

Rectoral Decree No. 101 of 15 of June 2022

on a competition by way of comparative evaluation for n. 1 place with scholarship on the thirty-seventh cycle of research doctoral program in Management – Regione Lazio Call, “Innovative doctoral programs for enterprises and the PA” Regional Law 13/2008 -with reference to the research project on “Technology transfer and enhancement of intellectual property. The role of large enterprises. Analysis of the case of Leonardo Spa and Leonardo Labs.”

#### THE RECTOR

- Having regard to the Charter of Luiss Guido Carli;
- Having regard to article 4 of Law No. 210 of 3 July 1998 providing that universities may, by their own rules, regulate the establishment of doctoral programs, including eligibility, the awarding of academic qualifications, educational goals, curricula, duration, fees, attendance, the criteria for awarding scholarships and the amount thereof, and agreements with public and private entities, in conformity with the general criteria and suitability requirements of the locations laid down by ministerial decree;
- Having regard to article 19 of Law No. 240/2010 containing new provisions on research doctorates.
- Having regard to Ministry of Education, Universities and Research (MIUR) Decree No. 45 of 8 February 2013 adopting regulations on the accreditation of doctoral program locations and programs and the criteria for establishing doctoral programs by accredited bodies, by implementing Law No. 240/2010.
- Having regard to the resolution of the Department of Business and Management of Luiss Guido Carli of 9 June 2020 proposing the establishment of the PhD program in Management, thirty-seventh cycle.
- Having regard to the resolutions of the Academic Senate and the Executive Committee respectively of 29 September and 6 October 2020 approving the doctoral programs of the thirty-eight cycle.
- Having regard to the positive evaluation from the National Agency for the Evaluation of Universities and Research Institutes (ANVUR) on fulfillment of the requirements for the ministerial accreditation of Luiss doctoral courses, thirty-seventh cycle, expressed on 04/06/2021.
- Having regard to the Regione Lazio’s Executive Resolution No. G06899 of 07/06/2021 concerning: Approval of the Public Tender “Action for enhancement of research and innovation in Lazio – incentives for innovative doctoral programs for enterprises and the PA” – Regional Decree No. 13/2008”.

- Having regard to Ministry of Universities and Research (MUR) Decree No. 226 of 14 December 2021 adopting regulations on the accreditation of doctoral program locations and programs and the criteria for establishing doctoral programs by accredited bodies.
- Having regard to the Research Doctorate Regulations of Luiss Guido Carli, approved by the Executive Committee of 9 March, on the proposal of the Academic Senate's session of 22 February 2022.
- Having regard to the Executive Resolution No. G04110 of 05/04/2022 – Approval of the list of first category research projects admitted to the funding and eligible but not funded, of the list of rejected applications and the provisional list of expressed interest, of the second category doctoral programs from Universities referred to in the Public Call “Action for enhancement of research and innovation in Lazio – incentives for innovative doctoral programs for enterprises and the PA” – Regional Decree No. 13/2008”. Ref. Executive Resolution no. G06899 of 08/06/2021 and subsequent amendments and additions – Code SIGEM 21027”.
- Having regard to the agreement, concluded with Leonardo S.p.A. on 20 May 2022, within the doctoral program in Management XXXVII cycle.

## **DECREES AS FOLLOWS**

### **ART.1 – ESTABLISHMENT**

At Luiss Guido Carli, for 2021/2022 academic year – XXXVII cycle – n. 1 additional place with scholarship is established within the framework of the Doctoral Program in Management, set out in the specific sheet annexed hereto, which is an integral part hereof, and likewise the specific competitions for admission thereto.

The specific sheet for the program (see Annex A and Technical Sheet A) sets out the educational goals, research project that the selected candidate should develop, the method, and criteria for selecting candidates for the purposes of establishing a ranking order for admission.

Any additions or changes to what is set out herein and in the Annex provided will be published on the University's website <http://www.luiss.it>.

### **ART. 2 – ELIGIBILITY**

Applications to participate in the competition for admission to the doctoral program referred to in article 1 may be submitted graduate candidates, that obtained the qualification not earlier than five years back from 8 June 2021, are first time job seekers or unemployed, residing or domiciled in Regione Lazio at the time of the doctoral program's start, holding all the mandatory skills and

requirements to enroll in a doctoral studies, in line with the criteria established by the University for scholarship eligibility purposes. The candidates should hold a master's degree, a specialized degree or an Italian master's degree under the former university system or an analogous academic qualification awarded abroad that is officially recognized in advance by the academic authorities if not already deemed to be officially equivalent. In order to obtain such recognition, a candidate who holds an academic qualification awarded abroad which is not already deemed to be officially equivalent must accompany his or her application with whatever documents are necessary to enable the Admissions Commission – consistent with the rules in force in Italy and the country where the qualification was granted and the international treaties or agreements governing the recognition of qualifications for further education purposes – to assess the qualification solely for doctoral program eligibility purposes. The qualifications must therefore be accompanied by all the documentation specified in article 3 that is necessary for their assessment. It is further specified that all candidates who submit self-certification under Presidential Decree No. 445 of 28 December 2000 will be admitted to participate in the competition subject to verification of the self-certified statements and that the University may at any time during the process, including after commencement of the doctoral program, check the veracity of the statements submitted.

