



Ca' Foscari  
University  
of Venice

Department of Management

# PhD Programme in Management

Guide A.Y. 2022-23



# Contents

Welcome	p. 3
The Department of Management	p. 4
Faculty Board And Staff	p. 5
PhD in Management – General organisation	p. 10
First year	p. 11
PhD teaching programme – academic year 2022-23	p. 12
Second year	p. 14
Third year	p. 15
Fourth year	p. 16
Teaching assistanship	p. 18
PhD thesis	p. 19
Academic honesty	p. 21
Mobility procedures	p. 23
Master of Research in Management Studies	p. 24
Facilities	p. 25
Appendix	p. 28

# Welcome

Dear Students,

I am very pleased you chose Ca' Foscari University to begin your journey as young scholars in management studies. Ca' Foscari is a university with a great tradition in this field of research, as it was founded in 1868 as the second business school in Europe. Today, Ca' Foscari is highly committed in achieving excellence in research, developing international partnerships, and funding promising researchers.

Established more than three decades ago, the **PhD in Management is a four-year international doctoral programme** designed to provide high-quality academic teaching and expert counseling. The PhD programme is a member **EDAMBA** - the European Doctoral Programmes Association in Management and Business Administration - a network to promote research opportunities as well as the exchange of PhD students and faculty members with partner universities. The PhD in Management offers **a double PhD degree programme with SKEMA Business School**. The programme includes student exchanges, for a period going from 6 to 18 months.

The PhD programme is offered directly by the Department of Management, one of the largest and most renowned in Italy, as it was nominated "Department of Excellence" by the Italian Ministry of Education, University, and Research (MIUR). The department holds **ten laboratories and centres**, and a faculty that is highly committed to research, aiming to ensure your future academic and personal success. The PhD faculty's major areas of research currently include: innovation and entrepreneurship; organisational theory and design; human resource management and competences; marketing; accounting regulation; strategic management; cultural management; behavioural economics; business history; corporate finance and sustainability.

In recent years, our students and graduates have published their research work in top **management journals** – such as *Academy of Management Journal*, *Organization Science*, *Strategic Management Journal*, *Research Policy* and *Organization Studies* – and have begun their careers in academia as well as in public and private research institutions, government agencies, consulting organisations, and in private companies, amongst which are **WU Vienna**, **University of Accra**, **University of Groningen**, **Copenhagen Business School**, **ESADE Business School**, **Católica Lisbon School of Business & Economics**, the **Catholic University of Lyon**, and the **Queen Mary University of London**. Our PhDs were also granted individual fellowships from the **Marie Skłodowska-Curie Actions**.

**This guide provides a complete description of the PhD programme contents and regulations.** You will find information regarding the department, the PhD faculty, and the administrative offices of Ca' Foscari University in charge of supporting and helping you throughout the duration of your PhD.

On behalf of the faculty, I welcome you aboard and wish you the best for your PhD experience!

**Prof. Francesco Zirpoli**

Coordinator of the PhD in Management  
Department of Management  
Ca' Foscari University of Venice

# The Department of Management

Ca' Foscari University's Department of Management is among the largest and most prominent departments of its kind in Italy. It has gained its international reputation for its basic and applied research and its innovative teaching methods, working closely with multiple stakeholders to offer students a direct pathway to the world of employment. The themes of innovation, entrepreneurship, internationalism, and creativity run throughout our teaching strategy as part of a continuous exchange of ideas and experiences within the academic, industrial, professional, and institutional worlds. In 2018, the Italian Ministry of Education, Universities, and Research (MIUR) granted the Department of Management the award of "Department of Excellence."

- AMI-Lab** | Agri-food Management and Innovation Lab
- BLISS** | DIGITAL IMPACT LAB Analytics in Management and Society
- CAMI** | Centre for Automotive and Mobility Innovation
- Impresa e Lavoro 4.0** | Impresa e lavoro 4.0
- IMA-Lab** | International Management to Asia
- MACLAB** | Cultural management
- MAP Lab** | Public management and Non-Profit
- NOIS** | Network Organisation, Innovation and Strategy
- Sustainability Lab** | Sustainability Lab

Ca' Foscari University's research centres are:

- CERME** | Centre for Experimental Research in Management and Economics
- CFCC** | Ca' Foscari Competency Centre
- DEL** | Digital Enterprise Lab
- SIH** | Strategy Innovation Hub

## Faculty Board & Staff

The PhD Faculty consists of **25 professors** whose research interests comprise a wide range of research areas in management studies. The faculty has published articles in: *Academy of Management Journal*, *Organization Science*, *Research Policy*, *Science*, *Industrial and Corporate Change*, *Technovation*, *Strategic Management Journal*, *Strategic Organization*, *Accounting*, *Organizations and Society*, *Long Range Planning*.



**Prof. Francesco Zirpoli**, Coordinator of the PhD Faculty Board

Email: [fzirpoli@unive.it](mailto:fzirpoli@unive.it)

Research fields: Technology and innovation management, organisational routines, network governance & evolution, corporate strategy, automotive industry.



**Prof. Giovanni Favero**, deputy coordinator of the Faculty Board

Email: [gfavero@unive.it](mailto:gfavero@unive.it)

Research fields: Organisational history, historical methods for management research, ethno-statistics, accounting history, entrepreneurship in context, uses of history.



