Ca' Foscari University of Venice

VENICE SCHOOL OF MANAGEMENT

PhD Programme in Management

Guide A.Y. 2025-26

Contents

Welcome

Prof. Giovanni Favero
Coordinator of the PhD Programme

Dear Students,

I am very pleased that you have chosen 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, started in 1868 as the third business school in Europe and the first one in Italy. Today, Ca' Foscari is highly committed to 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 of the European Doctoral Programmes Association in Management and Business Administration (EDAMBA), which promotes research opportunities and the exchange of PhD students and faculty members with partner universities. Starting from the 2020-2021 academic year, the PhD in Management has established a double PhD degree programme with SKEMA Business School, including student exchanges for periods ranging from 12 to 18 months.

The PhD programme is offered directly by the Venice School of Management, one of the largest and most renowned departments of management in Italy. The VSM boasts laboratories, research centers, and a faculty highly committed to research, aiming to ensure your future academic and personal success.

In recent years, our students and graduates have published their research in top management journals such as the Academy of Management Journal, Organization Science, and Organization Studies. They have also launched careers in academia, public and private research institutions, government agencies, consulting organizations, and private companies. Our PhD graduates have also been awarded 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 VSM, the PhD faculty, and the administrative offices of Ca' Foscari University that are dedicated to supporting and assisting you throughout your PhD.

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

The Venice School of Management

Ca' Foscari University's Venice School of Management is among the largest and most prominent departments of its kind in Italy. It has gained an 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 the award of "Department of Excellence." Since 2018, it has been a member of EFMD Global.

The Research activities are organized around **9 Labs**, **4 Centres**, and **4 Observatories**, which attract top researchers from different disciplinary backgrounds to study and work together on specific topics.

LABS
- *AMI-Lab* Agri-Food Management & Innovation Lab
- *BLISS* BLISS - Digital Impact Lab
- *CAMI* Centre for Automotive & Mobility Innovation
- *NOIS* Network Organisation, Information, and Strategy
- *MacLab* Management of Arts and Culture Lab
- *Industry and Labour 4.0*
- *Public and No-Profit Management*
- *Sustainability Lab*
- *IMA Lab* International Management to Asia

You can find more information about our Labs on the website: www.unive.it/pag/46335

CENTRES
- *CFCC* Ca' Foscari Competency Centre
- *AIKU* ART, INDUSTRY, AND CULTURE
- *YUNUS SOCIAL BUSINESS CENTRE*
- *Agrifood management & Innovation hub*

OBSERVATORIES
- *NOIS Observatory* National Observatory of Inter-firm Networks
- *CAMI Observatory* Observatory on the transformations of the Italian automotive ecosystem
- *Food strategy and innovation*
- *B2B* B2B Observatory

You can find more information about our Centres and observatories on the website: www.unive.it/pag/46403

Faculty Board & Staff

The PhD Faculty consists of 27professors 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. Giovanni Favero, Coordinator of the PhD Faculty Board

Email: gfavero@unive.it

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

Prof. Sara Bonesso, deputy coordinator of the Faculty Board

Email: bonesso@unive.it

Research fields: Leadership development; Female leadership; Assessment and development of emotional and social intelligence competencies; Hybrid work.

Prof. Francesco Rullani, Job market officer

Email: francesco.rullani@unive.it

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

Prof. Marisa Agostini

Email: marisa.agostini@unive.it

Research fields: Corporate disclosure and reporting, with a particular focus on financial statement analysis, the development and application of reporting standards, sustainability and integrated reporting practices, and the application of AI and big data analytics in accounting.
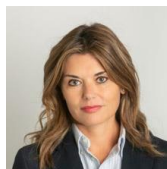
Prof. Anna Cabigiosu

Email: anna.cabigiosu@unive.it

Research fields: Technology and innovation management; Modularity; Collaborative innovation; Technological adoption; Corporate strategy; Alliances; Network performance, governance and evolution.

Prof. Anna Comacchio

Email: comacchio@unive.it

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

Prof. Laura Cortellazzo

Email: laura.cortellazzo@unive.it

Research fields: Leadership, human resource management, career, emotional and social competencies

Prof. Antonio Costantini

Email: antonio.costantini@unive.it

Research Fields: Management control, Sustainability accounting

Prof. Caterina Cruciani

Email: cruciani@unive.it

Research fields: Behavioral finance, trust in financial institutions, lending models in banking, and sustainable finance.

