ERIM

Erasmus
Research Institute
of Management

PhD Reference Guide 2018-2019

Erasmus Doctoral Programme in Business and Management

Erasmus University Rotterdam

Table of Contents

1	**Erasmus Research Institute of Management**	**1**
1.1	Introduction	1
1.2	Overview of the Organisation	1
1.3	Programmes	3
2	**Overview of the PhD track**	**7**
2.1	Starting Your Project	8
2.2	Performance & Development Cycle (P&D)	8
2.3	First Year	8
2.4	Second and Third Year	9
2.5	Fourth Year	10
2.6	Extension of the Contract	10
2.7	Premature Termination of the Contract	11
2.8	Scheduling your PhD Defence	11
3	**The PhD Course Programme: Towards Customisation**	**15**
3.1	Course Overview	15
3.2	Core Courses on Research Methodology (at least 10 ECTS, compulsory)	15
3.3	Skills Training Courses (4 ECTS, compulsory)	15
3.4	Advanced Courses (24 ECTS)	16
3.5	Course Load	18
3.6	Additional Courses and Skills Modules	18
3.7	Course Enrolment and Attendance	19
4	**Funding**	**21**
5	**Appointment and Facilities**	**23**
5.1	General Information on Working at the Erasmus University	24
5.2	Getting Started	26
5.3	Libraries and Research Facilities	27
5.4	Checklist	30
6	**Important Individuals and Organisations**	**31**
6.1	Your Supervisory Team	31
6.2	Deans of the ERIM participating faculties	31
6.3	ERIM Management	32
6.4	ERIM Doctoral Programme Team	32
6.5	PhD Representation	33
Appendices		
A.1	Standing Rules of ERIM PhD Council	35
A.2	Overview of External Specialisation Courses Followed by ERIM PhD Candidates	41
A.3	ERIM Support Programme no. 10	51
A.4	ERIM Support Programme no. 11	53
A.5	Training and Supervision Agreement (TSA) for ERIM PhD Candidates	54
A.6	Assessment Sheet for First Year PhD Candidates	58
A.7	ERIM 2.5 year PhD Progress Report	62
A.8	Talent Placement Programme	66
A.9	Erasmus University Rotterdam 2015 Doctoral Regulations	67
Appendix 1	Implementing regulations as referred to in Article	83
Appendix 2	Protocol, publicity and reception	85
Appendix 3	Model of thesis title page and its reverse Side	87
Appendix 4	Contact persons/addresses	89
Appendix 5	Time frame of the defence ceremony	90

Edition
PhD Reference Guide 2018-2019
Erasmus Research Institute of Management (ERIM)
Erasmus University
Internet: www.erim.eur.nl

Editors
Steven Sweldens, Kim Harte, Miho Iizuka, Aimee Steenstra Toussaint

Disclaimer
Every effort has been made to ensure accuracy. However, ERIM cannot be held responsible for errors or omissions.

Cover design
www.panart.nl

ERIM © August 2018

Preface

Welcome to the doctoral programme of the Erasmus Research Institute of Management (ERIM), the joint Research Institute of Rotterdam School of Management, Erasmus University (RSM) and Erasmus School of Economics (ESE). And welcome to Rotterdam.

The next four to five years may be the most defining years in your professional life. The aim of the Erasmus Doctoral Programme in Business and Management is to provide the best possible education for tomorrow's leading international management scholars. You have been selected to be one of them. ERIM will support you to the best of our abilities to allow you to conduct leading research.

This guide provides detailed information about the doctoral programme. Please read it carefully and keep it as a reference as it will provide you with many answers concerning your PhD project and programme procedures. Do contact us if something is unclear to you.

I am confident that you will enjoy the stimulating combination of the intellectual environment at ERIM and the cosmopolitan atmosphere of Rotterdam. We will make every effort to equip you with everything you need for a flying start to an international academic career in business and management.