**Prof. Francesco Rullani**, Job market officer

Email: [francesco.rullani@unive.it](mailto:francesco.rullani@unive.it)

Research fields: Self-organised digital innovation, digital impact, social innovation and social entrepreneurship, big data, theoretical elaboration, qualitative case studies and formal modeling.



**Prof. Sara Bonesso**

Email: [bonesso@unive.it](mailto:bonesso@unive.it)

Research fields: Assessment and development of emotional and social competencies in higher education, project-based open innovation, absorptive capacity, behavioral competencies for innovation and entrepreneurship, social capital formation in emerging innovative start-ups.



**Prof. Vincenzo Bove**

Email: [vincenzo.bove@unive.it](mailto:vincenzo.bove@unive.it)

Research fields: Civil-military relations, defence economics, international migration, military interventions, political economics, quantitative methods and terrorism.



**Prof. Anna Cabigiosu**

Email: [anna.cabigiosu@unive.it](mailto:anna.cabigiosu@unive.it)

Research fields: Modularity in design, collaborative innovation, network contract, knowledge intensive business services, dominant design, integration of external sources of innovation.



**Prof. Anna Comacchio**

Email: [comacchio@unive.it](mailto:comacchio@unive.it)

Research fields: Organisational design and behaviour, innovation, conceptual innovation, innovative start-ups, human resource management and competencies.



**Prof. Michela Cordazzo**

Email: [michela.cordazzo@unive.it](mailto:michela.cordazzo@unive.it)

Research fields: Financial reporting, international comparative accounting, and market-based accounting.



**Prof. Caterina Cruciani**

Email: [cruciani@unive.it](mailto:cruciani@unive.it)

Research fields: behavioral finance, trust in financial institutions, lending models in banking, sustainable finance



**Prof. Valentina Fava**

Email: [valentina.fava@unive.it](mailto:valentina.fava@unive.it)

Research fields: Business History, History of the Economic Cold War, Transport and Mobility History, History of Technology



**Prof. Marco Fasan**

Email: [marco.fasan@unive.it](mailto:marco.fasan@unive.it)

Research fields: Accounting, corporate governance, sustainability.



**Prof. Vladi Finotto**

Email: [vfinotto@unive.it](mailto:vfinotto@unive.it)

Research fields: Entrepreneurship, evolution of higher education systems, production-innovation co-location, distributed innovation, strategy.



**Prof. Claudio Giachetti**

Email: [claudio.giachetti@unive.it](mailto:claudio.giachetti@unive.it)

Research fields: Competitive dynamics in rapidly changing technological and institutional environments.



**Prof. Pietro Lanzini**

Email: [pietro.lanzini@unive.it](mailto:pietro.lanzini@unive.it)

Research fields: Consumer behaviour, sustainability, sustainable mobility, behavioural spillover, Corporate social responsibility.



**Prof. Maria Lusiani**

Email: [maria.lusiani@unive.it](mailto:maria.lusiani@unive.it)

Research fields: Management practices in pluralistic settings, strategy-as-practice, accounting-as-practice, cultural management, public and non-profit management, qualitative research methods.



**Prof. Maurizio Massaro**

Email: [maurizio.massaro@unive.it](mailto:maurizio.massaro@unive.it)

Research fields: Strategy innovation, business model innovation, intellectual capital, knowledge management.



**Prof. Christine Mauracher**

Email: [christine.mauracher@unive.it](mailto:christine.mauracher@unive.it)

Research fields: Consumer behaviour, agri-food marketing, wine business.



**Prof. Anna Moretti**

Email: [anna.moretti@unive.it](mailto:anna.moretti@unive.it)

Research fields: Network governance, network failure, collaborative innovation, trust research, inter-organisational relationships in the automotive industry, tourism destination management and governance.



**Prof. Massimiliano Nuccio**

Email: [massimiliano.nuccio@unive.it](mailto:massimiliano.nuccio@unive.it)

Research fields: Digital innovation, business analytics, cultural and creative industries, urban and regional studies



**Prof. Luciana Oranges Cezarino**

Email: Oranges Cezarino Luciana

Research fields: sustainable supply chain management, digital technologies for social good, and systems approach in management scholarship.



**Prof. Fabrizio Panozzo**

Email: bauhaus@unive.it

Research fields: Sociological and philosophical approaches to management, critical management studies, management of arts and culture, public and nonprofit management.



**Prof. Gabriele Paolacci**

Email: gpaolacci@rsm.nl

Research fields: Consumer behaviour, judgment and decision-making, behavioural research methods.



**Prof. Alessandra Perri**

Email: alessandra.perri@unive.it

Research fields: Innovation strategies in multinational firms and their subsidiaries, knowledge spill over from foreign direct investment, international knowledge sourcing, emerging countries' technological catch-up, international knowledge networks and connectivity.



**Prof. Raffaele Pesenti**

Email: pesenti@unive.it

Research fields: Logistics, transportation, optimisation, mean-field games, complex systems, efficiency assessment.



**Prof. Ugo Rigoni**

Email: rigons@unive.it

Research fields: Financial Institutions and services, behavioural finance, corporate finance and governance, corporate sustainability.



