

International PhD in Management

Innovation, Sustainability and Health

REGULATIONS

Issued by a decree from the Rector: No. 293 dated 6 July 2012

Article 1 (General definition of the course)

1. The International PhD in Management follows the academic regulations of Scuola Superiore Sant'Anna ("Scuola") regarding post-graduate courses. These regulations were issued by decree No. 20 dated 16 January 2004 and subsequent amendments and additions.
2. In line with the standards of excellence pursued by the Scuola, the course aims to train graduates to carry out research in the public and private sectors and to prepare them for finding skilled jobs in public and private organizations both in and outside Italy. The course covers the main themes of management, along with key lessons on carrying out research in the field of Social Sciences. Special attention is paid to (i) the economics and management of innovation processes and competitiveness of enterprises, of institutions and systems at a local, regional, national and international level, (ii) the sustainability of environmental innovation, renewable energy and corporate social responsibility, and (iii) the management of health services. The objectives of the course are achieved through a special educational program and through an individual research project, culminating in a final exam.
3. The didactic offer set out in art. 7 includes basic, advanced and specialized courses in:
 - SECS-P01 Political Economics
 - SECS-P03 Financial Sciences
 - SECS-P05 Social Statistics
 - SECS-P07 Business Administration
 - SECS-P08 Economics and Business Administration
 - SECS-P09 Corporate Finance
 - SECS-P10 Business Organization
 - ING-IND35 Economics and Management Engineering
4. The course lasts three years. Within a maximum of two years after the end of the three years period, subject to the fulfilment of training objectives and passing a special examination, the Scuola issues the student with a diploma that is in all respects equivalent to a PhD (article 2 of Italian law, February 14, 1987, No. 41).
5. In order to carry out the educational activities and research related to the course, the Scuola may enter into partnerships, defined by special conventions and agreements, with Italian and foreign universities, as well as public or private bodies.

Article 2 (Governing bodies)

1. The governing bodies of the course are:

- a) the board of academic staff
- b) the coordinator
- c) the tutor and the supervisor

Article 3 (Board of academic staff)

1. The board of academic staff (hereafter, academic board) is appointed by the executive committee of the Istituto di Management upon the proposal of the coordinator. It consists of not less than five members of the teaching staff, including the coordinator. At least half of the members consist of professors and researchers from the Scuola.
2. The academic board defines the outline of the course, supervises the implementation of the training plan, appoints, on the proposal of each student, the coordinator, the tutor and the supervisor, and checks the progress of the studies and research carried out by students.
3. The academic board decides on the admission of students to the following years or recommends their possible exclusion from the course.
4. The academic board is appointed for three years. The duties of the secretary are performed by the member with the lowest seniority.
5. The academic board meets whenever the coordinator or a third of its members deem it necessary. In any case, the academic board is called at least once a year by the coordinator in order to:
 - assess the overall performance of the course;
 - define educational planning, and appoint a tutor for each student;
 - approve the curriculum of the students and the reports on the activities performed by them;
 - approve the annual report to be sent to the assessment unit;
 - decide on new courses.

Article 4 (Course Coordinator)

1. The course coordinator is appointed by the executive committee of the institute from the teaching staff of the institute. The position is for three years and may be renewed.
2. The coordinator manages the teaching, research and organization of the course, chairs the academic board, carries out administrative functions and periodically informs the executive committee on the activities of the course.
3. In consultation with the teaching staff, the coordinator schedules educational activities and may propose revisions to the training program, to be approved in accordance with the procedures laid down in Art. 7 of the regulations for post-graduate courses.
4. By the end of March, in consultation with the academic board, the coordinator submits a report to the executive committee and the assessment unit on the achievement of training objectives.

5. In consultation with the academic board, the coordinator proposes to the Rector of the Scuola the composition of the examining boards for the admission examinations and for the final exam.
6. All the authorizations for the activities that lead to budget costs related to the PhD in Management are handled by the coordinator.
7. In case of absence or impediment, the functions of the coordinator are assigned to the vice-coordinator, appointed by the academic board.

