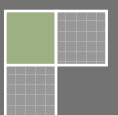


2011

Ph.D. school in Economics and Management

Procedures

This document contains the detailed description of the internal procedures for Ph.D. education in the Ph.D. School in Economics and Management, Copenhagen Business School. The procedures are prepared in accordance with the Program regulations and CBS internal policies. The document is the subject for the approval by the EM Ph.D. Board (see Appendix).



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Introduction to the Ph.D. School in Economics and Management

The Ph.D. School in Economics and Management (EM) is administered in accordance with the [Program Regulations for the Ph.D. Program at Copenhagen Business School 2008](#).

The Ph.D. School in EM is an organizational unit led by the head of the Ph.D. School in EM and the elected Ph.D. Board, which consists of representatives of the academic staff and the research degree students. The administration of the school is carried out by the Ph.D. School administrator(s).

The following CBS departments are affiliated with the Ph.D. School in EM:

- Department of Economics (ECON),
- Department of Finance (FIN) ,
- Department of Innovation and Organizational Economics (INO),
- Department of International Economics and Management (INT),
- Department of Marketing (AØ), and
- Department of Strategic Management and Globalization (SMG).

Each of the local research environments has appointed a Ph.D. coordinator, who is the main contact person for the Ph.D. students in that department. Every department has also appointed a local Ph.D. administrator to deal with administrative matters. Contact information for Ph.D. coordinators, Ph.D. administrators, the Ph.D. School administrator and the head of the Ph.D. School is provided in Appendix II.

Ph.D. students, supervisors, coordinators and administrators socialize on a regular basis. For example, at the beginning of each semester there is a “Friday Afternoon Beer” event, which serves as an informal forum for sharing information and experiences. Twice a year the head of the Ph.D. School issues a newsletter to update Ph.D. students on recent developments and changes. Once a year Ph.D. supervisors have a breakfast meeting with the head of the Ph.D. School and the Ph.D. School administrator. Furthermore, Ph.D. coordinators and administrators have a common platform on CBS Share, while Ph.D. students of the EM school have a group on Facebook.

Enrollment

There are several routes into Ph.D. program at CBS – scholarship positions, independent (fee-based) studies and industrial studies. Regardless of route chosen, all enrollments are approved by the Ph.D. Board. However, the enrollment procedures differ.

Enrollment of applicants for scholarship positions

If an applicant has been granted a scholarship from a research council or a fellowship from CBS, or is employed by an externally funded research project, she/he is not re-assessed before enrollment. To complete enrollment, the Ph.D. School requires: (1) a completed Assessment Form (see Research Hub) and (2) a letter from CBS HR & Legal Services indicating the beginning and end dates of the employment contract.

Enrollment of applicants for independent (fee-based) and industrial Ph.D. studies

For independent (fee-based) Ph.D. studies, admission to the Ph.D. School in EM is granted by the Ph.D. Board based on the assessment committee's written assessment (a completed Assessment Form, see Research Hub) of the application package. The package, as a minimum, must include:¹

- A research proposal (a brief description of the proposed Ph.D. project),
- A curriculum vitae (CV),
- Copies of diplomas and transcripts from all higher education institutions attended, and
- A list of written works.

The research proposal should include an original research question, a description of the initial theoretical framework and methodology, a presentation of the suggested empirical material and a work plan. In addition, applicants are strongly recommended to document their level of English language skills (e.g. TOEFL, IELTS), and provide documentation of GRE or GMAT scores. We **strongly recommend** that departments interview applicants either in person or via an Internet-based video conferencing system, such as Skype.

¹ A detailed description of the admission procedures can be found at: http://uk.cbs.dk/degree_programmes/phd/admission.

If a potential research degree student intends to apply to Forsknings- og Innovationsstyrelsen for funding of a Ph.D. program at CBS, that applicant must obtain approval of admission to the Ph.D. School **before applying for funding**. It might take up to one month to obtain such approval.

The enrollment procedure for students wishing to seek funding from Forsknings- og Innovationsstyrelsen is the same as for applicants for independent (fee-based) studies. Preliminary approval, if granted, is issued in the form of an email from the head of the Ph.D. School in EM. After securing the finances, the research degree student must be formally enrolled. For that purpose, the Ph.D. School requires: (1) the documents specifying that financial resources are available for the completion of the entire Ph.D. program [when applicable, a copy of the agreement from the Ministry (VTU) must be provided], and (2) a copy of the preliminary approval email from the Ph.D. School.

