



Doctoral School of Management PhD Program @ LSM

*CDD Economics and Management (CDE)
Bureau Gestion
Pr. Valérie Swaen*



Agenda

1. Key bodies
2. Regulations
3. Doctoral program
4. Some figures
5. Key contacts



1. Key bodies

CODOL

- **UCLouvain Doctoral Committee:** it drafts regulations, arbitrates disputes, chaired by the Pro-Rector for Research
- **Contact:** doctorat-adre@uclouvain.be

Doctoral Bureau in Management

- It administers pre-admission, admission, confirmation, private and public defenses on a day-to-day basis and validates stages of students' doctoral training
- **Contact:** phd.lsm@uclouvain.be (Jennifer Van den Abbee)

CDD Economics & Management

Doctoral Commission of the Domain: it supervises admission, confirmation & defense; resolves candidate/supervisor conflicts

Doctoral School of Management

- It organizes doctoral courses and events; finances activities e.g. PhD Day
- **Website:** <https://www.doctoralschoolofmanagement.be/>
- **Contact:** laura.vecchiato@uclouvain.be or
- secretariat-lourim@uclouvain.be



Fields representative	Members
GEST	Wim Laurier (chairperson)
ECON	Rigas Oikonomou (academic secretary)
GEST	Valérie Swaen
ECON	Vincent Bodart
GEST	Nathan Lassance
ECON	Gilles Grandjean
PAT (ECON)	Vincent Notte
PST (GEST)	Sabrina Courtois
PAT ECON	Catherine Powis de Tenbossche (administrative secretary)
PAT ECON (USL-B)	Sarah Auspert (administrative secretary)
PAT GEST	Jennifer Van den Abbeele (administrative secretary)
PAT GEST (USL-B)	Sarah Auspert (administrative secretary)



- “Joint EDT” UNamur – UCLouvain

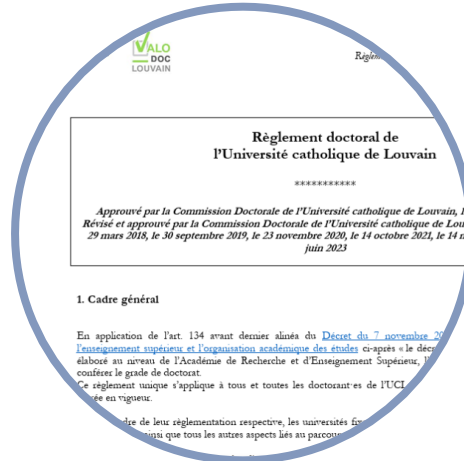




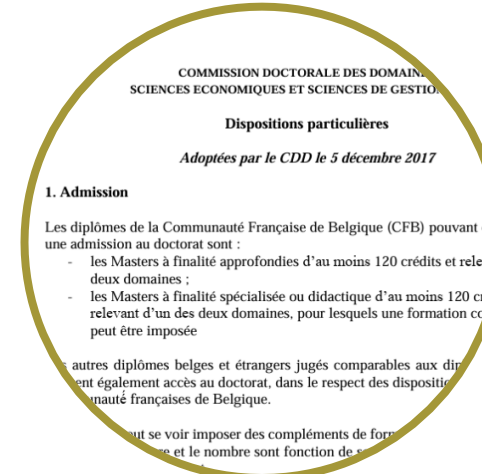
2. Regulations



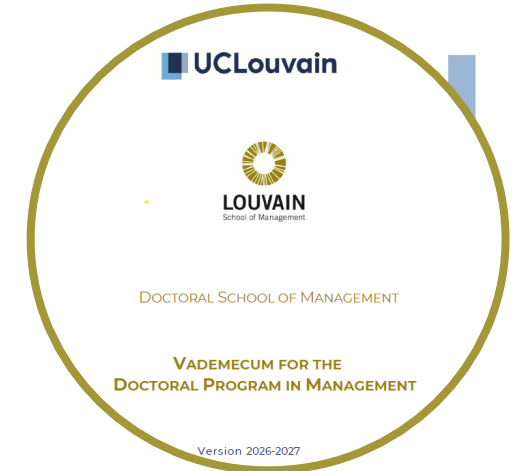
Decree “Paysage et organisation des études”
([07/11/2013](#))



