



**LOUVAIN**  
School of Management

DOCTORAL SCHOOL OF MANAGEMENT

**VADEMECUM FOR THE  
DOCTORAL PROGRAM IN MANAGEMENT**

Version 2018-2019

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## Disclaimer

*The Vademecum draws primarily on the Doctoral regulation of UCLouvain 15 September 2014.*

*It also includes decisions and jurisprudence by CDD economics and management sciences. The authors bear the responsibility for any errors in the editing of this document.*

*The Vademecum in itself does not constitute a regulation by the Doctoral Commission or by any other instance quoted.*

## Summary

The Doctoral School of Management offers an international integrated doctoral school across two universities in Belgium, Université catholique de Louvain (UCLouvain) et Université de Namur (UNamur). The doctoral training contains a three-year programme (180 ECTS). The doctoral school and the graduates are recognized for their quality in international scientific rankings and on the academic and private jobmarkets. About 50% of the graduates from the Doctoral School of Management teach in different international universities in Europe, North and South America and Africa, the remainder occupies qualified positions in private and public organizations across the world.

Admission to the programme is given to strong candidates with Master's degrees in management (5 years equivalent or 300 ECTS), having received the support from a permanent faculty member in UCLouvain and Louvain School of Management to mentor their training. Thus, the programme already requires you to carefully reflect on the field of interest and your capacity to undertake research to get into the programme.

Each doctoral student is supervised by a senior LSM faculty member who guides him/her in his/her research. They are active member in their supervisor's research institute. The progress in the programme is guided by a supervisory panel along four mandatory steps:

- Definitive admission for a project (and registration at the university)
- Confirmation exam
- Private doctoral defense
- Public doctoral defense

The doctoral programme is heavily subsidized and comes at a nominal tuition fee: full financing through teaching and research assistantships, scholarships and fellowships are open on competitive terms.

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### Introduction

This Vademecum summarizes several regulations, rules and procedures governing the doctoral studies in management at UCLouvain. In addition, it provides some other useful information on the doctoral process and training.

The outline of the Vademecum is as follows: Section 2 provides an overview of the terms used and defines the decision makers and bodies in the process, Section 3 describes the steps in the doctoral curriculum (i.e pre-admission, admission, confirmation, private defense and public defense), Section 4 describes the DSM doctoral school and the courses and elements that constitute the research training programme, Section 5 is devoted to the financing of doctoral studies. The Vademecum is closed with a list of contacts of the Doctoral Committee in Economics and Management and per institution.

[Many information about the doctoral studies at UCL are available here!](#)

# 1 Definitions

Below, some key terms, roles and decision-making bodies are defined with some reference to their objectives for the doctoral programme in management.

## 1.1 Doctoral programme

The doctoral programme is a 3<sup>rd</sup> cycle interuniversity educational programme in management under the Bologna treaty and the Decree of 31/03/2004 defining higher education, promoting its integration into the European Higher Education Area and refinancing universities in the Fédération Wallonie-Bruxelles – FWB (French Community of Belgium) for the PhD students registered after 14/09/2014, and under the Decree of 07/11/2013 defining the scope of higher education and the academic organization of studies in the FWB for the PhD students registered after 14/09/2014.

It comprises 180 ECTS composed of :

1. the definition, editing and defense of a doctoral dissertation corresponding to at least 120 ECTS, and
2. a research training programme (60 ECTS) with both courses, modules, workshops, and individual scientific training activities.

The programme is open for holders of recognized Master's degrees (at least 300 ECTS).

The degree of Doctor of Philosophy (PhD) is conveyed after the defense of a PhD thesis that should outline the quality and originality of the research as well as the candidate's ability to communicate about his/her area of expertise. The doctoral programme is subsidized by the Belgian state, implying that the total tuition, payable at definitive admission, amounts to around 835 EUR (2018-2019) and the annual administrative fees are low, 66 EUR (2018-2019) per year after admission.

Teaching assistant and fellowship owners are exempted to pay tuition fees. Specific tuition reductions are possible for candidates that qualify for economic assistance. For detailed information about the financing opportunities for doctoral research in management.

## 1.2 CODOL

The UCLouvain Doctoral Committee is responsible for all of the subject-specific doctoral committees. Its task is to draft and implement the doctoral regulations, and it also acts as an arbitrator and appeal body in the event of any disputes. It provides a forum for discussing specific PhD-related matters.

CODOL is chaired by the Pro-Rector for Research and is made up of the Chairs of each subject-specific doctoral committee and one representative of the Junior Academic Staff; the PhD Administrative Coordinator acts as secretary.

The contact to CODOL is Mrs [Géraldine Marique](#) (UCLouvain/ADRE).

## 1.3 CDD Economics and Management Sciences

The Doctoral Commission of the Domain (CDD) Economics and Management is mandated by the CODOL to supervise the different steps of the doctoral process (admission, ...), to

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authorize the candidate to pass onto the following step of his training and to solve eventual conflicts between a candidate and his/her supervisor.

Table 1 CDD Economics and Management (CDE)

Fields representative	Members
ECON	Marthe Nyssens (chairperson)
GEST	Manuel Kolp (academic secretary)
ECON	François Maniquet
GEST	Catherine D'Hondt
ECON	Rigas Oikonomou
GEST	Ingrid Poncin
PST	Fabio Blasutto
PAT ECON(invited)	Isabelle Portzenheim (administrative secretary)
PAT GEST (invited)	Sandrine Delhaye

### 1.4 Doctoral Bureau in Management

The CDD Economics and Management (CDE) is assisted by the Doctoral Bureau in Management in the administration of the pre-admission, the admission, the confirmation, the private (see 2.5.3) and public defense (see 2.5.6) for theses in the doctoral school.

The bureau also prepares the appointment of thesis supervisors, doctoral committees and doctoral juries for validation by the CDD and relevant instances (Dean) prior to designations by the Rector.

The administration for the Doctoral Bureau in Management is centralized to Ms Sandrine Delhaye ([sandrine.delhaye@uclouvain.be](mailto:sandrine.delhaye@uclouvain.be)), tél: +32 65 **323 326**.

The Doctoral Bureau in Management website: <https://uclouvain.be/fr/facultes/lsm/doctorat-en-sciences-economiques-et-de-gestion.html>.

