



Vademecum for the LSM Doctoral School of Management

Version 01/03/2010

Disclaimer

The Vademecum is approved without appendixes by the LSM Research Commission 18/06/2009, having undergone limited review by the LSM Doctoral Bureau. This version contains amendments of 30/01/2010. It applies to doctoral students admitted to the LSM doctoral program after 15/09/2005 at any of the institutions of the Académie; FUNDP, FUCaM, FUSL and UCL. Transitional regulations at these institutions may apply for doctoral students admitted before 15/09/2005 and defending their thesis no later than the end of the academic year 2011/2012.

The Vademecum draws primarily on the Doctoral regulation of the Académie universitaire Louvain (denoted DR below) of 09/05/2005 as amended of 15/12/2008. It also includes decisions and jurisprudence by the LSM Doctoral Bureau up to 24/02/2010. The author Prof. Agrell, LSM Research Commission, bears the responsibility for any errors in the editing of this document.

The Vademecum in itself does not constitute a regulation by the Doctoral Commission of the Académie Universitaire Louvain or any other instance quoted.

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I Introduction

This Vademecum summarizes several regulations, rules and procedures governing the doctoral studies in management in LSM. In addition, it provides some other useful information on the doctoral process and studies at LSM. The document draws on the Doctoral regulations of the Académie universitaire Louvain approved by the Council of the Académie (DR) and applicable regulations from the four institutions cited. However, note that this document is provided for informational purposes and is not part of the regulation and that the original documents in French supersede any translations into English in case of ambiguity.

The outline of the Vademecum is as follows: Section 2 provides an overview of the terms used and defines the decision makers and bodies in the process, Section 3 describes the steps in the doctoral curriculum (i.e pre-admission, admission, confirmation, private defense and public defense), Section 4 describes the DSM doctoral school and the courses and elements that constitute the research training programme, Section 5 is devoted to the financing of doctoral studies. The Vademecum is closed with a list of contacts centrally in LSM and per institution.

2 Definitions

Below, some key terms, roles and decision-making bodies are defined with some reference to their objectives for the LSM doctoral programme.

2.1 Doctoral programme

The LSM doctoral programme is a 3rd cycle interuniversity educational programme in management under the Bologna treaty, comprising 180 ECTS composed of

1. the definition, editing and defense of a doctoral dissertation corresponding to at least 120 ECTS, the process of which is described in Section 3 below, and
2. a research training programme (60 ECTS) with both courses, modules, workshops, and individual scientific training activities, described in Section 4.

The programme is open for holders of recognized Master's degrees (at least 300 ECTS). The degree of Doctor of Philosophy (PhD) is conveyed after the defense of a PhD thesis that should outline the quality and originality of the research as well as the candidate's ability to communicate about his/her area of expertise. The doctoral programme is subsidized by the Belgian state, implying that the total tuition, payable at definitive admission, amounts to 791 EUR (2008/2009) and the annual administrative fees are low, 11 EUR (2008/2009). Specific tuition reductions are possible for candidates that qualify for economic assistance. For detailed information about the financing opportunities for doctoral research in management, see Section 4.2.4.

2.2 Candidate

The candidate is the person desiring to pursue the LSM doctoral programme.

A candidate is admissible into the doctoral programme on the following conditions that are verified and approved by the LSM Doctoral Bureau:

1. Completion of Master's degree in management (alt. M.Sc. in management) 120 ECTS with honors or equivalent, terminating undergraduate and graduate university studies of at least 300 ECTS. A student with a Master's degree 120 ECTS obtained with honors or equivalent in a different field may be granted access after validating up to 60 ECTS of graduate coursework in management or equivalent.
2. Proficiency in English (a level of 550 of TOEFL, a semester at an English-speaking university or equivalent may be required).
3. Acceptance by a LSM faculty member to act as a temporary supervisor (mentor) for a specific theme or topic.

The quality of being a doctoral candidate in the LSM Doctoral programme does not imply any employment situation with respect to any of the institutions in the Académie, see financing in Section 4.2.4.

2.3 Supervisor

The supervisor is a faculty member of an institution in the Académie Louvain, granted with the right to supervise doctoral research, able and willing to guide the research in a given field until completion of the thesis. A second supervisor may be appointed from an institution within or outside of the Académie Louvain, provided the criteria of eligibility and expertise in the field of study are fulfilled. Depending on the stage in the admission process, we distinguish between the roles of *temporary*

supervisor and [permanent] *supervisor*, although normally both are performed by the same faculty member for a given candidate.

2.3.1 Temporary supervisor

The temporary supervisor acts as a *mentor*, initiating the candidate in the doctoral process, in the selection of doctoral classes and activities and in the definition of the thesis project. The engagement with the temporary supervisor is limited to one year and is intended to be succeeded by either the designation of the temporary supervisor as permanent ditto, or the referral to another LSM supervisor, better suited for the candidate and/or the topic.

2.3.2 Permanent supervisor

The supervisor guides and supports the candidate in the definition, structure, editing and presentation of the doctoral research, warranting for the scientific contribution of the final work and its process. The engagement between the candidate and the supervisor is reciprocal and lasts normally until the termination of the doctoral programme, unless terminated by mutual consent and with the confirmation by the LSM Doctoral Bureau.

2.4 CODAL

The Doctoral Commission of the Académie universitaire Louvain (CODAL) operates at the level of the Académie. Its core mandate is to establish and enforce the doctoral regulation for all member universities and all disciplines, to arbitrate between doctoral commissions for domains (disciplines) (CDD) when necessary, and to solve eventual conflicts between doctoral students and their CDD. With respect to DSM, CODAL is primarily the ultimate instance for appeal and conflict resolution concerning decisions made by a concerned university, the LSM Doctoral Bureau and the Doctoral Commission of the Domain (CDD), notably the Doctoral Commission for Economics and Management (cf Section 2.6).

The contact to CODAL is Mrs FONTAINE (UCL/ADRE) michele.fontaine@uclouvain.be.

2.5 LSM Research Commission

The LSM Research Commission is responsible for the overall management of the research within LSM, including the Centres of Excellence, the doctoral school and faculty research. The chairman (the LSM Director of Research) of the LSM Research Commission is member of the LSM Executive Committee, where major decisions regarding research activities are made.

Table 1 Members of the LSM research commission

Member	Institution	Email
Prof. Rudy De Winne (Chairman)	FUCaM	rudy.dewinne@fucam.ac.be
Prof. Jean-Philippe Cordier	FUCaM	cordier@fucam.ac.be
Prof. Isabelle Platten	FUCaM	platten@fucam.ac.be
N N (PST)	FUNDP	
Prof. Stéphane Faulkner	FUNDP	sfaulkner@fundp.ac.be
Prof. Annick Castiaux	FUNDP	annick.castiaux@fundp.ac.be
Prof. Anouk Claes	FUSL	claes@fusl.ac.be
Prof. Per Agrell	UCL	per.agrell@uclouvain.be
N N (PST)	UCL	
Prof. Evelyne Léonard	UCL	evelyne.leonard@uclouvain.be
Prof. Thierry Vandenberghe (observer)	ICHEC	thierry.vandenberghe@ichec.be

2.6 CDD Economics and Management

The Doctoral Commission of the Domain (CDD) Economics and Management is mandated by the CODAL to supervise the different steps of the doctoral process (admission, ...), to authorize the candidate to pass onto the following step of his training and to solve eventual conflicts between a candidate and his/her supervisor.

