroad;
- Use of the online platform for managing the results of scientific research:

ikerare.ase.ro;

- Owning 2 prestigious scientific journals, namely the journal Economic Amphitheater (ISI with impact factor: 0.657) and the Journal of Tourism CACTUS.

Domestic and international cooperation

- The tradition of lasting and beneficial collaborations with profile faculties from the country and abroad and with prestigious professional associations (BASIQ, IGWT);
- Trying to attract associated teachers, with prestige, especially internationally;
- Recognition of diplomas at European level, with functional international relations in Erasmus, Socrates, etc. programs.

Material basis

- The existence of a headquarters that satisfies at an appropriate level the study and work requirements of the teachers, ensures appropriate conditions for the administrative management of the faculty and ensures the needs of the teaching process;
- Existence of laboratories for commodity science;
- Infrastructure necessary for both the teaching process and the research scientific activities.

Information, documentation and libraries

- Proper equipment with computers, laptops, video projectors;
- Use of the computer system for school management;
- Permanent internet connection both in educational spaces and in the dorms;
- Library very well equipped with educational resources and connected to the relevant international databases, on the subject of the faculty.

Management and teaching and research staff

- The prestige and tradition of the faculty in education and research, in the 75 years of existence of the faculty, through the personality of the prestigious names in the field of trade and tourism who have worked within the faculty;
- Existence of a teaching and research body with national and international

recognition;

- Constant and distinct presence in the life of the local and national community, through involvement in projects of public interest, through the organization or co-organization of periodic events of impact;
- The use of the computer system for the periodic evaluation of the teaching staff by the students, which allows, through the analysis of the results, their continuous improvement.

WEAKNESSES

Student

- A high dropout rate in the first year of the bachelor's degree;
- Decreasing the number of fee-paying students;
- Lack of motivation of some students for completing professional training at satisfactory quality standards;

Scientific research

- Low number of scientific research contracts currently underway.

Infrastructure

- The Mihai Eminescu building where the faculty is located has entered a complex renovation process, given the age of the building;
- An information system that needs to be continuously improved.

Management and teaching and research staff

- Moral demotivation of some of the academic staff, due to the low interest in study shown by many students, corroborated with a modest initial training;
- Relatively small number of young teachers and a disproportionate pyramid of teachers;
- Low diversified and small extra-budgetary resources, as a result of the poor national funding of research and the attraction of a relatively small number of students for paid master's and doctoral programs;
- Lack of a complete functional database (especially for Alumni), at the faculty level, which can be used efficiently, both in current management actions and in those of academic marketing or strategy development.

OPPORTUNITIES

Educational process

- The development of the economic environment and competition, the explosion of information, the rapidity with which changes occur, requires the existence of specialists who know how to manage business in this context, to make the necessary analysis and to elaborate strategies;
- Recognizing the importance of business and tourism, the existence of these specialists on the labor market is necessary.
- Expanding the use of modern teaching and seminar methods and enriching the fund of scientific documentation on the subject of the faculty.

Student

- The economic and social environment favorable to the realization of an educational process at a high level of requirement;
- Further capitalization, at a higher level, of the already established relations with foreign universities; it should be mentioned here that some of the graduates of this specialization continue their training abroad following masters and doctorates.

Domestic and international cooperation

- Belonging to professional associations in the business environment;
- Existence of Erasmus + agreements with European partners who have been interested in expanding cooperation and research;
- The real trend of development and even reinvention of the economic environment, after the pandemic of Covid-19, which would facilitate the realization of real partnerships with the academic environment.

Scientific research

- Launching new competitions for European training and scientific research programs;
- Accessing regional, national and European research and development programs, programs that are intended or only for higher education units or with a predilection for them;
- The existence of a faculty research fund that offers teachers the opportunity

to participate in national and international conferences and ensures the publication of faculty volumes.

Material basis

- Attracting some financial resources to allow the continuation of the material and technical endowment process a faculty.

