LUISS

HANDBOOK

PHD PROGRAM IN

MANAGEMENT

(Academic Year 2026/2027)

LUISS

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Welcome Note
From the Deputy Rector for Research

Becoming a PhD student is a major move towards a research career, either in the University or in other public or private institutions. Possibly, it is "the" major move towards becoming a researcher. It is the time when you will get a special mindset, namely the one that makes you go in depth during your investigations of the different realms of knowledge, start asking relevant research questions, and assemble your own special toolbox of heuristic instruments.
Here at Luiss we are ready to offer you the best environment to develop and "challenge" your talent and ambition. Everyone involved in the PhD Program – your supervisors, the colleagues involved in teaching, the coordinator, the PhD office and tutor – is here to support you during this process, doing everything they can to make sure you complete a fantastic journey, one that really marks your life. We organise a range of courses, seminars and conferences throughout your time as PhD students and candidates, we provide financial and practical support for you so that you can undertake study periods and research stays abroad, and we are always there to provide guidance when you need it.
You will be a key figure of our academic community, you are encouraged to take part in seminars and conferences, and your contribution to the life of our departments is highly important. Professors, lecturers, post-doc fellows, and all the Luiss people are here to share views and discuss research themes with you.
A PhD path also implies long periods of working on one's own, with the aim of producing an original dissertation. The defence of your thesis will be the culmination of years of work – developing an analytical frame, deciding on the appropriate methodology, gathering data in various ways and ultimately writing a book-length dissertation. That defence will be a serious test as it assesses whether your research has contributed original knowledge to our understanding of the economic, legal, social and political world; even before you will be encouraged to present and discuss part of you work both here and in the international research context.
Rome provides a wonderful environment to spend these starting years of your research career, and we are confident that you will keep good memories of both the academic and the life experience.
Welcome to the PhD Program at Luiss University!

Stefano Manzocchi
Deputy Rector for Research

LUISS

Welcome note from the Coordinator of the PhD Program

It is my great pleasure to welcome you to the PhD Program in Management at Luiss University. You have been selected among a large number of participants. Congratulations and good luck!
The PhD experience is a unique journey: you will spend four years of continuous discovery in which you will learn to investigate relevant topics with the highest level of scientific rigor. It will be an experience in which your main character is yourself: you will commit your best energies in your methodological and content-based education, you will choose a research topic you feel passionate about and shape it during the program with constant progresses, you will choose the supervisors that will guide you throughout the journey and accompany you to get ready for the job market.
On our end, we designed a program architecture able to put you in the best conditions to nurture your passion and make it become science: staff, highly qualified professors, an academic community, made of up your peers, young researchers and more experienced professors, for which research is a just the top priority.
As PhD coordinator you can always rely on my help and support. Even though most of my job is "behind the scene" as I am always engaged in designing and implementing, along with the PhD office, actions and innovations that keep improving the quality of the program, I am here to guide you and talk to you when needed.
The PhD in Management covers three main fields: Marketing, Strategy & Innovation, Organization. You will learn selected topics in these specific areas starting from the second half of your first year, while the first half will be mainly devoted to providing you with the qualitative and quantitative methodologies needed to address your research questions. The period of courses will be very intensive, requiring hard work but it will be very structured and you will be strictly guided.
The most challenging part will come after: it is important that you start identifying and refining your research topic since the beginning and look for the "right" supervisor. At the end of the courses, you might feel alone and you will have to find in yourself your first guide. We do our best to follow you through continuous assessments of project proposals and progress reports but the advancement of your research is a continuous process that is mainly guided by yourself. After all, the PhD trains you to become an independent researcher!
At the end of the journey, you will submit your thesis that will be judged first by external referees and finally by an Evaluation Committee on the basis of its originality, rigor, relevance and capability to advance knowledge. During the journey you will face periods of doubts, discouragement, uncertainty; this is normal, it is part of the process and you will overcome them finding your way.
You have made an important choice that will shape your professional and personal life. Be sure to embark it with enthusiasm and passion and with the consciousness that advancing knowledge requires deep learning, critical thinking, and methodological rigor. I am sure you will enjoy this experience and the Luiss' environment.

Matteo De Angelis
Professor of Marketing and Coordinator of the PhD Program in Management

1. Introduction

The PhD in Management is a full-time, four-year program aimed at developing scholars specialized in specific areas of Management, particularly in the fields of Strategy and Innovation Management, Marketing, and Organizational Behavior. The comprehensive program involves mandatory coursework during the first two years, covering subjects such as epistemology, research methodology, and field-specific topics (corresponding to the areas of Marketing, Strategy/Innovation Management and Organization Theory and Behavior), along with attendance at research seminars, an international study period, and thesis preparation (including formal progress presentations, such as the research proposal presentation in the second year). The third and fourth years are primarily focused on the final thesis writing.

The program provides continuous interaction opportunities with the scientific community, both Italian and international, through seminars conducted by experts invited by the Department of Business and Management on a regular basis (such as Visiting Professors) or on an ad-hoc basis. The combination of courses, seminars, and other educational activities provides doctoral students with the foundations to design and develop a rigorous and ambitious thesis.

The specialization tracks of the PhD program in Management reflect the different areas of the Department of Business Management. During the first 15 months of the program, students will attend series of general epistemological, methodological and "career-related" courses and seminars (***core courses***) and a series of field-specific (***content-based and methodological***) courses.

Within the ***Strategy & Innovation*** specialization, students take both methodological and content-based courses, such as the "Empirical Methods for Strategy Research" course - which complements core Econometrics courses previously taken by students and focuses on discussing the methodologies most commonly used in international scientific research in Management; but also courses like "Strategic Management," "Corporate Governance," and "International Business," which are primarily associated with the "Strategy" sub-field. Additionally, students will take "Innovation Management" and "Industry Dynamics," which are more aligned with the "Innovation" sub-field. In all courses, students are required to read, synthesize, and critically discuss scientific papers, as well as assess their relevance for their own research path.

