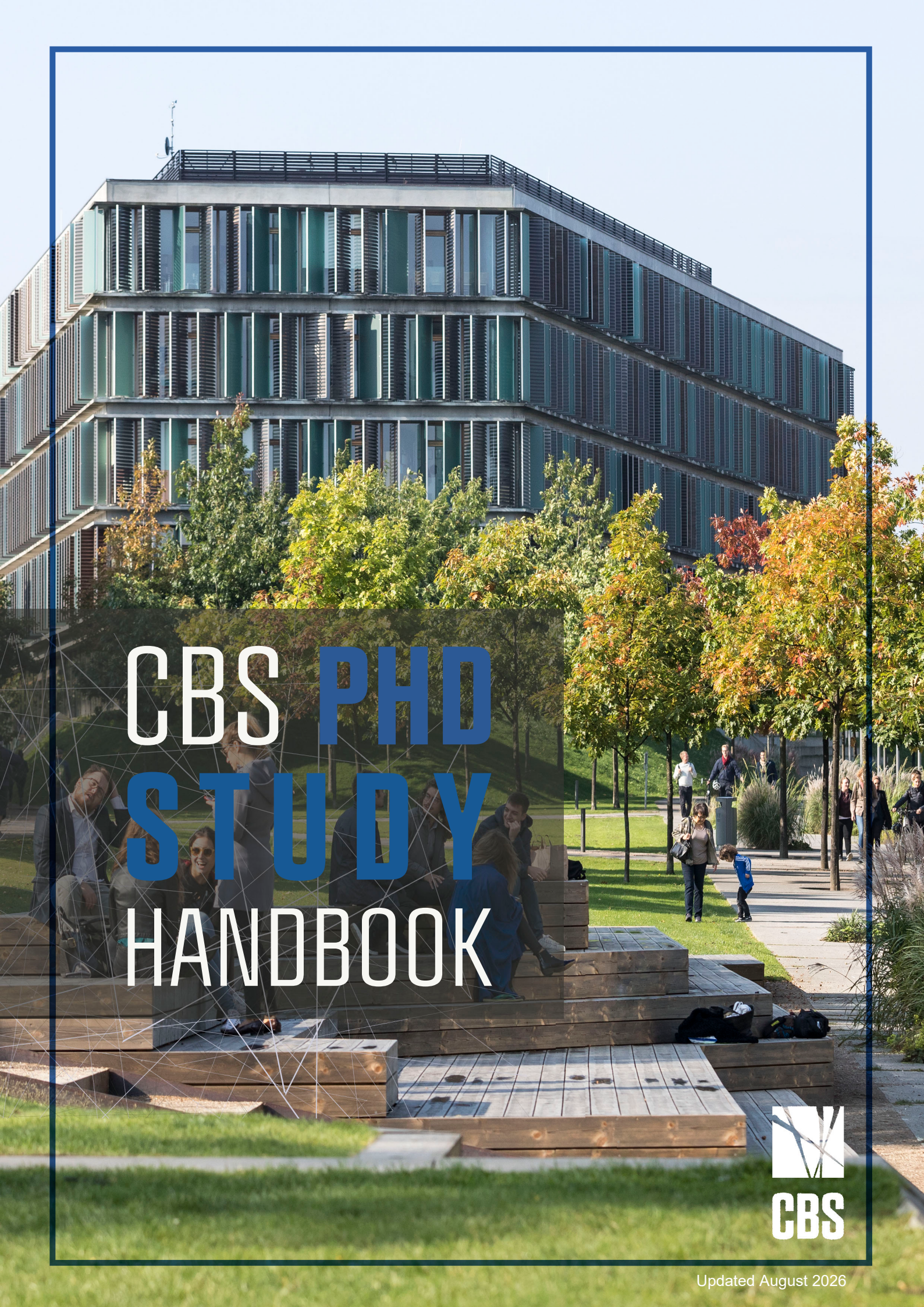


The background image shows a modern, multi-story building with a facade of green-tinted glass and dark metal louvers. In the foreground, there is a courtyard with several trees showing autumn foliage in shades of yellow, orange, and red. A group of people, including students and staff, are sitting on a large wooden bench in the courtyard. The overall scene is bright and sunny, suggesting a pleasant day on campus.

CBS PHD STUDY HANDBOOK



Updated August 2026

CBS PhD Study Handbook

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1. Purpose of the PhD Programme and Organisation of the PhD School

1.1 Purpose

The objective of the CBS PhD School is to create an active national and international high-quality research environment as a framework for the development of all PhD students as researchers at CBS. This framework should help CBS PhD students create new knowledge in their respective fields of research and to succeed after graduation either in an academic research career or in a professional career outside of academia, such as private companies or public institutions, where their sophisticated research skills are in high demand.

To achieve this objective, CBS PhD School places large emphasis on

- ensuring an adequate and relevant choice of state-of-the-art PhD courses in all research fields represented and research methods applied at CBS
- ensuring a high academic level of the PhD lines through continuous quality assurance and development of existing PhD courses
- supporting the development of new courses
- developing and assuring the quality of PhD supervision
- supporting the enrolled PhD students in presenting their projects at international conferences, in publishing their research and in their studies abroad
- attracting leading internationally acknowledged researchers to the activities of the PhD school, as teachers in PhD courses, as discussants in work-in-progress seminars, as supervisors and as members in PhD thesis assessment committees
- establishing institutionalised cooperative agreements with international researchers and research environments
- and establishing and maintaining a forum for the development of ideas and best practices for the supportive PhD activities in the different departments of CBS.

The CBS PhD School is linked to all active academic research environments at CBS.

1.2 Organisation of the PhD School

1.2.1 Dean

The dean of research, innovation and societal impact recommends the head of PhD school for appointment to the president at CBS and makes the decision on awarding PhD scholarships to the departments at CBS.

In special cases, the dean can make exemptions from the Programme Regulations for the PhD School at Copenhagen Business School.

The dean collaborates with the head of PhD school on international evaluations of the PhD programme.

1.2.2 Head of PhD School

The head of PhD school is appointed for three years by the president at CBS on recommendation of the dean of research, innovation and societal impact. The head of PhD school takes the role as a moderator in the PhD committee and makes the final decision on applications for enrolment.

1.2.3 PhD Committee

The CBS PhD School has one PhD committee. All departments are represented by one member of the academic staff, usually the PhD coordinator, and one PhD student representative. The members of the PhD

committee are elected at general elections at CBS. The members of the academic staff are elected for four years, and the PhD student representatives are elected for one year at a time. The head of PhD school is affiliated with the PhD committee as a moderator and does not have the right to vote. The Rules of Procedure for the PhD committee can be found on [CBSShare](#).

1.2.4 Coordination Committee

The Coordination Committee consists of five members; the head of PhD school, chair and vice-chair of the PhD committee as well as one member of the academic staff and one member of the PhD student representatives who are elected amongst the members of the PhD committee.

1.2.5 Academic Council

The Academic Council formally confers the award of the PhD degree.

2. Different Types of PhD Students

All types of PhD students are enrolled in the CBS PhD School and affiliated with a single department. They might, however, have different employment relationships at CBS, if any. The only exception is visiting PhD students who are not enrolled or employed at CBS.

2.1 Research Fellow

‘Research fellow’ is an official job title with a salary determined by the collective agreement, corresponding to other publicly employed professionals. To become a research fellow, an application for an advertised PhD scholarship must be submitted. The positions are advertised by CBS and either financed from CBS’ own research funds or from external sources (or a combination thereof). All such positions are advertised at [Jobs at CBS](#) and usually also in other media. The majority of PhD scholarships are advertised within specific fields, some within relatively narrow research fields, when they are associated with specific externally financed research projects.

The research fellow is both employed in a position at CBS and enrolled as a PhD student in the CBS PhD School. CBS provides a workplace to the employee as well as supervision for the PhD student. A PhD scholarship usually includes an obligation to contribute to teaching at CBS. The employment period is three years, corresponding with the standard duration of the PhD programme.

The research fellow is obligated to teach 416 hours according to the Prophix hours system at CBS during the 3-year period. The extent of the teaching obligation may differ depending on the individual agreement and financing. The actual implementation of the work requirement is arranged with the head of department and/or the departmental teaching coordinator.

2.2 Industrial PhD Student

Industrial PhD students are enrolled as PhD students at CBS while at the same time being employed in a company or an organisation outside of CBS. Innovation Fund Denmark will finance part of the company’s expenses for the student’s salary and travel activities plus the university’s expenses for the project. For more information on financing for industrial PhD students, see [Innovation Fund Denmark](#). Industrial PhD students must divide their time evenly between the place of work and CBS in a way that fits the project while being actively involved in both working environments. Usually, industrial PhD students are at CBS for longer periods, not least when they are taking PhD courses and during intensive writing periods. Since the employment does not lie with CBS, the industrial PhD students do not have any teaching obligations at CBS.

They do, however, have a general obligation to communicate about their research (dissemination of knowledge). The form of dissemination must be stated in the PhD plan.
For more information, see

[CBS.dk](https://www.cbs.dk)
[Innovation Fund Denmark](https://www.innovationfund.dk)

2.3 Independent PhD Student

Independent PhD students are not employed at CBS and do not receive any salary from CBS. The independent PhD student is affiliated with CBS only as a PhD student and must pay tuition fee. Current tuition fees, including CBS' indirect costs, can be found on [CBS.dk](https://www.cbs.dk). The duration of the PhD programme for a full-time independent PhD student is three years. Alternatively, if the independent PhD student is enrolled as a part-time student, it can last for four or five years with an increase in the tuition fee. If the study period exceeds the originally agreed period, the independent PhD student must pay an additional yearly fee. The independent PhD student can be asked to pay additional costs for office facilities.

The tuition fee can be funded by the independent PhD student, by an employer or another external provider. Independent PhD students do not have any teaching obligations at CBS. They do, however, have a general obligation to communicate about their research (dissemination of knowledge). The form of dissemination must be stated in the PhD plan.

It is expected that independent PhD students stay regularly at CBS in order to strengthen their research networks, undertake PhD courses and seminars, and receive supervision. The length of each stay varies and is agreed on an individual basis between the independent PhD student, the supervisor and the department. Ideally, the departments provide office facilities to the independent PhD students at CBS.

2.4 PhD Student under the 4+4 scheme

At some departments at CBS, it is possible to begin PhD studies before obtaining a master degree. The 4+4 scheme is a 4-year PhD programme where the candidate has completed the first year of a master degree corresponding to 60 ECTS points at the time of enrolment in the PhD programme. This PhD programme offers the candidate a future research fellowship by early admittance into academia and allows for a prolonged time for the research element of the PhD programme.

In the first two years, the PhD student is simultaneously enrolled in a master programme at CBS and in the CBS PhD programme and receives two SU grant portions per month, disbursed via CBS. In the last two years, the student is only enrolled as a PhD student and simultaneously employed at CBS as a regular research fellow, receiving the respective monthly salary.

The PhD student is obligated to teach 277.33 hours according to the Prophix hours system at CBS during the last two years of the PhD studies. The extent of the teaching obligation may differ depending on the individual agreement and financing. The actual implementation of the work requirement is arranged with the head of department and/or the departmental teaching coordinator.

More information about the 4+4 scheme can be found on [CBS.dk](https://www.cbs.dk) or on [CBSShare](https://www.cbsshare.dk).

2.5 Double Degree PhD Student

According to the Ministerial Order, a PhD student enrolled at a Danish university or foreign university may be awarded a double PhD degree if the PhD studies have been completed at a Danish or foreign institution

as part of a mutually binding cooperation agreement on PhD training between the Danish and foreign institution.

The Double Degree PhD programme offered by CBS is based on the establishment of cooperation agreements with foreign institutions and comes in two forms:

- CBS is the host university: For this option, the primary enrolment is at the CBS PhD School. At the time of the CBS enrolment, the PhD student must be enrolled in the PhD programme at a foreign university.
- CBS is the partner university: For this option, the primary enrolment is at the foreign institution. The PhD student must also be enrolled in the CBS PhD School in order to be considered for a double degree.

The double degree agreement must be in place no later than 6 months after the commencement of the PhD student's education.

For more information about the double degree PhD programme, please contact the [PhD Support](#).

2.6 Visiting PhD Student

PhD students from other institutions in Denmark and abroad, who wish to spend a period of study at a department at CBS, should contact the department they wish to visit. Individual agreements between the PhD student and the department may be made on supervision, participation in PhD courses and office facilities. The visiting PhD student will not be enrolled in the PhD school.

3. Admission Requirements

3.1 Qualifying Educational Background

For enrolment in the 3-year PhD programme:

At the time of enrolment, the applicant must have completed an academically relevant master degree according to the Bologna process (3-year bachelor degree (180 ECTS points) and 2-year master degree (120 ECTS points)) or equivalent qualifications. Equivalent qualifications can be other study activities at master level. Corresponding qualifications, including especially foreign study programmes, may be assessed to be equivalent to the specified requirements. Foreign degrees may be sent to the [Ministry of Higher Education and Science](#) for assessment of the degree's equivalence to a Danish degree at the same level.

The applicant must also meet the minimum grade requirements. The minimum grade requirements are a weighted grade point average of at least 8.2 on the Danish 7-point grading scale for the entire programme (i.e. for both the bachelor and master studies) or alternatively a grade point average of 9.5 for the master degree. For both options, at least the grade 10 on the Danish 7-point grading scale for any final thesis or equivalent examination project must be obtained.

If the applicant does not strictly meet the minimum grade requirements, it is possible to apply if the applicant is within the top 40% of their class. Documentation for being in the top 40% of the class must be included in the application.

In rare cases, a dispensation from these rules can be granted by the head of PhD school, if the assessment committee at the department evaluating the application package provides sufficient reasons why the applicant has nevertheless sufficient academic qualifications to complete the PhD studies successfully.

The applicant may apply for enrolment before the completion of a master degree. In this case, the decision of enrolment will be conditional upon the master degree having been successfully completed by the time of enrolment.

For enrolment in the 4+4 scheme:

At the time of enrolment, the applicant must have completed an academically relevant 3-year bachelor degree (180 ECTS points) and one year of a master degree (60 ECTS points). The minimum grade requirements are a weighted grade point average of at least 8.2 on the Danish 7-point grading scale for the entire programme (i.e. for the full bachelor and one year of the master studies together), and at least the grade 10 for the bachelor thesis or equivalent final examination project.

Enrolment in the 4+4 scheme depends also on the enrolment in a relevant master programme at CBS. CBS will assess in which master programme the applicant can be enrolled. If a suitable master programme cannot be found or admission as a master student cannot be obtained, enrolment in the 4+4 scheme is not possible.

Corresponding qualifications, including especially foreign study programmes, may be assessed to be equivalent to the specified requirements. Foreign degrees may be sent to the [Ministry of Higher Education and Science](#) for assessment of the degree's equivalence to a Danish degree at the same level.

If the applicant does not strictly meet the minimum requirements, it is possible to apply if the applicant is within the top 40% of their class. Documentation for being in the top 40% of the class must be included in the application.

In rare cases, a dispensation from these rules can be granted by the head of PhD school, if the assessment committee at the department evaluating the application package provides sufficient reasons, why the applicant has nevertheless sufficient academic qualifications to complete the PhD studies successfully.

3.2 Application Requirements

The application must as a minimum include the following:

- Copy of diplomas and transcripts (both bachelor and master degree, including any grades obtained by the time of application if a degree has not been completed)
- Curriculum vitae (CV)
- List of written works (if relevant)
- Sample of a written work (e.g. master thesis)
- Brief project description (maximum five pages)
- Application for credit transfer, if relevant; see *3.5.2 Application for Credit Transfer of ECTS taken before enrolment in the CBS PhD School*

The departments may impose other application requirements such as documentation for language proficiency, GMAT/GRE etc. Such requirements are stated in the online advertisement of PhD positions or can be obtained by contacting the relevant department if not responding to an online advertisement.

3.2.1 Project Description

The project description should give the reader an outline of the applicant's proposed PhD project and should provide information about the applicant's motivation for choosing the subject. It should contain clear research questions and give the reader a clear-cut impression of how the applicant intends to approach them. Finally, the project description should convince the reader of the originality of the project

and demonstrate in which way it contributes to the existing literature and research in the respective field or fields.

The project description may not exceed five pages and should include the following:

- A brief explanation of the aims of the project
- An explanation of the issue and the hypotheses or issues that the PhD student will work with
- A positioning of the project in the research field of the department
- A description of the “state-of the art” research within the project’s research field
- An explanation of the theories on which the project is based
- An explanation of the methods to be used
- An indication of the project’s potential contribution to the scientific development
- A work plan (brief), which describes the main phases in the project including scheduling the elements of the PhD programme

The applicant should not write the project description in popular terms, but in such a way that it is informative to a researcher in the relevant field of the project. Of course, the project description should not suggest that the applicant already knows all the answers to the questions posed but precisely reflect the fact that it describes a project that needs further research. The project description should demonstrate that the applicant is most likely able to contribute significantly to an answer or clarification of the research questions asked within the framework of the PhD programme. It must be visible from the project description that the project is going to have a clear focus. The project description should be written in a concise technical language – in either English or Danish – and both its content and form will be taken into consideration in the assessment of the suggested research project and the applicant.

3.3 Enrolment and Financing

Enrolment in the PhD programme is not the same as employment. Enrolment cannot take place before the source of financing has been agreed upon and finalised. The PhD studies can be financed by:

- A 3-year PhD scholarship from CBS
- A scholarship for the 4+4 scheme
- External financing of the PhD studies (e.g. from research councils or funds)
- Financing from the Innovation Fund Denmark for Industrial PhD studies
- Financing from a private or public company/organisation
- The independent PhD student financed by own means

3.4 Coordinated intake of PhD students

CBS has a coordinated intake of new PhD students twice a year. The enrolment dates are 1 February and 1 September but allowing for unforeseen delays in the enrolment. The fixed enrolment dates can be flexible for the intake of PhD students with external funding where deadlines may be different. For enrolment cases outside of the fixed dates, an exemption must be granted by the head of department, but it is highly advised that the fixed enrolment dates are observed.

3.5 Assessment of the Application for Enrolment

Applications are submitted either online via the advertised PhD position or sent directly to the relevant department.

3.5.1 Assessment Procedure

The assessment of an application takes place at the relevant department.

The applications are checked to ensure that all formalities are in order before they are considered for assessment. Shortlisting may be used. Applications sent for assessment will be assessed by an assessment committee consisting of at least two members of the academic staff employed at associate professor level or higher. A joint written assessment is prepared for each application which will also be sent to the applicant for their information.

The signing members of the assessment committee, appointed by the relevant department, cannot be appointed as the PhD student's primary supervisor if the applicant is accepted for enrolment at CBS. At a later point, a signing member of the assessment committee can be appointed as primary supervisor if the circumstances change.

Together with the diplomas, transcripts and CV, the project description is the most important basis for assessing the application. The assessment committee assesses whether the project has research quality and whether the applicant seems capable of carrying out the project within the duration of the PhD programme. In this connection, the committee members examine the CV, diplomas and transcripts to determine whether the applicant has the necessary academic skills to complete the PhD programme.

The decision, whether to offer enrolment, does not only depend on the assessed individual skills of the applicant, but also on whether the necessary financial resources and the necessary supervisory capacities are available for the PhD student and the research project.

The departments send the applications and assessments of suitable applicants to the PhD committee for approval of enrolment in the CBS PhD School. The applicants are informed of the result of their applications by the departments.

3.5.1.1 Research Fellow

To become a research fellow, the applicant must apply for an advertised PhD position. The application is submitted via the online link in the advertised PhD scholarship.

Each department advertises vacant PhD scholarships on [CBS.dk](https://www.cbs.dk) and other media. CBS has a coordinated intake of new PhD students twice a year. The enrolment dates are 1 February and 1 September for PhD students financed by CBS PhD stipends but allowing for unforeseen delays in the enrolment; see 3.4 *Coordinated intake of PhD students*.

Questions regarding the advertisement or an already submitted application must be directed to the relevant department.

3.5.1.2 Industrial PhD Student

To become an industrial PhD student, the applicant must establish contact with both a Danish company and a relevant department at CBS. The application for industrial PhD students is submitted to the Innovation Fund Denmark. Please note that according to the CBS PhD Programme Regulations, the applicant must be pre-approved for enrolment at the CBS PhD School prior to submitting an application to the Innovation Fund Denmark. The pre-approval has a duration of 12 months with the same research project as in the application. If the PhD studies have not been commenced within this period, the application process must be repeated. The applicant must observe the admission requirements of CBS as well as the requirements at the Innovation Fund Denmark.

CBS has a coordinated intake of new PhD students twice a year. The enrolment dates are 1 February and 1 September but allowing for unforeseen delays in the enrolment; see *3.4 Coordinated intake of PhD students*.

Contact

Information about applications for industrial PhD students at CBS including the application deadlines can be found in the Industrial PhD Memo on [CBSShare](#).

Further information about the industrial PhD programme, deadlines and application procedure can be found at [Innovation Fund Denmark](#).

3.5.1.3 Independent PhD Student

The requirements for enrolment as an independent PhD student are the same as for research fellows. Independent PhD students do not have to apply for vacant PhD scholarships. Applications are submitted to the relevant department and can be submitted within any research topic within the research field of the department. It is possible to seek pre-approval for enrolment in order to seek financial support. Such pre-approval is dependent on the department's positive assessment of the application and the approval of enrolment by the CBS PhD School. The pre-approval has a duration of 12 months with the same research project as in the application. If the PhD studies have not been commenced within this period, the application process must be repeated.

CBS has a coordinated intake of new PhD students twice a year. The enrolment dates are 1 February and 1 September but allowing for unforeseen delays in the enrolment; see *3.4 Coordinated intake of PhD students*.

3.5.1.4 PhD Student under the 4+4 scheme

In order to become a 4+4 PhD student, an application must be submitted to one of the advertised PhD scholarships where the 4+4 scheme is stated as an option, or to the relevant department, following the procedure for enrolment as an independent PhD student. For information on vacant PhD scholarships, see *3.5.1.1 Research Fellow*.

Questions regarding the advertisement or to an already submitted application must be directed to the relevant department.

It is a condition for enrolment in the PhD programme that the PhD student can be enrolled in a master's degree programme at CBS.

For 4+4 PhD students the enrolment dates are 1 February and 1 September.

3.5.1.5 Double degree PhD Student

Double degree PhD students must be enrolled at both the partner and host universities for the duration of the PhD programme. At CBS, the applicant follows the regular admission and enrolment requirements for research fellows; see *3.5.1.1 Research Fellow*.

CBS has a coordinated intake of new PhD students twice a year. The enrolment dates are 1 February and 1 September but allowing for unforeseen delays in the enrolment; see *3.4 Coordinated intake of PhD students*.

3.5.2 Application for Credit Transfer of ECTS taken before enrolment in the CBS PhD School

Upon request, the PhD student can be granted credit for relevant elements such as courses completed before the commencement of the PhD studies.

Transfer of ECTS points taken before enrolment in connection with enrolment in the PhD school

The applicant can apply for transfer of ECTS points taken before enrolment. The application must be submitted together with the enrolment application to the PhD committee. It is voluntary for the PhD applicant if they want to apply for ECTS points transfer, and at the same time, the department can reject the transfer of ECTS points if the course(s) does not e.g., fit in with the course package at the department, the profile of the department, have relevance for the PhD project, etc. The head of the CBS PhD school in co-operation with the departmental PhD coordinator makes the final decision on the credit transfer.

If 6 or more ECTS points (max. 15 ECTS points in total) are applied for: the enrolment period is shortened (5 ECTS points equals 1 month).

If 6 or more ECTS points (max. 15 ECTS points in total) are applied for: DKK 1,300 per ECTS points is deducted from the course budget of DKK 39,000.

The specific requirements and the procedure for transfer of ECTS points taken before enrolment can be found on [CBSShare](#).

Transfer of ECTS points taken before enrolment in connection with approval of the PhD Plan

It is not possible to apply for credit transfer for courses attended before enrolment in connection with the approval of the PhD plan, if credit transfer was applied for during the enrolment process (see above). The approved application for credit transfer for courses taken before enrolment must be completed and uploaded in Research Planner before submission of the PhD plan.

The application for the transfer of ECTS follows the procedure for approval of ECTS taken outside of CBS via the application form on [CBSShare](#). This procedure also applies if the course in question is a CBS course. If the application is approved, the application form and the required documents (course certificate, course description and the application form including approvals) are uploaded in Research Planner and the status for the course is set to "completed". The maximum number of ECTS which can be transferred after enrolment and before the submission of the PhD plan is 5 ECTS.

4. Roles and Responsibilities

4.1 PhD Student Representative

Each department has a PhD student representative elected for one year at a time. All enrolled PhD students are eligible for this position.