Table 2 CDD Economics and Management

Doctoral school	Member	Institution	Email
DSM	Prof. Philippe Chevalier (Chairman)	UCL	philippe.chevalier@uclouvain.be
GSE	Prof. David de la Croix	UCL	david.delacroix@uclouvain.be
DSM	Prof. François Louveaux	FUNDP	francois.louveaux@fundp.be
GSE	Prof. Xavier Wauthy	FUSL	wauthy@fusl.ac.be
DSM	Prof. Rudy De Winne	FUCaM	rudy.dewinne@fucam.ac.be
DSM	M. Christophe Majois (PST)	[PST]	christophe.majois@fucam.ac.be

2.7 LSM Doctoral Bureau

By delegation from CDD Economics and Management, the LSM Doctoral Bureau manages the pre-admission (see 3.1), the admission (see 3.2), the confirmation (see 3.3), the private (see 3.4.3) and public defense (see 3.4.5) for theses in the doctoral school. The bureau also administers the appointment of thesis supervisors, doctoral committees and doctoral juries by validating the decisions at relevant site instances (Dean) prior to designations by the Rector of the site at which the defense will take place.

The LSM Doctoral Bureau is organized as to represent four subdomains: finance and accounting, management and organization, marketing and operations and information systems. In addition, the members of the LSM Doctoral Bureau act as the representatives of the Bureau at the member universities of the Académie. This is to ensure that information is available locally as well as coordinated centrally across sites and functional domains. The objective of the LSM Doctoral Bureau is to work both efficiently, that is operating a minimum number of members and levels of decision, and effectively, that is achieving a consistent, professional and timely control of the doctoral school.

Table 3 LSM Doctoral Bureau

Subdomain	Member	Institution	Email
Operations & Information systems	Prof. Philippe Chevalier Chairman	UCL	philippe.chevalier@uclouvain.be
Finance & Accounting	Prof. Anouk Claes	FUSL	claes@fusl.ac.be
Marketing	Prof. Patrick Scarmure	FUCaM	scarmure@fucam.ac.be
Management & Organization	Prof. Annick Castiaux	FUNDP	annick.castiaux@fundp.ac.be

2.8 LSM Centers of Excellence

The main research in the Louvain School of Management is organized within the Centers of Excellence (cf Section 4.2.1). The centers provide inspiring research environments for senior and junior researchers through the organization of doctoral workshops, conferences and the seminars in their respective fields. In addition to fundamental research, the LSM centers of excellence perform applied research with private and public organizations within their domain of expertise. Most centers also maintain strong relations to disciplinary research institutes to ensure access to a large panel of researchers and projects.

All doctoral candidates must attend a DSM reading seminar in a center. Each center has a director and a doctoral coordinator that may provide information about the activities of the centers, see also <http://www.lsm.be>

2.9 Supervisory panel

The supervisory panel (cf Section 3.2.1.3) is composed of the supervisor(s) and at least two other members having a doctoral title or equivalently. The supervisory panel is appointed by the LSM Doctoral Bureau on a proposal by the candidate and the supervisor. At least one member of the panel should be external to the research group of the supervisor. The panel helps or advises the candidate in his work in terms of research and international networking. The panel members should provide regular guidance during the entire duration of the doctorate, meeting at least once a year with the candidate.

The supervisory panel forms the jury for the Confirmation (cf Section 3.3) as well as the proposal for the members of the doctoral jury for the private and public defense of the thesis (cf Section 3.4.2).

2.10 Doctoral jury

The doctoral jury is composed of the supervisor(s) and at least three other members, whereof at least one external to the Académie Louvain, usually an international scientist expert in the field of the thesis. The designation of the jury is made by the Rector of the institution at which the defense takes place on proposal by the LSM Doctoral Bureau, in its turn informed by the supervisory panel. The members are chosen on basis of their scientific merits in the field of the thesis and are eligible supervisors in their respective institutions. The same doctoral jury is evaluating both the private and the public defenses.

3 Stages in the doctoral process

The doctoral process contains four or five stages: the optional pre-admission, the admission, the confirmation, the private defense and the public defense. *Note that admission (pre-admission or permanent) is necessary to undertake activities in the doctoral programme, credit is not awarded for activities prior to admission (pre-admission).* This chapter is devoted to describing these stages in some detail from a process viewpoint.

3.1 Pre-Admission

The pre-admission is an optional step, primarily intended to allow for qualified candidates to define their project and supervisor, while pursuing courses and integrating in the doctoral programme. Below we review the objectives, application process and appeal provision for this step.

3.1.1 Objective

The optional pre-admission stage (DR art 2.1) is intended to provide the candidate with the necessary time to accomplish the administrative, financial and social stages involved in the integration in a research environment (e.g., the application for scholarships, the organisation of project funding, receipt of visa and work permits if applicable). The decision to pre-admit a candidate is made by the LSM Doctoral Bureau. A pre-admission is valid for at most 12 calendar months and authorizes the candidate to

- Define and prepare a thesis proposal (see art 3.2.1.2) under the guidance of the [temporary] supervisor (mentor).
- Define and propose a programme for individual research training (see art 3.2.1.4) in collaboration with the [temporary] supervisor. Credits are awarded for courses and reading seminars during the period of pre-admission (see Section 4.2).
- Identify and establish a scientific collaboration with the [permanent] supervisor, including the necessary contacts to propose a supervisory panel (see art 3.2.1.3).

3.1.2 Process

An application for pre-admission can be made any time and should be made on a specific form to the local LSM Doctoral Bureau member for a site in the Académie where the temporary supervisor (mentor) is active. The LSM Doctoral Bureau member can act as a source of information to find a potential supervisor unless such contacts are already taken. The pre-admission process contains two stages (i) application for pre-admission to the coordinator, and (ii) administrative registration at the local institution within the Académie.

3.1.2.1 Pre-admission application

The pre-admission application file must contain the following information:

- Identity, full name (copies of identity card and/or passport)
- Contact information (address, telephone and email)
- CV and copies of obtained university degrees
- Research field intended
- Letter of support from an LSM faculty member volunteering to act as temporary supervisor (mentor) during the pre-admission phase

The LSM Doctoral Bureau validates the information in the application with respect to admissibility as a PhD student and writes a decision (accept/reject) that is sent to the candidate and the local doctoral administration.

3.1.2.2 Pre-admission administrative registration

Following the approval by the local LSM Doctoral Bureau member, the candidate will receive an authorization to register as a doctoral student in pre-admission for up to 12 months. The candidate registers locally at the institution (contact information in Table 4) and pays the annual administrative fees that are due. Note that no tuition is payable for pre-admission.

Table 4 Contact persons for the LSM Doctoral Bureau administration per campus.

Campus	Contact	Institution	Email
Bruxelles (Saint Louis)	Aurélie COPPE	FUSL	coppe@fusl.ac.be
Louvain-la-Neuve	Dominique Warte	UCL	dominique.warte@uclouvain.be
Mons	Sandrine DELHAYE	FUCaM	sandrine.delhaye@fucam.ac.be
Namur	Pierrette Noël	FUNDP	pierrette.noel@fundp.ac.be

3.2 Admission

The admission to the doctoral school constitutes the first mandatory step in the doctoral process. The admission application is to be sent to the LSM Doctoral Bureau through its administrator (dominique.warte@uclouvain.be) in electronic format (PDF, preferably in a single file).