In the ***Marketing*** specialization, students take courses in both research methodology and content. Methodological courses include "Data Collection and Analysis in Behavioral Research," which introduces students to approaches and techniques necessary for collecting and analyzing primary data used to study consumer behavior, and "Experimental Design for Marketing," which focuses on the proper design of studies that use experimental methods in consumer behavior research. Other methodological courses include "Marketing Modelling," which builds on core Econometrics courses and teaches how econometric models are applied in marketing, and "Text Mining in Marketing," which emphasizes insights derived from text analysis on digital and social media channels. Content courses include "Key Topics in Marketing" and "Consumer Behavior." In all courses, students are required to read and critically discuss key scientific papers and evaluate their relevance for their research.

In the ***Organization*** specialization, students engage in both methodological and content-based courses. Among the methodological courses is "Experimental Design for Organization Research," which focuses on the proper design of studies following experimental methods applied to the study of organizational behavior mechanisms, and "Social Network Analysis." Content-based courses include "Organizational Behavior," "Organization Theory," "Organization and Technology," and "Frontiers in Organizing and Organizations: New Themes, New Forms, New Paradigms," which exposes students to the latest trends in the scientific and managerial debate. In all courses, students are required to read, synthesize, and critically discuss key scientific papers, and assess their relevance.

2. The Team

Program Coordinator
Professor Matteo De Angelis
mail: mdeangelis@luiss.it
The Coordinator is in charge of the strategic choices related to the program, such as taught courses, research activities, the organisation of seminars and the relations with both internal and external colleagues as well as the international development of the program through interactions with colleagues in the international academic community. Matteo De Angelis is Full Professor of Marketing at the University Luiss Guido Carli of Rome, Coordinator of the Luiss PhD in Management and Rector's Advisor for Marketing Strategy.

PhD Tutor
Isabella Iavarone
mail: iiavarone@luiss.it
The role of the tutor is to help PhD candidates with any issues related to the program, as well as acting as a mediator between the PhD candidates, the Coordinator and the PhD office. Furthermore, the tutor offers support to every activity related to the organisation of seminars, events, teaching and collection of forms. Isabella Iavarone graduated in Consulenza Aziendale at the University Luiss Guido Carli and she works with the Department of Management.

PhD Office (Ufficio Dottorati)
Leonardo Risorto (Head)
Francesca Pandozy, Nina Nachkebia, Gianluca Grilli
mail: dottorati@luiss.it
The PhD office is responsible for all official communications between the PhD candidates and the University. It helps PhD candidates on all aspects related to administration and compliance with the PhD Program. The PhD office is also in charge of the strategic organization, according to the University Strategic Plan, the management, innovation and coordination of the PhD Programs and the ministerial accreditation process.

PhD Representative
Mafalda Minerva Aiassa
mail: maiassa@luiss.it
The PhD representative is elected by the PhD candidates for a period of two years and he represents the PhD candidates during the PhD meetings and the Academic Board meetings.

3. The Academic Board of the PhD program (*Collegio dei Docenti*)

Each PhD Program has an Academic Board that consists of at least twelve academic staff belonging to broad fields consistent with the program's educational aims and with documented research results at international level in the disciplines covered by the doctoral program.
The board is chaired by the Coordinator of the PhD Program, Prof. **Matteo De Angelis**.

- **Federica Brunetta**, Associate Professor of Business Economics and Management at Luiss;
- **Cristiano Busco**, Full Professor of Accounting and Integrated Reporting at Luiss;
- **Anatoli Colicev**, Professor of Marketing at University of Liverpool;
- **Silvia Dello Russo**, Associate Professor of Human Resource Management at Luiss;
- **Dries Faems**, Professor of Entrepreneurship, Innovation and Technological Transformation at WHU – Otto Beisheim School of Management;
- **Luca Giustiniano**, Full Professor of Organization Studies at Luiss;
- **Fabian Kurt Falk Homberg**, Full Professor of Human Resource Management and Organizational Behavior at Luiss;
- **Christian Lechner**, Full Professor of Entrepreneurship at Luiss;
- **Maria Isabella Leone**, Associate Professor of Business Economics and Management at Luiss;
- **Mats Magnusson**, Full Professor of Product Innovation Engineering at KTH Royal Institute of Technology, Stockholm;
- **Daniele Mascia**, Full Professor of Organization and Human Resource Management at Luiss;
- **Pierluigi Murro**, Full Professor of Corporate Finance at Luiss;
- **Alessandra Perri**, Full Professor of International Management at Luiss;
- **Enzo Peruffo**, Full Professor of Corporate Strategy at Luiss;
- **Rumen Pozharliev,** Associate Professor of Strategy and Entrepreneurship at Luiss;
- **Simona Romani,** Full Professor of Consumer Behavior at Luiss;
- **Paolo Spagnoletti**, Full Professor of Organization Studies at Luiss
- **Alessandro Zattoni,** Full Professor of Strategy at Luiss.

Details about the membership of the board can be found at this website ***https://phd.luiss.it/management/about/faculty/***

4. Teaching Program and deadlines

The PhD program consists of four years of full-time study. The overall path consists of research and teaching training, a visiting period abroad, and dissertation preparation. The first two years are dedicated to coursework and preparation of the dissertation proposal.

- **Year 1**
  During the first year of the program, students will attend series of general epistemological, methodological and "career-related" courses and seminars (***core courses***) and a series of field-specific (content-based and methodological) courses for a total amount of 61 credits.

