

SURVIVAL GUIDE

Information on the **PhD Programme in Management**

– FOR PHD STUDENTS (AND THEIR SUPERVISORS)

SURVIVAL GUIDE

Information on
the PhD Programme in Management
— for PhD students (and their supervisors)

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1. Welcome to the PhD programme in Management

Welcome to the Department of Management (MGMT). We are very happy to have you on board, and we hope that this survival guide can help you find your way through the complex journey of taking a PhD.

In this guide, we try to address 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 the department.

Please provide us with feedback if you lack some specific information, or you think something should be addressed in greater depth. Any input from your side is highly appreciated.

2. The PhD degree programme

Below, you can find information about the following issues:

- PhD guidelines, rules and regulations
- Supervision
- MyPhD
- PhD budget
- Formal obligations during your PhD
- Designing your PhD dissertation
- Career planning

2.1. *PhD guidelines, rules and regulations*

[The Ministerial PhD Order](#) is the main set of rules that governs your PhD study programme. It forms the foundation for the Aarhus [BSS Graduate School, Rules and Guidelines for the PhD degree programme](#) (hereafter called “BSS PhD Rules and Guidelines”) and this again sets the frame for the rules and guidelines set up at the departmental level. So, whenever the programme chair or the head of the BSS Graduate School, who is also the vice-dean of research and talent development at Aarhus BSS, takes a decision in relation to your individual study programme, these rules and guidelines come into play and are the foundation for any decision made. Therefore, we highly encourage you to read these documents closely at the beginning of your PhD studies so that you are well informed about your rights and obligations.

In terms of attendance during your PhD studies, please note that the BSS Graduate School is part of Aarhus University, which is a campus-based university. This means that, as a general rule, PhD students are required to attend their department in person (see also BSS PhD Rules and Guidelines, item 6.1.)

2.2. *Supervision*

Supervision is core for moving towards the ultimate goal of earning a PhD degree, and for this purpose, you have been assigned a main and a secondary supervisor. As a default, you should in close collaboration with your supervisors initiate supervision meetings and engage in a mutual dialogue about project progression as well as fulfillment of formal PhD obligations. The main supervisor has the overall supervision responsibility for the entire PhD programme towards the BSS Graduate School and the PhD student and must offer thorough supervision on the dissertation as well as other components of the PhD programme, including the ECTS requirements and the relevance of courses and activities,

teaching duties and the stay abroad. The main supervisor is also expected to discuss career plans with the PhD student during the PhD degree programme. The co-supervisor is expected to primarily provide scientific advice and supervision within the field of the PhD student. Further information can be found in item 10.3 of the BSS PhD Rules and Guidelines.

Supervision agreement

The [Supervision agreement](#) is not a contract but a conversation guide to achieve good alignment of mutual expectations. The document aims to help supervisors and PhD students to align expectations in relation to the supervision process. In the [BSS PhD Rules and Guidelines](#) (item 10.3) it says: “The exact distribution of supervision duties between the supervisors must be arranged in each specific case and stated in writing in the supervision agreement as part of the PhD plan”. We recommend that the document is used not only during the upstart but during the entire PhD process in order to ensure that expectations are continuously aligned and, if necessary, adjusted in response to major changes in the PhD project and/or supervision process.