3.2.1 Admission application

The following elements must be contained in the electronic admission file (documents marked by * may be omitted for candidates already pre-admitted).

1. Identity, full name (scanned copies of identity card and/or passport) *
2. Contact information (address, telephone and email) *
3. CV and copies of obtained university degrees *
4. Proof of completion of Master's degree in management (alt. M.Sc. in management) 120 ECTS with honors or equivalent, terminating undergraduate and graduate university studies of at least 300 ECTS. A student with a Master's degree 120 ECTS obtained with honors or equivalent in a different field may be granted access after validating up to 60 ECTS of graduate coursework in management or equivalent.
5. Documentation showing proficiency in English (a level of 550 of TOEFL or equivalent may be required).
6. Letter of support from a LSM faculty member to act as [permanent] supervisor (see 3.2.1.1).
7. Research proposal (see 3.2.1.2)
8. Proposal for supervisor panel (see 3.2.1.3)
9. Proposal for a research training programme of 24+18 ECTS (see 3.2.1.4)

3.2.1.1 The supervisor

An LSM senior faculty member (professor or permanent scientist) with a doctoral degree obtained after the public defense of a thesis is eligible to supervise doctoral research within a given scientific domain. A thesis may be supervised by two faculty members (co-supervision), provided both are eligible to supervise doctoral students and that at least one is a faculty member in the Académie. A retired faculty member (*emeritus*) may continue supervision for already admitted candidates, but cannot act as supervisor for a new candidate. The thesis supervisor(s) must write and sign a Letter of

Support to confirm the commitment to supervise the proposed candidate and project until completion. Without a Letter of Support from an eligible supervisor in the file, the application will be rejected by default.

3.2.1.2 *The research proposal*

The research proposal is a document edited in English or French using the form in Appendix A, 5-7 pages long with the following contents:

1. Tentative thesis title
2. Summary of the objective or research questions for the project, including a statement of the motivation and originality of the chosen topic within the field of management.
3. Short state-of-the-art literature review for recent work related to the proposed project.
4. Methodological statement sufficiently detailed to enable an assessment of its relevance with respect to the stated research questions.
5. Scientific bibliography
6. Tentative project plan outlining human, material and financial resources necessary to complete the project.

Projects that are insufficiently specified, too ambitious or inadequate in terms of methodology or literature are rejected.

3.2.1.3 *The supervisory panel*

The supervisory panel is proposed by the supervisor(s) and contains at least two other eligible faculty members, whereof at least one member is external to the research group of the supervisor(s). The voluntary members of the thesis committee are committed to provide continuous guidance to the candidate during the project, meeting at least once annually with the supervisor(s) and the candidate to discuss the progress. The prior contentment of the proposed members to serve on the supervisor panel must be solicited by the supervisor. The LSM Doctoral Bureau may approve the proposal or change the composition of the supervisory panel to better suit the project and candidate.

3.2.1.4 *The research training programme*

The proposal for the training programme is elaborated jointly by the candidate, the supervisor(s) and the supervisory panel with the objective to conceive a package that is tailor-made for the scientific needs of the candidate and the project. The part necessary to be specified in the admission folder concerns the courses (24 ECTS) and the identity of the chosen DSM reading seminar (18 ECTS). The details of the elements of the former are given in Section 4.2.2.2 below.

3.2.2 Application contact and deadlines

The electronic application file is to be sent by email to the LSM Doctoral Bureau through its administrator (see above) with a copy to the local LSM Doctoral Bureau member (if the candidate is pre-admitted).

The LSM Doctoral Bureau reviews the admission applications monthly, candidates can inquire to the Bureau secretary for the dates of the upcoming meetings. Regular deadlines for registration per academic year apply.

3.2.3 Process

The LSM Doctoral Bureau reviews the admission applications continuously. An acceptance decision of the LSM Doctoral Bureau is sent to

- The Candidate
- The Supervisor(s)
- The Members of supervisory panel
- The CDD Economics and Management (for information)

In the case of a rejected admission, a motivated decision of the LSM Doctoral Bureau is sent to

- The Candidate
- The Supervisor(s)

The LSM Doctoral Bureau may judge that the application should be improved in order for the Bureau to come to a positive decision and ask the candidate to submit an updated version.

3.2.4 Administrative registration

Following the approval by the LSM Doctoral Bureau, the candidate will receive an authorization to register as a PhD student. The candidate registers locally at the institution of his/her supervisor and pays tuition as well as the annual registration fees that are due. For successive registrations up until the academic year for the final thesis defense, the candidate must pay the annual registration fees prior to Dec 1 each year to stay in the programme.

3.3 Confirmation

The confirmation procedure is a mandatory intermediate step in the doctoral process with the purpose to assure adequate progress towards the thesis defense in order to meet the statutory objectives in terms of time and quality. The confirmation serves several objectives.

First, the confirmation is the critical stage where the candidate has to convince his/her supervisory panel about the prospects of terminating the thesis as initiated. In passing the confirmation, candidate gets an endorsement from the supervisory panel to continue the research along the undertaken direction until the private defense (at least one year later).

Second, the confirmation is the occasion for the supervisory panel to more precisely fix objectives and limitations for the candidate and the project, given the intermediate results from the 1-2 years of research. These guidelines are important to focus the final work at fruitful areas for scientific contributions, opportunities for publication and/or data availability.

Third, the progress and status at the confirmation allows the supervisory panel to identify and isolate potential barriers for the candidate in the realization of the project. These barriers could be both linked to material resources (access to financial resources, tools and proprietary data) and human resources (personal capacity of the candidate to master parts of the methodology, supervisory capacity, international connections, etc). The guidelines from the confirmation should address any potential barriers identified as to ensure that the objectives can be achieved in due time with highest quality.

3.3.1 Deadline

Within 24 calendar months from the definitive admission to the doctoral programme by the LSM Doctoral Bureau, the candidate should pass the confirmation stage. The LSM Doctoral Bureau may extend the delay if justified with *exceptional circumstances*. Note that for FNRS fellowships, the renewal report after two-years requires a passed confirmation stage.

3.3.2 Process

The confirmation step is organized between the candidate and the supervisory panel at a time and site of mutual agreement and involves several elements:

1. Two months prior to the intended confirmation date, the candidate or the supervisor informs the LSM Doctoral Bureau (administration) about the upcoming event. The request is accompanied by the following information:
 - a. Updated sheet of passed courses etc in the Planned research training (cf. 4.2.2)
 - b. List of planned courses etc of the Planned research training
 - c. Updated sheet of achieved Continuous research activities (cf. 4.2.3)
 - d. List of scientific publications
 - e. List of presentations at scientific conferences
2. The candidate or supervisor may request the presence of a member of the LSM Doctoral Bureau at the confirmation. Analogously, the LSM Doctoral Bureau may signal their intention to assist at the confirmation. In both cases, the LSM Doctoral Bureau will coordinate with the supervisory panel as to find a suitable date for the confirmation.
3. Unless a request has been made as of (2), the supervisor informs the LSM Doctoral Bureau about the date of the confirmation.
4. Two weeks prior to the confirmation, the candidate submits the confirmation report, a written report or authored article(s), showing progress in the research project. Minimum requirement would be to have terminated a thorough literature review and specified the methodological basis for the work. If an article (presented or submitted/published) is submitted, a short written note should document the position of the article in the thesis proposal and the plan for future work.
5. At the confirmation, an oral presentation (20 minutes) of completed and future work in the doctoral project.
6. After presentation and discussion, the supervisory panel and possible members of the LSM Doctoral Bureau deliberates upon the conclusions of the confirmation.
7. The report from the confirmation (Appendix Y) is written by the member of the LSM Doctoral Bureau, if present as of (2), or by the supervisor and signed by all members of the supervisory panel.