## 2 Stages in the doctoral process

The doctoral process contains four stages: the optional pre-admission, the admission, the confirmation, the private defense and the public defense. *Note that admission (pre-admission or permanent) is necessary to undertake activities in the doctoral programme, credit is not awarded for activities prior to admission (pre-admission).* This chapter is devoted to describing these stages in some detail from a process viewpoint.

### 2.1 Academic admission criteria

Table 2 Diplomas accepted for an admission in Management Sciences (obtained with "Honors" – min 70%)

<i>Degrees giving access to the PhD program WITHOUT complementary training</i>	<i>Degrees giving access to the PhD program WITH complementary training</i>
Master 120 in management or business engineering from a Belgian (FWB) university	Master 120 in a field (see Table 3) for which complementary training may be imposed from a Belgian (FWB) university
Foreign degree judged equivalent to a Master 120 in management or business engineering from a Belgian (FWB) university	Foreign degree judged equivalent to a Master 120 a field (see Table 3) for which complementary training may be imposed from a Belgian (FWB) university
Master 120 in human resource management or labor studies (sciences du travail) from a Belgian (FWB) university	
Foreign degree judged equivalent to a Master 120 in human resource management or labor studies (sciences du travail) from a Belgian (FWB) university	

Table 3 Complementary training during the thesis

<i>Degrees concerned by the complementary training during the thesis (to pass before confirmation)</i>
Master 120 in psychology: 10 ECTS (2 x 5 ECTS) courses from the Master 120 in management science (excluding human resources).
Master 120 in statistics/econometrics: 10 ECTS (2 x 5 ECTS) from the Master 120 in management science (excluding statistics, econometrics, economics).
Master 120 in engineering (IT, biotech, ...): 15 ECTS (3 x 5 ECTS) from the Master 120 in management science (excluding information sciences and operations research).
Master 120 in science or mathematics: 15 ECTS (3 x 5 ECTS) from the Master 120 in management science (excluding information sciences and operations research).

Table 4 Doctoral programme in Management Sciences

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DSM & MASTER RESEARCH OPTION COMMON MANDATORY COURSES (Max 15 ECTS)			
You may register to more than three mandatory courses but the maximum credits you will get is 15 ECTS.			
Epistemology of Management (5 ECTS)			
LLSMA2001	Epistemology of management	Matthieu de Nanteuil	30h – 5 ECTS
LLSMA2002	Research Methods	Alain Decrop, Assaad El Akremi, Philippe Chevalier	60h – 10 ECTS
Research Methods The course “Research Methods” includes 3 parts and is worth 10 credits if you participate to the 3 parts. If you present only 1 or 2 parts of the course, you will get 3 ECTS for each part.			
LLSMA2005	Reading seminars	/	30h – 10 ECTS
Theories of Organizations in Management (5 ECTS)			
LLSMA2006	Theories of Organizations in Management	Régis Coeurderoy	30h – 5 ECTS
Communication & Writing Skills (5 ECTS)			
LLSMA2007	Theories of Organizations in Management	Valérie Swaen Manuel Kolp	30h – 5 ECTS
SERIES OF SEMINARS & READING GROUPS (Min 4 ECTS)			
Research Seminars and Reading Seminars			
ADVANCED PhD COURSES (Min 5 ECTS)			
Doctoral courses or winter & summer schools 5 ECTS min specialized in research field.			

## 2.2 Pre-Admission

The pre-admission is an optional step, primarily intended to allow for qualified candidates to define their project and supervisor, while pursuing courses and integrating in the doctoral programme. Pre-Admission is commonly and mainly used for VISA demand, fellowship demands, ....

The pre-admission application is to be sent to the Doctoral Bureau in Management through its administrator ([sandrine.delhaye@uclouvain.be](mailto:sandrine.delhaye@uclouvain.be)) in electronic format (PDF, **in a single file**).

### 2.2.1 Objective

The optional pre-admission stage (DR art 2.1) is intended to provide the candidate with the necessary time to accomplish the administrative, financial and social stages involved in the integration in a research environment (e.g., the application for scholarships, the organisation of project funding, receipt of visa and work permits if applicable). The decision to pre-admit a candidate is made by the CDD. A pre-admission is valid for at most 12 calendar months and authorizes the candidate to:

- Define and prepare a thesis proposal under the guidance of the [temporary] supervisor (mentor).
- Define and propose a programme for individual research training in collaboration with the [temporary] supervisor. Credits are awarded for courses and reading seminars during the period of pre-admission.
- Identify and establish a scientific collaboration with the [permanent] supervisor, including the necessary contacts to propose a supervisory panel.

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### 2.2.1.1 Pre-admission application

The following elements must be contained in the electronic admission file :

1. Identity, full name (scanned copies of identity card and/or passport)
2. Contact information (address, telephone and email)
3. CV and copies of obtained university degrees
4. Proof of completion of Master's degree in management (alt. M.Sc. in management) 120 ECTS with honors or equivalent, terminating undergraduate and graduate university studies of at least 300 ECTS. A student with a Master's degree 120 ECTS obtained with honors or equivalent in a different field may be granted access after validating up to 60 ECTS of graduate coursework in management or equivalent (see Table 2).
5. Letter of support from a faculty member to act as permanent supervisor.
6. Research proposal
7. Proposal for a research training programme

The DSM Doctoral Bureau validates the information in the application with respect to admissibility as a PhD student and writes a decision (accept/reject) that is sent to the candidate and his supervisor and supervisory panel.

### 2.2.1.2 Pre-admission administrative registration

Following the approval by the Doctoral Bureau, the candidate will receive an authorization to register as a doctoral student in pre-admission for up to 12 months. The candidate registers locally at the institution and pays the annual administrative fees that are due.

## 2.3 Admission

The admission to the doctoral school constitutes the first mandatory step in the doctoral process. The admission application is to be sent to the Doctoral Bureau in Management through its administrator ([sandrine.delhaye@uclouvain.be](mailto:sandrine.delhaye@uclouvain.be)) in electronic format (PDF, **in a single file**).