4.1.1 Tasks of the PhD student Representative vis-à-vis the PhD school

- Participation in PhD committee meetings
- Recommendations and approvals of e.g., assessment committees, course approvals etc.
- Participation in the rotating sub-committee

4.1.2 Tasks of the PhD student Representative vis-à-vis the Department

- Pre-approval of the assigned number of ECTS points with regard to non-CBS courses according to the PhD committee's guidelines.
- Engagement in the PhD meetings and activities at the department

- Introductory meeting with new PhD students (according to the onboarding programme)
- Serve as a point of contact for other PhD students in the department if they have some feedback or suggestions to be considered by the PhD committee
- Collaborate with PhD coordinator on PhD committee-related issues and PhD students' interests in their department
- Facilitate/organise events for PhD students in their department and discuss spending of PhD budget on those events with the departmental PhD coordinator

4.2 Supervisor

Primary and secondary supervisors are appointed by the head of the PhD school in consultation with the head of department. Each PhD student must have one primary supervisor at CBS and one secondary supervisor as a minimum. For more information on appointment of supervisors, see *6.7 Supervision*.

Below the tasks of the primary supervisor are described but please also see the [Supervision Memo](#) and [Code of Conduct for PhD Supervisors](#).

4.2.1 Tasks of the Primary Supervisor vis-à-vis the PhD student

- The primary supervisor guides the PhD student through the whole process of acquiring the PhD degree
- Initially, he or she should introduce the student to the respective department's academic and social environment and establish a good and fruitful working relationship with the PhD student
- The primary supervisor must help the PhD student in developing a realistic plan for the PhD project consisting of the PhD student's PhD course work, research project, teaching or dissemination obligations, and the PhD student's stay at another research institution than CBS
- Together with the PhD student, the primary supervisor must complete the alignment tool for supervision in connection with the PhD plan and follow up once a year in connection with the biannual report for the spring
- The primary supervisor must assist the PhD student in updating this plan, when changes become necessary either due to external influences or due to the development of the research project
- The primary supervisor should strive to ensure the academic quality of the PhD student's research project. In particular, the PhD student's research project needs to have one or more clear research questions, and the PhD student's chosen methodology, empirical and/or theoretical approaches need to be adequate to answer this (or these) research question(s)
- The primary supervisor also needs to give regular feedback and clearly communicate to the PhD student whether the impression is that the PhD student's progress is satisfactory or not and, in the latter case, suggest ways how to improve
- The primary supervisor should introduce the PhD student to his or her own relevant research networks and inform the PhD student about conferences and other academic events important for the PhD student's current research project and potential future career
- The primary supervisor must assist the PhD student in preparing for the PhD student's Work-in-Progress I and II seminars (WIP seminars)

4.2.2 Tasks of the Primary Supervisor vis-à-vis the PhD school

- The primary supervisor must approve the PhD student's PhD plan
- In the PhD student's biannual reports, the primary supervisor must comment on the PhD student's progress and potential changes to the original PhD plan before approving the biannual report

- If the primary supervisor identifies unsatisfactory progress in a biannual report, the head of PhD school must be approached and a plan for how to rectify the situation must be presented by the primary supervisor
- The primary supervisor must organise the WIP I seminar. If the respective department has a discussant for the WIP I, the primary supervisor needs to identify a suitable discussant(s) for the PhD student's WIP I seminar, approach the PhD coordinator for approval of the discussant(s) and participate in the WIP I seminar
- The primary supervisor must organise the WIP II seminar. Especially, the identification of two suitable discussants put forward to the PhD coordinator for approval and participation in the WIP II seminar
- After WIP II, the primary supervisor writes a short note to the head of PhD school about how well the PhD student did in the WIP II and when the PhD student is expected to submit
- Shortly before the PhD student hands in the PhD thesis, the primary supervisor must confirm with their signature that the screening report from iThenticate does not suggest any plagiarism
- After the PhD student has handed in the PhD thesis, the primary supervisor acts as an observer in the assessment committee's deliberations about the submitted PhD thesis. The primary supervisor might be asked for clarifications by the assessment committee
- CBS expects that the primary supervisor participates in the mandatory CBS Workshop on Supervision before becoming the primary supervisor of a PhD student. If this is not the case, the primary supervisor must do so within the first year of supervising a PhD student in order to continue being primary supervisor. The CBS Workshop on Supervision must be attended every third year in order to be able to continue as a primary supervisor. Alternatively, the supervision skills must be kept updated by participating in e.g., the peer review activities organised by the [Continuous Professional Development](#) initiative.

4.2.3 Tasks of the Secondary Supervisor vis-à-vis the PhD student

- The secondary supervisor should contribute to the academic quality of the PhD student's research project by providing the PhD student with an extra source of expertise on particular parts of the PhD student's research project, not necessarily covered by the primary supervisor
- For these parts the secondary supervisor should also ensure that the PhD student's research project focusses on one or more clear research questions, and that the PhD student's chosen methodology, empirical and/or theoretical approaches are adequate to answer this (or these) research question(s)
- The secondary supervisor also has to give feedback to the PhD student, based on the PhD student's initiative, and clearly signal whether the PhD student's approach to the respective parts of the PhD research project is satisfactory or not and, in the latter case, suggest ways how to improve
- The secondary supervisor should also introduce the PhD student to his or her own relevant research networks and inform the PhD student about conferences and other academic events important for the PhD student's current research project

4.2.4 Tasks of the Secondary Supervisor vis-à-vis the PhD school

- Internal secondary supervisors are expected to participate in the PhD students' WIP I and WIP II seminars. External secondary supervisors are welcome to participate, but the PhD school cannot cover travel costs
- Internal secondary supervisors are expected to participate in PhD supervision courses or Workshop on Supervision on a regular basis (usually every third year)

4.3 PhD Coordinator

Each head of department appoints a PhD coordinator from the department's associate professors, professors with special responsibilities (MSO) and full professors. The PhD coordinator is usually also a member of the PhD committee.

4.3.1 Tasks vis-à-vis the PhD Students

- Having individual or group introductory meetings of 1-2 hours with new PhD students. The meetings usually take place within the first couple of weeks after enrolment and serve to explain and discuss the PhD programme, the PhD plan, PhD courses, Work-in-Progress seminars, rights and obligations, finance, etc.
- Approval of the PhD student's PhD plan in Research Planner in consultation with the head of department, including approval of the PhD student's primary supervisor
- Acceptance of the alignment tool in connection with the PhD plan and the spring biannual reports
- Approval of the PhD student's biannual reports in Research Planner, including commenting on the PhD student's progress and on their choices with regard to secondary supervisors
- Approval of Work-in-Progress seminar discussants
- Pre-approval of travel budgets for conferences, PhD courses and research stays outside of CBS of enrolled PhD students
- Pre-approval of non-CBS courses with regard to assessment of ECTS points according to the guidelines determined by the PhD committee. PhD students must obtain pre-approval for non-CBS PhD courses from their primary supervisor, their PhD coordinator and PhD student representative before they attend external non-CBS PhD courses
- Checking whether the individual PhD student fulfils the teaching and dissemination requirements. The head of department (or the department's teaching coordinator) decides on the teaching assignments of employed PhD students
- Sparring with the head of PhD school in any formal rectifications process
- Approval of a PhD student's first application for extension of enrolment/leave in coordination with the head of department

4.3.2 Tasks with Regard to the PhD Course Programme

- Developing the supply of PhD courses, potentially in cooperation with the PhD coordinators from other departments (e.g. in a cluster context), sparring with potential course coordinators, approving course outlines and budgets for courses suggested by members of the academic staff at the department. This is done before the course outline is sent to the PhD Support for a check and then to the PhD committee for final approval
- Each time a PhD course, initiated by members of the academic staff at the department, has run, the head of PhD school and the PhD coordinator read all evaluations. After consulting the course coordinator, the head of PhD school makes the final decision on whether the course can run again

4.3.3 Tasks with Regard to the Daily PhD Activities in the Department

- Engagement in the usual flux of PhD meetings and activities at the department, including regular face-to-face talks with PhD students and supervisors
- Coordinating the process of enrolling new PhD students on PhD scholarships in consultation with the head of department

- Coordinating the process of enrolling new PhD students, which are externally financed after consultation with the head of department. The head of department can accept or reject hiring or hosting a PhD student at the department

4.4 Placement Officer

Each department has a placement officer appointed by the head of department. For more information on placement officers, see 8.1 *Placement Officers*

4.4.1 Tasks of the Placement officer

- Head the department's placement initiatives
- Offer regular/annual (individual) meetings for PhD students, especially for those entering the mid/end of their PhD studies
- Provide individual support for PhD students in choosing their career paths
- Support the department's PhD students in approaching the academic job market
- Responsible for organising academic placement seminars (see 6.9.3 *Academic Placement Seminar*)
- Participate in the exchange and development of best practice across CBS

4.5 Head of PhD School

The head of PhD school is appointed by the president of CBS after the recommendation of the dean of research, innovation and societal impact. The head of PhD school takes the role of a moderator in the PhD committee.

4.5.1 Tasks vis-à-vis the PhD Students

- Final approval of the enrolment of all new PhD students in the CBS PhD School on the recommendation of the academic staff of the CBS PhD committee
- Approval of the PhD student's PhD plan and, at the same point in time, the primary supervisor. The secondary supervisor is either also approved simultaneously with the PhD plan or should be settled and approved when the first biannual report is due, at the latest, by submitting a request in Research Planner
- Acceptance of the alignment tool in connection with the PhD plan
- Appointment of primary and secondary supervisors in consultation with the responsible head of department including approval of any changes in the supervisory team
- Leading the rectification process after a PhD student's primary supervisor identified non-satisfactory progress of the PhD students' research project in one of the biannual reports
- Final decision on the termination or continuation of enrolment after the PhD student has been given time to rectify for non-satisfactory progress based on new evaluations by the primary supervisor and an external examiner at CBS outside of the supervisory team
- Approval of the second and any further application for extension of enrolment/leave in consultation with the respective PhD coordinator
- Acting as the arbitrator in conflicts between the PhD student, the supervisor(s) and/or the PhD coordinator if these conflicts cannot be settled within the department
- Approval of the screening report from iThenticate of the PhD student's submitted PhD thesis

4.5.2 Tasks with Regard to the PhD Course Programme

- After a PhD course has run, the head of PhD school, the PhD coordinator of the department which supplied the PhD course, and the course coordinator read all student evaluations and decide on changes which need to be made before it can be offered again
- Planning of the PhD school's PhD course programme in cooperation with the PhD committee, potential course clusters and PhD coordinators

4.5.3 Tasks with Regard to the Daily Running of the PhD School

- Coordination of the activities of the PhD committee
- Planning of the PhD school's PhD programme and activities (for example pitch your PhD, supervisor courses/days, writing retreats) beyond the course programme in cooperation with the PhD committee
- Evaluation of the activities of the PhD school
- Administration of the PhD thesis assessment procedure, including a quality check of the preliminary assessment
- Quality control of the head of PhD school's delegated tasks (for example the approval of the biannual reports by the PhD coordinators)

4.5.4 The Responsibilities of the Head of PhD School in Relation to the Dean of Research, Innovation and

Societal Impact

- Information on the affairs of the PhD school
- Development of strategies for the CBS PhD area
- Preparation and facilitation of international evaluations of the CBS PhD School
- Coordination of contacts to external partners (Danske Universiteter, etc.)

4.6 PhD Committee

In each department, the PhD students and the academic staff elect among themselves one representative to the PhD Committee. The representatives of the academic staff in the committee elect among themselves the chair of the PhD committee, whereas the PhD student members elect among themselves the deputy chair of the PhD committee. If unanimity cannot be achieved, decisions in the PhD committee are taken by majority rule.

4.6.1 Tasks vis-à-vis the PhD Students

- The academic staff in the PhD committee recommends to the head of PhD school whether the PhD applicants, suggested by the heads of department, should be enrolled
- Final decision on applications for credit transfer on the basis of the recommendations of the PhD coordinators

4.6.2 Tasks with Regard to the PhD course Programme

- All new CBS PhD courses must be approved by the PhD committee before they are offered
- Determination of ECTS points for CBS PhD courses on the basis of common guideline
- Discussion of potential cooperation of departments with regard to the supply of PhD courses

4.6.3 Tasks with Regard to the Daily Running of the PhD School

- Discussing and evaluating PhD school activities beyond the PhD course programme
- Communicating departmental PhD activities for the inspiration of other departments and for potential cooperation with other departments
- Making recommendations with regard to the composition of assessment committees
- Drawing up proposals on internal guidelines (for example on assigning ECTS points to PhD courses attended outside of CBS, on best practice in PhD supervision, on enrolment grade requirements, etc.)

4.6.4 Tasks in Relation to the Dean of Research, Innovation and Societal Impact

- Discussing and making statements on all relevant issues presented to the PhD committee by the dean of research, innovation and societal impact
- Discussing potential rule changes (Programme regulations for the PhD School at Copenhagen Business School and CBS PhD Study Handbook)

4.7 Coordination Committee

The Coordination Committee consists of the head of PhD school, the chair of the PhD committee, an additional academic staff member of the PhD committee (elected by the academic staff members in the PhD committee), the vice-chair of the PhD committee (PhD student), and another PhD student member of the PhD committee, elected by the PhD student members in the PhD committee.

4.7.1 Tasks in Relation to the Dean of Research, Innovation and Societal Impact

- The Coordination Committee will meet with the dean of research, innovation and societal impact twice a year
- Discussing and suggesting common strategies for the PhD area at CBS
- Taking initiative of strategic importance (formalised collaborations with other universities, plans for PhD scholarships e.g., 4th year stipends, etc.)
- Coordination on rule changes (Programme regulations for the PhD School at Copenhagen Business School and CBS PhD Study Handbook)

5. Duration of PhD Studies

The PhD programme is equivalent to 180 ECTS points (European Credit Transfer System), which corresponds to three years of fulltime studies calculated from enrolment to submission of the PhD thesis. The assessment period is not included in the three-year period. The enrolment ends upon submission of the PhD thesis.

The PhD school decides whether an applicant can be enrolled in the PhD programme on a part-time basis. The duration of the part-time studies will be agreed upon with the PhD school at the time of enrolment.

For the 4+4 scheme, the PhD student is enrolled for four years. The first two years as a part-time PhD student and the remaining two years as a fulltime PhD student. For more information, see *2.4 PhD Student under the 4+4 scheme*.

5.1 Leave

PhD students, not able to carry out their studies, due to maternity/paternity leave, illness, compulsory military service or other circumstances, may be entitled to leave of absence. PhD students are entitled to

leave of absence both in the ordinary period of enrolment and in any periods of extension. Other than maternity/paternity leave and compulsory military service, any periods of leave, including termination of enrolment due to claiming unemployment benefits, will count towards the maximum period of enrolment. For more information, see 5.2 *Extension of Enrolment*.

The application for leave of absence is submitted via the request function in Research Planner.

The request for leave of absence must include the reason for the leave, a status of the research project, and a plan for the completion of the research project. The first leave is approved by the primary supervisor and the PhD coordinator in consultation with the head of department. The second and any further application for leave of absence is approved by the head of PhD school in consultation with the respective PhD coordinator.

When PhD students are on leave, they are not active students and cannot participate in study-related activities (e.g., participate in courses/conferences, receive supervision etc.) and do not have access to their PhD budgets.

If PhD students employed at CBS or at an external partner are granted leaves of absence from their employment, the PhD school grants leaves of absence from the PhD studies in the same period on the basis of an application from the PhD student.

In cases of maternity/paternity leave, compulsory military service and long-term sick leave, PhD students do not need to apply the PhD school for a leave of absence. However, PhD students must inform the PhD Support of the absence. In these cases, the PhD school will follow the period of leave for the employment.

PhD students employed at CBS must inform HR and apply for leave of employment if a leave of absence is granted by the PhD school first.

Industrial PhD students must also follow the rules and procedures of the company/organisation in which they are employed. In addition, industrial PhD students should be aware that they must request a leave of absence from the Innovation Fund. For more information about the rules of leave of absence, please consult the [Innovation Fund Denmark](#).

5.2 Extension of Enrolment

PhD students, unable to submit their PhD theses within the enrolment period, can apply for an extension of enrolment.

The PhD student must submit a request for an extension of enrolment including the reason for the extension, a status of the research project, and a plan for the completion of the research project in Research Planner. The first extension is approved by the primary supervisor and the PhD coordinator in consultation with the head of department. The second and any further application for extension is also approved by the head of PhD school in consultation with the respective PhD coordinator.

The PhD student can apply for an extension of one year at a time. Counting from the first day of enrolment in the PhD programme, the maximum period of enrolment is seven years for both full- and part-time PhD students and eight years for PhD students under the 4+4 scheme, irrespective of any other reasoned leaves of absence than maternity/paternity and compulsory military service. Any other types of leave including termination of enrolment due to claiming unemployment benefits count as enrolment time.

An extension of the enrolment will not affect any employment contract with CBS. If the employment expires and the PhD student needs to claim unemployment benefits before the submission of the PhD thesis, it is the PhD student's responsibility to inform the unemployment insurance fund (A-kasse) and the PhD school. More information can be found in the [Information about the unemployment benefit rules](#).

5.3 Unemployment Benefit Rules

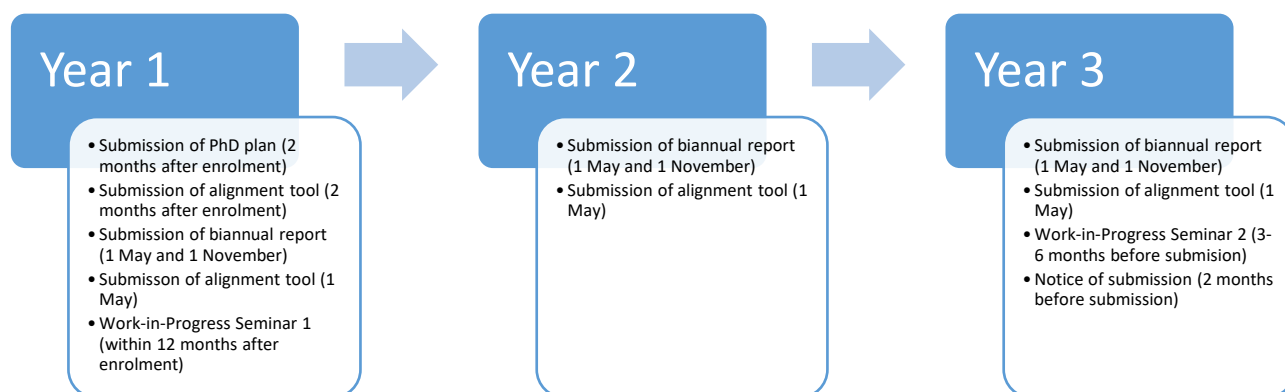
If the employment expires and the PhD student needs to claim unemployment benefits before the submission of the PhD thesis, it is the PhD student's responsibility to inform the unemployment insurance fund (A-kasse) and the PhD school. More information can be found in the [Information about the unemployment benefit rules](#).

6. Contents and Completion of the PhD Programme

During the PhD studies, the PhD student has to fulfil the following tasks:

- Carry out independent research work under supervision
- Take active part in the research environment at CBS
- Submit a PhD plan and biannual reports
- Complete PhD courses totalling a minimum of 30 ECTS points
- Carry out two work-in-progress seminars
- Undertake at least one research stay at a mainly foreign research institution
- Gain teaching experience or practice in other forms of knowledge dissemination in a subject that, to the greatest extent possible, is related to the research project
- Submit and defend a PhD thesis

Formal deadlines



6.1 Introduction to the PhD Programme by the PhD Support

The PhD Support invites all new PhD students for an individual introduction meeting shortly after enrolment. At the meeting, the PhD students meet their contact person in the PhD Support, receive information about the different elements of the PhD programme and are introduced to the tasks and responsibilities of the PhD Support. The PhD student is introduced to the Research Planner, which is CBS' IT system for managing PhD students' study progress as well as their PhD plans and biannual reports.

6.2 Enrolment incl. Statistics and Student ID card

PhD students are enrolled in the PhD school after approval from the head of the PhD school based on a hearing in the PhD committee. PhD students are generally enrolled for a three-year period. At the time of enrolment, the PhD student receives an email from the PhD Support specifying the date of enrolment, various deadlines as well as practical information about the PhD programme.

6.2.1 Statistics Denmark

All PhD students enrolled at CBS must submit statistics via Research Planner at the beginning and the end of their studies. The statistics are submitted in Research Planner. It is mandatory for CBS to submit this information to Statistics Denmark. PhD diplomas are not issued until CBS has received the requested information.

6.2.2 Student account and student ID card

Together with the enrolment letter from the PhD school, the PhD student will receive an email with a CBS student login and password for a student account. The student account must be used to obtain a student ID card. The PhD student must upload a photo when ordering the student ID card. The student ID card is free and can be picked up at the IT Support when ready. If the student ID card expires before the enrolment ends, a new student ID card can be ordered from the IT Support. If the student ID card is lost and a replacement student ID card is needed, the PhD student must pay a fee for the replacement card. Enrolled PhD students can find more information on the student ID card [here](#). The student ID card serves as the gateway to many services at CBS, e.g., as a library card.

Besides ordering the student ID card, the student account is only used for access to CBS Canvas, which is the platform used in connection with PhD courses held at Copenhagen Business School, and communication about these courses.

The student's primary email account is the account set up by their department. This email is also used for access to Research Planner.

In case of issues with the student account, the PhD student must contact the IT-Support via help@student.cbs.dk, phone: +45 3815 3575 or at the information desk in the Main Hall at Solbjerg Plads.

6.3 PhD Budget (Travel and course funds)

At CBS 1 ECTS point equals DKK 1,300. The dean of research, innovation and societal impact covers expenses associated with fees for PhD courses for a maximum of DKK 39,000 (30 ECTS points). For industrial PhD students the amount covered for expenses associated with fees for PhD courses is a maximum of DKK 32,500 equalling 25 ECTS points due to the 5 ECTS points mandatory course from Innovation Fund Denmark.

In addition, the dean of research, innovation and societal impact covers up to DKK 45,000 for travel and accommodation in relation to PhD courses, workshops, conferences, and stays at another research institution than CBS. For PhD students enrolled before 1 January 2026, the amount is different. In case of special agreements, this amount may be changed. Remaining funds from the course budget when 30 ECTS points have been completed and approved can be used for other purposes within the frame of the PhD budgets, see the [Guidelines for the PhD budget for the three years](#).

Please note that PhD budgets can only be spent on activities taking place while the PhD student holds an active enrolment. PhD budgets cannot be spent during periods of leave. The PhD budgets are personal and

cannot cover expenses for family and other co-travellers. At the submission of the PhD thesis, the enrolment ends, and any remaining funds cannot be used. While the PhD student holds an active enrolment, the PhD student cannot pay for an activity which takes place after the submission of the PhD thesis.

Approval of expenses

Before each trip or payment of fees for PhD courses or conferences etc. outside of CBS, the expenses must be pre-approved by the primary supervisor and the PhD coordinator (email approvals are accepted). If the application is for proofreading, transcription, translations, writing stays etc., the application must be reasoned with information on why this expense is important for the PhD studies and include a specified budget; e.g. a quote for proofreading.

PhD students must follow the CBS travel procedures, policies and rules found on [CBSShare](#). Please contact the department for questions regarding travel procedures.

Reimbursements are handled in [RejsUd](#) (the electronic system for all expense and travel claim settlements), information can be found on [CBSShare](#). Please contact your department's finance supporter if you have questions or need assistance.

PhD students have personal access to their PhD budget via [Power BI](#). They can view the funds allocated to them at the time of enrolment, track the expenses recorded under their profile, and monitor the remaining budget available for courses, travel, and the total balance.

Information on how to seek further funding for the PhD study (conference trips, stays at other research institutions etc.), a list of suggested foundations can be found on [CBSShare](#).

6.4 PhD Plan

Within two months of the enrolment, the PhD student must submit a PhD plan to the PhD School. The PhD plan is completed in Research Planner and submitted electronically via Research Planner. The PhD plan must be approved by the primary supervisor, the PhD coordinator, the head of department and finally the head of PhD school.

The PhD plan is an elaboration of the research proposal submitted at the application for admission. The PhD plan must include the following information:

- Name of primary supervisor
- Name of secondary supervisor(s), if known at this point
- Timeline for the PhD student's studies and research
- The PhD student must list PhD courses covering a total of 30 ECTS points even though the actual PhD courses taken may be different
- Tentative plan for research stay outside CBS
- Plan for teaching/dissemination activities
- Tentative dates for WIP seminars I and II
- Budget for the full period of study (template can be found on [CBSShare](#))
- Non-disclosure agreement and/or copyright agreement, if relevant

The PhD plan is completed in cooperation and agreement with the PhD student's supervisor(s) and should be understood as a mutually binding agreement between the PhD student, the supervisor(s), and the PhD

school. The primary supervisor is expected to play an active role in ensuring that the research project is rendered in a perspicuous, well-planned, and feasible manner.

The PhD plan must include a budget plan, which explains how the PhD student intends to spend the travel and course budgets over the three years, *see 6.3 PhD Budget (Travel and course funds)*. The budget template is found on [CBSShare](#).

For some PhD students it is necessary to have a non-disclosure agreement or a copyright agreement. Such agreements must be uploaded in Research Planner when filling in the PhD plan. If you have questions regarding confidentiality or copyright in relation to your project, data collection, field work etc., please contact CBS Legal for guidance.