The report is submitted in original to LSM Doctoral Bureau (administrator). The LSM Doctoral Bureau validates the confirmation report and disseminates the result of the confirmation to

- The Candidate
- The Members of supervisory panel
- The CDD Economics and Management (for validation)

In the event of failure (DR art 2.3.3), the LSM Doctoral Bureau can define a period of maximum 12 months within which the candidate may retry the confirmation.

3.4 Doctoral defense

When the supervisory panel considers that the candidate's work and doctoral research training have been satisfactorily completed, it proposes a composition of a doctoral jury (DR art 2.4.1). The private defense can be done earliest one year after the passed confirmation.

3.4.1 Doctoral jury

A doctoral jury includes the thesis supervisor(s) and at least three other members selected for their scientific competence in the field of the thesis. At least two of the jury members should be external to LSM, thereof at least one external to the Académie, and all members should possess a doctoral title earned through a public defense of a thesis or equivalent expertise. Normally, the members of the supervisory panel form part of the jury, exceptions to this rule should be validated with the LSM Doctoral Bureau prior to submission of the proposal.

The jury is chaired by the Dean of the faculty or a delegate, who is not counted as one of the members in sense of the paragraph above. In practice, the local LSM Doctoral Bureau member will chair the jury for the LSM doctoral candidates.

3.4.2 Process for the designation of a jury

The written and signed proposal by the promotor on behalf of the supervisor panel is to be sent to the LSM Doctoral Bureau for validation. After validation of the status of the confirmation, the valid registration of the candidate in the institution, full payment of fees, and the full documentation of the completed doctoral training programme of 60 ECTS, the LSM Doctoral Bureau transmits the proposal to CDD Economics and Management. After approval by the CDD Economics and Management, the proposal is transmitted to the Dean of the faculty concerned by the LSM Doctoral Bureau. The members of the jury are (formally) appointed by the Rector of the university concerned.

Upon receipt of the designation of the jury, the LSM Doctoral Bureau transmits a copy to :

- The Candidate
- The Supervisor(s)
- The Members of the jury

The administrative requirement for the minimum time between the date of the appointment of the jury by the Rector and the date of the private defense is defined by the member institutions in the Académie. E.g., at UCL, the requirement is to allow six weeks between the appointment of the jury and the private defense.

3.4.3 The private doctoral defense (DR art 2.4.2)

The jury comes to a joint decision on the date of the private defense, in agreement with the candidate. One month at the latest before the chosen date, the candidate forwards the provisional text of the thesis to the jury members; this text must consist of either an original thesis, or an essay accompanied by a coherent set of publications and work of which the candidate is either the author or the co-author. These documents can be submitted in French or in English.

The entire jury should be present for the private defense (videoconference is authorized). If this is not possible for some reason, the absent member must send a written report before the defense to the chairman of the jury, giving his/her reasoned opinion on the value of the thesis and a list of the questions to be put to the candidate.

The private defense will start with a short oral presentation (30 min), the jury will then discuss the text submitted as well as the research results with the candidate.

At the end of the private defense, the jury deliberates and comes to a conclusion about the admissibility of the thesis. The chairman of the jury documents the following decisions at the defense:

- I. Form for the defense, signed by all present members declaring
 - a. Acceptance or not of the admissibility of the thesis.
 - b. If found non-admissible, a minimum delay in months from the date of the defense for the organisation of a new private defense.
 - c. If admissible, a summary of necessary modifications prior to publishing the thesis and the public defense
 - d. Expected time to implement the modifications specified under (c), at most three months. For longer delays, a new private defense has to be organised.
 - e. Possible delegation of the approval procedure for the resubmitted thesis after modifications in (c), either supervisor(s), supervisory panel or jury.
 - f. Approximate date for the public defense, no earlier than one month after the private defense.

The result of this deliberation is communicated orally immediately to the candidate and the written form is forwarded to the LSM Doctoral Bureau for validation and the compilation of an official transcript of the defense. This transcript is transmitted to:

- The Candidate
- The Supervisor(s)
- The Members of the jury
- The CDD Economics and Management

3.4.4 Process prior to the public defense

The candidate prepares the new thesis draft along with a short document summarizing the implementation of the changes decided, resubmits it to those charged with the approval of the changes (cf. 3.4.3e above). Once the modifications decided in art 3.4.3c above are approved and a final date has been agreed among the members of the jury, the approving party (cf. 3.4.3e above) transmits a written demand to the LSM Doctoral Bureau to organize a public defense at that date. The LSM Doctoral Bureau transmits this request to the concerned university administration and invites the jury and the public to the public defense.

The candidate prints the approved thesis version in the series of doctoral theses Académie Louvain/LSM and transmits the printed thesis at least two weeks prior to the defense to

- Members of the jury
- LSM Doctoral Bureau

An electronic copy must also be sent to the person responsible for electronic theses within the Académie member institution which will award the degree (DR art 2.5.2). The procedure for submission is detailed in *La gestion académique et administrative du doctorat au sein de l'Académie Universitaire Louvain*, Annexe 4, *Thèses électroniques : document à destination des gestionnaires de doctorates*, approved by CODAL Feb 18, 2008. http://www.uclouvain.be/cps/ucl/doc/recherche/documents/vade_mecum_gestion_doctorat_AL_201008_et_annexes.pdf

3.4.5 The public doctoral defense (DR art 2.5.1)

The public defense consists of an oral presentation given by the candidate of the results of the research work which have led to the thesis; on this occasion the candidate should lay emphasis on the qualities and originality of the work, and its relevance to the wider scientific public. This presentation is followed by a discussion between the candidate and the jury and then with everyone present at the defense.

At least two thirds of the members of jury should be present at the public defense, which may not last longer than three hours. Any member unable to attend the public defense must send a written report before the sitting, giving his/her reasoned opinion on questions that he/she wishes to put to the candidate to the chairman of the jury.

3.4.6 Administrative process after public defense

Immediately after the public defense, the jury members withdraw to decide on the outcome of the doctoral programme, awarding the 120 ECTS for the successful defense of the doctoral dissertation, and to certify that the candidate has obtained the minimum 180 credits required for the granting of the academic title of doctor (DR art 2.5.3). A member of the jury is designated to act as Secretary for the deliberation. The chairman of the jury prepares the following documents to be issued after the deliberation:

1. Degree certificate for the Académie with signatures of all present members of the jury and the Secretary.
2. Official report for the defense, reproducing the composition of the jury, the dates and results of the private defense and summarizing the contributions of the thesis on one page, co-signed by all present members of the jury
3. Official grade report (bulletin) of the doctoral programme with list of all validated elements, signed by the chairman of the LSM Doctoral Bureau.