Prof. Valentina Fava

Email: valentina.fava@unive.it

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

Prof. Marco Fasan

Email: marco.fasan@unive.it

Research fields: Accounting, corporate governance, risk management, sustainability.

Prof. Vladi Finotto

Email: vfinotto@unive.it

Research fields: Entrepreneurship, production-innovation co-location, strategic innovation, novel business models in the agri-food industry, sustainable transitions of food systems.

Prof. Andreas Hinterhuber

Email: andreas.hinterhuber@unive.it

Research fields: Pricing

Prof. Pietro Lanzini

Email: pietro.lanzini@unive.it

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

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, and qualitative research methods.

Prof. Maurizio Massaro

Email: maurizio.massaro@unive.it

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

Prof. Christine Mauracher

Email: christine.mauracher@unive.it

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

Prof. Anna Moretti

Email: anna.moretti@unive.it

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

Prof. Massimiliano Nuccio

Email: massimiliano.nuccio@unive.it

Research fields: Innovation, Machine Learning and AI, Cultural and Creative Industries, Urban and Regional Studies

Prof. Fabrizio Panozzo

Email: bauhaus@unive.it

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

Prof. Gabriele Paolacci

Email: gpaolacci@rsm.nl

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

Prof. Raffaele Pesenti

Email: pesenti@unive.it

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

**Prof. Monica Plechero**

Email: monica.plechero@unive.it

Research fields: local productive systems, innovation systems and networks, trajectories of industrial and territorial change, place-based agency and institutions, twin transition, evolutionary economic geography.

Prof. Ugo Rigoni

Email: rigons@unive.it

Research fields: Behavioral finance, sustainable finance, and entrepreneurial finance.
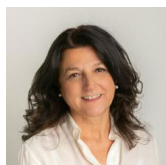
Prof. Chiara Saccon

Email: csaccon@unive.it

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

Prof. Marco Tolotti

Email: tolotti@unive.it

Research fields: Complex economic systems, social interactions and network effects, opinion dynamics, price formation in market games with many interacting agents, simulation methods, optimal control theory, mean field games.

Prof. Francesco Zirpoli

Email: fzirpoli@unive.it
Research fields: Technology and innovation management, organisational routines, network governance & evolution, corporate strategy, and automotive industry.

Staff:
Marta Colombini
Phd Secretariat
Email: phd.management@unive.it

PhD in Management
General organisation

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

During the first year, students attend 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   on the website : https://www.unive.it/web/en/158/programme). The academic year is structured in four terms. **Courses begin in mid-September and end in May.**

NB: Class attendance and participation in management lectures and other PhD activities are compulsory and a complete commitment 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.

During the **second year**, students attend a further set of compulsory courses up until the Christmas break. By the end of January, students have to identify a supervisor, define their PhD research project, and present it to the Faculty Board. In the second half of the year, second-year doctoral 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. **The hand-in and presentation of the second-year summer paper** are scheduled for **June**.

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

All students are required to serve as Teaching Assistants to the Department's faculty. Find more detailed information in the **"Teaching activities"** section of this guide.

Administrative regulations and procedures
In addition to fulfilling the requirements indicated above for every cohort, PhD students must be fully aware of and compliant with the general doctoral regulations of Ca' Foscari University, as reported on the page http://www.unive.it/pag/8256/ (ITA). 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 of the need to comply with other procedures that may incur.

PhD Scholarship: Duration and Increase
The PhD scholarship lasts for one year and is renewed annually for the entire duration of the program, provided students successfully complete the previous year's activities, as verified by the faculty. Scholarship payments are made monthly.
The scholarship amount increases by 50% when you're authorized by the Teaching Board

to conduct research abroad.
Additionally, starting from the first year, all PhD students are entitled to an annual budget for national and international research activities, commonly known as the "10% budget. Further details on the "mobility procedures" paragraph

International PhD students
Before arriving at Ca' Foscari, international PhD students can contact the Counseling and Welcome Unit of the International Office to prepare their arrival and stay in Venice and in Italy, and to have information about residence permits, healthcare and hospitality.
Please visit the webpage: https://www.unive.it/pag/12512/?L=0.

After enrollment
PhD students will receive a 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 email: https://www.unive.it/pag/36650
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.

