

**COMRAT STATE UNIVERSITY
ECONOMY FACULTY
DEPARTMENT OF ECONOMICS**

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**OF THE DEPARTMENT OF ECONOMICS
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**THE STRATEGY OF THE DEVELOPMENT
OF THE DEPARTMENT OF ECONOMICS**

2022-2027

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INTRODUCTION

The introduction of new-generation training standards and plans, and the development of quality management systems in the field of educational services, involves the development of effective management tools both at the level of the entire university and at the level of its structural divisions. In this regard, the strategic management of the department can be considered as a set of actions and decisions to achieve its key goals.

The strategy of the development of Department of Economics is largely based on the main development directions of CSU, outlined in the Strategy of Institutional Development of the Comrat State University for the period 2022-2027 and the Development Strategy of the Faculty of Economics. These internal strategic documents have been developed taking into account the reforms taking place in the higher education of the Republic of Moldova, through the constant support of the Bologna process and the focus on the key EU strategic documents:

- National Development Strategy "European Moldova 2030";
- Code of Education of the Republic of Moldova;
- UN Sustainable Development Goals, Association Agreement Republic of Moldova - European Union;
- Key competencies for lifelong learning (Brussels, 2018), Incheon Declaration;
- Council of Europe Charter on Democratic Citizenship Education and Human Rights Education

When developing the development strategy of the Department of Economics for 2022-2027, two mutually agreed aspects were taken into account that determine its goals, principles and directions of activity, organization, and methods for solving specific educational, research, and methodological problems:

- Trends in the socio-economic development of the Republic of Moldova and the ATU Gagauzia;
- The needs of the national economy for modern qualified personnel in the fields of management, marketing, and tourism

I. GENERAL CHARACTERISTICS OF THE DEPARTMENT OF ECONOMICS

The Department of Economics (hereinafter referred to as the Department) is one of the structural divisions of CSU. Since 1991, the department has been independently functioning initially as the Department of Economics and Social Disciplines and subsequently, Decree of the Government of the Republic of Moldova No. 309 of May 17, 1995, was renamed by the decision of the Administrative Council of CSU to the Department of Economics and is a graduating department.

The Department of Economics provides an effective solution to educational, educational, organizational, scientific, research, and information-analytical tasks for advanced training and training of specialists in the field of theory and practice of business administration, marketing and logistics, and tourism.

The faculty (PPS) of the department implements the educational process in the general direction 041 "Economic Sciences" in the specialties of the first training cycle 0413.1 "Business and management," as well as in the direction 101 "Public Services" in the specialty 1013.1 "Hotel services tourism and leisure," 0414 "Marketing" in the specialty 0414.1 "Marketing and logistics." In the specialties of the II cycle of training - "Business administration," "Economics of enterprises and industry markets."

In the structure of CSU, the Department of Economics functions and develops as a creative community of professors united by a common vision of the objective need for market transformations in the Republic of Moldova (including the ATU Gagauzia (Gagauz Yeri), solving specific problems of social and economic development of economic entities, the ATU Gagauzia, and the national economy as a whole.

The Department of Economics, being an integral part of CSU, actively participates in the implementation of the Bologna process, providing conditions for the transition to two-stage higher education (master's, license), participates in the preparation and implementation of the Moldovan credit system, takes part in international cooperation. The department strives to improve the quality of education, create transparency in the educational process, and increase the attractiveness of the department and CSU for all domestic and foreign stakeholders and partners.

The work of the Department of Economics for the Development of the Educational Process includes:

1. Participation in the development and improvement of undergraduate and graduate educational programs:

- implementation in 2022-2027 of new educational programs that meet the changing requirements of employers and requests of students, in particular, in the field of study 36. "Economic Sciences" in the specialties of the I cycle of training - 0413.1 "Business and management," as well as in the direction 101 "Public Services" in the specialty 1013.1 "Hotel services tourism and leisure," 0414 "Marketing" in the specialty 0414.1 "Marketing and logistics." In the specialties of the II cycle of training - "Business administration," "Economics of enterprises and industry markets."

- actualization of educational and methodological complexes in disciplines and development of a fund of assessment funds to check the level of formation of competencies of students in all implemented areas of training;

- development and implementation of additional vocational education programs.

2. Strengthening the practical aspect of the educational process, taking into account the real needs of organizations in the market, involves:

- organization of practices in organizations and workplaces corresponding to the training profile of students;
- conclusion of long-term contracts for practice;
- conducting scientific and methodological seminars, webinars, conferences, and round tables within the framework of joint work with basic departments and departments.