Approval of applicants

To obtain approval, the Ph.D. coordinator (rather than the potential supervisor or the applicant) must send the assessment to the head of the Ph.D. School. The Ph.D. School's approval process is then administered by the Ph.D. School administrator, who sends the assessment of the application and the applicant's CV to the members of the Ph.D. Board. The approval process can take up to two weeks. When considering whether to approve an application, the Board stresses the importance of the following:

- The applicant must have the necessary academic skills to complete the program,
- Completion of the Ph.D. thesis must be possible within the determined program duration,
- The necessary financial resources must be available for the completion of the entire Ph.D. program, and
- Qualified supervisors must be available to be linked to the research degree student and the project.

When approval is granted by the Ph.D. Board, the Ph.D. School administrator sends an email to the Ph.D. coordinator, the Ph.D. local administrator and the head of the respective department. The email specifies the necessary follow-up actions, such as obtaining final approval from the Research Dean (required for all applications except applications for an

independent Ph.D.) and reaching an agreement on funding (required for all externally funded applicants). If external resources are to contribute to the financing of the Ph.D. program, a written cooperative agreement regarding the financial aspects, and agreements on intellectual property rights, publishing and termination must be presented at the time of enrollment. The cooperative agreement must be approved by the head of the department, the head of the Ph.D. School and the Dean.

Final admission

When all of the above conditions are satisfied, the applicant receives an official enrollment letter signed by the head of the Ph.D. School specifying the formal date of enrollment, the program's duration and deadlines. The applicant also receives an introduction package explaining the contents and structure of the Ph.D. program under the Ph.D. School in Economics and Management ("Welcome to the Ph.D. School in Economics and Management").

The new research degree student is encouraged to arrange an informal meeting with the local Ph.D. coordinator, who can clarify the components of the Ph.D. program and answer any questions the student might have.

Cancellation of enrollment

To remain enrolled, Ph.D. students must regularly report on the progress of their Ph.D. studies. At CBS, the ongoing assessment of a Ph.D. student's progress is carried out through mandatory semi-annual reports (see the detailed description of the semi-annual reports in the next section). A Ph.D. student who fails to submit a semi-annual report twice in a row receives a warning from the head of the Ph.D. School and a new deadline for submission. If the student fails to respond to the warning, his/her enrollment in the Ph.D. School may be cancelled.

If a semi-annual report highlights any inadequacies, the head of the Ph.D. School will inform the research degree student of those inadequacies and give the student three months to rectify the situation. During those three months, the research degree student, together with his/her supervisor, must create a specific plan for improving the negative assessment. This plan should be submitted to the head of the Ph.D. School. Along with the plan, the research degree student and his/her supervisor should submit information on the resources needed

(e.g., additional supervision hours) to ensure that the student's Ph.D. studies continue in accordance with the submitted plan. These suggestions will be sent to the Ph.D. Board for approval.

At the end of the three-month period, the Ph.D. student must submit a written progress report. The head of the Ph.D. program also contacts the main supervisor to collect his/her opinion about the student's progress. On the basis of this information, a final decision will be made by the Ph.D. Board. In case of a **positive** evaluation, the research degree student continues the program and reports on the progress of his/her study in the next semi-annual report. If the assessment is **negative**, the student's enrollment in the Ph.D. program is cancelled. The three months will not give rise to an extension of the Ph.D. program.

The research degree student is entitled to appeal a decision to cancel enrollment to the CBS Academic Council within two weeks. The maximum period of enrollment is seven years for both full- and part-time research degree students, irrespective of any approved leaves of absence other than maternity/paternity leave and compulsory military service.

Enrollment is not the same as employment. Only "research fellows" are automatically employed by CBS (see http://uk.cbs.dk/degree_programmes/phd/different_routes_to_a_phd). Similarly, discontinuation of enrollment is not comparable to termination of employment, as the latter is subject to employment provisions. Enrollment and termination of enrollment are regulated by the Ph.D. Order and Program Regulations.