In the event of a false statement, the University may order – by a reasoned decision of the Rector – that the candidate be removed from the competition or the doctoral program without prejudice to ensuing criminal implications for the candidate.

### **ART. 3 – ADMISSION APPLICATIONS**

All applications for admission must be submitted exclusively online by the deadline set out in this call for application and cited in the relevant specific Sheet A hereto.

Candidates are responsible for all information that is inserted into their online form and the validity of the certification/self-certification submitted. In that regard, candidates are obliged to consult the University's Code of Ethics, with particular regard for points C.1.1. and C.1.2. The Code can be found at the link [https://www.luiss.it/sites/www.luiss.it/files/Codice-Etico %20CdA-21-10-2015\\_0.pdf](https://www.luiss.it/sites/www.luiss.it/files/Codice-Etico_%20CdA-21-10-2015_0.pdf).

The University reserves the right to check the information and validity of the documents submitted. In the event of a discrepancy in what has been declared, it may exclude the candidate at any time, during or after the competition.

The online procedure should be completed by accessing the University's website at the address specified in the relevant specific Sheet.

Once the procedure for submitting the application has been completed, the candidate will receive a print-out thereof as proof of successful completion of the procedure.

The application is to be considered for all statutory purposes a self-certification of the candidate's declared personal details and qualifications.

Each candidate may apply for admission to more than one doctoral program.

Candidates are expected to submit a proof of possession of a master's degree, a specialized degree or Italian master's degree under the former university system or an analogous academic qualification awarded abroad, along with all the documents required in the relevant specific annexes hereto. It is hereby specified that the candidates must present certificates or self-declarations of the degree held, setting out the exams undertaken, the associated grade awarded, and credits earned, the grade point average and the degree grade (for each degree, if more than one degree held).

Luiss reserves the right to check all documentation submitted by candidates. Should the qualification exhibited not fulfill the requirements set forth in this call for applications and not permit enrolment in the doctoral program, candidates who have made false statements shall be excluded from the program with an obligation to refund any improperly received scholarship installments, without prejudice to any criminal implications that may arise.

The deadline for applications is **16:00 CEST (UTC+2) on 29 August 2022**.

#### **ART. 4 – ADMISSION EXAM**

Admission is based on what is indicated in the Sheet A hereto.

Candidates will be summoned to the written or/and oral exams, by e-mail sent to the e-mail address specified in the application form for the competition filled out online. Notice of the exam will also be given (at least 7 days prior to the date that the exam is scheduled for) on Luiss Guido Carli's website at <http://www.luiss.it>.

In order to take the exam, candidates will be identified through a valid ID document.

#### **ART. 5 – COMPARATIVE EVALUATION, THE ADMISSIONS COMMISSION AND ITS DUTIES**

Comparative evaluation for admission to the program is based on what is set out in the Sheet A hereto.

The Admissions Commission that comparatively evaluates the candidates for the doctoral program is appointed by decree of the Rector of Luiss Guido Carli, subject to consultation with the Academic Board (Collegio dei Docenti) and consists of at least three members. Such members will either be professors or acknowledged experts in the subject and may be citizens of another country. In any event, the number of professors must exceed the number of experts on the Admissions Commission.

Once the competition exam has been completed, the Admissions Commission ranks the candidates based on the sum of the points awarded to each one.

In the event of a tie between candidates as regards their overall score, the following select criteria shall be used to establish the ranking order for admission and scholarship purposes:

- a) in the event of a tie, the points awarded to Phase One of the selective process (please consult the Sheet A to the present Call for Applications)
- b) in the event of a further tie, the points awarded in connection with the oral exam (please consult the Sheet A to the present Call for Applications)

Notice of admission to the doctoral program will be given by e-mail (to the address stated in the application form) no later than the date specified in the relevant Sheet A hereto, by which date the ranking order and list of those admitted will also be published on the Luiss website at <http://www.luiss.it>.

#### **ART. 6 – ADMISSION TO THE PROGRAMS**

Candidates will be admitted to the doctoral programs in ranking order until all places on offer are filled.

Should one of the successful candidates decline the place or not accept it in time, pursuant to art. n° 7 of this Call, that place will be awarded to the highest-ranking eligible candidate from among those not originally admitted.

#### **ART. 7 – ENROLMENT APPLICATION**

**By the peremptory deadline of 7 days**, counting from the day after publication of the ranking on the University's website (<http://www.luiss.it>) and the concurrent notice of admission sent to the candidate by email, admitted candidates must communicate by e-mail ([dottorati@luiss.it](mailto:dottorati@luiss.it)) their intention to enroll in the doctoral program, failing which they will be excluded.

Moreover, by the deadline that will be communicated in the notice of admission, admitted candidates must also submit or send by post (the postmark will serve as proof) an application for enrolment in the doctoral program (using the form for such purposes that will be e-mailed to them) and associated attachments, to the PhD & Education Funding Office, Luiss Guido Carli, Viale Romania 32, 00197 Rome, failing which they will be excluded.

Should any successful candidates expressly or impliedly forgo admission, their place shall be awarded to the highest-ranking eligible candidates.

With reference to what is stated in this article, during enrolment in the Doctoral Program timely notice must be given of any change in what was declared at the time of submission of the enrolment application.

