
KEN


2023-2027

DOCTORAL SCHOOL

EDUCATION QUALITY REPORT

Szkoła doktorska w dyscyplinie ekonomia i finanse, nauki
prawne i nauki o zarządzaniu i jakości

Akademia Leona Koźmińskiego w Warszawie



Name and seat of the doctoral school

Szkoła doktorska w dyscyplinie ekonomia i finanse, nauki prawne i nauki o zarządzaniu i jakości

Evaluation period

10/1/19–12/18/24

Name and seat of the entity that is responsible for running the doctoral school

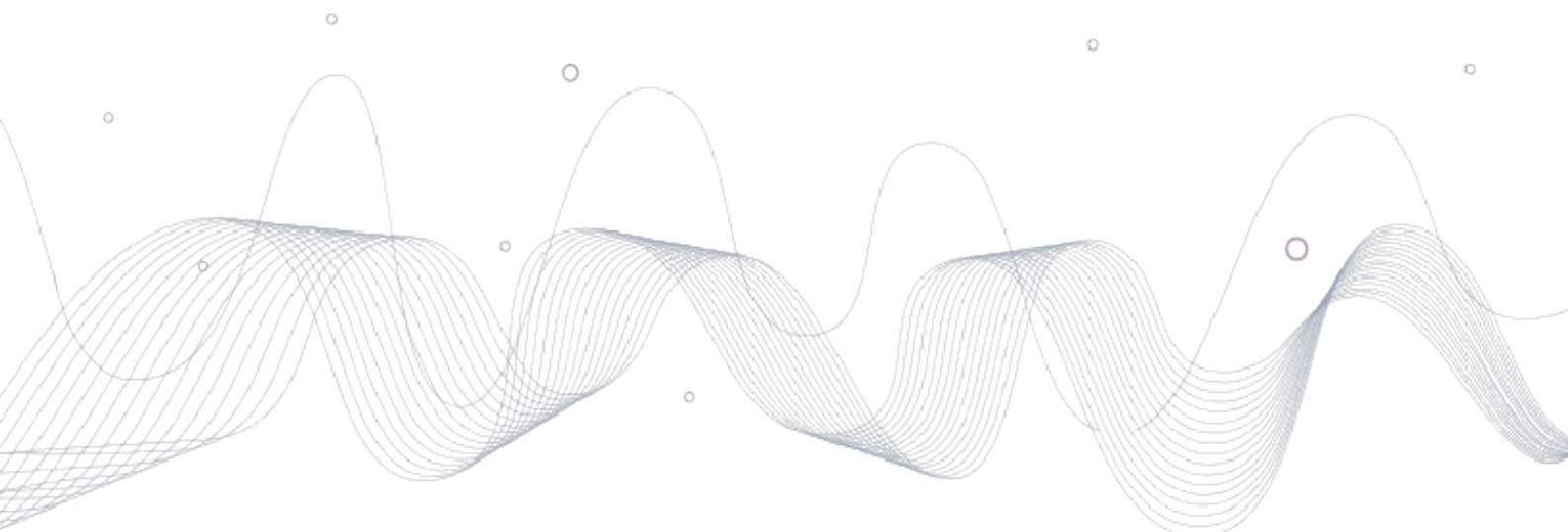
Akademia Leona Koźmińskiego w Warszawie

Entities that jointly run the doctoral school (when conducted jointly)

-

Date of report

3/12/25



Composition of the evaluation team:

Chairman:

Andrzej Dziadzio

Secretary:

Łukasz Korporowicz

Team members:

Ewa Bagińska

Kamila Staudigl-Ciechowicz

Aleksandra Wendorf



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I. GENERAL INFORMATION ON THE DOCTORAL SCHOOL

Name of doctoral school	Szkoła doktorska w dyscyplinie ekonomia i finanse, nauki prawne i nauki o zarządzaniu i jakości
Date of establishment	2019
Date of commencement of education at doctoral school	12/2/19
Entity cooperating in the conduct of education (this does not refer to entities co-founding a doctoral school)	-
Domains of study	Social sciences (from: 01-01-2018)
Discipline(s) of science or art in which training is provided	economics and finance (from: 01-01-2018) management and quality studies (from: 01-01-2018) law (from: 01-01-2018)
Name/scope of the education programme	Doctoral school in the disciplines of economics and finance, legal sciences and management and quality sciences
Number of instructors	43
Number of doctoral students undergoing training at the doctoral school (as of 2/25/25)	54
Number of supervisors in terms of guidance in preparing doctoral dissertations (as of 2/25/25)	24
Number of auxiliary supervisors in terms of guidance in preparing doctoral dissertations (as of 2/25/25)	12