  By February 2027, students must choose the thesis supervisor from the members of the PhD Academic Board and inform him/her. Upon his/her informal approval, students have to inform the PhD Coordinator about their choice; if the PhD Coordinator agrees, the

supervisor assignment will be ratified by the Academic Board. The student should also choose a co-supervisor by the end of the first year (June 30, 2027) and inform the PhD Coordinator about this choice; if the PhD Coordinator agrees, the co-supervisor(s) assignment will be ratified by the PhD Academic Board. The supervisor must be a Luiss Faculty member belonging to the Luiss PhD Academic Board, whereas the co-supervisor may not even be not part of the Board or the Luiss Faculty, but must be in possession of the scientific requirements for main supervisors.

After the formal assignment of supervisorship, students and the main supervisor should meet regularly (at least once every three weeks for the 1st year) with updates about the progress of the thesis. The PhD student should be aware that he/she should present tangible advancements in every meeting. Co-supervisors are not obliged to meet the student as regularly as the main supervisors, but the student should regularly update them about the progress of their thesis.

In case of documented problems with the supervisor(s), PhD students can ask for a change to the Coordinator of the PhD Program and the choice of the new supervisor that must be approved by the Academic Board.
In order to be admitted to the second year the students must pass the first-year exams earning credits for at least 90% of the total amount of the first year's credits.

At the end of the first year, students have to make a first-year paper presentation during a two-day PhD conference (at the end of June 2027) in which all Luiss Business and Management Professor will be invited. Such a presentation should be the result of the progress made on the student's research idea, including the regular meetings with the supervisor. It is expected that the student is clear about research idea, literature review, contribution to research and practice, conceptual framework and methodology. It is also recommended that he/she has collected and present preliminary empirical findings.
After the presentation, the supervisor should send to Academic Board a formal evaluation of student's progresses.

The first year's credits will be divided as follows:

- 66 credits passing the first-year exams and attending Faculty seminars/workshops
- 10 credits from the First year paper presentation

- **Year 2**

Students must attend the remaining track courses scheduled in the learning plan, attend the department seminars and discuss their Research Proposal in June 2028. Such a Research Proposal should present a significant advancement compared to the 1st year paper. In particular, the PhD student should have written an advanced draft of paper 1, including a robust empirical part. He/she should also include an advanced idea, literature review, conceptual frameworks (and possibly some preliminary findings) for paper 2 and at least a clear idea about paper 3. In order to achieve this goal, students should meet regularly with the supervisor (at least twice a month) and show continuous progresses on the thesis.

The Research Proposal presentation is a moment of formal evaluation.
Luiss PhD Academic Board should decide about the outcome of the presentation, which could be:

1. unconditionally accepted;
2. accepted with minor changes (no need to present it again);
3. major revisions (the student need to present it again next October).

In the last case if the student does not present significant improvements in the next presentation, **the Academic Board can decide to oust the participant from the program.**

Before the Research proposal presentation, by the end of January 2028, the supervisor should send the PhD office, for evaluation of Academic Board, a formal assessment of his/her student's progresses.

The second year's credits will be divided as follows:

- 9 credits passing the second-year exams
- 10 credits attending the Faculty seminars and the PhD seminars and workshops
- 10 credits from the second year paper
- 25 credits from the Thesis drafting (Research Proposal evaluation)

In order to be admitted to the third year the students:

- must pass the first-year exams earning credits for at least 90% of the total amount of the first year's credits;
- must receive a positive evaluation by the supervisor, the Research proposal evaluation committee and the Academic Board.

- **Year 3**

Students must develop the research project, also attending the Faculty seminars, the PhD seminars and workshops. Each student has to spend a research period abroad (Visiting PhD-student period). This period is mandatory. Luiss PhD Coordinator and the office will do their best to create opportunities for visiting periods within international networks Luiss belongs to (e.g., ENGAGE.EU), but students and supervisors are warmly encouraged to be proactive in finding visiting opportunities. It will be also possible to attend qualified courses in other institutions, conferences and seminars in Italy or abroad on a specific research topic, in addition to the Visiting PhD-student period. The result of the research activities will be the Progress Report, to be delivered by 15 June 2029.

The third year's credits will be divided as follows:

- 10 credits from the third-year paper (Progress report)
- 50 credits from the research activities for the general development of the research project, including the research period abroad (Visiting PhD-student period) and other conferences and seminars in Italy or abroad on a specific research topic.

In order to be admitted to the fourth year the students:

- must receive a positive evaluation by the supervisor (in the final-year supervision report) and the PhD Academic Board on the Progress Report.

- **Year 4**
  Students must spend the fourth year in research activities to complete the doctoral thesis (they may continue the Visiting period abroad if agreed by the Academic Board) in order to submit the final version by 30 September 2030.
  They can also attend conferences and seminars in Italy or abroad on a specific research topic; any credit will be assigned for seminars and conferences during the fourth year.
  The fourth year's credits will be divided as follows:
    - 25 credits from a positive evaluation of the Thesis Draft by the supervisor (supervisor report –January 2029)
    - 35 credits from the final defence of the doctoral thesis.

Possible eligible activities for the 25 credits:

- Development of the research project.
- Conferences and seminars in Italy or abroad on a specific research topic
- Draft of the thesis (with supervisor's evaluation by 15 January 2030).
- Attendance of courses in other qualified institutions.

Possible eligible activities for the 36 credits:

- Development of the research project.
- Final version of the doctoral thesis (with final positive evaluation by the supervisor (5- 15 September 2030).
- Final defence.

The PhD Program is also enriched with scholarly meeting sessions. Indeed, Luiss University and – in particular, the Department of Business and Management – regularly host international scholars in the broad area of management. The PhD Team organize one-to-one sessions for each student in order to interact with, receive advice and suggestions from such scholars.
Each year in June, the ***PhD Days*** will be held, a series of sessions dedicated to the presentation of first-year papers, research proposals, and progress reports by PhD students. This event aims to foster a sense of community among students, encouraging networking and the exchange of ideas. It provides them with the opportunity to present and discuss their research projects, receiving feedback and building collegial relationships with peers and faculty.