## **ART. 8 – NUMBER OF PLACES ON OFFER AND SCHOLARSHIPS**

The place on offer for the doctoral program in Management is indicated in the corresponding Sheet A hereto, relates to the development of a research project titled: “Technology transfer and enhancement of intellectual property. The role of large enterprises. Analysis of the case of Leonardo Spa and Leonardo Labs.” (see Technical Sheet A hereto).

Details of any other scholarships, including as a result of cancellation of the scholarship of candidates admitted to the programs, will be communicated in a timely manner.

Scholarship shall be initially awarded for one year and will be yearly renewed on condition that the candidate has completed the schedule of activities envisaged for the previous year as checked in accordance with the procedures laid down for each Doctoral Program.

The annual amount of the scholarship, to be disbursed in monthly installments, is determined in accordance with Ministerial Decree of 18 June 2008 and subsequent amendments. Starting from the 1<sup>st</sup> of July 2022 the amount of each scholarship is set by Ministerial Decree n. 247 of 23 February 2022 and is worth € 16,243 subject to payment by recipients of their own share of the relevant social security contributions due. The amount of the scholarship shall be increased by a maximum of 50% for a total period not exceeding 6 months (as specified in the Technical Sheet A hereto) if the doctoral student is authorized by the Academic Board and the involved enterprise to conduct abroad activities integral to the research project that the doctoral student is required to develop.

Commencing from the second year, the doctoral student shall be guaranteed, in addition to the scholarship and within the context of the University's existing financial resources, a budget for research in Italy and abroad that is adequate for the type of program and that in any event is not less than 10% of the amount of the scholarship.

The winner of the scholarship must join the ‘INPS Gestione Separata’ State-run pension fund and send an e-mail to Luiss ([dottorati@luiss.it](mailto:dottorati@luiss.it)) providing evidence of their registration in that regard. Scholarships are subject to social security contributions payable to the said pension fund in accordance with applicable law, two thirds of which is borne by the University and one third by the scholarship holder.

Doctoral students enjoy the associated benefits and rights.

## **ART. 9 – RIGHTS AND OBLIGATIONS OF DOCTORAL STUDENTS**

Admission to a Doctoral Program entails an exclusive and full-time commitment in line with what is specified in the syllabus for the Doctoral Program concerned, without prejudice to the dispositions referred to in the paragraph 4 and art. 8 paragraph 2, letter b) of the Research Doctorate regulations of Luiss Guido Carli.

Enrolled students must attend doctoral courses and activities and continuously undertake study and research within the context of the facilities intended for such purposes and in the manner established by the Academic Board.

The Academic Board may authorize a doctoral student to conduct remunerated activities which enable the achievement of competencies within the educational field of the doctoral program, upon evaluation of the compatibility of the said activity with the productive progress of the educational and research activities under the doctoral program. The annual maximal limit perceivable by the doctoral candidate compliant to the scholarship, cannot surpass the ministerial minimal amount of the scholarship thereto.

Enrolled students must attend doctoral courses and training activities within the doctoral program and undertake all the activities referred to in the Research Project, for development of which the Regione Lazio and the enterprise have predisposed funding, as illustrated in the Sheet A hereto, and continuously undertake study and research within the context of the facilities intended for such purposes and in the manner established by the Sheet A hereto.

The doctoral students may undertake, as an integral part of their educational program, tutoring activities of those studying for the bachelor's and master's degrees, even remunerated, and also additional teaching activities up to forty hours per academic year, subject to the approval by the Academic Board, without such entailing an increase of their scholarship. For these activities the doctoral students receive cheques referred to in the art. 1, paragraph 1, letter b), of the decree law of 9 May 2003, n. 105, converted, with subsequent amendments, by the law n. 107 of 11 July 2003. At the end of every year of study each student enrolled in the doctoral program must submit a detailed report to the Academic Board on the work and research done. The Academic Board will keep the report and, subject to a positive evaluation of the efforts and work of the doctoral student, will propose to the Rector that the student be allowed to continue his or her studies. In the event of a negative evaluation, the recommendation will be that the studies of the doctoral student should cease.

Doctoral students may be suspended or expelled from the program further to a unanimous decision of the Academic Board stating the reasons for such a decision.

The measures under Legislative Decree No. 68 of 29 March 2012 are extended to doctoral students in the manner provided for therein.

Without prejudice to the norms and protection of parenthood rights referred to in the decree of Ministry of Labor and Social Welfare Decree of 12 July 2007 published in Official Gazette No. 247 of 23 October 2007, the doctoral students in family leave maintain the right to the scholarship. After the suspension period, the scholarship will be paid upon the course attendance is resumed up to the completion of the overall duration of the scholarship period.



## **ART. 10 – AWARDING OF THE DOCTORATE**

The qualification of research doctor abbreviated as “Dott. Ric.” thus “Ph.D” is attained at the end of the doctoral program and is awarded following positive assessment of a research thesis that contributes to the advancement of knowledge or methodology in the chosen field of inquiry after defense of a doctoral thesis. The research doctorate is conferred by the Rector in accordance with the Research Doctorate Regulations of Luiss Guido Carli and applicable law.

The examinations commission for the final exam will be established and appointed by decree of the Rector in accordance with the Research Doctorate Regulations of Luiss Guido Carli and applicable law.