Please do contact me if you have any questions, comments or suggestions for improvement of the programme. This will allow us to further the success of the Erasmus Doctoral Programme in Business and Management.

Steven Sweldens
Professor of Consumer Behavior and Marketing at RSM
ERIM Director of Doctoral Education

1 Erasmus Research Institute of Management

1.1 Introduction

As you start your PhD project at ERIM, you may be looking for answers to all kinds of questions that arise as you try to get orientated. This guide is intended to answer the majority of questions about ERIM that you may have during your appointment as a PhD candidate. Topics such as your appointment, supervisory team, facilities and a range of useful tips are covered here. In addition, you will find a checklist of items that require your attention to help get you up to speed right away.

The outline of this guide is as follows. A short overview of each year of the PhD track is presented in chapter 2. Chapter 3 deals with the general course information of the PhD programme. The funding possibilities offered by ERIM are described in chapter 4. Chapter 5 describes a number of practical issues you will deal with when appointed as a PhD candidate at the Erasmus University. And last but not least, chapter 6 discusses the composition of your supervisory team and provides an overview of the deans of participating schools and the ERIM organisation, as well as other individuals and organisations you will encounter during your PhD years.

But first, we would like to briefly discuss the history and missions of ERIM.

1.2 Overview of the Organisation

1.2.1 Founding History

In Rotterdam in 1913, the Nederlandsche Handelshoogeschool (School of Commerce) was established to focus on studies in the practical managerial problems of business. Later, in 1939, the school changed its name to Nederlandse Economische Hogeschool (Netherlands School of Economics), now with a focus on the economic approach, which at that time was the most developed discipline to incorporate 'management'. The Erasmus School of Economics (ESE) (part of the Erasmus University since 1973), retained this focus on the economic aspects of management in its business economics departments. The other disciplinary perspectives such as the behavioural sciences and technology started to receive more attention in 1970 with the establishment of the Graduate School of Management, a joint venture of Erasmus University, Delft University of Technology, the Free University of Amsterdam (joined in 1972) and Leiden University (joined in 1974). In 1985, the Graduate School of Management was integrated with Erasmus University as the Rotterdam School of Management (RSM), which in many respects is the successor to the original 'Nederlandsche Handelshoogeschool', established at the beginning of this century.

The study of management also developed into a strong scientific discipline in Rotterdam, with both the Erasmus School of Economics (ESE) and the Rotterdam School of Management (RSM) establishing their research institutes. For research in business economics, the School of Economics established RIBES (Rotterdams Instituut voor Bedrijfseconomische Studies) and the Rotterdam School of Management (RSM) had ERASM (Erasmus Research Institute for Advanced Studies in Management). In 1998, the two Schools decided to bring together their best resources in the domain of management and jointly founded a new research institute: the Erasmus Research Institute of Management, in short: ERIM.

1.2.2 Mission and Aims

The mission of ERIM is to contribute to scientific research that enables organisations to assess and improve their business processes in order to perform in a profitable and responsible way. The research focus is the firm in its environment, its intra- and inter-firm relations, its business processes in their interdependent connections and the management of these as an exclusive and distinctive scientific domain.

The objective of ERIM is to carry out leading research in management, as recognised by the community of peers, and to offer an advanced Doctoral programme in Management for the education of new, excellent scholars in the field. More specifically, the aims of ERIM are:

- To be a high-quality institute with high visibility and a strong reputation among its peers in the international community of researchers in management

- To make on-going and significant contributions to the management body of knowledge
- To achieve a high output of scientific publications in leading journals and books on research in management
- To offer high-quality doctoral education in a Research Master and PhD programme in business and management
- To attract leading research talent in all stages of their career

1.2.3 Organisation of ERIM

ERIM is a research school with two academic divisions: a research institute and a doctoral programme. The following diagram gives an overview of the ERIM organisation.