UCLouvain doctoral regulation
([29/03/2018](#))



Specific dispositions CDD Econ
& Management - CDE
([05/12/2017](#))



Vademecum 2026-2027
(soon)

REGISTRATION AT UCLouvain

- NEW with OSIS: Once your admission file is **submitted and accepted by the CDD**, it is **automatically transferred to SIC**
- Contacts**
SIC LLN: inscription-lln@uclouvain.be
SIC Mons: info-mons@uclouvain.be
- Warning:** Yearly registration process until the defense





3. Doctoral program

Vade mecum

- Read in detail the vade mecum
- New version will be published soon ;-)
(mi-october 2026)

Program Overview

DSM

DOCTORAL SCHOOL OF MANAGEMENT

- **3-year** programme worth **180 ECTS** in total
- Thesis (≥ 120 ECTS) + Research Training Programme (60 ECTS)
- Open to holders of recognized Master's degrees (at least 300 ECTS)
- 50 % of graduates go into academia
- **Tuition:** 1194 € at definitive admission + 50 €/year administrative fee: teaching assistants and fellowship holders are exempt.

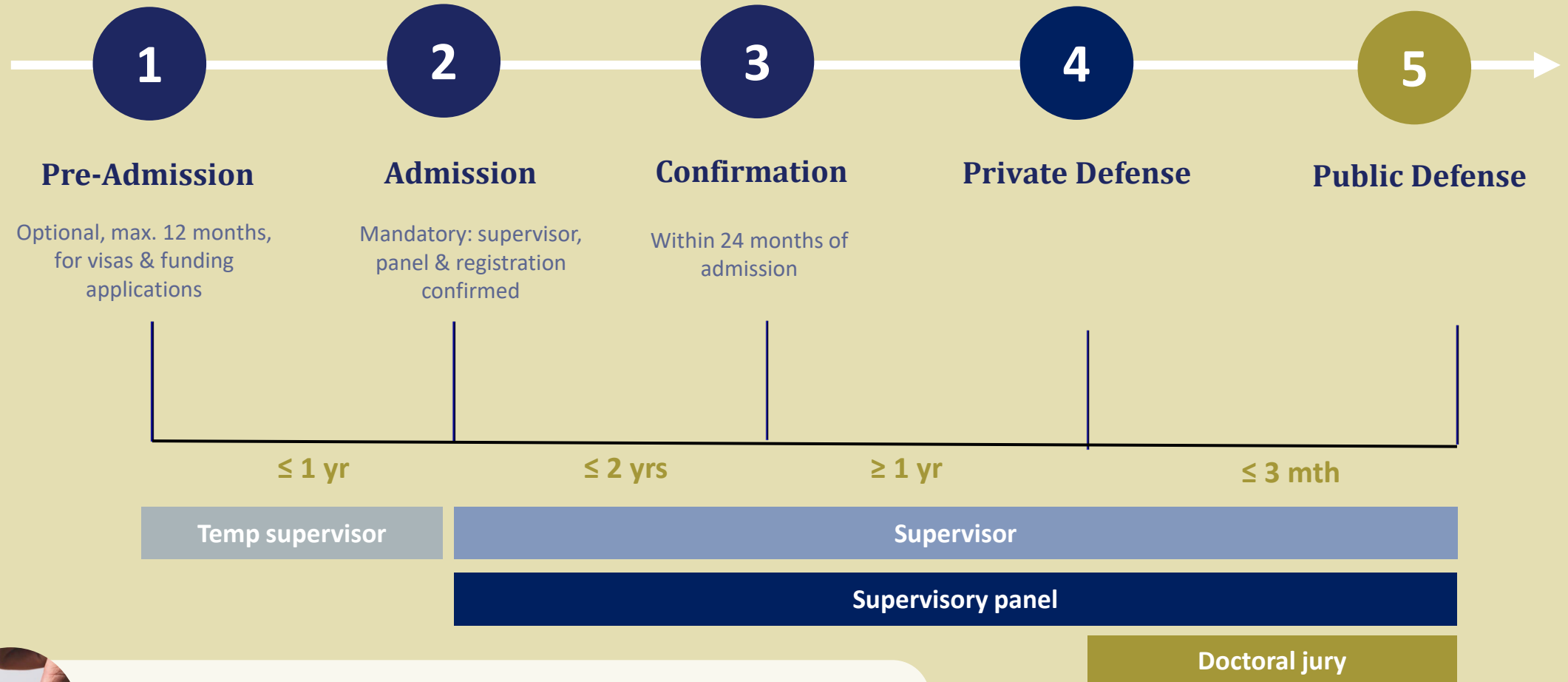
Very important slide for supervisors!!