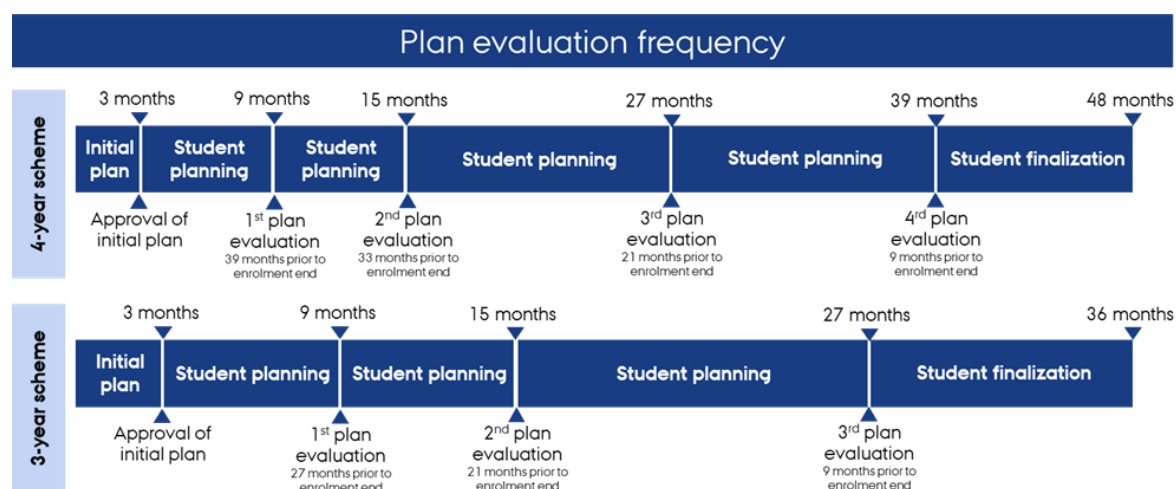
Procedure for change of supervisor

Adjustments during the PhD process are to be expected, and one may in rare cases experience the need to change supervisor (see also [BSS PhD Rules and Guidelines](#), item 10.4.). Change of supervisor(s) is generally made on the basis of an agreement between the PhD student, the former supervisor(s), the programme chair, the head of department, and the head of the BSS Graduate School as well as consent from the new supervisor(s) that (s)he will take on the task. If agreement cannot be reached as to change of supervisor, the head of the BSS Graduate School will decide what to do after consultation with the programme chair and the head of department.

If you find it difficult to discuss your wish for change of supervisor directly with your supervisor, please always approach the head of your section, the programme chair or the head of department, and always ask explicitly for confidentiality.

2.3. MyPhD

The most essential formal project management tool throughout your PhD study programme is the [MyPhD](#). Here, you list your plans and progress regarding your PhD project and your formal obligations (course work, teaching, stay abroad). The plan will regularly be reviewed and approved first by your main supervisor, then by the programme chair, and finally by the head of the BSS Graduate School.



A good thing to know is that you have no access to your MyPhD when it is under review. It is important that you provide detailed information on every aspect of your PhD studies (project progression and formal obligations) in every MyPhD round, as your report cannot be approved otherwise.

2.4. PhD budget

Being a PhD student at the Department of Management means that you have 40,000 DKK (if you were enrolled on 1 Sep. 2022 or later) to spend during your PhD study for e.g.:

- PhD courses
- Conferences
- Travels
- Student assistant working hours
- Books
- Software
- Data collection
- Etc.

Shortly after enrolment, new PhD students will be asked to provide a budget for their entire PhD period. The budget is made in collaboration with your supervisor(s). The budget must be finished no later than 3 months after enrolment and should be sent for approval to [Solveig Strømberg Gyldenløv](#). It will be controlled throughout your PhD study. The budget can of course change during the enrolment period to reflect needed changes.

3. Formal obligations during your PhD

In the following, you can read more about the formal obligations during your PhD studies:

- PhD courses
- Conferences
- Teaching
- Change of research environment/stay abroad
- PhD presentations

3.1. PhD courses

According to the rules and regulations at BSS, courses on scientific theory or methods within the field of management count as PhD courses. PhD students have to take 30 ECTS of course work during the 3-year process.

The Department of Management currently offers 3 mandatory PhD courses of 18 ECTS in total (you can find more information [here](#)). If/when you choose to take external courses (meaning all courses outside Aarhus BSS), you must submit an application for pre-approval of each course prior to your participation. This application must be submitted to the head of the MGMT PhD programme at least 14 days prior to the first course date. Further information can be found [here](#). If you seek and obtain any kind of dispensation as to your course work, you must always include information on the dispensation in your MyPhD, so that all details can be found and accessed in MyPhD at all times.

Links to available PhD courses at AU and elsewhere can be found in the appendix (1) at the end of the survival guide.