Concurrently with the completion of the PhD plan, it is mandatory for the PhD student and primary supervisor to apply the alignment tool designated to facilitate effective supervision, *see 6.7.3 Alignment Tool for PhD Students and their Supervisors*.

The PhD plan will evolve and develop throughout the course of the PhD study. The PhD plan is intended as a working document which is updated in relation to biannual reports. The biannual reports are used as a tool to reassess, discuss, and revise the plan with the primary supervisor.

6.5 Biannual Report

Twice a year (by 1 May and 1 November), the PhD student's study progress is to be formally assessed by means of a biannual report. Each biannual report must give an account of completed and uncompleted parts of the PhD programme (including PhD course participation, teaching and knowledge dissemination activities). The biannual report must also detail any adjustments to the previously approved PhD plan.

If a secondary supervisor was not appointed with the approval of the PhD plan, the secondary supervisor must be approved by submitting a request in Research Planner and the name must be added before the submission of the first biannual report. For more information, *see 6.7.1 Changes to the Supervisor Team*.

In total, every PhD student must submit at least six biannual status reports during the course of their study. PhD students having been enrolled less than four months before their first biannual report will not have to submit a report until the next deadline. Failure to submit a biannual report can have negative consequences for the enrolment and the PhD school is entitled to cancel the enrolment.

The PhD student must discuss the biannual report with the primary supervisor prior to updating the information in Research Planner. The report is subject to the approval of the supervisor and the PhD coordinator. Approvals are made electronically in Research Planner. The PhD student receives notifications of the approvals in Research Planner. After reviewing the biannual report, the primary supervisor and PhD coordinator must comment in Research Planner on whether the project has progressed in a satisfactory manner in relation to the approved PhD plan.

If the research project has not progressed according to the approved PhD plan, a more thorough explanation must be included in the comment. In severe cases where satisfactory progress cannot be reached by adjusting the PhD plan, the PhD student is given three months to rectify the situation; *see 6.6 Rectification Period (Clause 10.2)*.

Once a year, in connection with the biannual report in the spring, the PhD student and primary supervisor must follow up on the dialogue guide in the alignment tool, *see 6.7.3 Alignment Tool for PhD Students and their Supervisors*.

6.6 Rectification Period (Clause 10.2)

According to clause 10.2 in the Ministerial Order, if a PhD student is not following the approved PhD plan and is not making satisfactory progress, the PhD student can be given three months to rectify the situation. The three-month rectification period can only be given once during the entire enrolment and can result in termination of the enrolment.

If a primary supervisor finds that a PhD student is not following the approved PhD plan and the issues cannot be easily solved by adjusting the PhD plan, the primary supervisor shall approach the head of PhD school in a written statement explaining the non-satisfactory progress. The PhD student will be given the opportunity to comment on the primary supervisor's statement after which the head of PhD school in consultation with the primary supervisor and the PhD coordinator decides whether a three-month rectification period should be given to the PhD student.

If a three-month rectification period is imposed on a PhD student, the primary supervisor prepares a plan for the rectification period. The PhD student is given the opportunity to comment on the rectification plan.

Once the rectification period is concluded, the primary supervisor submits an evaluation of whether the rectification plan has been successfully completed, and the PhD student can be considered to be following the PhD plan again. The PhD student is given the opportunity to comment on the primary supervisor's statement. A third examiner from CBS but outside of the supervisory team will be asked to evaluate whether the rectification plan has been successfully completed. Based on the primary supervisor's evaluation, any comments from the PhD student and the evaluation from the third examiner, the head of PhD school will make the final decision on the termination or continuation of the enrolment.

If the PhD student remains enrolled, the PhD studies continue. However, the rectification period does not give rise to an extension of enrolment. If the enrolment of the PhD student is terminated, the enrolment is terminated without further notice and any relevant place of employment will be informed of the termination.

6.7 Supervision

At CBS, all PhD students must have one primary supervisor and as a minimum one secondary supervisor.

The primary supervisor must be employed at CBS either as an associate professor, a professor with special responsibilities (MSO) or a full professor. If the primary supervisor is also the PhD coordinator in the department another PhD coordinator must take over the function as PhD coordinator for this PhD student. The PhD coordinators decide amongst themselves who should take over the role.

Secondary supervisors can be an assistant professor, associate professor, a professor MSO or a full professor at CBS or at another academic institution. Please see additional rules for industrial PhD students and PhD students employed at vocational higher educational institutions below.

Supervisors are appointed by the head of PhD school in consultation with the head of department. For the primary supervisor the appointment happens in connection with the approval of the PhD plan. If the secondary supervisor is not appointed with the approval of the PhD plan, the secondary supervisor must be appointed at the latest at the time of the first biannual report by submitting a request in Research Planner.

For industrial PhD students, the secondary supervisor must be affiliated with the company and must be qualified within the relevant fields of research. The company supervisor must be appointed in connection

with the approval of the PhD plan. The company supervisor will not receive supervision hours from CBS. Additional supervisors can be appointed later by submitting a request in Research Planner.

For PhD students employed at vocational higher educational institutions, it is a requirement that a secondary supervisor affiliated with the employment institution is appointed. This supervisor must be at associate professor level for vocational higher education institutions (docentniveau) and be qualified within the relevant research field. The secondary supervisor can be appointed with the approval of the PhD plan or by submitting a request in Research Planner.

For more information on the role of the supervisor, see 4.2. *Supervisor* and the [Code of Conduct for PhD Supervisors](#)

6.7.1 Changes to the Supervisor Team

If a PhD student wishes to make changes to the supervisor team, the PhD student should discuss the issue with the primary supervisor and the PhD coordinator. In cases where the primary supervisor is also the PhD coordinator, the PhD student must contact the head of PhD school. If the PhD student, after consulting the PhD coordinator, wishes to make changes to the supervisor team, a request must be submitted in Research Planner. The application must outline the reasons for the desired change and provide a brief account of the research project's status. The head of PhD school makes the final approval of the change to the supervisor team.

For more information about changing of the primary supervisor, please see the [Change of Primary Supervisor Policy](#).

If a PhD student wishes to add, change or remove a secondary supervisor, the PhD student must submit a request in Research Planner.

6.7.2 Agreed Form of Supervision

The PhD student and the primary supervisor must discuss and agree on the form of supervision.

“Good” supervision is ultimately an individual matter, but can be facilitated if the PhD student:

- Takes the initiative in arranging meetings and evaluation interviews
- Treats supervision as an offer of help and as a right
- Makes demands of the supervisor's professional, methodological and pedagogical qualifications
- Displays independence
- Uses the supervisor on a continuous basis, both in cases of uncertainty or doubt, and when the research project is going well

“Good” supervision is ultimately an individual matter, but can be facilitated if the supervisor:

- Has substantial academic qualifications in the field
- Introduces the PhD student to the Danish and international research environment including the department
- Is able to take on the role of mentor and equal partner
- Contributes to the professional and personal development of the PhD student
- Pays attention to the professional and personal development of the PhD student
- Ensures that the PhD student effectively plans their internationalisation strategy and fulfils their teaching/dissemination obligations

- Remembers that a PhD project is part of a learning process and is therefore subject to change in terms of focus, theoretical framework and/or empirical objectives
- Focuses on ensuring the research project's quality and its completion within the allotted time

For more information on the role of the supervisor, see *4.2 Supervisor* and the [Code of Conduct for PhD Supervisors](#)

6.7.3 Alignment Tool for PhD Students and their Supervisors

The alignment tool is designated to facilitate effective supervision and align the PhD student's and supervisor's expectations about the future supervision process by outlining key components of that process.

The tool consists of a dialogue guide which is developed to encourage the dialogue between the PhD student and the primary supervisor and to ensure that the PhD student and the supervisor discuss aspects relevant for a good start to the PhD project. If one of the secondary supervisors is planned to carry out a substantial part of the day-to-day supervision, it is vital that this person also takes part in the dialogue.

The dialogue guide is implemented in Research Planner as a workflow, and it is mandatory for the PhD student to complete the elements of the dialogue guide in collaboration with the supervisor(s). The dialogue guide must be completed and accepted in connection with the PhD plan and followed up and accepted once a year in connection with the biannual report in the spring. In connection with the PhD plan, the dialogue guide must be accepted by the primary supervisor, the PhD coordinator, the head of department and finally the head of PhD school, while in connection with the biannual report in the spring the dialogue guide must be accepted by the primary supervisor and the PhD coordinator.

6.7.4 Inspirational Videos on PhD Supervision

These videos are only available for CBS staff and enrolled PhD students.

[Efficient text feedback - 6 concrete advice on how to frame your feedback](#)

[Efficient text feedback - the three most vital principles](#)

[How to improve PhD students' writing efficiency](#)

[Literature on PhD supervision](#)

6.7.5 Supervision Hours

Each PhD student is allocated 150 hours of supervision for the three years (200 hours for independent PhD students). A minimum of 51% of the hours must be allocated to the primary supervisor. Generally, there are 25 hours allotted to supervision per semester. Supervision hours are registered in Research Planner by the PhD student in close cooperation with the primary supervisor in connection with the submission of biannual reports.

Supervision hours for primary and secondary supervisors employed by CBS are registered in Prophix after the approval of the biannual report.

Supervision hours for secondary supervisors employed at other institutions than CBS are paid out as an honorarium after the approval of the biannual report.

6.8 PhD Courses

The academic level of the PhD courses must be higher than the qualifying master programme unless special academic considerations call for a deviation from this principle. The composition of the PhD courses must both support the completion of the specific research project and give the PhD student overall competences within theory and methodology of the research field. PhD course choices and schedules should be discussed primarily with the primary supervisor.

PhD students must complete a total of 30 ECTS points of which at least 15 ECTS points must be completed within the first year of enrolment. It is possible to receive a total of 2 ECTS points for conference participation with a paper presentation (max. 1 ECTS point per conference with a paper presentation). PhD courses (incl. conferences, workshops, summer schools, etc.) totalling 30 ECTS points must be listed in the PhD plan and adjusted in the following biannual reports. PhD students cannot receive ECTS points for participation in e.g. dissemination or writing courses.

In Research Planner, the PhD student must upload the diploma for PhD courses taken at CBS. For PhD courses taken outside of CBS, the PhD student must upload approvals of the PhD course as well as the diploma and course description in one PDF-file, see *6.8.3 Approval of PhD courses Taken Outside of CBS*.

For information on approval of ECTS points taken before enrolment in the CBS PhD school, see *3.5.2 Application for Credit Transfer of ECTS taken before enrolment in the CBS PhD School*.

PhD courses offered by CBS can be found on [CBS.dk](https://www.cbs.dk).

PhD courses offered by other Danish universities can be found [here](#).

On the PhD Notice Board on [CBSShare](#) announcements of courses and other events offered by other institutions can be found.

6.8.1 Completion of PhD Courses for 15 ECTS Points at CBS for Double Degree PhD Students

PhD students enrolled on a double degree agreement with another university must complete PhD courses offered at CBS totalling at least 15 ECTS points. Participation in the PhD courses can be planned for when the PhD students are at CBS. The planning of these courses must be reflected in the PhD plan. Double degree PhD students must also complete PhD courses totalling 30 ECTS points. Courses, conferences etc. taken outside of CBS must be approved following the procedure described in *6.8.3 Approval of PhD Courses Taken Outside of CBS*.

6.8.2 Mandatory PhD Courses (incl. teaching course)

Each department can decide to have mandatory courses for their PhD students. Any mandatory PhD courses at departmental level will be described in the departmental pages at the end of the CBS PhD Study Handbook, see *16. Departmental Pages*.

For PhD students starting on and after 1 January 2024

All PhD students are required to take the mandatory PhD Introduction Course. It is an introductory course for all new PhD students consisting of among other things introduction to the PhD school, the courses Introduction to Research Data Management (RDM) and Research Ethics and Integrity as well as a workshop on supervision.

The PhD Introduction Course is found on [CBS.dk](https://www.cbs.dk). Please contact the PhD Support if you cannot find the course on the website.

For PhD students who started before 1 January 2024

Research Ethics and Integrity: The course is mandatory for all PhD students. The course introduces the PhD students to the basic concepts, principles and practical issues of research ethics and research integrity as well as the Danish code of conduct.

Introduction to Research Data Management (RDM): This course is mandatory for all PhD students enrolled by 9 June 2020 or later. The course introduces the PhD students to good practice within research data management.

The courses are found on [CBS.dk](https://cbs.dk). Please contact the PhD Support if you cannot find the courses on the website.

For PhD students with teaching obligations

New to Teaching: a Programme for CBS PhD students: The course is mandatory for all PhD students with teaching obligations. This is a pedagogical course offered by Educational Development and Quality. It is a requirement that PhD students with teaching obligations take this course prior to engaging in teaching. The course is also recommended for PhD students without teaching obligations. The course consists of three parts: a 2-day intensive course; individual teaching supervision; and elective courses equivalent to 1 course day. All three parts combined is a workload of 30 hours. The PhD student must complete all three parts of the programme to be awarded the 30 Proffix hours. The course is offered on a regular basis and more information can be found [here](#)

6.8.3 Approval of PhD Courses Taken Outside of CBS

PhD courses (incl. workshops and summer schools) at other Danish institutions or abroad must be pre-approved by the primary supervisor, PhD student representative and the PhD coordinator by filling in the form found on [CBSShare](#). The approval determines the suitability of the PhD course as part of the PhD student's overall course programme, the weight of the ECTS points for the PhD course, and the budget for the PhD course and any travel associated with it. The weight of the ECTS points for a PhD course should reflect the time allocated to course activities, including instruction hours, preparation, exams, etc.; see *6.8.6 Calculation of ECTS Points*.

A list of ECTS points approved for activities outside of CBS can be found [here](#). The list shows if an activity has been approved before and how many ECTS point were granted. The list will be updated regularly.

For information on approval of ECTS points taken before enrolment in the CBS PhD school, see *3.5.2 Application for Credit Transfer of ECTS taken before enrolment in the CBS PhD School*.

PhD courses offered by other Danish universities can be found [here](#).

On the PhD Notice Board on [CBSShare](#) announcements of courses and other events offered by other institutions can be found.

6.8.4 Student-Driven PhD Courses

PhD students can engage with fellow PhD students to propose and run student-driven PhD courses. Such groups typically come together because participants have identified a shared interest in scrutinizing and discussing in depth a specific body of literature, a particular theme or issue, a theory or theoretical complex, or a set of methodologies, etc. which are not adequately covered in CBS PhD course offerings.

PhD students in a student-driven PhD course can be granted up to 4 ECTS points for the course work undertaken, provided that certain requirements are fulfilled:

- **Facilitator:** One faculty member (full professor, professor with special responsibilities (MSO), associate professor or assistant professor) employed at CBS or another university in Denmark or abroad must participate in all sessions as a facilitator to engage in discussions where needed, track participant attendance, and report back to the PhD coordinator upon course completion. If more departments are involved, one department must be appointed as the responsible department. It is the group's responsibility to identify an appropriate faculty facilitator who is deeply engaged in the topic. The facilitator will receive 2.5 coordination hours per 1 ECTS point for assisting the students in coordinating the course and for reporting, as well as 1:1 presence hours
- **Course Description:** PhD students should develop a course description and reading list – in conjunction with the chosen faculty facilitator – which will serve as the basis for the course and its application for ECTS points
- **Enrolment:** At least four PhD students must participate. PhD students are encouraged to involve PhD students at other departments by circulating information on dates of the student-driven PhD course to relevant networks
- **ECTS points:** Student-driven PhD courses are categorised the same as other PhD courses in respect to awarding ECTS points
- **Lecturers:** PhD students may invite faculty lecturers to present and facilitate discussion as appropriate for the PhD course. Faculty lecturers will receive Prophix hours for lectures and present hours for facilitating discussion according to CBS standard norms
- **Student Presentations:** All PhD students must make at least one oral presentation, supported by a short written paper or input using the key concepts from the PhD course (e.g. purpose-written reflection paper from the PhD student)
- **Fees:** The fee for the PhD course is DKK 650 per 0.5 ECTS point (covers the PhD course); if the budget allows, coffee/tea and/or lunch can be covered

6.8.5 Conferences

Conferences may be attended. The approval procedure is the same as for PhD courses taken outside of CBS; see *6.8.3 Approval of PhD Courses Taken Outside of CBS*. Participation in a conference with a paper presentation may yield 1 ECTS point. A maximum of 2 ECTS points can be granted for participation in conferences with a paper in total.

Until 31 December 2021 it was possible to obtain a total of 4 ECTS points for conference participation with a paper (max. 1 ECTS point per conference with a paper). The conferences must have taken place before the end of 2021 in order to receive more than 2 ECTS points. If 2 ECTS points have been obtained before the end of 2021, no further ECTS points for conferences can be obtained at a later point.

6.8.6 Calculation of ECTS Points

CBS uses the European Credit Transfer System (ECTS) to credit PhD students' workload in academic courses and other activities. The CBS PhD School has developed [standard guidelines](#) for calculating and allocating ECTS points for PhD courses at CBS and activities undertaken outside of CBS.

If an activity is offered by an institution within the Bologna agreement, the ECTS points are accepted when applied for unless there is a substantial misalignment between the ECTS points announced by the offering institution and the time and effort required. In this case, the PhD coordinator and/or the PhD student representative at the department can suggest a higher/lower number of ECTS.

If an activity is offered by an institution outside of the Bologna agreement, the ECTS points must be calculated before applying for credit transfer. The calculation must be based on either the front-end measure or the holistic measure according to the standard guidelines for calculating ECTS points.

6.9 Work-in-Progress (WIP) Seminars

The PhD students are required to present their research project at two work-in-progress seminars (WIP I and WIP II). The purpose of the work-in-progress seminars is to provide the PhD students with feedback about their research project as well as ideas for further development. At the same time, the work-in-progress seminars play an important quality assurance role for the research project and assist in detecting potential problems in the research process.

6.9.1 WIP I

The first work-in-progress seminar takes place within the first year of enrolment. For PhD students enrolled on the 4+4 scheme, the first work-in-progress seminar must take place within the first two years of enrolment.

If a discussant is invited by the department for the WIP I, five hours will be allocated through Prophix if from CBS. If the discussant is external, five hours will be paid out as a fee according to the current hourly rate for external lecturers. The PhD school covers five hours in total for the WIP I.

The PhD coordinator must approve the choice of discussant prior to the WIP I, and the approval must be sent to the PhD Support adviser.

The PhD school does not pay for catering or travel costs for the WIP I. If a department wishes to have more than one discussant present for the WIP I, the payment of the fee and any travel costs lie with the department.

The discussant from WIP I may act as a discussant on WIP II.

For further rules and procedures for the different departments, see *16. Departmental Pages*

6.9.2 WIP II

The second work-in-progress seminar takes place close to the end of the project (usually three to six months before the submission of the PhD thesis). The second work-in-progress seminar must be completed and approved before submission of the PhD thesis. The primary supervisor must write a short note to the head of PhD school cc'ing the PhD Support adviser and PhD coordinator about the outcome of the WIP II incl. date of the seminar, information on the discussants and when the PhD student can be expected to submit the PhD thesis.

Two discussants are invited by the department for the WIP II. Discussants from CBS receive 10 hours allocated through Prophix. External discussants receive 10 hours paid out as a fee according to the current hourly rate for external lecturers.

The PhD coordinator must approve the choice of discussants prior to the WIP II, and the approval must be sent to the PhD Support adviser.

If an external discussant has travel expenses in connection with the second seminar, the receipts should be submitted to the PhD Support. In order to keep travel expenses reasonable, international discussants should be found in Europe. The travel expenses must be kept to a maximum DKK 5,000 in total for both discussants.

The PhD school does not pay for catering for WIP II.

One of the discussants from WIP II (preferably the internal discussant) may serve as a member of the assessment committee for the PhD thesis.

For further rules and procedures for the different departments, see *16. Departmental Pages*.

6.9.3 Academic Placement Seminar

The purpose of the academic placement seminar is to prepare the PhD student for the academic job market. A typical seminar may include a mock public job market paper presentation, one or more mock job interviews, and some guidance of how to compile a job application dossier by a diverse committee of two or more qualified discussants that form a mock hiring committee. The academic placement seminars are designed and offered by the departments to help students with placement in their respective job markets.

The academic placement seminar can take place at the most appropriate time at the discretion of the department. The seminar must be completed before the defence of the PhD thesis. The seminar is voluntary. Interested students should follow the application procedure set by their department.

Two discussants are invited by the department for the academic placement seminar. Discussants from CBS receive 10 hours allocated through Prophix. External discussants receive 10 hours paid out as a fee according to the current hourly rate for external lecturers. In case more than two discussants participate, the total number of hours cannot exceed 20. The department must inform the PhD Support about the distribution of hours in order to have the hours allocated through Prophix and/or paid out as a fee to the discussants. The PhD school does not pay for catering or travel expenses in connection with the academic placement seminar.

None of the discussants from the academic placement seminar may serve on the assessment committee for the PhD thesis. The supervisors should refrain from acting as discussants in the academic placement seminars, if possible.

For further rules and procedures for the different departments, see *16. Departmental Pages*.

6.10 Teaching and Dissemination

PhD students who are employed by CBS have a teaching obligation corresponding to a total of 416 working hours according to the Prophix hour system (4+4 PhD students' teaching obligation corresponds to 277.33 hours). PhD students may choose not to teach. In that case, their employment contract and salary will be re-negotiated. The teaching and knowledge dissemination activities should be an integral part of the PhD plan and must be undertaken in agreement with the teaching coordinator/head of department. Therefore, PhD students should discuss their teaching obligations with the teaching coordinator and head of department at the beginning of their PhD programmes. Each PhD student can find the name of their teaching coordinator in Research Planner under "Profile" as well as on [CBSShare](#). The actual implementation of the work requirement is arranged with the head of department. For PhD students with teaching obligations, CBS offers the mandatory course "Learning to Teach", see *6.8.2 Mandatory PhD Courses (incl. Learning to Teach)*.

PhD students without teaching obligations at CBS still have a knowledge dissemination obligation which can be met through dissemination in the form of articles, teaching or other exchange of knowledge to the general public. How to fulfil the dissemination obligation should be addressed in cooperation with the primary supervisor and the head of the department.

The PhD coordinator and the primary supervisor have the overall responsibility for monitoring the fulfilment of the teaching and knowledge dissemination obligations by their PhD students.

6.11 Stay at another Research Institution than CBS

PhD students are required to participate in active research environments, including at least one stay at another, mainly foreign research institution or private research enterprise etc. The stay(s) at another (other) research institution(s) usually need to have a minimum duration of three to six months in total. Unless otherwise agreed, PhD students are expected to stay at CBS for at least half of the PhD programme's duration. If a PhD student is unable to spend 3 months in total at another (other) research institution(s) than CBS, the PhD student must seek an exemption from the head of PhD school as soon as possible.

Together, the primary supervisor and the PhD student must ensure that the planned stay at another research institution has the intended relevance and value for the research project. The length of the research stay depends on a number of factors (such as prior international research experience, family situation, data collection requirements and the identification of – and connections to – attractive research environments).

Research Planner must contain an updated description of when one or more stays at other research institutions are planned. Furthermore, the PhD student must explain in the PhD plan why the particular research institution was chosen.

A stay at another research institution can often be very expensive, so it may be necessary to apply for external funding. A list of possible foundations and information on how to get further funding for PhD students' research stays can be found on [CBSShare](#). The PhD student must make a budget which explains the expenses of the research stay and how they will be covered. The budget must be pre-approved by the supervisor and PhD coordinator before the stay.

PhD students employed at CBS who are going on a research stay abroad for more than 28 days must have a research stay letter issued by the HR Support. The PhD student must contact their head of secretariat at the department.

After the research stay has taken place, the primary supervisor must approve the stay. The approval must include the place and dates of the research stay and must be uploaded in Research Planner.

6.12 PhD Thesis and Submission

6.12.1 Upcoming Completion of Studies

Six months before the end of enrolment, the PhD student receives an email from the PhD Support with information about the process of submitting the PhD thesis. The email contains information about the following:

- WIP II seminar
- Completion of research stay outside of CBS
- Completion of 30 ECTS including mandatory courses

- Notice of submission
- Thesis submission
- Extension of enrolment

6.12.2 Notice of Submission

The PhD student must inform the PhD Support of the expected date of submission no later than two months before submission. Prior to giving notice of submission, the PhD student must check that the title of the research project and PhD thesis description in Research Planner are accurate, that all PhD programme activities have been completed or discarded, and all documents for PhD courses and conferences etc. have been uploaded.

At the notice of submission, the PhD Support checks Research Planner for the following information:

- Approved required number of biannual reports
- Approved completion of PhD courses totalling a minimum of 30 ECTS points
- Approved first and second work-in-progress seminars
- Approved stay at another research institution

If or when the above elements have been completed, the PhD Support asks for the primary supervisor's statement on the completion of the PhD programme. The primary supervisor is also contacted regarding the appointment of an assessment committee.