Ph.D. Program Structure

In the course of a Ph.D. program that is undertaken in the Ph.D. School in EM, the research degree student should:

1. Carry out independent research work under supervision;
2. Complete Ph.D. courses carrying a total minimum weight of 30 ECTS;
3. Participate in active research environments, preferably in the form of stays at other, mainly foreign, research institutions;
4. Gain teaching experience or practice in other forms of knowledge dissemination in subjects that, as much as possible, are related to the Ph.D. project of the student in question; and
5. Submit and defend a Ph.D. thesis.

Thesis format

Research degree students at CBS can choose between two formats for their Ph.D. theses: a monograph format or an article-based format.

In the Program Regulations, it is recommended that an article-based thesis includes **at least** three articles, as well as an introduction chapter and a conclusion chapter that serve to weave the thesis's independent articles into a whole by placing them into a theoretical framework, presenting existing literature, clarifying the overall contribution, etc. Each article should provide an independent and separate analytical contribution to the academic field and be in a format that is suitable for publication in peer-reviewed scientific journals. At least one of the articles must be single authored. If special circumstances make single authorship impossible (e.g., lab experiments), the research degree student must apply to the Ph.D. Board (via the head of the Ph.D. School) for exemption well in advance of submission. For multiple-authored papers, co-author statements stipulating each author's contribution must be provided.

In general, research degree students writing an article-based thesis should have attempted to publish, or have accepted for publication, at least one of the articles by the time the thesis is to be submitted. Although this is not a rule, it is the norm at CBS. However, irrespective of

publication, the assessment committee is responsible for the final assessment of the quality of an article-based thesis.

We strongly recommend that Ph.D. students discuss the selection of a format for their theses with their supervisors. The format of the thesis should be specified as of the third semi-annual report (that is, in the third report and onwards).

Ph.D. Plan

Within two months of formal enrollment, each Ph.D. student must submit a Ph.D. Study Plan to the Ph.D. School in EM. The Ph.D. Plan should include a timeline/schedule for the student's studies and research, an agreement on the type of supervision to be provided, an indication of the courses the student plans to attend, a tentative plan for study abroad (if applicable), a plan for teaching activities and a budget for the full period of study. The Ph.D. Plan should be made in cooperation and agreement with the student's supervisor(s) and endorsed by the head of department before it is scanned and electronically submitted to the Ph.D. School for approval.

All submitted Ph.D. plans must be approved by the Ph.D. Board and then signed by the head of the Ph.D. School in EM. The Ph.D. School administrator informs the student about whether the submitted Ph.D. Plan is approved.

Minor adjustments can be made to the Ph.D. Plan after it is approved. Such changes should be made in connection with the semi-annual reports. Examples of allowable minor changes are the inclusion of specific agreements on research stays at other institutions, changes to course participation and inclusion of conference presentations.

Detailed guidelines and the form for the Ph.D. Plan in Danish and in English are available at the Research Hub:

<https://rh.cbs.dk/Forskeruddannelser/EM-Economics-management/Useful-documents>

Semi-annual reports

Twice a year (by June 1 and December 1) the Ph.D. student's study progress is to be formally assessed by means of semi-annual reports. Each semi-annual report must give an account of completed (including course participation, and teaching and knowledge dissemination

activities) and uncompleted parts of the Ph.D. program. The semi-annual report must also detail any adjustments to the previously approved Ph.D. Plan.

In total, every Ph.D. student should submit **at least** six semi-annual reports. If four months will pass between the start of a student's Ph.D. studies and the School's next report deadline, the student's first report must be submitted by that deadline. If less than four months will pass between the start of a student's Ph.D. studies and the School's next report deadline, the first report should be submitted by the next deadline. The last report should be delivered close to the thesis submission date.

The semi-annual reports are to be prepared by every Ph.D. student, and endorsed by the principal supervisor and the head of department. The signed semi-annual report should then be scanned and electronically submitted to the Ph.D. School for approval by the head of the Ph.D. School in EM. The Ph.D. School administrator informs Ph.D. students about whether submitted semi-annual reports have been approved.

The form for the semi-annual report in Danish and in English is available at the Research Hub:

: <https://rh.cbs.dk/Forskeruddannelser/EM-Economics-management/Useful-documents>

Supervision

Ph.D. students at CBS are assigned two supervisors (three in special cases), one of whom is designated as principal supervisor.

