PhD Programme in Management
Master of Research in Management Studies

Guide A.Y. 2017-18
Dear Students, welcome to the PhD programme in Management of Ca’ Foscari University! The PhD in Management is a three-year doctoral programme at Ca’ Foscari University, which is a public university based in Venice, established in 1868 as the first Business School in Italy and the second in Europe. Constituted more than three decades ago, the PhD programme is offered by the Department of Management, and it is an international programme designed to train doctoral candidates in different areas of Management studies. The PhD programme is member of two European Doctoral networks: EDAMBA-European Doctoral Programmes Association in Management and Business Administration and CESENEET - Central and South-East European PhD Network, to promote research opportunities and exchange of PhD students and faculty with partner universities.

We provide an intense and challenging first year coursework and students who successfully meet the requirements have the opportunity of being awarded a Master of Research in Management Studies title at the end of the first year. We look for highly motivated young researchers from all over the world and the faculty engage students and supports them in developing research projects meeting the highest international scientific and ethical standards. Our students have recently published one of the PhD thesis’s papers in top management journals such as Academy of management journal, Organization science, Organization studies.

Major areas of research currently include innovation and entrepreneurship; organization theory and design; human resource management and competences; marketing; accounting regulation, strategic management, cultural management, behavioural economics, business history, corporate finance and sustainability. The programme provides opportunities for gaining research experience already in the first year, which will be described in the subsequent pages. Our skilled students can pursue careers in the Academia, in public and private research institutions, government agencies, consulting organizations, and in private companies. In the last years, PhDs started their careers in institutions such as Erasmus School of Business-Rotterdam, Istanbul Medeniyet University, Glasgow University, ETH Zurich, IESEG School of Management, Université Catholique de Lille, Cisco - Strategic Business Intelligence Unit, WHU-Otto Beisheim School of Management, WU Vienna University of Economics and Business, Dublin University, LUISS Guido Carli University, Groningen University, Warwick University, Católica Lisbon School of Business & Economics and obtained a Marie Skłodowska-Curie European fellowship.

With this document we provide complete information on the PhD programme, the faculty and areas of research, the Department of management and the Ca’ Foscari University administrative offices that will support and help students along the duration of the programme. The PhD Guide is integrated with the Policies and Procedures, which represent the mandatory rules of conduct and regulations for the entire duration of the cohort’s programme.

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

Anna Comacchio
Full professor of Organization and Management
Coordinator of the PhD in Management
Department of Management
Ca’ Foscari University of Venice
The Department of Management of Ca’ Foscari University is among the largest and prominent Departments of Management in Italy and hosts highly qualified and internationally renown research centres. The Department carries out research and study activities of various types. The close links with the business world can be seen in the development of research programs (relating to areas of general interest) and research projects (focused on single aspects). In defining the lines of research and study, particular emphasis is given to dialogue with foundations, enterprises and professions, as well as with representatives of institutions and trade associations. This applied research approach goes hand in hand with the Department’s standard research, which is vital for the discovery of new managerial frontiers.

The Department of Management supplies advisory and mentoring services for companies. These services can assist in refining consolidated business practices; and, where necessary, can help businesses in difficulty to redevelop and regain their efficiency. The Department also provides support services for the promotion of business start-ups and new forms of entrepreneurship.

The Department’s research centres are:

- CAMI | Center for Automotive and Mobility Innovation
- CERME | Center for Experimental Research in Management and Economics
- CFCC | Ca’ Foscari Competency Centre
- DEL | Digital Enterprise Lab
- IMA-lab | International Management to Asia
- LABIRIND | International Lab on Industrial relations
- IOS | Innovation Organization & Strategy
- MACLAB | Cultural management
- MAP LAB | Public management and Non-Profit
- Risk-LAB | Risk, Sustainability and performance

The PhD Faculty is composed of 19 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*.

**Faculty Board & Staff**

**Prof. Anna Comacchio**, Coordinator of the PhD Faculty Board
Email: comacchio@unive.it
Research fields: Organisation design and behaviour, innovation, conceptual innovation, innovative start-ups, human resource management and competencies.

**Prof. Carlo Bagnoli**
Email: bagnoli@unive.it
Research fields: Voluntary disclosure strategy, the fit between knowledge management strategy and business strategy, the fit among organizational identity, culture and image, digital and design strategy innovation, strategy as practice and paradox theory.