II. INFORMATION ON THE INSPECTION AND ITS COURSE

The visitation took place on 10 April 2025. All members of the evaluation team participated in it. The schedule of the visit was agreed with the authorities of the Doctoral School and the authorities of the Kozminski University in advance. The program of the visit was as follows:

10.00-10.15 – Meeting with the authorities of the Doctoral School and the Kozminski University.
10.15-11.30 – Acquaintance with the documents provided by the Doctoral School.
Coffee break
11.45-12.15 – Team meeting with the supervisors of doctoral dissertations.
12.15-12.45 – Team meeting with administrative staff.
Lunch break
13.30-14.30 – Site visit of the Doctoral School infrastructure.
14.30-14.45 – Meeting with doctoral students.
14.45-15.30 – Meeting with the Doctoral Student Self-Government.
15.30-17.00 – Meeting of the evaluation team.
17.00 – End of the visit.

The authorities and administrative staff of the Doctoral School remained at the disposal of the visiting team throughout the day. The team had a separate room where they could acquaint themselves with the documentation. The planned meetings took place in a conference room. The meetings were attended by a representative group of supervisors (6), administrative staff (3), doctoral students (approximately 50% of those currently studying at Doctoral School) and the entire doctoral student self-government. The team could familiarize themselves in detail with the teaching and research infrastructure of the university, and in particular with innovative solutions in the area of teaching (VR and Bloomberg Lab).

III. COLLABORATION BETWEEN THE ENTITY AND THE DOCTORAL STUDENT SELF-GOVERNMENT

The Doctoral Student Self-Government of the Doctoral School of the Kozminski University considers the cooperation with the School Director Office and the Rector's authorities of the University as very good. The creation of a room for doctoral students, equipped with computer stations and a meeting place (conference room) deserves special recognition.

The Doctoral Student Self-Government receives the financial resources necessary to carry out its tasks, both in terms of self-government and scientific activities. Additionally, the Board of the Doctoral Student Self-Government receives funds for participation in nationwide events organized by organizations associating doctoral students (e.g. the Polish National Association of Doctoral Candidates). Representatives of the Doctoral Student Self-Government actively participate in the process of issuing opinions on the regulations applicable at the Doctoral School - among others, the regulations of the Doctoral School of the Kozminski University were forwarded to the Polish National Association of Doctoral Candidates for opinion.

The doctoral students did not report any uncertainties or issues requiring improvement in the scope of cooperation with the Doctoral School Director's Office or the University authorities.

In terms of communication with the Doctoral School, doctoral students noted that a communication channel has been created for them in the Microsoft Teams application, thanks to which they are kept up to date on all scientific and organizational matters.

In addition, doctoral students indicated that they can use Luxmed insurance on the same terms as university employees.

IV. INFORMATION ON THE DOCTORAL SCHOOL TO WHICH THE STATUTORY CRITERIA APPLY

- **The adequacy of the education programmes and individual research plans with respect to the learning outcomes for qualifications at level 8 of the PQF and their implementation:**
The set of learning outcomes formulated for the education program at the Doctoral School of the Kozminski University includes all the outcomes provided for in the regulation of the Ministry of Science and Higher Education of 14 November 2018 on the characteristics of the second level of learning outcomes for qualifications at levels 6-8 of the Polish Qualifications Framework. The forms of classes in a given subject carried out by doctoral students, provided for in the study plan, end with an exam or a graded credit and are entered into the documentation of the course of studies at the doctoral school.

During the visit to the Doctoral School of the Kozminski University, the implementation of unified templates of Individual Research Plans (IPB) was positively assessed, which is a good practice supporting the coherence and transparency of the research process. It is also worth emphasizing the fact that a Gantt chart is used to present the schedule of work on the doctoral dissertation. This solution significantly facilitates monitoring progress and verifying the compliance of the activities carried out with the assumed research plan.

At the same time, attention was drawn to the need to tighten the procedure for introducing changes to the IPB. It is recommended that each modification of the research plan be previously approved by the Director's Office of the Doctoral School and the supervisor, and formally documented in writing. Additionally, each change should be clearly described – indicating its scope and substantive or organizational justification. The above recommendation results from the fact that the current method of recording changes in the IPB does not allow for an unambiguous determination of which elements have been modified and for what reasons, which raises significant doubts regarding the transparency and completeness of the research process documentation.