The doctoral student must deliver the final version of the PhD thesis along with a detailed report of the activities performed during the Doctoral Program, as indicated in art. 8 of D.M. 226 of 14 December 2021.

The PhD certificate will be issued solely if, within 30 days after defense of the thesis, the doctoral student (with the assistance of the relevant staff) files a copy of the final version of the thesis in the University's open access institutional repository, which stores the work and affords public access thereto. Upon Academic Board's authorization, certain parts of the thesis may be made unavailable with regards to data privacy protection, in accordance with the relative legislation in force. The obligation to file the thesis at the central National Libraries of Rome and Florence remains unaffected.

## **ART. 11 – PRIVACY NOTICE**

Luiss treats the personal data of candidates in full conformance of Reg. UE/2016/679 and D.Lgs. n. 196/2003, as modified by D.Lgs. n. 101/18 and subsequent integrations.

Luiss, as Controller, collects and processes the identifying data (name, surname, place and date of birth, personal tax number and citizenship), contact data (residential address, e-mail address and telephone number), data relating to academic record, data relating to knowledge of foreign languages, data relating to any certifications held by the data subject, in order to manage the application for participation in the doctoral competition and related obligations (the legal basis for processing lies the fulfillment of the pre-contractual obligations between the parties).

Processing takes place in the European Economic Area, on paper and electronically, using the security measures required by law.

Data are processed by Luiss' administrative and teaching staff and by any third party who assists Luiss in management of the application.

Any data subjects wishing to exercise their statutory rights as per articles 15-22 of Reg. UE/2016/679 may do so by writing an email to the Controller, Luiss Guido Carli at Viale Pola 12, 00198 Rome, Italy, [privacy@luiss.it](mailto:privacy@luiss.it) setting out their request.



The contact details of the Data Protection Officer (DPO) are available at [www.luiss.it/contatti](http://www.luiss.it/contatti).

## **ART. 12 – FINAL PROVISIONS**

For all matters not specifically addressed herein, reference is to be made to the Research Doctorate Regulations of Luiss Guido Carli and the applicable law governing Doctoral Programs. Submission of the online application to participate in the selection process referred to in article 3 above implies the candidate's acceptance of the provisions hereof and the Research Doctorate Regulations in force.

The person in charge of the procedure is Dr Federica Capone.

This announcement will be published on the University's website ([www.luiss.it](http://www.luiss.it)) and the website of the Ministry of Education, Universities and Research ([www.bandi.miur.it](http://www.bandi.miur.it)), which will also arrange for publication on the European Euraxess website and in the Official Gazette of the Italian Republic – 4<sup>th</sup> special series.

(Prof. Andrea PRENCIPE)

Annex A to Rectoral Decree No. 101 of 15 of June 2022

**Doctoral Program in  
MANAGEMENT**

**XXXVII Cycle – 2021/2022 Academic Year**

**Administrative Headquarters:** Department of Business and Management, Luiss Guido Carli University, Viale Romania 32, Rome

**Statutory Duration of the Program:** 4 years

**a) Educational Goals and Research Themes:**

The Doctoral Program in Management is an international program for talented students who wish to pursue academic or professional careers with consultancy firms, financial institutions, economic policy and/or regulatory authorities. The Department of Business and Management excels in numerous clusters of research but is specifically interested in research projects related to the following prevalent areas of research:

- Marketing
- Corporate finance
- Organization
- Strategy
- Innovation & Industrial Dynamics
- Accounting

The program, specifically designed to meet the demand for highly qualified professionals, seeks to ensure that the doctoral students will reach an appreciable level of academic and research autonomy allied to a strong capacity for criticism and analysis. Doctoral students should thus be able to investigate and examine in depth, in an interdisciplinary manner, the theoretical and empirical research themes covered by the program.

**b) Places on offer:**

- **Places with University scholarship: n. 1 funded by da Regione Lazio e Leonardo Spa**

The characteristics of the place in offer and the timeline of the activities are described in the **Technical Sheet A**, hereto.

Acceptance of the place implies acceptance of the conditions, activities and rules described in the **Call for Applications, the Annex A** and the **Technical Sheet A**.

**c) Selection Process:**

The selection process for admission to the Doctoral Program consists of two phases:

### 1. First Phase: Evaluation of CV, qualifications and publications

This phase will take into account all qualifications, publications (**if any**) and further relevant elements indicated in a candidate's CV.

**Publications** will be evaluated taking into account the academic value of the writings, their relevance to the topics under study in the Doctoral Program and the standing of the journals and publishing houses through which the candidates have published.

**Please note that it is possible to apply for the Doctoral Program even in the absence of publications.**

Candidates who score at least 24 points in the first phase will be admitted to the second phase, i.e. the evaluation of the Research Proposal. Reference should be made to section **d)** of this sheet for more details on the evaluation criteria.

### 2. Second Phase: Oral Exam in English

The Oral Exam will focus on the Research Proposal – see Technical Sheet A - and will concern topics and subjects pertinent thereto and to the areas under study in the Doctoral Program.

The Oral Exam will be conducted in English in view of the fact that the Doctoral Program will be taught entirely in that language.

**The Oral Exam will be held online on the Webex platform. Candidates must possess a computer with a webcam and microphone and internet access and follow the instructions relating to the use of the Webex application which they will receive by email at the address that has been submitted during the candidacy phase.**

The Oral Exam will be deemed to have been passed by candidates who obtain at least 36 points.