The Management of ERIM consists of a Scientific Director (Prof Pursey Heugens), an Associate Director (Prof Enrico Pennings) and a Director of Doctoral Education (Prof Steven Sweldens), responsible for the ERIM doctoral programme (Research Master and PhD), and a Director Research Development and Support (Ms. Natalija Gersak). The ERIM Office supports the various activities within ERIM.

The Supervisory Board ('Raad van Toezicht') is a predominantly external body for advice and supervision. The Programme Advisory Committee ('Programmaraad') consists of five internal ERIM fellows from the five ERIM research programmes.

The PhD Advisory Committee, also called the PhD Council, consists of four PhD students.

Research Institute

ERIM researchers work in one of the following five ERIM Research programmes:

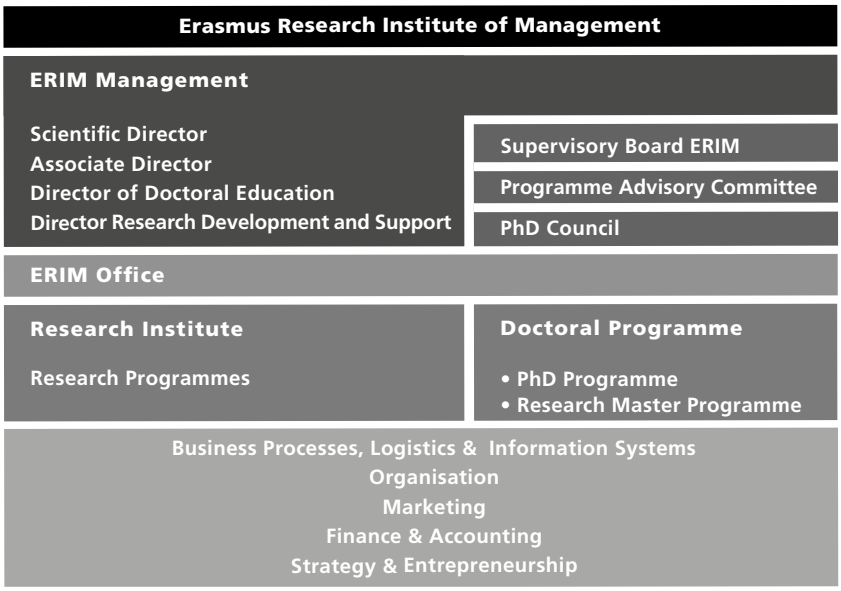
- LIS (Business Processes, Logistics & Information Systems)
- ORG (Organisation)
- MKT (Marketing)
- F&A (Finance & Accounting)
- S&E (Strategy & Entrepreneurship)

The contents of these research programmes are outlined in the next section. Every ERIM Research programme has programme directors (ERIM Fellows), other researchers (ERIM Members) and junior members (ERIM Associate Members). The ERIM Membership Charter[1] regulates ERIM membership and describes the appointment procedures.

Erasmus Doctoral Programme in Business and Management

The Erasmus Doctoral Programme in Business and Management is a full time programme, focused on developing academic talent over the course of four or five years. The main goal of the doctoral programme is to enable promising students with the ambition to become a researcher to acquire a pole position on the international academic career market; in particular, to achieve a competitive profile and to become part of the next generation of faculty at the top business schools and universities in the world.

1 www.erim.eur.nl/about-erim/erim-membership-charter/



1.3 Programmes

1.3.1 Research Programmes

The research undertaken by ERIM is focused on the management of the firm in its environment, its intra- and interfirm relations, business processes, strategies, finances, consumers, markets and their interdependent connections. A firm can be described as an organisation dedicated to the production of goods and services. Academic research in this domain is called Research in Management.

The joint ERIM research programme contains five (sub) research programmes[2]:

- Business Processes, Logistics and Information Systems (LIS)
- Organisation (ORG)
- Marketing (MKT)
- Finance & Accounting (F&A)
- Strategy & Entrepreneurship (S&E)

Each of the five ERIM programmes brings its own approach to the study of business processes which originates from its specific area of expertise, with sufficient overlapping interfaces to achieve integration.