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 PhD courses at the department?	There are three mandatory PhD courses at the department (18 ECTS in total) which all PhD students have to take: The Department of Management offers 3 PhD courses (18 ECTS) on an annual basis: • Qualitative Research Methods (5-10 ECTS) • The Research Process and the Role of Theory in Business Research (5 ECTS) • Applied Quantitative Methods for Management Research (8-11 ECTS) As part of their PhD course work requirements, MGMT PhD students have to successfully complete the 3 courses preferably within the first year of their PhD enrolment. • <i>Re Qualitative Research Methods</i>: MGMT PhD students have to acquire a minimum of 5 ECTS but are welcome to take all 4 modules: module A (mandatory, 2.5 ECTS) + B, C or D (2.5 ECTS mandatory, 2 x 2.5 ECTS optional). • <i>Re The Research Process and the Role of Theory in Business Research</i>: MGMT PhD students have to acquire the entire 5 ECTS divided into two modules. • <i>Re Applied Quantitative Methods for Management Research</i>: MGMT PhD students have to acquire a minimum of 8 ECTS but are welcome to take all modules: module A (mandatory, 5 ECTS), module B or C (3 ECTS mandatory, 3 ECTS optional).

3.2. 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. All PhD students must present at least one contribution at an international conference.

Q&A Conferences

Question	Answer
How do I apply for MGMT funding?	The procedure for how to apply for MGMT funding is described in detail here .
Can I get ECTS for conference presentations?	Yes, you can get 1 ECTS in total for one conference presentation throughout your PhD journey. In case you present at more conferences, you will not be able to get additional ECTS for those ones. To apply for ECTS, please use the form also used for pre-approval of external PhD courses.
Is it a requirement that I have to present at a conference during my PhD?	Yes, all PhD students must present at least one contribution at an international conference (see item 7.5 in the BSS PhD Rules and Guidelines).

3.3. Teaching

In accordance with the [BSS PhD Rules and Guidelines](#), all PhD students must get the opportunity to acquire teaching skills during their PhD studies. For that purpose, the department has defined a specific amount of teaching hours that you should fulfill during your PhD studies. For details on teaching and workload, please refer to this [page](#).

How to find teaching hours?

Before you make any plans for your teaching, discuss your plans for teaching with your supervisors and with Christian Waldstrøm, the deputy head of department for teaching and/or Anne Nisker Toppenberg. We advise you to do so very early on in your PhD studies.

If you have any questions regarding teaching, please contact Christian Waldstrøm and/or Anne Nisker Toppenberg who can also help you by pairing you up with the relevant teaching coordinators.

Registering your teaching hours

At the department, all teaching hours for all staff are registered in [Excelsior](#). Please refer to the guidelines [here](#) (see “Registering teaching activities”). For PhD students, Anne Nisker Toppenberg is responsible for registering teaching hours in Excelsior, so please keep her posted on any teaching activities you are involved in.

Q&A Teaching

Question	Answer
The norm system – How many hours do I have to teach at the department?	MGMT norm system
Who do I contact for help and information on teaching?	Christian Waldstrøm and Anne Nisker Toppenberg

Where can I get training in how to teach? Do such courses count in the 30 ECTS?	PhD students at the BSS Graduate School of Business and Social Sciences can participate in pedagogic courses offered by the Centre for Educational Development (CED). The course "Teaching technique for PhD students" is not mandatory but all PhD students are highly encouraged to take it. No ECTS are given for the course. Please note that you receive hours in Excelsior for development of your pedagogical skills through courses such as this. Please see the range of courses offered by CED here. None of the CED courses count as part of the 30 mandatory ECTS (please see "PhD Courses" above).
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3.4. Change of research environment/stay abroad

In accordance with the [BSS PhD Rules and Guidelines](#), item 7.2., the main supervisor needs to ensure that a long-term research stay is arranged in close collaboration with the PhD student as part of the PhD student's study programme. The stay abroad usually occurs during the 3rd or 5th semester of the enrolment period.

To enable this, the department supports your change of environment/stay abroad with a grant for up to a max. of 30,000 DKK (or 40,000 DKK if you are accompanied by children) for stays of 3 months consecutively or longer. The department grant is granted regardless of external funding. This implies that there is no requirement that external funding has been/will be applied for to get access to this funding.

In addition to this, the department may grant you a deficit guarantee of up to max. 30,000. The application procedures are described in detail [here](#) under "How to apply for co-financing of stays abroad".

The [stay abroad](#) must be registered in your MyPhD, and any kind of deviation (e.g. length, change of environment in Denmark – as opposed to abroad – etc.) must be approved prior to the stay by the PhD programme chair and then finally approved by the Head of the Aarhus BSS Graduate School.