6.12.3 Supervisor Statement on Satisfactory Completion of the PhD Programme

When the PhD student has given notice of submission and the above elements have been completed, see 6.12.2 *Notice of submission*, the PhD Support asks the primary supervisor to supply a statement in Research Planner on whether the PhD programme including the individual elements of the PhD plan has been completed satisfactorily. The statement must be supplied as soon as possible in order to avoid delays in the submission process. The PhD student is informed of the primary supervisor's statement.

If the primary supervisor is of the opinion that the PhD programme has not been satisfactorily completed, the statement must be accompanied by a detailed account of the unsatisfactory elements. The PhD student is given at least two weeks to comment on the opinion of the primary supervisor. Based on the supervisor's evaluation and the student's comments, Copenhagen Business School will determine whether the PhD programme has been satisfactorily completed, and the PhD thesis can be submitted.

6.12.4 Composition and Appointment of Assessment Committee

If or when the above elements have been completed, see 6.12.2 *Notice of submission*, the PhD Support contacts the primary supervisor regarding the appointment of an assessment committee.

Composition of the assessment committee

The assessment committee consists of three members, who are knowledgeable in the topic of the PhD thesis and not closely associated with either the PhD student or the supervisors of the PhD student. The chair of the assessment committee must be employed at associate professor level or higher at CBS. An internal chair ensures the knowledge of the Danish PhD programme, CBS and the specifics of the department. The other two members must come from outside CBS and cannot be CBS employees. It is emphasised that at least one member should be from abroad. However, there may be special academic considerations that allow a deviation from this principle. If the PhD thesis is written in a Scandinavian language, one member should come from Sweden or Norway. CBS's Personnel Policy requires that

assessment committees include both men and women. It is important that the arm's length principle between the committee members, the supervisors and the PhD student is respected (e.g., no co-authorships within the last 5 years, no close work relationships within the last 5 years and no private relationships). If the proposed assessment committee does not meet this requirement, the proposal should include a justification.

One member of the assessment committee may have acted as discussant at the PhD student's second work-in-progress seminar.

Industrial PhD students financed by Innovation Fund Denmark must have at least one member of the assessment committee with company-relevant research experience within the relevant field. This means that, in addition to the two recognised researchers, one member of the assessment committee must have research experience within the relevant field of business of the PhD thesis. It is up to the institution to decide whether the level of research experience of this proposed member of the assessment committee is acceptable, and it falls on the institution to make sure that the assessment committee has a sufficiently high level of research experience overall.

For PhD students employed at a vocational higher institution, it is required that one of the members of the assessment committee has company-relevant experience within the relevant field. It is not a requirement that the person must be employed by a company.

The primary supervisor of the PhD student is appointed to the assessment committee but is not entitled to vote in connection with the recommendations of the committee. The chair of the assessment committee must keep the primary supervisor informed of the assessment process and give the primary supervisor the opportunity to read and comment on the assessment in a timely fashion.

Budget and payment

When considering possible committee members, financial considerations should be taken into account. The costs for transportation and accommodation for the two external assessors may not exceed a total of DKK 10,000. Exemptions can be made by submitting a reasoned application to the head of PhD school.

Each external committee member will receive 16 hours of the current hourly rate for external examiners for the work in the committee, while the chair of the committee will get 32 Profix hours.

In case the PhD thesis must be revised, the external committee members will receive an extra 5 hours of the current hourly rate for external committee members and the chair will receive an extra 10 Profix hours. Half of the total hours will be paid out after the first preliminary assessment. The remaining half will be paid out after the defence has taken place.

Acceptance of participation

The primary supervisor must obtain acceptance from all members of the proposed committee before submission of the proposal to the PhD Support via Research Planner. Once the assessment committee has been appointed, the primary supervisor must inform the assessment committee of the appointment.

The PhD Support's first contact with the members of the assessment committee is when the PhD thesis is sent for assessment.

Format of the PhD defence

At CBS, the PhD student, primary supervisor and CBS chair must take part in the PhD defence on campus at CBS.

If any of the above-mentioned participants are unable to attend the defence at CBS, a reasoned application for a dispensation must be included in the proposal for the assessment committee before the proposal is submitted in Research Planner.

It is up to the department to decide whether and for what reasons external members can participate online instead of on campus. This decision must be made in connection with the appointment of the assessment committee and stated in the proposal for the assessment committee before the proposal is submitted in Research Planner. The department must state which external members will participate on campus and which will participate online.

Please note that later changes will need a dispensation approved by the head of PhD School.

Defence on campus

The PhD student, the primary supervisor and the entire assessment committee are present for the PhD defence in person at CBS. The defence is conducted as an on-campus defence in a room suitable for this purpose. On request from the PhD student, there will be a Teams link (or Zoom upon request) for any online audience. Questions from the online audience are limited to the chat function, which is managed by the supervisor (the supervisor must bring their own laptop). The supervisor can delegate the task of managing the chat function if needed.

Hybrid format

This format contains both physical presence on campus and online via Teams (or Zoom upon request). The PhD student presents on campus in a room designated to the PhD defence with a physical and online audience. For a hybrid format to be possible, the PhD student, the primary supervisor and the chair must as a minimum be present in the room for the PhD defence.

One or both external assessment committee members attend online depending on the previous approval.

The computer, camera and audio in the room is used to communicate with those members of the assessment committee who are not present on campus. The IT support will provide technical support prior to defence start.

The dialogue with the online members of the assessment committee is conducted through the computer in the room. Questions from the online audience are limited to the chat function, which is managed by the supervisor (the supervisor must bring their own laptop). The supervisor can delegate the task of managing the chat function if needed.

For the deliberation, the assessment committee members, present on campus, stay in the defence room while the primary supervisor and the PhD student guide the audience to the reception. The member(s) of the assessment committee present at CBS must bring their own laptop for accessing the separate online deliberation meeting together with the members who participate online.

Fully online format

This format is only possible in very special cases, after the head of PhD school has deemed it necessary and has given the necessary dispensation. The PhD defence takes place via Teams (Zoom upon request) where all participants are present online. The meeting is set up by the PhD support (including the preliminary and voting meetings for the assessment committee). After the supervisor's introduction, the PhD student shares their presentation (PowerPoint, video, slides etc.) on the screen and presents their findings.

The audience will be asked to mute their microphones and participate without video during the presentation and the following examination dialogue. After the examination, the audience is free to ask questions by raising their virtual hand, or state in the chat, which the supervisor will address.

The assessment committee members leave the online defence meeting to deliberate in the online voting meeting. After the deliberation, they return to the online defence meeting.

Appointment of the assessment committee

The members of assessment committees for PhD theses are proposed by the head of the PhD student's department. When the PhD student has submitted notification of submission of the PhD thesis, the PhD Support checks that the elements mentioned in 6.12.2 *Notice of submission* have been completed. If or when the elements have been completed, the PhD Support sends an email to the primary supervisor, cc the head of department and the PhD coordinator, with instructions for submitting a proposal for the assessment committee via Research Planner. The supervisor(s) identifies suitable assessment committee members and submits the required information regarding the assessment committee members in Research Planner. In addition to the names of the assessment committee members, the proposal should include external members' titles, departments, institutions and email addresses. CVs and lists of publications (if not included in the CVs) must also be provided. The reasons for selecting each of the suggested 3 committee members in regard to the research project of the PhD student must be described individually. At CBS, the PhD student, primary supervisor and CBS chair must take part in the PhD defence on campus at CBS. If any of the mentioned participants are unable to attend the defence at CBS, a reasoned application for a dispensation must be included in the proposal for the assessment committee before the proposal is submitted in Research Planner. It is the head of PhD school who decides on the dispensation.

It is up to the department to decide whether and for what reasons external members can participate online instead of on campus. This decision must be made in connection with the appointment of the assessment committee and stated in the proposal for the assessment committee before the proposal is submitted in Research Planner. The department must state which external members will participate on campus and which will participate online. Please note that later changes will need a dispensation approved by the head of PhD School.

Upon submitting the proposal, the primary supervisor declares that none of the supervisors have any conflict of interests with the suggested assessment committee members, i.e. that the arm's length principle between the committee members and the supervisors and the PhD student is respected (e.g., no co-authorships within the last 5 years, no close work relationships within the last 5 years and no private relationships).

The proposal for the assessment committee is sent to the PhD coordinator through Research Planner. The PhD coordinator ensures that the above-mentioned criteria by the PhD School are met (e.g., by cross-checking via Google/Google Scholar and via the profile pages of the proposed committee members). In case any suggested committee members do not fulfil the criteria/guidelines, the PhD coordinator must highlight the reservations as well as other considerations in favour of the suggested committee. The head of department ensures that the 3 nominated committee members have sufficient independence and arm's length to the PhD student and the supervisor team. In case any suggested committee members do not fulfil the criteria/guidelines, the head of department needs to add a rationale for why the committee members should be appointed, nevertheless.

The PhD committee is heard on the proposed assessment committee and makes its recommendation. The head of department then makes the final decision on the composition of the assessment committee. The

PhD student is heard on the composition of the assessment committee and has the right to object to the members of the assessment committee within one week.

6.12.5 PhD Thesis

The format of the PhD thesis is either a monograph format or an article-based format. For both formats, the PhD thesis must not exceed a maximum of 500 pages. In the 500 pages, the following is included:

- Footnotes or endnotes
- List of contents
- Preface and acknowledgements
- Abstracts (in English and Danish as a minimum)

The following is not included in the 500 pages:

- Bibliography
- Figures and tables
- Any other material to be placed in an appendix (such as copies of original documents, etc.)

The PhD thesis must be written in English or Danish but can be written in other languages by agreement with the supervisors and a written approval by the PhD coordinator and the relevant head of department. At the time of submission, the PhD thesis must contain executive abstracts in both English and Danish (Norwegian and Swedish are viewed as acceptable equivalents to Danish) and – if written in another language – in this language.

The monograph format organises all its chapters around a central problem and has an introduction and a conclusion. It must be single-authored.

The article-based PhD thesis should contain a minimum of three and a maximum of five articles, accompanied by a mandatory introduction. This introduction must present the individual articles within a cohesive theoretical framework, presenting existing literature, clarifying the overall contribution of the thesis. Each individual article must provide an independent and separate analytical contribution to the academic field, be of the same extent as a standard article in the field and be suitable for publication in respected scientific journals. It is not a requirement that any of the articles are already published.

One of the articles must be single-authored. If special circumstances make single authorship impossible (e.g., lab experiments), the PhD student must apply to the head of PhD school for exemption well in advance of submission.

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

For co-authored articles, it is important that the PhD student informs any co-authors before the work on the article begins that the article will be published electronically and in print in connection with the PhD defence. The PhD student and the co-authors can fill in the form Memorandum of Understanding for co-authorship at the beginning of the collaboration before signing the co-author statement before the submission of the PhD thesis. The forms are found on [CBSShare](#). If special circumstances apply, an exemption to have the PhD thesis exempted from electronic and printed publication can be applied for to the head of PhD school well in advance of the submission of the PhD thesis. If the exemption is granted, the electronic version on the CBS Library's website [research.cbs.dk](#) will be subject to an embargo period and only show the title, abstract, and citation information for the period of the embargo including the end date

of the embargo. The printed version for the library will not be available to the public for the period of the embargo. The members of the assessment committee, supervisor(s) and the PhD student will be given printed copies with instructions on the granted exemption. Co-authors statements stipulating each author's contribution must be provided using the form found on [CBSShare](#). The co-author statements must be submitted together with the PhD thesis. It is recommended to have the co-author statements completed and signed well in advance of the submission to avoid any unnecessary delays close to the date of submission. Be aware of the publisher's rights when including journal papers or book chapters in the PhD thesis. CBS Library's guidelines can be found on [CBSShare](#).

It is strongly recommended that PhD students discuss the selection of format for their PhD theses with their supervisors early in their studies. The decision of the type of PhD thesis must be made by the submission of the third biannual report.

6.12.6 Submission

The PhD thesis must be submitted in the CBS publishing template as a PDF file, including any acknowledgements. It is not possible to make changes to the submitted thesis. Information about layout and publishing guidelines can be found on [CBSShare](#).

The PhD thesis is submitted by uploading it in Research Planner. The PhD student must log on to Research Planner via the link on [CBSShare](#) and upload the thesis from their 'To do' tab; see 6.12.5 *PhD Thesis*.

The following documents must be uploaded:

- The PhD thesis incl. abstracts
- The screening report
- Signed approval of the screening report
- Signed co-author statements, if relevant

The PhD thesis will only be considered submitted and sent to the assessment committee if all the above documents are correct and included upon submission.

The enrolment expires on the day of submission. This also applies if the PhD thesis is submitted earlier than expected. If a PhD student holds a PhD employment at CBS, the employment including the salary expires the same day as the enrolment.

All PhD programme requirements must be completed before the submission of the PhD thesis can take place.

Screening of the PhD thesis for text similarity

CBS is bound by the Danish rules and regulations on Research Misconduct. The law defines plagiarism as the "Appropriation of others' ideas, processes, results, texts or specific terms without rightful crediting". You can find a short description of the rules [here](#).

All PhD students must have their PhD theses screened with iThenticate and submit the screening report together with the PhD thesis. More information regarding the screening of the PhD thesis and the procedure can be found on [CBSShare](#).

6.13 Submission without Prior Enrolment (Clause 15.2)

According to clause 15.2 of the Ministerial Order, in special cases, CBS can accept a PhD thesis for assessment without prior enrolment in the PhD programme.

The CBS PhD School processes inquiries about assessment according to clause 15.2 of the guidelines listed below.

Recommendation by the department

Only CBS' departments can submit recommendations for assessment under clause 15.2. A recommendation must be accompanied by a statement composed by the head of the relevant department and the PhD coordinator (in case of disqualifying instances, this task can be done by other lecturers or professors at CBS subject to approval by the PhD school).

The statement must be prepared on the basis of a preliminary review of the PhD thesis and the author's biography. If it is rendered probable that the author meets the requirement about the acquisition of comparable qualifications and that the academic level of the PhD thesis is suitable for assessment, the PhD school will initiate the evaluation process. The recommendation should be sent to the head of the PhD school together with the statement, the PhD thesis, curriculum vitae and other relevant documents.

The department informs the author whether the application will be sent to the PhD committee.

Decision by the PhD committee

The PhD committee evaluates two particulars: first, the author's research qualifications and then the PhD thesis.

The evaluation of whether the author has acquired qualifications corresponding to a completed PhD programme is conducted by the PhD committee upon the recommendation from the head of the PhD school. The evaluation is first and foremost based on the author's curriculum vitae and other information provided by the author but can also find support in the PhD thesis.

The evaluation must cover each of the items in clause 7.2, subsections 2 - 4 in the Ministerial Order:

- 2) Completion of PhD courses or similar study elements totalling approx. 30 ECTS points
- 3) Participation in active research environments including stays at other, mainly foreign, research institutions or private research companies etc.
- 4) Experience in teaching or other forms of knowledge dissemination related to the student's research project

If the PhD committee finds that the author has successfully acquired research qualifications equivalent to the level of competence usually acquired by completing the PhD programme at the CBS PhD School, and the applicant thereby – subject to acceptance of the PhD thesis - will be able to enter a research environment and live up to the performance requirements, then the PhD thesis can be accepted for assessment according to the rules of the CBS PhD School.

The evaluation of the PhD thesis follows the ordinary assessment procedure in which the PhD thesis is assessed and if the assessment is positive, then an oral PhD defence can take place.

Other provisions

A request for assessment in pursuance of clause 15.2 must be submitted to the relevant department. Curriculum vitae and other materials useful for the evaluation of research qualifications are submitted together with the script of the PhD thesis.

The PhD school cannot provide supervision for the author because the person in question is not enrolled at the PhD school.

The PhD school charges a fee for the assessment of the PhD thesis. Further information and the current rate can be found on [CBSShare](#).

7. Assessment, Defence and Award of the PhD Degree

7.1 Assessment Committee

The PhD Support sends the PhD thesis via email to the assessment committee along with information about deadlines and assessment procedures. The assessment committee can access the PhD thesis via a link in the email.

7.2. Preliminary Assessment

The assessment committee has two months to assess the PhD thesis. The following extensions are applicable:

- An additional two weeks if the assessment period includes Christmas
- An additional one week if the assessment period includes Easter
- An additional four weeks if the assessment period includes the month of July

The chair of the assessment committee drafts the joint assessment report. That report includes the opponents' appraisals of the PhD thesis. The two external members of the assessment committee will serve as opponents.

The preliminary assessment should contain the following components:

- An introduction that specifies the PhD thesis' topic, aim and ambition
- An account of the PhD thesis' structure and a clear presentation of what the committee perceives to be its main lines of arguments
- A presentation of the PhD thesis' results and contribution to the field of research. The presentation must include an account of the strengths and weaknesses of the PhD thesis and may address issues such as:
 - a) the positioning of the PhD thesis in the field of research
 - b) the organisation of the PhD thesis
 - c) the use of extant literature
 - d) the choice of research questions
 - e) the justification of research methods
 - f) the validity of data
 - g) the execution of the analyses
 - h) the similarities/differences with adjacent research
 - i) the robustness of the conclusions
 - j) the clarity of presentation
- A concluding section summarising the assessment in order to explicate the basis of the recommendation in the following section. This section provides a balance of strengths and weaknesses

- A brief and formal recommendation as to whether the PhD thesis should be accepted for an oral PhD defence

The recommendation must be one of three types of recommendations:

- Acceptance for oral PhD defence
- Rejection with an invitation to revise and resubmit the PhD thesis
- Rejection of the PhD thesis

If the assessment committee finds the PhD thesis to be suitable for a PhD defence, it is by definition an unconditional acceptance. The assessment committee may suggest minor corrections, but these suggestions cannot be demanded implemented before the defence. The author is not allowed to make changes to the content of the thesis, unless the head of PhD school has approved that changes can be made. The committee will not approve the corrected version of the thesis, but the author must, well in advance, submit a list of any changes to the PhD Support adviser.

The defence must take place no earlier than 14 days after the submission of the preliminary assessment and no later than three months after the submission of the PhD thesis. If special circumstances apply, the date of the defence can be postponed if agreed between CBS, the assessment committee and the author.

If the assessment committee's preliminary assessment determines that the author should revise and resubmit the PhD thesis, the assessment committee is encouraged to specify necessary essential improvements in the concluding section of the evaluation. Minor issues, such as typos, missing references and language issues, may be included in an appendix. The PhD student is given a minimum of three months and a maximum of 12 months to revise the PhD thesis. A PhD thesis can be resubmitted only once. Usually, the same assessment committee will assess a resubmitted PhD thesis. When resubmitting the PhD thesis, the author must prepare a detailed report about the changes made, which must be submitted together with the PhD thesis along with the documents listed under 6.12.6 Submission

A reassessment report may take the form of either a rewrite of the original report or an addendum to the original report. In the latter case, the addendum must at least include a general presentation of the revised PhD thesis (½-1 page), an appraisal of the specific revisions made (1-3 pages), and an overall assessment of the revised PhD thesis, including its strengths and weaknesses, and the recommendation (1-2 pages).

If a PhD thesis is rejected, the PhD author may be allowed by the PhD school to revise and resubmit the PhD thesis, but the assessment committee is neither expected to suggest specific revisions nor to be reappointed for another assessment.

CBS strongly encourages the assessment committee to produce a joint report with a unanimous decision. In the event of dissent, the majority decision will prevail. A minority committee member must submit a separate report to the PhD school.

The chair, preferably all three committee members, if possible, signs the preliminary assessment and sends it via email to the head of PhD school. After checking the preliminary assessment, the head of PhD school sends the preliminary assessment to the author, cc to the chair of the assessment committee, primary supervisor, PhD coordinator and the PhD Support adviser.

7.3. PhD Defence

The purpose of the oral PhD defence is to present and discuss the results of the author's research in public. The PhD defence allows the author to present the findings of the research and allows both the committee

and the audience to challenge the findings. Part of the purpose of the defence is to verify that the author is in fact the author of the PhD thesis.

The date and time of the PhD defence is agreed between the assessment committee and the PhD school as early as possible in the process in order to secure everyone's participation. The PhD school informs the author of the date and time of the PhD defence.

The PhD defence takes place at CBS, and all members of the assessment committee, the primary supervisor and the PhD student must be physically present unless otherwise agreed previously; see 6.12.4

Appointment of Assessment Committee. The PhD defence is chaired by the primary supervisor, has a fixed duration of 1.5 to 2 hours (including possible breaks) and is followed by a reception. The PhD defence is opened with a lecture by the author. The lecture is based on the submitted PhD thesis and major issues and findings are presented and discussed. Since the author receives the preliminary assessment report before the oral PhD defence, criticism voiced in the report is expected to be directly or indirectly addressed in the lecture.

The lecture is followed by an extensive discussion by the two external members of the assessment committee in the form of comments and questions to the author. The chair of the assessment committee has no formal role but is invited to give comments directly after the external members of the assessment committee and before potential interventions by the audience. Before the PhD defence, the chair of the assessment committee has to inform the chair of the PhD defence about the intention to comment.

The procedure for the PhD defence is as follows (the times are indicative):

- The primary supervisor will chair the defence and make the introduction (5 minutes)
- The author will present the thesis (30 minutes)
- The author will then take comments and questions from the two external members of the assessment committee (70 minutes)
- The chair of the assessment committee is invited to give comments (10 minutes)
- Comments from the audience, if any (5 minutes)

In advance of the PhD defence, the PhD Support contacts the external members of the assessment committee to make travel and hotel arrangements. The PhD Support also ensures that members are paid for their work on the assessment committee.

7.3.1. Announcement

When a PhD thesis has been recommended for an oral PhD defence, the PhD Support sends out an invitation to the PhD defence via email to all departments at CBS. The PhD defence is also announced on [CBS.dk](#) and [CBSShare](#). The invitation includes a link to the PhD thesis published via the CBS Library on [CBS Research Portal](#) according to CBS Programme Regulations for the PhD Programme.

7.3.2 Electronic Publication of the PhD Thesis

The PhD thesis will be published electronically via the CBS Library and sent for printing by the PhD Support. It is important that the author informs any co-authors before the work on the article begins that the article will be published electronically and in print in connection with the PhD defence. The PhD student and the co-authors can fill in the form Memorandum of Understanding for co-authorship at the beginning of the collaboration before signing the co-author statement before the submission of the PhD thesis. The forms can be found on [CBSShare](#). If special circumstances apply, an exemption to have the PhD thesis exempted

from electronic and printed publication can be applied for to the head of PhD school well in advance of the submission of the PhD thesis. For more information, see *7.3.3 Printing of the PhD Thesis*.

7.3.3 Printing of the PhD Thesis

Once the PhD thesis has been approved for the PhD defence, the submitted thesis will be printed in its submitted form, unless the Head of PhD School finds evidence that the assessment committee recommends changes before the PhD defence. In this case, the author gets the opportunity to make the recommended changes within a given deadline. The assessment committee will not approve the corrected version of the thesis, but the author must, well in advance, submit a list of any changes to the PhD Support adviser. If the author does not submit an updated version of the thesis within the deadline, the originally submitted thesis will be printed.

The PhD thesis will be printed in A4 format. The text is always black, but it is possible to ask for colour print of e.g., graphs and pictures by including a justification in the print order. The font is default Times New Roman, but a similar font is accepted. Regardless of the font type chosen, the font size is max. 12 points and the line spacing is max. 1.15. To ensure readability of the PhD thesis in the printed format, the margins must be set up as described in the printing guide found on [CBSShare](#).

The PhD thesis will be published electronically via CBS Library and sent for printing by the PhD Support. It is important that the author informs any co-authors before the work on the article begins that the article will be published electronically and in print in connection with the PhD defence. The PhD student and the co-authors can fill in the form Memorandum of Understanding for co-authorship at the beginning of the collaboration before signing the co-author statement before the submission of the PhD thesis. The forms can be found on [CBSShare](#). If special circumstances apply, an exemption to have the PhD thesis exempted from electronic and printed publication can be applied for to the head of PhD school well in advance of the submission of the PhD thesis. If the exemption is granted, the electronic version on the CBS Library's website [research.cbs.dk](#) will be subject to an embargo period and only show the title, abstract, and citation information for the period of the embargo including the end date of the embargo. The printed version for the library will not be available to the public for the period of the embargo. The members of the assessment committee, supervisor(s) and the author will be given printed copies with instructions on the granted exemption.

The author receives ten copies of the PhD thesis. The assessment committee and primary supervisor receive a copy each from the PhD Support.

7.4. Final Assessment

Immediately after the defence, the assessment committee convenes to make a final decision about whether to recommend the award of the PhD degree. This decision is announced by the chair of the assessment committee at the reception.

7.5. Award of the PhD degree

After the defence, the assessment committee sends the final recommendation for the PhD degree signed by all members of the assessment committee to the PhD Support together with the preliminary assessment, which has now been signed by all members of the assessment committee as well.

The final recommendation and the preliminary assessment are sent to the Academic Council, which formally confers the PhD degree. The date for conferment of the PhD degree is the deadline for the hearing in the Academic Council and will be stated on the PhD diploma.