### 2.3.1 Admission application

The following elements must be contained in the electronic admission file :

8. Identity, full name (scanned copies of identity card and/or passport)
9. Contact information (address, telephone and email)
10. CV and copies of obtained university degrees
11. Proof of completion of Master's degree in management (alt. M.Sc. in management) 120 ECTS with honors or equivalent, terminating undergraduate and graduate university studies of at least 300 ECTS. A student with a Master's degree 120 ECTS obtained with honors or equivalent in a different field may be granted access after validating up to 60 ECTS of graduate coursework in management or equivalent (see Table 2).
12. Documentation showing proficiency in English (English level B2 or 567 at TOEFL® PBT, or 87 at TOEFL® iBT or 6 at the IELTS test, or a semester at an English-speaking university in an English-speaking country).
13. Letter of support from a faculty member to act as [permanent] supervisor.
14. Research proposal
15. Proposal for supervisory panel
16. Proposal for a research training programme

### 2.3.1.1 *The supervisor*

A senior faculty member (professor or permanent scientist) with a doctoral degree obtained after the public defense of a thesis is eligible to supervise doctoral research within a given scientific domain. A thesis may be supervised by two faculty members (co-supervision), provided both are eligible to supervise doctoral students and that at least one is a faculty member of UCLouvain. A retired faculty member (*emeritus*) may continue supervision for already admitted candidates, but not alone. A co-promotor must be nominated. The thesis supervisor(s) must write and sign a Letter of Support to confirm the commitment to supervise the proposed candidate and project until completion. **Without a Letter of Support from an eligible supervisor in the file, the application will be rejected by default.**

### 2.3.1.2 *The research proposal*

The research proposal is a document edited in English or French using the specific form with the following contents:

1. Tentative thesis title
2. Summary of the objective or research questions for the project, including a statement of the motivation and originality of the chosen topic within the field of management.
3. Short state-of-the-art literature review for recent work related to the proposed project.
4. Methodological statement sufficiently detailed to enable an assessment of its relevance with respect to the stated research questions.
5. Scientific bibliography
6. Tentative project plan outlining human, material and financial resources necessary to complete the project.

**Projects that are insufficiently specified, too ambitious or inadequate in terms of methodology or literature are rejected.**

### 2.3.1.3 *The supervisory panel*

The supervisory panel is proposed by the supervisor(s) and contains at least: two other eligible faculty members, whereof at least one member is internal to UCLouvain and one is external to the research group of the supervisor(s). The voluntary members of the thesis committee are committed to provide continuous guidance to the candidate during the project, meeting at least once annually with the supervisor(s) and the candidate to discuss the progress. The prior consent of the proposed members to serve on the supervisor panel must be solicited by the supervisor. The Doctoral Bureau may suggest changes in the composition of the supervisory panel to better suit the project and candidate. The CDD approves the proposed supervisory panel.

### 2.3.1.4 *The research training programme*

The proposal for the training programme is elaborated jointly by the candidate, the supervisor(s) and the supervisory panel with the objective to conceive a package that is tailor-made for the scientific needs of the candidate and the project. The part necessary to be specified in the admission folder concerns the courses, reading seminars, ...

### 2.3.2 Application contact and deadlines

The electronic application file is to be sent by email to the Doctoral Bureau through its administrator (see above).

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The CDD reviews the admission applications 4 times per year, candidates can inquire to the Bureau secretary for the dates of the upcoming meetings. Regular deadlines for registration per academic year apply. These dates are announced here: <https://uclouvain.be/en/faculties/lsm/doctorat-en-sciences-economiques-et-de-gestion.html>

### 2.3.3 Process

The CDD reviews the admission applications continuously. An acceptance decision of the CDD is sent to

- The Candidate
- The Supervisor(s)
- The Members of supervisory panel
- The registration officer

In the case of a rejected admission, a motivated decision of the CDD is sent to

- The Candidate
- The Supervisor(s)

The CDD may judge that the application should be improved in order for the Bureau to come to a positive decision and ask the candidate to submit an updated version.

### 2.3.4 Administrative registration

Following the approval by the CDD, the candidate will be invited to register as a PhD student. The candidate registers immediately to the registration office and pays tuition as well as the annual registration fees that are due. For successive registrations up until the academic year for the final thesis defense, **the candidate must pay the annual registration fees prior to October 31 each year to stay in the programme.**

## 2.4 Confirmation

The confirmation procedure is a mandatory intermediate step in the doctoral process with the purpose to assure adequate progress towards the thesis defense in order to meet the statutory objectives in terms of time and quality. The confirmation serves several objectives.

First, the confirmation is the critical stage where the candidate has to convince his/her supervisory panel about the prospects of terminating the thesis as initiated. In passing the confirmation, candidate gets an endorsement from the supervisory panel to continue the research along the undertaken direction until the private defense (at least one year later).

Second, the confirmation is the occasion for the supervisory panel to more precisely fix objectives and limitations for the candidate and the project, given the intermediate results from the 1-2 years of research. These guidelines are important to focus the final work at fruitful areas for scientific contributions, opportunities for publication and/or data availability.

Third, the progress and status at the confirmation allows the supervisory panel to identify and isolate potential barriers for the candidate in the realization of the project. These barriers could be both linked to material resources (access to financial resources, tools and proprietary data) and human resources (personal capacity of the candidate to master parts of the methodology, supervisory capacity, international connections, etc). The guidelines from the confirmation should address any potential barriers identified as to ensure that the objectives can be achieved in due time with highest quality.

### 2.4.1 Deadline

Within 24 calendar months from the definitive admission to the doctoral programme by the CDD, the candidate should pass the confirmation stage. The CDD may extend the delay if justified with *exceptional circumstances*. Note that for FNRS, FSR and many other fellowships, the renewal report after two-years requires a passed confirmation stage. For teaching assistant, the second contract renewal requires a passed confirmation stage too.