The significance of the department is determined by the demand for specialists produced both in the economy of ATU Gagauzia and the country as a whole. The Department of Economics annually graduates about 60-70 students, which is 15% of the total graduation of the university.

1.1. Main functions and tasks of the Department of Economics

1.1.1. Functions of the Department of Economics

The Department of Economics of Comrat State University is responsible for providing the educational process and conducting research in the field of economics. The main functions of the Department of Economics include:

1. **Organization and implementation of the educational process:** The Department of Economics offers disciplinary courses in the field of economics, including licentiate and master's degrees at the Faculty of Economics, the Faculty of National Culture, the Faculty of Law, and the Faculty of Agrarian Technology of Comrat State University. Professors of the Faculty of Economics teach courses: economic theory, economic policy, finance, statistics, management, marketing, economic development, and other relevant courses. These courses are aimed at preparing students/masters for a career in the field of economics/in other industries related to economic activity, or for further training. The Department of Economics develops methodological support in all disciplines provided for by the curricula of the specialty/specialization;
2. **Organization of internships of students/undergraduates:** The Department of Economics develops methodological manuals for all types of internships of students/undergraduates provided for by the curricula of the specialty/specialization. Assists in the selection of facilities for internships;
3. **Conducting research:** The Department of Economics conducts research in the economic field. Suitable activities include empirical research, theoretical analysis, development of economic models, and publication of results in scientific journals, methodological manuals, monographs, etc. Research in the areas of 041 "Economic Sciences" in the specialties of the 1st cycle of training - 0413.1 "Business and Management," as well as the 101 "Public Services" in the specialty 1013.1 "Hotel Services Tourism and Leisure," 0414 "Marketing" in the specialty 0414.1 "Marketing and Logistics." In the specialties of the II cycle of training - "Business administration," "Economics of enterprises and industry markets", "Management Marketing " contribute to the development of knowledge in the economic sphere and influence the state policy and academic community of the ATU Gagauzia region, the Republic of Moldova;
4. **Organization of training and retraining of academic personnel:** So that professors remain relevant and effective in a constantly changing economic environment, the Faculty of Economics contributes to improving the qualifications and productivity of all employees: through internships in scientific organizations in the country and abroad, training in specialized teacher training centers, etc.;
5. **Providing academic advice:** professors of the Department offer academic advice to students/masters, help them choose the right disciplinary courses and programs, and help them develop academic and professional careers;

6. **Organization and implementation of the process of interdisciplinary cooperation:** The Department of Economics cooperates with other departments of the Comrat State University, with departments of the University of the Republic of Moldova and universities abroad to solve complex areas of activity that require knowledge from several areas (to analyze economic data, study legal aspects related to economics, etc.);
7. **Participation in conferences and scientific events:** Researchers of the Faculty of Economics participate in conferences and scientific events at the regional (ATU Gagauzia), national (Republic of Moldova), and international levels to present the results of their research, exchange views with other experts and create scientific disputes on the ground with colleagues;
8. **Provision of public services:** The Department of Economics provides expertise and advice in the economic sphere for companies, enterprises, the local community (municipalities, villages in the ATU Gagauzia/Republic of Moldova) or for state organizations (regional authorities of the ATU Gagauzia) and non-governmental organizations: analysis of local economic data, assessment of the impact of state policy or provision of recommendations for the economic development of the region;
9. **Academic program development:** The Department of Economics promotes the development and renewal of academic programs to respond to changes in the economic field and ensure the relevance of the education offered to students/masters

1.1.2. Tasks of the Department of Economics

In the field of educational and methodological work:

- timely development and adjustment of curricula and curriculums in specialties and academic disciplines of the department, according to the regulatory documents of CSU and the Ministry of Education, Culture and Research of the Republic of Moldova;
- development of methodological complexes in support of the department courses, for multi-purpose training in various forms (full-time, correspondence, distance), including information technology tools, electronic textbooks, tests, etc.;
- introduction of modern educational technologies in the educational process and the use of interactive forms of training: discussion of practical situations; holding round tables and discussions on a given topic; reports; presentations and their discussion; business games; software-based classes;
- conducting field practical training based on enterprises and organizations - partners of CSU, as well as regional municipal organizations, commercial banks, the National Bank of the Republic of Moldova, etc.;
- Activation of individual work of students: independent solution of typical and non-standard tasks (general or individual for each student) using computer training programs, preparation of individual and group reports and presentations on specified topics, etc.;
- organization of scientific seminars and scientific and practical conferences on topical problems of the development of the economy of the country and the region;
- improving the educational process, using a differentiated approach in determining the structure of each course and choosing modern learning technologies;
- updating and improvement of educational and methodological complexes in taught disciplines;
- development and implementation of systems for monitoring the quality of student education in subject disciplines of the department;
- Participation of the department in projects to ensure professional internships and mobility of professors and students;