7.6. PhD Diploma

After the conferment of the PhD degree by the Academic Council, the PhD Support issues a PhD diploma, which is signed by the president of CBS and the dean of research, innovation and societal impact. The PhD diploma contains information on the title of the PhD thesis, name and birthdate of the PhD graduate and a list in English containing information on the approved PhD courses and conferences with ECTS as well as mandatory PhD school courses, any partner university for double degree PhD students.

The PhD diploma is sent to the PhD graduate via email and by regular post to an address supplied by the PhD graduate.

PhD students who are not awarded a PhD degree may request documentation in Danish and English concerning the elements of the PhD programme that were satisfactorily completed.

7.7 Closing of CBS email

When the PhD diploma has been sent, the PhD graduate's access to their CBS email will be closed. It is therefore recommended to save emails and other material before the access closes. If the PhD graduate's employment continues at CBS when the diploma is sent, the email will remain open.

8. Career and PhD Placement

The PhD programme qualifies PhD graduates for a career as researchers and lecturers at higher education institutions or for specialist/consultancy jobs in the part of the private sector that requires correspondingly broad analytical and methodological skills, critical judgement, and the ability to engage in specialised professional work.

8.1 Placement Officers

Each department has an appointed placement officer who heads the department's initiatives and support for PhD students regarding their career paths. The setup is department specific but could include

- Personal support for PhD students
- Mock interviews
- Organising references beyond own supervisors
- Organising presentation of research with feed-back from more advanced scholars
- PhD seminars (e.g. how to interpret referee reports, publication strategies)

For more information on the initiatives in your department, please contact your Placement officer. More information can be found on [CBSShare](#).

9. Coaching

The external career and process coaches can help with challenges which might be faced during the PhD programme and provide strategies to overcome them. Challenges may include time management, writer's block and work/life balance. The coaches can also help with the clarification of skills if a PhD student is unsure of which career path to take. More information can be found on [CBSShare](#).

10. PhD Named Persons

PhD students are encouraged to contact the PhD named persons with any concerns regarding their own conduct or that of their supervisor, PhD coordinator or head of PhD school. PhD supervisors are also encouraged to contact the PhD named persons in cases of doubt about their own conduct or that of their PhD student, PhD coordinator or head of PhD school. The PhD named persons can discuss the specific

situation and provide advice on further actions, including facilitating mediation between the involved parties. The PhD named persons are committed to maintain confidentiality in all interactions with individual PhD students and supervisors, and do not have decision-making authority regarding the cases presented to them.

The PhD named persons are independent senior scholars with PhD supervision experience. They offer confidential advice and mediation, operating independently from the PhD committee (of which they cannot be members), the CBS PhD School and (Senior) Management. Consequently, they cannot serve as active PhD coordinators, heads of department or the head of the CBS PhD School. The dean of research , innovation and societal impact appoints the PhD named persons based on recommendations from the PhD committee. To ensure comprehensive representation within the CBS PhD community, it is crucial to consider gender diversity, as well as variations in research areas and departments, when appointing PhD named persons.

Names and contact information for the PhD named persons can be found on [CBSShare](#).

11. Research Planner

Research Planner is CBS' IT system for managing the PhD students' enrolment in the CBS PhD School as well as the individual elements of the PhD programme in their PhD plan and biannual reports.

Research Planner can be accessed from anywhere and gives supervisors and PhD students a full overview of the progress of a research project and upcoming tasks. The system supports a systematic quality assurance for the PhD school and easy data export features for management reporting to the PhD school, departments, CBS' management and Statistics Denmark.

The reports or approval cycles provided by Research Planner are by no means intended to replace the close dialogue between PhD students and supervisors, nor any regular supervision meetings.

All PhD students, primary supervisors, PhD coordinators and the head of PhD school as well as the PhD Support have access to Research Planner. Research Planner is accessed via WAYF by use of the CBS username and password.

12. Contact

Contact information for the PhD School can be found on [CBSShare](#).

Contact information for the PhD Support can be found on [CBSShare](#).

13. Right of Complaint and Exemption

13.1. Right of Complaint

Complaints about decisions made by the PhD committee or the head of PhD school are, according to the CBS PhD programme regulations on complaints (chapter 11), submitted to the president of CBS. Complaints must be submitted no later than two weeks from the date of receiving the decision.

The complainant may refer to CBS's decision according to the Danish Agency for Science and Higher Education if the complaint concerns legal issues. Complaints must be submitted no later than two weeks from the date of receiving the decision. The complaint is addressed to the Agency but is submitted to the president of CBS. CBS forwards the complaint to the Agency supplemented by a statement. CBS will give

the complainant an opportunity of at least one week to comment of the statement. Any comments from the complainant will be forwarded to the Agency.

Please refer to CBS's guidelines regarding students' right to file a complaint about decisions made by study committees, programme directors and programme administration.

13.2. Exemptions

In special cases, the dean of research, innovation and societal impact may grant exemptions from the rules laid down by CBS, including the PhD School.

The Danish Agency for Science and Higher Education may, in special cases, grant an exemption from the Ministerial Order.

14. Commencement

The present CBS PhD Study Handbook is effective as of 31 August 2026.

15. Rules and Regulations

All universities in Denmark are regulated by the University Act. The PhD programme is regulated by the Ministerial Order on PhD programmes at the universities from the Ministry of Higher Education and Science, which CBS has implemented in the Programme Regulations for the PhD Programme. These rules and regulations can be found here:

- [University Act](#) (in Danish only)
- [Ministerial Order](#) (in Danish)
- [Ministerial Order](#) (in English)
- [Addendum to the Ministerial Order per 1 July 2021](#) (in Danish only)
- [Guide to the Ministerial Order](#) (in Danish only)
- [Programme Regulations 2024 for CBS PhD School](#) (in English)

16. Departmental Pages

All PhD students are enrolled in the CBS PhD School and affiliated with a department at the same time. Departments may have some specific requirements for their affiliated PhD students, which are specified in the departmental pages below provided by the departments.

16.1 Department of Accounting (ACC)

1. Introduction to the department

The Department of Accounting prioritises the quality and relevance of research, which is characterised by having a major influence on both society and businesses within our research fields. This impact is achieved directly through research and cooperation with businesses and society as well as indirectly through our education portfolio.

The department consists of about 15 PhD students and 43 full-time academics including postdocs, assistant professors, associate professors and full professors. These are joined by several external senior academics.

At the department, we educate and train PhD students, master and bachelor students in various programmes, such as cand.merc.aud. (Auditing), cand.merc.fir. (Finance and Accounting) and cand.merc.ASC. (Accounting, Strategy and Control). We offer executive education, for example, in

accounting, strategy and corporate governance. We regularly organise workshops, research projects, research seminars, conferences and the like. The department hosts two centres: The Centre for Corporate Governance and the Centre for Owner-Managed Businesses. The two centres combined with the rest of the faculty at the department hold a broad and nuanced array of competencies, talents and expertise within the area of accounting, auditing and corporate governance. Together we explore these topics from national as well as global perspectives. This is also reflected by our multinational staff as we increasingly attract skilled faculty from all around the world.
2. The kind of PhD students you usually recruit The department usually recruits PhD students with a master's degree in economics, accounting, finance or a mix of these three from a Danish university or a foreign university with a good international reputation. However, the research project is always more important than the disciplinary background when we assess applications. PhD students are not required to follow any singular research paradigm or research method. The relevance of a research topic and the suitable research approach for the chosen topic are the most important aspects as well as the suitability of a research topic to the department's research profile. The department also welcomes students who wish to pursue a 4+4 scheme within a relevant CBS study line.
3. The department's PhD line The department employs PhD research fellows as well as industrial PhD fellows. Independent PhD fellows are also welcome at the department but are rather uncommon. Each PhD student gets support from two supervisors during the PhD studies. The primary supervisor is usually a senior academic from the department. The second supervisor can be a member of the department or an academic expert from another department or university. Great flexibility is important for us to cater for each individual PhD student. This flexibility, however, is expected to be aligned to the department's expectations in collaboration with the respective PhD supervisors. We expect a high degree of physical presence, participation in relevant research seminars and workshops as well as active cooperation with fellow researchers. The individual PhD course package depends on the chosen research topic and methodology. However, taking at least one qualitative and a quantitative methodology course is obligatory.
4. PhD courses offered by the department The department currently offers the PhD course on <i>Inter-organizational Control</i>. The department is not a member of a specific cluster among CBS' departments. PhD students regularly discuss and identify relevant courses depending on the specific background and requirements for each student. A close cooperation between the PhD student and the supervisor is therefore expected and necessary. PhD students usually take the available courses at the department along with relevant courses at other departments and universities.
5. Courses outside of CBS PhD students at the department can freely choose courses outside CBS as long as these fulfil necessary quality standards and fit the chosen PhD topic. A number of PhD students attend courses at the European Institute for Advanced Studies in Management (EIASM) which offers a variety of accounting and auditing courses as well as courses focusing on methodological aspects. PhD students at the department also regularly attend topic-specific courses at other European universities. This is especially the case for

courses offered at Scandinavian universities, where the department's faculty members have established a broad network through many years of cooperation.

6. Cooperation with other academic institutions

The department participates in a network with Scandinavian universities that, for example, offer courses in management accounting. Senior faculty members support PhD students in building the necessary relationships with international scholars for relevant courses outside of CBS.

7. General support of PhD students

PhD students have the opportunity to present their work during informal meetings and at research seminars at the department. They have regular meetings with their supervisors as well as opportunities to discuss their work with guest professors who visit the department. During their studies, they receive formal feedback as part of the Work-in-Progress Seminars (WIP I and WIP II), usually also from external experts.

Teaching obligations are discussed and planned with the PhD students and their supervisors. We aim to safeguard that the teaching task is aligned in the best way with the profile of the PhD student.

In many cases, the faculty at the department facilitates connections between PhD students and colleagues at international universities for research stays abroad. Examples of recent research stays include our PhD students visiting universities such as Aston University, MIT, Stanford University, NYU - Stern School of Business, Rutgers University, University of Turku, and University of Washington.

CBS provides PhD students with separate funding budgets for courses and work-related travels including covering research leaves abroad. PhD students usually manage to successfully finance longer research stays abroad via external funding.

WIP I

The first work-in-progress seminar should take place within the first year of enrolment, preferably six to eight months after enrolment. For PhD students enrolled on the 4+4 scheme, the first work-in-progress seminar must take place within the first two years of enrolment. In the WIP I, the PhD students will present their work for 20 minutes and then answer questions and engage in discussion for 30 minutes. In the WIP I, a discussant is optional. When no discussant is invited, the PhD students will present their research at a Department meeting, where the faculty will serve as discussant. If a separate WIP I meeting is held, an invited discussant (external to the advising group) leads the session. The session is arranged as a 20-minute presentation and 30 minutes for questions and answers. The advisors should be present. Five hours will be allocated through Prophix if the discussant is from CBS. If the discussant is external to CBS, five hours will be paid out as a fee according to the current hourly rate for external lecturers. The external discussant has to fill in a form to receive the fee sent out by the PhD Support. The PhD school does not pay for catering or travel costs for the WIP I. If a department wishes to have more than one discussant present for the WIP I, the payment of the fee and any travel costs lie with the department. The discussant from WIP I may act as a discussant on WIP II and serve as a member of the assessment committee for the PhD thesis.

WIP II

The WIP II (second work-in-progress/pre-defence) seminar should take place close to the end of the project (usually three to six months before the submission of the PhD thesis). For the WIP II, the PhD

students submit their PhD work in progress latest two weeks ahead of the seminar to two discussants (see also specific rules in PhD Guidelines). The WIP II seminar includes a 30-minutes presentation by the students followed by a 60-minutes of questions and answers, and also a discussion initiated by the two discussants. The advisors should be present as well and take notes. The WIP II seminar must be completed and approved before submission of the PhD thesis. The primary supervisor must write a short note to the head of the PhD school (cc the PhD Support adviser and PhD coordinator) about the outcome of the WIP II and when the PhD students can be expected to submit their PhD thesis. Two discussants are invited by the department for the WIP II. One must be from outside of CBS. The discussant from CBS receives 10 hours allocated through Prophix. External discussant(s) receive(s) 10 hours each paid out as a fee according to the current hourly rate for external lecturers. External discussants must fill in a form in order to receive the fee sent out by the PhD Support. If an external discussant has travel expenses in connection with the second seminar, the receipts should be submitted to the PhD Support. In order to keep travel expenses reasonable, international discussants should be found in Europe. The travel expenses must be kept to a maximum DKK 5,000 in total for all discussants. The PhD school does not pay for catering for WIP II. One of the discussants from WIP II (preferably the internal discussant) may serve as a member of the assessment committee for the PhD thesis.

Any additional cost related to WIP seminars not covered by the PhD School must be pre-approved by the Head of Department.

8. Placement

The department holds a record for successfully placing PhD candidates after graduation. PhD graduates typically take jobs internally at the department or in the private sector. Historically, a few PhD graduates have chosen to continue their career at a foreign university. As the number of international PhD students continues to increase, we expect that especially our international PhD students will apply for positions abroad via the international job market.

Process for Academic Placement at ACC

As outlined, an academic placement seminar is prepared before the PhD student's defence.

The Academic Placement Seminar is described in 6.9.3. The following is a short description of the process before and after the seminar.

Before the seminar:

1. In asking for the seminar, the doctoral student clarifies to the supervisor and placement officer where and when the student expects to go on the market. As part of this, the student is required to provide a full job market package, consisting of a polished job market paper, CV, research plan, and teaching portfolio.
2. Based on this input, the department invites two for the academic placement seminar, preferably at least one external discussant, and preferably discussants with personal experience from the job market, either as a candidate from the market or as a recruiting participant in the market. The supervisor is responsible for this in cooperation with the placement officer.

After the seminar:

3. In addition to research relevant input regarding the content of the presentation, the discussants shall provide written feedback on how the Ph.D. student in their view maximizes academic job opportunities, including, ideally, how they might help the student on the way.

4. The supervisor and the Ph.D. student hold a separate meeting where academic placement opportunities are discussed, including the supervisor's recommendations. After the meeting, the supervisor writes a short summary to the Ph.D. student that is also sent to the Placement Officer.
5. The Placement Officer writes an email to all ACC faculties that includes a short abstract of the dissertation. The purpose is to ask faculty members for input and especially ask them to reach out to their international academic network regarding actual/potential job positions/job conferences.
6. Once a Ph.D. candidate has a job position outside CBS, the candidate writes a short update mail to all ACC faculty including new relevant contact information.

16.2 Department of Business Humanities and Law (BHL)

1. Introduction to the department

The Department of Business Humanities and Law (BHL) has about 120 academic staff members including 30 active PhD students. They work across a broad range of fields, including law, history, philosophy and ethics, politics, sociology, design and aesthetics, cultural studies, leadership studies, gender studies and entrepreneurship. It is a Department in which insights from the humanities and social sciences are brought to bear on questions prevailing in the practices of business and management, and on law, governance and society. Our research interests are varied, and include: ethnographic studies of algorithmic trading in financial markets; conceptual studies of sovereignty and leadership; studies of public-sector education and welfare reform; and case studies of organisational creativity in entrepreneurial firms. Methodologically, we tend toward more qualitative and interpretive approaches, to the experimental, and to the development and creation of new research paradigms. At BHL, we value journal articles, but we also value a wide range of other publications, including monographs and books.

CBS LAW is a constituent part of the Department. It aims to provide excellence in legal scholarship and is one of the most dynamic scholarly environments within law in Northern Europe. CBS LAW's research focuses on business law from a societal and commercial perspective.

BHL teaches core courses in organization, innovation and entrepreneurship, in business and philosophy, political communication, in international management, and in service management. It also contributes to teaching in design (including a joint master programme with the Danish Design School, KADK), strategy and leadership, ethics, entrepreneurship, tourism, sustainability, and public sector management.

We are also very active in pedagogic research, thinking about how we teach and might teach differently, and then reflecting on and writing about our experiences with this.

2. The kind of PhD students you usually recruit

The typical BHL PhD recruit is on a 3-year scheme, funded either by the Department/CBS, external collaborative research grants, industrial PhD funding, or in partnership with other academic institutions. We require that PhD students have finished a relevant master degree (or equivalent) within the humanities, the social sciences, or law. We also require that PhD students have high grades, in particular in their master thesis. We concentrate very hard on the research rhythm and fit, so to make sure there is compatibility and sympathy between the student and supervisory team.

In the case of CBS LAW, we normally recruit PhD students holding a master degree in law or master of science in business administration and commercial law (cand.merc.(jur.)), based on a research proposal within disciplines in Business Law, Tax Law or Law and Economics.

3. The department's PhD line(s)

BHL has two PhD lines to which all PhD projects conform.

Line 1: In this line, which applies to all PhD students except those enrolled in CBS LAW, there is an emphasis on three aspects: the social, cultural and economic resonance of the problems being addressed in the research; the theoretical ambition of the framing coupled with a capacity to form a strong argument and narrative; and methodological skill and integrity, including a commitment to research ethics.

PhD students are required to choose courses from those offered by the MOST interdisciplinary cluster (Management, Organization and Society) that includes BHL with kindred Departments of EGB, IOA, MSC and DIGI.

In this way, we equip our PhD students with the skills relevant to a career in academia, or to a research-intensive career in industry, government or civil society organisations.

Line 2: CBS LAW has a separate PhD line, which is closely connected to JurForsk – The Danish Legal Research Education programme, which is run together with University of Copenhagen, Roskilde University Centre, University of Southern Denmark, University of Aarhus and University of Aalborg. Through this collaboration, our PhD students are provided with doctoral courses on a high international level within the fields of Law and Law and Economics.

4. PhD courses offered by the department

Line 1: The PhD student should take courses amounting to 30 ECTS points. PhD students at BHL are educated in an interdisciplinary course cluster named "Management, Organisation, Society & Technology" (MOST) that will be offered for the moment jointly by IOA, BHL, EGB, MSC, and DIGI. The courses cluster requires PhD students to take 10 ECTS points from courses organised within the cluster, and students can choose from a broad range of courses offered by the course cluster (i.e. 5 ECTS points from a Theoretical Perspectives course + 5 ECTS points on a Methods course). The course cluster pursues a modular approach, thus accommodating for the interdisciplinarity, diversity, and breadth of speciality areas of the PhD students involved. The availability of these courses will vary each year. PhD courses from other universities, in Denmark and abroad, may also be taken. The coursework component of the programme will be planned by the student in consultation with the supervisor and PhD coordinator and approved by them.

Line 2: It is mandatory for CBS LAW PhD students to follow at least 10 ECTS point Courses within Legal Methods through JurForsk or JurForsk Nordic (<https://jurforsk.dk/en/phd-courses/course-calendar/> or <https://jurforsknordic.org/?searchWord=&x=11&y=24&countryId=&phdSchoolId=#.XcvelUgvwdU>)

Examples of preapproved courses:

- European Legal Methods
- PhD Course on Introduction to Methodology and Research Methods in Law
- Practical Experience and Theories of Legal Interpretation, Implementation and Application of Law
- Fundamental Concepts in Law
- Law and legal research beyond the nation state
- Philosophy of Social Science (in Law)

CBS LAW provides Doctoral courses within Business Law, Tax Law, Law & Economics and (European) Legal Methods.

5. Courses outside of CBS

We encourage our PhD students to explore the possibilities for attending courses beyond CBS, whether in the Nordic countries or beyond.

For Line 2, see 4 above.

6. Cooperation with other academic institutions

Whilst we have no formal partnership with other higher education institutions, we have ongoing relationship (including PhD visits and co-supervision) with the following: University of Liverpool Management School;

NARTI (a collection of Universities in northern England interested in providing collective training for PhD and Postdocs: <https://narti.org.uk/>; The Digital and Media Studies group at Leuphana University, Lüneburg; St Gallen Business School (and the Haniel Foundation); The University of Southern California, Los Angeles; and the School of Social and Political Sciences, the University of Sydney.

For Line 2, see 4 above.

7. General support of PhD students

BHL is organised around five groups: law, philosophy, management, history and politics. All faculty have a group home, and while we strongly encourage inter-group activity, the group forms the daily space in which PhD students interact. The groups meet frequently to share research ideas, discuss institutional issues, mull over affairs of the day, organise papers from visiting faculty. It is typical for the PhD student to share the same group as their primary supervisor, though in the interests of cross-group collaboration this is not always the case.

The supervisory team will include a primary and secondary supervisor, typically both within the Department, and having complementary skills. The PhD student takes a full role of who these might be. On some occasions, a third supervisor can be added, and supervisors from other departments and institutions, including international, are also a possibility. It is within the supervisory team that the PhD student receives intellectual guidance, as well as more pastoral support.

PhD students have the opportunity to present their ongoing research in seminars organised through the groups. There is also opportunity to attend talks organised by other groups. Besides these opportunities, the PhD students are to host a Work-in-Progress (WIP) 1 seminar normally within the first year and a WIP II seminar 3-6 months before submission of the final thesis. The WIP I seminar takes place with one discussant (external or internal) and the WIP II with two discussants (one internal and one external). Prior to the WIP I, a document of around 40-60 pages is submitted, outlining aspects of the project to be submitted to inquiry. For the WIP II, the document is around 70-90 pages.

Teaching obligations are assigned to the PhD student by the vice-Head for Education (who is also the BHL Teaching Coordinator) in collaboration with the PhD student and supervisory team. The BHL vice-Head for Education helps the PhD student to identify courses and supervisory projects that fit their research interests, experience, and skills. Attention is given to how the student will fit into an existing team, from which they can then learn. It is the responsibility of the Course Coordinator or co-lecturer to meet with the PhD student and discuss the scope, materials needed, and curriculum of the course.

Acquiring teaching competencies is a critical part of the PhD and something the Department takes very seriously.

If the PhD student has taught courses earlier in a specific area and wants to repeat that teaching to save preparation time, this will normally be accommodated.

The BHL vice-Head for Education must be regularly consult informed by the Course Coordinator to help keep track of the PhD student's teaching obligation.

For Line 2 PhD students only: teaching obligations are assigned to the PhD student in collaboration between the PhD student, the supervisor team and the head of CBS LAW. Since most PhD projects are so specialised that the theme can only cover a few sessions during an entire course, it is difficult to give the PhD students teaching only within the topics of the project, but normally PhD students teach in the area or topic of law that their project addresses in a broader sense. If the PhD student has taught courses earlier in a specific area, and she or he wants to repeat that teaching in order to save preparation time, she or he will normally do so.

The PhD co-ordinator has responsibility for formally signing off on PhD plans and half-yearly progress reports. He or she is also available as a source of advice and clarification, to provide additional perspectives from the supervisory team. They can also be invaluable when discussing how to set up a supervisory team, how to develop contacts, and how to create a profile that is attractive for further employment.

The Department itself hosts a monthly brunch. This is an opportunity for the whole Department to convene and talk in an open and friendly way, receive news relevant to Department business, and exchange ideas.

There are breakfasts organised by the PhD students for the PhD students. These are events where PhD students can talk freely about concerns and opportunities. The Head of Department and PhD Co-ordinator may attend these meetings from time to time. We encourage the PhD students to think of themselves as a community and to help, support and provoke one another. It makes what can be a rather solitary endeavour far more collective.

BHL supports research affiliations abroad. This is often facilitated through the networks of senior academic staff. PhD students are supported and encouraged to apply for external funding for their research stays. Internal funds may also be accessed to support such study abroad.

8. Placement

Our PhD graduates find employment across a range of universities, both Nordic and beyond, as well as in private and public-sector organisations, such as ministries, law firms, municipalities, and civil society organisations. The diverse post-PhD careers paths of our students reflect the highly pluralistic and interdisciplinary nature of the department. Some BHL PhD graduates of high potential at an international level attain post-docs or assistant professorships in the Department where there are educational needs or strategic priorities.

At BHL, post-PhD employment have been addressed for both academic and non-academic career paths: 1) In the annual appraisal interviews with their group leader, which are an important instrument for discussing career paths and opportunities, and 2) At regular BHL events, such as PhD breakfasts, the departmental meetings, and at the annual writing seminar, topics relevant to the PhD group at the time are addressed. Examples of such topics might include career opportunities inside and outside of academia, publishing strategies, the role of dissemination of knowledge, and research ethics. While BHL employs some of its own PhD graduates as post-doc and assistant professors, many of our PhDs go on to

highly successful academic careers at major universities and, on occasion, at CBS. Recruitment and selection, supervision and mentorship, and in-house monitoring and training are geared towards achieving the best possible career outcomes.

More recently, departmental Placement strategies and policies have been augmented by the initiation of the role of Placement Office. The role is currently held by Prof. Andrew Popp.

8.1. Academic Placement Seminar

The purpose of the academic placement seminar is to prepare the PhD student for the job market, with a particular but not exclusive focus on the academic job market. The academic placement seminars are designed and offered by the department to help students with placement in their respective job markets. A placement seminar may, for example, include a mock public job market paper presentation, one or more mock job interviews, as well as guidance on how to compile a job application dossier by a diverse committee of two or more qualified discussants that form a mock hiring committee.