The chairman announces the result in public and the new doctor signs the degree certificate. The chairman then transmits the degree certificate to the Rector of the concerned university for signature. The official report and the official bulletin are transmitted to the LSM Doctoral Bureau for further dissemination to the Dean of the concerned faculty and CDD Economics and Management. The LSM Doctoral Bureau archives a copy of the official report and the bulletin and transmits documents to:

- The Dean of the concerned faculty (original official report)
- The CDD Economics and Management (copy)

3.4.7 The degree certificate

The degree certificate specifies the name of the awarding institution and the Académie Louvain (DR art 3.1), it is also accompanied with a supplement in accordance with art 82 of the Decree (March 31, 2004).

3.5 Joint programmes with institutions outside the Académie

A doctoral candidate may be subject to an agreement with a university outside the Académie. In such case, the model agreement with the external university should conform to the model agreement in DR (Annex 1). Prior to signature by the Rector of the concerned universities, the proposed agreement should be validated by CDD Economics and Management, LSM Doctoral Bureau and the Dean of the faculty.

3.6 Appeal process

Any decision (pre-admission, admission, confirmation) made by the LSM Doctoral Bureau may be appealed to the CDD Economics and Management (cf. Section 2.6). CDD Economics and Management may also resolve conflicts between candidates, supervisors and supervisor panels when necessary. Appeals for admission should be done within three months of the date of rejection and may be subject to additional information requirements and/or an oral presentation, depending on the reasons for reject.

Decisions by the CDD Economics and Management may be appealed to CODAL, the interdisciplinary doctoral commission for the Académie, cf Section 2.4.

4 DSM Doctoral School

This Section describes the research training, i.e. the activities that prepare and support the definition, analysis, editing and presentation of the individual research work that the thesis constitutes. The role of the DSM Doctoral School is twofold; (i) to provide an organized set of training activities leading to the best possible preparation and conduct of internationally recognized research in management, (ii) to socialize doctoral candidates into a research-driven environment through close contacts with faculty members and fellow doctoral candidates within LSM. In addition to the DSM, LSM also organizes events such as the Doctoral Forum, where doctoral candidates from all centers and orientations meet, present work orally or by poster and attend lectures on timely topics. The activities in the DSM Doctoral School are open only to candidates that are admitted (pre-admitted).

4.1 Structure

The DSM Doctoral School is recognized as a Graduate School in Management by FNRS and is organized formally as three years of 60 ECTS each. The training programme may be divided into *Common activities* that are mandatory and uniform for all and *Individual activities* that potentially vary for each candidate. Note that the research activities comprised in the credits for a doctoral school are assumed to be performed continuously throughout the year and not only during the academic year, as in undergraduate programmes. This also implies that doctoral candidates performing other services in parallel (e.g. teaching assistants) normally will require four to six years to complete their doctoral degree. The content of the full programme is presented in Table 5 below.

Table 5 Doctoral Training Programme DSM in ECTS.

Doctoral Training	References	ECTS
DSM Reading seminar per domain (3 years x 6 ECTS)	4.2.1	18
Confirmation passed	3.3	5
Common training programme		23
Planned individual training (courses, seminars, foreign stays)	4.2.2	24
Continuous activities (conference presentations, publications, etc)	4.2.3	13
Individual training programme		37
Total research training		60
Personal research	3.4.5	120
TOTAL		180

4.2 Organisation

The DSM Doctoral School is organised around the five LSM centers of excellence, active across the LSM universities. These centers offer the critical mass of professors and researchers to pursue internationally recognized research in their chosen domains, but also the scientific and social context necessary to promote the exchange of ideas, methods and data within and outside the universities of the Académie. The activities of the centers include, beside the individual research of affiliated members, joint research with national and international partners, applied research for national and international organisations, the organisation of doctoral courses and the involvement in post-graduate or executive training programmes in their domains. Besides a Director, the center have also an appointed Doctoral Coordinator who is the central contact for all information regarding the reading seminars, doctoral courses and recruitment of doctoral students in the center.

Table 6 LSM Centers of Excellence.

	Name	Doctoral coordinator
CCMS	Center on Consumers, Markets and Society	Prof. Alain Decrop
CESCM	Center for Supply Chain Management	Prof. Per Agrell
CRECIS	Center for Research in Entrepreneurial Change and Innovative Strategies	Prof. Régis Coeurderoy
CESAM	Center for Studies in Asset Management	Prof. Armin Schwienbacher
PRISME	Pole of Research on Information and Services Management and Engineering	N N

4.2.1 DSM Reading seminars per center

Doctoral candidates are required to participate during three years in a DSM reading seminar in a center of their choice. The activities of each reading seminar are defined by each center, but include normally the structured reading and discussions of thematic and seminal work in their area, intersected by presentations and discussion made by doctoral candidates. The active participation in the Reading seminar is validated by the Doctoral Coordinator of the concerned center. The affiliation with a specific center is not necessary for the participation in a reading seminar, candidates may also change reading seminar after approval by the LSM Doctoral Bureau.

4.2.2 Planned individual research training

The principle with the doctoral course programme is to define an individual methodological preparation for the given research project through mutual agreement between the candidate and the supervisor panel. Note that the planned part of the training only concerns the 24 ECTS of planned individual research training in Table 5 above, as the individual research activities are accumulated continuously in accordance with research progress. In addition to doctoral classes given by the centers in LSM and other institutes within the Académie, doctoral courses may also be attended in the CEMS doctoral network or through EIASM (EDEN seminars), or at other universities within or outside Belgium in relevant disciplines. For certain candidates (ICM fellows, see 5.3.1), the attendance at a foreign institution is a requirement of their programme and credited as a part of the 24 ECTS for the ICM fellowship.

Part of planning for this stage may be made already during pre-admission through the active assistance of the temporary supervisor (mentor). The final course programme is approved by the LSM Doctoral Bureau on proposal from the candidate in the admission application.

During the doctoral training, the supervisory panel and the candidate may jointly request amendments to the planned doctoral training programme to the LSM Doctoral Bureau.

Table 7 Credits (ECTS) in the DSM for planned individual research training (to be specified in admission file).

Type of activity	ECTS	max cumulative
<i>Research seminars/courses</i>		
Doctoral course CEMS or LSM	6	
EDEN	6	
Doctoral summer school (external to LSM)	6	
Doctoral course non-CEMS ad hoc (ECTS validated by Doctoral Bureau)	3-6	
<i>ICM qualification</i>		24
Written examination (cf. art 5.3.1.2) passed (>60%)	12	
Global examination (cf. art 5.3.1.4) passed (>60%) including stay abroad	24	
<i>Research visit abroad</i>		6
Invited visit at foreign university, minimum 3 months (not within ICM)	6	
<i>Individual planned research training total</i>		≥ 24

The individual programme should contain at least two of the courses in epistemology, research methodology and management theories, such as the classes in Table 8 below for 2009/2010 and in Table 9 for 2010/2011. The schedule and instructors for these classes are announced at the website for the doctoral school as well as www.uclouvain.be. The classes provide the necessary tools to critically define and review a research topic by clarifying the research objectives, methodology and paradigms employed. However, the needs of candidates vary and some may immediately want to pursue specific methodological aspects as to e.g. define the statistical methodology to be employed in the research.