Article 5 (Tutors and Supervisors)

1. Within two months of the start of each course session, the academic board appoints a tutor for each student in consultation with the said student.
2. The tutor guides and keeps him/herself informed of the curriculum of the student, signs the annual reports on his/her activities, any requests under the present regulations, as well as the scientific output that is presented for the purposes of graduation.
3. The tutor can be replaced in the same manner as referred to in paragraph 1 of this Article, on the initiative of the coordinator, after consulting the student, or upon a request from the latter.
4. Within the first two years of the college course, at the suggestion of the student, the supervisor of the thesis must be appointed.
5. The supervisor oversees the student, together with the tutor, in the realization of the research project and the setting up and development of the thesis.

Article 6 (Admission to the Course)

1. Admission to the course is via a selection procedure that depends on the nationality of the candidate:
 - EU citizens: selection entails assessing the candidate's scientific and professional qualifications, possibly with a presentation of a research project and an interview;
 - non-EU citizens: admission is through a competition based on qualifications.
2. Access is limited to those who are under 35 years of age at the date of the application deadline, however this constraint may be removed in exceptional circumstances that are evaluated from time to time by the selection board on the basis of the experience gained by the candidate.
3. The competition for admission is published by March 15 of the calendar year in which the course begins.
4. The exams are completed within the month of July in the calendar year of the beginning of the course.
5. Courses start in September or October and are divided into three modules: the first, from October to December, the second from January to July, and the third from September to December.
6. Candidates who are enrolled a PhD program in another Italian or foreign university may be admitted (in the context of places made available in the competition). Such applicants must submit documentation about the courses

attended and examinations taken in the PhD program for admission to the course. The academic board may decide to admit such students to second-year courses and above. Candidates must still participate in the competition organized by the Scuola and in the case of admission, give up their position at another university, pursuant to art. 14, paragraph 3 of the regulations of PhD courses.

7. In order to be admitted to the competitive examinations, candidates need to already have a post-graduate degree. In certain cases, EU candidates may be admitted who have not yet obtained the qualification required for access to the competition, provided that such candidates gain a postgraduate qualification by the date specified in the call and in any event before the start date of the course.

Article 7 (Training Programme)

1. Students are required to attend lectures and carry out research as required by the training programme. Learning activities are designed to:
 - provide methodological tools for conducting research in the field of management, and more generally in social sciences;
 - provide theoretical insights in line with the state of the art in economic and managerial disciplines as well as the major research issues listed in the course, especially in an interdisciplinary perspective;
 - provide specialist teaching, as well as general, defined in terms of the interests of the students, of a strongly multi-and inter-disciplinary nature;
 - offer in-depth insights into issues relevant to the course, mainly through seminars held by members of the world of scientific research, business and institutions.
2. Teaching is concentrated on - but not limited to - the first three semesters / course modules, and is supported by research that the student carries out and which culminates in a final report (pursuant to art. 15). More specifically, the first three semesters of the course are dedicated to teaching, while the remaining three semesters (plus any additional years), are dedicated to research and writing a final report. Students are required to attend those courses that are classified as "compulsory" (see paragraph 3 below). Course attendance will be monitored through an attendance register to be signed by each student. Most of the specialized courses of the third semester are optional and participation is defined in relation to the research project of each student. These aspects are included in the training programme which each student prepares in consultation with their tutor.
3. In order for their progress to be monitored, students are required to fulfil the following obligations:
 - at the beginning of each academic year, submit a summary of their programme, which the coordinator, after consulting the tutor, will send to the administration (see paragraph 3);
 - attend at least 70% of the lectures in the first two compulsory modules of the course. If the student fails to do so, and in the absence of a justification, they will have to repeat the course;
 - at the end of each course, students must take a final test. The exact type of test will be outlined by the course manager at the first lesson and will

cover the topics discussed during the lectures. The course manager will then assess the outcome of the test, as well as the involvement and interest shown by the student during the course. Should the student fail, he / she will be required to repeat the course, as specified in paragraph 5;