The education program does not raise any fundamental objections. The ALK Doctoral School educates doctoral students who are representatives of various scientific disciplines, so it is fully understandable that the offer of classes offered to doctoral students must remain at a certain level of generality. However, the fact that interdisciplinary elements have been included in the education process at both the level of the program and the thematic scope of the IPB should be assessed positively. The regular contact of doctoral students with foreign researchers who conduct guest classes for doctoral students is also worth noting.

However, the small number of hours (ten per academic year) of doctoral seminars raised doubts. Therefore, the evaluation team recommends introducing changes that will lead to an increase in the minimum number of seminar hours.

The entire education is conducted in English, which means that doctoral students are well prepared to internationalize their research.

The regulations do not state the existence of regulations concerning the possibility of verifying education programs consisting in regular reporting on their effectiveness, currency, appropriate due to their assignment to scientific disciplines, as well as the innovativeness of doctoral education, including the introduction of modern teaching methods.

- **The method of assessing the learning outcomes for qualifications at level 8 of the PQF:**
The issue of verifying learning outcomes remains difficult in the case of the Doctoral School of the Kozminski University, because on the day of the visitation, the Doctoral School had only one graduate who had defended her doctoral dissertation (with distinction). Two more defenses will take place in the near future (the evaluation team was able to familiarize themselves with the doctoral dissertations that had already been prepared).

Considering the number of publications and research projects in which the doctoral students participate, it should be stated that the Doctoral School conducts the education in an appropriate manner. Doctoral students acquire the theoretical knowledge they need and acquire skills that allow them to actively participate in scientific life. Social competences, including professional and academic ones, are also shaped among doctoral students in an appropriate manner.

The verification of learning outcomes at the ALK Doctoral School is based on systems characteristic for the entire university, regularly, every five years.

As mentioned earlier, the small number of hours allocated for meetings between the doctoral student and the supervisor raises concerns. It is also recommended to conduct a broad review of the current procedures and methods of reporting progress in research work. Reports on the implementation of research tasks are part of the changed IPB, which does not provide a clear insight into the research development of the doctoral student.

- **Qualification of academic teachers and academic staff employed at the doctoral school:**
The evaluation team positively assessed the scientific level and qualifications of the staff involved in the education process at the Doctoral School of the Kozminski University, noting in particular the major national and international achievements of scientists acting as supervisors of doctoral theses. This is not without significance in the context of the fact that education at the Doctoral School is conducted exclusively in English, and a significant percentage of doctoral students are foreigners. It is worth emphasizing that the majority of the scientific staff not only participates in Polish and foreign scientific discourse (publications in English), but also performs research projects. The Doctoral School authorities monitor the teaching activities of the staff (observations, student satisfaction surveys), which motivates them to constantly develop their competences (participation in foreign internships) and develop their own scientific careers (applications for academic degrees and titles). The staff has appropriate conditions and opportunities for development, including: through participation in the NAWA STER program, the involvement of universities in the creation of a new European alliance of universities, the participation of supervisors in training organized within EDAMBA, or the possibility of using the services of translators for the preparation of scientific papers or grant applications.
The Team notes that the Doctoral School of the Kozminski University does not have a system for verifying the competences and preparation of staff to perform the function of supervisors. The Team recommends introducing a limit on the number of doctoral students who can remain under the supervision of one supervisor at the same time.

- **The quality of the admission process:**

During the evaluation of the quality of education at the Doctoral School of the Kozminski University, special attention was paid to the quality and availability of information and internal legal acts regulating the functioning of the school, transparency and timeliness of the recruitment process, compliance of procedures with the provisions of the Law on Higher Education and Science (PSWiN), as well as the reliability of the actions taken to improve the candidate recruitment process.

One of the key aspects of the evaluation was the availability of the doctoral school regulations and recruitment rules in two language versions, which were missing on the BIP website. In accordance with art. 358 sec. 2 of PSWiN, the university is obliged to make available on the Public Information Bulletin website (BIP), among others, the principles and procedure for admission to the doctoral school, the school regulations, the curriculum, resolutions on the awarding of academic degrees and the principles of using the research infrastructure. The indicated documents should be published no later than 14 days after their adoption.