**Diplomas
accepted
obtained with
“Honors” – min
70%**

<i>Degrees giving access to the PhD program WITHOUT complementary training</i>	<i>Degrees giving access to the PhD program WITH complementary training</i>
Master 120 in management or business engineering from a Belgian (FWB) university	Master 120 in a field (see Table 3) for which complementary training may be imposed from a Belgian (FWB) university
Foreign degree judged equivalent to a Master 120 in management or business engineering from a Belgian (FWB) university	Foreign degree judged equivalent to a Master 120 a field (see Table 3) for which complementary training may be imposed from a Belgian (FWB) university
Master 120 in human resource management or labor studies (sciences du travail) from a Belgian (FWB) university	
Foreign degree judged equivalent to a Master 120 in human resource management or labor studies (sciences du travail) from a Belgian (FWB) university	

<i>Degrees concerned by complementary training during the thesis (to pass before confirmation)</i>
Master 120 in psychology: 10 ECTS (2 x 5 ECTS) courses from the Master 120 in management science (excluding human resources).
Master 120 in statistics/econometrics: 10 ECTS (2 x 5 ECTS) from the Master 120 in management science (excluding statistics, econometrics, economics).
Master 120 in engineering (IT, biotech, ...): 15 ECTS (3 x 5 ECTS) from the Master 120 in management science (excluding information sciences and operations research).
Master 120 in science or mathematics: 15 ECTS (3 x 5 ECTS) from the Master 120 in management science (excluding information sciences and operations research).

**Complementary
training during
the thesis**



Admission is required to undertake activities in the programme : no ECTS credit is awarded for work done before (pre-)admission.



Admission Application

What's Needed

- › Identity documents, CV & degree certificates
- › Proof of Master's degree, obtained with Honors
- › English proficiency documentation
- › Signed Letter of Support from a permanent faculty supervisor
- › Research proposal (objectives, lit. review, methodology, bibliography, plan)
- › Supervisory panel proposal (≥ 2 members, ≥ 1 full-time UCLouvain professor)
- › Research training programme as a 4-year Gantt chart

Submission

- Via the OSIS-Doctorat platform. Reviewed several times a year by the CDD.
- Outcome sent to the candidate, supervisor(s), panel members & Enrolment Office.



- The research proposal is a document edited **in English or French** using the specific form 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.



Supervisor & Supervisory Panel

S

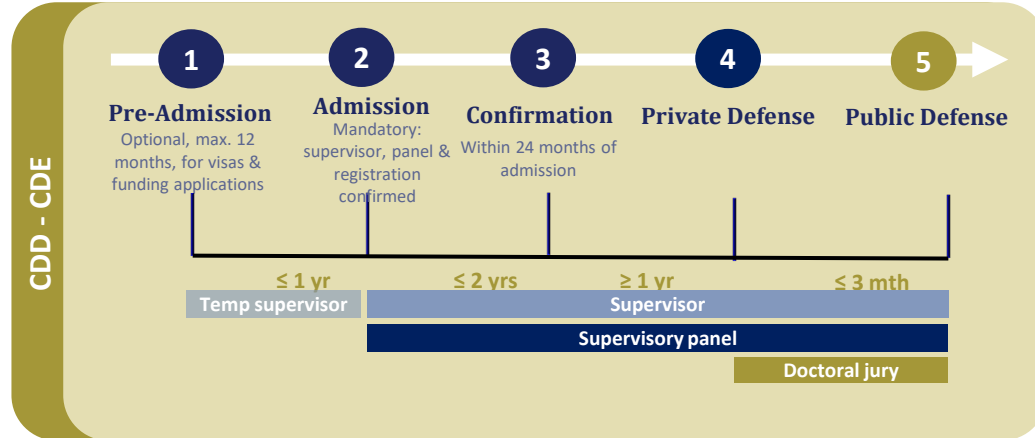
The Supervisor

- › Senior faculty member (professor or permanent scientist) holding a doctorate
- › Co-supervision possible: at least one supervisor must be UCLouvain
- › Must sign a Letter of Support confirming commitment to the project