TEACHING STRUCTURE

MANAGEMENT XLII CICLO					
1° YEAR 2026/2027					
Term 1 - September / December 2026					
	n.	**Subject**	**Professor**	**hs**	**CFU**
CORE COURSES	1	Philosophy of science	Lechner & Stoeckl	**20**	**4**
	2	Introduction to Quantitative Methods for Management	Carlini	**8**	**2**
	3	Econometrics for Management	Santucci	**20**	**4**
	4	Principles of Research Excellence	Colicev	**15**	**3**
	5	Advanced Econometrics for Management	Tura	**15**	**3**
	6	Qualitative research	Bruni/Balachandran	**30**	**6**

					22
Term 2 - February / March 2027					
CORE COURSES	**n.**	**Subject**	**Professor**	**Hs**	**CFU**
	7	Ethnography	Bougleux	**8**	**2**
	8	Model Building	Wieringa	**15**	**3**
	9	Systematic Literature Review	Montecchi	**8**	**2**
	10	Structural Equation Modelling	Miceli	**20**	**4**
	11	How to get published	Faems	**20**	**4**
	12	Machine learning	Sinaimeri/Martino	**20**	**4**
	13	Seminars on academic career, ethics and integrity in research	Zattoni	**6**	**1**
					20
Term 2 - April / May 2027					
Track	**n.**	**Subject**	**Professor**	**Hs**	**CFU**
TRACK MARKETING	1	Key topics in Marketing	Costabile/Carpenter	**15**	**3**
	2	Consumer behavior	De Angelis/Pozharliev	**15**	**3**
	3	Data Analysis with SPSS	Peluso	**10**	**2**
	4	Data Collection and Experimental Design in Behavioral Research	Paolacci	**15**	**3**
					11
TRACK STRATEGY & INNOVATION	1	Empirical methods for strategy research	Pelucco	**15**	**3**
	2	Data Analysis with STATA	Core	**10**	**2**
	3	Strategic management	Operti	**15**	**3**
	4	International business	Majocchi/Caroli	**15**	**3**
					11
TRACK ORGANIZATION	1	Experimental design for organization research	Dello Russo	**15**	**3**
	2	Data Analysis with STATA/Data Analysis with SPSS	Core/Peluso	**10**	**2**
	3	Social network analysis	Mascia	**15**	**3**
	4	Organization theory	Delmestri	**15**	**3**
					11
Faculty Seminars + PhD Seminars and workshops					**3**
Firts year paper					**10**
TOTALE CFU FIRST YEAR					**66**
2° YEAR 2027/2028					
Term 1 - September / December 2027					
TRACK MARKETING	**n.**	**Subject**	**Professor**	**hs**	**CFU**
	5	Marketing modelling	Leeflang	**15**	**3**
	6	Experimental design for marketing	Scopelliti	**15**	**3**
	7	Text mining in marketing research	Villarroel	**15**	**3**
					9
TRACK STRATEGY & INNOVATION	5	Corporate governance	Zattoni	**15**	**3**
	6	Innovation management	Prencipe	**15**	**3**

	7	Entrepreneurship	Lechner	15	3
					9
TRACK ORGANIZATION	5	Organization behavior	Dello Russo/Homberg	15	3
	6	Frontiers in organizing and organizations: new themes, new forms, new paradigms	Giustiniano	15	3
	7	Organization and technology	Marengo	15	3
					9
Term 2 - February / May 2028					
Other activities	Second year paper				10
	Faculty Seminars + PhD Seminars and workshops				10
	Thesis drafting				25
TOTALE CFU SECOND YEAR					54
3° YEAR 2028/2029					
Term 1 - September / December 2028					
Other activities	Third year paper				10
	Visiting period o Altre attività				25
Term 2 - February/ May 2029					
Other activities	Visiting period o Altre attività				25
TOTALE CFU THIRD YEAR					60
4° YEAR 2029/2030					
Term 1 - September / December 2029					
Other activities	Thesis drafting			//	25
Term 2 - February / May 2030					
Other activities	Final Thesis			//	35
					60
TOTALE CREDITI					240

5. PhD Supervision

The supervisors and co-supervisors are chosen by the student and assigned by the Academic Board. The Supervisor has the responsibility to monitor and assess the PhD Candidate's research activity and reports to the PhD Academic Board as per progression to the next year of study – i.e. pass/fail concerning preproposal, proposal, and ensuing admission to the following years. For the Research Proposal at the end of the 2nd Year, in particular, he/she makes his/her proposal for the outcome and the PhD Academic Board makes the final decision.

Supervisors accompany the doctoral PhD Candidates throughout their journey, providing academic support and advice as per the research area, methodology, structure of thesis, and publication strategy.

Supervisors also designate the external referees of the doctoral thesis and provide their names that have to be approved by the Academic Board. It is worth noting that the responsibility for the quality and content of a doctoral thesis is entirely that of the PhD Candidate. The Supervisor provides advice and support the PhD Candidate's training and personal development.

- **Supervision relationship**

Choosing the supervisor is an extremely important decision. We would like students to take this decision having good information at hand, including exploratory conversations with potential Luiss supervisors helpful to get to a final decision. Then, they should choose the supervisor (among the PhD Academic Board members) by February 15, 2026.

Accepting being a thesis supervisor requires being aware to have an important responsibility. The supervisors monitor and guide students during the course their program to make constant progresses over their research, providing academic support and advice as per the research area, methodology, structure of thesis, and publication strategy.