The academic placement seminar can take place at the most appropriate time, at the discretion of the department. The seminar is voluntary but, if undertaken, must be completed before the defence of the PhD thesis. Interested students should follow the application procedure set by their department (please refer to departmental Placement Office Prof. Andrew Popp). Two discussants are invited by the department for the academic placement seminar. Discussants from CBS receive 10 hours allocated through Prophix. External discussants receive 10 hours paid out as a fee according to the current hourly rate for external lecturers. In the case that more than two discussants participate, the total number of hours cannot exceed 20. The PhD school does not pay for catering or travel expenses in connection with the academic placement seminar.

None of the discussants from the academic placement seminar may serve on the assessment committee for the PhD thesis. The supervisors should refrain from acting as discussants in the academic placement seminars, if possible.

For further rules and procedures for the different departments, see 15. Departmental Pages

16.3 Department of Digitalization (DIGI)

1. Introduction to the department

Department of Digitalization (DIGI) focuses on the digitalization in business and society. DIGI strives to collaborate with industry and society through engaged scholarship while pursuing rigorous research that explores the fast-moving pace and radical innovation and social change that characterises digital phenomena.

DIGI provides space for a wide range of research projects on the social-technical spectrum of the digital world as reflected by the DIGI's research themes. The themes are revised and reformulated on a regular basis to address contemporary technologies that influence businesses and society. The themes serve as inspiration for PhD projects and are listed when PhD positions are announced.

Please read more about the Department of Digitalization here: www.cbs.dk/digi.

2. The kind of PhD students you usually recruit In line with the profile of the department, candidates must show interest in areas of digitalization and digital transformation with a particular focus on the interface between technology and people in a broad sense that encompasses individuals, organisations, and society. Generally, for the department positions, we have focused on students who are affiliated with faculty at the department and who have demonstrated strong collaboration potential. • Consistent with the current programme regulations, we recruit students who have an MSc degree and GPA in the 90th percentile. An exception to the rule may apply if the candidates have significant research experience. • We recruit research fellows, industrial PhD fellows, and independent students.
3. The department's PhD line(s) DIGI has one PhD line. However, diversity of research profiles and interests of the DIGI faculty provides support to both socio-technical and computational oriented research projects. The socio-technical research projects draw mostly on the social sciences (information systems, management, economics, psychology, sociology, etc.). The computational research projects draw on data sciences, design science, and computer science.
4. PhD courses offered by the department All PhD students at DIGI are required to attend two research method courses. The two courses must be pre-approved by the local PhD coordinator and should amount to at least 10 ECTS credits. Ideally, one course should focus on Quantitative Research Methods and the other on Qualitative Research Methods. A research methods course should primarily develop students' conceptual understanding and the practical skills required for systematic data collection and analysis, credibility assessment, and standardized communication of research findings. Furthermore, all students are required to attend two rounds of the course Advances in Digital Technology Research Seminar. Each annual round of the course covers a new selection of six topics that are prevalent in the IS research discourse. These four mandatory courses must be listed in the Research Planner and completed successfully to fulfill the program's requirements before submitting the thesis. The department also periodically offers specialized elective courses.
5. Courses outside of CBS There are no formal expectations to attend any courses outside CBS. However, students often take pre-approved topical courses at peer universities, both locally and in neighbouring countries.
6. Cooperation with other academic institutions Students often attend the doctoral consortia of the main academic conference as well as selected summer schools.
7. General support of PhD students Apart from the two mandatory Work in Progress seminars, students can present their research results at academic conferences, doctoral consortia, and summer schools, as well as in professional venues. At CBS, students can present their research seminars, brown-bag meetings, and doctoral courses. Teaching is planned in collaboration with the PhD supervisor. The PhD fellow is often involved in the supervisor's course activities and other courses that relate to the topic of the PhD work. PhD Fellows are included in the supervision catalogue and are invited to supervise theses and semester projects. Research stays abroad are part of the PhD plan.

Work in Progress (WIP) seminars Guidelines

Purpose and Time:

The WIP seminars are designed to provide the student with an opportunity (1) to publicly present the PhD work and (2) to complement the supervisors' advice with additional feedback on the work in progress. WIP I should be conducted preferably within 6-12 months from enrolment in the PhD program. WIP II should be conducted 3-6 months before the submission of the thesis.

Planning:

WIP seminars should be announced through a calendar invitation to DIGI as early as possible, and no later than two weeks ahead of time. External advisors and stakeholders should be invited as soon as possible.

The discussant(s) should receive the WIP paper two weeks in advance unless another time frame has been agreed upon. The WIP paper should also be shared with all the participants in the seminar. WIP I paper should be in the form of a document no longer than 25 pages that motivates the research, provides a theoretical foundation, literature review, research design, and project plan. WIP II paper should be an early draft of the thesis. In the case of a paper-based dissertation, it should include a draft of the cover paper and the research papers that comprise the thesis.

Discussants:

The discussant of WIP I should be an associate or full professor (and in special circumstances assistant professors) in the department (or CBS). WIP II requires two discussants of which one should be a faculty member at the department, and the other a faculty member at a peer university. The discussant of WIP I may serve in the WIP II seminar and the assessment committee. The internal discussant of WIP II should potentially serve as the head of the anticipated assessment committee.

Seminar Format:

The student's supervisor acts as the facilitator for the meeting. WIP I seminars span over 90 minutes and WIP II seminars span over 120 minutes, as follows. The student presents her/his project for 30 min. In WIP I, the discussant provides feedback for 30 min. In WIP II, the external discussant provides feedback for 30 min, followed by the internal discussant for another 30 min. Finally, a 30-min public debate concludes the seminar.

The students should organise a scribe in advance, who can record the seminar and take notes.

Expenses:

Discussants on WIP seminar receive a remuneration from the PhD School for reading the paper, commenting and participating in the seminar: 5 hours for WIP I, and 10 hours for each discussant in WIP II. Internal discussants receive Profix hours and external discussants receive a fee according to the current hourly rate for external lecturers.

The PhD school does not pay for travel expenses in connection with WIP I. However, if an external discussant has travel expenses in connection with WIP II, the receipts should be submitted to the PhD Support. In order to keep travel expenses reasonable, international discussants should be found in Europe. The travel expenses must be kept to a maximum DKK 5,000 in total for all discussants.

The PhD school does not pay for catering of WIP seminars.

Approval:

The 'successful' performance of the student should be approved by the primary supervisor. Subsequently, within 48 hours, the student should send a report that covers the learnings and revisions needed to the discussant(s), supervisors, and the PhD coordinator.

Once the report of the WIP I is approved by all parties, the student should update Research Planner and inform the PhD administrator about meeting the WIP I seminar requirement and the name of the discussant.

Once the report of the WIP II is approved by all parties, the primary supervisor must write a short note to the head of PhD school about the outcome of the WIP II and when the PhD student can be expected to submit the PhD thesis. The head of PhD school informs the primary supervisor, PhD student, PhD coordinator, and PhD Support whether the WIP II has been approved.

8. Placement

The placement varies: some PhD graduates take academic jobs in peer institutions, others take professional jobs. As a general principle, DIGI does not hire its own graduates. In some exceptional circumstances, we may hire our graduates as post-docs or fixed-term assistant professors with no opportunity for extension or tenure track. While research fellows tend to take academic jobs, industrial and independent students tend to take a professional job or stay in their respective home base institutions.

Academic Placement Seminar (APS) Guidelines**Purpose and Time:**

The academic placement seminar (APS) aims to prepare the PhD student for the academic job market. The APS should take place when the student begins preparing for the job market, about 9-12 months before the expected submission of the thesis. DIGI strives to bundle placement seminars in consideration of the relevant job markets (e.g., in September, just before the ICIS-related vacancies). In any case, the seminar must be completed before the PhD thesis defense.

Planning:

The seminar is voluntary. Interested students should follow a three-step application procedure, as follows: (1) Ask the primary supervisor to assess his/her readiness for the APS, and if deemed qualified, secure the supervisor's support; (2) Send an email to the PhD coordinator that includes a record of the supervisor's support and the preferred time for the APS; (3) Submit a 'Job Application Dossier' that includes a motivation cover letter, job market paper, CV, statement of research, statement of teaching, statement of service, and the supervisor's declaration that the job application dossier meets the expected standards. The job application dossier must be submitted to the PhD coordinator at least three weeks before the APS, unless agreed on another time frame. The APS should be announced through a calendar invitation to DIGI as early as possible and no later than four weeks ahead of time. External advisors and stakeholders should be invited as soon as possible.

Discussants:

The supervisor(s), HoD, and PhD Coordinator identify a shortlist of suitable discussants for the APS. Subsequently, DIGI invites two willing and able discussants to form a diverse mock hiring committee. None of the discussants in the APS may serve on the assessment committee for the PhD thesis. The supervisors should refrain from acting as discussants in the APS.

Seminar Format:

A typical seminar should include two parts: (1) a mock public job market paper seminar of 45 min (30 min presentation and 15 min Q&A); (2) a mock job interview with the mock hiring committee, followed by a feedback session about the overall performance and some guidance on how to improve the job application dossier. The students should wear job interview attire.

Expenses:

The PhD school will bear the cost of the APS. Discussants from CBS receive 10 hours allocated through Prophix. External discussants receive 10 hours paid out as a fee according to the current hourly rate for external lecturers. In case more than two discussants participate, the total number of hours cannot exceed 20. The PhD school does not pay for catering or travel expenses in connection with the APS.

Conclusion:

Within 48 hours, the student should send to the discussant(s) (and copy the supervisor and PhD coordinator) a post interview 'thank you email' plus an addendum that covers the learnings and insights. Once the report of the APS is acknowledged by all parties (i.e., discussant(s), supervisors, and PhD coordinator), the student should update the PhD planner and notify the PhD Support adviser.

16.4 Department of Economics (ECON)**1. Introduction to the department**

The Department of Economics at CBS provides research, teaching and knowledge transfer within the core areas of economics, i.e. microeconomics, macroeconomics, and quantitative methods. The Department is especially active in business-related, applied economic research, and comprises three research centres: Centre for Innovation (CFI), Pension Research Centre (PeRCent), and Copenhagen School of Energy Infrastructure (CSEI). The Department offers high quality education within an extensive number of full-time and part-time programmes available at CBS, including a structured PhD programme.

2. The kind of PhD students you usually recruit

Typical PhD students at ECON have a master degree in economics or related fields. Normally, our students have successfully completed a master degree before starting the PhD. However, we will also consider current master students for enrolment in the 4+4 scheme.

3. The department's PhD line(s)

The three-year PhD programme at ECON follows a single track for all PhD students. The programme is highly international, and it allows students to conduct research under the supervision of the department's faculty members.

4. PhD courses offered by the department

All PhD students at ECON are expected to attend compulsory courses in Advanced Microeconomics, Advanced Macroeconomics and Advanced Econometrics, all three offered by the department. From time to time, the department also offers specialised elective courses.

5. Courses outside of CBS

The department encourages students to spend time abroad as visiting PhD students, and that provides a good opportunity for taking field courses which may not be offered locally in the Copenhagen area.

6. Cooperation with other academic institutions

ECON is part of DGPE (the Danish Graduate Programme in Economics), which is a research network for graduate students in **economics at Aarhus University, University of Copenhagen, University of Southern Denmark, and CBS**. The network offers specialised PhD courses free of charge for DGPE members.

<https://econ.au.dk/research/other-research-entities/dgpe/>

7. General support of PhD students

We support our PhD students in a number of ways. First, the PhD coordinator follows the progress of individual PhD students closely through the bi-annual reports and meets them face-to-face once a year. Second, in terms of research environment, the department has a very lively series of weekly research presentations, including not only our main seminar series on Mondays, but also the Brown Bag series, where PhD students are encouraged to present their first research results. Moreover, the department has informal reading groups in a number of fields. In terms of teaching, ECON has a dedicated teaching coordinator who, together with the head of department, helps to assign the teaching of the PhD students. Finally, we have a funding coordinator who provides information and guidance on fundraising possibilities and contributes to increase the chances of success to being granted external funding, which for example can finance stays abroad for PhD students.

The first work-in-progress seminar will take place within the first year of enrolment either as part of a PhD Day or as a brown bag seminar. The PhD Day will be a departmental event, in which ECON PhD students from different stages in their studies will present too. For each first work-in-progress seminar, the department will appoint a suitable discussant that will be responsible for giving detailed feedback during and after the seminar.

The second work-in-progress seminar should take place close to the end of the project (usually three to six months before the submission of the PhD thesis). The department will appoint two discussants of which one can be external. At most, one of these discussants may serve as a member of the assessment committee for the PhD thesis. The WIP II seminar is a closed event where, in addition to the PhD student and the two discussants, only the primary supervisor, and potentially a secondary supervisor and, if the PhD student wants that, another PhD student as a scribe participate. A draft of the thesis should be circulated to the discussants in advance, and the discussants will provide detailed feedback to the PhD student after he or she presents each part of the draft shortly during the seminar, but also after the seminar in writing.

There is a third and optional seminar, the so-called academic placement seminar. This is meant to prepare the PhD student for the academic job market. A typical seminar includes a mock public job market paper presentation. The academic placement seminar would normally take place early in the academic semester in which the PhD student will apply to the job market so the PhD students have time to process and incorporate feedback into their work. The seminar must be completed before the defense of the PhD thesis. The seminar is voluntary. Two discussants are invited by the department for the academic placement seminar. Ideally, one of the discussants should be within the field of the PhD thesis and another outside of the field. The idea with this guideline is that the PhD students get a simulated experience of a job market seminar, where normally there will be people experts and non-experts in the PhDs' field of work, and therefore practice how to communicate to these types of audience and get experience on how to deal with questions coming from experts and non-experts.

The PhD student will be able to opt for other preparatory activities. Prior to the academic placement seminar, two colleagues at ECON read and provide feedback to the job market papers, where one of them is in the field of the topic of the papers and the other outside the field to provide more

comprehensive feedback. This expert/non-expert composition of the feedback group is also intended to give PhD students a more comprehensive feedback in the sense that potential readers of PhD's job market paper are a combination of experts and non-experts.

After the academic placement seminar, PhD students will have time to incorporate feedback on their job market papers. In addition, those PhD students going into the academic job market (as there might be some PhD students applying to the private sector only), will compile job application dossiers and get them ready for feedback. A diverse committee of two or more qualified colleagues at ECON will go through the Job Market Package (dossier) that will be used when sending applications to academic jobs. PhD students will have time to incorporate feedback into their job market dossiers and get them ready for the job market applications.

Additionally, and prior to the beginning of the job market (i.e., getting invitations for interviews), another panel of colleagues at ECON will form a mock hiring committee. This panel should have a diverse composition that reflects the usual standards in hiring committees in the job market (academic or non-academic jobs). The panel will receive the Job Market Package (of those applying to academic jobs) in advance of the mock interview.

Finally, throughout the semester in which PhD students apply to the job market (normally the Fall semester), small workshops are organized for PhD about best practices for personal websites, CV's, job market interviews, fly-outs.

8. Placement

Half of our PhD students get placed at academic institutions and the other half are placed at consultancies, research institutions and with the government. Here is a list of placement for our PhD students in the past 10 years: DIW Berlin, Keele University, Trinity Lutheran College, Damvad (consultancy), Danish Ministry of Science, Innovation and Higher Education, RBB Economics (consultancy), Bocconi University, Norwegian School of Economics (NHH), Danish Tax Ministry, DTU, Shandong University in China, Lund University, Goethe University Frankfurt, Kiel University, REF-E (consultancy), China-Europe Productivity Center, University of Copenhagen, Universidade Nova de Lisboa Nova School of Business and Economics.

16.5 Department of Finance (FI)

1. Introduction to the department

The Department of Finance (FI) is an internationally renowned department that consists of 36 faculty in Finance, 6 faculty in Statistics, 20 PhD students, and a group of administrative staff. FI has faculty and PhD students covering 18+ nationalities. FI conducts research in all areas of Finance, including financial markets, asset pricing, corporate finance, and household finance – and in Statistics. At FI, we offer high quality teaching within an extensive number of full-time and the part-time programs. FI organizes several seminars and conferences every year. Please read more about FI here: www.cbs.dk/finance.

2. The kind of PhD students you usually recruit

We seek candidates who have both a strong quantitative background and strong previous training in financial economics. Candidates should be curious and have high academic ambitions about their future career, preferable ambitions to pursue an international academic career. We recruit both students with a complete 5-year MSc degree (into a traditional 3-year PhD track) and students who have completed their first year of their MSc studies (into a 4+4 PhD track). To be considered for a PhD position, the

candidate should have basic training at the master's level (like the 3+2 Bologna process). To be enrolled into a traditional 3-year PhD track, the applicants must have successfully completed their master's degree. Candidates are welcome to apply before they formally fulfil all the criteria. To be enrolled into a 4+4 PhD track, the applicants must have successfully completed their first year of their master's degree (60 ECTS points). Also, for this category, we welcome candidates to apply before they formally fulfil all the criteria. Generally, a completed MBA education is not sufficient as qualification. Applicants must be fluent in English. The successful applicant has a record of top grades from previously completed programs. PhD students actively take part in the academic life at the department. We welcome students under the Industrial PhD program, but we discourage students who seek to complete a PhD as a part-time project.
3. The department's PhD line(s) FI has one joint application process, and all applicants will be considered for all types of PhD positions. We enroll PhD students once a year in August/September to create cohorts. We offer PhD positions in all areas of Finance and Statistics. FI has a number of special focus research centers who from time to time offer special focus PhD positions. Center for Big Data in Finance, The PeRCent Research Center, and Center for Statistics are three of the centers hosted within FI. Several positions are potentially available each year.
4. PhD courses offered by the department FI offers a mandatory set of core PhD courses adding up to 25 ECTS points. These courses cover Asset Pricing, Corporate Finance, and Empirical Finance. The department may also offer intensive specialized elective PhD courses on an ad hoc basis.
5. Courses outside of CBS Intensive courses, focusing on more specific areas within Finance and also specific methods courses are offered continuously as part of the Nordic Finance Network (NFN), see point 6 below. CBS is a member of the European Institute of Advanced Studies in Management (EIASM, Brussels), which also offers relevant courses on an ad hoc basis.
6. Cooperation with other academic institutions FI is a member of Nordic Finance Network (NFN). NFN coordinates intensive PhD courses in Finance, typically 3-5 full day courses, organized by Nordic member universities. The idea is that students from member institutions in the other Nordic countries can attend courses for free. That is, FI students attend courses organized by member institutions in the other Nordic countries for free while FI allows PhD students from other member institutions to attend our intensive courses for free. NFN offers travel and accommodation grants for students attending the courses. In addition, NFN organizes an annual PhD workshop, where students present their work and get feedback from assigned discussants and participants. More information on NFN's webpage: http://nfn.aalto.fi/
7. General support of PhD students Most importantly, PhD students are in close contact with their supervisors who train the PhD students in how to become a successful academic on a more or less day-to-day basis. PhD students participate fully in the academic life at the department. In particular, they participate in the department's semi-annual (i.e., twice a year) PhD Days where they present their research for faculty and other PhD students. They can also present at regularly organized internal lunch seminars, pizza seminars, and they can submit their work to the annual Nordic PhD workshop, which is part of NFN activities. In general, we strongly encourage presentations at workshops and conferences, as this is an essential part of research training.

The WIP I seminar is held as part of one of the semi-annual PhD Days. PhD students present their work and research agenda for 20-30 minutes, followed by a discussion. Most faculty and PhD students participate. All participants are encouraged to submit comments and give feedback in writing to the PhD students.

The WIP II seminar is held close to the end of the PhD project, usually three to six months before the planned submission of the PhD thesis. The PhD student submits the PhD work in progress at the latest two weeks ahead of the seminar to two discussants. One of the discussants is usually an internal faculty member and the potential chairman of the future evaluation committee. The other discussant may be a faculty member or another recognized scholar from another academic institution.

For PhD students entering the international academic job market, the WIP II seminar will naturally be integrated into the PhD student's internal Mock Job Market Seminar (typically organized in early December the year the candidate is at the job market). The two discussants attend the mock seminar (together with other FI faculty) and play an active role during the seminar. In addition, the two discussants, the supervisor(s), and the PhD student meet afterwards for a couple of hours to get further feedback on the seminar, and on the rest of the PhD work submitted to the two discussants.

FI requires all PhD students to have an external stay abroad of minimum 3-6 months. Faculty members will utilize their international network in order to facilitate these research exchanges. Previously, PhD students at FI have been to well-renowned institutions such as University of Pennsylvania, Wharton, Northwestern University, California, Berkeley (Haas), Harvard University, Stanford, London School of Economics, ETH Zurich, MIT, NYU Stern, University of Toronto, Rotman, etc. Research exchanges have often generated valuable network connections, fostered academic cooperation, and co-authorship relations with highly esteemed researchers at these host universities.

Teaching and dissemination are coordinated by the Head of Department in dialogue with the PhD student and her/his supervisor(s). Teaching and dissemination activities usually consist of running (exercise) classes in courses taught by finance faculty and similar teaching assistant (TA) activities.

All PhD positions initially cover a three-year period of study. Extended funding is available for successful candidates who wish to pursue an international academic career.

8. Placement

An important measure of the success of our program is the placement of our candidates. Our program has been increasingly successful in placing students at leading business schools and strong financial research institutions. Past placements include University of Chicago (Booth), London Business School, EPFL Lausanne, Bocconi University, BI Oslo, WU Vienna, University of Virginia (Darden School), and Cass (now Bayes) Business School, and at the Federal Reserve Board (Washington), Federal Reserve Bank of New York, Federal Reserve Bank of San Francisco, Goldman Sachs, Cornerstone Research, and in leading Danish financial institutions.

We actively support PhD students who have the ambition to pursue an international academic career by offering an extra job market year, job market interview training, job market seminar training, and extensive knowledge and support about all the behind-the-scenes activities in connection with the international job market. FI is also very active recruiting tenure-track assistant professors at this market. We have recently hired PhDs from HKUST, Hong Kong, University of Bonn, Germany, INSEAD, France, Stockholm School of Economics, Sweden, Tilburg University, Netherlands, EPF Lausanne, Switzerland, University of Chicago, USA, University of Mannheim, Germany, and Imperial College, Great Britain.

16.6 Department of International Economics, Government and Business (EGB)

1. Introduction to the department

The department brings together the study of markets, states, policymaking processes, and international firms in the context of the challenges faced by both emerging and developed economies. EGB's research is rooted in international business, economics, and politics, and is of direct relevance to individuals, business, policymakers, and scholarly communities. Within this framework, the department has three principal areas of focus:

- Firms and International Business
- Government and business
- Contemporary societal challenges

EGB's teaching takes place across CBS. Departmental faculty coordinate a broad range of courses and direct programmes such as BSc International Business (IB) and International Business in Asia (IBA). In all its teaching activities, the department is committed to participative, flexible and blended forms of learning that are directly relevant to students and CBS's other stakeholders.

As of December 2023, the Department of International Economics, Government and Business (EGB) had 52 members of faculty of whom 8 are PhD fellows.

For more information, please visit: <https://www.cbs.dk/en/research/departments-and-centres/department-of-international-economics-government-and-business>

2. The kind of PhD students you usually recruit

We welcome applications from potential PhD students. They will generally have a background in one or more of the following disciplines:

- International business
- International economics
- Political economy
- Political science
- International relations
- Economics
- Sociology

or related social science disciplines

3. The department's PhD line(s)

EGB is, along with a number of other departments, a participant in the MOST Cluster, (Management, Organization, Society and Technology). The Cluster organises PhD courses across the different disciplines as well as those that provide methodological training or explore theoretical frameworks. **EGB requires that students take MOST courses offering a total of at least ten ECTS points.**

Information on PhD courses, and course cluster courses in particular, can be found here: <https://phdsupport.nemtilmeld.dk/191/>.

4. PhD courses offered by the department

EGB currently contributes courses such as *Introduction to Structural Equation Modelling* to the MOST Cluster:

Smaller groups of PhD students can take the opportunity to organise self-initiated, student-driven courses (that may involve EGB faculty) within the framework of the course cluster. Please talk in the first instance to the EGB PhD Coordinator if you have ideas or plans.

5. Courses outside of CBS

We encourage our students to take courses both inside and outside CBS. Courses taken outside CBS have to be pre-approved by the supervisor and PhD coordinator and the PhD Committee has to give final approval for a transfer of ECTS points. The student should ensure that he/she has sufficient funding to cover the course.