Alias career
The university guarantees that students who need to use a name other than their registered one - within the University and exclusively in relation to their academic career - will be able to enjoy a serene study environment that is attentive to the protection of privacy and the dignity of the individual, in which interpersonal relations are characterized by fairness, mutual respect for freedom and human dignity in accordance with Italian law 164/1982.
An alias career is therefore envisaged, consisting of the assignment of a provisional, transitional, non-consolidated identity reserved exclusively for one's academic career.
Further information on the webpage: https://www.unive.it/pag/33590/

Absence and leave
Course and seminar attendance is compulsory. Absences to courses and seminars must be notified beforehand by email to the course professor and the PhD Secretary offices.
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).

Maternity leave and discretionary parental leave
A 5-month compulsory maternity leave is granted according to the Law in force.
During the 5-month leave, the University will suspend the payment of scholarship, as the PhD students will receive a maternity allowance paid by the National Social Security Insti-

tute - INPS.

To have the maternity allowance paid, students need to submit a specific request addressed to the local agency of the National Social Security Institute, which will verify the requirements and will then pay an allowance corresponding to 80% of their average salary. The ending date of the PhD scholarship is then postponed for the effective duration of the maternity leave.

Maternity allowance step by step

1. Inform the Coordinator of the PhD program, the supervisor and the PhD office about your intention to request a maternity leave handing in the certificate issued by your general practitioner showing the estimated delivery date
2. Submit the maternity leave allowance request to the local agency of INPS.
3. Inform in writing the PhD Office about the effective ending date of your maternity leave

Italian language

University Language Centre (also known as CLA) offers Italian language courses. The courses cover all levels - from A1 to C2 - according to the European Reference Framework (CEFR). They are held by highly qualified native speakers of Italian and offer students the opportunity to acquire all the skills needed to master Italian according to the selected course level. For further information visit the webpage: https://www.unive.it/pag/45734

Management lectures

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

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

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

The upcoming seminars are listed on the PhD programme and department web pages. http://www.unive.it/phdmanagement

Mobility procedures

Study and research periods in foreign institution are highly encouraged and financially supported.

(For additional resources, PhD students manage an unofficial guide on Moodle that lists summer schools, conferences, and visiting or mobility experiences of other PhD students)

To incentivize and support national and international mobility, every PhD student is guaranteed

- **Scholarship Increase:** Starting from the first year, a 50% increase in doctoral scholarships for research periods abroad, even short ones. This scholarship increase is guaranteed throughout the PhD program for a total period not exceeding 18 months, provided the research activities abroad are authorized by the Teaching Board.

- **Annual Budget:** Starting from the first year, an annual budget of €1,624.30 to reimburse expenses for national and international research activities (the "10% budget").

Requesting Mobility

All research mobility must align with your thesis research project and be discussed with your supervisor well in advance before seeking authorization from the Faculty Board.

In full agreement with your supervisor, you must inform the Coordinator and Secretary offices via email at least two months before your expected departure. Be sure to include your supervisor in the communication. You'll need to provide complete information on your destination, duration, and research agenda for the period abroad. It's crucial to discuss the research activities you'll undertake at the host institution and expected outputs with your supervisor beforehand.

The Coordinator/Faculty Board will then approve or reject your request. If approved, you'll complete the online procedure through your Reserved Area.

For detailed information on expense reimbursement, please visit:

https://www.unive.it/web/en/2168/expense-reimbursement-for-mobility

Authorization for All Mobility Requests

Every request for national and international mobility, whether or not it involves expense reimbursement or a scholarship increase, must always be authorized in advance by the Coordinator of the PhD program.

The use of the VSM funds for mobility is also possible, provided it's authorized by the fund holder (please contact the PhD Secretary for further details)

It is important to read and fully understand the regulation on expense reimbursement. Please read the handbook, which is available on the website

https://www.unive.it/web/en/2168/expense-reimbursement-for-mobility or ask the PhD Secretary offices for further information.

Teaching programme 2025 - 2026

Within the above-mentioned general guidelines, the activities for students enrolled in the four cycles of the 2025-2026 academic year are as follows.