It is worth noting that the responsibility for the quality and content of a doctoral thesis is entirely that of the PhD Candidate. The Supervisor provides advice and support the PhD Candidate's training and personal development. To ensure a proper supervision, it is required that the student and the supervisor meet regularly (see above) with the students showing significant progresses from one meeting to the next.

The supervisor should send a formal final evaluation of student's progress at the end of the 1st year, at the end of 2nd year, at the end of 3rd year and mid-year evaluations in January of 1st, 2nd and 3rd year.

6. The PhD Thesis

Students are required to submit a thesis at the end of the fourth year (15 September 2030). Before this final submission, they are required to submit two different drafts in the fourth year (January 2030 and June 2030). The final thesis consists of three papers in compliance with the following guidelines:

➢ ***Aim***

The thesis should provide a substantial and original contribution to knowledge.

➢ ***Structure***

The manuscript should include:

- An introduction that clearly indicates the link between the three separate papers and or places them in the context of an established body of knowledge;
- Three papers – each including: a literature review, research methods section, results, discussion and conclusions that clearly indicates implications for management theory and practice of the research results;
- An appendix with detailed description of data tables and figures.

➢ ***Format***

Please follow the APA style:

- Font: 12 TNR font, 1,5 spaced;
- Margins: 1 inch (2,54 cm);
- Tables and figures: Please position tables and figures at the end of your paper, in the Appendixes, after References, but indicate the position of each in the text.

7. The Road Towards Thesis Defence

The supervisor proposes two external referees to review the supervisee's thesis. The PhD coordinator will contact the chosen referees in order to ensure their participation both in the review process and in the Defence Committee. If they accept, their participation will be formalised during the following meeting of the Academic Board.

The PhD office will circulate the candidates' theses and the evaluation sheets among the respective referees. Referees are expected to carry out their review and to return their evaluation sheets within two months of the reception of the theses.

The role of the referees is to assess the candidates' theses, and to either determine their admission to the public defence or to suggest a postponement of up to six months. More specifically, they will evaluate:

- The quality of the research project;
- The quality of the research methods;
- The relevance of the topic and findings, as well as their implications;
- The ability to demonstrate of a researcher's mindset – i.e. the ability to frame and investigate a relevant research problem, to adopt the most appropriate research methods, to discuss the relevant findings and their implications, and to suggest solutions based on the research results.

Once the thesis has undergone the review process, the relevant candidate will be able to revise and resubmit it following the suggestions offered by the referees. If the revised thesis is deemed as satisfactory, the candidate will be admitted to the public defence.

The candidate will defend their thesis in front of the Dissertation Exam Committee, which consists in at least three scholars appointed by the Academic Board and approved by means of a Rector's decree. More specifically, the Committee will be composed by one internal examiner, chosen on the basis of their expertise, and by the two external referees. Three substitutes will be appointed as well. Should one or more members of the Committee be affiliated with an institution abroad, they may attend the public defence remotely via a conference call.

At the end of the defense, the thesis will either be approved or rejected by means of a collegial decision. The Committee may unanimously decide to award a cum laude distinction to a particular thesis, if its findings and results are of exceptional academic relevance.

A graduation fee of €200 applies to PhD candidates from Cycle 40 onwards.

Procedures for the award of PhD qualifications jointly supervised with institutions abroad must be regulated through specific agreement and must comply with the laws applicable in the country where the doctoral program is run.

The following table outlines the various steps on the road for the thesis defence. A detailed schedule will be circulated in due time for each cohort that is due submit their thesis:

No.	Actions
1	Candidate submits draft thesis to supervisors – **by 15 January 2030**
2	Supervisor(s) provide comments and suggest final revisions on draft thesis prior to formal submission – **by 15 June 2030**
3	Supervisors(s) propose possible referees and internal examiner to coordinator + informally exploring their availability – **by 15 June 2030**
4	Supervisor(s) and PhD candidates declare absence of any conflict of interest with proposed referees - **by 15 June 2030**
5	Supervisor(s) submits thesis to plagiarism check – **5 September 2030**
6	Final thesis submission – **by 15 September 2030**
7	Board approves submission of thesis and appointment to the referees and of internal examiner
8	PhD Office sends thesis, explanatory notes and evaluation form to referees
9	Referees submit their reports to the PhD Office and Coordinator within two months
10	Candidates submits final version (if necessary) and required documents by the updated deadline
11	PhD Office contacts jury members and PhD candidates to schedule defense
12	PhD Office circulates announcement about thesis defense
13	Public defense of the thesis in front of jury (and the public)
14	PhD Office circulates announcement of successful PhD defense
15	Luiss University celebrates successfully defended PhDs at an annual graduation

8. Plagiarism

Plagiarism, and in any case any improper use of academic material in the writing of dissertation for assessment, is forbidden. Plagiarism has obvious consequences for the academic evaluation of the guilty PhD candidate, but it can also give rise to further moral and legal sanctions. A judgement in the matter is given on a case-by-case basis by the Ethics Committee, which informs the University's top bodies thereof. Acknowledgment of the sources and of the work of others to which the work of others has been used and/or for which the assistance of individuals, associations or institutions has been obtained, shall be clearly reported in notes, references and appendixes. Plagiarism consists in using the intellectual work of others without acknowledgment. According to academic conventions and copyright law, participants are required to acknowledge the use of ideas of others whether paraphrased or quoted verbatim. Verbatim quotations must be either in inverted commas or

indented and sources – e.g., books or journal articles - thereof must be indicated in the bibliography. Luiss will check plagiarism in all the doctoral thesis uploading them on a specific software.
If PhD Candidates plagiarise their own work or others can be expelled from the PhD upon decision of the PhD Academic Board.