**Prof. Chiara Saccon**

Email: csaccon@unive.it

Research fields: Financial reporting, international comparative accounting, group accounting, auditing, harmonisation and convergence processes in accounting regulation, accounting theories.



**Prof. Marco Tolotti**

Email: [tolotti@unive.it](mailto:tolotti@unive.it)

Research fields: Decision theory, quantitative finance, optimal control, social interactions, behavioural economics, complex systems, opinion dynamics.



**Prof. Massimo Warglien**

Email: [warglien@unive.it](mailto:warglien@unive.it)

Research fields: Laboratory experiments on individual and interactive behaviour, language, culture and cognition, complex systems, digital humanities.



Staff: **Marta Colombini**, Phd Secretariat

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Office hours: Mon – Fri 9 - 13

# PhD in Management

## General organisation

### **The PhD programme in Management is a four-year full-time programme.**

The **First year** is characterized by an advanced learning programme of mandatory research-oriented courses on research methods and key topics in management studies. First-year courses aim at developing students' research capabilities and enriching their methodological skills (see student's required enrollment qualifications in Appendix A). The academic year is structured in four terms. Courses begin in mid-September and end in May. Participation in courses and department international seminars occupies most of the students' time and activities from Monday to Friday.

Following the four terms, from mid-May to mid-July, PhD students are required to work on their **summer paper**, which is the final step of the **first year**.

Admission to the second year of the programme is decided by the PhD Faculty Board and is based on the first-year exam results, the evaluation of the summer paper, and the seminar attendance rate.

**Second-year** students continue to develop their research project and plan international mobility (summer schools, conferences, research abroad) in a foreign institution, developing their research project with the support of their thesis supervisor. Their research idea presentation is due in January, after this presentation the supervisor is officially assigned. The hand in of the first paper is scheduled in June.

**Third and fourth-year** students are entirely dedicated to their doctoral theses, under the guidance of their supervisor, and to the participation in the department activities (lectures, seminars, presentations, workshops). Participation in top international conferences and doctoral colloquium is recommended and financially supported.



# First year

The first year is characterized by an advanced learning programme of 12 compulsory courses on key topics in management studies, with exams and assignments. The programme, subdivided into four terms, begins early in September and ends in May.

Class attendance and participation in management lectures and other PhD activities completely engage students from Monday to Friday.

At the end of the first year, from mid-May to mid-July, students must prepare a summer paper.

Students will receive feedback on their performance and research ideas throughout the year:

- Early monitoring – early in February: first evaluation and feedback at the end of first-term exams;
- End of academic year monitoring.

The evaluation of the PhD student will be based on:

- *Course work + summer paper*: average of exam results (including the summer paper grade) cannot be inferior to 3.00 (B) in order to be considered for admission to the subsequent year; no more than 3 retakes for the entire academic year are allowed, and only 1 retake per each exam is allowed.
- *Seminar participation*: (% of participation to department seminars and other PhD events [above 90% A, 90-80% B, less than 80% C]).

## Admission to second year

In order to gain admission to the second year of the PhD programme, a student is expected to achieve a passing grade in all courses. The GPA of the compulsory courses should not be less than 3.00 (equivalent to a B), as conventional grade equivalents are: A=4.00, B=3.00, C=2.00, D=1.00, F=0.00, (with +/- adding or subtracting 0.33). A student with 4 fails is automatically disqualified from the PhD programme. The Faculty Board will evaluate PhD students' academic achievements and compliance with the rules of conduct (please refer to the "Academic Honesty" guide section) and decide the admission to the second year of the PhD programme. Students who are not admitted to the second year of the PhD programme can be eligible for the Master of Research in Management Studies (see specific box).

## 1<sup>st</sup> year students - Mandatory activities

Welcome Day	September
1 <sup>st</sup> , 2 <sup>nd</sup> , 3 <sup>rd</sup> , 4 <sup>th</sup> term courses	From September to May
Management lectures	Once a month. Scheduled on the PhD calendar.
Participation in the pre-defences and final defenses of senior cohorts	According to the Calendar
Summer paper	Mid-July

# PhD Teaching Programme – Academic Year 2022-23

## I Term

(from September 12th to December 23rd)

**1° Period:** 12/09/2022 - 22/10/2022

<b>COURSES</b>	<b>Professor</b>	<b>ECTS</b>	<b>HOURS</b>
Mathematics for management studies	Prof. Marco Tolotti	6	30
Statistics for empirical research in management	Proff. Ilaria Prosdocimi e Isadora Villalobos	6	30
Principles of Organizational Economics	Prof. Marco Li Calzi (September – December)	6	30

**2° Period:** 31/10/2022 - 17/12/2022

<b>COURSES</b>	<b>Professor</b>	<b>ECTS</b>	<b>HOURS</b>
Strategic management theory	Prof. Claudio Giachetti	6	30
Organization Theory	Prof. Anna Comacchio	6	30
Philosophy of social sciences	Prof. Eleonora Montuschi	6	30
Technology and innovation management	Prof. Francesco Zirpoli	6	30
Christmas break	December 24th – January 9th		

## II Term

(from February 6th to May 27th)

**3° Period:** 06/02/2023 - 18/03/2023

<b>COURSES</b>	<b>Professor</b>	<b>ECTS</b>	<b>HOURS</b>
Qualitative research methods	Prof. Sara Bonesso	6	30
Lab of ethnography	Prof. Maria Lusiani	0	10
Financial management	Prof. Ugo Rigoni	6	30
Behavioural and experimental economics	Prof. Massimo Warglien (February – May)	6	30

## 4° Period: 27/03/2023 - 13/05/2023

COURSES	Professor	ECTS	HOURS
Business History	Prof. Giovanni Favaro	6	30
Critical management studies	Prof. Fabrizio Panozzo	6	30

**NB: Dates may vary due to ongoing programme adjustments. The PhD programme calendar will be updated throughout the year. Exams will take place at the end of each course.**

During the four terms, students must attend the **Research topics course**: Surviving the PhD, towards the job market.