First-year students – Mandatory Activities (41st cycle)

Welcome Day	*15th September 2025*
1st, 2nd, 3rd, 4th term courses	*From September 2025 to May 2026*
Management lectures	*According to the PhD Programme Calendar*
Participation in the pre-defences and final defences of senior cohorts	*According to the PhD Programme Calendar*
Summer paper hand in	*Mid-July 2026*
PhD Office courses	*According to the PhD office calendar*
Choice of thesis research project and supervisor	*Mid-January 2027*

PhD Teaching Programme – 2025-26 Academic Year
First Semester (from 22 September to 20 December 2025)

1° Period (from 22 September to 1 November 2025)

COURSES	Professor	ECTS	HOURS
Mathematics for management studies	Marco Tolotti	6	30
Mathematics for modelling in management – Practice (python)	Sasha Piccione	0	10
Statistics	Isadora Villalobos	6	30
Principles of Organizational Economics	Marco Li Calzi	6	30
EXAMS	November		

2° Period (from 10 November to 20 December 2025)

COURSES	Professor	ECTS	HOURS
Econometrics	Mario Padula	6	30
Qualitative research methods	Sara Bonesso	6	30
Christmas break	From 21 December 2025 to 11 January 2026		

Second Semester (from 16 February to 16 May 2026)

COURSES	period	Professor	ECTS	HOURS
Organization studies	from 16 February to 28 March 2026	Anna Comacchio	6	30
Financial management	from 16 February to 28 March 2026	Ugo Rigoni	6	30
Financial Reporting	from 16 February to 28 March 2026	Chiara Saccon	6	30
Management and organizational history	from 6 April to 16 May 2026	Giovanni Favaro	6	30
Critical management studies	from 6 April to 16 May 2026	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 first year, PhD students must also attend the following courses:

Philosophy of social science (either during the first or the second year)
The course is held by Prof. **Eleonora Montuschi** and it is scheduled in the second period.

Foundation of management thought course
The course aims to explore the evolution of management thought, emphasizing its primary theoretical and methodological underpinnings. It will demonstrate how these foundations inform our contemporary understanding of societal and managerial challenges. A critical examination of the implications stemming from current foundational concepts, alongside the challenges they encounter, will be undertaken. Students are expected to acquire a comprehensive understanding of the historical trajectory of theoretical approaches in management, discerning the assumptions and effects associated with various methodological adoptions. Furthermore, students will actively participate in discussion workshops facilitated by both internal and external faculty.

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).

Summer paper
At the end of the first year, from mid-May to mid-July, PhD students must prepare a summer paper. This is the first research project, the topic of which doesn't have to be the definitive one and can differ from the proposal submitted for admission.
The Summer paper will be evaluated in a double-blind review.

PhD Office courses

Other courses and seminars are offered by the PhD Office. **Students are required to attend at least 1 teaching activity** among the ones managed by the Ca' Foscari PhD Office (**language courses excluded**), www.unive.it/web/it/240/corsi-e-seminari-trasversali.

Admission to second year

To be admitted to the second year, students must meet the following requirements:
1. Successfully complete all compulsory courses and the summer paper.
2. Attain a minimum GPA of 3.00 in all compulsory courses, including the summer paper. This is equivalent to a B grade. The conventional grade equivalents are as follows: A=4.00, B=3.00, C=2.00, D=1.00, F=0.00. (+/- indicates a 0.33 increase or decrease).

Students are allowed a maximum of **3 retakes** throughout the academic year, with only 1 retake permitted per exam.

Having a total of four F grades will result in automatic disqualification from the PhD program. The Faculty Board will also assess the overall academic achievements and adherence to the code of conduct of PhD students. Please refer to the "Academic Honesty" section for more information.

Students who do not qualify for admission to the second year of the PhD program may be eligible for the Master of Research in Management Studies. Please see the specific section for further details.

Exam Grade conversion table

Evaluation	Grade	UCF Grade
Above standard	A+ A A-	30L 29-30 28
Standard	B+ B B-	26-27 25 23-24
Below standard	C+ C C- D+ D	22 21 20 19 18
Fail	F	

Thesis supervision

Students will decide and communicate their thesis topic and supervisor to the coordinator/ secretariat by mid-January 2027. Most of the members of the VSM Faculty can serve as supervisors.

The "Faculty Fair" is organized every year in the spring to help PhD students identify potential supervisors for their theses. It consists of two sessions:

Each faculty member presents the core research ideas they are working on and would like PhD students to get involved in for their theses.

After being exposed to the faculty members' research ideas, PhD students have one month to schedule appointments with those faculty members whose research aligns most closely with their own interests. The goal is to explore these research ideas in more depth. By mid-January 2027, students will formally decide and communicate their thesis topic and chosen supervisor to the Coordinator and the secretariat.

During the monitoring session at the end of January 2027, students will present a plan for their thesis, which has been agreed upon with their supervisor.