Please note that you have to fill in the template "[Change of research environment abroad](#)" and send it to bss.hr@au.dk no later than one week before the stay abroad begins. You can find more details [here](#) under Important.

Q&A Change of research environment/stay abroad

Question	Answer
What is the required duration of the stay abroad?	You are required to go for a minimum of 3 months consecutively, max. 12 months.
Does it count for any teaching hours?	No
Where can I get funding?	Apply for an internal grant of 30,000 DKK at the department. See under “How to apply for co-financing of stays abroad”. Here you can also find some examples of funds. Also have a look here How to finance a research stay abroad . It is also a good idea to ask your fellow PhDs as to where they have applied.
Who can help me with applying for external funding?	The Research Support and Project Management Office

3.5. PhD presentations

In accordance with the [BSS PhD Rules and Guidelines](#), item 7.4., all PhD students have to present their work regularly, and at Department of Management this must be done after the first, second and third year of enrolment. The first and second year presentations are organised by the PhD programme at the department. Here, the PhD students present their projects to demonstrate progress and quality of their research project and their ability to present research. The PhD students present in front of their supervisors (at least one of them must be present), and two appointed discussants and the department faculty are also invited. The two discussants are members of the PhD field committee at the department. The presentations usually take place in August and January.

The 3rd year presentation is organised by your supervisors and usually takes place within the last three months prior to the submission of your dissertation. See the department’s [PhD presentation guidelines](#) for further details.

3.6. What if

The BSS Graduate School has a webpage [“What if”](#) – with answers to a number of typical day to day questions such as

- What if I feel stressed?
- What if I need an extension of my PhD project due to illness?
- What if I am feeling lonely?

4. Designing your PhD dissertation

- In general
- The final dissertation
- Assessment of your dissertation

4.1. In general

The [BSS PhD Rules and Guidelines](#) state that PhD students at the BSS Graduate School have to write either a book (a monograph) or a collection of articles (an anthology) as their dissertation. For an anthology, the number of papers at the department are typically 3-4 plus a summary (in Danish “sammenfatning” or “kappe”). The choice of writing either a monograph or an anthology should be taken by the PhD student together with the supervisors as early as possible in the PhD process.

Below, you can find some general advice about what to consider, when designing an anthology in order to live up to the above requirements. Please note that there might be differences in regard to research disciplines and fields. Therefore, you should always make these decisions in close collaboration with your supervisors, who are experienced in your specific field of study.

In order to fulfill the requirement in the BSS rules and regulations that a dissertation has to “include entirely independent contributions of major scientific importance” (see item 11.1 in the BSS PhD Rules and Guidelines) it is strongly suggested that at least one paper is done by the PhD student her- or himself alone, thus a single-authored paper. The remaining papers can be done in collaboration with others (supervisors, and/or national and international research colleagues). In case of co-authorships, the PhD student has to provide [co-author statements](#) when submitting the dissertation, where the individual contributions have to be specified. In case no single-authored paper is part of the dissertation, the PhD student here has the opportunity to clearly indicate that s/he has main responsibility for those parts of the paper that secure an independent and original contribution. If this is not the case, it might be worthwhile considering an additional paper as part of the anthology dissertation, in order to provide evidence for your research potential. Another way to clearly indicate your own role in the paper is the order of authors, where the main author is normally positioned first. Here, it is suggested that the PhD student on top of being single author on one paper, in case of co-authored papers is first author on one paper, and in case of no single-authored paper, is first author on at least two papers.

In regard to the summary, it is stated in the [BSS PhD Rules and Guidelines](#) (item 11.1) that “[t]he summary must (possibly briefly) account for the relation between the publications and how they contribute to the overall PhD project”. This indicates that here you should sketch out and elaborate upon your overall research project, motivation, research question, scientific positioning, theoretical background, research design, overall findings/contributions, and how your individual papers contribute to this. Depending on your specific field of research there might be differences in terms of how long this section might be, but most dissertations at the Department of Management spend about 20-40 pages on this part.