The aim of the course is:

To help PhD students

- Publish their work
- Present their research in an effective way
- Structure & write their thesis
- Structure & write their summer paper
- Understand how the job market for academics work

To help PhD students set up

- A publication strategy
- A collaboration strategy
- A career strategy
- A job market package

The Research topics course is held by **Prof. Francesco Rullani**.

### **This is a Pass/Fail course**

Other courses and seminars are offered by the Phd Office. Students are required to attend at least 1 teaching activity chosen among the ones managed by Ca' Foscari's PhD Office (language courses excluded), <https://www.unive.it/pag/7726/>

Attendance to courses and seminars is compulsory. Students who cannot be present should inform the professor and the Secretary offices beforehand via email (see the "Absence and leave" guide section).

### **COURSE SYLLABUS, PRE-REQUISITES AND SCHEDULE :**

<http://www.unive.it/data/7888/>

## Second year

Second-year students continue to develop their research project and plan international mobility (summer schools, conferences, research abroad) together with their supervisor who is officially assigned at the end of the first semester, after the presentation of the Research Idea. In June second year students hand in their first paper that will be considered for their admission to the third year.

While on residence, second-year students are expected to actively participate in PhD and department activities. Participation in management seminars and lectures is compulsory for all PhD students. Second-year students are also asked to participate as **discussants of paper presentations at management lectures**, at least twice during the academic year. Starting from the second year, students are required to act as **Teaching Assistants for 25 hours/year** (see details in the “Teaching assistantship or equivalent activities” guide section).

Second-year students are asked to regularly (weekly) **meet their supervisor** and report their research advancements. Twice a year, the supervisor will formally review the quality and advancement of the three papers to be reported to the Faculty Board.

Students who require returning to their country for personal reasons must discuss the request with their supervisor and inform the Coordinator in useful time, especially if the absence overlaps with mandatory activities (courses, seminars, department activities, meetings with the supervisor).

### Admission to the third year

In order to gain admission to the third year, the Faculty Board will evaluate the PhD student's yearly achievements in the development of her/his research based on the feedback given by the student's supervisor to the Faculty Board, her/his participation in the PhD programme and department activities, her/his compliance with the programme's rules of conduct (please refer to the Academic Honesty paragraph) and the positive evaluation of the first paper (due to by mid June).

The Faculty Board will decide admissions to the third year of the PhD programme.

### 2<sup>nd</sup> year students - Mandatory activities

Welcome Day	September
Seminars held by the faculty members of the Department of Management	From September to December
Management lectures	Once a month. Scheduled on the PhD calendar.
Participation in the pre-defences and final defences of senior cohorts	According to the Calendar
Choice of Research topic and supervisor	January
First paper hand-in	June

## Third year

Third-year students are entirely dedicated to their doctoral thesis under the guidance of their supervisor, and to the participation in the activities organised by the PhD programme and by the Department of Management. Participation in management lectures is compulsory for all PhD students. Third-year students are asked to act as **discussants at least twice during the academic year**, and are also required to act as **Teaching Assistants** (see details in the “Teaching assistantship or equivalent activities” guide section).

Third-year students are asked to regularly (weekly) meet their supervisor and report their thesis advancements. Students who require returning to their country for personal reasons must discuss the request with their supervisor and inform the Coordinator in useful time, especially if the absence overlaps with mandatory activities (courses, seminars, department activities, meetings with the supervisor).

Participation in international workshops and conferences, in coherence with their thesis research, is highly recommended and financially supported. Publication of the thesis papers in top journals is highly encouraged and allowed even before the final exam.

### Admission to the fourth year

In order to gain admission to the fourth year, the Faculty Board will evaluate the PhD student's yearly achievements in the development of her/his research based on the feedback given by the student's supervisor, her/his participation in the PhD programme and department activities, and also her/his compliance with the programme's rules of conduct (see the “Academic Honesty” guide section).

Before the summer break, the Faculty Board will meet every student of the third year in a monitoring session. The monitoring sessions consist in a short presentation of the activities carried out during the year, and in an update on the research project and on the forthcoming activities. Students who are abroad due to authorised missions may carry out the monitoring sessions via web conference.

The Faculty Board will decide admissions to the fourth year of the PhD programme.

At this point, it is highly recommended that PhD students have a complete draft of two papers and at least a long abstract of the third.