**Prof. Sara Bonesso**
Email: 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. Anna Cabigiosu**
Email: 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. Michela Cordazzo
Email: michela.cordazzo@unive.it

Prof. Daniela Favaretto
Email: favaret@unive.it
Research fields: Logistics, optimal control, data mining and clinical problem, decisional problem.

Prof. Giovanni Favero
Email: gfavero@unive.it
Research fields: Organizational history, historical methods for management research, ethnostatistics, accounting history, entrepreneurship in context, retrospective legitimation practices.

Prof. Vladi Finotto
Email: vfinotto@unive.it
Research fields: Entrepreneurship, evolution of higher education systems, manufacturing-innovation colocation, distributed innovation, strategy.

Prof. Claudio Giachetti
Email: claudio.giachetti@unive.it
Research fields: Competitive dynamics in rapidly changing technological and institutional environments.

Prof. Maria Lusiani
Email: 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. Alessandra Perri
Email: alessandra.perri@unive.it
Research fields: Innovation strategies in multinational firms and their subsidiaries, knowledge spillover 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, optimization, mean field games, complex systems, efficiency assessment.

Prof. Ugo Rigoni
Email: rigons@unive.it
Research fields: Bank management, behavioural finance, business sustainability, investment services and securities industry.

Prof. Chiara Saccon
Email: csaccon@unive.it

Prof. Fabrizio Panozzo
Email: bauhaus@unive.it
Research fields: Critical and cultural management.

Prof. Andrea Stocchetti
Email: stocket@unive.it
Research fields: Sustainability management, corporate social responsibility, sustainable mobility and transport, automotive industry, business competitive analysis.
PhD in Management/
Master of Research in Management Studies

General organisation
The PhD programme in Management is a full-time programme offering an integrated Master of research. At the end of the first year, students meeting all the specific requirements (see dedicated section below) are awarded a Master of Research in Management Studies (in Italian Master universitario di secondo livello).

The first year is characterized by an advanced learning programme of mandatory research oriented courses on research methods and key topics in management studies and they are aimed at developing students’ research question and project and to enrich their methodological skills. The first academic year in organised in three terms and courses start in mid-September and end in June. Courses and participation to department international seminars absorb most of the students’ activity from Monday to Friday.

In mid-April, PhD students are expected to present to the Faculty Board their research project, which will be a first milestone for the PhD dissertation development and related choice of a PhD thesis supervisor among the PhD faculty. After this important step, students will devote their summer to work on their Summer paper - Master Thesis, final step of the first PhD year and Master programme.

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 the thesis supervisor. Second-year students are also expected to participate actively in the Management Lectures as discussants and in the joint workshops organised by the PhD program.

Third-year students are entirely devoted to their doctoral thesis, under the guidance of their supervisor and to the participation in the departmental activities (lectures, seminars, presentations, workshops, etc.). Participation in top international conferences and doctoral colloquium is recommended and financially supported.

The PhD Programme must be completed in three years.

Requirements for the Master of Research in Management Studies award
Students enrolled in the PhD programme who acquire 82 ECTS in the first year will be awarded a Master of Research in Management Studies.

Students are required to attend the first year courses and pass the related exams for an acquisition of 69 ECTS, equivalent to 300 hours of teaching activities (lessons, workshops, etc). Practical research activities (in Italian “tirocinio”) for a total of 250 hours (10 ECTS) are also among the requirements for the Master. These activities are carried out along the duration of the first year. Last, students must write a Master’s thesis (3 ECTS).

Subdivision of ECTS by term (first year):

<table>
<thead>
<tr>
<th>Course Type</th>
<th>ECTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>first term courses</td>
<td>27 ECTS</td>
</tr>
<tr>
<td>second term courses</td>
<td>30 ECTS</td>
</tr>
<tr>
<td>third term courses</td>
<td>12 ECTS</td>
</tr>
<tr>
<td>practical research activities</td>
<td>10 ECTS</td>
</tr>
<tr>
<td>master’s thesis/summer paper</td>
<td>3 ECTS</td>
</tr>
<tr>
<td>Total for Master of Research in Management Studies</td>
<td>82 ECTS</td>
</tr>
</tbody>
</table>
PhD Teaching Programme  
Academic Year 2017-18