On the BIP website of the Kozminski University, only the recruitment rules applicable in the academic year 2024/2025 have been made available – exclusively in Polish – despite the fact that education at the Doctoral School of the Kozminski University is conducted entirely in English. There is also no English version of the regulations of the doctoral school. The education program has been posted as a single file containing both Polish and English versions, but the lack of separation of these versions significantly reduces the clarity of the document. For this reason, it is recommended that the entity running the doctoral school urgently supplement the missing information and ensure the proper form of presentation of the documents – with division into language versions and clearly described files. It is also advisable to increase the transparency and intuitiveness of the website of the Doctoral School of the Kozminski University. Currently, access to some key information – such as detailed recruitment rules and profiles of sample candidates – is only possible after initial registration in the system, which significantly limits the openness and availability of data for potential candidates, both domestic and foreign. It should be noted that despite the above-mentioned deficiencies, the recruitment rules have been formulated in a clear manner and consistent with the applicable regulations. The recruitment process also takes into account factors related to the schedule and principles of financing research and development projects, which may indicate flexibility and understanding of the specifics of the scientific community. At the same time, attention should be paid to the need for more thorough verification of the documentation submitted by candidates. In particular, this applies to materials confirming scientific and publication achievements - social media posts or articles about the candidate, of which he is not the author, should not be considered as such. In order to ensure full compliance with the regulations and the principle of equal treatment of candidates, it is also recommended to introduce a double verification procedure of points (the so-called double check), which will avoid possible irregularities in accepting people with an insufficient number of points.

In relation to the criterion of accessibility of recruitment for people with disabilities, the Doctoral School of the Kozminski University – although it currently does not educate doctoral students with special needs - ensures adaptation of the tools used in the recruitment process, friendly architectural conditions and solutions facilitating communication. This indicates the university's openness to the needs of candidates and care for social inclusion.

The Doctoral School of the Kozminski University conducts the recruitment process in accordance with applicable regulations, ensuring a high level of merit for admitted doctoral students. Nevertheless, in order to further improve the quality of education, it is recommended to urgently fill the gaps in the publication of documents in English, improve the transparency of the website and implement effective verification procedures during the recruitment process.

- **The quality of scientific or artistic guidance, and support in research:**

The use of various sources of financing for international contacts, visits of foreign professors, trips to scientific conferences and internships (NAWA STER, European alliances, university's own funds) deserves a positive assessment.

A positive occurrence is teaching the methodology of various disciplines, which affects the methodological enrichment of research, especially in the discipline of legal sciences.

On the one hand, the high participation of doctoral students in the implementation of grants obtained by academic staff has a positive impact on the development of doctoral students, on the other hand it engages them in research work that is not entirely in line with the IPB, which is why, as indicated by the mid-term evaluation reports, some doctoral students distract themselves and delay the implementation of the research schedule originally outlined in the IPB.

The low level of hours allocated for the seminar, i.e. individual work with the supervisor, is worrying, as a result of which the doctoral student does not know what to expect in this respect and is dependent on the good will of the supervisor. From conversations with doctoral students it results that such good will usually exists.

There are no separate documents assessing the work with the supervisor. There are no indicators of the supervisor's involvement, but there is only a place to determine how the cooperation with the supervisor proceeds (understood as "how frequent the contacts with the supervisor are").

Academics from foreign institutions are also involved in the supervision of doctoral students. A certain difficulty results from the requirement of habilitation in the supervision of doctoral students in relation to international cooperation. Since habilitation is not such a requirement in many other countries, leading foreign experts without habilitation can only play a subordinate role in the supervision process, despite their specialist knowledge for the doctoral dissertation. This difficulty can be solved - by omitting the formal criterion of habilitation - by focusing on qualifications for the supervision of doctoral theses in the home country combined with recognition as an expert.

Doctoral students have access to research infrastructure, including their own workspace. The Kozminski University library provides a relatively wide range of journal databases, but doctoral students point out certain shortcomings in this area and postulate the purchase of additional databases.

According to the regulations, it is possible to change the supervisor, but the team did not find in the documentation presented by Doctoral School of the Kozminski University detailed rules regarding resolving potential conflicts between the supervisor and the doctoral student.

- **The reliability of the midterm evaluation:**

In principle, the team recognises the transparency, correctness, impartiality, and relevance of the mid-term evaluation, as well as its openness and the envisaged appeal procedure. However, the team has doubts as to the Doctoral School's understanding of the objectives of the mid-term evaluation in the context of the original schedule for writing the doctoral dissertation. The frequent changes to the IPB are also questionable. Instead of adapting the doctoral students' activity to the plan, the Doctoral School of the Kozminski University allows doctoral students to constantly change the IPB. It therefore seems that the mid-term evaluation does not fulfil its functions. For example, the school has no control over the change in the form of the doctoral dissertation (in both directions: monograph-series of articles, cycle-monograph). Moreover, this is an action outside the regulations. It is worth noting that the schedule for preparing the doctoral dissertation, including its form, is the only mandatory requirement expressed in the Act. Annual modifications of Individual Research Plans should be considered an inappropriate practice, and it is also questionable to combine research plans and reporting elements in the IPB template. The lack of information on the implementation of a specific percentage of the research plan after each year is also questionable.