### 3<sup>rd</sup> year students - Mandatory Activities

Welcome Day	<b>September</b>
Management lectures	<b>Once a month. Scheduled on the PhD calendar.</b>
Participation in the pre-defences and final defences of senior cohorts	<b>According to the Calendar</b>
Monitoring session with the Faculty Board	<b>June</b>

## Fourth year

Fourth-year students are entirely dedicated to completing their doctoral thesis under the guidance of their supervisor, and to the participation in the activities organised by the PhD programme and by the Department of Management. Participation in the **management lectures** is compulsory for all PhD students. Fourth-year students are asked to act as **as discussants at least twice during the academic year** and are also required to act as **Teaching Assistants** (see details in the “Teaching assistantship or equivalent activities” guide section).

Fourth-year students are asked to regularly (weekly) meet their supervisor and report their thesis advancements. Students who require returning to their country for personal reasons must discuss the request with their supervisor and inform the Coordinator in useful time, especially if the absence overlaps with mandatory activities (courses, seminars, department activities, meetings with the supervisor).

Participation in international workshops and conferences, in coherence with their thesis research, is highly recommended and financially supported. Publication of their thesis papers in top journals is highly encouraged and allowed even before the final exam.

In order to be admitted to the final evaluation of their PhD thesis, PhD students must hold a **pre-defence** session in front of the members of Faculty Board (see the “Pre-Defence” guide section).

The PhD programme must be completed in four years.

## PhD Seminars

PhD seminars are organized **from September to December** every year and they are held by the Faculty of the Department of Management.

The Phd seminars are especially thought for second-year students, but they are open to all cycles.

The aim of the seminars is to give PhD students the opportunity to meet the Faculty of the Department to know the Research topics developed and finally to choose the supervisor.

## Management lectures

Management lectures are usually **scheduled once a month**, and they host international speakers from Italian, European, and international universities and research institutions.

Each lecture is organised into two sections: the first one consists in the presentation of the Speaker's research paper, with a PhD student acting as discussant. The second section is a dedicated to a specific presentation given by the Speaker to the PhD students on theoretical or methodological implications of his/her research.

Participation in the management lectures is compulsory for all PhD students. From the second year onward, students are required to act discussants at least twice during the academic year.

The upcoming seminars are listed on the PhD programme and department webpages.

[www.unive.it/phdmanagement](http://www.unive.it/phdmanagement)

<https://www.unive.it/data/33113/24>



# Teaching assistantship or equivalent activities

The Department of Management asks every PhD student from the second year to carry out 25 hours/year of different forms of teaching assistantship or equivalent activities. Any other paid teaching activity can be carried out once the 25 hours are completed.

Teaching or equivalent activities can be categorised as follows:

- unpaid TAs (*esercitazioni*) for courses at bachelor levels + related office hours. The Department/PhD makes a call for interest in May every year and assigns the TA in June. TAs are required in order to contact the professor responsible for the course and agree on what is expected, filling in an online register at the end of the TA period;
- proctoring: helping professors with exam surveillance in class during the exam period;
- holding seminars or organising seminars;
- laboratories for courses at bachelor or master levels;
- tutorship for masters' students on how to write a master's thesis;
- exam correction;
- online tutorship;
- any other equivalent activity.

All these activities can be carried out for any university department, not only the PhD student's affiliation department.

Exemptions (partial or total): students abroad for authorised visiting periods are allowed reductions that are proportional to the months spent abroad.

## PROCEDURE:

- a) The Department/PhD Secretary offices will inform the PhD students on forthcoming activities that can be included in the PhD students' teaching assistantship annual activities.
- b) The PhD student will inform the Department and the PhD Secretary offices about the activities he/she has decided to carry out.
- c) At the end of the activity, the PhD student will fill in a form with the details regarding the activity and will ask the professor responsible of the activity to write his/her feedback and sign it.
- d) The forms will be sent to the PhD Secretary offices: they will be assessed twice per year to check if the amount of hours is completed and fairly allocated among the different types of activities.
- e) At the end of the academic year, the Faculty Board will certify the fulfillment of the mandatory TA activity by part of each PhD student.

# PhD thesis

## Requirements

The PhD thesis collects three original papers, one of which must be single-authored by the PhD student. No more than one paper may be co-authored with the supervisor while more than one co-authored paper with other authors is allowed. At least two papers must be presented at an international doctoral colloquium, conference or other public venue. The thesis may also be presented as a monographic work if it is coherent with the research project. In this case, parts of the work must also be presented at an international doctoral colloquium, conference or other public venue.

The thesis must contain an index, a general introduction explaining the main motivation of the research project and the connection between the three papers, and a conclusion, which must highlight theoretical and empirical contributions and explain the managerial implication of the research.

Students are highly encouraged to publish the papers of the dissertation in top academic journals even before the final exam.

## Pre-defence

In order to be admitted to the evaluation of their PhD thesis, PhD students must hold a pre-defence session in front of the members of Faculty Board. The pre-defence is scheduled about six months before the final exam session. The requirements for the pre-defence are: submitting the three papers of the thesis one week ahead of the presentation, and submitting the abstract of the three papers two weeks ahead of the pre-defence.

The pre-defence presentation is structured like the final defense: an overview of the thesis, a short presentation of two papers (about two slides each), and an in-depth presentation of the job market paper.

The pre-defence session will be chaired by a three-member committee of professors from the Faculty Board. They will give feedback to the PhD candidate and will evaluate him/her according to the same evaluation grid that is used by the final exam committee (see Appendix B).