The aim of the LIS research group is to be at the forefront of the developments of Logistics and Supply Chain management in interaction with business operations, information, and technology innovation, and to make a major contribution both to management science and to management practice. The LIS programme is focused on three themes: Logistics and Supply Chain Optimisation, Operations and Innovation Management, and Next Generation Information Systems.

The ORG programme aims to develop and test fundamental theory in applied organisational research. For ORG, the result of the ERIM-internal movements has been a smaller, more focused program, covering issues from the micro to the macro level of analysis. The programme has two "centres of gravity" that provide focus and visibility to the programme's research efforts: Organisational Behaviour, and Value-Based Organizing. Both centres have a distinct focus, but also actively search for overlapping and interdisciplinary areas of research.

The MKT programme focuses on both managerial and consumer decision making processes in marketing. The programme's mission is to contribute to the body of knowledge of marketing in a way that has academic rigour, leads to new scientific insights and has practical relevance. The three themes of the MKT programme are: Consumer Behaviour, Marketing Management and Strategy, and Marketing Modelling.

The F&A programme aims to enhance understanding of the financial decision making of firms, managers and market participants, as well as the functioning of financial markets and intermediaries. The programme strives for high quality scientific contributions in all major areas of finance and accounting, and to disseminate its knowledge locally and internationally. The three broad themes of the F&A programme are: Asset Pricing, Corporate Finance and Accounting.

The S&E programme focuses on strategic renewal and firm performance. While drivers of strategic renewal have received ample attention, we know far too little about how these drivers enact deep-seated change in organizational scripts, routines, and structural blueprints. The research programme addresses these lacunae by identifying four concrete areas of strategic renewal through which corporations are currently seeking to restore competitive equilibria and tilt them in their favour: (1) corporate entrepreneurship, (2) new managerial roles and organizational forms, (3) corporate governance and competitiveness, and (4) global strategy.

1.3.2 Erasmus Doctoral Programme in Business and Management

Most ERIM PhD students start the program while they're in the possession of a relevant Master's degree, preparing them for the four or five years of study that their topic of investigation requires. These students are fully funded, salaried employees of the university for a minimum of 4 years. Currently, most ERIM PhD projects are still funded on PhD projects with a funding duration of 4 years. These students spend a limited amount of time on coursework necessary for their PhD, collecting at least 40 ECTS over the course of their first two years in the program.

In recognition of the fact that academic research has become more complex and academic job placements have become ever more competitive, there are various ways in which a fifth year of funding is possible. One of these is through

2 For a full account of the ERIM Research Programmes, the reader is referred to the ERIM website www.erim.eur.nl

ERIM's 'talent placement programme,' to which, in consultation with their supervisors, doctoral students with clear potential and ambition to realise a top academic placement can apply while they're in their third year (this funding is made available through RSM only). Students who fall outside the scope of the talent placement programme can have other avenues for fifth year funding, in consultation with their supervisors and department / cap group heads. In the future, possibly with the 2019 intake, ERIM will start moving towards having more five-year funded positions by default.

Some ERIM PhD students are recruited through the ERIM Research Master Program. Note that admittance to the Research Master programme does not guarantee subsequent admittance to the PhD program. For students who make the transition, the doctoral programme currently covers five years, of which the first two are devoted to course work, and the dissertation phase covers three years. These students can receive course fee reductions and stipends during the first two years of study, while they are still pursuing the Research Master degree. They become fully funded, salaried employees of the university during the final three years in which they work on their dissertation. Some students who are already in the possession of a relevant MSc degree can enter in the second year of the Research Master and they follow a reduced course programme. Graduates of the combined programme are granted a master degree on accomplishing the research master programme and a PhD title after defending the dissertation. The amount and composition of the course work depends on the candidate's specific educational background and individual profile. First-year research master students have a course programme of 120 ECTS. RM students entering in the second year have a course programme of at least 60 ECTS and can obtain waivers for some of the first-year courses.