### d) Admissions Commission Scoring

Competition Phase	Subject matter of evaluation	Maximum Score	Minimum score to pass to next phase
Phase 1	CV, qualifications and publications	40	24
Phase 2	Oral Exam	60	36
Total		100	60

The minimum score for eligibility (60 points) is to be understood as the sum of the points assigned from the three phases, with the candidate having attained at least the minimum score in all of the selection phases.

**e) Method of Submission of Candidature:**

The online application procedure is to be completed through accessing the University's website at:

<https://phd.luiss.it/management/calls/open-calls/>

To submit an application to participate in the competition candidates must:

- go to the webpage: <https://phd.luiss.it/management/calls/open-calls/>
- fill out the competition application in full, attaching the required documents, specifically:

**MANDATORY DOCUMENTATION:**

- I) **Proof of possession of a master's degree**
- II) **Curriculum vitae, indicating all the qualifications held**
- III) **National ID card/passport**
- IV) **List of publications together with the full text of the publications or a self-declaration stating that no publications exist**
- V) **Application Form F (unemployment/first-time job seeker certification; date of graduation; residence/domicile; home university).**

**Details of the mandatory documentation**

**I) Proof of possession of a master's degree**

The required documentation to prove attainment of a master's degree varies according to where the degree was awarded, thus it should be noted that:

**Candidates with a qualification awarded in ITALY must submit:**

- certification/self-certification of the degree held, setting out the exams taken and marks obtained for each exam, credits earned and the degree grade (for each degree if more than one degree is held);

**Candidates with a qualification awarded in an EU country must submit the following:**

1. certification/self-certification of the degree held, setting out the exams taken and marks obtained for each exam, credits earned and the degree grade (for each degree if more than one degree is held);
2. degree parchment in its original language;

3. diploma supplement and academic transcript of records in their original language;
4. translation into Italian or English of the two documents indicated in the preceding points 1 and 2: the translations are not required if the documents in question are issued by the institution directly in English.

**Candidates with a qualification awarded in a non-EU country must submit the following:**

- A. degree parchment in its original language;
- B. academic transcript of records in its original language;
- C. translation into Italian or English of the two documents indicated in the preceding points A and B: the translations are not required if the documents in question are issued by the institution directly in English.

For qualifications awarded in a non-EU country the admitted candidates must submit a statement of comparability of the foreign qualification issued by the Information Centre on Academic Mobility and Equivalence (CIMEA) as an alternative to submission of the documents indicated in points A and B above. In that regard candidates should click on the following link:

<http://www.cimea.it/en/index.aspx>.

**II) Curriculum vitae**

indicating all the qualifications held; (for example, master's degree, advanced courses, other PhDs, etc.), research undertaken, study and work periods either abroad or of international relevance, and certified knowledge of additional foreign languages other than English, if any;

**III) National ID card/passport;**

**IV) List of publications** in areas pertinent to the Doctoral Program, together with the full text of the publications included in said list, to be uploaded in pdf format onto relevant sections of the online platform. In the absence of publications, a self-declaration should be uploaded attesting to the same.

**N.B. It is nonetheless possible to apply for the Doctoral Program even in the absence of publications, by attaching a self-declaration stating that no publications exist.**

**V) Application Form F (unemployment/first-time job seeker certification; date of graduation; residence/domicile; home university):** completed, dated and signed.

### **OPTIONAL DOCUMENTATION:**

- I) **Any other qualifications:** for example, certification of knowledge of foreign languages other than English or certification of other qualifications held, indicating the marks obtained in the individual exams if such marks were awarded (for example, a master's degree in a subject pertinent to the doctoral program, European Doctorate, relevant experience at institutions and public bodies);
- II) **GMAT;**
- III) **Statement of purpose, if any;**
- IV) **Reference letter, if any:**

The reference letter should not be uploaded to the platform: the candidate should insert into the platform the names and email addresses of the referees, who will receive a communication at the indicated email address containing a link through which they can personally write and send the letter to the PhD & Education Funding.

**The deadline for submission of reference letters is set for 2 September 2022.**

**It is recommended that files be uploaded in pdf format.**

**f) Deadlines:**

- **Deadline for submission of applications: 29 August 2022 at 16:00 (CEST) UTC +2**
- **Deadline for publication of the ranking for admission purposes: 30 September 2022** unless extended by a communication to that purpose on the Luiss website. The ranking order and list of those admitted will be published on the Doctoral Program website at the following link: <https://phd.luiss.it/management/calls/admission-and-ranking-list/> and communicated by e-mail to the successful candidates in accordance with article 5 of the call for applications.;
- **Deadline for acceptance of admission by the successful candidates:** within 7 days, to commence from the day after publication of the ranking order and list of those admitted on the University's website (<http://www.luiss.it>) and the associated concurrent notice of admission.
- **Commencement of the Program:** October 2022

PLEASE NOTE: The Technical Sheet A can be found on pages 6, 7, 8, 9 and 10 of this document.  
The Form F for self-certification can be found on pages 11, 12 and 13 of this document.

## TECHNICAL SHEET A

**Project Title:**

“Technology transfer and enhancement of intellectual property. The role of large enterprises. Analysis of the case of Leonardo Spa and Leonardo Labs.”

