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## Starting as a PhD student *at the MGMT PhD programme*

When you start as a PhD student, you will surely have a number of questions, big and small, and it may not be very easy to find the answers. This document is an attempt to answer some of the most typical questions that a new PhD student might ask as to administrative and/or practical problems and issues related to being a PhD student and employee at MGMT.

As a fresh PhD student, you are encouraged to take part in socializing activities and freely approach not only your fellow PhD students but all your colleagues at MGMT.

The PhD students at MGMT meet regularly at a so-called Brown-Bag-Meeting (meeting during lunchtime where you bring your own lunch) to discuss practical issues and/or to present research to each other. The head of department, the MGMT programme chair and others may be invited to join upon invitation from the PhD students if there are special issues they can inform about.

A [mentor scheme](#) is set up at the MGMT department. There is also an [AU mentor scheme](#). The [MGMT liaison committee](#) can also be approached.

Always have the [Practical info](#) webpage on the MGMT webpage in mind. Here you will find a lot of useful information and answers to many of your questions.

Shortly after your start, you will receive invitations for short meetings from key persons on key issues:

- Teaching – Christian Waldstrøm and/or Morten Rask
- PURE/Excelsior – Anne Nisker Toppenberg
- Purchasing rules, administrative systems etc. – Birgitte Hellstern

## PhD students' max. level of costs/budget

Being a PhD student at the Department of Management means that you have 30,000 DKK to spend during your PhD study for e.g.:

- PhD courses
- conferences
- travels
- student assistant working hours
- books
- software
- data collection
- etc.

All PhD students will be asked to provide a budget for their entire PhD period to be worked out in collaboration with their supervisors. The budget must be sent to Ulla Salomonsen no later than 3 months after enrolment as she will control your budget throughout your PhD study.

## PhD Guidelines, Rules and Regulations

Make yourself acquainted with the [PhD guidelines, rules and regulations at the level of the BSS Graduate School of Business and Social Sciences](#), and [at the departmental level](#).

## PhD Planner

The [PhD Planner](#) is where you list your plans, intentions and progress regarding your PhD study. The first time you are asked to do this is after 3 months, then again after 6 months after enrolment and then every 6 months. The plan has to be reviewed and approved by your main supervisor, the MGMT PhD programme chair and the head of the BSS PhD program.

In the PhD planner you have to make a detailed report as to your plans, progress, deviations, dispensations etc. This is very important or your report cannot be approved by the MGMT PhD programme chair. In the planner it merely says 'comments if any' – but this does NOT suffice, always elaborate.

## PhD Courses

PhD students have to take 30 ECTS during the 3-year process. Overall, a minimum of 15 ECTS have to be taken from the coursework provided by BSS (incl. Department of Management). If you seek and obtain any kind of dispensation, you must always include information on the dispensation in your own evaluation (that is done every 6 months) in the PhD Planner, so that all details can be found and accessed in the PhD planner at any time.

It is advisable to take courses of 5 ECTS (or more).

### Q&A PhD Courses

Question	Answer
How many ECTS am I required to take?	30 ECTS. You can take more if you and your supervisor find it appropriate and your PhD budget allows it.

How many ECTS am I required to take from MGMT PhD courses	There are three compulsory MGMT PhD courses (15 ECTS in total) which all MGMT PhD students have to take: <ul style="list-style-type: none"> <li>• The Research Process and the Role of Theory in Business Research</li> <li>• Qualitative Methods</li> <li>• Applied Quantitative Methods for Management Research</li> </ul>
How many ECTS am I required to take from BSS PhD courses	A minimum of 15 ECTS in all have to be taken from courses offered by BSS departments (incl. Department of Management).
How many ECTS can you choose to take outside Aarhus University?	15 ECTS.
Which PhD courses do not count as a part of the 30 ECTS	In general, courses on scientific theory or methods within the field of management count as PhD courses. Skills courses about a specific software, for example eye-tracking software, statistical software (excel+, SAS, Stata, etc.), qualitative software (NVivo, Atlas, etc.) or language courses, for example Academic writing and/or courses to improve your communication and presentation skills are all useful courses that can be taken, but they do <i>not</i> count as mandatory PhD courses as such, hence such courses will not be accepted among the minimum of courses (the 30 ECTS).