- organization of preparatory works and state accreditation by the requirements of state educational standards;
- Promotion and advertising of educational services of the department at the level of lyceums and graduates of the 1st cycle of study.

In the field of research:

- development of scientific activities of the Department of Economics in the main direction, according to the plan of scientific work;
- creation of a fund of normative and methodological materials for students of I and II cycles of study, as well as involvement of professors and students to write scientific articles in international peer-reviewed journals with ISI impact factor;
- joint scientific activity with scientific schools of other universities and scientific research institutes of the Academy of Sciences of Moldova, as well as from abroad in the areas of specialization of the department;
- initiation, holding and participation in national and international economic conferences, regional forums and round tables to discuss topical topics of economic development;
- concentration of topics of research works and projects in the main areas of scientific research of the department;
- Discussion of the submitted dissertations of the department employees and making decisions on their recommendations for defense, reviewing the doctoral works of third-party applicants sent for review in the relevant scientific specialties of the department;
- holding regularly scientific and methodological seminars of the department and scientific and practical conferences, to which graduates of the department are invited;
- formation of stable scientific ties with enterprises and institutions of the ATU Gagauzia;
- initiation and preparation for the publication of scientific, methodological, and educational literature both independently and in partnership with other departments and divisions of the university;
- creation and supervision of the activities of the student scientific community, preparation and presentation of student reports at national conferences.

In the area of strengthening and updating the material and technical base:

Strengthening and updating the material and technical base of the Faculty of Economics, is necessary to ensure an effective educational environment and maintain the relevance of the academic program;

- Intensification of participation in republican and international competitions of scientific and educational projects in order to attract financial resources to improve the material and technical base of the Faculty of Economics. Awarding grants or research funds to faculty and students/masters to support relevant economic research projects;
- Update of IT equipment, including computers, laptops, printers and specialized software for economic and statistical analysis;
- Expanding the arsenal of guidelines, books, magazines and specialized publications on economics, management, marketing and other areas (together with the Scientific Library of the CSU);
- Updating access to databases and electronic resources for research in the field of management, and marketing;

- Renovation of classrooms to facilitate modern learning, including multimedia technologies and projection equipment. Equipping research facilities with appropriate furniture, equipment, and means to support the research activities of professors and students/masters (together with the Regional Institute for Economic Development (REDI) (Oud. 107), Inno Center CSU (Oud. 106, aud. 105));
- Modernization and development of the MOODLE e-learning platform for access to educational materials, research resources, and other relevant educational resources;
- Promote cooperation with other scientific institutions and economic organizations to exchange experience and modernize the material and technical base;
- Collect feedback from faculty and students/masters to identify their specific needs and adjust priorities according to material and technical base;
- development of activities and strengthening of the material and technical base of the innovative incubator InnoCenter.

In the field of providing expert and consulting services:

- - analytical and diagnostic work;
- - preparation of recommendations and consultations on economic policy issues;
- - program implementation support;
- - work to assess the impact and effectiveness of projects and programs;
- - training and institutional capacity development programs;
- - carrying out expert reviews of various projects and programs on the orders of regional authorities in the ATU Gagauzia, consulting on the problems of managing the development of the region and municipalities, enterprises, and organizations.

II. CONCEPT OF DEVELOPMENT OF THE DEPARTMENT OF ECONOMICS

2.1. Mission and main goals of the department

The mission of the Department of Economics is to train specialists in the fields of economics, management, tourism, and marketing, through the active development, dissemination, and use of innovative applied economic and management knowledge to develop human potential and increase the competitiveness of the region.

The general goal of the department is to satisfy the increasing demand of the regional and national economy for professional management workers who have the knowledge and the ability to effectively use them in the process of forming and implementing strategies, creating mechanisms, and implementing innovative management technologies for sustainable social and economic development of the country, region and enterprises.