- a PhD meeting is held every year, and all students must outline the progress made in their research. The academic board is responsible for keeping track of the quality of each student's presentation, which will then be taken into account together with the results of the individual courses taken;
 - in the second or third year, students are obliged to hold a seminar on their research topic with particular regard to interdisciplinary topics. Records are kept of the success of this seminar, as well as presentations at the PhD meetings, in order to provide input for the board's assessment of the final examination (art. 15).
4. Each course manager must inform the coordinator at the end of the course, on the attendance of each student. This assessment will take into account the quantity and quality of attendance at courses, as well as the results of the assessment tests. Should a student fail to meet the requirements, he / she will be asked to repeat the course.
 5. Students are allowed to make changes to their own research plan before the end of the second year. Any such amendments, drafted under the supervision of the tutor, must be approved by the Coordinator.
 6. Students may participate in research projects under way at the Institute of Management provided that they are strictly related to their research plan. Participation in these activities is encouraged as the information and experience acquired along the way can increase the value of research and the skills of the students. This participation must not conflict with the attendance and participation in the courses.

Article 8 (Language training)

For the purposes of graduation, it is recommended, but not mandatory, to attend a foreign language course other than English.

Non-Italian students that do not possess sufficient knowledge of Italian are recommended to follow an intensive course in Italian during the three years of the course.

Article 9 (Funding and services)

1. Students with a scholarship can use the Scuola's canteen free of charge for the three-year duration of the course, excluding any holiday periods mentioned in the academic calendar of the Scuola. Such students are paid a monthly financial contribution, the amount of which is fixed and paid by the Scuola. The Scuola provides insurance for students during the course of institutional activities.
2. Students may exploit any scholarships from other entities, both in Italy and abroad, or from the Scuola in accordance with Law No. 398, 30/11/89. In such cases, the student will not be paid any additional expenses by the School for travelling or accommodation offsite.
3. Students doing a PhD in Management are automatically part of the Istituto di Management.

4. Students will be given the opportunity to make use of the Scuola's premises and facilities in order to conduct their own study and research within the Scuola.
5. Students are guaranteed use of the library and computer labs, as required by the regulations of the Scuola..
6. Upon consultation with their tutor, the coordinator may authorize students to study and do research outside the Scuola.
7. The funding and services provided for in this article apply for students throughout the three year duration of the PhD program. Upon request, PhD students who have completed the third year, but have still to take the final exam, can use the library, laboratories and canteen service free of charge until they graduate, and in any case for no more than one year after the conclusion of the three-year period.

Article 10 (study / research periods abroad)

1. The Scuola sets up relationships with Italian and international universities, scientific institutions, research laboratories and public and private entities so that each student over the three years, has the opportunity to spend a period of training and research abroad.
2. Studying and conducting research abroad, preferably during the second or third year, for a total of between six and twelve months, is highly recommended and is considered a significant part of the final assessment. Applications to spend periods abroad and for financing such periods should be made to the course coordinator by the end of February each year. They should be countersigned by the tutor and should contain the scientific program to be conducted abroad. After consultation with the tutor and following a resolution of the academic board, the course coordinator may authorize extended stays or splitting the residency period required for graduation.
3. At the request of the student and with the tutor's agreement, the coordinator may also authorize short stays for specific needs related to the research project, which shall be assessed from time to time.
4. Funding is also provided to enable students to participate in summer schools and similar educational and scientific activities, and to attend conferences where students present written contributions, approved by the coordinator. Such funding is subject to availability and is determined on the basis of Scuola legislation. In all the above cases, it is hoped that individual teaching staff members will use their own research funds to finance those students with whom they collaborate.

Article 11 (Teaching activities of PhD students)

The coordinator and tutors may authorize students to carry out teaching in accordance with art. 4, paragraph 8 of Law 210/98, for limited periods of time, unless otherwise determined by the academic board. Such activities shall not adversely affect the smooth running of the training and research of the student.