### 2.4.2 Process

The confirmation step is organized between the candidate and the supervisory panel at a time and site of mutual agreement and involves several elements:

1. **At least 1 month prior** to the intended confirmation date, the candidate or the supervisor informs the Doctoral Bureau in Management (via the administration, Sandrine Delhaye) about the upcoming event.
2. The candidate or supervisor may request the presence of a member of the Doctoral Bureau at the confirmation. Analogously, the Doctoral Bureau may signal their intention to assist at the confirmation. In both cases, the Doctoral Bureau will coordinate with the supervisory panel as to find a suitable date for the confirmation.
3. Unless a request has been made as of (2), the supervisor informs the Doctoral Bureau about the date of the confirmation.
4. Two weeks prior to the confirmation, the candidate submits the confirmation report, a written report or authored article(s), showing progress in the research project. Minimum requirement would be to have terminated a thorough literature review and specified the methodological basis for the work. If an article (presented or submitted/published) is submitted, a short written note should document the position of the article in the thesis proposal and the plan for future work.
5. At the confirmation, an oral presentation (20 minutes) of completed and future work in the doctoral project.
6. After presentation and discussion, the supervisory panel and possible members of the DSM Doctoral Bureau deliberates upon the conclusions of the confirmation.
7. The report from the confirmation is written by the supervisor and signed by all members of the supervisory panel.
8. The report is submitted in original to Doctoral Bureau (via the administration, Sandrine Delhaye) for validation request. The request is accompanied by the following information:
  - a. Updated sheet of passed doctoral and planned activities of the doctoral program;
  - b. the confirmation report written by the candidate;
  - c. the report of the supervisory panel.

The Doctoral Bureau validates the result of the confirmation exam at the doctoral training (ECTS) and disseminates the decision to

- The Candidate
- The Members of supervisory panel

In the event of failure, the CDD can define a period of maximum 12 months within which the candidate may retry the confirmation.

### 2.5 Doctoral defense

When the supervisory panel considers that the candidate's work and doctoral research training have been satisfactorily completed, it proposes a composition of a doctoral jury. Usually, the private defense can be fixed earliest one year after the passed confirmation.

#### 2.5.1 Doctoral jury

New doctoral regulation (admission after 15/09/2014)

The PhD examination board must be composed of at least five members (including the Chair and the Secretary) who hold doctorates or are acknowledged as having a high level of expertise in the relevant field of the arts or science.

It must include, as a minimum, the research supervisor(s) and also external examiners from outside the University, selected for their specific expertise in the subject matter of the thesis being defended. The Chairperson must be a member of the UCLouvain academic staff. This role cannot be assumed by the thesis supervisor(s).

Past Doctoral Regulation (admission before 15/09/2014)

A doctoral jury includes the thesis supervisor(s) and at least three other members selected for their scientific competence in the field of the thesis. At least one external to UCLouvain, and all members should possess a doctoral title earned through a public defense of a thesis or equivalent expertise.

Usually, the members of the supervisory panel form part of the jury, exceptions to this rule should be validated with the Doctoral Bureau prior to submission of the proposal.

The jury is chaired by the Dean of the faculty or a delegate, who is not counted as one of the members in sense of the paragraph above. In practice, the local doctoral bureau member will chair the jury for the doctoral candidates.

#### 2.5.2 Process for the designation of a jury

The written and signed proposal by the supervisor on behalf of the supervisory panel is to be sent to the Doctoral Bureau for validation. After validation of the status of the confirmation, the registration of the candidate in the institution, full payment of fees verification, and the full documentation of the completed doctoral training programme of 60 ECTS, the Doctoral Bureau transmits the proposal to the Dean of the faculty. The members of the jury are (formally) appointed by the Rector of the university concerned.

Upon receipt of the designation of the jury, the Doctoral Bureau transmits a copy to :

- The Candidate
- The Supervisor(s)
- The Members of the jury
- The local secretary (Dominique Warte for candidates from the LLN site)

The administrative requirement for the minimum time between the date of the appointment of the jury by the Rector and the date of the private defense is defined by the Doctoral Regulation at UCLouvain, the requirement is to allow six weeks between the appointment of the jury and the private defense.

The specific PhD examination board is appointed for the final thesis stages (private defence and public defence). Except in unforeseeable circumstances, no changes may be made to the make-up of the examination board or to its members' roles.

All members of the examination board are required to be present at a private defence (either in person or via videoconference). A quorum may be set for a public defence. If a

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member is unable to attend due to unforeseeable circumstances, he/she must send the Chair a written report before the session, giving his/her reasoned opinion on the value of the thesis and a list of the questions that he/she wishes to put to the candidate (videoconferencing may also be used).

The travel expenses of external examiners are often quite high. It is therefore advisable, at the earliest possible stage, to examine the various funding options available for the organization of defences. This should be done by the PhD student in consultation with his/her supervisor(s). The Doctoral Bureau Secretary (Sandrine Delhaye) will be able to provide PhD students with advice and guidance on the organization of their defence(s).

Where a student is doing a joint doctoral programme, a joint examination board will be appointed for the two institutions concerned and must have been approved by each. It will have a balanced composition, comprising members from both institutions and at least one external member. The positions of Chair and Secretary of the examination board will be divided between the two institutions.

### 2.5.3 Jury Expenses

The travel and lodging expenses of external jury members (not UCLouvain members) can be reimbursed by the LSM Faculty Dean's office up to **496€**. This amount is granted to each Ph.D. student in order to support the jury travel and lodging expenses related to the defenses.

In some cases, the jury expenses might exceed the 496 euros allocated by the Dean's office. It is the supervisor's responsibility to find the extra budget needed (research contract or else...) to cover the extra cost.

For 2018, the Doctoral Commissions have received a small extra budget from the sector. The Doctoral bureau in Management Sciences offers an extra **135€** to each Ph.D. student defending their thesis during 2018 for the travel expenses of non-Belgian members of the jury.

In order to be reimbursed you need to fill the "expense form", join all the original expenses receipts (at once) and send it to :

- For LLN : CLC, Place des Doyens, 1, 1348 LLN.
- For Mons : Mrs Judith Rousselle, Chaussée de Binche 151/M1.01.01, 7000 Mons  
[judith.rousselle@uclouvain.be](mailto:judith.rousselle@uclouvain.be); +32 65 32 32 02

All the expenses original receipts have to be sent at the latest 3 months after the public defense date, or it won't be reimbursed.

The PhD student, in consultation with his/her supervisor(s), should also enquire the potential other funding options available within the School or the Institute he/she belongs to, and which might cover also the defenses expenses (such as printing or catering fees).

NB : for PhD student on a Joint Research Program (Cotutorship agreement), please refer to what has been settled in your agreement in terms of jury expenses reimbursement.

### 2.5.4 The private doctoral defense

The jury comes to a joint decision on the date of the private defense, in agreement with the candidate. One month at the latest before the chosen date, the candidate forwards (by email and by post) the provisional text of the thesis to the jury members; this text must consist of either an original thesis, or an essay accompanied by a coherent set of publications and work of which the candidate is either the author or the co-author. These documents can be submitted in French or in English.