First Term

**Courses & Professors**  
Preparatory mathematics & Mathematics for management studies: Prof. Marco Tolotti  
Organization studies (OS): Prof. Anna Comacchio  
Statistical models for management studies: Visiting Prof. Juan Manuel Batista-Foguet (ESADE)  
Strategic management theory: Prof. Claudio Giachetti  
TIM: Prof. Francesco Zirpoli

<table>
<thead>
<tr>
<th>COURSES</th>
<th>Start</th>
<th>End</th>
</tr>
</thead>
<tbody>
<tr>
<td>WELCOME DAY</td>
<td>September 6</td>
<td>15.30 AM</td>
</tr>
<tr>
<td>BIG DATA SEMINARS - Starting from Fall 2017</td>
<td></td>
<td></td>
</tr>
<tr>
<td>the seminars will be organized along the</td>
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<tr>
<td>academic year. The aim of the program of</td>
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<tr>
<td>big data in management research is to</td>
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<td>develop students knowledge and skills on</td>
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<tr>
<td>the topic as well as to build a critical</td>
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<tr>
<td>approach on big data and management</td>
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<tr>
<td>studies, drawing on the most advanced and</td>
<td></td>
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<tr>
<td>updated scientific debate.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Preparatory mathematics</td>
<td>September 11</td>
<td>September 22</td>
</tr>
<tr>
<td>Mathematics for management studies</td>
<td>September 25</td>
<td>October 6</td>
</tr>
<tr>
<td>Exam Mathematics for management studies</td>
<td>October 10</td>
<td></td>
</tr>
<tr>
<td>Perspectives on management research</td>
<td>3 modules (from September to December)</td>
<td></td>
</tr>
<tr>
<td>Exam Statistical models for management</td>
<td>December</td>
<td></td>
</tr>
<tr>
<td>Strategic management theory</td>
<td>October 23</td>
<td>November 17</td>
</tr>
<tr>
<td>Technology and Innovation Management (TIM)</td>
<td>November 27</td>
<td>December 22</td>
</tr>
<tr>
<td>Organization studies (OS)</td>
<td>November 27</td>
<td>December 22</td>
</tr>
<tr>
<td>Christmas Break</td>
<td>December 23</td>
<td>January 8</td>
</tr>
<tr>
<td>Exam Strategic management theory (paper)</td>
<td>within December 30</td>
<td></td>
</tr>
<tr>
<td>Exam TIM and OS (paper)</td>
<td>within January 20</td>
<td></td>
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</tbody>
</table>

Second Term

**Courses & Professors**  
Financial management: Prof. Ugo Rigoni  
Game theory: Prof. Silvia Faggian  
Laboratory of ethnography: Prof. Maria Lusiani  
Behavioral and experimental economics: Prof. Massimo Warglien  
Philosophy of social sciences: Prof. Eleonora Montuschi  
Accounting: Prof. Chiara Saccon  
Qualitative research methods: Prof. Sara Bonesso

<table>
<thead>
<tr>
<th>COURSES</th>
<th>Start</th>
<th>End</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial management</td>
<td>January 22</td>
<td>March 2</td>
</tr>
<tr>
<td>Game theory</td>
<td>January 22</td>
<td>March 2</td>
</tr>
<tr>
<td>Reading week + Exam sessions (FM &amp; GT)</td>
<td></td>
<td>March 5-16</td>
</tr>
<tr>
<td>Philosophy of social sciences</td>
<td>February 5</td>
<td>March 17</td>
</tr>
<tr>
<td>Behavioral and experimental economics</td>
<td>February 5</td>
<td>April 20</td>
</tr>
<tr>
<td>Exam Philosophy of social sciences (paper)</td>
<td></td>
<td>May 4</td>
</tr>
<tr>
<td>Accounting</td>
<td>March 19</td>
<td>April 20</td>
</tr>
<tr>
<td>Qualitative research methods + Lab of</td>
<td></td>
<td>March 19</td>
</tr>
<tr>
<td>ethnography</td>
<td></td>
<td>April 20</td>
</tr>
<tr>
<td>Reading week + Exam sessions QRM &amp;</td>
<td></td>
<td>April 23 -May 6</td>
</tr>
<tr>
<td>Accounting &amp; Beh Ex Ec</td>
<td></td>
<td></td>
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</tbody>
</table>