## PhD thesis procedure and final exam

After passing the pre-defence session, students are admitted to the **final exam**. The student will follow the final exam instructions concerning the thesis evaluation and the thesis submission. The formal procedure is available on the dedicated website. Dates may vary slightly according to each cohort's specific calendar. Please, refer to the dedicated website (<https://www.unive.it/pag/20426/>)

Step 1	<b>Submission of the report on the activities carried out during the PhD programme and on the draft of the completed thesis</b>
Step 2	<b>Submission of final exam request to the Postgraduate Administrative Sector (Ufficio Postlauream)</b>
Step 3	<b>Upload of an advanced draft of the final thesis (for the referees' evaluation)</b>
Step 4	<b>Upload of the final version of the thesis and registration of the thesis</b>
Step 5	<b>Submission of the thesis paper copy to the PhD Secretary offices</b>
Step 6	<b>Exam session</b>

## **Doctor Europaeus label**

The Doctor Europaeus title is an additional label attached to the Research Doctorate Degree issued nationwide.

Full description and information can be read on the following website:

**[www.unive.it/pag/7882](http://www.unive.it/pag/7882)** [ITA]

**[www.unive.it/pag/20450](http://www.unive.it/pag/20450)** [ENG]

A student interested in applying for the Doctor Europaeus label must inform the Secretary offices around the time of the pre-defence.

## **Publications on the PhD/University web page**

Every student is required to regularly feed his/her personal webpage by updating the information related to his/her PhD career (conferences attended, teaching activity, etc.).

Above all, it is mandatory for each student to include any publication (from conference proceedings to working papers) in the ARCA university catalogue.

Information on the ARCA catalogue and how to include publications:

**<https://www.unive.it/pag/10391/>**

# Academic honesty

The PhD in Management considers academic honesty<sup>1</sup> as a paramount issue in the behaviour of PhD students. Plagiarism of any kind (from copying during an exam to avoiding quoting references or sources of findings) is unacceptable and disapproved of by the entire department community.

If in doubt on any aspect regarding academic honesty, it is always best to seek clarification at an early stage by asking course professors, supervisors, and the programme Coordinator.

The Faculty Board, according to the gravity of the infringements of academic honesty by part of a PhD student, will decide sanctions, which may include the exclusion from the PhD programme even during the academic year, according to the PhD regulations of Ca' Foscari University <http://www.unive.it/pag/8256/>.

The PhD refers to the Cambridge and Oxford University's definitions of different forms of plagiarism

<https://www.ox.ac.uk/students/academic/guidance/skills/plagiarism#wssl=1>;

<http://www.plagiarism.admin.cam.ac.uk/what-plagiarism/universitys-definition-plagiarism>

## Forms of plagiarism

### ***Verbatim (word for word) quotation without clear acknowledgement***

Quotations must always be identified as such by the use of either quotation marks or indentation, and with full referencing of the sources cited. It must always be apparent to the reader which parts are your own independent work and where you have drawn on someone else's ideas and language.

### ***Cutting and pasting from the Internet without clear acknowledgement***

Information derived from the Internet must be adequately referenced and included in the bibliography. It is important to evaluate carefully all material found on the Internet, as it is less likely to have been through the same process of scholarly peer review as published sources.

### ***Paraphrasing***

Paraphrasing the work of others by altering a few words and changing their order, or by closely following the structure of their argument, is plagiarism if you do not give due acknowledgement to the author whose work you are using.

A passing reference to the original author in your own text may not be enough; you must ensure that you do not create the misleading impression that the paraphrased wording or the sequence of ideas are entirely your own. It is better to write a brief summary of the author's overall argument in your own words, indicating that you are doing so, than to paraphrase particular sections of his or her writing. This will ensure you have a genuine grasp of the argument and will avoid the difficulty of paraphrasing without plagiarising. You must also properly attribute all material you derive from lectures.

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1. Academic rules of conduct are available in the Ca' Foscari University Codice Etico [www.unive.it/pag/8162](http://www.unive.it/pag/8162).

## **Administrative regulations and procedures**

In addition to fulfilling the requirements indicated above for every cohort, PhD students must be fully aware and comply with the general doctoral regulations of Ca' Foscari University, reported at <http://www.unive.it/pag/8256/>. Here you can find norms and procedures regarding: suspensions, withdrawals, and exclusions from the programme; the administration of scholarships and grants; and the possibilities of taking a job during the programme. Students will be informed on the need to comply with other procedures as they may rise.

# Mobility procedures

## 1. Study abroad period

Study and research periods in a foreign institution are highly encouraged and financially supported. Mobility for research must be coherent with the thesis research projects and discussed well in advance with the supervisor before seeking authorisation by part of the Faculty Board.

A student planning to leave for the study/research abroad period – in full agreement with his/her supervisor – is required to inform the Coordinator and the Secretary offices (the supervisor must also be included in the communication) via email at least 2 months before the expected departure. He/she will provide complete information on destination, duration, and research agenda of the period abroad. The student is required to discuss the research agenda of the activities he/she will carry out in the host institution and the expected output in advance with the supervisor. The Coordinator/Faculty Board will approve/reject the request. If the request is accepted, student must fill in the study abroad request on the online platform. During the authorised period abroad, the scholarship is incremented by 50% up to a maximum of 18 months.