Table 8 Courses in epistemology, research methodology and management theories given 2009/2010. (UCL codes)

Code	Name	Language	ECTS	Area
LSMS2106	Analyse économique des organisations et décisions managériales	FR	5	LSM
LSMA2002	Business Research Methods	FR/EN	5	LSM

Table 9 Courses in epistemology, research methodology and management theories given 2010/2011. (UCL codes)

Code	Name	Language	ECTS	Area
LSMA2001	Epistemology of Management	EN	5	LSM
LSMA2002	Quantitative Research Methods	EN	5	LSM
LSMA2004	Qualitative Research Methods	EN	5	LSM

Supplementary credit (up to 6 ECTS in total) may be awarded to doctoral candidates for courses organized in the master programmes, subject to written approval by the examiner of the course and the definition of additional work subject to evaluation (Appendix C).

4.2.2.1 Doctoral courses – requirements

The LSM Doctoral Bureau is responsible for the validation of the type and level of doctoral classes for which ECTS credits are given. The criteria concern (i) the consistency with the research project and (ii) the level of the training with respect to the pre-requisites of the candidate.

A doctoral course should correspond to either a fundamental methodological or epistemological need in the research training, or alternatively, meet a specific instrumental need in the elaboration of the models and tools for the advancement of the research project. Courses can be selected from the graduate programmes of other faculties for credit with DSM, provided credit has not already been given for another diploma. Given the written prior approval of the LSM Doctoral Bureau based on a

written request from the thesis supervisor(s), a doctoral candidate may exceptionally include as planned activities *ad hoc* courses taught by their supervisors that are partially coordinated with teaching activities in non-graduate programmes. Such courses cannot duplicate elements already followed in Master's programmes, can only be credited up to a total of 12 ECTS and the written demand from the supervisor(s) should confirm the need for the methodological training and its consistency with the research project.

4.2.2.2 Courses and seminars – procedures

Registration for DSM internal courses is done through the DSM local administrator on a specific form. Registration to participate in the doctoral courses externally may require specific steps, payments etc that are not covered here and that may need the coordination with the concerned supervisor and the LSM Doctoral Bureau.

After successful completion of the course, some evaluation should be made of the participation of the participants. The result of this evaluation is to be reported to the LSM Doctoral Bureau on form (X) and signed by the course examiner or doctoral coordinator for center (for reading seminar). In case no evaluation is organized in the course, the supervisor may examine the candidate by e.g. a project or oral examination to award credit for the course. Grade report for a course is to be sent to the LSM Doctoral Bureau (administration).

Credit is not given for courses and seminars examined prior to the date of admission/pre-admission to DSM.

The LSM Doctoral Bureau archives the course grades in the file of the candidate and transmits copies to:

- The candidate
- The Supervisor(s)
- The LSM Doctoral Bureau local member for the given institution

4.2.3 Continuous research training activities

An important part of the research training consists in individual continuous activities (conference presentations, publications, refereeing, etc) that are fulfilled throughout the duration of the programme. The valuation of each instance of such activities is given in Table 11 below. Note that *ad hoc* courses beyond the planned activities in Table 5 are credited with credits as in Table 7. The CDD Economics and Management may decide to extend the list of activities if relevant.

The procedure is relatively simple, a single form per activity where the supervisor signs and endorses the type of activity:

1. For conference presentations, the supervisor must certify attendance, presentation and type of conference. A first presentation at the LSM Doctoral Forum or equivalent event as decided by the LSM Doctoral Bureau is already credited in the 5 ECTS for the Confirmation and is not cumulative with this category.
2. For publications, the published paper or the letter of acceptance from the journal, is simply submitted along with the form by the candidate. Credits are awarded at the receipt of a letter of acceptance from the journal, it is not necessary to wait for the article to go into press.
3. For research visits abroad, the form is signed by the inviting faculty member at the foreign institution certifying the character and length of stay, an original letter of invitation from the foreign institution should be appended to the file.
4. For courses and training seminars, registration and possible evaluation sheets are submitted in their original form; for classes without formal evaluation the supervisor may organize such evaluation and report on the appropriate form.

5. For teaching activities, a standard statement should be signed by the responsible for the department where the teaching has been performed.

Table 11 Credits (ECTS) in the DSM for the Continuous individual research activities (max X ECTS)

Type of activity	ECTS	max cumulative
<i>Conference presentations</i>		6
Conference presentation – (workshop, national)	1	
Conference presentation – (workshop, international)	2	
<i>Publication in scientific peer-reviewed journal</i>		12
Author (single), journal ranked A or B (LSM ranking)	6	
Co-author, journal ranked A or B (LSM ranking)	5	
Author (single), journal ranked C (LSM ranking)	4	
Co-author, journal ranked C (LSM ranking)	3	
Author/co-author, journal ranked D or not ranked in LSM ¹	2	
<i>Research seminars/courses ad hoc</i>		18
Doctoral summer school (external to LSM)	6	
Doctoral course non-CEMS ad hoc (ECTS validated by LSM D Bureau)	3-6	
<i>Research visit abroad (if not already planned, not ICM)</i>		6
Invited visit at foreign university, minimum 3 months	6	
<i>Teaching activities</i>		3
Assistance (min 60h of grading/evaluation of student projects etc for a minimum of two courses)	3	

4.2.4 CEMS Courses 2010: HEC Paris

Thanks to the collaboration within the CEMS group, LSM doctoral students may benefit from the following doctoral classes in the format of “Intensive Blocked Seminars” during the Spring of 2010:

1. Finance: “The Interaction of Finance and Industrial Organization”, March 8-12, 2010.
2. Operations Management and Information Technology: “Game Theory Models in Supply Chain Management”, April 19-23, 2010.
3. Accounting and Management Control: “The Sociology of Accounting and Accountants”, April 26-28, 2010.
4. Management and Human Resources: “Readings in Executive Decision Making”, April 26-29, 2010.
5. Strategy and Business Policy, “A Socio-Institutional Approach to Competitive Advantage”, May 3-5, 2010.

The doctoral seminars are concentrated to the given weeks only and valued at 3-4 ECTS. The location for the courses is HEC Campus and some facilities are available for visiting students (library, rooms for rent, restaurant, public transport).

Further information on <https://studies2.hec.fr/jahia/jahia/phd-seminars> or by email for the coordinator at HEC, Mme Caroline DENISE, denise@hec.fr

¹ Given that the purpose of the Research Training Programme is to award credit for scientific accomplishments (beyond the editing of the thesis), no credit is given for non-scientific publications.

5 Financing of doctoral research

The objective of the Doctoral School of Management is to provide a research environment at high international level leading to the training of highly skilled doctorates capable of producing original qualified, and relevant research output. As the future activities and employers for the doctoral candidates may be private and public organizations, academic institutions and non-governmental organizations, the financing of the doctoral studies (tuition and living expenses) is independent of the doctoral programme. Below we outline several possibilities open for candidates, with indication of what particular qualifications on behalf of the candidate that may be needed.

5.1 Teaching assistantships (TA)

Each university within the Académie caters a limited number of teaching assistantships per each department within LSM. The assistantship is a temporary (two-year, renewable twice) position within the university that carries a monthly salary (normally scale 8L, starting salary 31,337 EUR brut, 01/01/2009, indexed annually), normal vacation and social benefits etc. Teaching assistants work part-time with preparation of teaching material, grading exercises and projects, tutoring students individually or in groups, giving exercise sessions and other assisting tasks in their functional department. The teaching burden varies over time, but annually the service time is never higher than 50%. The rest of the time is devoted to research and the progress in the doctoral process is an important criterion for the renewal of an assistantship. Vacant teaching assistantships are opened for competitive recruitment in May each year using a web-based application system (cf. the links below). In addition to the criteria for admission to the doctoral programme (cf art 2.2) language requirements (French) may apply in certain cases.