The principal supervisor is always a senior faculty member, i.e., a professor or associate professor at CBS. The principal supervisor is provisionally appointed concurrently with the enrollment of the student and finally appointed concurrently with the approval of the Ph.D. Plan.

The second supervisor is appointed concurrently with the approval of the Ph.D. Plan. The second supervisor may be from another university, a company, a government research institution, etc. In cases involving industrial Ph.D. students, the second supervisor should either be affiliated with the company in which the Ph.D. student is employed and/or have company-relevant knowledge and research experience within field in question.

In addition to facilitating the research process, the principal supervisor assists the Ph.D. student in complying with the formal requirements of the Ph.D. program. For example, the Ph.D. Study Plan – which is meant to be a realistic plan for the student’s teaching and knowledge dissemination activities – should be a joint effort of the principal supervisor and the Ph.D. student. The semi-annual reports are also meant to be the result of close collaboration between the Ph.D. student and the principal supervisor. Furthermore, the supervisor is responsible for organizing the closing seminar and the composition of the assessment committee.

In total, 150 hours are allocated to supervision (by all supervisors) during the three years of study. The exact number of hours used each semester should be specified in each semi-annual report. Ph.D. students can choose ongoing supervision, supervision once a week or once a month, or supervision in connection with the submission of the semi-annual reports. We recommend that this decision be discussed between the principal supervisor and the Ph.D. student. It may also be a good idea to reach an agreement concerning agendas for meetings and to discuss whether some meetings should be held with all supervisors.

It is possible to appoint additional supervisors, and to replace the principal or other supervisors during the project. If a research degree student wishes to replace a supervisor, she/he must submit a written application to the head of the Ph.D. School outlining the reasons for the desired change and providing a brief account of the project’s status.

Ph.D. courses

A research degree student must complete a course program equivalent to 30 ECTS credits (840 SAT or a six-month workload). Course activities may include national or international Ph.D. courses. For a description of courses held at CBS, see:

http://www.cbs.dk/uddannelser/ph_d/alle_ph_d_kurser.

The Ph.D. School in EM strongly recommends that every research degree student complete courses in both quantitative **and** qualitative methods, and at least one course on key theories of economic organization that have been influential in management research (e.g., the “Theory of the Firm”). It is highly recommended to take these courses during the first year of the Ph.D.

studies. Course choices and schedules should, first and foremost, be discussed with the supervisor.

The selected Ph.D. courses must be listed in the Ph.D. Plan and semi-annual reports. Any changes to the list of selected courses should be noted in the next semi-annual report. Under special circumstances, requests can be sent to the principal supervisor, the head of department and the head of the Ph.D. School.

The Ph.D. School in Economics and Management allows credit transfers for Ph.D. courses taken **prior** to enrollment in the Ph.D. program at CBS. Credit transfer applications should be sent to the head of the Ph.D. School and to the Ph.D. coordinator in the respective department. Approval of credit transfers is based on the following conditions: (a) the course work was part of a Ph.D. program, and (b) the Ph.D. courses are relevant to the current research project.

The Ph.D. School in EM does not grant any credit for conference participation with the exception of participation in the doctoral consortium, during which research degree students have a chance to present their own work and receive feedback (1 ECTS, unless otherwise specified).

Stay abroad

The Ph.D. School in EM recommends that part of the Ph.D. study be conducted outside Denmark at a research institution that is particularly relevant for the Ph.D. student's research area.

The appropriate length of a stay abroad depends on a number of factors (such as prior international experience, financial circumstances, family situation, data collection requirements, and the identification of – and connections to – attractive research environments). Typically, CBS doctoral students spend three to six months abroad. It is important that period(s) of study abroad fit into the project schedule.

In terms of appropriate locations for study abroad, Ph.D. students can get inspiration from their supervisors, local Ph.D. coordinators, other doctoral students and researchers they meet at international conferences.

Departments usually have some funds at their disposal to support a research stay abroad. Ph.D. students should apply directly to their department for these funds. However, a period abroad is often more expensive than the funding available from the department. In such cases, we recommend that Ph.D. students apply for funds elsewhere, e.g., from private and governmental research foundations.