The values of the Department of Economics are:

- cooperation
- honesty and openness
- academic freedom
- professionalism, self-demanding, and responsibility
- leadership and initiative

Collaboration. As educators, we aim to wake up each student's interest in their subject, help those experiencing difficulties, and offer additional topics to those ahead of others. As scientists, we involve all willing colleagues in our research.

Honesty and openness. We do not allow any manifestations of corruption. Our bachelor's, master's students, and graduate students are interested in conscientious training and the accumulation of knowledge, and therefore do not accept plagiarism and non-independent work.

Our professors strive for maximum objectivity in assessing the knowledge of bachelors and undergraduates based on the level of actual knowledge.

Academic freedom. We welcome the free exchange of views and ideas based on the principles of mutual respect and partnership. We respect the opinion of each member of our team and consider the right to express our point of view inalienable.

Professionalism, self-demanding and responsibility. We are guided by international academic standards in research and international professional standards in practical areas of activity.

Self-demanding is the foundation of our daily work. We set ourselves the goal of constantly improving the quality of our results, be it educational, scientific, or expert activities.

We accept responsibility for all aspects of our activities - for the level of training of graduates, for the quality of research and scientific results obtained, and for the validity and balance of the proposed expert decisions.

Leadership and initiative. We value and support the energy of leadership, and the spirit of entrepreneurship.

2.2. SWOT analysis of competitive advantages and problem areas

To identify the priority areas of the department's development, a SWOT analysis of the competitive advantages and problem areas of the department was carried out (Table 1)

Table 1. SWOT analysis of competitive advantages and problem areas of the Department of Economics

Strengths	Weaknesses
<ul style="list-style-type: none"> ● relatively low average age of faculty (44 years); ● cooperation with international universities; ● the existence of a network of partnerships with the external labor market; ● high business reputation in the field of grant execution and research projects; ● good knowledge of the needs of consumers of educational services - enterprises and organizations; ● interdisciplinary nature of the department's activities. 	<ul style="list-style-type: none"> ● low share of professors who speak foreign languages at the intermediate and upper-intermediate levels; ● low proportion of international students; ● weak motivation of employees to conduct research and increase their rating in the labor incentive system; ● insufficient level of development of joint scientific activity with leading universities of the Republic of Moldova; ● lack of initiative and low participation in educational and research projects.
Opportunities	Threats

<ul style="list-style-type: none"> ● participation of the professorsF in courses and programs of advanced training; ● development of interaction with employers in various forms - from participation in the formation of a request for specialties, updating the content of educational programs, and the implementation of the educational process to the support, adaptation, and employment of graduates; ● development of research activities of the department staff through participation on a competitive basis in external competitions and internal grants; ● attracting Russian-speaking students from other regions of the Republic of Moldova and countries such as Ukraine and the Republic of Turkey; ● attracting more international students when switching to English 	<ul style="list-style-type: none"> ● competition from other universities both national and international; ● population decline in the ATU Gagauzia region; ● decrease in the number of applicants; ● lack of a policy of attracting foreign students, ● the absence of teaching in English at the master's level, ● passivity of teaching staff in teaching English
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Based on the analysis, the following strategic goals of the Department of Economics can be distinguished, requiring implementation in the next 5 years (2022-2027):

1. Further strengthening of the personnel capacity of the Department of Economics;
2. Improvement of the educational process;
3. Strengthening the research potential of the Department of Economics;
4. Strengthening the educational and methodological work of Economics;
5. Internationalization and international recognition of the educational and scientific status of the Department of Economics;

2.3. Strategic Goals and Objectives of the Department of Economics

Description of the objectives to achieve the goals is provided in Table 2:

Table 2. Description of the tasks to achieve the intended goals, the period of implementation of the Strategy of development of the Department of Economics