Namur, FUNDP	http://www.fundp.ac.be/universite/jobs/liste_emplois
Louvain-la-Neuve, UCL	http://www.uclouvain.be/emploi-offres.html
Mons, FUCaM	http://www.fucam.ac.be/index.php3?pere=140
Bruxelles, FUSL	http://www4.fusl.ac.be/4DACTION/EWA_Emplois/Evt/P/3

5.2 Research assistantships (RA)

In addition to the TA, the universities also offer a variable number of temporary positions as Research Assistants within the departments and centers of excellence in LSM. These positions are normally limited to a shorter period (1-3 years, occasionally renewable once) and financed for specific research projects allocated to a supervisor, research team or department. The other service conditions are identical to the TAs and it is fairly common that RAs are awarded TA positions when their RA expires if the performance has been good. Research assistantships are advertised centrally, but also at the site pages for the departments within LSM and for the centers of excellence, at any time of the year. RA are expected to enrol in DSM on the project for which they are recruited, additional requirements may apply to qualify for specific RA depending on the project and department. The links under the previous paragraph may be used to access offers for RAs.

5.3 Scholarships

Besides the assistantships that are employments within the universities, there are also a number of attractive fellow- and scholarships available for doctoral students in LSM. The list below is far from exhaustive, more information can be obtained from the central webpages (e.g <http://www.uclouvain.be/en-recherche-financement.html> at UCL) as new opportunities arise, deadlines change etc.

5.3.1 ICM Fellowship

<http://users.belgacombusiness.net/cim.icm/>

The *Intercollegiate Center for Management Science* (ICM or CIM) awards each year doctoral fellowships in Management Science. The award is granted annually for a period of three years full-time research. It involves a stay of one year in a foreign university with tuition covered by the fellowship. Applications are welcome from scholars of all nationalities graduated from a Belgian university admitted to one of the Doctoral Schools in the field of Management Science.

The highly competitive ICM Fellowships require a meticulous preparation of the application and selection process that consists of three stages; the application file, the written exam and the oral exam.

5.3.1.1 ICM application file

The application file for ICM must be completed by March 1 and contain the following elements

1. Full CV in standard format.
2. Project description (max 10 pages), including a well-edited literature review, research questions and methodological choices.
3. Work plan for the three years, including references to foreign professors and universities of choice.
4. Letter of recommendation from the supervisor
5. Confidential letters of evaluation from two professors knowing the candidate from graduate or undergraduate studies.

5.3.1.2 Written exam

Admissible candidates will be invited to a written exam in early April (normally 9h-15h). The written test (corresponding to 25% of the points for the fellowship competition) will assess the mastery of management science methods and is based explicitly on the works:

- BESANKO D., DRANOVE D., SHANLEY M., "The Economics of Strategy", John Wiley & Sons, Inc., 1996 (ISBN 0-471-59849-6).
- COOPERS D.R., SCHINDLER P.S., "Business Research Methods", 9th edition, McGraw-Hill International Edition, , 2006 (ISBN 007-124430-1), Chapter 4 excluded
- MINTZBERG H., "Structure in Fives: Designing Effective Organizations", Pearson Higher Education, 2006 (ISBN 140-58393-25)
- MINTZBERG H., LAMPEL J., AHLSTRAND B. "Strategy Safari: A Guide Tour Through The Wilds of Strategic Management", The Free Press, 1998 (ISBN 068-48474-34)
- MEYER R., DE WIT B., "Strategy: Process, Content, Context", Thomson, 3rd edition, 2003 (ISBN 186-15296-43): theoretical parts (not the cases).

5.3.1.3 Oral exam

At the oral exam in early May, the candidates will meet a national, interuniversity and interdisciplinary jury to present their project proposal and plan for the fellowship. The presentation (10 min) should preferably be done in English.

5.3.1.4 ICM decision

Based on the points obtained for the written exam, the CV of the candidate, the quality of the written proposal and the performance at the oral exam, the jury recommends a ranking of the candidates to the Council that decides upon the award of fellowships. Normally two or three ICM fellowships are awarded to the French-speaking universities, but note that fellowships are not awarded to candidates scoring below a certain level (60%) irrespective of the number of available slots.

5.3.2 FNRS Doctoral fellowship

[Fonds National de la Recherche Scientifique http://www.fnrs.be](http://www.fnrs.be)

The National Scientific Research Foundation (FNRS) finances scientists, research programmes and scientific network activities. In particular, the FNRS fellowship is a two-year financing (tax-free amount similar to that of a TA-RA above, including social and medical insurance), potentially renewed once. The application date is January 1 each year for the next academic year, the necessary forms are available from the FNRS webpage from about mid-October to mid-January. There will be a common call for the Académie from 2010. The FNRS fellowships are awarded by scientific commissions that put particular emphasis on the achievements of the candidates in their CV. Note that the renewal of a FNRS fellowship after two years should be coordinated with the Confirmation exam, meaning that in practice, the Confirmation should be passed 1.5 year into the programme.

5.3.3 FNRS Special scholarship

The FNRS offers a special doctoral scholarship for one year to eligible candidates that work full-time outside the universities, wishing to take a year off to finish their dissertation. The special scholarship covers their net salary for one year. The deadline is February 1 each year for next academic year, forms and regulations are provided on the webpage <http://www.fnrs.be>. It should be noted that this scholarship is rare, 54 of about 1,300 FRS-FNRS doctoral candidates were financed with special scholarships in French-speaking Belgium in 2007.

5.3.4 FRIA fellowships

The Research Foundation for Industry and Agriculture (FRIA) finances doctoral students with backgrounds in science, applied sciences (engineering), pharmaceuticals, medicine, agronomy, engineering, veterinary science, dentistry and physiotherapy. Eligible candidates, have a degree from a Belgian university or equivalent. The scholarship (tax-free, 17,760-19,266 EUR annually 01/01/2008, indexed) is given in two tranches, the first for 27 months and the second for maximum 21 months.

5.3.4.1 Application file

Applications for the first scholarship may only be submitted between Sep 1 and 15 each year, applications for prolongation between Sep 1 and 5. The FRIA scholarship application file should contain the following elements (see webpage for details):

1. Specific application forms from <http://www.frs-fnrs.be/formulaires/login.cfm>
2. Project description and the (max 4 year) research plan.
3. Master's or Bachelors project/thesis for the degree of eligibility for the scholarship (see above).

5.3.4.2 FRIA process

Selected applicants will be invited to an interview where they will have the occasion to present the project proposal, their methodology and respond to general questions about their scientific and professional preparation. Letters of recommendation will be obtained from the supervisor and an additional professor for qualified candidates. In 2008, about 480 FRIA fellowships were awarded in French-speaking Belgium, likely to increase to 600 from 2009.

5.3.5 FSR-UCL scholarship

In addition to the FNRS fellowships above, the Special Research Fund (FSR) allocates a limited number of scholarships to the Research Councils of the Belgian universities. The budget (for UCL about 15 scholarships in total) is allocated both to doctoral candidates and post-doctoral fellows. To be eligible for a FRS-UCL scholarship, the candidate must submit an application for a FNRS Fellowship to FRS-FNRS as in Section 5.3.2 above. The Research Council reviews then the applications not awarded FNRS fellowships. Candidates who were ineligible for administrative reasons by Feb 1 and thus could not apply may apply directly to the Chairman of the UCL research council no later than April 15. The decision is announced in July. For details, contact UCL/ADRE. Note that these provisions are to be changed within the new structures from 2010/2011.