2nd year students - Mandatory activities (40th cycle)

Welcome Day (with 1st-year students)	*15th September 2025*
Second-year courses and exams (starting from the 40th cycle)	*From mid-September to mid-December 2025*
Management lectures	*According to the PhD Programme Calendar*
Participation in the pre-defences and final defences of senior cohorts	*According to the PhD Programme Calendar*
Choice of Research topic and supervisor	*January 2026*
First paper hand-in and presentation	*June 2026*
25 hours/year Teaching assistantship	*See Teaching activities guide section*

PhD Teaching Programme – 2025-26 Academic Year (starting from the 39th cycle)

1° Period (from 22nd September to 1 November October 2025)

COURSES	Professor	ECTS	HOURS
Network Science	Viviana Amati	5	20
EXAM	October		

2° Period (from 10 November to 20 December 2025)

COURSES	Professor	ECTS	HOURS
Machine learning and analytics	Massimiliano Nuccio	6	30
EXAM	December		

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 in which the student could develop his/her thesis research is made by the supervisor and student, in line with the research project of the doctoral thesis, and is finally approved by the Faculty Board.

During their residency, 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 pa-

per 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 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 are required to attend at least 1 teaching activity chosen among those managed by the Ca' Foscari PhD Office (language courses excluded), www.unive.it/web/it/240/corsi-e-seminari-trasversali.

Second-Year summer paper
By mid-June 2026, PhD students should hand in their second-year summer paper, which will be evaluated by the Faculty Board.

The structure of the paper is to be discussed with the supervisor.

The second-year summer paper will also be presented to the Faculty Board and to the other PhD students at the end of June/beginning of July.

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 his/her research based on the feedback given by the student's supervisor to the Faculty Board, his/her participation in the PhD programme and department activities, his/her compliance with the programme's rules of conduct (please refer to the Academic Honesty paragraph), and the positive evaluation of the first paper. The Faculty Board will decide on admissions to the third year of the PhD programme.

3rd year students - Mandatory Activities (39th cycle)

Welcome Day (with 1st-year students)	*15th September 2025*
Management lectures	*According to the PhD Programme Calendar*
Participation in the pre-defences and final defences of senior cohorts	*According to the PhD Programme Calendar*
Monitoring session with the Faculty Board	*January – June 2026*
25 hours/year Teaching assistantship	*See Teaching activities guide section*

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 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 activities** guide section).

Third-year students are asked to regularly (weekly) meet their supervisor and report their

thesis advancements.

The two monitoring sessions (January and June/July) consist of a short presentation of the carried-out activities to the Doctoral Faculty Board, with updates on the research project and forthcoming activities. Students who are abroad on authorized stays can carry out the monitoring sessions remotely.

Students' participation in international workshops and conferences, in line 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 his/her research based on the feedback given by the student's supervisor, his/her participation in the PhD programme and department activities, and also his/her compliance with the programme's rules of conduct (see the "Academic Honesty" guide section).

The Faculty Board will meet every third-year student in two monitoring sessions (January/July). The monitoring sessions consist of a short presentation of the activities carried out during the year and an update on the research project and forthcoming activities. Students who are abroad on authorised missions may carry out the monitoring sessions via web conference.

The Faculty Board will decide on 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.

4th year students - Mandatory Activities (38th cycle)

Welcome Day (with 1st-year students)	*15th September 2025*
Management lectures	*According to the PhD Programme Calendar*
Participation in the pre-defences and final defences of senior cohorts	*According to the PhD Programme Calendar*
Monitoring session with the Faculty Board	*January 2026*
Pre-defence	*six months before the Final exam session*

Fourth-year students are entirely dedicated to completing their doctoral thesis, under the guidance of their supervisor, and participating in the activities organised by the PhD programme and Department of Management. Participation in the management lectures is compulsory for all PhD students. Fourth-year students are asked to act as discussants at least twice during the academic year, and are also required to act as Teaching Assistants for undergraduate courses, starting from the second year.

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

Students' participation in international workshops and conferences, in line 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.

Teaching activities

The Department of Management asks every PhD student (starting from second-year students) 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 require contacting the professor in charge of the course and agreeing upon 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 master 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 hour reductions that are proportional to the months spent abroad.

PROCEDURE:
a) The Department/PhD Secretary offices will inform the PhD students of 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 in charge 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 a 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 or conference. The thesis must contain an index, a general introduction explaining the 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 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 pre-defence requires 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 defence: 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.