## Supervision

The main supervisor has the overall supervision responsibility for the PhD student towards the Graduate School and for the individual PhD degree programme as a whole (c.f. the ECTS requirement and relevance of courses, the stay abroad and teaching activities). The co-supervisor is expected primarily to provide scientific advice and supervision within the field of the student.

### Procedure for change of supervisor

Adjustments during the PhD process are to be expected, and one may in rare cases change supervisor. Change of supervisor(s) is generally made on the basis of prior agreement between the PhD student, the former supervisor(s) and the MGMT PhD programme chair and the head of the Graduate School as well as consent from the new supervisor(s) that (s)he will take on the task. The PhD plan has to be adjusted/updated accordingly. If agreement cannot be reached as to change of supervisor, the head of the Graduate School will decide what to do after he has consulted the MGMT PhD programme chair and the head of department.

If you find it difficult to discuss your wish for another supervisor directly with your supervisor, please always approach the head of your section, or the MGMT PhD programme chair or the head of department (if the head of your section or the MGMT PhD programme chair is your supervisor) and always ask explicitly for confidentiality.

## Teaching

For details on teaching and workload, please refer to this [page](#). Before you make any plans for your teaching, discuss your plans for teaching with your supervisors.

### How to find teaching hours?

You do not need to knock on each individual colleague's door to ask for teaching, as you can use the above link to find the names of the responsible persons for teaching at various levels. If you want to supervise bachelor's theses, you'll be contacted about being on the list of available supervisors in the fall. If you have any questions regarding teaching, contact Christian Waldstrøm (BSc(B), BA) or Morten Rask (MSc, MA and MBA) or Søren Erik Nielsen (Graduate Diploma) who can also help you by pairing you up with the relevant teaching coordinator.

### Registering your teaching hours

Please refer to the guidelines [here](#)

### Q&A Teaching

Question	Answer
<i>The norm system - How many hours do you have to teach at MGMT?</i>	<a href="#">MGMT norm system</a>
<i>Who do I contact for teaching help and information</i>	Christian Waldstrøm (BSc, BA, Graduate diploma); Morten Rask (MSc, MA, MBA); Søren Erik Nielsen (Graduate Diploma).
<i>Where can I get educated in how to teach? Do such courses count in the 30 ECTS?</i>	PhD students at the Graduate School of Business and Social Sciences can participate in pedagogic courses offered by the Centre for Teaching and Learning (CUL). Please see the range of courses <a href="#">here</a>  If the courses are not free of charge, you will need to apply internally at MGMT for funding for these courses.  CUL courses do not count as part of the 30 ECTS (please see above).

## Conferences

To participate in and present your work at conferences is a huge potential for learning and meeting other researchers in your field, and PhD students are encouraged to present at conferences.

### Q&A Conferences

Question	Answer
<i>How do I apply for funding?</i>	You apply by means of the <a href="#">MGMT travel application form</a> , see <b>Travel and conferences</b> . Make a budget for your travel/conference

	<p>participation and fill out the MGMT travel application form. Remember to include your AU ID (which you can find <a href="#">here</a> by looking up your own name). The travel application form needs to be signed first by your supervisor, and afterwards you give it to Birgitte Hellstern or Ulla Salomonsen who will present it to the head of department. If your application is granted, you'll receive a "bevilling" with all the signatures. Once you have that you can go ahead and book your travel. Keep the "bevilling" – you will need it when you do your travel settlement in 'RejsUd'. Please beware that it is your responsibility that you keep your PhD budget.</p>
<p>Is it true that you can attend one conference where you do not have to present a paper?</p>	<p>In the early stages of their project, PhD students may apply for funding for one conference attendance if a submitted paper has been rejected or other organised activity is cancelled or oversubscribed. Also, the conference has to be central to the research field of the student and attendance has to be preapproved by both the main PhD supervisor and MGMT PhD field chair, Lars Frederiksen.</p>
<p>Is it a requirement that we have to present at a conference during our PhD?</p>	<p>No, but you are highly encouraged to do so.</p>
<p>How do you find important conferences</p>	<p>Talk to your supervisor and 'be connected' to the relevant scientific communities (that is part of being an active academic).</p>

## PhD presentations

All PhD students have to present their work after the first, second and third year of enrolment. See [PhD presentations](#).