Third Term

<table>
<thead>
<tr>
<th>COURSES</th>
<th>Start</th>
<th>End</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competitive analysis and sustainability</td>
<td>May 7</td>
<td>June 15</td>
</tr>
<tr>
<td>Critical management studies</td>
<td>May 7</td>
<td>June 15</td>
</tr>
<tr>
<td>Business history</td>
<td>May 7</td>
<td>June 15</td>
</tr>
<tr>
<td>Exams sessions</td>
<td></td>
<td>June 19-30</td>
</tr>
</tbody>
</table>

**Courses & Professors**  
Competitive analysis: Prof. Andrea Stocchetti  
Critical management studies: Prof. Fabrizio Panozzo  
Business history: Prof. Giovanni Favero

**Courses syllabus**  [http://www.unive.it/data/7888/](http://www.unive.it/data/7888/)  
**Schedule of courses**  [http://www.unive.it/pag/7889/](http://www.unive.it/pag/7889/)  
Attendance to courses and seminars is compulsory. Student who cannot be present should inform the professor and the Secretariat beforehand.
Compulsory knowledge requirements for first term courses

Students are expected to have good knowledge of the below stated topics and references.

**Mathematics for Management Studies:** Please refer to the “Refresh in Mathematics” by Silvia Faggian and Marco Tolotti, which will be sent separately via email.

**Statistical Models for Management Studies:** The course requires a working knowledge of basic probability and statistics. A gentle introduction to statistics can be found in the following book: Ross, S.M. (2010). Introductory Statistics, 3d edition. Elsevier. Understanding of the topics covered in Chapters 1-9 of the above book will be assumed through the course. The PhD student may consider alternative textbooks that cover the same topics (descriptive statistics, basic probability, random variables, limit theorems, estimation, hypothesis testing).

**Game Theory:** Students are expected to be familiar with standard material in analysis and probability at the level of Chapter 19 in Tadelis (2013). This is required summer reading. Some previous knowledge of game theory is expected, roughly equivalent to Part I and II of Tadelis (2013). Part I will be taken for granted: this is required summer reading. Part II will be covered in class at a brisk pace; for students unfamiliar with game theory, this is recommended summer reading.

**Strategic Management Theory:** Students are expected to have a basic knowledge of Strategic Management. Required summer reading: Grant R. M. (2010), “Contemporary strategy analysis”, 7th edition. Wiley [Chapters 1, 3, 4, 8, 9, 10, 11, 14, 16, 17].

**Organization Studies:** Students are expected to have a basic knowledge of Organization theory.

**Required summer readings:**


Management Lectures

Management Lectures are usually organized every month on Wednesday lunchtime, hosting both Ca’ Foscari researchers and international speakers from Italian, European and worldwide Universities and research institutions.

Each lecture is organized in two sections: the first one consists in the presentation of the Speaker’s research paper and a PhD student acts as a discussant. The second one is a dedicated to a specific talk given by the Speaker to the PhD students on theoretical or methodological implications of his/her research.

Participation to the Management Lectures is compulsory for all PhD students. Second and third year students are asked to act as discussant at least twice during the academic year.

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

http://www.unive.it/phdmanagement

http://www.unive.it/data/agenda/7
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, Department of Management.
Access to the room is granted only to PhD students who are all responsible for its good care.
The Secretariat provides the front office with the list of authorised students. Once you arrive in San Giobbe in the morning, you can pick up the key by giving your name to the front office personnel. From that moment, you will be responsible for the room, especially for closing windows, turning off the lights and closing the office door. If you plan leaving earlier than closing time, you must communicate to the front office the name of another colleague who will be in charge of the above-mentioned closing procedure. There is only one key for all students, therefore, the first student opens the door for all the other colleagues.
Remember never to close the door and keep the key to yourself, otherwise your colleagues will not be able to enter the room. Please keep the PhD room clean and tidy. Remember that only individual work is allowed: no group working and talking. Last student who leaves the PhD room must check that all windows are closed, PCs and lights turned out. Premises must be left by 19:00 the latest. Front office personnel closes all premises by 19.30 and you must avoid being locked in the Department.

Palazzo Moro
Courses are held in Palazzo Moro. If you need to carry out group work or you wish to discuss with your colleagues, you can use the lecture room.

How to get to Palazzo Moro
http://www.gsem-univeneto.it/altri_pdfs/HowToGet-PalazzoMoro.pdf

ICT infrastructure
PCs and Wi-Fi
The PhD room has some 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.