Since its start in 2004, the ERIM Research Master (then ERIM Master of Philosophy in Business Research) has officially been accredited by the Accreditation Organisation of the Netherlands and Flanders (NVAO) as a two-year research master programme. The re-accreditation of the programme took place in 2015.

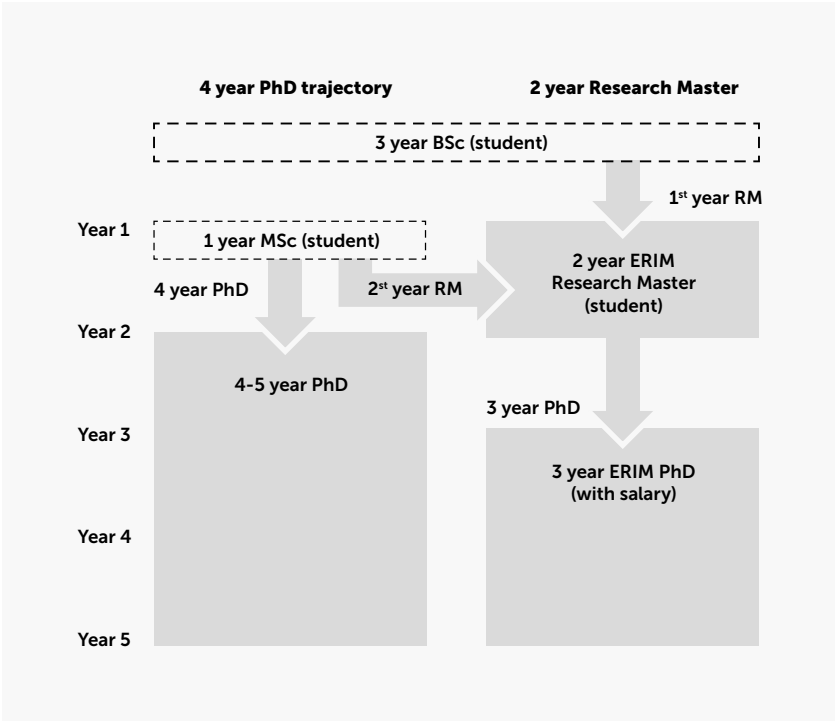


Figure 1. Entry points to the ERIM doctoral programme

PhD in Management
The ERIM PhD programme was designed in 1999 together with the start of ERIM. The programme is built on a long tradition of doctoral education at both the Erasmus School of Economics (ESE) and the Rotterdam School of Management (RSM), Erasmus University and is developed to train and educate future scholars in the various fields of management. In line with the targets of the Bologna process, it aims to deliver high-quality graduates who are well-prepared for the job market and are attractive candidates for recruitment by leading international business schools and universities. Another aim of the programme is that research conducted by PhD candidates will form a substantial contribution to ERIM's research output. Each thesis should lead to publications in leading research journals.

In the initial stage of the programme, PhD candidates have personalised education and training programmes, which include course work (at least).

40 ECTS for candidates with a regular MSc/MA degree) and the completion and external evaluation of a detailed research proposal. In addition to providing specialised courses in the candidates' own research field and advanced methodology courses, the course programme also allows candidates to position their work in the broader stream of management research. As a result, the PhD programme provides PhD candidates with knowledge, research and transferable skills that make them specialised researchers with comprehensive knowledge of the various areas of research in management. After approval of the research proposal, candidates continue their research and are encouraged to present their work at workshops and conferences, and to write papers, which are subsequently submitted to the leading international journals.

Since the foundation of ERIM in 1999 around four hundred PhD dissertations have been published within the ERIM PhD Series. Research conducted as part of these PhD projects has also generated hundreds of articles published in international journals.

Research master
The research master programme is a joint initiative of Rotterdam School of Management, Erasmus University (RSM) and the Erasmus School of Economics (ESE). The ERIM Research Master in Business and Management is executed under the auspices of ERIM.