The requirements in terms of thesis format at LSM are defined in the note "Thesis Format LSM" by the Doctoral Office Management Sciences (see appendix).

The entire jury must be present for the private defense (videoconference is authorized). If this is not possible for **for some involuntary reasons**, the absent member must send a written report before the defense to the jury chairman giving his/her reasoned opinion on the value of the thesis and a list of the questions to be put to the candidate. The Doctoral Bureau must be informed, as soon as possible, about any problem relating to the presence of the Jury.

The private defense will start with a short oral presentation (30 min), the jury will then discuss the text submitted as well as the research results with the candidate. At the end of the private defense, the jury deliberates and comes to a conclusion about the admissibility of the thesis. The chairman of the jury documents the following decisions at the defense:

1. Form for the defense, signed by all present members declaring
  - a. Acceptance or not of the admissibility of the thesis.
  - b. If found non-admissible, a minimum delay in months from the date of the defense for the organisation of a new private defense.
  - c. If admissible, a summary of necessary modifications prior to publishing the thesis and the public defense
  - d. Expected time to implement the modifications specified under (c), at most three months. For longer delays, a new private defense has to be organised.
  - e. Possible delegation of the approval procedure for the resubmitted thesis after modifications in (c), either supervisor(s), supervisory panel or jury.
  - f. Approximate date for the public defense, no earlier than one month after the private defense.

The result of this deliberation is communicated orally immediately to the candidate and the written form is forwarded to the Doctoral Bureau for validation and the compilation of an official transcript of the defense (including the list of the modifications). This transcript is transmitted to:

- The Candidate
- The Supervisor(s)
- The Members of the jury
- The local secretary

### 2.5.5 Process prior to the public defense

The candidate prepares the new thesis draft along with a short document summarizing the implementation of the changes decided, resubmits it to those charged with the approval of the changes. Once the modifications are approved and a final date has been agreed among the members of the jury, the approving party transmits a written demand to the Doctoral Bureau to organize a public defense at that date. The Doctoral Bureau Secretary invites the jury and the public to the public defense.

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The candidate requests a number of the thesis from the Doctoral Bureau Secretary and prints the approved thesis version in the series of LSM doctoral theses and transmits the printed thesis at least two weeks prior to the defense to

- Members of the jury (including chairman)
- Doctoral Bureau secretary

The candidate must provide a printed copy of the thesis for each member of the jury. The candidate can send it by mail or give it directly before the public defense starts.

Two weeks prior the public defense, the candidate must also submit his thesis to DIAL: <http://dial.uclouvain.be/Home/>.

The Local secretary will ask the access to the secretary in BIUL (UCLouvain library), Mrs Marie-Paule Dewit, allowing the candidate to submit an electronic copy of the thesis.

### 2.5.6 The public doctoral defense (DR art 2.5.1)

The public defense consists of an oral presentation given by the candidate of the results of the research work which have led to the thesis; on this occasion the candidate should lay emphasis on the qualities and originality of the work, and its relevance to the wider scientific public. This presentation is followed by a discussion between the candidate and the jury and then with everyone present at the defense.

At least two thirds of the members of jury must be present at the public defense, which may not last longer than three hours. Any member unable to attend the public defense must send a written report before the sitting, giving his/her reasoned opinion on questions that he/she wishes to put to the candidate to the chairman of the jury.

The Doctoral Bureau must be informed, as soon as possible, about any problem relating to the presence of the Jury.

### 2.5.7 Administrative process after public defense

Immediately after the public defense, the jury members withdraw to decide on the outcome of the doctoral programme, awarding the 120 ECTS for the successful defense of the doctoral dissertation, and to certify that the candidate has obtained the minimum 180 credits required for the granting of the academic title of doctor. A member of the jury is designated to act as Secretary for the deliberation. The chairman of the jury prepares the following documents to be issued after the deliberation:

1. Diploma with signatures of the Chairman, the Secretary, the Candidate and the Rector (after public defense).
2. Official report for the private defense, reproducing the composition of the jury, the date, location and result of the private defense and summarizing the contributions of the thesis on one page, co-signed by all present members of the jury
3. Official training certificate (*certificat de formation à la recherche*) of the doctoral programme with summary of validated elements, signed by the Chairman, the Secretary, the candidate, and the Rector (after the defense).
4. Appendix to the training certificate with details of the doctoral programme, signed by the secretary of the jury.
5. Official report of the public defense, including the date, location, and a summary of the discussions and finally the result of the defense, signed by all present members of the jury.

The chairman immediately announces the result publicly and the new doctor signs the diploma and the training certificate. The chairman then transmits the diploma and the certificate to the Rector for signature. The official report and the official bulletin are

transmitted to the Doctoral Bureau for further dissemination to the Dean and CDD Economics and Management.

The Doctoral Bureau (the local secretary) archives a copy of the official report and the bulletin and transmits documents to the doctor.

### 2.6 Scientific collaboration, joint thesis supervision and joint degree program

Scientific collaboration on research conducted as part of a doctoral programme can take various forms that may or may not result in the award of a doctoral degree from UCLouvain.

In the context of a PhD undertaken at UCLouvain, students will be able to benefit from scientific collaboration of quality and depth thanks to the various members of their supervisory panel, each of whom can point students towards specific areas of research and open up networking opportunities for them.

Whether or not you are a PhD student enrolled at UCLouvain, the scope of scientific collaboration can also be expanded through joint thesis supervision (without undertaking a joint degree programme); this means that you pursue doctoral studies at one university but have access to the more specific expertise of two official thesis supervisors. This type of collaboration often involves spending some time at the university of the second supervisor for the purpose of scientific research and/or training.

Another way of strengthening scientific collaboration is by undertaking a joint doctoral programme (as part of a joint degree programme); this involves pursuing full doctoral studies on the same research at two universities. With this option, you will receive a double degree, one from each of the institutions in question.

There is no "right" solution, as each has its own merits. The best kind of scientific collaboration for you will be whatever best suits your research and doctoral training.

### 2.7 Appeal process

Any decision (pre-admission, admission, confirmation) made by the CDD Economics and Management may be appealed to CODOL, via the Secretary (Mrs Géraldine Marique).