Photocopy machines
Networked photocopy machines are available for PhD students. From the PhD room’s computers you can print on the machine situated on the same floor of the PhD room.
If you use your personal laptop, and you wish to print, you need to use a USB device and print from the machine situated on the first floor, next to the coordinator’s office.
Photocopies must be made on both sides to avoid waist of paper. Remember to pick up your copies from the machines whenever you print. Take into account the use of paper before printing.

Libraries
Campus Library – BEC
Right next to the Department of Management is situated the Campus Library – BEC. You can have access with your multiservizi card/student card. If you need to access the library but you 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
Ca’ Foscari students have access to all university’s libraries:
BEC: Economics
BALI: Foreign languages and literature
BAS: Sciences
BAUM: Humanities
CFZ: Cultural Flow Zone
For complete information on location and opening hours:
http://www.unive.it/nqcontent.cfm?a_id=75562

Online resources
Ca’ Foscari students have access to an enormous quantity of materials:
Ca’ Foscari Digital Library
Electronic Journals Catalogue
Data sets
Thesis’ archives
For more information on the online resources:
http://www.unive.it/nqcontent.cfm?a_id=76205
Ca’ Foscari University of Venice

The following are specific pages of Ca’ Foscari website in which you will find useful information and that you are asked to get familiar with.

- **CA’ FOSCARI ENGLISH WEBSITE**
  http://www.unive.it/pag/13526/

- **INTERNATIONAL WELCOME DESK – FOR FOREIGN STUDENTS**
  http://www.unive.it/welcome

- **ENROLMENT TO PHD PROGRAMMES 2017-18**
  http://www.unive.it/pag/28045/

- **PHD OFFICE**
  http://www.unive.it/pag/252/ [ITA]
  http://www.unive.it/pag/25684/ [ENG]

- **POSTGRADUATE ADMINISTRATIVE OFFICE**
  http://www.unive.it/data/strutture/111618

- **ADMINISTRATIVE PROCEDURES FOR PHD STUDENTS**
  http://www.unive.it/pag/7717/ [ITA]
  http://www.unive.it/pag/20463/ [ENG]

- **HOUSING OFFICE AND CANTEENS**
  http://www.unive.it/pag/19768

- **MULTISERVICE CARD**
  http://www.unive.it/pag/16409/

- **MEDICAL ASSISTANCE/LOCAL PHYSICIAN**
  http://www.unive.it/pag/12525/

Ca’ Foscari PhD Office and Postgraduate Administrative Sector are the offices in charge of the management of PhD students from an administrative point of view (from enrolment throughout graduation).

Students are asked to become familiar with the websites of these offices:

http://www.unive.it/pag/252/ [ITA]
http://www.unive.it/pag/25684/ [ENG]

**Postgraduate Administrative Sector**
http://www.unive.it/pag/20069/

**After enrollment**

Once enrolled as a PhD student, you are part of Ca’ Foscari University Venice, this means that:

- You will receive an **studentnumber@unive.it** email account upon enrolment which will be the only email address used by the Central Administration to communicate on an official basis with you.

- You will apply for a **name.surname@unive.it** email. To do so please read here: www.unive.it/pag/11398 You need this email in order to be listed among the PhD students of the Management Department. Please communicate your name.surname@unive.it address to the PhD Secretariat at sse@unive.it as soon as you get it.

- Once you have this email address, you will be able to **feed your personal webpage** with your CV, publications and photo.

- Every PhD student is required to register to ORCID (Open Researcher and Contributor ID) and communicate his/her **ORCID** code to the secretary after he/she will be regularly registered at Ca’ Foscari University as PhD student.