The above recommendations are intended to help you design your dissertation in a way that ensures that you fulfill the requirements set up by the BSS Graduate School. Please note that the final decision of whether your dissertation can pass or not is taken by the PhD [assessment committee](#) that after submission of your dissertation evaluates your work independently based on the BSS rules and guidelines.

4.2. The final dissertation

In accordance with the [BSS PhD Rules and Guidelines](#) (see item 11), the dissertation can be in either Danish or English, and abstracts in Danish as well as in English have to be enclosed. The department offers proofreading and translation. Look [here](#) for details. You hand in your dissertation by sending a pdf file to the [PhD administration](#) at the department. Please use the official dissertation cover page

and please include co-author statements. Templates for dissertation cover page (English/Danish) and template for co-author statements are [here](#). [Copyright when writing a PhD dissertation](#).

Please beware that the list of PhD activities is extracted automatically from your MyPhD to form an appendix to your PhD certificate – therefore always make sure that MyPhD is updated. If it is not updated, the assessment process cannot be initiated and thus will be delayed.

4.3. Assessment of your PhD dissertation

Regarding the evaluation of your dissertation, the rules state that the assessment committee has two months – from the time you hand in – to assess your dissertation. The rules also say that the defence should then take place within one month after the assessment of the assessment committee, unless you are asked to resubmit your dissertation. However, July is always considered as holiday time and will thus not be part of the deadline.

If you would like to have a look at the PhD dissertations already conferred at Aarhus BSS, you will find them [here](#).

5. Publication bonus

As a PhD student, you may be entitled to a publication bonus.

The Graduate School may after a successful PhD defence and upon an application from the PhD student award a [publication bonus](#) for a publication that is part of the PhD dissertation. To be eligible for this bonus, you need to have a publication represented either in the [BFI list 2021, level 2](#) or in the MGMT departmental journal list [AJG](#). Please note that an article can only be granted publication bonus once: either at MGMT department level or at the BSS Graduate School level.

6. Career planning

It is very important that all PhD students continuously focus on/are aware of career development throughout their PhD enrolment period. Therefore, it is highly recommended to get acquainted with the [Career services for PhDs and junior researchers](#) already from the start. The various services include

- (individual) counselling e.g. on the career development process, career planning tools, good advice on career planning, career paths, AU career destinations
- seminars and workshops e.g. on the writing of CVs and strategic career planning events
- an AU mentor PhD & JR programme
- job application toolkits, for applying for either a job in industry or in academia

Career planning should be an integrated part of the supervision process throughout the entire enrolment period.

6.1. Continue your academic career with a postdoc

Postdocs 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 – because 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.

6.2. *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 the department. Also regularly check international jobsites e.g. AcademicKeys or akadeus.com.

6.3. *Continue your career outside academia*

As already mentioned above, the AU career centre offers 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 both public and private employers. Look at their [website](#) for further details and contact them.