9. Milestones

Year 1	Core courses scheduled in the learning plan and track courses for a total amount of 66 credits.	Oct 2026 – Dec 2026 (Term I) Feb 2027 – May 2027 (Term II)
	Choice of the thesis supervisor	By February 15, 2027
	Approval of the supervisors by the PhD Academic Board	By March 2027
	Presentation of the 1st year paper	June 2027
	Choice of the thesis co-supervisor	By June 2027
	Final-year Supervision Report (by the Supervisor)	June - July 2027
Year 2	Track courses for a total amount of 9 credits.	Sep 2026 – Dec 2027
	Pre-Proposal Report (by the Supervisor) and presentation	By February 2028
	Presentation of the Research Proposal (with a formal assessment by a committee)	June 2028
	Proposal Report (by the Supervisor)	June – July 2028
Year 3	Faculty and PhD Seminars/Workshop and visiting period abroad	Sep 2028 – July 2029
	Presentation of the Progress Report	June 2029
	Progress Report evaluation (by the Supervisor)	June – July 2029
Year 4	Development of the research project Conferences and seminars in Italy or abroad on a specific research topic Evaluation by the supervisor on the Draft Thesis (supervisor report – by January 2028)	Sept 2029 – June 2030

10. Academic Events

- ***PhD Welcome Day***
  A Welcome Day is organized at the beginning of the academic year. It provides an opportunity for the new PhD Candidates to meet the top academics such as the Rector and the Deputy Rectors, the PhD Coordinator, and the PhD Academic Board. The new PhD Candidates will have also the opportunity to meet some PhD Graduates, the PhD Tutor and the PhD Candidates enrolled in the previous cycles. The 2026 PhD Welcome Day will take place on October 7th at 4:30 PM.

- ***PhD Two-Day Conference***
  At the end of June all students enrolled to the 1st, 2nd and 3rd year will make their first-year paper (1st year students), research proposal (2nd year students) and progress report (3rd year students) presentation to an audience of Luiss Faculty from belonging and not belonging to the PhD Academic Board.

- ***Departmental Research Seminars***
  The Departmental Research Seminars are part of a more comprehensive research and networking activities carried out by the Department of Management. All Seminars are mandatory for students of 1st and 2nd year. The aim of the seminars is to offer PhD candidates the chance to network with fellow colleagues, to provide and receive feedback on research materials, to engage in fruitful debates both with junior and senior scholars.

- ***Other academic events***
  The PhD Coordinator, the PhD office and individual PhD candidates may be engaged in the organisation of external conferences and other activities. The conferences may be hosted by both Luiss University and other national or international institutions. External conferences have the aim of promoting Luiss University as a global hub for high-level research, networking and academic experiences.

11. Study and Research Period Abroad

PhD candidates should spend at least 3 months in a foreign university as visiting students. Longer periods are encouraged, up to maximum 12 months (18 months if there is a cotutelle agreement). The choice of the university will be agreed with the supervisor and the PhD Coordinator and then approved by the Academic Board.
The amount of the scholarship is increased at the end of this period, on the basis of a confirmation letter released by the hosting University or Institution. We expect students to go abroad in the third year (please check section n. 12 – "Funding").
For research periods abroad longer than 1 continuous month, PhD Candidates with scholarship (specific types of scholarships may have different provisions) may ask for an increase of 50% of their scholarship. That increase may not be used for periods spent in the PhD Candidate's country of birth, citizenship, residence or domicile.

12. Funding

- ***Scholarship***
  PhD Candidates awarded a scholarship (specific types of scholarships may vary), will receive an annual amount set in Ministerial Decree n. 247 of 23 February 2022 and is worth € 16.243,00 paid in 12 monthly instalments.
  The scholarship is subject to social security deductions according to current legislation and benefits the tax relief provided by art. 4 L. 476/1984 (IRPEF exemption).
  Scholarships shall be initially awarded for one year and will be renewed on condition that the candidate has completed the program of activities envisaged for the previous year as

checked in accordance with the procedures laid down for each doctoral program. Those checks must be passed also to keep the scholarships in subsequent years.

- ***Research Budget***
  PhD Candidates with scholarship (specific types of scholarships may have different provisions) have an annual research budget of € 1.624. Eligible expenses include travel, conference and seminars fees, consumables (e.g. audio-visual media, photocopies…), publication fees, specific training aimed at research (e.g. language courses).
  The procedure for a Reimbursement Request can be consulted here. Please note that the expense receipts must be addressed exclusively to the person requesting reimbursement, and that personal expenses (such as alcohol, tobacco, clothing, etc.) are not eligible for reimbursement.

- ***Increase of scholarship for visiting periods abroad***
  For research periods abroad longer than 1 continuous month, PhD Candidates with scholarship (specific types of scholarships may have different provisions) may ask for an increase of 50% of their scholarship.
  That increase may not be used for periods spent in the PhD Candidate's country of birth citizenship, residence or domicile. The amount is paid according to the exact number of days spent abroad, to be confirmed with an official letter released by the hosting University or Institution.
  PhD Candidates should spend a visiting period abroad, at least 3 months up to maximum 12 months; this period may be extended up to a maximum total of eighteen months for PhDs in cooperation with foreign Faculties. In case of a co-tutelle plan the mobility period is specified by the agreement between the involved universities, however the increased scholarship remains limited to a maximum of 18 months. The University may sign specific agreements for the creation of joint research PhDs with universities in foreign countries, which provide for the co-tutoring of theses. The PhD student's course of study, the procedure for obtaining the degree and the composition of the relevant committee will be defined in a dedicated agreement, in compliance with the regulations in force in the countries in which the PhDs are activated. In any case, the scholarship increase will be paid up to the eighteenth month.
  The minimum period should depend on the rules set by each PhD Academic Board. The choice of the university will be agreed with the supervisor and the PhD Coordinator and then approved by the Academic Board.

13. Relevant Rules & Regulation

Beyond the provisions in this handbook, PhD candidates should be aware of the following rules and regulations that also apply to the program.
Please consult our website for the Code of Ethics and the Research Doctorate Regulations of Luiss University.