Teaching and knowledge dissemination

Ph.D. students who are employed by CBS have a teaching obligation corresponding to a total of 642 working hours (excluding lunch; see the CBS standard catalogue for more information). Ph.D. students may choose not to teach. In that case, their employment contract and salary will be re-negotiated. The teaching and knowledge dissemination should be an integral part of the Ph.D. Plan, and must be undertaken in agreement with the head of department. Therefore, Ph.D. students should discuss their teaching obligations with their department heads **at the beginning** of their Ph.D. program.

Industrial Ph.D. fellows and independent (privately funded) doctoral students have no teaching obligations. However, they do have a knowledge dissemination obligation that should be addressed in cooperation with the principal supervisor and the head of the department.

The head of the department and the principal supervisor have the overall responsibility for monitoring the fulfillment of the teaching and knowledge dissemination obligations by their Ph.D. students.

CBS offers [seminars and workshops](#) for research degree students in education theory and knowledge dissemination. These courses are not a mandatory part of the Ph.D. program and students do not receive any ECTS credits, but they are highly recommended.

For further information, please visit:

http://uk.cbs.dk/degree_programmes/phd/professional_development

Conferences

The Ph.D. School in EM highly recommends participation in relevant, well-recognized conferences, especially when there is an opportunity for the Ph.D. student to present his/her

work. Conference participation should be an integral part of the Ph.D. Plan and should be discussed with the principal supervisor. With some exceptions, participation fees and traveling costs are usually covered by the department. However, we recommend that Ph.D. students also apply for funds elsewhere (e.g. Otto Mønsted Fund, www.ottomoensted.dk).

Seminars

Research degree students are required to present their research projects at least twice during their studies at CBS. The purpose of these presentations is to provide students with the opportunity to gather feedback on their projects and suggestions for further development, to ensure the quality of the projects, and to assist in detecting possible problems in the research process. Both seminars should be advertised by the Ph.D. local administrator at least one month in advance.

The introductory seminar should take place **within six months of the beginning** of the project period. The closing seminar/pre-defense should be held at least **three months prior to submission** of the thesis. At the latter seminar, a draft version of the thesis should be reviewed and commented on by two discussants (not supervisors).

Finances

The Ph.D. School covers expenses associated with supervision, administration, seminars and assessment. It also covers fees for Ph.D. courses. The 2011 Ph.D. School budget includes the following expenses **over three years, per student, in DKK**:

Supervision (150 hours)	61,347*
Local administration (15 hours for the local Ph.D. coordinator)	6,135*
Seminars (introductory and closing/pre-defense)	14,000
Course fees (based on a calculation of DKK 1,200 per ECTS)	36,000
Travel and stay abroad	35,000
Assessment of the thesis (including, printing of the thesis, costs of the assessment and defense)	40,000
Reception	5,000

*1 hour VIP=DKK4096.135

Amounts allocated for “Course fees” and “Travel and stay abroad” can be combined. That is, Ph.D. students can use up to DKK 71.000 for courses, travel and stay abroad. However, the amounts allocated for “Supervision”, “Local administration”, “Assessment of the thesis” and “Reception” are absolute maximums, and they cannot be changed or combined.

The figures reflect the general amounts budgeted on the Ph.D. School level for every Ph.D. student enrolled. However, every department has its own policy for how this money is distributed. In some departments, money is automatically transferred to the Ph.D. accounts of individual Ph.D. students; in others, Ph.D. students need to apply every time they wish to use funds. In addition, special arrangements may be specified in contracts with independent Ph.D. students and industrial Ph.D. fellows.

The Ph.D. School in EM allocates no funds to cover costs associated with data collection/analysis, the purchase of books or reports, linguistic proofreading, etc. To cover these expenses, Ph.D. students must consult with their principal supervisors, local Ph.D. administrators and heads of departments. Departments have differing policies in this respect.

Submission of the Ph.D. Thesis

Submission process

A research degree student must inform the Ph.D. School of the date of the expected submission of the Ph.D. thesis **two months in advance**. At that time, student should submit the following to the Ph.D. School: (a) copies of all diplomas from completed Ph.D. courses with clear indications of the ECTS credits obtained (see “Overview of course activity for Ph.D. students” at <https://rh.cbs.dk/Forskeruddannelser/EM-Economics-management/Useful-documents>), and (b) a completed “Obtained Ph.D. degree and discontinued Ph.D. education” form (<https://rh.cbs.dk/Forskeruddannelser/EM-Economics-management/Useful-documents>). The expected submission date should be agreed with the supervisor(s) prior to contacting the Ph.D. School.