5.3.6 First doctorate enterprise international FIRST-DEI scholarship

http://formulaires.wallonie.be/p004414_152.jsp

Co-financed by a company located in the Walloon region, the First DEI program awards two-year scholarships (renewable once) to candidates undertaking a project in partnership with the sponsoring company and a research center located outside of Belgium which will host the researcher for a 6 month internship. FIRST is an interesting way to fund a doctoral thesis.

These kinds of project must be submitted when calls are made by the Wallon region, the General Directorate for Technology, Research and Energy (DGTRE). The university is the owner of the resulting research. For information, see references at the webpage above.

5.3.7 Prospective Research for Brussels

http://www.iwoib.irisnet.be/prfb_fr.htm

Candidates (max 30 years, eligible for a doctorate) that are proposing projects within the programme Prospective Research for Brussels (PRFB) may obtain a fully financed fellowship for 2 + 1 year, including overhead expenses for the department and the university. The subjects 2009 are

- Mobility (including the use and planning for the port of Brussels, commuting, spatial-economic impact of mobility in the capital region)
- Environment (biodiversity and urban environment)
- City and demographic growth (policy, adaptation and impact of population growth, in particular with respect to infrastructure, public service, real estate, employment)
- Economy (informal economy and criminality, social economy: current state and perspectives)
- Socio-economic impact of research

The deadline is July 15, documents and forms are available from the webpage above. Since

5.3.8 DGCD Mixed doctorate scholarships

<http://www.btcctb.org/showpage.asp?iPageID=991>

http://www.dgcd.be/en/dgdc/grants/docs_bourses/grants_1_1.html

The Belgian Development Cooperation (DGCD) offers grants for doctoral studies partly in the country of origin and partly (env 1/3) in Belgium. The programme is particularly aimed at university staff in the supported country pursuing an established relationship with an academic institution in Belgium. The scholarship lasts for no more than 4 years, paying a subsistence of 800 EUR/month and certain move and travel expenses. [An alternative financing for the same target groups is given by l'Agence Universitaire de la Francophonie AUF, see www.auf.org and below].

5.3.8.1 Eligibility criteria

The candidate must satisfy the following criteria:

1. National of one of the countries: Algeria, Benin, Bolivia, Burundi, DR Congo, Ecuador, Mali, Morocco, Mozambique, Niger, Palestine, Peru, Rwanda, Senegal, South Africa, Tanzania, Uganda, Vietnam.
2. No more than 40 years old
3. At least two years professional experience as an instructor, assistant lecturer or researcher in a university or recognized research institution.
4. Area of research must be accepted by an academic sponsor in Belgium and a local sponsor.
5. For medical specializations; the Académies Royales de Médecine must give their agreement.

5.3.8.2 Process

The LSM Doctoral Bureau may indicate whether the intended area of research is present in LSM, the approval of a potential supervisor must be obtained prior to application. The application deadline is March 1, application should be sent to the Cooperation Attaché in the local Belgian representation (Embassy or Consulate).

5.4 Financing of research activities (travel, conference fees, etc)

Some research activities incur direct costs for the doctoral candidates, such as fees for conferences and external seminars, travel and subsistence for attendance at such events, specialized literature, software and databases, etc. A number of options are open to fully or partially cover such costs, some of which are listed below. Although there are exceptions, note that in general a doctoral candidate cannot rely on funding from the university, faculty or the department for individual activities, since most research funds are allocated to a center of excellence and/or a supervisor.

5.4.1 The LSM Doctoral Research Incentive Programme

The publication and international presentation of LSM research is promoted through the LSM Doctoral Research Incentive Programme that provides incentives (not full cost coverage) for doctoral candidates in two stages:

1. Publication of LSM Working Paper
2. Presentation of a project earlier published as an LSM Working Paper.

The procedure and forms for the programme are given on the LSM/LLN webpage under “Doctoral school”.

5.4.2 FNRS international travel support

www.fnrs.be

Researchers presenting work at international scientific conferences may apply for travel support from FNRS. The reimbursement is at most the cost for the airfare from Belgium to the destination. Application at a specific form (see webpage or contact secr.gen@frs-fnrs.be) at least 2 months prior to the date of the event in Europe, 3 months outside of Europe. In addition, FNRS offers also financing for scientific stays (1-3 months) abroad for doctoral (and post-doctoral) researchers. Deadline for application: 2 months before the visit. For details and conditions, see the webpage.

5.4.3 Some other sources

<http://www.uclouvain.be/383.html>

<http://www.uclouvain.be/international.html>

A good review of financing for research mobility is found at the UCL webpage. Not to burden the document, we simply list some of the opportunities found in 2009;

- FSR (normally post-doctoral stays)
- French community of Belgium (CF) Wallonia-Brussels: CGRI/WBRI offer travel support for stays in a selected set of countries.
- French community of Belgium (CF), Ministerial grant: finances stays 2-6 months, deadline October 1, through UCL/ADRI on a specific form.
- EU Marie Curie ITN: finances stays at foreign institutions e.g. to follow courses and training, information by UCL/ADRI.
- Belgian American Educational Foundation (BAEF): www.baef.be Fellowships for Research in the USA; longer stays (1 year), deadline in October, more information through UCL/ADRI.
- *L'Agence universitaire de la francophonie* (AUF): www.auf.org support for travel and stays at foreign universities, theme of research should be related to development, North-South issues or in partnership with universities in developing countries. For information

6 References

6.1 Contacts

Table 12 Administrative coordinators

Unit	Name	Institution	Email
LSM Doctoral Bureau	Dominique WARTE	UCL	dominique.warte@uclouvain.be
Site FUSL	Aurélie COPPE	FUSL	coppe@fusl.ac.be
Site FUCaM	Sandrine DELHAYE	FUCaM	sandrine.delhaye@fucam.ac.be
Site FUNDP	Pierrette Noël	FUNDP	pierrette.noel@fundp.ac.be

Administrative contact for the CODAL is Mrs Michèle FONTAINE, michele.fontaine@uclouvain.be.

For members of permanent commissions (CDD, LSM Research Commission, LSM Doctoral Bureau, etc) see respective list under Section 2.

6.2 Webpages

Doctoral regulations for Académie Louvain, including templates for joint supervision, équivalence of degrees and other documents:

<http://www.academielouvain.be/view.php3?include=31&pere=63&print=0>

http://www.uclouvain.be/cps/ucl/doc/recherche/documents/vade_mecum_gestion_doctorat_AL_201008_et_annexes.pdf

Sites for the doctoral programme information at each LSM site :

- UCL: <http://www.uclouvain.be/3595.html>
- FUNDP: http://www.fundp.ac.be/etudes/cursus/page_view/dseg/
- FUCAM: <http://www.FUCaM.ac.be/index.php3?pere=21177>
- FUSL: <http://www.fusl.ac.be/fr/94.html>

EIASM (EDEN programme of courses): <http://www.eiasm.org/>

CEMS (doctoral courses): <http://www.cems.org/general/phd/workshops.php>

FRS-FNRS (research funding) : <http://www.frs-fnrs.be/>

ICM (fellowships) : <http://users.belgacombusiness.net/cim.icm/>

Vademecum: Appendix

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