- Every PhD student is required to regularly update his/her publications in the ARCA catalogue.
Mandatory activities for academic year 2017-2018

<table>
<thead>
<tr>
<th>COHORT</th>
<th>EVENT</th>
<th>DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>All cohorts</td>
<td>Welcome Day for 1st year students</td>
<td>6 September 2017</td>
</tr>
<tr>
<td>1st year – 33rd cohort</td>
<td>Research meetings with faculty members</td>
<td>First and second semester 2017/18</td>
</tr>
<tr>
<td>1st year – 33rd cohort</td>
<td>PhD seminar presentations</td>
<td>First and second semester 2017/18</td>
</tr>
<tr>
<td>1st year – 33rd cohort</td>
<td>Research idea presentation</td>
<td>23 April 2018</td>
</tr>
<tr>
<td>1st year – 33rd cohort</td>
<td>Master thesis presentation</td>
<td>First week of September 2018</td>
</tr>
<tr>
<td>2nd year – 32nd cohort</td>
<td>Economics &amp; Management Joint Workshop / First paper presentation</td>
<td>18 June 2018</td>
</tr>
<tr>
<td>3rd year – 31st cohort</td>
<td>Venezia-Trento Joint Workshop</td>
<td>July 2018</td>
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<tr>
<td>3rd year – 31st cohort</td>
<td>Pre-defense</td>
<td>11 July 2018</td>
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</tbody>
</table>

**First year**

During the first year, the Master’s and the PhD programmes have the same teaching activities. The first year is characterised by an advanced learning programme of 14 compulsory courses (30 hours-6 ECTS) on key topics in management studies, with exams and assignments. The programme starts early in September with a preparatory course in mathematics and ends in June.

The first academic year has three terms of courses that are provided to support students in developing their research question and project and to enrich their methodological skills. Courses and participation to departmental lectures and activities engage schedules from Monday to Friday. Management lectures are scheduled on average on Wednesdays afternoons.

During the summer of the first year, students work on their summer paper/Master’s thesis and are expected to deliver a paper as final dissertation to be discussed in front of a Master’s final exam commission at the beginning of September.

**Master’s Requirements**

PhD students enrolled in the PhD programme in Management at Ca’ Foscari University, earning overall 82 ECTS will be awarded an integrated Master of Research in Management Studies (in Italian: Master universitario di secondo livello in Management Studies) at the end of their first year.

Students are required to attend one year of courses and pass exams for 69 ECTS. 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).

To obtain the Master title a student is expected to achieve a passing grade in all courses. In order to achieve the passing grade requirement, students are given the opportunity of having three retakes but only one retake for each exam. If a student either does not fulfil the grade and retake requirements or receive a negative evaluation on his/her academic performance including academic honesty infringements, along the academic year, the Faculty board can decide to exclude the student from the PhD programme even before the end of the academic year, according to the PhD regulation of the Ca’ Foscari University of Venice.

After completing their first year of studies, the training period and successfully pass the Master’s final exam, PhD students will be eligible to be awarded the Master of Research in Management Studies.

Students not admitted to the second year of the PhD programme can be eligible of the Master’s award having satisfied all the Master’s requirements.

**PhD Requirements**

First-year PhD students, while attending courses and successfully pass exams will develop their research idea to be presented in April (mid-second term) to the Faculty with the aim of identifying their thesis topic and supervisor.

Students will have feedbacks on their courses performance and research idea during the whole year:
- An early feedback – end of February: first evaluation and feedback at the end of first term exams;
- Feedbacks on Research idea presentation – end of April;
- A mid-July feedback.

The evaluation of the PhD student will be based on:
- Course work: average of course grades cannot be inferior to 3.00 (B); Students must achieve 81 ECTS from course and related exams.
- Participation:
  - qualitative feedback of 1st, 2nd and 3rd term courses professors on class participation;
  - seminar participation (% of participation to department seminars [>90% A, 90-80% B, <80% C]);
- Research project and summer paper/master Thesis:
  - at the end of the 3rd term (July), PhD students who have fulfilled the Master’s requirements will be admitted to Master’s thesis final exam;
  - at the end of academic year (September) the evaluation of Summer paper-Master’s thesis will be carried out by the supervisor and Master’s Final exam commission.

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 over the compulsory courses should not be less than 3.00 (equivalent to B) as conventionally 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 is given the opportunity of having three retakes but only one retake for each exam. 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 of the program (please refer to Academic honesty paragraph) and decide the admission to the second year of the PhD programme. Students not admitted to the second year of the PhD programme can be eligible to the Master’s award having satisfied all the Master’s requirements.