**Partner Company: Leonardo Spa****Project description:**

The objective of the research project is to devise a governance and organizational model for the management of technology transfer in the Leonardo Spa group, with particular reference to the structuring and running of the corporate research labs, recently introduced with the aim of encouraging and fostering the spillover of the research results of the Group, a leader in the sector, into the national industrial fabric. Complementing this objective is also the analysis of methods to enhance the knowledge produced (knowledge management), in general and in particular in the form of legally enforceable intellectual property rights (e.g. patents).

The study falls within the sphere of technology transfer studies. This expression refers to “the process (flow) of transfer/movement of ‘technology’, from one or more parties (holder) to one or more different parties (receiver), which may also involve any interface parties charged with facilitating the process and making it more efficient” (Passarelli, 2017). In other words, technology transfer can be defined as the bringing into use of a technological innovation by transferring it between different parties (Gibson and Rogers, 1994; Rogers et al., 2001).

In recognizing the importance of technology transfer, the literature refers primarily to university-business collaborations (Porcel et al., 2012; Fitzgerald and Cunningham, 2016; Rampersad et al., 2012; Huyghe et al., 2016; Xu et al., 2010; Baglieri et al., 2018; Macho-Stadler et al., 2017). In this area, great attention has been paid to the role and importance of so-called Technology Transfer Offices (TTOs) within academic institutions as a means of generating a positive impact on society through research (Baglieri et al., 2018). In this sense, TTOs can be defined as “the corporate structure that can guarantee a constant flow of new inventions, preparing the ground for the management of all activities aimed at protecting and enhancing the outcome of research” (Conti et al., 2011, p. 42).

In the best case scenarios, TTOs are a meeting point and a forum for collaboration between enterprises and universities, improving the relationship between industry and research (Macho-Stadler et al., 2017). On this last point, it is arguable that since the relationship between science and industry is fundamental to the success of innovation and thus to lasting and sustainable economic growth, university-business relations have over time become a topic of considerable interest to both policymakers at international level and to academic research. Less debated, on the other hand, is the role that can be played by enterprises, particularly those that exhibit a high degree of innovation like Leonardo Spa, configuring themselves as protagonists of technology transfer processes capable of transferring innovations that have not only economic value but also social



value, generating a positive impact at the collective level including through the creation of ancillary activities, i.e. new businesses and new jobs.

In this regard, the perspective with which we look at technology transfer needs to be broadened, going beyond the boundaries of mere collaboration between business and universities and beginning to consider all the tools available for knowledge transfer such as spin-offs, licensing, academic publications, person-to-person meetings based on the exchange of technical information and collaborative R&D agreements between organizations of various types (Rogers et al., 2001). From this expanded perspective, the strategic role that could be played by enterprises in the technology transfer process, harbingers of positive impacts at the collective and territorial levels, becomes evident.

In this new role as protagonists, enterprises must manage new challenges associated with knowledge transfer, in the form of know-how and intellectual property (e.g. patents). In this new context, it is thus clear that IP assumes a primary role for technology transfer and that its enhancement turns out to be crucial for the effective implementation of various transfer processes. Consequently, an active approach to IP management can generate several benefits for businesses that adopt it. At the heart of this shift in perspective is the reconsideration of the IP system as a 'legal framework' within which transactions can take place, thus fostering the spread of the practice of technology transfer.

Indeed, IP protection allows enterprises to commercialize their solutions and safely enter research and development cooperation agreements, limiting the risk of opportunistic behavior on the part of partners. Furthermore, IP rights allow for the description/delimitation in legal terms of the contribution that each partner makes to the collaboration (also referred to as background knowledge, Bogers et al, 2012) and the allocation of future results (also referred to as foreground knowledge, Bogers et al. 2012), thus facilitating knowledge sharing, which is a catalyst for open and collaborative innovation processes.

In light of the findings, further studies are needed to analyze in detail the whole issue of technology transfer and the importance of large enterprises in order to generate considerable collective impact and positive spillovers locally, in this context recognizing the crucial role of IP and emphasizing possible mechanisms for its enhancement as a tool to facilitate technology transfer. In this regard, therefore, the study carried out as part of the PhD will contribute significantly to filling this research gap, affording the PhD student the opportunity to produce knowledge through direct interaction with the Leonardo Spa group, a leader in terms of innovation at national and international level.

**Description of the connection between the PhD objectives and the needs of the enterprise involved**

The research project, agreed between Luiss and Leonardo Spa, aims to investigate technology transfer, focusing on IP as a facilitator thereof and emphasizing the role played by Leonardo Spa in promoting this type of exchange of knowledge, innovation

and technologies with clear implications on the Group's innovation and production ecosystem and the relevant geographic area.

In particular, Leonardo Spa is an exceptional setting for investigation purposes for this type of study since it is a leader in Italian innovation and has recently embraced the principles of open innovation as a means of voluntarily superseding the closed innovation paradigm traditionally associated with the defense industry. Indeed, in this regard, one of Leonardo Spa's objectives is to enhance the fruit of its investments in R&D, with particular reference to patents. Express reference is made to its participation in the Open Covid Pledge initiative (<https://opencovidpledge.org/partners/>), which constitutes one of the new practices of proactive IP management, which the Group has recently joined as a project partner together with other internationally renowned entities.