Article 12 (Other work and income)

1. With the approval of the coordinator and their tutor, students may engage in collaborations that are consistent with and important for the development of their own research. They should indicate the duration, type, and any

remuneration. In the same way, they may be authorized to engage in professional activities to secure additional financial resources to cover their expenses, provided these do not affect the continuation of the research, and the fulfilment of academic obligations.

2. Positions of employment, including full-time, may only be authorized in the last year of the course and only if deemed compatible with the research in progress.

Article 13 (Students from other institutions)

1. The academic board, on the proposal of the coordinator, may admit students from other Italian and foreign institutions to attend one or more modules at no cost. However, these students may still be required to pay a fee set by the coordinator.
2. Students referred to in this article shall be eligible for the services of the Scuola in accordance with the conditions set out in any exchange agreements. Insurance shall be provided by the student's own institute.

Article 14 (Exclusions)

1. The decision to exclude a student from the course is taken following a decree from the Rector of the Scuola on the basis of a proposal to such effect by the teaching staff. It involves the immediate termination of any scholarships / grants.
2. Exclusion may be decided on upon verification of one or more of the following situations:
 - a) as a result of non-compliance with the student's educational obligations and when despite a formal warning by the coordinator, the student remains in breach of his / her duties;
 - b) if in its annual report on the student, the academic board considers that the student has made insufficient progress;
 - c) in other cases provided for in the General Regulations for PhD courses.

Article 15 (Final Exam)

1. At the end of three years, students must take a final examination in order to receive their PhD diploma. To qualify for the examination, students must have fulfilled the study obligations established by the present regulations. They must also make a formal request to the academic board, accompanied by a final report countersigned by the tutor and the supervisor to certify the validity of the work and its suitability for the final discussion.
2. The final examination is a discussion by the candidate, preceded by some comments on the work carried out by a member of the board, with the exception of the student's tutor or supervisor. The final work can either be a monograph, or three papers, whose content is original and of a high scientific level. This work must be delivered to the relevant administrative department in two hard copies signed by the tutor and supervisor, plus a digital copy. The Scuola will only award the diploma within a maximum of two years from the end of the three-year period. With regard to the three papers, the candidate must be the sole author of at least one of them. However, for any papers where the candidate is not the sole author, it should be clearly evident and demonstrable that he/she has contributed in a significant way in the preparation of the work. It is also permissible for one

or more of the three papers to have been published or submitted for publication before the final discussion but in any case during the three-year course. Again with regard to the three papers, the candidate must submit a brief written report on the link between the three papers and his/her research over the three years. The examining board is made up of a minimum of three members, and the majority must be external lecturers. Each year three sessions are normally organized for the final exam .

3. The final work should preferably be in English, but Italian is also acceptable.
4. Once the coordinator has accepted the request for the final exam, he/she then proposes possible members for the examining board. This board, which may include the student's tutor and supervisor, is appointed by the Rector of the Scuola.
5. The examining board is called upon to express their evaluation based on the contents of the final report and the student's related discussion, taking into account how the student has performed in the lectures and the reports given in the annual seminars on the progress of the research (see art. 7, paragraph 3). The board gives a mark out of one hundred and makes a concise assessment on the student's final work and the related discussion. The board must be unanimous in awarding the student a degree with full honours (*con lode*).
6. Diploma examinations are public. The board may also decide not to award the student with a PhD or in any case delay their final decision until a further examination of the student's final work, which has been subsequently revised according to the instructions of the board
7. A copy of the student's final work is kept in the Scuola's library, where it can be freely accessed by the public.
8. The PhD diploma is awarded after the final examination has been passed and is awarded by the Rector at an inauguration ceremony.

Article 16 (Entry into force and amendments)

1. These Regulations shall enter into force on the day following their publication in the Official Register of the Scuola.
2. Amendments to these Regulations shall be proposed by the academic board and approved by the Board of the Institute and the Academic Senate and issued by a decree from the Rector.