THREATS

- The significant decrease of the number of high school graduates for the next years and the decrease of their motivation towards the effort to be made later, both during the bachelor cycle and during the training in the master's cycle;
- Migration of high school graduates to universities abroad;
- The high rate of students who are employed during their undergraduate studies, which leads to a low interest in university activities;
- Migration of relatively young teachers to sectors in the country and abroad that offer greater material advantages, accessible in a shorter time;
- Insufficient funding of scientific research in higher education and capitalization of its results;
- Competition from other prestigious universities in Europe, in the context of liberalization and globalization imposed by European Union law.

4. STRATEGIC OBJECTIVES AND OPTIONS

Following the ESA Strategy, for the period 2020-2030, the objectives and strategic options of the Faculty of Business and Tourism can be established and defined as follows:

- Improving the quality and effectiveness of the educational process
- Strengthening excellence in scientific research and innovation
- Recognition, motivation, valorization and development of human capital
- Strengthening and developing international relations
- Increasing student involvement in university management
- Consolidation and development of relations with the economic and social environment

- Digitalization of the faculty and development of the information infrastructure
- Improving the image and visibility of the faculty
- Sustainable development and social responsibility
- Promoting a transparent, responsible and efficient management.

4.1.

Improving the quality and effectiveness of the educational process

Arguments:

A good education is the source of all good in the world, said Immanuel Kant. **Education** is the first raison d'être of our university. ESA has implemented significant measures and changes in this direction in recent years, trying to diversify and make more flexible the **educational offer**, in line with the requirements of the European education market and the labor market. The **internationalization of the university** was also considered, through the development of new study programs in international languages, the Faculty of Business and Tourism having a bachelor's and a master's program in English.

And in the future, the educational offer must be constantly in line with the international education market and the labor market, be flexible and innovative.

The emphasis must be on **interdisciplinarity, the development of new skills and performance**.

Ways of action:

- ✓ Consolidation of the study programs of the faculty, as well as the increase of their quality (at bachelor's, master's, doctoral, postdoctoral, postgraduate level);
- ✓ Implementation of interdisciplinary study programs;
- ✓ Compatibility of study programs with the relevance of qualifications on the European labor market;
- ✓ Flexibility of the offer of university study programs but especially postgraduate;
- ✓ Encouraging the diversification of teaching methods, the adoption of modern ones;
- ✓ Continuing the process of updating the content of the subject sheets, in the context of the internationalization of the university for both the bachelor's and master's programs, which aims to: correlate the content of the disciplines with the university qualification offered at graduation; eliminating the risk of overlapping themes; the inclusion in the obligatory bibliography of some specialized

On the other hand, the diversification of teaching and learning methods, by adopting the modern ones, already common in prestigious universities in the world, promoting online modules / courses such as MOOC (Massive Open Online Courses) for continuous training, modernization of assessment methods, etc. are necessary topics for reflection and concern.

In supporting this goal, **partnership with students** is essential. Ongoing communication, feedback and mutual interest are the axes of this partnership, which must be based on openness to dialogue, modern and creative approach. Today's students are different from yesterday's students, and the educational process must adapt accordingly.

Given the still high number of first-year students retiring, **career counseling for** candidates and students is essential. Perhaps as important as ensuring an attractive and tailored content of curricula.

extracurricular activities need to be stimulated, as they are skills-creating.

works of international circulation, monographs, case studies;

✓ Introduction in the curricula of some disciplines for ensuring social, relational, entrepreneurial and communication skills (soft skills), associated with workshops / conferences with guests from the business environment;

✓ Continuing the process of encouraging teachers to publish online, on platforms created for this purpose, course materials and scientific materials dedicated to personal and professional development of students;

✓ Stimulating student performance and rewarding it; raising standards in assessment and promoting years of study;

✓ Supporting student teacher evaluation and providing feedback;

✓ Generalization of tutoring at the level of each group of students;

✓ Inviting business specialists to support teaching activities, workshops, meetings with students;

✓ Ensuring ongoing dialogue with students, including improving communication with the secretariat;

✓ Supporting the activity of the Career Counseling and Guidance Center, through the faculty representative in this center;

✓ Encouraging extracurricular activities for students, by collaborating with student representatives and with the support of economic and social partners.