P

The Panel

- › At least 2 additional eligible members
- › ≥ 1 internal full-time UCLouvain professor + ≥ 1 external to the research group
- › Meets at least once a year with the candidate; completes an annual report



MAX. 24 months

deadline from definitive admission

Mandatory for renewal of your FNRS/FSR fellowship and your 2nd Teaching Assistant contract !!

⚠ Plan ahead: the renewal decision is made at least 6 months before your contract/fellowship ends

If you fail, the CDD *may* allow one retry, within 12 months.





Doctoral Defense Overview

- Proposed by the supervisory panel once thesis & training are complete
- Private defense possible earliest 1 year after confirmation
- Chair must be UCLouvain academic staff (never the supervisor)
- **Jury composition**
 - › **≥ 5 Members** (incl. Chair & Secretary)
 - › Must include the research supervisor(s) and external examiners from outside the University.



Minimum 6 weeks required between jury appointment and the private defense.



The Private Defense *Overview*

- **1 month before**
 - › Provisional thesis text sent to jury members
- **On the day**
 - › 30-minute oral presentation, then discussion with jury
- **Outcome**
 - › Admissible / not admissible, with required modifications
- **Follow-up**
 - › Up to 3 months to implement changes before public defense



Full jury attendance is required (videoconference allowed for unforeseen absences, with a written report submitted in advance)



The Public Defense

Overview

- Oral presentation of the research results, open to the public
 - › **3hrs maximum** duration
 - › **≥ 2/3 of jury** must be present
- Followed by discussion with the jury, then with attendees
- Diploma & training certificate issued immediately after
- **Documents issued:** Diploma · Official training certificate · Appendix with programme details · Official report & minutes of the public defense — all signed by Chair, Secretary, Candidate & Rector.

Jury Expenses

- Extra costs beyond the cap: the supervisor must find additional funding (research contract, etc.)
- Receipts (originals, all at once) must be sent within 3 months of the public defense date, or they won't be reimbursed
- Send to CLC-LSM@uclouvain.be (Louvain-la-Neuve) or comptabilite-mons@uclouvain.be (Mons)
- 496 € reimbursement cap per PhD student for external jury members' travel & lodging (LSM Dean's office)

**Towards Clarity in Circular Business
Models: Classification, Innovation
Patterns and Financial Performance**

Josep Oriol IZQUIERDO MONTFORT

Doctoral Thesis 01 | 2025

Thesis Formats

Monograph

- A single coherent narrative: introduction, body chapters (literature, methodology, results), and conclusion, presenting and corroborating a central research hypothesis