## 3 Format guidelines for doctoral dissertations

### 3.1 Two traditional thesis formats

The thesis dissertation must bring a real contribution to the development of knowledge in the field. It must, moreover, be the result of a thorough and original research conducted by the doctoral student. Its quality should be such that it deserves to be published.

Traditionally, two thesis formats exist in DSM: the monograph and the article based thesis.

#### 3.1.1 Monograph format.

In a monograph, the doctoral student presents a hypothesis or a "thesis" and the results of his/her research to corroborate his/her hypothesis. The thesis begins with an introduction followed by the text body of the thesis or different sections and ends with a conclusion. It offers the space for discussing the literature, the problematization process, methodology and epistemology and, of course, the presentation and analysis of data and research results.

#### 3.1.2 Article-based format.

An article-based thesis consists in a collection of scientific articles on the same research topic. It includes:

- A general introduction to the topic of the thesis and explaining how the articles relate to each other;
- Minimum three scientific papers that are suitable for publication in a scientific journal;
- The thesis must include the epistemological and methodological dimensions, inherent to any doctoral research, extending the introduction and conclusion sections of the articles in order to improve the readability and unify the text might be needed. An alternative is to write an additional chapter to the articles;
- A general conclusion which includes an overall summary, a discussion of the work done, and an integration of the results presented in the various articles;
- A certificate of the contribution of the co-authors. This certificate will identify the exact contribution of the doctoral student for each article of the thesis, compared to the other authors of these articles. There are as many certificates to produce as there are articles in the thesis.

### 3.2 Common requirements

- At least one article accepted, acceptable or considered as equivalent by the jury for publication in a journal ranked 3, 2, 1 in the JUFO UNIFI journal classification (<https://www.tsv.fi/julkaisufoorumi/haku.php?lang=en>);
- 3 working papers published in a recognized research institute collection (or another collection recognized by the Research Institutes);
- In the case of the article based thesis, all the articles must have been presented (or accepted) in a conference that is recognized in the research field;
- The validation of format and publication requirements is the responsibility of the thesis Jury;
- That the student specifies the language and the format of the thesis upon the admission step (and this has to be confirmed at the confirmation step);
- That all the jury members are able to understand the language in which the thesis is written.

## 4 Doctoral Training Program

This Section describes the research training, i.e. the activities that prepare and support the definition, analysis, editing and presentation of the individual research work that the thesis constitutes.

There are two doctoral schools in Fédération Wallonie-Bruxelles recognized as a Graduate School in Management by FNRS, the Doctoral School of Management formed by the Université catholique de Louvain and the Université de Namur and the Doctoral School of Management formed by the Université de Liège, the Université de Mons et the Université libre de Bruxelles.

The role of these doctoral schools is twofold:

- to provide an organized set of training activities leading to the best possible preparation and conduct of internationally recognized research in management,
- to socialize doctoral candidates into a research-driven environment through close contacts with faculty members. PhD students registered to these universities are allowed to follow doctoral courses and seminars organized by the two doctoral schools.

The doctoral program requirements are defined by the Doctoral Committee in Economics and Management Sciences at UCLouvain and approved by CODOL.

The training programme may be divided into *Common activities* that are mandatory and uniform for all and *Individual activities* that potentially vary for each candidate. Note that the research activities comprised in the credits for a doctoral school are assumed to be performed continuously throughout the year and not only during the academic year, as in undergraduate programmes. This also implies that doctoral candidates performing other services in parallel (e.g. teaching assistants) normally will require four to six years to complete their doctoral degree.

The Doctoral Bureau secretary, Ms Sandrine Delhaye must be kept informed about the progress of the PhD activities at least once per year.

### 4.1 Structure

<b>Doctoral Program in Management Sciences</b>	
<b>1. Courses &amp; Seminars</b>	<b>30 ECTS</b>
<b>Mandatory common courses</b> [Automatic credit if Master FA = 15 ECTS]	15 ECTS
<p>You may register to more than three mandatory courses but the maximum credits you will get is 15 ECTS.</p> <ul style="list-style-type: none"> <li>• Epistemology of Management (5 ECTS) LLSMA2001 - Matthieu de Nanteuil - 30h</li> <li>• Research Methods (10 ECTS) LLSMA2002 - includes 3 parts of 20h The course "Research Methods" includes three parts and is worth 10 credits if you participate to the 3 parts.</li> </ul>	

	<p>Each part is worth 3 ECTS.</p> <ul style="list-style-type: none"> <li>○ Qualitative Research Methods LLSMA2002 (part 1) - Alain Decrop - 20h</li> <li>○ Quantitative Research Methods LLSMA2002 (part 2) - Assaad El Akremi - 20h</li> <li>○ Logic &amp; Algorithm LLSMA2002 (part 3) - Philippe Chevalier - 20h</li> <li>● Reading Seminars (5 ECTS) LLSMA2005 – 30h</li> <li>● Theories of Organizations in Management (5 ECTS) LLSMA2006 - Régis Coeurderoy - 30h</li> <li>● Communication &amp; Writing Skills (5 ECTS) LLSMA2007 - Valérie Swaen &amp; Manuel Kolp - 30h</li> </ul>	
<b>Advanced courses</b>		≥ 8 ECTS
Doctoral courses	Internal or external (not Master's)	*
Summer schools	Course lectures, presence, individual assessment, at least 30h, topic relevant for thesis	
<b>Seminars and reading groups</b>		≥ 4 ECTS
Doctoral seminars	Reading seminars, individual presence, 20 h, topics imposed, individual assessment (pres/report)	
<b>2. Communication</b>		<b>≥13 ECTS</b>
<b>Publications</b>		≤ 6 ECTS
Paper, single author, journal rank JUFO 2 or 3		6
Paper, co-author, journal rank JUFO 2 or 3		5
Paper, single author, journal rank 1		4
Paper, co-author, journal rank 1		3
Book chapter in refereed edited volume		2
Working Paper, (series approved by the CDD)		2 - ≤ 6 ECTS
<b>Communication at Scientific Conferences</b>		
Paper, accepted international conference with reviewing		3 ECTS
Paper, accepted national conference with reviewing		1 ECTS
Poster, accepted, conference with reviewing		1 ECTS
<b>Invited talks and keynote addresses</b>		
Invited lecture or keynote (open seminar or conference) in an recognized institution (CDD approval)		3 ECTS
Invited research visit (min 3 month) in an international research institution (CDD approval)		6 ECTS