4. 2. Strengthening excellence in scientific research and innovation

Arguments:

Advanced scientific research must be in harmony with the concerns for performance in education. As at the ASE level, the Faculty of Business and Tourism has a high potential for scientific research, through its professors and students.

The faculty's research centers must be supported to become more consistent, through strong partnerships, participation in international competitions and the promotion of excellence. They must benefit from the financial and logistical support of the university, to participate in national or international projects.

Communication and collaboration with other faculties or research centers, promoting research mobility are major directions of action.

Last but not least, student scientific communication sessions should be encouraged, as they have shown a real potential to stimulate students in recent years.

Ways of action:

✓ Financial stimulation of scientific research for teachers, by allocating an annual amount to each teacher, in order to participate in scientific events or publish scientific papers;

✓ Increasing the degree of interdisciplinarity of the proposed scientific research projects, by supporting the development of teams of specialists who may come from different faculties in ASE or other universities;

✓ Capitalizing on the research skills acquired through the projects implemented so far, including by publishing books in ASE Publishing House or in international publishing houses;

✓ Integration of research centers in research networks operating at national and international level;

✓ Supporting student scientific research, publishing its results, including attracting sponsorships for their award;

✓ Creating two student scientific circles - Business Innovation and Tourism & Hospitality.

4.3. Recognition, motivation, valorization and development of human capital

Arguments:

The Faculty of Business and Tourism has a valuable **human capital** composed of teachers, researchers, students and teaching-auxiliary and non-teaching staff. For the consolidation and development of the faculty, it must be recognized at its true value, stimulated and continuously motivated.

The main objective of the university management for the period 2020-2024, in terms of human capital in ESA, is to increase the involvement and responsibility of all members of the university community, to contribute to the development of ESA as a European institutional model of organizational culture focused on attracting, enhancing and the development of human capital, respectively the development and consolidation of an organizational culture of excellence. Thus, the challenges of the new dean of the faculty are related to this desideratum.

Ways of action:

- ✓ The consideration and respect given to each member of the faculty community;
- ✓ Supporting individual initiatives as long as they are able to contribute to the development of the faculty;
- ✓ Encouraging teachers to take training courses, namely the EDURES master's program;
- ✓ Supporting the use by the faculty and administrative staff of the faculty of the facilities in Covasna and Predeal, as well as providing other accommodation for holidays, through partnerships with other universities;
- ✓ Creating a stimulating, open and honest climate, through open, direct communication;
- ✓ The annual organization of events designed to increase the cohesion of faculty members, such as the Christmas party and a team-building action outside the university (Predeal).

4.4. Strengthening and developing international relations

Arguments:

In the current context, concerns for the coherence of national and institutional policies in the field of **internationalization of**

Ways of action:

- ✓ Attracting foreign students, by promoting the educational offer of the faculty at the profile fairs;

universities are a priority. The Faculty of Business and Tourism must be an active participant in this process, to become a model for education in the field of business administration.

At the faculty level, the general objectives established in the Development Strategy of ASE Bucharest for 2020-2030 and the Internationalization Strategy of ASE Bucharest 2016-2027 will be pursued, both strategies being assumed by the entire university community and approved by the University Senate.

International mobility for students and teachers is an important aspect of international relations, but not the only one. Internationalization involves much more, namely the opening of the university and, respectively, the faculty abroad, by promoting strong, functional and viable partnerships with prestigious universities, by offering quality study programs, supported in languages of international circulation, by attracting foreign students to study, but also by joining international research networks.

Support is needed in developing partnerships for research projects with other faculties or research centers abroad.

Also, the international accreditation of at least one study program is a necessary condition for the development of the faculty in this field.