## Practicalities about the PhD dissertation

The [BSS rules and regulations](#) state that PhDs at the BSS Graduate School have to write either a monograph (book) or a collection of between 3-6 articles (anthology). A typical number of papers at MGMT are 3 (plus introduction and conclusion). The choice of either monograph or anthology should be taken by the PhD student together with the supervisor as early as possible in the process.

Both in the local MGMT PhD field committee and in the BSS Graduate School there is an ongoing discussion of number of articles and of co- and single-authorship. However, as a general rule of thumb at least one paper should be done by the PhD student her- or himself alone. If your supervisor supports your decision not to be single author of at least one paper, there will normally not be any formal problems in this. Yet, in the latter situation, however, the student should be prepared for a potential higher risk in failing in convincingly demonstrating a sufficient level of an independent and original contribution. It is therefore often advisable to do more than the 3 papers if no paper is single-authored. Nonetheless, the best advice you can get is from your supervisor because they are supposed to know best within the community in question. It is important, however, to emphasize that in the latter case, the significance of the 'wrappings', i.e. the introductory and/or the concluding section of the dissertation, naturally will also grow in importance. The introduction allows you to 'frame' the work theoretically and to get more in detail with your overall theoretical framework, RQs, research design, methods, and overall structure. The dissertation introduction should not only summarize the research done, but also put the contributions from the various papers into a broader context, in such a way that it becomes clear how the papers relate to each other and how they contribute to a common theme. This can for example, be achieved by positioning the contributions as part of a larger research stream, by describing the common theoretical or empirical background or relating the different theoretical approaches to each other, or by showing how the substantive results together contribute to solving a particular problem. The concluding chapter allows you to extract the key findings and the theoretical and practical contributions and implications of your work.

As to the order of the authors, the general expectations are that the PhD students are first authors.

### Q&A PhD dissertation

Question	Answer
<i>If I write an anthology – do I have to write a framing that binds the articles together?</i>	<p>Well, this is again an issue that cannot be found in any formal 'regulation' - it builds upon tacit and highly institutionalized practices, that may vary from sub-field to subfield.</p> <p>So, you may be able to pass without an introductory and a concluding chapter, however, you cannot expect, that the committee may easily grasp the 'implicit structure' and/or all what the work contributes to - so it is highly recommendable, that you 'help' the reader by doing this.</p>
<i>If I write an anthology – how many articles should be single authored and can be co-authored?</i>	Please refer to item 11 in ' <a href="#">Rules and Regulations of the PhD Programme</a> ' and refer to 'Practicalities about the PhD dissertation'

	above. Also please see <a href="#">General information about publication on Forskerportalen</a> . If still in doubt, please contact the MGMT PhD programme chair.
<i>How do I handle co-author statements?</i>	<a href="#">Forms and templates</a> for cover page and co-author statements.

## Change of environment/[stays abroad](#)

In connection with change of environment/stay abroad you can apply for a stay abroad grant for up to a max. of 30,000 DKK (for stays of 3 months consecutively or longer).

How to apply for co-financing of stays abroad in connection with PhD study<sup>1</sup>:

You have to apply by sending an e-mail to the head of the MGMT PhD programme (cc the MGMT PhD administration) including: an overview of your PhD plan, a project description, a budget, a description of the expected outcome of your stay/contribution to your PhD study, an invitation from a university, recommendation from your supervisor.

The MGMT co-financing is granted regardless of external funding. This implies that there is no requirement that external funding has been/will be sought to get access to this funding.

When you want to use any of the granted money, you must follow the usual procedure and hand in travel applications or expense forms to either Ulla, Birgitte or Jonna for signature. They will then keep track of how much money you spend from your stay abroad grant. Please always include "Stay abroad-grant" on the travel applications/expense forms – if you fail to, the money will be deducted from your ordinary PhD budget. The project number is 10569 and Ulla, Birgitte or Joanna will give you the relevant activity number to use since this depends on the type of expense.

You must comply with the rules and regulations of Aarhus University and it is your responsibility that the costs do not exceed the 30,000 DKK granted. Please read [this](#) carefully and refer to all conditions herein mentioned.

Please note especially that your costs of living cannot be covered by the amount granted and you cannot have refund for the same costs from two sources (e.g. the department and some external funding). Please also note that external funding has to be spent before your MGMT funding.