Please read instructions about scholarship increment on the dedicated website:

[www.unive.it/pag/7719](http://www.unive.it/pag/7719) [ITA]

[www.unive.it/pag/20459](http://www.unive.it/pag/20459) [ENG]

No ticket purchase or any other personal arrangements must be done without the Coordinator online authorisation.

## 2. Missions for conference participation/presentation/summer school attendance

Starting from the second year, PhD students are granted an annual sum equivalent to 10% of the annual scholarship as reimbursement for expenses linked to research purposes. This sum can be cumulated from second to third and fourth year but must be spent before the month of September of the last year of the programme. A student who is planning – in full agreement with his/her supervisor – to attend an international conference is required to inform the Coordinator and the Secretary offices (the supervisor must be included in the communication) via email. He/she will provide complete information on the conference or summer school. The Coordinator/Faculty Board will approve/reject the request. If the request is accepted, the student must fill in the mission request on the online platform.

Please read instructions on expense reimbursement mobility on the dedicated website:

[www.unive.it/pag/7719](http://www.unive.it/pag/7719) [ITA]

[www.unive.it/pag/20459](http://www.unive.it/pag/20459) [ENG]

No ticket purchase or any other personal arrangements must be done without the Coordinator's online authorisation.

It is important to read and fully understand the regulation on expense reimbursement. Please read the handbook, which is available on the website (see link above) or ask the PhD Secretary offices for further information.

# MASTER OF RESEARCH IN MANAGEMENT STUDIES

The Department of Management will award a Master of Research in Management Studies upon the fulfillment of the first-year requirements and Master's thesis discussion.

PhD students are eligible for the award only once the PhD programme is concluded (either at the end of the three/four-year programme or in case of withdrawal/exclusion from the programme).

## Procedure for Enrollment

Once the PhD programme is concluded, it is possible to seek a Master title. For this, one must submit the request of enrollment in the Master's programme with recognition of the activities carried out in the PhD programme. At the end of the first year, PhD students who have fulfilled the first-year requirements will receive a transcript of grades and a certification of practical research training (250 hours) that will certify the activities carried out during the PhD programme, which is required to seek the Master title. This request must be submitted the academic year following the PhD conclusion. Directly after enrollment, the candidate will discuss the Master thesis in front of a final exam Commission to finalise the requirements.

## Requirements

Students are required to attend the first year courses (see page 11-12) and pass exams. In addition, students are required to carry out at least 250 hours of practical training activities in research (in Italian, "tirocinio") (10 ECTS) and produce a Master's thesis (3 ECTS).

# Facilities

## PhD Rooms

### Department of Management

PhD students have access to the PhD Room (Aula Guarini), which is located on the second floor, building C1, of the Department of Management.

Access to the room is granted only to PhD students, who are responsible for its good care.

The Secretary offices provide the front office with the list of authorised students. Students can pick up the key by giving their name to the front office personnel. From that moment, they will be responsible for the room, especially for closing windows, turning off lights, and closing the office door. There is only one key for all students, therefore, the first student will open the door for all other colleagues. The PhD Room must be kept clean and tidy. Only individual work is allowed: no group working and/or talking. The last student who leaves the PhD Room must check that all windows are closed and that all PCs and lights are turned off. Premises must be left by 7PM at the latest. The front office personnel closes all premises by 7.30PM.

### Palazzo Moro

Courses are held in Palazzo Moro, room 1C.

#### How to reach Palazzo Moro

<https://apps.unive.it/mappe/sede/990040>

## ICT infrastructure

### PCs and Wi-Fi

The PhD Room has PCs equipped with advanced software for quantitative and qualitative research methods. If you use your personal laptop, the university's wireless connection is available. See the following website for more information.

<https://www.unive.it/pag/39159>

### Photocopy machines

Networked photocopy machines are available for PhD students. It is possible to print on the machine situated on the same floor of the PhD Room, directly from the PhD Room PCs.

Photocopies must be made on both sides of the paper, front and back, to avoid waste. Copies must not be left on the photocopier machines. Be environmentally conscious before printing.

## Libraries

### Campus Library – BEC

The Campus Library – BEC is situated beside the Department of Management. PhD students can access with the student multiservice card. If you need to access the library but still do not have the card, you can ask the front desk personnel of the library for a temporary access card.

### Ca' Foscari Libraries – SBA (Sistema Bibliotecario di Ateneo)

Ca' Foscari students have access to all university libraries:

**BEC:** Economics

**BALI:** Foreign languages and literature

**BAS:** Sciences

**BAUM:** Humanities

**CFZ:** Cultural Flow Zone

For complete information on the SBA services, locations, and opening hours:

**[www.unive.it/pag/9756](http://www.unive.it/pag/9756)**

The SBA website provides important information on publishing (diffusion, visibility and impact of your research, copyright, peer review, etc.). Check the “Per Chi Pubblica” section of the website **[www.unive.it/pag/9756](http://www.unive.it/pag/9756)**

### Online resources

Ca' Foscari students have access to an enormous quantity of material:

Ca' Foscari Digital Library

Electronic Journal Catalogue

Data sets

Thesis archives

Other online catalogues and journals

For more information on online resources: **[www.unive.it/pag/10393](http://www.unive.it/pag/10393)**

## After enrollment

PhD students will receive a **[studentnumber@stud.unive.it](mailto:studentnumber@stud.unive.it)** email account upon enrollment, which will be the only email address used by the Central Administration to make official communications.