Rules of Conduct

PhD Candidates are obliged to observe applicable laws and regulations and act in keeping with the principles of honesty, propriety, earnestness and cooperation in their dealings with fellow PhD Candidates, Faculty and all Luiss personnel.

PhD Candidates' behaviour must be informed by the principles of personal dignity, non-discrimination on the basis of physical condition, political opinion, nationality, religion, gender, sexual orientation and disability. PhD Candidates must dress in a sober and dignified manner on university premises in keeping with the fact that they are at an academic institution and refrain from consuming alcohol and/or drugs.

Without prejudice to freedom of expression and the right of criticism, PhD Candidates must always express themselves (in writing, verbally and through digital channels) in a dignified and civilized manner, avoiding violent and discriminatory language that could damage the University's reputation.

PhD Candidates must not damage the facilities (including Luiss property, premises and resources) that they use and must abide by the instructions given by Governance Bodies, Faculty, Employees and other workers of Luiss or other university/institution where they are staying for a period of study.

In addition, PhD Candidates are required to adopt an attitude consistent with the principles of environmental protection and sustainability, avoiding the waste of resources, energy and food.

The provisions of this article also apply when PhD Candidates spend a period of study at other Italian or foreign institutions/universities, consistent with the latter's own rules.

Obligations and Responsibilities of PhD Candidates

Admission to a doctoral program entails an exclusive and full-time commitment in line with what is specified in the plan for the research doctorate program concerned, without prejudice to the special rules that may be made for the doctoral program organized under article 16 of these Regulations.

Enrolled PhD Candidates 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. Specifically, PhD Candidates are responsible for:

- Developing the research proposal and sharing it with supervisor;
- Discussing with the supervisor the type of guidance and comment which will be most helpful, and agreeing upon a schedule of meetings;
- Taking the initiative in raising problems or difficulties with supervisor and with the PhD Coordinator in the case she or he feels that the working relationship with the supervisor is not effective;
- Maintaining the progress of work in accordance with the milestones as agreed with the supervisor, and in particular the timely submission of written work to allow for comments;
- Being aware of the Luiss Codes of Ethics and observing the principles contained therein.
- Candidates are also asked to provide **feedback** on the program. This includes completing an internal evaluation survey on PhD courses and instructors at the end of each semester, as well as responding to the annual national survey administered by ANVUR (the Italian National Agency for the Evaluation of the University and Research Systems).

IRIS and ORCID ID

PhD candidates are required to regularly update their publication records in the IRIS system (guide

available here) and to create an ORCID profile, which must be linked to their IRIS account.
ORCID provides a persistent digital identifier managed and controlled by the user, which distinguishes her/him from other researchers: it is possible to link your ID to your professional data and use it to share information with other systems, thus ensuring the right recognition for all contributions.

Social Media Policy

Luiss University

- recognizes and guarantees freedom of expression of thought under article 21 of the Constitution as a fundamental human right;
- understands the importance of social media platforms as a tool for communication and expression of the thoughts of each individual and for the dissemination and sharing of information;
- has established the policy set forth herein concerning the use of social media during conversations that may have an impact on the University's reputation.

The aim of the policy is to make the conversations involving the University fluid, transparent and respectful, to protect the University's image, reputation and credibility as well as that of all those who work at or interact with it and to promote the use of virtual communication tools having regard to the principles of legality, ethics and propriety.
The policy is addressed to the governing bodies, managers, employees, other staff, faculty, PhD Candidates, alumni, stakeholders, persons who work with the University or on its behalf and, in general, to any user who engages in conversations related to Luiss on social media platforms.
The University respects and cherishes freedom of expression and the sharing of information and knowledge but asks that such occur in a manner that respects the liberty and rights of others.
Therefore, it is recommended that everybody express their opinion correctly and in a measured tone, based as much as possible on verifiable facts and respecting the opinions of others.
The fundamental distinction in this matter is that between the use of Luiss institutional accounts and personal, private and in any case non-Luiss accounts. In the event of improper use of institutional accounts, one risks incurring serious sanctions of a business and legal nature. On the other hand, in the event of improper use through channels other than institutional ones, the case is formally more complex. The case in question will be submitted to the Ethics Committee, which will decide what to do on a case-by-case basis, resorting - if deemed necessary – to legal assistance in the event of existing contractual commitments or to the courts.

Use of AI-tools

PhD candidates may use AI tools to support their research and writing activities, provided that such use is responsible, transparent, and consistent with the principles of academic integrity. AI tools may assist, for example, with language revision, brainstorming, summarising, coding support, or the organisation of ideas, but they cannot replace the candidate's own intellectual work, critical judgement, or responsibility for the final text. Any use of AI tools must comply with the Luiss guidelines set out in the AI Handbook, in particular the policy on permitted and non-permitted uses: https://aihandbook.luiss.it/.
Candidates remain fully responsible for the accuracy, originality, and proper citation of all submitted work.

Use of Luiss Social Media Accounts

Luiss social media channels pursue the aim of contributing to the communication and dissemination of knowledge of information, events, services and opportunities.
Comments to the University's posts are considered as constituting important feedback for the institution and are therefore encouraged, provided that they pertain to topics of public interest and bearing in mind that they express exclusively the author's point of view.
In the use of social media networks, users are free to discuss the University and their experience here, provided that this is done with respect for the name and prestige of the institution and in a manner that does not harm the institution's image, credibility and reputation.
It is forbidden to publish information and content that may be considered contrary to the mission and values of Luiss as defined in the Code of Ethics, including legality, efficiency, transparency, competence, integrity and propriety.
You can find the Code of Ethics at the following address:
https://www.luiss.it/sites/all/Code_of_Ethics_aprile_2020_rev.pdf

Teaching and research assistantship

According to the Luiss University PhD regulations, as an integral part of their training doctoral students may undertake tutoring of those studying for bachelor's and master's degrees and also additional teaching of up to forty hours per academic year, subject to clearance from the academic board and without such entailing an increase in their scholarship.'