In addition to the above, the MGMT department will as of 1 January 2016 guarantee a deficit of up to max. 30,000 DKK **PROVIDED** that you have applied for funding from at least five of the following funds:

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<sup>1</sup> The stay abroad must appear from the individual PhD plan, and **any kind of** deviation (e.g. length, change of environment in Denmark - as opposed to abroad - **etc.**) must prior to the stay and prior to be included in the PhD plan be approved by the Head of the Aarhus BSS Graduate School, re. Rules and regulations for the PhD degree programme.

- Oticon fond
- Augustinus fond
- Købmand Herman Salling fond og Købmand Ferdinand Sallings mindefond
- Aage & Ylva Nimbus fonden
- Christian og Ottilia Brorsons Rejselegat
- Julie von Müllens Fond
- Niels Bohr Legatet
- Thomas B. Thriges Fond
- Carlsberg Fondet
- Knud Højgaards Fond
- Aase og Ejnar Danielsens Fond
- Familien Hede Nielsens Fond
- Torben og Alice Frimodts Fond

Documentation in the form of applications and answers from at least five of the above-mentioned funds must be enclosed if the deficit guarantee is going to be in force.

### **Q&A Change of environment**

<b>Question</b>	<b>Answer</b>
<i>How long time do you have to go?</i>	You are required to go as a minimum 3 months consecutively, maximum 12 months.
<i>Does it count for any teaching hours?</i>	No.
<i>Where can you get funding?</i>	<a href="#">Apply for internal grant</a> of 30,000 DKK at MGMT. Apply for external grants. Some are found <a href="#">here</a> . Please also see list above in text. (It is always a good idea to ask your fellow PhDs if they have applied anywhere else).
<i>Who can help me with applying for external funding?</i>	<a href="#">The Research Support Office</a>

### **The final dissertation**

The thesis can be in either Danish or English, and a brief summary in Danish as well as English has to be enclosed. You hand in your dissertation by sending a pdf file to the MGMT PhD administration. Please include co-author statements (if any).

Templates for dissertation cover page (English/Danish) and template for co-author statements are [here](#).

Make sure to keep a 2 cm left and right margin in the dissertation. The font should Times New Roman size 12 or similar.

Please beware that the list of PhD activities is extracted automatically from the PhD Planner – therefore always make sure that the PhD Planner is updated.

When your dissertation has been accepted for defence, it must be published by uploading it to PURE (and thereby your staff page) at least two weeks prior to the defence.

Further information on the PhD dissertation can be found in [‘Rules and regulations for the PhD programme’](#).

## Life after the PhD

### What happens when you hand in your PhD dissertation?

According to the rules, the evaluation committee should be set up at the latest when the PhD dissertation is submitted. Have a talk with your supervisor a few months before!

Regarding the evaluation of your dissertation, the rules state that the committee has two months from the time you hand in (or the time the committee is officially set up, if it happens to be a bit delayed) to provide you with their decision. The rules also say that the defence should then take place within one month after receiving a positive evaluation from the committee. Sometimes this deadline cannot quite be kept, but we do our best.

### Is there a life after the PhD?

After the PhD, there are a few avenues in academia one can choose from:

#### Continue your academic career with a post-doc

Post-docs are generally externally financed and you can apply for your own funding (which might be a good idea if you wish to stay in academia – showing that you are able to attract external funding is well perceived). There are a few foundations that have yearly (or at other frequencies) calls for [grant applications](#). Applying for such funds requires that you have an original and quite precise idea for a research project. The competition is generally very fierce, but it is not impossible.

#### Continue your academic career with an assistant professorship

Sometimes assistant professorships are financed by the department – so to have a talk with the head of department or the heads of sections would be advisable if you are interested in staying at MGMT. Also regularly check international jobsites e.g. [AcademicKeys](#) or [akadeus.com](#)

#### [AU mentor](#)

The AU career centre has started to offer [career services for PhD students](#) at the end of their PhD study to help them formulate their competencies in a way to make it relevant and interesting for employers. Look at their website for further detail, or simply be proactive and contact them.

## Library

At regular intervals, the [library](#) has courses for PhD students at BSS in ‘Information Retrieval & Information Management - see [Events](#))

## The secretariat:

To see which secretaries are responsible for what, please see [Secretaries](#) in the appendix.

## Other info - Aarhus University/Department issues

### Holidays and illness

[Link](#) to information on holidays and illness.