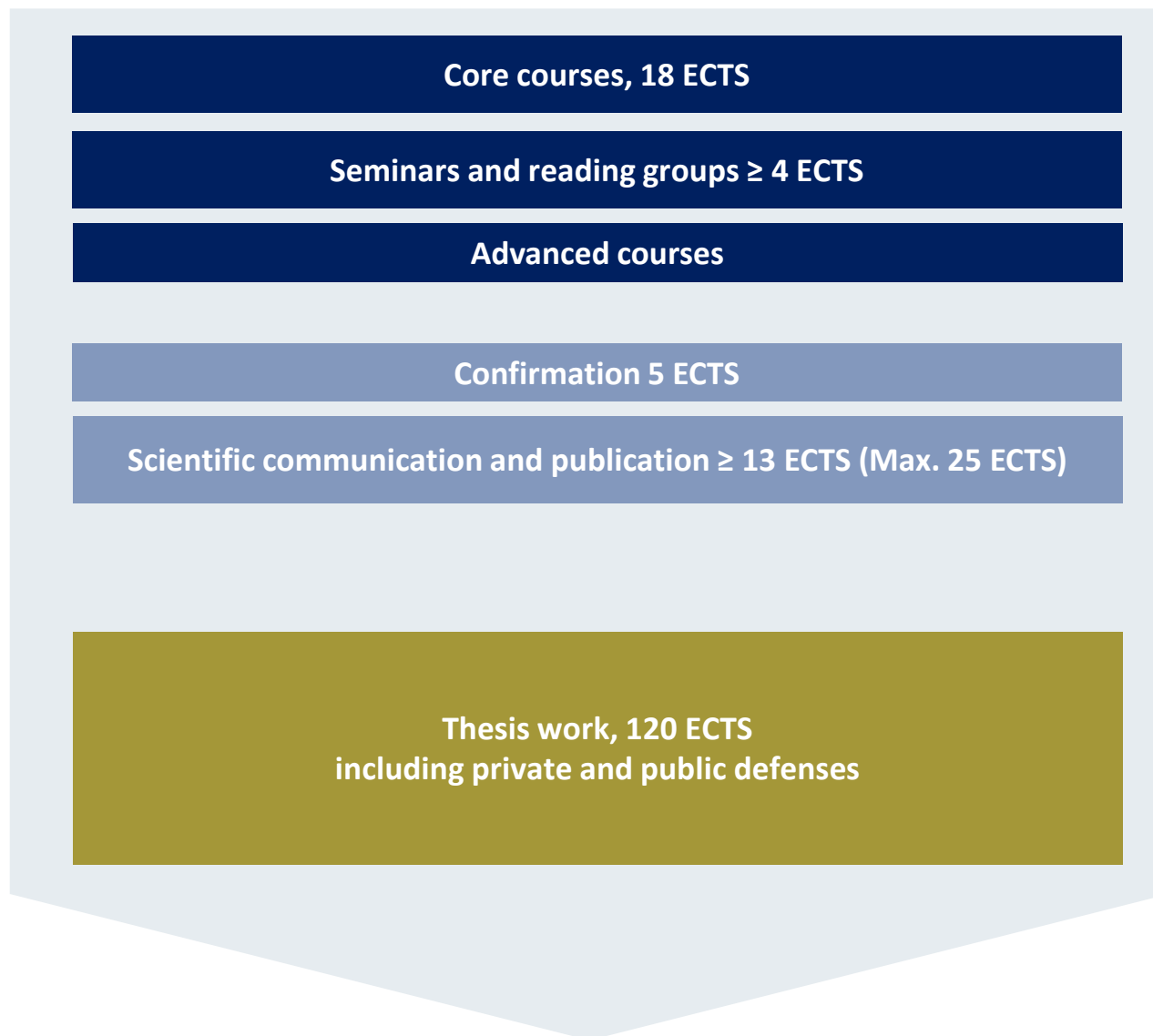
Article-Based (≥ 3 articles)

- General introduction linking the articles
- Epistemological & methodological framing
- General conclusion integrating all results
- Co-author contribution certificate per article

Common requirements



- ≥1 article accepted, acceptable or considered as equivalent by the jury for publication in a journal ranked 1-3 (JUFO UNIFI) / Q1-Q3 (SJR)
- 3 working papers in a recognized collection
- All articles presented/accepted at a recognized conference



In
Admission
application
–
30 ECTS

Specific case: cotutelle agreement

For candidates enrolled before 2026-2027 who have not yet completed all their mandatory course credits, a transition period is provided



DSM & MASTER RESEARCH OPTION COMMON MANDATORY COURSES (18 ECTS)				
Course unit code	Course name	Language	Course offering frequency	Teaching hours - ECTS
<i>Mandatory courses :</i>				
LLSMA2001	Epistemology of Management	EN	Annual	22.5h – 3
LLSMA2010	Designing and Managing Research Projects	EN	Annual	15h – 3
LLSMA2007	Communication and Writing Skills	EN	Annual	30h - 3
LLSMA2016	Research ethics and open science	EN	Annual	22,5 – 3
<i>Two courses to be chosen from the following four :</i>				
LLSMA2017	Qualitative Research Methods	EN	Odd Year	30h - 3
LLSMA2018	Quantitative Research Methods	EN	Biennial	30h - 3
LLSMA2019	Advanced Discrete Optimization	EN	Biennial	30h - 3
LLSMA2020	Experimental Methods	EN	Odd year	30h - 3
LLSMA	Reading Seminar	EN	Annual	