In January 2004, the ERIM Master of Philosophy in Business Research - now called Research Master in Business and Management - was officially accredited by the NVAO (the Accreditation Organisation of the Netherlands and Flanders) as a two-year research master. The latest NVAO re-accreditation of the programme took place in 2015. As of August 2018, there were around 123 research master graduates. The majority of them have either finished or are now pursuing their PhD.

1.3.3 Career Perspectives
The main purpose of the ERIM Doctoral Programme is to train doctoral candidates for future academic positions in management research.

An academic career is the most popular choice among ERIM PhD graduates, and in fact around 70 per cent of ERIM PhD alumni continue with an academic career. ERIM PhD alumni are now working at many of the best universities and business schools in the world, such as:

BI Norwegian Business School, Bilkent University, Bocconi University, Católica Lisbon, Concordia University, Cornell University, ESMT Berlin, ESSEC

Facts and Figures	
Number of PhD candidates in the programme (as at August 2018)	161
Number of countries represented in 2018	31
International candidates	65% (on average)
Gender diversity	36% (on average)
ERIM alumni (as at August 2018)	324

Business School, ETH Zürich, Florida State University, Fudan University China, Georgia Institute of Technology, HEC Paris, IE Business School, INSEAD, IMD Business School, King's College London, Koç University, KU Leuven, Kühne Logistics University, Luiss University, McGill University, Michigan State University, Monash University, New York University, Northwestern University, Nova School of Business and Economics, Pennsylvania State University, Pompeu Fabra University, Queensland University of Technology, Renmin University of China, Saïd Business School of University of Oxford, Singapore Management University, The University of Melbourne, Tilburg University, The Hong Kong University of Science and Technology, University of Amsterdam, University of California Los Angeles, University of Cambridge, University of Colorado Boulder, University of Florida, University of Maryland, University of Toronto, Warwick Business School.

Around 25 % of our alumni work outside academia. Their placements include research and management positions at public institutions and private companies such as Shell, Eneco, AEGON, Unilever, ABN AMRO, ING, London Bank, Rabobank, Deloitte, Ernst & Young, Accenture, PWC and Robeco, just to name a few.

For more details about the Erasmus Doctoral programme and ERIM at large, please visit the ERIM Performance Dashboard, which provides live information about ERIM's input & output, productivity and Doctoral Programme.

The dashboard enables you to gain insights into our performance by accessing our statistics on the ERIM research community, the ERIM research programmes and the ERIM doctoral programme through business intelligence software by Dialogic. The statistics cover the period since 2000 and are updated on a weekly base from our research databases (ERIM MIS and METIS)[3].

3 www.erimdashboard.nl/introduction

2 Overview of the PhD track

The primary aim of your PhD project is the completion of a PhD thesis within four years (three years for research master graduates). Related objectives are the acquisition of academic knowledge and research skills, knowledge and experience in the presentation and publication of papers, and expertise related to the application of scientific knowledge to managerial practice.

The work you do as a PhD candidate consists of conducting research, taking courses, teaching and sometimes contract research. At least 75% of a PhD candidate's total time should be dedicated to research and taking courses[4].

Teaching is in general only a minor part of your responsibilities as a PhD candidate (max 20% of your total time). ERIM recommends teaching activities to take place only during the second and third year of appointment, however some ERIM PhD candidates may be required to spend a limited amount of time on teaching activities also during the first and final year of PhD appointment. Teaching tasks should preferably be closely related to the content of the PhD research. Contract research is not recommended and should only be performed if the research benefits from it.

The next sections discuss several important events throughout your PhD project. Figures 2 and 3 give a schematic overview of the important events and deadlines of the three- and four-year PhD tracks.

4 The employment conditions of the Erasmus University Rotterdam derive mainly from the Collective Labour Agreement Dutch Universities (CAO-NU). A number of specific agreements and regulations within the Erasmus University supplement these employment conditions. Should you have questions about the EUR employment conditions, please contact your HR department.