When the Ph.D. School is informed of the submission date, the Ph.D. School administrator completes the “Submission Checklist”, which includes checks of the following:

1. The Ph.D. Plan as approved by the main supervisor, the head of department, the head of the Ph.D. School and the Ph.D. Board.
2. The semi-annual reports as approved by the main supervisor, the head of department and the head of the Ph.D. School.
3. Proof of completion of Ph.D. courses equal to 30 ECTS credits.
4. Proof that teaching and knowledge dissemination requirements were met.
5. Proof that a closing seminar/pre-defense was held.

The “Submission Checklist” is completed by the Ph.D. School administrator with inputs from the Ph.D. student (item 3), the head of department (item 4) and the student’s principal supervisor (item 5). The Ph.D. School should inform the research degree student about whether the requirements for the completion of the program have been met (i.e., the “Submission Checklist” has been completed) no later than **one month** before submission. The thesis will only be accepted by the Ph.D. School **if** the Ph.D. program has been satisfactorily completed.

Four hard copies and an electronic version (pdf) of the thesis should be submitted **to the Ph.D. School administrator**. The thesis should include an executive summary in both Danish and English. The Ph.D. School will inform the research degree student in writing about the acceptance of the thesis submission and about the assessment timeframe.

Appointment of the Ph.D. assessment committee

When the Ph.D. student informs the Ph.D. School of the expected submission date, the Ph.D. School administrator contacts the local Ph.D. coordinator with a request to facilitate the formation of an assessment committee.

The principal supervisor provides suggestions for the composition of the assessment committee. However, the supervisor and the Ph.D. student should discuss the possible composition of the assessment committee well in advance of completion of the Ph.D. Although Ph.D. students do not have a formal role in the appointment process, supervisors are expected to discuss this issue with the student.

The members of the assessment committee must be recognized researchers within the relevant field. The chairman of the assessment committee must be an associate professor or professor at CBS. Two of the committee members must come from outside CBS (i.e., they cannot be employed by CBS), one of whom (at least) must be from outside Denmark. At least one of the committee members should have not participated in the pre-defense. In the case of an industrial PhD, at least one of the members of the assessment committee must have company-relevant research experience within the field in question. There may, however, be special academic considerations that would allow for a deviation from this principle.

The Ph.D. coordinator informs the Ph.D. School administrator via email about the composition of the assessment committee, and the coordinator obtains the CVs of all members. The composition of the assessment committee is subject to approval by the Ph.D. Board **and** by the Research Dean. The Ph.D. School administrator handles the approval process.

When approval has been received, the Ph.D. School administrator informs the Ph.D. student about the composition of the assessment committee. The Ph.D. student is entitled to object to the committee's composition within a week and withdraw the thesis before preliminary assessment.

The entire process of appointing the Ph.D. assessment committee can take up to two months. For this reason, it is critical that every Ph.D. student provide formal notice regarding the expected date of thesis submission two months in advance, so that the assessment committee can be formally appointed by the time of submission.

Role of the principal supervisor

The principal supervisor follows the work of the assessment committee but is not entitled to take an active part in the decision-making process. This means that the supervisor follows the assessment process, and (if requested) is entitled to participate in discussions and other activities in connection with the evaluation. However, it is the three members of the assessment committee alone who decide on the recommendation and write the assessment report.

Assessment of the Ph.D. Thesis and the Public Defense

The assessment procedure consists of two parts: a preliminary assessment (a written evaluation of the dissertation) and an oral defense.

Preliminary assessment

The preliminary assessment must contain a review of the strong and weak points of the thesis, and an identification of the thesis's contribution to the research field. The assessment committee should make a recommendation to the Ph.D. School as to whether the submitted Ph.D. thesis meets the requirements for the awarding of a Ph.D. degree. The recommendation shall be reasoned and, in the event of disagreement, the majority shall prevail.