**Subdivision of ECTS by term**

<table>
<thead>
<tr>
<th>Term</th>
<th>ECTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>first term 5 compulsory courses</td>
<td>27 ECTS</td>
</tr>
<tr>
<td>second term 5 compulsory courses</td>
<td>30 ECTS</td>
</tr>
<tr>
<td>third term 2 elective courses</td>
<td>12 ECTS</td>
</tr>
<tr>
<td>practical research activities</td>
<td>10 ECTS</td>
</tr>
<tr>
<td>master’s thesis/summer paper</td>
<td>3 ECTS</td>
</tr>
<tr>
<td>Total for Master of Research in management Studies</td>
<td>82 ECTS</td>
</tr>
</tbody>
</table>
Second year
Second-year students continue to develop their research project and plan international mobility (summer schools, conferences, research abroad) together with their supervisor. The choice of the international institution where the student could develop the thesis research project is made by the supervisor and student coherently with the research project of the doctoral thesis and is approved by the Faculty board.

While on residence, second-year students are expected to participate actively in Department’s activities. Participation in the Management Lectures is compulsory for all PhD students. Second year students are asked to act as discussant of a paper presented at Department’s seminars, at least twice during the academic year.

The Joint Economics and Management PhD Workshop – First paper presentation organized the end of June of the second year is a compulsory activity. Presentation is mandatory and students have to organize their international mobility in order to be present at the event.

Second-year students are asked to regularly (weekly) meet their supervisor and report their research advancements.

Students who require to return to their country for personal reasons need to discuss the request with their supervisor and to inform the coordinator with sufficient time in advance, especially if the absence overlaps with mandatory activities (courses, seminars, department activities, meetings with the supervisor).

Throughout the academic year and especially for admission to the third year, the Faculty board will evaluate the PhD student’s achievements in the development of his/her research upon the feedbacks given by the student’s supervisor to the Faculty board, his/her participation in the PhD programme and Department’s activities, including the lectures and also the compliance with the rules of conduct of the program (please refer to Academic honesty paragraph). The Faculty board will decide the admission to the third year of the PhD programme at the end of the second year.

Third year
Third-year students are entirely devoted to develop and complete their doctorial thesis, under the guidance of their supervisor, and to participate in the activities organised by the PhD programme and the Department of Management. Participation to the Management Lectures is compulsory for all PhD students. Third-year students are asked to act as discussant at least twice during the academic year.

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

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

To be admitted to the evaluation procedure of the PhD thesis, PhD students must hold a pre-defense session in front of the members of Faculty board (see the pre-defense paragraph). The Faculty board will decide the admission to the third year of the PhD programme.

Requirements of the PhD thesis
The PhD thesis collects three original papers of which one must be single-authored by the PhD student. No more than one paper can be co-authored with the supervisor while co-authorship with other authors is permitted.

At least two papers must be presented at an international doctoral colloquium, conference or other public venues. The thesis can also be presented as a monographic work if coherent with the research project. In this case, parts of the work must be presented as well at an international doctoral colloquium, conference or other public venues.

The thesis must contain an index, a general introduction explaining main motivation of the research project, 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 in top academic journals the papers of the dissertation even before the final exam.

Pre-defense
To be admitted to the evaluation procedure of the PhD thesis, PhD students must hold a pre-defense session in front of the members of Faculty board. The pre-defense is scheduled before the summer period of the third year (usually mid of July) and it is a mandatory activity.

The requirements for the pre-defense are to submit the three papers of the thesis a week before the presentation and the abstract of the three papers two weeks before the pre-defense. At the moment of the pre-defense, two papers of the thesis must be compiled and already presented to an international conference, whereas the third can be in an advanced state of completion (working paper level).

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

PhD thesis procedure and final exam
After positively passing the pre-defense session, at the end of the third year, students need to be admitted to the final exam. To ask for admission to final exam procedure:

Within September 1st submission to PhD Secretariat and supervisor of:
- A report on the activities carried out during the PhD programme
- The draft of the thesis already completed

If approved, the student will have to follow the final exam instructions. Please read carefully the information on the following websites and meet the deadlines required:
http://www.unive.it/pag/7729/ [ITA]
http://www.unive.it/pag/20435/ [ENG]

a) Submission of final exam request to the Administrative offices of Ca’ Foscari University and upload of advanced draft of the thesis and report on activities on the web platform
http://www.unive.it/pag/7729/ [ITA]
http://www.unive.it/pag/20433/ [ENG]

b) Evaluation of thesis by external referees
http://www.unive.it/pag/7744/[ITA]
http://www.unive.it/pag/20435/[ENG]

c) thesis submission and anti-plagiarism verification
http://www.unive.it/pag/7744/[ITA]
http://www.unive.it/pag/20433/[ENG]

d) exam session from mid-January to end of March
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:
http://www.unive.it/pag/7882/ [ITA]
http://www.unive.it/pag/20450/[ENG]
A student interested in applying for the Doctor Europaeus label must inform the Secretariat of the Programme around pre-defense time.