For courses offered in Denmark, students can consult the website “PhD courses in Denmark”:

<https://phdcourses.dk/>

They should also check the noticeboard on CBS Share:

<https://cbsshare.cbs.dk/vipservices/PhD/Pages/Notice-Board.aspx>

Relevant PhD courses outside Denmark can for example be found at:

- Essex Summer School in Social Science Data analysis: <https://essexsummerschool.com/>
- ECPR Methods School (summer & winter):
<https://ecpr.eu/Events/EventTypeDetails.aspx?EventTypeID=5>
- Gesis summer school in survey methodology: <https://www.gesis.org/en/gesis-training/what-we-offer/summer-school-in-survey-methodology>
- ICPSR Summer school at University of Michigan: <https://www.icpsr.umich.edu/icpsrweb/sumprog/>
- Winter School in Empirical research Methods: <https://www.gserm.ch/st-gallen-winter/schedule/>
- The MEDICI - Summer School in Management Studies:
<http://www.medicisummerschool.it/about.html>
- MMD005 - Strategy and International Business:
<http://www.reading.ac.uk/module/document.aspx?modP=MMD005&modYR=1920>
- MMD003 – Economics of International Business:
<http://www.reading.ac.uk/module/document.aspx?modP=MMD003&modYR=1920>

6. Cooperation with other academic institutions

EGB is part of the Nord IB PhD network. The programme was introduced in 1999 by universities in the Nordic countries with strong IB research environments. There are currently six host institutions: Aalto University, BI Norwegian School of Business, CBS, Leeds University, University of Gothenburg, University of Manchester, and Uppsala University. The programme consists of 6 modules/courses taught over a period of 1½ years and addressing different IB subjects. A PhD cohort usually includes about 25 students. For further information, see <http://nord-ib.fek.uu.se/>. For further information on the Nord IB PhD network, please contact Flladina Zilja (fz.egb@cbs.dk).

Some EGB PhD Fellows are double degree students who are also enrolled through the Sino-Danish Center for Education and Research (SDC) at the University of the Chinese Academy of Sciences. Furthermore, EGB has a double degree agreement with the Henley Business School at the University of Reading (UK) that enables the department’s international business PhD Fellows to study at, and secure accreditation from, both universities.

7. General support of PhD students

FEEDBACK

As the CBS programme regulations state, all students are required to present their research project at work-in-progress (WIP) seminars in which other PhD students, (who are always expected to attend), and other EGB researchers participate.

The purpose of the seminars is to provide the PhD students with structured feedback about their project and contribute ideas for further development. At the same time, the seminars are a contribution to quality assurance of the project and assist in detecting potential problems in the research process. The PhD student should prepare a full and formal paper well-ahead of each seminar. The first seminar must take place no later than one year into the project period, and the paper should be no longer than 25 pages (2400 characters) in length. The second seminar should take place three to six months before the thesis is to be submitted. It is possible to hand in the full manuscript if available, but it would be advisable to highlight the sections where detailed comments would be helpful.

The PhD student should, together with the supervisor, arrange the date and time of the seminars. The PhD coordinator and the PhD Support need to be informed, and the seminars should be announced at least two weeks in advance if not earlier. Two discussants will provide feedback at each seminar. The discussants are usually selected by the PhD student in collaboration with the primary supervisor and the PhD Coordinator.

Discussants at the first seminar are generally based at CBS or another Danish research institution, as the PhD school cannot cover travel costs for discussants from abroad for the first WIP. If they are attending in-person, the international discussants should be found in Europe. Each discussant receives 5 hours for participating in the first WIP, and 10 hours for the final WIP. External discussants are paid according to the hourly rate for part time lecturers. According to the CBS PhD School rules, one discussant who participates in WIP II can also serve on the thesis assessment committee, (this stipulation includes the chair of the committee.)

At each WIP seminar, the PhD student has 15 – 20 minutes within which to provide an oral presentation. Thereafter, the two discussants each have approximately 20-25 minutes to give their comments. Additional feedback is then usually provided by other attendees. WIP seminars are two hours in length. Meetings with the note taker, the primary and secondary supervisor should be arranged soon after the seminar to review all the comments and feedback. The primary supervisor should submit comments after the WIP2 seminar to the PhD Coordinator, the Head of Department, and the Head of the PhD School.

In addition to the WIP1 and WIP2 seminars, EGB convenes “WIP1.5” seminars during a PhD Fellow’s second year of study. This might be based upon an individual paper or chapter or alternatively present an overview. There will be internal discussants including another PhD Fellow.

PhD Fellows should furthermore play a full part in departmental activities and are asked, in particular, to participate in research seminars and at least one of the department’s societal challenges clusters.

TEACHING

The primary supervisor will, in conjunction with the EGB Teaching Coordinator, help to identify teaching opportunities. PhD Fellows should, wherever possible, secure a balanced portfolio of teaching experience by the conclusion of their studies.

SUPPORT FOR STUDIES ABROAD

The Dean of Research, Innovation and Societal Impact may cover expenses associated with travel and stay abroad (please check the PhD regulations for details). PhD students should also check the opportunities for external funding of research stays at CBS Share:

<https://cbsshare.cbs.dk/vipservices/PhD/PhD-Programme/Pages/Funding-for-Research-Stays-and-Conferences.aspx>

8. Placement

EGB PhD students have progressed, on completion, to find employment in both the university sector as well as consultancies, government, the media, firms and international organizations such as the Organisation for Economic Development and Cooperation and the World Economic Forum.

16.7 Department of Management, Society and Communication (MSC)

1. Introduction to the department

The Department of Management, Society & Communication (MSC) is concerned with studying the complex and dynamic interplay between business and society. Multi- and inter-disciplinary by design, MSC researchers explore the conditions and practices of responsible management, organisation and governance in a globalising world, sharing a particular concern with culture, communication and context as lenses to understand the interaction and interdependencies of business and society. This research focus is informed by a wide range of academic fields and disciplines, including management and organisation studies, political science, political economy, development studies, consumer studies, sociology, geography, anthropology, culture studies, area studies, communication, media studies, linguistics, behavioural economics, cognitive science, psychology, environmental studies, (social) innovation and entrepreneurship, and law. MSC faculty conduct their research by means of multiple methodologies, combining qualitative and quantitative methodologies, including in-depth interviews, focus groups, experiments, participant observation and other forms of ethnography, document analysis and survey research. MSC usually has between 20 and 25 PhD students enrolled in the CBS PhD School.

In the area of teaching, MSC is a significant supplier of and partner for developing new initiatives in the following thematic areas (both on the undergraduate and graduate level):

- (Responsible) Management/Leadership related content
- Corporate Responsibility and Sustainability related content
- Business and the Global South related content (which also includes the emerging/growth economies context dimension, global governance, globalisation studies as well as entrepreneurship & innovation)
- Communication (Organisational Communication, Corporate Communication, Strategic Communication, Leadership Communication), Media Studies and Digitalisation related content

2. The kind of PhD students you usually recruit

MSC predominantly recruits PhD students on a 3-year scheme, funded either by the department/CBS, external collaborative research grants, industrial PhD funding, or in collaboration with other academic institutions (e.g., Danish Institute for International Studies, DIIS).

We require that our PhD students have finished a relevant master's degree (or equivalent) within business and management or the broader social sciences (e.g. sociology, political science, media and communication studies, psychology, geography, or anthropology).

Our PhD education enables graduates to pursue an academic career or a career in private or public organisations.

3. The department's PhD line

PhD students at MSC are educated in an interdisciplinary course cluster named "Management, Organisation, Society & Technology" (MOST) that will be offered for the moment jointly by IOA, BHL, EGB, MSC and DIGI. The course cluster requires students to take 10 ECTS points, which students can choose from a broad range of compulsory courses offered by the course cluster (i.e. 5 ECTS points from a Theoretical Perspectives course + 5 ECTS points on a methods course). The course cluster pursues a modular approach, thus accommodating for the interdisciplinarity, diversity, and breadth of specialty areas of the PhD students involved. In other words, from the broad portfolio offered by the course cluster, PhD students will agree with their supervisors and Departmental PhD coordinator on a tailor-made combination of coursework that fits best to their particular research projects. This modular approach also facilitates collaboration of PhD students across departments.

PhD students present their research projects at two work-in-progress (WIP) seminars in which other PhD students and faculty members participate. The purpose of the seminars is to provide the PhD students with feedback about their projects as well as ideas for further development. At the same time, the seminars are a contribution to quality assurance of the project and assist in detecting prospective problems in the research process. The PhD student has to prepare a coherent and polished text for each seminar. The first seminar takes place about 6-12 months into the project period (based on a text of 25 pages max.). The second seminar takes place about 3-6 months before the thesis is to be submitted (based on a text of 75 pages max.). For both WIP seminars, MSC aims to allocate two expert discussants who provide the PhD student with in-depth feedback and advice, also to account for the interdisciplinary character of many of the PhD projects at MSC.

4. PhD courses offered by the department

MSC aims to carry a strong portfolio of PhD courses into the course cluster.

Theoretical perspectives courses:

- Perspectives on Communication and Organisation
- Perspectives on Sustainability and Governance
- Perspectives on Technology and Society

Methods courses:

- Hands-on Qualitative Methods
- Using Semi-Structured Interviews in International and Cross-cultural Contexts
- Case-Study Approaches to Theory Building
- Applied Quantitative Methods for Non-quantitative Doctoral Researchers in Organisation and Management Studies
- Social Science Research Approaches: A Toolbox for Empirical Designs

In addition to this, smaller groups of PhD students can use the opportunity to organise self-initiated, student-driven courses (that may involve MSC faculty) within the framework of the course cluster.

5. Courses outside of CBS

MSC has no specific recommendations with regard to PhD students attending courses outside CBS. Budgets permitting, PhD students at MSC can attend courses outside CBS, if considered relevant and approved by the supervisor and PhD coordinator.

6. Cooperation with other academic institutions

MSC is part of the Nord IB PhD network and also contributes to organizing and teaching in courses of the programme. Several PhD students from MSC have taken part in the Nord IB Programme. The programme was introduced in 1999 by universities in the Nordic countries with strong international business (IB) research environments. There are currently six host institutions: Aalto University, BI Norwegian School of Business Oslo, CBS, Leeds University, University of Gothenburg, University of Manchester, and Uppsala University. The programme consists of 6 modules/courses taught over a period of 1½ year and covering different IB subjects. A PhD cohort usually includes about 25 students. For further information, see: <http://nord-ib.fek.uu.se/>.

In addition, MSC maintains good informal relations with several international research institutions, such as: Aalto University, Cass Business School, Lund University, Leuphana University, Purdue University, Erasmus University Rotterdam, Royal Holloway, Stockholm School of Economics, and University of Colorado Boulder, among others. This involves both co-supervision as well as visiting research fellows.

7. General support of PhD students

MSC is committed to providing a supportive and stimulating environment for PhD students throughout the different stages of their PhD journey. In addition to individual supervision, the department offers a range of activities and support structures aimed at facilitating PhD students' integration into the department and its research communities, supporting their academic and professional development, and creating opportunities for peer learning, feedback, and exchange. These include:

- **Introduction meetings** for incoming PhD students, organised by the PhD Coordinator and HR Coordinator, to welcome and introduce PhD students to the department, its research environments, key sources of support, and central elements and expectations of the PhD programme.
- **Annual MUS conversations** with both the Head of Department and PhD coordinator
- **Annual MSC PhD Day** on alternating topics per year, e.g., career after the PhD, research ethics, etc. organised by the MSC PhD coordinator, the MSC PhD placement officer, and the PhD student representatives
- **Two Work-in-Progress (WIP) seminars** as part of the PhD process (see details below)
- Monthly 'Off-the-Record' seminars, organized by the PhD Placement Officer in collaboration with the PhD Coordinator and PhD student representatives. These informal seminars address the less visible and often tacit aspects of academic life and career development, providing a confidential space for advice and the sharing of experiences
- **Presentation and discussion of work-in-progress**, for instance, at research seminars by MSC's research centres/clusters
- **Additional support on an ad hoc basis**, responding to the individual needs of PhD students as they arise.

PhD Community and Peer Support

MSC aims to foster a supportive and collegial PhD environment by creating recurrent opportunities for PhD students to meet, exchange experiences, discuss their research, and support one another throughout the PhD process. These activities are organized by the PhD student representatives and

contribute to making the PhD process a joint learning experience.

- **Onboarding Meetings:** Incoming PhD students are welcomed through informal introductory meetings hosted by the PhD student representatives. The meetings introduce new PhD students to the PhD community and provide an opportunity to ask practical questions and learn more about life as a PhD student at MSC.
- **PhD Lunches:** Informal lunches provide an opportunity for PhD students to meet as a group, share updates on their PhD journey, discuss challenges and experiences, and support one another in an informal setting.
- **PhD Social Dinners:** PhD students organize informal social dinners to meet outside the immediate research setting. The dinners provide a relaxed setting for strengthening connections and fostering a sense of community within the PhD group.
- **Buddy System:** New PhD students are paired with a more senior PhD colleague during their first months at MSC. The buddy serves as an informal point of contact for practical questions, sharing experiences, and guidance on navigating everyday life as a PhD student.
- **Superstar Lunch Conversations**
The Superstar Lunch Conversations provide an informal setting for PhD students to present and discuss their current research with fellow PhD students. The conversations offer an opportunity to share work in progress, exchange ideas, and learn more about the diverse research projects within the PhD community.
- **Group Chat**
The Superstar Group Chat provides an informal communication space for the MSC PhD community. It is used to share practical information, coordinate social activities and lunches, ask questions, exchange useful resources, and stay connected in between meetings and events.

Work-in-progress seminars

PhD students are required to present their research project at two work-in-progress seminars (WIP I and WIP II). The purpose of the seminars is threefold:

- a) to provide detailed and constructive feedback on the progress of the research projects,
- b) to identify and discuss ideas for further development, and
- c) to assure quality and assist in detecting potential problems in the research process.

WIP I

WIP I takes place between the 6th and 12th month of enrolment. The seminar provides an opportunity for the PhD student to receive constructive feedback on the feasibility of the PhD project, the research question, theoretical framing, methodology, and expected contribution. The discussion is based on a written submission circulated to the discussants in advance of the seminar.

The submission must include an introduction, research question(s), theoretical framing, literature review, methodology, an indication of the intended thesis format (monograph or article-based), and a project plan. The specific character and disciplinary orientation of the project may allow for some variation of this format. The suggested length of the submission is 15 to 25 pages (12-point font, 1.5-line spacing). PhD students who wish to circulate a draft paper may exceed this guideline when appropriate.

PhD students are encouraged to explicitly identify unresolved questions or challenges to encourage targeted and constructive feedback. Two discussants are tasked to provide

constructive feedback.

WIP II

WIP II takes place three to six months before submission. The seminar aims to assess the overall coherence, quality, and readiness of the thesis and should help identify which revisions should be prioritized before submission. Two discussants are tasked to provide constructive feedback. At least one of the discussants should be based at a university outside Denmark.

For monograph theses, the WIP II submission should include several draft chapters and a clear outline of the overall thesis structure. For article-based theses, the submission should include drafts of at least two papers, together with a draft of the Introduction (kappe). The Introduction does not need to be complete but should contain sufficient material to allow discussion of the thesis' overall framing, coherence, and contribution. Regardless of the thesis format, the submission should not exceed 100 pages (12-point font, 1.5-line spacing), excluding references, tables, appendices, and other supplementary material.

Common to both seminars

Each seminar lasts approximately two hours and is, in principle, conducted as a hybrid event. The primary supervisor and the PhD student are required to participate in person. Discussants are also encouraged to attend in person but may participate online, subject to approval by the PhD Coordinator.

Seminar dates must be scheduled well in advance and details about the seminar must be communicated to the PhD Support. The papers should be circulated to the discussants at least two weeks before the seminar. Discussants must be at the level of associate or full professor. PhD students may propose discussants; discussants are selected and contacted in collaboration with the supervisor and approved by the PhD Coordinator. MSC particularly encourages the selection of discussants who can provide expertise which complements the supervisors' and who are prepared to engage constructively with interdisciplinary research.

The seminars are chaired by the primary supervisor. It begins with a student presentation of a maximum of 15 minutes, followed by extended feedback from each of the discussants and, finally, a broader discussion with seminar participants, who may include other PhD students, MSC faculty, and other specially invited guests. For both seminars, discussants are required to provide written feedback either in advance, during, or soon after the seminar. PhD students are strongly encouraged to arrange note-taking by a colleague or two during the seminar. Soon after the WIP seminar (within 1–3 days), the PhD student and supervisors must meet to discuss the feedback and agree on prioritized revisions. Based on this meeting, the PhD student prepares a short summary in writing that documents the agreed actions, and shares this with the supervisor. The summary forms part of the next biannual report in the PhD planner. Submissions must be in compliance with AI CBS policy. If AI tools have been used, they must be declared according to the applicable guidelines.

Only one discussant from the WIP seminars may be appointed to the assessment committee.

Remuneration of discussants

Discussants are expected to read submissions carefully and provide detailed oral feedback at the seminars, as well as a minimum of one page of written feedback (in advance, during, or soon after the seminar). CBS faculty receive 5 Prophix hours for WIP I and 10 for WIP II. External faculty receive the corresponding amount as an honorarium.

For further information on the WIP seminars, please refer to the general section on WIP Seminars in the PhD Handbook.

8. Placement

MSC takes an integrative and comprehensive view on placement and career development. The goal is to develop PhDs with the skills to independently navigate the academic and non-academic labour markets, both directly after and later in their careers. As such, placement activities are not concentrated into the final year but commence from the moment a PhD student enters the department. An important vehicle for placement-related activities are the monthly 'Off-the-Record' seminars, organized by the PhD placement officer, which cover the tacit aspects of academic work. Examples of seminar themes are how to craft an academic identity, how to find community in academia, how to handle recruitment processes, and how to navigate academic conferences. A recurring theme is to nurture PhD students' understanding of their value to potential recruiters and ability to recognize when vacancies might offer a potential fit. Late-stage PhDs are also offered consultations and support drafting application packages and identifying relevant job opportunities. Similarly, the Placement Officer offers on-demand, hands-on support in preparing for job interviews, including through mock interviews where relevant.

Besides the seminars, placement is addressed at the annual MSC day. Here, job opportunities and recruitment challenges are a systematic part of discussions with supervisors. Similarly, career paths and opportunities are a recurrent element in the annual appraisal interviews. Finally, MSC PhD students are encouraged to consider placement opportunities and professional network development when deciding on their research stays.

16.8 Department of Marketing (MARKTG)**1. Introduction to the Marketing Department**

Based in architecturally beautiful buildings in central Copenhagen, the Department of Marketing is a leading provider of excellent research-based education. Our newly revised strategy is unashamedly ambitious. Our goal is to be the undisputed leader in marketing education in Scandinavia and a leading marketing department on a European level, held in high esteem in terms of our research and education. Our mission is to deliver excellent research-led education to an international audience at all levels, and to engage with business and society.

Faculty members are committed to rigorous theory development and theory-driven, empirical research—outcomes that are central goals for any reputed business school. The Department focuses on contributing to a holistic understanding of the interactions and activities in the marketplace. Thus, our research focuses on marketing, yet we draw on other academic disciplines to the extent that they improve the quality of our marketing research. We accordingly publish in both marketing and other relevant journals contained within the AJG ranking list. The research of the Department covers broad areas (often cross-disciplinary) in both business-to-business and business-to-consumer marketing, for example, brand

marketing management, circular economy and sustainability, corporate social responsibility, decision neuroscience, design management, international marketing, market orientation, product innovation management, relationship marketing, strategic marketing, tourism and destination marketing, and trust. Faculty members use a wide range of methodologies, both qualitative and quantitative.

Through our research-based teaching, we contribute across a palette of courses and programmes in the Business School including brand marketing management, business-to-business marketing, consumer behaviour, design, international marketing, marketing management, marketing performance, relationship marketing, and tourism marketing.

Currently, the department consists of 32 full-time academics, 7 PhD students, and a secretariat as well as numerous external lecturers.

2. The kind of PhD students you usually recruit

Most of our PhD candidates come with an MSc (i.e., from CBS or other international institutions), but also with a 4+4 background, and others again are transfers from foreign PhD programmes. We recruit PhD candidates from a range of backgrounds, training, and interest areas, ranging from foundational marketing disciplines (Business Marketing research and Consumer Marketing research), tourist behaviour (e.g., embodied cognition and experimental psychology), neuroscience, corporate social responsibility/ethics/sustainability, creativity, social media/digital marketing, communications, computer/data science, and brand management brand co-creation.

We seek the best-qualified students and select them based upon recommendation from search committees consisting of members within the department's respective research groups. At this time, the department hosts seven research groups: Business-to-Business Marketing research, Consumer Marketing Research, Corporate Social Responsibility/Ethics/Sustainability research, Tourism research, Integrated Design research, Brand-meaning research, Social Media research, and Neuro-science research.

3. The department's PhD line

The department has one PhD line and requires that all its PhD candidates take PhD qualitative and quantitative method course/s and attain at least 5 ECTS points within each area.

4. PhD courses offered by the department

We offer two PhD courses currently. One course is *Qualitative Research Methods* and the other is *Advances in Business-to-Business Marketing Research*.

In contrast to some other departments, we do not belong to any clusters. It is not mandatory that our PhD students take PhD courses supplied by our department, as we cannot guarantee to offer these courses (for example, if enrolment does not reach break-even).

5. Courses outside of CBS

Our PhD students are free to attend PhD courses anywhere, for example, at CBS, other Danish universities, and/or international (recognised) PhD programmes, as long as this has been agreed previously with their supervisors and the Marketing PhD Coordinator. PhD students also are encouraged to identify PhD courses at internationally recognised PhD course providers, such as EIASM (broad range), INSEAD (consumer behaviour), Groningen (digitalization), and Hamburg University (social media). Additionally, PhD students are encouraged to seek out with the help of their supervisors summer school programmes at renowned schools that match their needs for specific methodological skills, such as the University of Michigan, Melbourne University, the University of St. Gallen, Faculty of Science at the

University of Southern Denmark (research design), and Lund University (eye-tracking and applied biometrics).

6. Cooperation with other academic institutions

The Department is not a member of a specific PhD Network *per se* due to its very heterogeneous research profile. However, our research groups draw on specialised networks which are conveyed to incoming PhD students.

7. General support of PhD candidates

In addition to the ongoing interaction and support from their supervisors, PhD candidates have opportunities to present their work to one another, as well as to faculty at department seminars. PhD students work closely with their supervisors and participate when possible at conferences, where they present their work with their supervisors. In addition, we have regular visits from external professors with whom the candidates discuss their topics. Finally, we have collaboration with our adjunct professors, the most recent one being professor Rob Morgan, who discusses projects with our PhD candidates.

Teaching is assigned on an *ad hoc* basis by PhD candidates' supervisors. The progression of the PhD candidates is followed by the PhD coordinator through their bi-annual reports as well as face-to-face meeting when requested and email correspondence that evaluates the ongoing progress (teaching, ECTS points and research).

PhD candidates are supported financially through their PhD budget. Each research group draws on its personal and professional contacts to international research environments, network, and/or departments to facilitate collaboration and stays abroad for its PhD candidates. For example, the Social Media research group collaborates with University of Hamburg; University of Edinburgh; and UC Davis. Most recently, our newly minted PhD Seidi Suurmets in Neuroscience spent Fall 2017 as a visiting research assistant at Yale University under Professor John Bargh (Department of Psychology) in his (Automaticity, Cognition, Motivation and Emotion) laboratory.

WIP I

The first work-in-progress seminar should take place within the first year of enrolment. For PhD students enrolled on the 4+4 scheme, the first work-in-progress seminar must take place within the first two years of enrolment. In the WIP I, the PhD students will present their work for 20 minutes and then answer questions and engage in discussion for 30 minutes. In the WIP I, a discussant is optional. When no discussant is invited, the PhD students will present their research at a Department meeting, where the faculty will serve as discussant. If a separate WIP I meeting is held, an invited discussant (external to the advising group) leads the session. Also here the session is arranged as a 20 min presentation and 30 min for questions and answers. The advisors should be present. Five hours will be allocated through Proprix if the discussant is from CBS. If the discussant is external to CBS, five hours will be paid out as a fee according to the current hourly rate for external lecturers. The external discussant has to fill in a form in order to receive the fee sent out by the PhD Support.

The PhD school does not pay for catering or travel costs for the WIP I. If a department wishes to have more than one discussant present for the WIP I, the payment of the fee and any travel costs lie with the department.

The discussant from WIP I may act as a discussant on WIP II and serve as a member of the assessment committee for the PhD thesis.

WIP II

The WIP II (second work-in-progress) seminar should take place close to the end of the project (usually three to six months before the submission of the PhD thesis). For the WIP II, the PhD students submit

their PhD work in progress latest two weeks ahead of the seminar to two discussants (see also specific rules in PhD Guidelines). The WIP II seminar includes a 30-minutes presentation by the students followed by a 60-minutes of questions and answers, and also a discussion initiated by the two discussants. The advisors should be present as well and take notes. The WIP II seminar must be completed and approved before submission of the PhD thesis. The primary supervisor must write a short note to the head of the PhD school (cc the PhD Support adviser and PhD coordinator) about the outcome of the WIP II and when the PhD students can be expected to submit their PhD thesis.

Two discussants are invited by the department for the WIP II. One must be from outside of CBS. The discussant from CBS receives 10 hours allocated through Prophix. External discussant(s) receive(s) 10 hours each paid out as a fee according to the current hourly rate for external lecturers. External discussants must fill in a form in order to receive the fee sent out by the PhD Support.