**Maternity /paternity leave:** [Link](#) to information on maternity/paternity.

**Holidays:** Link to [holiday rules](#).

### General staff issues

**[Practical information](#)** – information on almost anything

[Keys and access cards](#)

[IT at BSS](#)

[Staff photo](#)

[Security](#)

[AU Self-service/WAYF](#)

### Purchases, conferences, travels and study trips:

Any purchase requires the use of an expense application form and the form must be signed by either Ulla, Birgitte or Jonna prior to all purchases. This also includes IT that can only be ordered with prior approval. See [MGMT rules for purchasing](#). You also need to comply with the general AU rules on [purchasing](#).

You need to get an [AU credit card](#), with which you will pay all your travels, e.g. hotel, transport. 4+4 PhDs cannot get a credit card until they have finished their master level. The credit card is directly linked to your [RejsUD](#) profile, which means every time you make a credit card purchase, it will appear in your RejsUD profile. You then need to upload the receipt of purchase and link it to the credit card statement accordingly. ALWAYS KEEP YOUR RECEIPTS FOR YOUR CREDIT CARD PURCHASES!

### Purchases and travel links

#### Credit card

[Apply for company credit card](#) - Contact Birgitte Hellstern

#### Travel Agency

[Carlson Wagonlit Travel](#):

#### [Purchase of books](#)

#### Travel Insurance

[Guidelines for travel insurance](#)

[International helpdesks](#)

[International Academic Staff Service \(IAS\)](#)

**Consolidated list of links and whom to contact for what**

<b>Issue</b>	<b>Contact</b>	<b>Link</b>
<b>RejsUD</b>	Cost settlement system	<a href="#">RejsUd</a>
<b>MGMT staff</b>		<a href="#">Department of Management</a>
<b>Credit Card</b>	Birgitte Hellstern	<a href="#">Apply for company credit card</a>
<b>Illness, absence, Parental leave</b>	Karin Hørup or Lisbeth Widahl or Jonna Pedersen	<a href="#">Illness/absence</a> <a href="#">Parental leave</a>
<b>Keys and access cards</b>		<a href="#">link</a>
<b>Library links</b>		<a href="#">Library</a>
<b>Parental leave</b>		<a href="#">link</a>
<b>PhD courses</b>	In general: the MGMT programme chair  As to content: Course responsables	<a href="#">PhD courses at MGMT and DOME courses</a> <a href="#">PhD courses at BSS</a> <a href="#">PhD courses in Denmark</a> <a href="#">Training courses</a>
<b>PhD guidelines, rules and regulations</b>	MGMT level: the MGMT programme chair  BSS faculty level: The BSS Graduate School	BSS Graduate School of Business and Social Sciences, <a href="#">Rules and regulations</a>  <a href="#">MGMT PhD Guidelines</a>

<b>PhD Planner</b>	Content: the MGMT programme chair Technicalities: The BSS Graduate School	<a href="#">PhD Planner Login</a> PhD Planner ( <a href="#">quickguide for PhD students</a> ):
<b>PhD presentations</b>		<a href="#">Link</a>
<b>Practical information</b>		<a href="#">Link</a>
<b>Purchases</b>		<a href="#">Link</a>
<b>Purchases, Expenses</b>	Birgitte Hellstern	<a href="#">Expense Application form</a>
<b>Secretaries</b>	Who can help you with what	<a href="#">Link</a>
<b>Stays abroad</b>	Co-financing from the department	<a href="#">Link</a>
<b>Teaching</b>	Christian Waldstrøm, (BA) or Morten Rask (MA) or Søren Erik Nielsen (HD – Graduate diploma)  Registering your teaching:	<a href="mailto:cwa@mgmt.au.dk">cwa@mgmt.au.dk</a> <a href="mailto:mra@mgmt.au.dk">mra@mgmt.au.dk</a> <a href="mailto:sen@mgmt.au.dk">sen@mgmt.au.dk</a>  <a href="http://mgmt.staff.au.dk/teaching-and-examination/">http://mgmt.staff.au.dk/teaching-and-examination/</a>
<b>Travel Agency</b>	Carlson Wagonlit Travel	<a href="#">Link</a>
<b>Travel and Conferences</b>	Birgitte Hellstern	Conferences, travels and study trips – <a href="#">travel application form</a>

<b>Travel information</b>		<a href="#">Link</a>
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