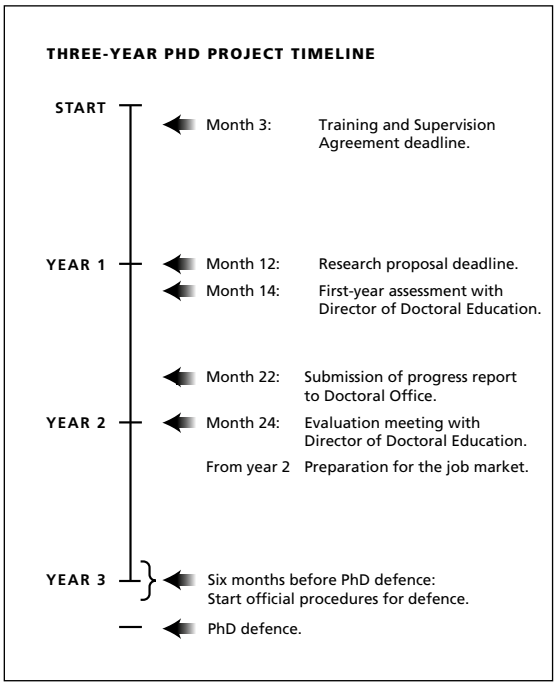


Figure 2. Overview of important events and deadlines for a three-year PhD project.

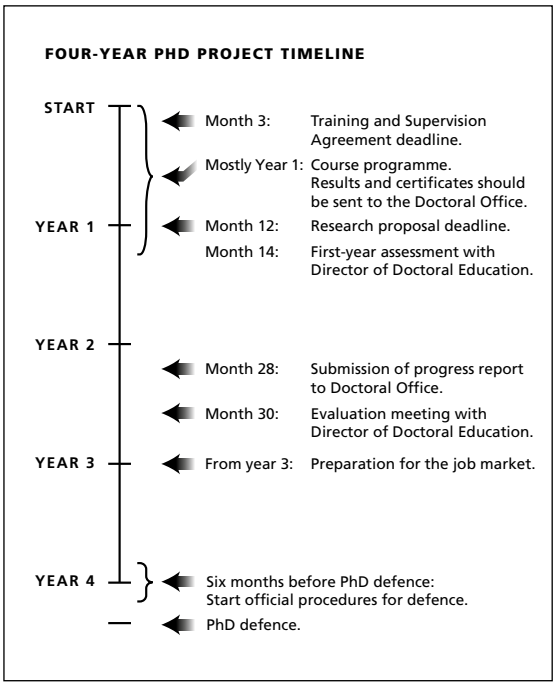


Figure 3. Overview of important events and deadlines for a four-year PhD project.

2.1 Starting Your Project

When starting your research, you should first obtain a clear view of your research field. Start reading books and articles on your subject and discuss them with your supervisors. To start with, your primary sources for literature will probably be the university library (see chapter 5). To search for literature, you can use one of the online databases (see chapter 5). We also advise you to make contact with other PhD candidates in your research field, visit the ERIM website (www.erim.eur.nl, under "People") and the websites of various networks for lists of PhD candidates. It is also important to consider which doctoral courses you would like to take. Courses are offered by ERIM and numerous external networks and/or universities (see chapter 3). A list and schedule of the courses you intend to follow should be incorporated in your Training and Supervision Agreement (see section 2.3.1).

2.2 Performance & Development Cycle (P&D)

The EUR is steering more and more towards results and at the same time, the EUR understands that the quality of its employees is essential for realizing its ambitious objectives as an organisation. That's why EUR has implemented the P&D cycles at an organisational level. The essence of the P&D cycle is a conversation between the manager and the employee about performance and development. The fixed elements of the discussion are the evaluation of previously made performance agreements and the employee's fulfilment of the primary tasks, a discussion about development and concrete steps ensuing from this discussion and, finally, reaching agreements about the performance level to be achieved. The discussion about development can also contain the aspect of competencies.