If an external discussant has travel expenses in connection with the second seminar, the receipts should be submitted to the PhD Support. In order to keep travel expenses reasonable, international discussants should be found in Europe. The travel expenses must be kept to a maximum DKK 5,000 in total for all discussants.

The PhD school does not pay for catering for WIP II.

One of the discussants from WIP II (preferably the internal discussant) may serve as a member of the assessment committee for the PhD thesis.

Academic Placement Seminar

PhD students who are interested in attending the Marketing job market at the EMAC or Summer AMA conference should indicate their interest to attend the department's academic placement seminar in June before the year they will attend the Marketing job market. This interest should be expressed in writing to the PhD placement officer, PhD coordinator, and HoD.

The academic placement seminar should take place in the year (i.e., Fall) before the EMAC or the Summer AMA job markets at which the PhD student expects to attend.

The academic placement seminar will be in three stages:

First, at the beginning of the job market year (i.e., Fall), the PhD students who will be in the job market and their advisors will attend a meeting with the PhD placement officer to receive guidance on how to prepare for the academic job market in Marketing. This meeting will be about when to start preparing the job market dossier and where to find information about the job market.

Second, in January/February, the PhD students will attend a second meeting with the PhD placement officer to get information about what documents to prepare for the job market applications at the EMAC or Summer AMA. If needed, the PhD placement officer will provide feedback to the prepared job market dossier before the application period starts.

Third, between April and June, depending on the job market that the PhD student is attending, the PhD student will have a mock job market paper presentation in the department. During the same period, the PhD student will also attend at least two mock job interviews with faculty from the department and/or external scholars, who have experience in the field of the PhD students' research stream and who also have experience with the EMAC or Summer AMA job markets. None of the discussants in the mock job interviews may serve on the assessment committee for the PhD thesis.

8. Placement

Each of the department's research groups relies on its network to help place their PhD candidates, yet the final decision, of course, rests with candidates themselves. So far, our PhD graduates have found jobs at universities, in private companies, and in public organisations in Denmark and other parts of Europe.

16.9 Department of Operation Management (OM)

1. Introduction to the department

The Department of Operations Management (PEØ) is a broad business studies department that researches and teaches managerial challenges of decision making in key branches of business economics, namely, managerial economics, performance management / managerial accounting, supply chain management, innovation management and operations management. The department tackles management in relation to managerial tools and instruments that help frame and make business issues visible, amenable to intervention, development and control.

Our vision is to be *bold in ideas and strong in practice!* It is the ambition of the department to tackle questions beyond the boundaries of the disciplines. We believe this cross-disciplinary exchange of research ideas fosters a strong intellectual environment.

The department has a strong commitment to detailed empirical analysis, and its research is carried out both in the form of traditional academic research projects and as collaborations with firms and institutions. The department's research endeavours cover, for example, empirical situations based on organizational economics and theory, managerial economics, sociology, business analytics or strategy.

The department has approximately. 50 employees, of which approximately 8 are PhD candidates within the areas of the department.

2. The kind of PhD students you usually recruit

In line with the interdisciplinary nature of the Department, the Department of Operations Management recruits PhD students with diverse backgrounds. In particular, the Department recruits candidates in line with its research strategy, which often encompasses candidates with backgrounds in economics and business administration. Based on specific research initiatives, candidates can also come from a wider social sciences background or related disciplines. Recruited PhD students should demonstrate the potential to acquire a deep understanding of the key issues and dilemmas facing managers in contemporary organisations, as well as to develop a strong methodological foundation to support their doctoral research.

3. The department's PhD line(s)

The Department of Operations Management has one PhD line, Technologies of Managing:

Technologies of Managing

The PhD line in Technologies of Managing focuses on theories and studies on how to make management feasible through representation of the 'world'. This includes studying the role of artefacts in managerial practices within and across organisations. Such artefacts include a broad array of managerial technologies, i.e., specific calculative devices to assess and manage performance, models for managing complex production systems and approaches to coordinating supply networks. The PhD line in Technologies of Managing demands a serious commitment from students in terms of abilities and willingness to work independently and take part in and create developing relations and networks with other PhD students and the senior research staff. The PhD line in Technologies of Managing focuses especially on two areas:

- Performance management, i.e., design, mobilisation and application of management information, including development, implementation and application of these elements at societal, organisational, group and individual levels

- Inter-organisational relations and their development, management and effects

Research projects are usually completed in interaction with firms and public organisations. Research projects are encouraged to be empirically grounded and are typically of interdisciplinary character. The PhD line is open for different research methods including, but are not limited to, ethnographic studies and case-based research in close interaction and dialogue with organisations. The PhD student and supervisor(s) develop and define the projects through a close interaction and this process can also involve companies and sponsors.

4. PhD courses offered by the department

The Department of Operations Management supplies the course [‘Technologies of Managing’](#), coordinated by Professor Jan Mouritsen. This course is recommended to all PhD students affiliated with the Department. Over the past years, the department has further supplied teaching to other courses offered by the PhD School.

5. Courses outside of CBS

For PhD students in the Department of Operations Management, attending PhD courses and doctoral seminars offered by external institutions within the respective fields of research is typically important. This includes the doctoral seminars offered by EIASM as part of the [EDEN program](#). In addition, the doctoral consortia, held as part of key conferences within the research fields of the department, are important for the Department’s PhD students, both as a means of feedback on their own research as well as to introduce them to relevant research environments. Relevant conferences included, for example, the annual conferences organised by the European Accounting Associations (EAA), the European Operations Management Association (EurOMA) as well as the Innovation and Product Development Management Conference (IPDMC). Several senior faculty members at the department are actively contributing to these conferences, for instance, by organizing doctoral seminars, chairing sessions and being part of the scientific committee.

6. Cooperation with other academic institutions

The department’s faculty constantly collaborates with other academic institutions both through formal research projects and other independent research activities. In addition, as part of the ongoing research activities at the department, senior faculty at the Department of Operations Management have an established academic network/partnerships. In line with that, senior researchers encourage the PhD students to engage with relevant researchers from other academic institutions. This is done, for instance, by participating in conferences together with the PhD students, organizing seminars, and connecting them to relevant researchers. Even though these activities are conducted on ad-hoc manner and vary from PhD student to PhD student, they work as a means to support the PhD students in establishing their network and potentially operationalizing their research stay abroad.

7. General support of PhD students

In addition to WIP seminars, PhD students are expected to participate in the research seminars held at the department. Moreover, local research seminars are held for PhD students with focus on specific topics related to their research projects.

The department supports the PhD students in meeting their teaching obligations by actively integrating them in the teaching activities that are part of the Department’s teaching portfolio. This typically takes place in close dialogue with supervisors, other faculty members, as well as the Head of Department.

To support PhD students in participating in active research environments and conducting their research stay at another institution (other than CBS), supervisors and other faculty members facilitate the access of students to relevant research environments and support them in developing applications for funding.

Procedures for WIP I and WIP II at Department of Operations Management:

The PhD student must prepare a coherent and polished text for each WIP seminar. For the first WIP seminar, the text should be between 15-30 pages and for the second WIP seminar, the text should be no longer than 100 pages.

The first WIP seminar focuses on assessing the feasibility of the research and the potential research contributions. This seminar, chaired by the primary supervisor, will also provide constructive comments and critical discussion for inspiration, clarification, and planning of the PhD project. The expected duration of the first WIP seminar is 1 hour and 30 minutes.

The second WIP seminar will be based on the submitted materials and focus more on whether the project seems solid and good in relation to the expected submission of the PhD thesis. Discussants are suggested by the PhD student in collaboration with the primary supervisor. Discussants must at least be at the level of assistant professor and one of them must be a senior researcher. The expected duration of the second WIP seminar is 2 hours.

Any additional cost related to WIP seminars not covered by the PhD School must be pre-approved by the Head of Department.

A PhD student's primary supervisor and/or secondary supervisor(s) cannot act as discussant. This applies to both the first and second WIP seminar.

The PhD student must arrange the date and time of the seminars with their supervisor(s) and with the PhD coordinator, and the seminars must be announced 6 weeks in advance. The PhD student invites the researchers from the department to the seminars. The PhD student must make papers available at least 15 days before the seminar. It is suggested that the PhD student asks another PhD student to serve as note-taker at the seminars.

For both seminars, a summary of the student's reflections on the main comments received should be distributed by the student to the supervisors, the PhD Coordinator and the discussant(s). This should be done no later than 3 weeks after the seminar took place. In the summary, the student should engage with the main comments given by discussant(s) by considering how the student intends to address the comments when revising the work or by presenting arguments for why comments will not be addressed.

Meeting with the Head of Department and PhD Coordinator towards the end of the PhD program:

The PhD student, the Head of Department and the PhD Coordinator should have a meeting to discuss the final steps of the PhD program and potentially the transition to the job market after the completion of the PhD program. In case the PhD student wants to discuss career prospects, the Placement Officer should also be invited to the meeting.

The meeting should occur 6 months before the termination of the employment with the Department/CBS, in case the PhD student is employed as Research Fellow. In case of Independent PhD students or industrial PhD students, the meeting should occur 6 months before the termination of the enrolment with the PhD School. In case there is a need, additional meetings could be scheduled.

To prepare for the meeting, the PhD student should share the current status (full draft) of the PhD thesis, and a plan with the next steps to conclude the PhD program. In the meeting, participants should discuss necessary resources to conclude the PhD program and potentially how the department can support the PhD student in the transition towards the job market. It should be noted that, as a rule of thumb, the Department does not extend the employment contract of Research Fellows.

8. Placement

PhD students from the Department of Operations Management find jobs both in academia as well as in public and private organisations. The focus on technologies of managing and research taking place in close relation to practice makes the graduates of the Department attractive for both public and private organisations.

It is worth noting that among the PhD students graduating in recent years there were some who decided to stay in academia, both at CBS and other academic institutions.

The placement officer has been appointed at the OM Department to enhance the employment prospects of the PhD students in leading universities or in business after graduation. For this purpose, the Academic Placement Seminar has been developed to prepare the PhD students for the academic job market. More specifically, the seminar may include a mock job market paper presentation, a mock job interview and guidance on job CV by a mock hiring committee. The seminar is voluntary.

PhD students at the OM Department can apply for an Academic Placement Seminar by following the application procedure below:

The PhD student should inform the Department's Placement Officer and PhD coordinator about his/her interest in written, no later than 6 months before the end of his/her PhD enrolment.

- In the application of placement seminar, PhD student needs to suggest names, in consultation with the supervisors, of two discussants. In addition, the PhD student should share with the Placement Officer and the PhD coordinator the paper to be presented in the seminar and his/her CV.
- Placement Officer and PhD coordinator will make the final decision on the mock hiring committee based on the student's proposal.

The most appropriate time for the placement seminar can be discussed based on interest of the PhD student and the availability of committee members.

16.10 Department of Organization (IOA)

1. Introduction to the department

The Department of Organization (IOA) comprises +50 faculty members covering the areas of organization studies, organization theory, public management and governance, political economy, economic sociology, and science and technology studies. Our research addresses organizational and managerial processes in workplaces, organizations, and networks. This includes studies of private companies, public organizations, professional associations as well as NGOs. More specifically, we investigate and discuss issues such as organization of work and human relations, organization of innovation, change and reform processes, institutional dynamics, organization of markets, expertise, professions and power, transnational governance and social networks. We value qualitative methods highly and typically employ case studies, ethnographic methods, or social network analysis. The department has +20 PhD students

enrolled in the CBS doctoral school. IOA teaches core courses in organizational theory and analysis at all levels of the CBS degree programmes. We also deliver teaching in international political economy, HRM, project management, change management, organizational psychology, leadership, qualitative methods and many other courses. Our teaching aims to combine theoretical curiosity, critical reflexivity, empirical specificity and practical relevance. It is a key ambition to make any student aware that most social phenomena rest upon and involve organization of some sort.
2. The kind of PhD students we usually recruit IOA predominantly recruits PhD students on a 3-year scheme, funded either by the department/CBS, external collaborative research grants, industrial PhD funding, or by other academic institutions such as the National Research Center for the Working Environment, and the Royal Danish Defence College. We require that our PhD students have finished a relevant Master degree (or equivalent) within the social sciences (typically sociology, business administration, political science, psychology or anthropology). We also require that PhD students have high grades, in particular in their master thesis. Our graduates have skills that enable them to pursue an academic career or take up managerial or analytical positions in industry and public administration.
3. The department's PhD line Department of Organization has one PhD line covering all PhD projects within the Department's research areas and research methodologies. The PhD line aims to develop scholars with strong methodological skills and ability to theorise and investigate societally relevant questions pertaining to organizational, managerial and governance-related phenomena. A major strength of the programme is its emphasis on strong empirical analyses – involving primarily qualitative methods – and theoretical anchoring. The IOA PhD line is part of an interdisciplinary course cluster named "Management, Organization, Society & Technology" (MOST) offering courses arranged jointly by IOA, BHL, EGB, MSC and DIGI. Students must attend courses equivalent to 30 ECTS points, and 10 of these ECTS points must be acquired from courses offered by the cluster. The students can choose from a broad range of courses, but it must be 5 ECTS points from a Theoretical Perspectives*) course and 5 ECTS points on a methods course. The course cluster pursues a modular approach, thus accommodating for the interdisciplinarity, diversity, and breadth of specialty areas of the PhD students involved. In other words, from the broad portfolio offered by the course cluster, PhD students will agree with their supervisors and Departmental PhD coordinator on a tailor-made combination of coursework that fits their particular research projects best. This modular approach also facilitates the establishment of relations and collaboration between PhD students across departments. *) For students in the IOA PhD line this must be the Perspectives in Organizational Analysis Course. This ensures that alumni with a PhD degree in 'organization' are familiar with a broad spectrum of important organizational theories.
4. PhD courses offered by the department IOA maintains a strong portfolio of PhD courses, which are offered within the framework of the MOST course cluster. The courses are: • Perspectives in Organizational Analysis, offered annually (MOST theory course)

- Perspectives in International Political Economy, offered biannually (MOST theory course)
- Research Methodology in Organization and Management Analysis, offered annually (MOST methodology course)
- Analysis of Qualitative Data, offered annually (MOST methodology course)
- Institutional Organizational Analysis – Change and Transformation, offered every other year
- Advanced Topics in Leadership Research, offered every other year
- Publishing Journal articles in Business, Management and Organization Studies, offered annually

In addition, smaller groups of PhD students make use of the opportunity to organize student driven courses within the framework for the MOST course cluster.

5. Courses outside of CBS

IOA has no specific recommendations with regard to PhD students attending courses outside CBS. Budgets permitting, PhD students at IOA can attend courses outside CBS if considered relevant and approved by the supervisor and PhD coordinator.

6. Cooperation with other academic institutions

IOA has no formal collaboration with other academic institutions about its PhD programme. However, it has good network relations with several international research institutions: Mines ParisTech, Sciences Po, University of Alberta, WU Vienna, and Royal Holloway – University of London. This involves both co-teaching and supervision as well as visiting research fellows.

7. General support of PhD students

- PhD students attend a welcome meeting with the PhD coordinator and the Head of Department. In addition, they have an annual MUS conversation with the PhD coordinator, who reports to the Head of Department.
- The department has a clear support structure for the allocation of teaching to PhD students, where teaching responsibilities are agreed after consultation with the IOA Teaching Coordinator. In order to anchor PhD students in key disciplines of the department, IOA prefers that PhD students become skilled in teaching organization theory and analysis, qualitative methods, or international political economy. This entails that IOA PhD students are often part of a team of teachers around certain course lines or programmes. No PhD student can take on a teaching task without consulting with the IOA Teaching Coordinator.
- Apart from commenting on and approving PhD plans and half-year reports, the IOA PhD Coordinator is also available for informal consultations, which PhD students might need when reconsidering the supervisor set-up for their project, where to go for research stays at foreign institutions, or how to balance interests of different stakeholders involved in a PhD project. Such informal conversations are always confidential, unless the PhD student and the PhD Coordinator clearly agree that others are to be consulted.
- In order to facilitate collective reflection and mutual learning, the Head of Department and the PhD Coordinator arrange at least two annual Coffee Reflection Meetings for the IOA PhD students. A Coffee Reflection Meeting is a two-hour forum where the PhD students can bring up any kind of issue of relevance in relation to the PhD study and discuss it in confidence with peers and the Head of Department and PhD Coordinator. Once a year, an annual wheel event on career opportunities after PhD will host two IOA PhD Alumni to talk about careers in or outside universities.

- At IOA, we strive to make PhD students' first Work-in-Progress seminar an important internal event by sponsoring an extra internal discussant besides the one funded by the PhD school. Inviting an extra senior faculty member from IOA to comment on the work serves the dual goal of creating stronger connections between PhD students and senior faculty and contributing to our high-quality research education.
- PhD students present their research projects at two work-in-progress (WIP) seminars in which other PhD students and faculty members participate. The purpose of the seminars is to provide the PhD students with feedback about their projects as well as ideas for further development. At the same time, the seminars are a contribution to quality assurance of the project and assist in detecting prospective problems in the research process. The PhD student has to prepare a coherent and polished text for each seminar. The first seminar takes place about 6-12 months into the project period (based on a text of 25 pages max.). The second seminar takes place about 3-6 months before the thesis is to be submitted (based on a text of 75 pages max.).

8. Placement

IOA has a career policy aimed at clarifying different PhD career paths and support activities for each path. As part of this policy, it has a long tradition of organising inspirational meetings with alumni employed in different types of positions, including Danish and international academic institutions, research institutes, and private and public sector organisations. The department maintains an IOA PhD Alumni list, which tracks the current position of IOA PhDs. IOA also organises professional development activities as part of its annual PhD activity wheel.

In addition to these activities, IOA PhD students can benefit from the services of the dedicated placement officer who is available to consult on career matters and explore career mentorship opportunities.

IOA also offers an optional academic placement seminar to prepare PhD students for the academic job market. There is no standard format for the seminar which may include a mock public job market paper presentation, one or more mock job interviews, or other guidance. The academic placement seminar must take place before the defence of the PhD thesis. Two discussants (internal or external) can be invited for this purpose (none of these can also serve on the assessment committee). A PhD student interested in this seminar should contact the IOA PhD Coordinator and placement officer to indicate their interest no later than two months before the submission date.

16.11 Department of Strategy and Innovation (SI)

1. Introduction to the department

The Department of Strategy and Innovation (SI) is a strategy-oriented department at CBS. The number of staff in the department is approximately 90. This includes about 50 faculty members (full professors, associate professors, and tenure track assistant professors), 15 PhD students, 10 post docs and research assistants, and 7 administrative staff. The department's ambition is to create an internationally leading environment for research and teaching in strategic management, innovation, entrepreneurship, and international business. The theoretical foundation for research in these areas is eclectic, combining strategy and/or internationalisation theory with insights from economics, sociology, psychology, and economic geography. Methodologically, the department places considerable emphasis on the solid application of empirical methods, featuring qualitative interview studies, surveys, register data, or experiments.

2. The kind of PhD students you usually recruit The department recruits candidates who will be able to qualify for the academic job market and other high-level specialist jobs that require scientific training. Hence, the recruitment process focuses on academic excellence, analytical skills, and international experience. The department hires candidates for the 5+3 as well as the 4+4 PhD programme. Candidates with the relevant qualifications come from a diverse set of backgrounds, including management, economics, and engineering. They are recruited both internationally and from within Denmark.
3. The department's PhD line(s) The department has a single PhD programme. It aims to enroll students in cohorts to secure a collaborative and supportive work and study environment and also to ensure critical mass in supplying the required courses as part of the SI PhD programme.
4. PhD courses offered by the department SI PhD students are required to take PhD level foundations courses within two of the four core areas of research of the department. The courses regularly offered within these areas by the department are: Management and Economics of Innovation Foundations of Entrepreneurship International Business: State-of-the art theories and topics Foundations of Strategy In addition, SI PhD students are required to take an econometrics course, a qualitative methods course, and a course on experimental methods. The courses regularly offered are: Applied Econometrics for Researchers Case-Study Approaches to Theory Building Introduction to Experiments in Economics and Management
5. Courses outside of CBS For the elective part of their PhD course programme, SI PhD students can choose relevant PhD courses offered by CBS (on the approval of their main supervisor) or from other recognised course suppliers (conditional on pre-approval according to the rules of the PhD school). Supplementary courses relevant for SI PhD students are often found at a host university as part of an extended stay abroad, or via Nordic and European universities and networks.
6. Cooperation with other academic institutions The Department of Strategy and Innovation is part of the DRUID Academy: https://conference.druid.dk/Druid/index.xhtml. The department is also part of the Nordic Research School of International Business (NORD-IB): http://nord-ib.fek.uu.se/
7. General support of PhD students The Department of Strategy and Innovation runs half-yearly "PhD Days" in which SI PhD students present the progress of their thesis work. For PhD students enrolled in September, the following Spring PhD day usually serves as their introductory (work-in-progress I) seminar. Feedback on the presentations is provided by department faculty. The department has a regular Brown Bag Seminar and a Junior Research Seminar Series in which PhD students can also present their work.

Teaching assignments for SI PhD students are usually conducted in collaboration with SI faculty and includes teaching lectures and workshops, thesis advising, and exam correction. Teaching assignments are supplied by relevant faculty and coordinated by the PhD coordinator to ensure PhD students satisfy their mandatory teaching load (if any), to obtain a varied teaching experience to support them in the job market, and to satisfy the general Ministerial Order requirement that they obtain experience of teaching activities or other forms of knowledge dissemination.

SI PhD students will usually spend an extensive period at another research environment, and preferably a well-recognised foreign university. Stays are most often established via the networks of the main supervisor or other SI faculty and financed via external grants or any remaining funds in their PhD accounts (having reserved the necessary financing for travel related to external courses). The department can offer a limited amount as co-financing (a maximum of DKK 10,000) for external grants where co-financing is required by the terms of an external funder. The department actively facilitates the nomination of SI PhD students for grants and prizes (such as the Eliteforsk prize, Handelskammerets Understøttelsesfond, etc.).

The department supports the participation of incoming PhD students in the DRUID Academy or similar meetings to create a network with other students from Europe.

The department supports its PhD students with office space and IT equipment as well as general IT support and on-line accesses to data and journals supplied via CBS.

The SI PhD students are included – and expected to participate – in all regular department activities such as research seminars and department meetings.

To support SI PhD students in the timely completion and final submission of their thesis, the Department of Strategy and Innovation conducts a “pre-defence” (work-in-progress II) session. It usually takes place about two months before expected submission of the thesis. Two SI faculty members – one of whom is the designated head of the PhD assessment committee – are appointed. It is an (approx.) two-hour session, and there is usually no formal presentation of the thesis. The faculty opponents are tasked with a detailed scrutiny of the thesis draft. The objective of the session is to assess the suitability of the thesis for final submission within a couple of months, and – assuming this is deemed feasible – to make a list of recommendations for the final couple of months’ work on the thesis before submission. There is no request for a written report by the reviewers, but they are encouraged to share any notes that could be helpful for the PhD student in prioritising the remaining work on the thesis. The PhD student and the main supervisor should keep track of comments given. After the session, the main supervisor notifies the head of PhD school Cc’ing the PhD Support adviser and PhD coordinator of the outcome and the anticipated date of final submission (no earlier than two months after the WIP-II date).

8. Placement

The SI PhD programme aims at supporting PhD students in their pursuit of a career in academia and other high-level specialist jobs that require scientific training, internationally or within Denmark. This aim sets a very high quality standard for their thesis and requires students to be equipped with foundational knowledge and relevant analytical tools in order for them to engage with frontier research within their chosen field of study.

The Department of Strategy and Innovation offers the Job Market Initiative (JMI), which further develops the Academic Placement Seminar and aims at preparing and training the PhD students to be ready to experience the academic job market. The JMI includes group and individual support to each candidate to

create the job-market package (CV, research statement, job market paper), to present at conferences where interviews happen, as well as to prepare for university job fly-outs and job market seminars. The JMI is very structured and is integrated in the department's PhD activities and overall strategy.

The Department of Strategy and Innovation actively promotes its academic job market candidates both within Europe and world-wide, selecting PhD students on a competitive basis for presentations at the SEI Consortium (Strategy, Entrepreneurship & Innovation, <https://sites.google.com/view/sei2019kul/sei-consortium>) and the CCC Doctoral Conference (Consortium on Competitiveness and Cooperation, <https://ccc-community.org/>).

SI supports selected PhD students with good prospects on the international academic job market with an additional work-contract lasting 4 months with the possibility of an additional extension provided that the candidate gets a job-offer.

SI faculty members are regularly engaged in conducting professional development workshops directed at PhD students and junior faculty at the main international conferences within their field such as the Academy of Management, the Academy of International Business, and the Strategic Management Society.

The skills acquired within the PhD programme of SI have proven to be valuable assets also in pursuing research-related career paths in non-academic organisations, e.g. in public research institutions or in private businesses. The full list of placements of SI (and its predecessors SMG and INO) is available at: <https://www.cbs.dk/en/research/departments-and-centres/departments-and-centres/departments-and-centres/department-of-strategy-and-innovation/phd-programmes>