In addition, within the framework of its Masterplan 2030, the Group has recently introduced Leonardo Spa Labs, veritable technology incubators, established to support the Group's long-term growth through the combination of young researchers, PhD students, experts and internal researchers from the different divisions of Leonardo Spa. These labs aim to nurture Leonardo Spa's excellence in innovation issues but also to anticipate future trends and new market opportunities. The labs are located throughout Italy and internationally, close to the Group's main industrial sites with the ambition of facilitating technology transfer and maximizing positive impacts and benefits on the relevant geographic areas, including through interaction and collaboration with local institutions.

"The Labs will be a catalyst for local entities, allowing Leonardo to centralize the development of enabling technologies to fully exploit on the innovation front" (<https://www.Leonardocompany.com/it/innovation-technology/Leonardo-labs>). The research areas of these labs have been conceived to fit in with the Innovation Masterplan 2030, one of the pillars of Leonardo Spa's strategic business plan, and can be broken down into: Artificial Intelligence, Big Data, HPC/Cloud, Unmanned and Robotics, Quantum Technologies, Electrification, Materials Technologies, and Digital Twin and Advanced Simulation.

To reinforce the consistency between the objectives of the PhD, the research project and the needs of Leonardo Spa, it is worth noting that most relevant aspects of the Innovation Masterplan 2030 adopted by Leonardo Spa include a clear willingness to revise, strengthen and update business strategies in the area of intellectual property management, with the aim of:

- ◆ improving the patent mentality of Leonardo Spa;
- ◆ increasing the value of the company's IP portfolio as well as their use;
- ◆ launching a technology transfer strategy.

Ultimately, given the needs of the Group and the objectives of the PhD in terms of promoting technology transfer and enhancing the value of the knowledge produced, Leonardo Spa is the ideal partner for this research project, constituting in particular fertile ground for analysis where the selected PhD student will be able to gather primary

and secondary data and contribute significantly to the enterprise's technology transfer strategy and to the establishment of a model for enhancing the value of IP in the governance of the widespread network of the Group's corporate research labs.

**Description of planned actions and how they will be implemented**

To achieve the objectives of promoting technology transfer and enhancing IP, the research project will consist of the following overall activities:

- ◆ defense industry analysis and benchmarking of innovation and technology transfer practices;
- ◆ analysis and evaluation of the processes and methods of enhancing IP, with particular reference to the economic methods currently used in the Group;
- ◆ analysis of the organizational processes established among the various functions and with internal and external stakeholders at Leonardo Spa aimed at technology transfer initiatives and intellectual property enhancement;
- ◆ review of the literature on the topic of technology transfer, with a particular focus on the role of (large) enterprises as the main actors in transfer (e.g. through corporate research labs);
- ◆ qualitative-quantitative analysis of the technology transfer process involving Leonardo Spa's patent portfolio, which is being commercialized, and the operations of the corporate research labs;
- ◆ devising of a model of governance of innovation in corporate research labs that can be applied also to TTOs within large enterprises, with particular reference to the structure, organization and management of the individuals involved (innovation behavior and reward system) and to knowledge management practices and the enhancement of IP from an Open Innovation perspective;
- ◆ proposing of methods, processes and operational tools for improving the processes already implemented in Leonardo Spa.

In order to carry out these activities, the PhD student will acquire the necessary knowledge and skills by participating in courses offered by the PhD in Management program (methodology and principles of management) and by carrying out field research, directly at Leonardo Spa locations. The proposed methodologies for achieving the research outputs consist of adopting a mixed method approach. Specifically, it is planned to undertake descriptive analysis and qualitative research followed up by the quantitative section.

**The applied research activity abroad (maximum 6 months)** will take place during the third year at Leonardo Spa's premises in the UK (Yeovil/Edinburgh), with the support of a tutor from the foreign entity.

**Description of expected results**

This research project primarily sets out to study the issue of technology transfer in its characteristics and complexity, especially outside the traditional industry-university partnership, analyzing the primary role that enterprises can play in such processes.

Accordingly, first and foremost, in this regard a systematic review of the literature on the topic will be carried out.

In addition, the study seeks to map the various Leonardo corporate research labs, in order to devise the correct governance mechanisms for this type of technology transfer tool also with reference to knowledge management processes and, in particular, IP management. It is also crucial to design effective incentive and reward mechanisms for those involved in those facilities in order to ensure that they operate efficiently. Another vital element is to establish performance evaluation mechanisms at lab level to map and track the various activities undertaken and their progress. In this regard, therefore, the creation of ad hoc KPIs and performance indicators to monitor the various labs in the pursuit of their functions is recommended.

The research will then investigate how to structure the various labs at the level of networking among themselves and with the company itself (including in terms of relationship management). Finally, consistent with Leonardo Spa's goal of structuring an effective technology transfer strategy and bearing in mind the central role of IP as an exchange tool, the research will analyze the Group's featured patents. In particular, it will be necessary to analyze the characteristics of these patents in order to understand the enabling factors of the commercialization process and thus of a proactive IP management approach, while also analyzing the steps and characteristics of the process itself.

In light of what has been described, the in-depth study of this type of structure (Leonardo Labs) and the establishment of effective governance on several fronts (internal organization, network structuring, knowledge management and IP management processes, incentive and reward systems, performance evaluation systems, study of patents, etc.) will enable the PhD student to develop best practices on corporate labs as a tool for technology transfer, successfully contributing to the generation of positive impacts at the local and collective level.