7. Department matters

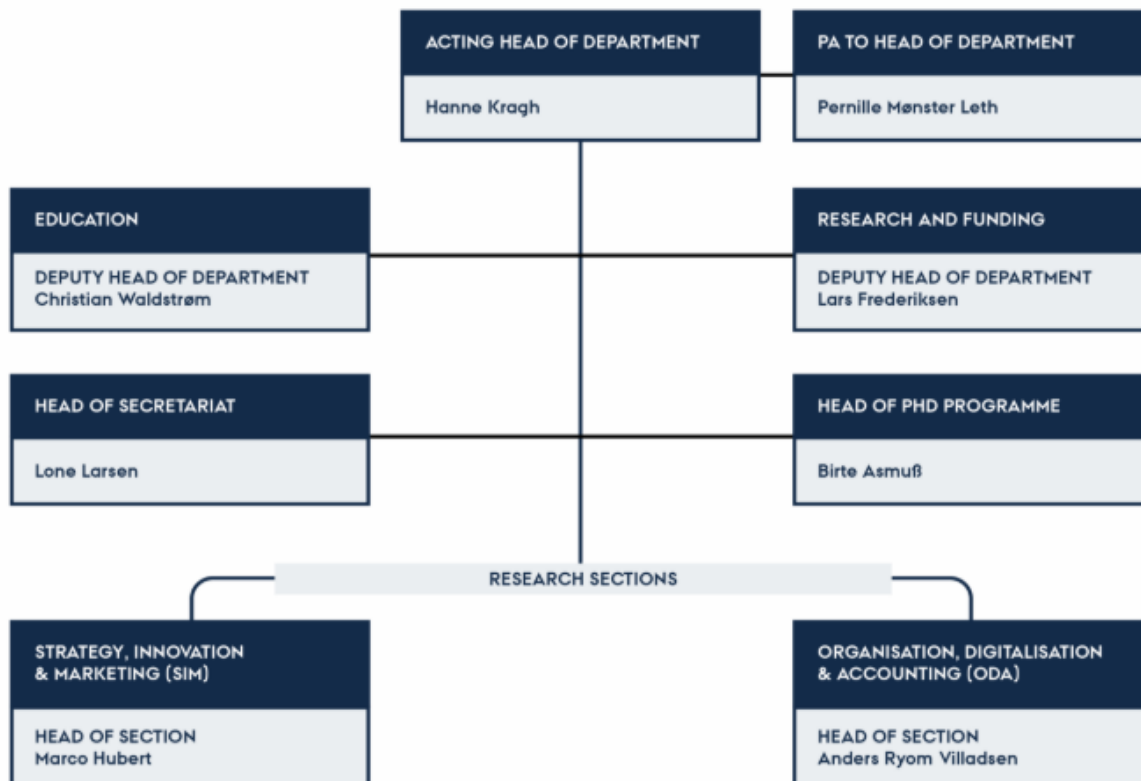
In the following, you can find more information on:

- Organisation
- Practical information
- Brown Bag Meetings
- Mentor scheme
- Useful information for non-Danish colleagues
- Leave of absence
- Illness and sick leave
- Psychological counselling
- Offensive behaviour
- Fora and committees

7.1. *Organisation*

The Department of Management is part of Aarhus BSS, one of the five faculties at Aarhus University. The formal organisation of the department is as follows:

Organisation chart



Who to turn to re.:

- *Administrative PhD issues at department level* – Vibeke Vrang. Also please cc Vibeke on all emails to the programme chair. Vibeke's door is always open.
- *Formal applications* e.g. applications for pre-approval of PhD courses, any applications for deviations from the stipulated PhD programme, sickness due to stress – the programme chair Birte Asmuß. Birte is the formal link between the department and the BSS Graduate School. Birte's door is always open.
- *Personal issues*. Depending on which of the sections you belong to, you can always approach your section head on personal issues. The names of the section heads appear from the organisation chart above.
- *SSD* – [Staff Development Dialogue](#)
- *Teaching* – Christian Waldstrøm and/or Anne Nisker Toppenberg
- *PURE/Excelsior* – Anne Nisker Toppenberg
- Purchasing rules, administrative systems, extraordinary expenses, co-financing of stays abroad, deficit guarantees, etc. – Solvejg Strømberg Gyldenløv

Shortly after your start, you will receive invitations for short meetings from Christian Waldstrøm and Anne Nisker Toppenberg to get you introduced to teaching, PURE/Excelsior. When the need arise, Solvejg Strømberg Gyldenløv will introduce you to the purchasing rules and the administrative systems.

7.2. Practical information

On the department's webpage, you will find a page called [Practical information](#) which is a rich source

of useful information about a wide range of practical subjects relevant to all employees at the Department.

7.3. *PhD seminars*

The PhD students at the department regularly arrange PhD seminars where they meet to discuss practical issues and/or to present research to each other or have other colleagues present their research. The head of department, the programme chair and others may be invited to join upon invitation from the PhD students if there are special issues they can inform about.

7.4. *Mentor scheme*

The department has a [mentor scheme](#) to improve new employees' integration into the department's routines and activities. Upon enrolment a mentor is allocated to you.

7.5. *Useful information for non-Danish colleagues*

At the International Staff Office [website](#) you will find a Helpdesk for International Staff (for PhD students and researchers) with information on a lot of relevant information e.g.

- Pre-arrival in Denmark
- On arrival
- Living in Denmark

7.6. *Leave of absence*

PhD students enrolled in the three-year scheme have the exact same rights as other employees regarding leave in connection with childbirth, pregnancy and illness. For more information on the rules on leave of absence (including information on the rules for PhD students enrolled in the 4- or 5-year scheme) please refer to item 6.4 in the [BSS PhD Rules and Guidelines](#) and on the BSS Graduate School's [website](#) on the subject.