- ✓ Increasing the number of mobility of students and teachers, through Erasmus + programs, by operationalizing partnerships concluded by the faculty, but also by concluding new partnerships with faculties with a similar profile;

- ✓ Participation in educational fairs, for the promotion of ASE and the faculty internationally;

- ✓ The participation of the faculty in the “week of internationalization” type events, organized by ASE or other partner universities, from abroad or from the country;

- ✓ Development of study programs (postgraduate type, master's degree) of regional attractiveness, including based on international projects or partnerships;

- ✓ Concluding partnerships in order to support double degree study programs, in accordance with the legislation in force;

- ✓ Increasing the number of professors in the faculty who benefit from international academic experiences (studies abroad, guest professors, etc.);

- ✓ Promoting the faculty in order to attract foreign researchers, from partner universities, for internships within the faculty's research centers or for the design of H2020 research projects.

4.5.**Increasing student involvement in university management****Arguments:**

Partnership with students is a mandatory condition for the development and consolidation of our faculty. The experience of recent years has shown that the effectiveness of the whole educational process depends on this partnership.

Our students are not only our partners, but they are the promoters of our organizational culture, of the values of the faculty, they are the main engine of attracting candidates for admission, attracting partners from the economic and social environment and developing an innovative climate and supporting performance.

Therefore, a number of measures should be considered to strengthen the attraction and involvement of students in the management of the faculty.

Ways of action:

✓ Organizing regular meetings with student representatives;

✓ Receptivity to student problems and willingness to find solutions to these problems together;

✓ Involvement of students in all actions of the faculty, in the form of internships or volunteering;

✓ Supporting tutored or mentored activities, especially for 1st year students, in order to adapt quickly and easily to student life and to prevent school dropout;

✓ Attracting external resources to support social cases or students with special merits, in addition to the efforts of the ESA;

✓ Supporting students in organizing their specific events (conferences, balls, ceremonies, etc.);

✓ Consolidation of the Alumni database of the Faculty of Business and Tourism.

4.6.**Consolidation and development of relations with the economic and social environment****Arguments:**

Today's universities increasingly integrate the component of economic and social development, as a function adjacent

Ways of action:

✓ Involvement of the faculty, through teachers, in professional associations,

to teaching and research, thus becoming entrepreneurial universities. They stimulate creativity and innovation within the organization, thus creating a climate based on entrepreneurship. These practices help the university to adapt more easily to changes, to develop, to face the competition.

The Faculty of Business and Tourism must consolidate this position in relation to the economic and social environment, to continue to promote its image, to be an active participant in the community.

The participation of some of our teachers in public debates, in the media, involvement in various organizations, public administrations, professional associations, etc. it is a huge gain for the image of the faculty, but also for the quality of the teaching process. Therefore, such activities should be encouraged.

Being one of the faculties in which the employability rate after graduation (but also during studies) is very high, the partnership with the business environment is a premise for increasing performance. The close relationship with the main employers determines both the adaptation of the curricula to the needs of the market, and the motivation of the students for performance, but also for a job.

Traditional teaching activities must be intertwined with internships or internships.

in public debates on the fields of expertise of the faculty;

- ✓ Development of partnerships with the business environment to ensure internships, internships, to stimulate the recruitment-selection process of the best students;

- ✓ Creating an organizational structure for the recruitment-selection of the best students, by companies, a structure in which students can work, on a voluntary basis;

- ✓ Stimulating student entrepreneurship and supporting business incubators for students;

- ✓ Promoting consultancy for the business environment and for public administration;

- ✓ Creating common events (conferences, workshops, job fairs, etc.) and inviting business specialists to teaching activities;

- ✓ Attracting donations and sponsorships;

- ✓ Accessing different financing programs;

- ✓ Development of collaboration with employers' organizations in trade, tourism, services ;

- ✓ Organizing regular meetings with the Faculty Advisory Board (minimum one per semester).

4.7.

Digitization of the faculty and development of the information infrastructure**Arguments:**

Promoting modern teaching / learning means and methods, as well as the use of information systems for various administrative processes involves ensuring a high-performance IT infrastructure.

Its acquisition, use and maintenance require significant financial resources, for which various sources of funding must be sought.

The research activity is also supported by an appropriate infrastructure, both material (space, book fund, computers, other equipment) and informational (access to important international databases).