In summary, therefore, the study involves the production of the following outputs:

- analysis of the defense industry in Italy, benchmarking innovative international practices;
- thorough review of the literature on the topic of technology transfer;
- descriptive analysis of the Group's featured patents and identification of key factors for their proactive management (commercialization process);
- multiple case studies on Leonardo Spa Labs for the development of best practice on the model of governance, knowledge management and IP enhancement in corporate research labs-type technology transfer systems;
- potential quantitative study (survey) on key variables concerning some processes (to be selected) related to the governance of corporate research labs.

**PhD MANAGEMENT - FORM F**

**PERSONAL SWORN DECLARATION (ART. 46, D.P.R. N. 445/00):**

- a) OF UNEMPLOYMENT/FIRST-TIME JOB SEEKING**
- b) OF GRADUATION DATE**
- c) OF RESIDENCE/DOMICILE AND HOME UNIVERSITY**

I, the undersigned, \_\_\_\_\_ born on the \_\_\_\_\_

in \_\_\_\_\_ (\_\_\_\_\_) and resident in \_\_\_\_\_

\_\_\_\_\_ Address \_\_\_\_\_

CF \_\_\_\_\_

Fully aware of the penal sanctions in the case of false declarations and the consequent forfeiture of the benefits obtained (pursuant to articles 75 and 76 of Presidential Decree 445/2000) for which I take complete personal responsibility

**DECLARE, UPON PRESENTATION OF THIS CANDIDACY:**

- a)** To be, at the time of submitting the application:

☐ A first-time job seeker<sup>1</sup>

**Oppure**

☐ Unemployed<sup>2</sup> from \_\_\_\_\_

<sup>1</sup> First-time job seeker: a person who has never held a job, neither as an employee, nor in autonomy. This category is applied, in accordance with the L.D. n. 297/2002 to those who, without being previously involved in work activities, are in search of an employment for longer than 12 months or longer than 6 months, if young. The First-time job seeker declares himself/herself available to employment and searching for it, along with registering at the Center for Employment.

<sup>2</sup> Unemployed: art. 1 of L.D. n. 297/2002 "conditions of a subject without a job and immediately ready to engage in a job and in the job-seeking in accordance with the procedures defined by the relevant Services". An unemployed is he/she who: a) has lost a job or ceased an autonomous work activity; b) has an income inferior to 8.000 € gross per year, in case of employment (ex: term/project contracts, fixed-term contracts or permanent contracts, part-time or full-time, etc.); c) has an income inferior to 4.800 € gross per year, in case of autonomous work; d) has worked for 8 months only (4 if the age is 25 and below or holds a University Diploma and the age is 29 or below).

with respect to the L.D. 181/2000<sup>3</sup> as amended by L.D. 297/2002<sup>4</sup>.

b) To have:

- ☐ graduated not more than 5 years prior to the public Call “Action for enhancement of research and innovation in Lazio – incentives for innovative doctoral programs for enterprises and the PA”, namely 08/06/2021, having obtained a valid title for accessing a doctoral program,  
on: \_\_\_\_\_  
at the (**indicate University**) \_\_\_\_\_  
located in \_\_\_\_\_  
Country \_\_\_\_\_

c) to be:

- ☐ To be a resident in Regione Lazio  
(specifically, at the following address: \_\_\_\_\_)

**OR**

- ☐ to be domiciled in Regione Lazio  
(specifically, at the following address: \_\_\_\_\_)

**OR**

- ☐ To be a resident in \_\_\_\_\_  
(specifically, at the following address: \_\_\_\_\_)

- ☐ To be a domiciled in \_\_\_\_\_  
(specifically, at the following address: \_\_\_\_\_)

<sup>3</sup> L.D. 181, Art. 2, paragraph 1: the condition referred to in article 1, paragraph 2, letter f) must be validated with a turn up of the interested person at the dedicated services of the territory of his/her domicile, presenting a statement, in accordance with the law n. 15 of 4<sup>th</sup> of January 1986 and subsequent amendments, that confirm the previous employment, as well as the immediate availability to engage in work-related activities.

<sup>4</sup> Art. 3 of L.D. n. 297/2002: the person concerned must formalize with a dedicated written statement the unemployment or first-time job seeker status. Such statement needs to be presented by the interested worker at the Center for Employment on the area of his/her domicile.

- d) to acknowledge that the Call for Applications requires, in case of admission and **at the time of commencement of the program, that the selected candidate is a resident or is domiciled in the Regione Lazio.**

The undersigned also declares, pursuant to art. 13 of Legislative Decree no. 196 of 30 June 2003, that I have been informed that the personal data contained in this declaration will be processed, also with IT tools, exclusively in the context of the procedure for which this declaration is made.

Link: <https://www.luiss.it/privacy-policy/informativa-luiss-application>

Finally, the undersigned declares to have read the information referred to in Articles 13 and 14 of Regulation (EU) 2016/679 d.d. April 27, 2016 (GDPR).

Place and Date \_\_\_\_\_ Signature of Declarant \_\_\_\_\_

This declaration does not require signature authentication and effectively replaces the normal certifications required or intended for a Public Administration as well as for managers of public services and private individuals who allow it.