The deadline for submitting the preliminary assessment is two months from the date that the Ph.D. thesis is received by all members of the assessment committee. The following extensions are applied:

- An additional two weeks if the assessment period includes Christmas,
- An additional week if the assessment period includes Easter, or calendar weeks 7 or 42, and
- An additional four weeks if the assessment period includes July and/or August.

The chairman of the assessment committee sends the committee's recommendation to the head of the Ph.D. School. This communication should only be copied to the Ph.D. School administrator. The assessment report should be signed by all members of the committee. If the recommendation is:

- (a) **Favorable**, the committee should recommend the thesis for the public defense. If necessary, the committee can require that some minor changes be made prior to the defense. In that case, the Ph.D. candidate does not need to resubmit the thesis but must make the changes before publishing the thesis. Prior to the defense, the candidate must supply the committee with a list of corrections made.

(b) **Unfavorable**, the assessment committee shall state whether the Ph.D. thesis may be resubmitted in a revised version. If so, the committee must recommend a potential deadline for resubmission (a minimum of three months).

The head of the Ph.D. School notifies the Ph.D. student of the committee's recommendation, sends a copy of the assessment report to the student and informs him/her of the final decision of the head of the Ph.D. school (copied to the principal supervisor, the Ph.D. coordinators and the head of department). If the submitted thesis is accepted in its current form for a public defense, the Ph.D. student is informed about the formalities of the process. If the submitted thesis is rejected in its current form but recommended for resubmission, the Ph.D. student is informed about the exact deadline for resubmission (at least three months later). In this case, the student is asked to formally accept the deadline and to inform the Ph.D. School administrator two months in advance about his/her intention to submit on the given deadline. The resubmitted thesis will be assessed by the same assessment committee unless special circumstances apply.

The Ph.D. student and the principal supervisor may submit their comments on the recommendation within one week.

Public defense

Thesis publication

The Ph.D. thesis shall be made available to the public at least 10 days before the public defense. The CBS Library offers electronic publication of the thesis.

The defense

The defense must take place **at least two weeks after** the assessment committee submits its recommendation but no later than three months. Under special circumstances, the defense can be postponed. This especially applies to cases in which the protection of intellectual property rights necessitates a postponement, but it is also applicable in cases where the Ph.D. student wishes to undertake minor revisions of the thesis. Requests for postponement must be submitted in writing to the head of the Ph.D. School immediately after the Ph.D. student receives the assessment. The head of the Ph.D. School discusses the request with the principal

supervisor and the local Ph.D. coordinator, and is entitled to dismiss the request if it is unreasonable.

The practicalities related to the organization of the oral defense are handled by the local Ph.D. administrator. The supervisor chairs the oral defense according to the schedule provided by the local Ph.D. administrator. The members of the assessment committee act as opponents. The defense usually takes approximately two hours including an intermission. The defense starts with the Ph.D. student presenting an account of his/her work, after which members of assessment committee act as opponents. Thereafter, other persons in attendance are invited to ask supplementary questions.

Awarding of the degree

On the basis of the thesis and the defense, the assessment committee must assess whether the requirements for the thesis and the defense have been met. The recommendation of the assessment committee is disclosed immediately after the defense and must be submitted to the Academic Council for final approval as soon as possible. The final decision to award the Ph.D. degree is made by the Academic Council.

Once the decision to award the Ph.D. degree is made by the Academic Council, the Ph.D. School administrator issues the Ph.D. degree certificate. The certificate contains relevant information about the subject of the thesis as well as information on the completed Ph.D. program.

Appendix I

This document was approved by the Ph.D. Board during the Board meeting on March 18, 2011.

Participants: Dana Minbaeva, Bjarne Astrup Jensen, Thomas Rønde, Morten Friis-Olivarius, Lars Haakanson, Allan Sall Tang Andersen, and Sarah Biel. Observant: Haoyong Zhou

Absent: Peter Bogetoft, Torsten Ringberg, and Karin Beukel

Appendix II

Ph.D. School in Economics and Management		
Head of the Ph.D. School	Dana Minbaeva	dm.smg@cbs.dk
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	Sarah Biel (handles Ph.D. Board meetings, approvals of Ph.D. plans, semi-annual reports, thesis submissions and assessments, issuance of Ph.D. certificates, day-to-day administration)	sb.smg@cbs.dk
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