- **Internationalisation:**

The Doctoral School of the Kozminski University has many international accreditations. The staff teaching and collaborating on research at the Doctoral School have a significant international experience. Several lecturers come from abroad. The CVs of other academic teachers also include research and teaching stays abroad. Most supervisors publish not only in Polish, but also in English and in internationally renowned publishing houses. Some academics have successfully won projects in highly competitive international competitions in the past (e.g. Horizon 2020).

Academics from foreign institutions are also involved in supervising doctoral students.

Additional exchange with domestic and international academic guests takes place as part of the regular "KUDos Seminar Series". Discussions with students and IPB analysis indicate that international exchange, participation in conferences and publications in English are promoted and financially supported by KUDos.

KUDos has an English-language website. Every year, a virtual open day is organized to present the school to potential international students. About one third of the current students of the Doctoral School come from abroad.

Access to digital resources and databases should be expanded. Although KU offers access to various databases, it would be necessary to provide additional paid database systems (e.g. Oracle) to better meet the needs related to international issues. Since the Doctoral School also includes a law course, it would be necessary to include more databases on the subject of law.

In order to facilitate networking and increase the visibility of students internationally, doctoral students are interested in KU providing them with access to a paid version of LinkedIn.

Foreign doctoral students are covered by medical insurance.

- **The effectiveness of the doctoral education:**

The school's goal, according to the School's Director Office and the Rector of the Kozminski University, is to "prepare young staff for work in international science". On the other hand, the doctoral students indicated a focus on one of two development paths - academic and business.

It is worth noting that in the period under evaluation, none of the doctoral students of the Doctoral School defended her or his thesis. Career monitoring is currently limited to one doctoral student, who defended her thesis after the end of the period under evaluation. The team's recommendation is to develop an appropriate method of monitoring doctoral students' careers.

Although the University allows doctoral students to assess the quality of education at the doctoral school in the form of surveys, it is not clear whether the Doctoral School of the Kozminski University responds to the information obtained and takes action to systematically solve the identified problems. From the conversation with the Doctoral School authorities, it turned out that no general conclusions were formulated from the doctoral students' surveys in the period under evaluation. The activities of the Doctoral School of the Kozminski University are "case by case".

It is recommended to prepare a descriptive evaluation of the cooperation between the doctoral student and the supervisor.

The Team finds that this criterion has been only partially met by the Doctoral School. The low number of defended doctoral dissertations or those in progress is due to reasons beyond the control of the Doctoral School (a large number of deletions in the first year of education resulting from the decision of the doctoral students themselves, whose idea of the Doctoral School did not correspond with the objectives of education at level 8 of the Polish Qualifications Framework) than to an incorrect course of education or excessive involvement of doctoral students in the grant research of their supervisors.

V. FINAL OPINION AND RECOMMENDATIONS

Final assessment: positive.

The team does not request an earlier conduct of another evaluation.

Recommendations:

- A. It is recommended that modifications to the research plan be previously approved by the Director's Office of the Doctoral School and the supervisor, and formally documented in writing. Each change introduced to the IPB should be clearly described – indicating its scope and substantive or organizational justification.
- B. It is recommended to introduce changes that will lead to an increase in the minimum number of seminar hours during which doctoral students have direct contact with the supervisor.
- C. It is recommended to conduct a broad review of the current procedures and methods of reporting progress in research work. Reports on the implementation of research tasks should not be part of the changed IPB, because the currently adopted solution does not provide clear insight into the research development of the doctoral student.
- D. It is recommended to introduce a limit on the number of doctoral students who can remain under the supervision of one supervisor at the same time.
- E. It is recommended that the entity running the Doctoral School urgently supplement the missing information and ensure the proper form of presentation of documents – with division into language versions and clearly described files. It is also advisable to increase the transparency and intuitiveness of the Doctoral School website.
- F. It is recommended to develop an appropriate method of monitoring doctoral students' careers.
- G. It is recommended to prepare a descriptive evaluation of the doctoral student-supervisor cooperation.

VI. ASSESSMENT AND REASON

Final assessment
positive

Reason:

The evaluation team did not find any significant deficiencies in the functioning of the Doctoral School of the Kozminski University. Although some issues require modification or changes, they do not fundamentally affect the positive reception and assessment of the Doctoral School's activity. The detailed issues requiring correction were indicated by the Evaluation Team in the recommendations.

Due to the lack of more serious deficiencies, the Team did not see the need to shorten the time of the next evaluation of the Doctoral School.

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