PhD thesis procedure and final exam

Students are admitted to the final exam after passing the pre-defence session. 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/web/en/2171/thesis

Step 1	*Submission of the report on the activities carried out during the PhD programme and of the draft of the completed thesis*
Step 2	*Submission of final exam request to the Postgraduate Administrative Sector (Ufficio Postlauream)*
Step 3	*Upload of an advanced draft of the final thesis (for referee evaluation)*
Step 4	*Upload of the final version of the thesis and registration of the thesis*
Step 6	*Exam session*

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 found on the following website:

www.unive.it/web/it/257/studiare-allestero [ITA]

www.unive.it/web/en/2167/studying-abroad [ENG]

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

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 (attended conferences, teaching activity, etc.).

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

Information on the ARCA catalogue and how to include publications can be found here:
www.unive.it/pag/10391

Academic honesty

The PhD in Management considers academic honesty 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 on sanctions, which may include the exclusion from the PhD programme even during the academic year (following the PhD regulations of Ca' Foscari University: http://www.unive.it/pag/8256/).

The PhD refers to the Cambridge and Oxford Universities' definitions of different forms of plagiarism
www.ox.ac.uk/students/academic/guidance/skills/plagiarism?wssl=1

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 is 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**.

Practices to ensure the creation of a safe and positive working environment

The PhD program is a rich and diverse environment where different cultures and sensibilities meet and may sometimes clash. While we value our individual differences, we strongly support the creation of shared values based upon mutual respect. This extends beyond purely academic domains into the personal and professional environment we collectively create. Please read carefully the Ethical code of conduct and the Code of conduct against sexual harassment and familiarize yourself with their implications for your daily routine as a member of the PhD school. Remember that both codes apply to all members of the school (students, professors and administrative staff) and we must all always uphold them.

In addition to these codes of conduct, the PhD program endorses key practices to ensure the creation of a safe and positive working environment that should be implemented by all, regardless of position.

- Openly discuss consent to ensure all interactions, both personal and professional, are respectful and healthy. Remember that consent is affirmative, voluntary, revocable, and a conscious decision by each participant to engage in mutually agreed-upon activities.
- Use affirming language and respectful communication in personal and professional settings.
- Respect healthy boundaries.
- Be an active bystander.

Despite our commitment, you may still experience some difficulties during your PhD journey. Remember that you may refer to the Counselling services for Ca' Foscari students to discuss all issues regarding your PhD life, from academic matters to more personal and professional issues. If you feel uncomfortable in an interaction, please consider the possibility of discussing it with someone you trust, including the PhD Director or the administrative staff. If you are unsure whether the situation you are in qualifies as sexual harassment you may directly refer to the Trusted Advisor of the university. Both Counselling and Trusted advisor services are free of charge and designed to protect your anonymity.

Master of Research in Management Studies

The Venice School 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 four-year programme or in case of withdrawal/exclusion from the programme).

Procedure for Enrollment
It is possible to seek a Master's title. For this, one must submit the request for enrollment in the Master's programme with a recognition of the activities carried out during the PhD programme. 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's title. This request must be submitted the academic year following the conclusion of the PhD.

Requirements
Students are required to attend the compulsory courses (see pages 14-15) and pass exams.

Facilities

PhD Rooms

Venice School of Management

PhD students have access to the PhD Room (Aula Guarini), which is located on the second floor, building C1, of the Venice School 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 7 PM at the latest. The front office personnel closes all premises by 7:30 PM.

Polo Rispoli

Courses are held in Polo Rispoli, room Torcello.

How to reach Polo Rispoli
https://maps.app.goo.gl/QvRqc57cH88oCECi6

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 as 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 Venice School of Management. PhD students can access it with the student multiservice card. If you need to access the library but still do not have the card, you can ask the library front desk personnel for a temporary access card.

Opening Hours

Monday to Friday: 9 am – 10 pm , Saturday: 9 am – 9 pm
To access the library and book services you need to book via EasyPlanning, see the webpage: https://www.unive.it/pag/40448/Ca' Foscari Libraries – SBA (Sistema Bibliotecario di Ateneo)

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

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

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*

Contacts

For information on educational activities:
Venice School 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/web/en/221/home [ENG]

o **POSTGRADUATE ADMINISTRATIVE OFFICE**
  www.unive.it/pag/20069/

o **INTERNATIONAL WELCOME DESK – FOR FOREIGN STUDENTS**
  www.unive.it/welcome

o **HOUSING OFFICE AND CANTEENS**
  www.unive.it/pag/19768

o **STUDENT MULTISERVICE CARD**
  www.unive.it/pag/16409

o **MEDICAL ASSISTANCE/LOCAL PHYSICIAN**
  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).

Last review July 2025