2. Communication	13 ECTS	25 ECTS
Publications Paper, single author, journal rank 2 or 3 (JUFO ranking) or Q1 or Q2 (SJR ranking) Paper, Co-author, journal ranked 3 or 2 (JUFO ranking) or Q1 or Q2 (SJR ranking) Paper, Author (single), journal ranked 1 (JUFO ranking) or Q3 (SJR ranking) Paper, Co-author, journal ranked 1 (JUFO ranking) or Q3 (SJR ranking) Book chapter in refereed edited volume Working Paper, (series approved by the CDD)	6 2 2	6 2 6
Communication at Scientific Conferences Paper, accepted international conference with reviewing Paper, accepted national conference with reviewing Poster, accepted, conference with reviewing	1 1 1	3* 1 1

Invited talks and keynote addresses Invited lecture or keynote (open seminar or conference) in an recognized institution (CDD approval)	3	3
	Invited research visit (min 3 month) in an international research institution (CDD approval)	6
Scientific events Doctoral forum or workshop (individual presentation, per doctoral school)	1	3
	Open research seminars (min 10 h par year, research, attendance)	8
	Writing seminars/courses	1
Teaching Teaching (min 60 h, min 2 different courses)	3	3
	Supervision master's thesis (co-promotion)	1** 3
International cooperation International cooperation (stay, teaching min 10 h in developing country through recognized organization)	3	3
Refereeing Editing of referee report (journal rank A), by direct invitation by Editor, per report	2	6
	Editing of referee report (journal rank B or C), by direct invitation by Editor, per report	

* the international conferences worth 3 ECTS but the next ones, which have the same title, worth 1 ECTS.

** 1 ECTS per co-promotion of master's thesis. Maximum 3 co-promotion of master's thesis.

Funding for Research Activities

- **FNRS Travel Support**
 - › Covers airfare to international conferences. Apply 2 months ahead (3 for outside Europe)
- **FNRS Research Stays**
 - › Funding for 1–3 month scientific stays abroad. Apply 2 months before the visit
- **CEMS Course Support**
 - › Supplement to FNRS support for CEMS doctoral course participation
- **TA Operating Budget**
 - › 1500€ × 2, granted at the 1st and 2nd contract renewal
- **Project / chair Operating Budget**
 - › Managed directly by the project or chair. Check terms with your supervisor



Note: most research funds are allocated to research institutes and/or supervisors; doctoral candidates generally cannot rely directly on university/faculty/department funding



Research Entities “Content Contributors”

DSM
DOCTORAL SCHOOL OF MANAGEMENT



**UCLouvain's
Research
Institutes**



Unamur's Research Institutes

UCLouvain
Louvain School of Management



4. Some figures



**DID YOU
KNOW ?**

Some figures

- December 2025: 85 PhD
 - › 65 from UCLouvain (17 LIDAM, 41 LRIM, 3 IACCHOS, 1 IRIS-L)
 - › 20 from UNamur
- 2025: 19 PhD defended
- +/- 50% international PhD Students



Examples of positions

- Project Officer (e.g., European Commission)
- PostDoc (e.g, HEC Montréal, ULiège, ULB, Cambridge)
- Assistant Professor (e.g., EDHEC, IESEG, HEC Liège, Toulouse BS, Solvay, UNamur, ICHEC, NEOMA BS, University of London, Edinburgh Business School, Copenhagen Business School)
- Project Manager Positions in Higher Education Institutions
- Founder SME
- Senior Reporting Officer (e.g., FundRock LRI)
- Economic Advisor (e.g., Banque Centrale du Luxembourg, OCDE, National Bank of Belgium/England/Moldavia)
- Invited Lecturer/Adj. Prof./Scientific collaborator (e.g., UCLouvain, ULB, UNamur, ULille, Uliège)



5. Key contacts



Doctoral Bureau (during the PhD)

Jennifer Van den Abbeele
phd.lsm@uclouvain.be



**Doctoral Activities Coordinator
(LouRIM/DSM)**

Laura Vecchiato
laura.vecchiato@uclouvain.be



CODOL general contact

Emilie Vilcot
doctorat-adre@uclouvain.be



Useful links:

- OSIS-Doctorat platform
- [UCLouvain Doctoral Programmes page](#)
- [EIASM](#)
- [FRS-FNRS](#)