<p><b>Scientific events</b>                  Doctoral forum or workshop (individual presentation, per doctoral school)                  Open research seminars (min 10 h par year, research, attendance)                  Writing seminars/courses</p>	<p>1 - <math>\geq</math> 3 ECTS                  2 - <math>\geq</math> 4 / <math>\leq</math> 8                  *</p>
<p><b>Teaching</b>                  Teaching (min 60 h, min 2 different courses)                  Supervision master's thesis (co-promotion)</p>	<p>3                  1 - <math>\leq</math> 3 ECTS</p>
<p><b>International cooperation</b>                  International cooperation (stay, teaching min 10 h in developing country through recognized organization)</p>	<p>3 - <math>\leq</math> 3 ECTS</p>
<p><b>Refereeing</b>                  Editing of referee report (journal rank A, B or C), by direct invitation by Editor, per report</p>	<p>2 - <math>\leq</math> 6 ECTS</p>

## 5 Financing of doctoral research

The objective of UCLouvain is to provide a research environment at high international level leading to the training of highly skilled doctorates capable of producing original qualified, and relevant research output. As the future activities and employers for the doctoral candidates may be private and public organizations, academic institutions and non-governmental organizations, the financing of the doctoral studies (tuition and living expenses) is independent of the doctoral programme. Below we outline several possibilities open for candidates, with indication of what particular qualifications on behalf of the candidate that may be needed.

### 5.1 Teaching assistantships (TA)

UCLouvain caters a limited number of teaching assistantships per each department within LSM. The assistantship is a temporary (two-year, renewable twice) position within the university that carries a monthly salary, normal vacation, free public transportation to the workplace and social benefits etc. Teaching assistants work part-time with preparation of teaching material, grading exercises and projects, tutoring students individually or in groups, giving exercise sessions and other assisting tasks in their functional department. The teaching burden varies over time, but annually the service time is never higher than 50%. The rest of the time is devoted to research and the progress in the doctoral process is an important criterion for the renewal of an assistantship. Vacant teaching assistantships are opened for competitive recruitment in May each year using a web-based application system (cf. the links below). In addition to the criteria for admission to the doctoral programme language requirements (French) may apply in certain cases.

### 5.2 Research assistantships (RA)

In addition to the TA, the universities also offer a variable number of temporary positions as Research Assistants within the research institutes. These positions are normally limited to a shorter period (1-3 years, occasionally renewable once) and financed for specific research projects allocated to a supervisor, research team or department. The other service conditions are identical to the TAs and it is fairly common that RAs are awarded TA positions when their RA expires if the performance has been good. Research assistantships are advertised centrally, but also at the site pages for the departments within the universities and for the research institutes, at any time of the year. RA are expected to enrol in DSM on the project for which they are recruited, additional requirements may apply to qualify for specific RA depending on the project and department.

### 5.3 Scholarships

Besides the assistantships that are employments within the universities, there are also a number of attractive fellow- and scholarships available for doctoral students in LSM. The list below is far from exhaustive, more information can be obtained from the central webpages (e.g. <https://uclouvain.be/fr/chercher/financer-la-recherche.html> at UCLouvain) as new opportunities arise, deadlines change etc.

#### 5.3.1 FNRS Doctoral fellowship

[Fonds National de la Recherche Scientifique http://www.fnrs.be](http://www.fnrs.be)

The National Scientific Research Foundation (FNRS) finances scientists, research programmes and scientific network activities. In particular, the FNRS fellowship is a two-year financing (tax-free amount similar to that of a TA-RA above, including social and medical insurance), potentially renewed once. The FNRS aspirant also gets computer

equipment equivalent to the TAs from each university. FNRS fellowships are awarded by scientific commissions that put particular emphasis on the achievements of the candidates in their CV. Note that the renewal of a FNRS fellowship after two years must be coordinated with the Confirmation exam, meaning that in practice, the Confirmation should be passed 1.5 year into the programme.

### 5.3.2 FNRS Special scholarship

The FNRS offers a special doctoral scholarship for one year to eligible candidates that work full-time outside the universities, wishing to take a year off to finish their dissertation. The special scholarship covers their net salary for one year. The deadline is February 1 each year for next academic year, forms and regulations are provided on the webpage <http://www.fnrs.be>. It should be noted that this scholarship is rare.

### 5.3.3 FRESH fellowships

FRESH grants are strictly restricted to graduates with an academic education who aim to carry out fundamental research projects with significant societal impact, using tools provided by human and social sciences. For this purpose, they shall pursue their studies leading to a Ph.D. in a university of the French-speaking Community of Belgium under the supervision of a promoter attached permanently to this university and a co-promoter (if any) from one of the institutions. The FRESH Fund supports basic research projects whose outcomes are likely to improve the understanding or functioning of one sector in the society in the short-medium term at a local, regional, national or international level, from many perspectives such as economy, politics, culture etc. The granting of FRESH grants is intended for the completion of the Ph.D. within 4 years. The deadline is August 31 each year for next academic year, forms and regulations are provided on the webpage <http://www.fnrs.be>.

### 5.3.4 FSR-UCLouvain scholarship

In addition to the FNRS fellowships above, the Special Research Fund (FSR) allocates a limited number of scholarships to the Research Councils of the Belgian universities. The budget (for UCLouvain about 15 scholarships in total) is allocated both to doctoral candidates and post-doctoral fellows. To be eligible for a FRS-UCLouvain scholarship, the candidate must submit an application for a FNRS Fellowship to FRS-FNRS as in Section 5.3.1 above. The Research Council reviews then the applications not awarded FNRS fellowships. Candidates who were ineligible for administrative reasons by Feb 1 and thus could not apply may apply directly to the Chairman of the UCLouvain research council no later than April 15. The decision is announced in July. For details, contact UCLouvain/ADRE.

### 5.3.5 FIRST Enterprise scholarship

<http://recherche-technologie.wallonie.be/fr/menu/ressources/programmes/les-programmes-first.html>

Co-financed by a company located in the Walloon region, the First DEI program awards two-year scholarships (renewable once) to candidates undertaking a project in partnership with the sponsoring company and a research center located outside of Belgium which will host the researcher for a 6 month internship. FIRST is an interesting way to fund a doctoral thesis.