Publications in PhD/University web page
Every student is required to feed regularly his/her personal webpage by updating the information related to his/her PhD career (conferences attended, teaching, etc.).
Above all, it is mandatory for each student to include in the ARCA University catalogue any publication (from conference proceedings to working papers). International mobility will be funded upon the regularly update of the student’s publications page.
Information on the ARCA catalogue and how to include publications: https://arca.unive.it/

ORCID code - http://orcid.org
Every student is required to register to ORCID (Open Researcher and Contributor ID) and communicate his/her Orcid code to the secretary after he/she will be regularly registered at Ca’ Foscari University as PhD student.

Absences and leave
Courses and seminars attendance is compulsory. Absences to courses and seminars must be notified to the professor of the course and to the PhD Secretariat in advance.
Students who require to return to their country for personal reasons need to discuss the request with their supervisor and to inform the coordinator with sufficient time in advance, especially if the absence overlaps with mandatory activities (courses, seminars, department activities, meetings with the supervisor).

Academic honesty
The PhD in Management considers academic honesty1 as a paramount issue in the behaviour of PhD students. Plagiarism of any kind (from copying in an exam to avoiding quoting the references or sources of findings) is not accepted and disapproved by all the Department community.
If in doubt about any aspect of academic honesty it is always best to seek clarification at an early stage by asking to course professors, supervisor and the programme Coordinator. 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.
The Faculty Board, according to the gravity of the infringements of academic honesty by a PhD student will decide sanctions up to the exclusion from the PhD programme along the year, according to the PhD regulations of Ca’ Foscari University (art. 13) http://www.unive.it/pag/8256/.

Administrative regulations and procedures
In addition to fulfil the requirements indicated above for every cohorts, PhD students have to be fully aware and comply with the general doctoral regulations of Ca’ Foscari University, reported at http://www.unive.it/pag/8256/. Norms and procedures are provided about suspensions, withdrawals, and exclusions from the programme; about the administration of scholarships and grants, about the possibilities of taking a job during the programme. Students will be informed by the need to comply with other procedures as they may rise.

1. Academic rules of conduct are available in the Ca’ Foscari University Codice Etico.
Mobility procedures

1. Study abroad period
Study and research periods in a foreign institution must be discussed with supervisor and authorised by the Faculty board well in advance before departure.

A student planning - with full agreement of his/her supervisor - to leave for the study/research abroad period is required to inform via email the Coordinator and the Secretariat of the Programme (supervisor must be included in the communication) at least 2 months before expected departure. He/she will provide complete information on destination, duration and research agenda of the period abroad. The student is required to discuss, in advance, with the supervisor the research agenda of the activities he/she will carry out in his Institution and the expected output. 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%.

Please read instructions about scholarship increment on the dedicated website:
http://www.unive.it/pag/7719/[ITA]
http://www.unive.it/pag/20459/[ENG]

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

2. Missions for conference participation/presentation/summer school attendance
Starting from the second year, PhD students are granted an annual sum of 1,363,85€ (equivalent to 10% of the annual scholarship) as reimbursement for expenses linked to research purposes. This sum can be cumulated from second to third year but should be spent before September 14th of the third year. A student who is planning - with full agreement of his/her supervisor - to attend an international conference is required to inform via email the Coordinator and the Secretariat of the Programme (supervisor must always be included in the communication). 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, student must fill in the mission request on the online platform.

Please read instructions about expense reimbursement mobility on the dedicated website:
http://www.unive.it/pag/7719/[ITA]
http://www.unive.it/pag/20459/[ENG]

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

It is important to read and fully understand the regulation on expenses reimbursement. Please read the handbook which is available on the above stated website or ask for further information to the PhD Secretariat.

Regulation of the PhD programmes of Ca’ Foscari University is available on the website.
http://www.unive.it/pag/8256/[ITA]
PhD in Management
Department of Management
Ca’ Foscari University of Venice
San Giobbe Campus – Cannaregio 873
30121 Venice
www.unive.it/phdmanagement