Purpose	Tasks	Implementation period
1. Strengthening the staff capacity of the department	1.1. Strengthening the personnel potential of the department through the defense of doctoral dissertations of all doctoral students (up to 100% of the teaching staff)	2022-2027
	1.2. Strengthening the personnel potential of the department through obtaining pedagogical titles (up to 80% of the teaching staff)	2022-2027
	1.3. Capacity-building through professional learning of foreign and state languages	2022-2027
	1.3. Capacity-building through professional learning of foreign and state languages	2022-2027
2. Improvement of the educational process	2.1 Participation of professors of the department in the development of new educational programs and forms of training	2022-2027
	2.2 Implementation of active educational technologies and training support systems (discussion of practical situations, round tables and discussions on a given topic, reports, presentations and their discussion, business games, classes using applied software funds)	2022-2027
	2.3 Development of international cooperation in the field of continuing education, advanced training, retraining	2022-2027
	2.4 Use of distance education and remote counseling in all disciplines of the department	up to 40% in 2022 up to 100% in 2027
	2.5 Extension of practical aspects of educational process	2022-2027
	2.6 Implementation of feedback system with students and employers in order to adjust and improve curricula and training methods	2022-2027
	2.7 Organization of participation of professors, master's students and licentiates in joint research projects, competitions, grants with other faculties	2022-2027
	2.8. Improvement of the quality of preparation of final works of the license and master's theses by updating the research topics, involving representatives of the top management of state organizations and leading companies of the ATU Gagauzia and the south of the Republic of Moldova in the management of works	2022-2027

Purpose	Tasks	Implementation period
	2.9. Involvement of representatives of the professional community and employers in the educational process; engaging practitioners to conduct workshops, seminars, etc.	2022-2027
	2.10. Involvement of employers in the formation of an order for training specialists, including the conclusion and implementation of contracts with enterprises and organizations for conducting targeted sets of applicants	2022-2027
3. Strengthening the scientific and research potential of the department	3.1 Modernization of the research process due to the close integration of educational, scientific activities and applied areas of work of the department	2022-2027
	3.2 Expansion of Research Areas strategic partnership of the department with intra-university and external structures (including foreign ones)	2022-2027
	3.3. Ensuring the conduct of professors individual and collective fundamental and applied scientific research	2022-2027
	3.4. Conclusion of cooperation agreements for research work with third parties	2022-2027
	3.5. Increase the participation of professors in scientific research, followed by the use of their results in the educational process	2022-2027
	3.6. Implementation of bibliometric indicators citation of the articles of the faculty members department	2022-2027
4. Strengthening of educational and methodological work	4.1. Improvement of distance learning technologies in the learning process, inclusion of electronic educational resources of the new generations;	2022-2027
	4.2. Annual participation in international and republican scientific and methodological conferences;	2022-2027
	4.3. Strengthening the work on improving the educational and methodological base (issue of teaching aids, expansion of experience in using electronic platforms as MOODLE etc.);	2022-2027
	4.4 Development of educational and methodological interaction with universities of the region and the country, foreign universities in the field of improving the educational process	2022-2027

Purpose	Tasks	Implementation period
	4.5 Expansion of the department's participation in international projects, regular publication in national and international journals;	2022-2027
5. Internationalization and international recognition of educational and scientific status of the department	5.1 Participation in international conferences of countries members - EU, CIS and other regions	2022-2027
	5.2. Participation in international research and educational projects	2022-2027
	5.3. Expansion of the academic mobility of the licentiate, undergraduates, doctoral students and professors of the Department of Economics	2022-2027

The development strategy of the Department of Economics is based on the accumulated personnel, material and technical, organizational, management, and information potential, accumulated by the Department and the Faculty of Economics as a whole, in the direction of maximum integration into the strategic space of the Faculty and the Comrat State University as a whole.

By these provisions, by 2027, the Department of Economics should become a structural unit within which scientific, practical, educational, research, and innovative areas of activity in the field of economic specialties are effectively integrated, which will allow the department to successfully speak: the basic educational center in the ATU Gagauzia for the training of highly qualified personnel in management, marketing and tourism, possessing a full range of personal, social and professional competencies, capable of solving the problems of effective management of the innovation center, within the framework of which innovative development programs are developed and tested, including innovative development strategies for companies and organizations of the region.

The implementation of the strategy will make it possible to determine the prospects for the development of the Department of Economics in the field of educational, research, social, and educational work, competently form an algorithm for introducing new information technologies into the educational process, continue its modernization, and expand external cooperation.

III. MONITORING OF STRATEGY IMPLEMENTATION

3.1. The measures outlined in the Strategy are implemented by the executors of the measures by the work plans of the department, the plan for the science of the department, and the individual plans of the professors of CSU.

3.2. Simultaneously with the implementation of the Strategy, the relevant commissions of the department organize an annual analysis of risks that may adversely affect the implementation of the Strategy, and form proposals for making changes and additions to the Strategy.

3.3. The Strategy is monitored by the Head of the Economics Department together with specialists representing the relevant quality and scientific commissions.

3.4. The reports of the Department of Economics for educational and scientific activities annually reflect the types of activities included in the Strategy and Work Plan of the Department.