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These kinds of project must be submitted when calls are made by the Wallon region, the General Directorate for Technology, Research and Energy (DGTRE). The university is the owner of the resulting research. For information, see references at the webpage above.

### 5.3.6 PRFB Prospective Research for Brussels

[http://www.iwoib.irisnet.be/prfb\\_fr.htm](http://www.iwoib.irisnet.be/prfb_fr.htm)

Candidates (max 30 years, eligible for a doctorate) that are proposing projects within the programme Prospective Research for Brussels (PRFB) may obtain a fully financed fellowship for 2 +1 year, including overhead expenses for the department and the university. The subjects are

- Mobility (including the use and planning for the port of Brussels, commuting, spatial-economic impact of mobility in the capital region)
- Environment (biodiversity and urban environment)
- City and demographic growth (policy, adaptation and impact of population growth, in particular with respect to infrastructure, public service, real estate, employment)
- Economy (informal economy and criminality, social economy: current state and perspectives)
- Socio-economic impact of research

The deadline is July 15, documents and forms are available from the webpage above.

### 5.3.7 DOCTIRIS PhD in entreprise

[http://www.innoviris.be/site/indexd3d8.html?page\\_id=1214](http://www.innoviris.be/site/indexd3d8.html?page_id=1214)

Candidates (any nationality, but not previously in doctoral training in Belgium) that are employed by a company in Brussels and pursuing a scientific project may be financed by the region Bruxelles-Capitale. The functioning is similar to the FIRST Enterprise scholarships, for detailed regulations, see the webpage above.

The deadline is May 15 for projects planned to start in January the following year, specific forms must be used.

### 5.3.8 ARES – WBI Mixed doctorate scholarships

<http://www.wbi.be/fr/inwbi#.Wg2WIEria9I>

The WBI offers grants for doctoral studies partly in the country of origin and partly (env 1/3) in Belgium. The programme is particularly aimed at university staff in the supported country pursuing an established relationship with an academic institution in Belgium. The scholarship lasts for no more than 4 years, paying a subsistence of 1200 EUR/month, registration fees and certain move and travel expenses. [An alternative financing for the same target groups is given by *l'Agence Universitaire de la Francophonie* AUF, see [www.auf.org](http://www.auf.org) and below].

#### 5.3.8.1 Eligibility criteria

The candidate must satisfy the following criteria:

1. National of one of the countries: Algeria, Benin, Bolivia, Burundi, DR Congo, Ecuador, Mali, Morocco, Mozambique, Niger, Palestine, Peru, Rwanda, Senegal, South Africa, Tanzania, Uganda, Vietnam.
2. No more than 40 years old

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3. At least two years professional experience as an instructor, assistant lecturer or researcher in a university or recognized research institution.
4. Area of research must be accepted by an academic sponsor in Belgium and a local sponsor.
5. For medical specializations; the Académies Royales de Médecine must give their agreement.

### 5.3.8.2 Process

The Doctoral Bureau may indicate whether the intended area of research is present in LSM, the approval of a potential supervisor must be obtained prior to application. The application deadline is March 1, application should be sent to the Cooperation Attaché in the local Belgian representation (Embassy or Consulate).

## 5.4 Financing of research activities (travel, conference fees, etc)

Some research activities incur direct costs for the doctoral candidates, such as fees for conferences and external seminars, travel and subsistence for attendance at such events, specialized literature, software and databases, etc. A number of options are open to fully or partially cover such costs, some of which are listed below. Although there are exceptions, note that in general a doctoral candidate cannot rely on funding from the university, faculty or the department for individual activities, since most research funds are allocated to a research institutes and/or a supervisor. Teaching assistants are granted an operating budget (1500€X2) with the first and second renewal of their 2-year contract.

### 5.4.1 FNRS international travel support

Researchers presenting work at international scientific conferences may apply for travel support from FNRS. The reimbursement is at most the cost for the airfare from Belgium to the destination. Application at a specific form (see webpage or contact [secr.gen@frs-fnrs.be](mailto:secr.gen@frs-fnrs.be)) at least 2 months prior to the date of the event in Europe, 3 months outside of Europe. In addition, FNRS offers also financing for scientific stays (1-3 months) abroad for doctoral (and post-doctoral) researchers. Deadline for application: 2 months before the visit. For details and conditions, see the webpage [www.fnrs.be](http://www.fnrs.be).

### 5.4.2 CEMS Doctoral Course Support

For eligible doctoral students that have applied in due time for FNRS support, a supplement for travel support and registration for CEMS doctoral course participation may be obtained using a simple application.

### 5.4.3 Some other sources

A good review of financing for research mobility is found at the UCL webpage.

<https://uclouvain.be/en/research/research-funding.html>

## 6 References

### 6.1 Contacts

*Administrative coordinators of the PhD program in Management*

Unit	Name	Place	Email
Doctoral Bureau in Management (during the PhD)	Sandrine DELHAYE	SAFI Mons	<a href="mailto:sandrine.delhaye@uclouvain.be">sandrine.delhaye@uclouvain.be</a>
Local Secretary (at the defense step)	Sandrine DELHAYE	SAFI Mons	<a href="mailto:sandrine.delhaye@uclouvain.be">sandrine.delhaye@uclouvain.be</a>
Local Secretary (at the defense step)	Nathalie COGNEAU	LSM LLN	<a href="mailto:nath.cogneau@uclouvain.be">nath.cogneau@uclouvain.be</a>
Doctoral Activities Coordinator (LouRIM/ DSM)	Jasmine DE WULF	LouRIM LLN	<a href="mailto:jasmine.dewulf@uclouvain.be">jasmine.dewulf@uclouvain.be</a>

### 6.2 Webpages

**The UCL Doctoral regulation and vademecum of PhD in management sciences:**

<https://uclouvain.be/fr/facultes/lsm/doctorat-en-sciences-economiques-et-de-gestion.html>

**Sites related to the doctoral program in management:**

EIASM (EDEN programme of courses): <http://www.eiasm.org/>

CEMS (doctoral courses): <http://www.cems.org/general/phd/workshops.php>

FRS-FNRS (research funding) : <http://www.frs-fnrs.be/>

Research assistant position webpage : <https://uclouvain.be/fr/decouvrir/personnel-scientifique.html>