Ways of action:

✓ Contribution to attracting financial resources for the development of information infrastructure;

✓ Encouraging and supporting administrative and teaching staff in the direction of continuous improvement / training, by using the latest technologies in teaching or administrative processes;

✓ Acquisition of a specific program for the simulation of entrepreneurial / managerial activities for the faculty students.

4.8 .

Improving the image and visibility of the faculty**Arguments:**

Communication in an institution is particularly important, in order to promote ethical values, performance, managerial decisions, actions, etc., in an honest and attractive way.

The promotion at national and international level of the educational offer of the faculty ensures the attractiveness among the young people and the attraction of candidates in the admission process. But it must include other aspects, respectively all

Ways of action:

✓ Supporting national and international visibility, through annual performance reporting;

✓ Improving internal and external communication;

✓ Advertising, through various channels;

✓ Promoting the best projects, partnerships, events, results, etc.;

✓ Ensuring a permanent partnership with the media and

successes must be promoted - successful projects, student performances (school and extracurricular) and teachers, events, partnerships, etc. - through a coherent and professional promotion campaign, through open dialogue / communication with all stakeholders, so that the image of the Faculty of Business and Tourism gains breadth.

Of course, the best advertisement is the performance!

regular communication in the press of issues of interest to the community;

✓ Strengthening the faculty brand.

4.9.

Sustainable development and social responsibility

Arguments:

ASE must manifest itself as a real, dynamic and involved actor in the life of the community to which it belongs. The faculty, through all its resources, can become a responsible partner in the community, can set an example to all stakeholders by promoting sustainable development and ethical standards.

Encourage volunteering among students and employees, participation in projects / actions of social responsibility of the faculty must be part of the managerial activity of the dean. These, as well as the means of non-material motivation, are likely to amplify the feeling of belonging to the organization, to identify with its objectives, to train-motivate and implicitly to increase performance.

Ways of action:

✓ Promoting moral values, first of all through personal example;

✓ Ensuring decision-making transparency, communication, openness, equity;

✓ Training of all teachers and students and their involvement in the social projects of the faculty (e.g.: collaboration with authorities in the field, on various charitable projects) ;

✓ Encouraging faculty members to participate in continuing education programs;

✓ Encouraging volunteering and participation in social responsibility actions, both for students and teachers (e.g.: planting trees);

✓ Organizing events for faculty members, in order to increase cohesion and a sense of belonging to the Business and Tourism community.

4.10.	Promoting a transparent, responsible and efficient management
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Arguments:

The decision-making process must be based on the contribution of the specialists that the ESA has, in order to achieve the objectives proposed in the strategy of the institution. The executive management, which at the faculty level is provided by the dean, is the one that will have to implement the managerial program chosen by the community (of the rector), for the community, together with its members and aims for all decisions to be based on transparency, accountability and performance.

I believe that the human resources in the faculty must be given due importance, from the point of view of participation in the decision. This requires the creation of simple, non-bureaucratic, direct and efficient information flows, but in accordance with the procedures adopted at ESA level.

Also, the targeted measures should be in the coordinates of the organizational

Ways of action:

✓ Establishing feasible, realistic plans that support performance in all processes;

✓ Decision-making transparency - permanent communication with the deans and the two department directors, but also with colleagues, through specific means of communication (direct dialogue, email, visits to departments, audience program, etc.);

✓ Organizing at least two semester meetings of the Faculty Council;

✓ Promoting project management - any good initiative can be transformed and operationalized as a "project", led by the initiator;

✓ Permanent consultation of colleagues, students and members of the Faculty Advisory Board, regarding important decisions for the faculty;

✓ Representing the faculty in the most important events in the academic, economic, social and cultural

culture of the faculty, to be based on the assumed values - university management focused on results and performance, equal opportunities for all members of the university community, permanent dialogue, respect for everyone's opinion, stimulation personal and collective initiatives, increasing the responsibility of each member of our academic community.

environment, for lobbying in favor of the faculty and ASE and for promoting their image;

✓ Ensuring a work climate based on the norms and principles of university ethics.