The PhD Program includes both Teaching and Research Assistantship obligations towards the completion of the program. Teaching and Research Assistantship must be agreed upon with supervisors and the PhD Coordinator and approved by the PhD Academic Board. In any case, they cannot take place before the admission to the Year 2 – i.e. after the approval of the First-year paper. Students are advised not to take on any teaching obligations without the permission of the PhD Academic Board. Starting from the second year, PhD students may undertake up to two Teaching Assistant (TA) assignments, subject to approval by the PhD Academic Board and provided that the total remuneration from activities carried out outside the PhD programme does not exceed the annual limit, corresponding to the gross annual amount of the PhD scholarship (€16,243).

Cotutelle agreement

The University may enter into specific and special purpose agreements aimed at achieving a joint research doctorate Programs with a university in a foreign country that entail the joint supervision of theses.
The cotutelle agreement shall generally provide that PhD Candidates must undertake their research under the guidance of two Supervisors, one for each university involved, committed to cooperating in a spirit of a common responsibility. The PhD Candidates' educational track, the procedures for the awarding of the qualification and the composition of the relevant exams commission shall all be set out in a special purpose agreement, in accordance with the laws and regulations applicable in the countries where the doctoral Programs themselves are run.
The PhD Candidate has the possibility to ask for a cotutelle agreement during the first year or the early beginning of the second year. For any support the PhD candidates can contact dottorati@luiss.it.

Suspension

In the case of serious and documented illness or for proven reasons that make it impossible to attend courses and undertake the activities scheduled for the PhD Program, PhD Candidates may request a suspension. The application for a suspension, stating the reasons therefor, must be submitted for approval by the academic board of the doctoral program concerned. If the application is approved, a suspension of at most six months may be granted. During that period of suspension PhD Candidates cannot use any scholarship that they may have.

Extension

An extension of the three-year PhD period is possible for up to twelve months. It is granted in cases of serious and well-documented reasons and must be approved by the PhD Board. Candidates must submit their request for an extension before the end of May of the third year; requests received after this deadline will not be considered. The extension does not include any prolongation of the scholarship.

While Italian law formally allows for a paid extension of the PhD and scholarship for scientific reasons, this option is not implemented at Luiss. In practice, extensions at Luiss are unpaid.

Opportunities

The **ENGAGE.EU** alliance provides a wide range of opportunities for researchers, and serves as a platform to innovate teaching methods, strengthen social impact, and build strong European networks to address today's key challenges.

Through its joint course catalogue, participants can access courses and activities offered by partner universities across Europe.

Post-Doctoral Unemployment Benefit (Dis-Coll)

Within the deadline of 68 days from the date of completion of the doctorate or termination of the scholarship, it is possible to apply to INPS for DIS-COLL benefit. For more information (in Italian only): https://www.inps.it/it/it/dettaglio-scheda.it.schede-servizio-strumento.schede-servizi.dis-coll-indennit-mensile-di-disoccupazione-50183.dis-coll-indennit-mensile-di-disoccupazione.html

Annexes

Please find below (for illustration) the forms required at various stages of the PhD trajectory:

- Annex 1: Reimbursement Request Form
- Annex 2: End of the year Report
-

For more forms: https://phd.luiss.it/procedure/

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Annex 1
Reimbursement Request Form

NAME and SURNAME _____
PHD and CYCLE _____
OBJECT OF REQUEST _____
PERIOD _____
PLACE _____

Expenses
(cross the type of expenditure incurred and report the amount, or the sum of the amounts, indicated in the expense receipts /invoices)

☐ **Flights**
Amount in euro _____
Description (es: Flight a/r Rome – London)

☐ **Train**
Amount in euro _____
Description (es: train a/r Rome-Salerno)

☐ **Other transport (es: bus, metro....)**
Amount in euro _____
Descritpion (es: bus a/r Roma – Salerno)

☐ **Hotel**
Amount in euro _____
Description (es: n°2 nights in Hotel Hilton)

☐ **Restaurant**
Amount in euro _____
Description (es: n°3 receipts for restaurant/food)

☐ **Fee enrollment**
Amount in Euro _____
Description (es: iscrizione Summer School)

☐ **Other (not included in the previous expenses)**
Amount in Euro
_____
Description _____

Total amount requested _____

Place, date
Signature

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Annex 2: End of the year Report

PhD program in _____cycle_____

ANNUAL REPORT
CONCERNING THE ACTIVITIES CONDUCTED DURING THE ..... YEAR

PhD Student:	
Supervisor/s:	
Research area	
Scholarship (YES/NO, and period of possible suspension)	
Visiting period (YES/NO, if yes: when, how long and where)	
Joint Degree (YES/NO; if yes, where)	

I hereby declare the activities conducted during the ..... year of the PhD program:

A) ATTENDANCE TO THE PHD CLASSES

OTHER ACTIVITIES (from B to E):

B) SEMINARS AND CONFERENCES
B1) Organized by the program or by other Universities/Institutions or recommended by the Board

B2) Others:

C) PUBLICATIONS (we remind you to upload them to iris)
C1) Published during the PhD program
C2) In the process of being published

D) Teaching assistantships:

E) OTHER ACTIVITIES:

Place and date..... Signature .....

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SECTION TO BE FILLED BY THE SUPERVISOR/S

Final evaluation about the activities performed by the student during the Program.

- ☐ excellent
- ☐ good
- ☐ fair
- ☐ poor
- ☐ insufficient

Comments:

_____

_____

_____

Place and date.....

Supervisor/s (signature)