Students will apply for a **[name.surname@unive.it](mailto:name.surname@unive.it)** email. <http://www.unive.it/pag/11398>

This address must be communicated to the PhD Secretary offices as soon as possible.

Once this email address is available, students must **feed their personal webpage** with updated CVs, publications, and photos. Students will register to **ORCID** (Open Researcher and Contributor ID) and communicate their identifier to the PhD Secretary offices. Students must regularly update their publications in the ARCA catalogue.

## Absence and leave

Course and seminar attendance is compulsory. Absences to courses and seminars must be notified by email to the professor of the course and to the PhD Secretary offices in advance.

Students who require returning to their country for personal reasons must discuss the request with their supervisor and inform the Coordinator and the PhD Secretary offices in useful time, especially if the absence overlaps with mandatory activities (courses, seminars, department activities, meetings with the supervisor).

### Contacts:

For information on educational activities:

Department of Management, PhD Secretary offices

San Giobbe Cannaregio 873,

30121 Venice

Tel: +39 041 234 8761

phd.management@unive.it

## Ca' Foscari University of Venice

Here below are specific Ca' Foscari website pages related to the PhD programme.

### o PHD OFFICE

[www.unive.it/pag/252](http://www.unive.it/pag/252) [ITA]

[www.unive.it/pag/25684](http://www.unive.it/pag/25684) [ENG]

### o POSTGRADUATE ADMINISTRATIVE OFFICE

[www.unive.it/data/strutture/111618](http://www.unive.it/data/strutture/111618)

### o ADMINISTRATIVE PROCEDURES FOR PHD STUDENTS

[www.unive.it/pag/7717](http://www.unive.it/pag/7717) [ITA]

[www.unive.it/pag/20463](http://www.unive.it/pag/20463) [ENG]

### o INTERNATIONAL WELCOME DESK – FOR FOREIGN STUDENTS

[www.unive.it/welcome](http://www.unive.it/welcome)

### o HOUSING OFFICE AND CANTEENS

[www.unive.it/pag/19768](http://www.unive.it/pag/19768)

### o STUDENT MULTISERVICE CARD

[www.unive.it/pag/16409](http://www.unive.it/pag/16409)

### o MEDICAL ASSISTANCE/LOCAL PHYSICIAN

[www.unive.it/pag/12525](http://www.unive.it/pag/12525)

Ca' Foscari's **PhD Office** and **Postgraduate Administrative Sector** (Ufficio Postlauream) are the offices in charge of the management of PhD students from an administrative point of view (from enrollment through graduation).

# Appendix A

## Required qualifications

In order to enroll in the PhD programme, students are expected to possess the math and statistics competences listed below.

Statistics:

- Arithmetic mean (e.g. how to find it in a sample)
- Median (e.g. how to find it in a sample)
- Standard deviation (e.g. how to calculate it)
- Variance (e.g. how to calculate it)
- Correlation (e.g. how to interpret a correlation coefficient)
- Causation / causality (e.g. why it is different from correlation)
- Regression (e.g. how to interpret a regression coefficient)
- Common tests of significance (e.g. P-value, R-squared)
- Types of variables (e.g. continuous, ordinal, categorical, dummy)
- Growth rate (e.g. how to compute it)
- Basic familiarity with computers and productivity software, like Excel (e.g. how to use basic formula and plot graphs).

Suggested reference: OpenStax (2013). Introductory Statistics. Rice University.  
Free download of the pdf [here](#).

Mathematics

- Number sets – Powers and their properties – Logarithms and their properties – Equations – Inequalities
- The notion of real function – Graphs of functions – Linear and quadratic functions – Logarithmic and exponential functions
- Derivatives – Rates of change – Increasing/decreasing functions – Convexity and concavity
- Rules for differentiation – Maxima/Minima
- Indefinite integrals – Definite integrals – Improper integrals

Suggested reference: K. Sydsaeter, P. Hammond and A. Strom (2016). Essential Mathematics for Economic Analysis (V edition), Pearson. Chapters 1-9.

# Appendix B

## Evaluation grid (Pre-Defence and Final Exam)

Name of the candidate:

Cycle:

Title of the thesis:

Date of final exam:

This form supports the final exam committee in formulating a recommendation for the award of the PhD degree. It contains an assessment grid that will become part of the official minutes of the examination.

The examining commission will judge: (1) the thesis, (2) the presentation. Please rate all of the following.

	Excellent	Very good	Good	Satisfactory	Limited
THESIS					
How original and timely is the research question of the thesis?					
How rigorous is the methodological part of the thesis?					
How interesting and well developed are the results and/or discussion sections of the thesis?					
How is the overall quality of the contribution in terms of existing research, academic relevance, and debate?					
PRESENTATION					
Oral Presentation					
Competence in replying to questions					
OVERALL EVALUATION					
COMMITTEE FINAL COMMENTS (not mandatory)					





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30121 Venice  
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e.mail: [phd.management@unive.it](mailto:phd.management@unive.it)