Illness and sick leave

It is important that you notify

- Marianne Frimer (if your first name begins with A-K)
- Lisbeth Widahl (if your first name begins with L-Å)

on the first day of absence and when you are back to work. Also notify Marianne or Lisbeth if the illness is expected to last for more than 3 weeks. For further information, please look [here](#).

In case of long-term illness, you can apply for an extension of your enrolment period for a corresponding period – but only when you are fully recovered and are back to work. In order to do so, please write an application for extension, have it signed by your supervisor and then forward it to the programme chair. The final decision lies with the BSS Graduate School. For further information, please look under item 6.4 in the [BSS PhD Rules and Guidelines](#).

Parental leave

Different rules apply regarding leave owing to pregnancy and childbirth depending on whether you are enrolled in the 3-year scheme or the 4- or 5-year scheme. For details, please look [here](#). How to find the right person to turn to? Please look [here](#) under "Department of Management".

7.7. *Psychological counselling*

If you are experiencing difficulties at work, e.g. stress, cooperation issues or similar matters that influence your work, AU offers free psychological counselling. Look [here](#) for further details.

7.8. *Offensive behaviour*

Have you experienced offensive behaviour? Find advice and guidelines for dealing with offensive behaviour [here](#).

7.9. *Fora and committees*

There are a number of relevant fora and committees for you as a PhD student and as an employee at the Department of Management:

- [Mentor Scheme](#) – the purpose is to improve the work experience of new PhD students and other faculty and improve their integration into the department's routines and activities.
- [The Local Liason Committee](#) – lays down the framework for cooperation between management and employees.
- [The Local Occupational Health and Safety Committee](#) – the objective is to ensure a healthy and secure working environment.
- [The Aarhus University PhD Association](#) – AUPA works politically and strategically to improve conditions for PhDs across the five faculties at Aarhus University.
- [The Aarhus BSS Staff Association](#) – Professional, social and cultural events for all BSS staff across departments and other units at BSS.
- [The Aarhus University Fitness Centre](#) – has its own fitness room and offers a wide range of fitness classes.

8. AU library

The [AU Library](#) offers a great number of services and facilities. For an overview, please have a look [here](#). The AU Library offers help with/information on e.g.:

- Publishing
- Copyright
- PURE
- Bibliometrics
- Open Access
- ORCID iD
- Plagiarism
- Systematic literature searches
- Reference management, EndNote
- Systematic reviews

9. Appendix 1 – Links and whom to contact for what

Issue	Contact	Link
Credit Card		Apply for company credit card
Illness, absence	Lisbeth Widahl or Marianne Frimer	Sickness/absence
Keys and access cards		Link
Library		Link
Parental leave		Link
PhD courses	In general: PhD programme chair As to content: Course responsables	PhD courses at MGMT PhD courses at BSS PhD courses in Denmark Training courses
PhD guidelines, rules and regulations	Department level: the programme chair BSS faculty level: The BSS Graduate School	MGMT PhD Guidelines BSS Graduate School of Business and Social Sciences Rules and regulations
MyPhD	Content: the programme chair Technicalities: The BSS Graduate School	MyPhD Login MyPhD userguides for PhD students
PhD presentations		Link MGMT PhD presentation guidelines
Practical information		Link
Purchases		Link
Purchases, expenses	Expensetravel@mgmt.au.dk	Expense Application form
RejsUD	Cost settlement system	RejsUd
Secretariat	Who can help you with what	Link
Stays abroad	Co-financing from the department	Link How to apply for co-financing of stays abroad in connection with PhD study
Teaching	Christian Waldstrøm and/or Anne Nisker Toppenberg	cwa@mgmt.au.dk ant@mgmt.au.dk

		Link
Travel Agency	Carlson Wagonlit Travel	Link How to book via CWT
Travel and conferences	Expensetravel@mgmt.au.dk	Conferences, travels and study trips – travel application form
Travel information		Link

We hope you found this guide helpful. If you have comments/corrections/suggestions for this survival guide for PhD students at the Department of Management, please do not hesitate to contact [Vibeke Vrang](#).