Concretely, once a year, the PhD candidate's performance is being evaluated in a meeting between the PhD candidate and the supervisor ('promotor') and/or daily supervisor. The past year is evaluated and there is the opportunity to look ahead to the coming year. In this meeting, the performance of the PhD candidate, his/her supervisor and the department can be discussed (from HR manual).

The first year of the PhD track is very important for you. The following section gives an overview of the first year. There are four main milestones in your first year:

I. Training and supervision agreement (TSA) after three months of appointment
II. Courses
III. Research proposal (after 12 months of appointment)
IV. First Year Assessment and go/no-go decision

2.3 First Year

In the first (and second) year of the PhD programme, the PhD candidates are obliged to attend several courses. In addition, part of the first year should be used to write the research proposal. Those PhD candidates who completed the relevant research master programme do not have to attend any additional courses.

2.3.1 Training and Supervision Agreement

Each PhD candidate is requested to draw up a Training and Supervision Agreement (TSA) ('opleidings- en begeleidingsplan') within the first three months of his/her appointment in cooperation with the supervisors. This plan will be approved by the Director of Doctoral Education and formalised by the Dean. The plan includes an Individual Study Programme (ISP). See chapter 3 for information on courses and annex A.5 for an example of a TSA form. Please note that PhD candidates are requested to send a copy of all their course certificates for courses taken outside ERIM to the Coordinator Research Master and doctoral courses. A list of external courses taken by PhD candidates in the past is provided in annex A.2.

For more information regarding financing of the external courses please see ERIM Support Programme no.10 in annex A.3. PhD candidates who have completed the (ERIM) research master programme prior to their PhD appointment are not obliged to take any additional courses.

2.3.2 Research Proposal

Twelve months from the official start of the PhD appointment, PhD candidates are expected to submit a written research proposal for the research they are going to carry out for the rest of their PhD programme.

The procedure is following; PhD candidates are expected to submit the proposal, which contains the elements mentioned below, in either Word or PDF format to the Doctoral Programme Assistant by the given deadline. Reminders about the proposal deadline are sent to all PhD candidates well in advance.

In addition to the proposal PhD candidates must also provide the Doctoral Office with two names of members of the candidate's Programme who will serve as internal reviewers for the proposal. Alternatively, the PhD candidate may provide a list of five potential external (i.e. not affiliated with Erasmus University) reviewers, who will be asked by ERIM to evaluate the proposal. This list of (potential) reviewers should include their names, titles, position, affiliation and contact details (incl. e-mail). The ERIM Doctoral Office will then invite the proposed reviewers to review the proposal regarding:

- Clearness and originality of the research question/problem
- Completeness, coherence and consistency of the proposal
- Scientific contribution
- Adequacy of the research design and methodology

These reviews will be part of the first year assessment (see below).

The research proposal should include the following elements:

1. Working title, abstract and keywords
2. Name of PhD candidate and supervisors
3. Introduction (background and relevance of the project)
4. Research questions / problem formulation
5. Theory / research model / hypotheses
6. Methodology
7. Scientific relevance / contribution of the project
8. Managerial relevance
9. Planned publications (selection of outlets to present)
10. Time schedule / research planning, including planned field work or data collection
11. Data Management Plan (how do you plan to collect, store, and process research data)
12. Cooperation with other researchers / groups
13. Literature (10-20 key references)

The average research proposal covers about 10-15 pages. In the first-year assessment a lot of attention will be paid to the possible realisation of the research planning mentioned in the proposal.

The PhD candidate also orally presents the proposal in a meeting in which the supervisors and internal reviewers are present (if the candidate chooses for internal reviewers). This meeting is chaired by the Director of Doctoral Education.

2.3.3 Presentation and First Year Assessment

After 13/14 months of PhD appointment a presentation of the research proposal will take place followed by an evaluation. The evaluation of the performance and progress of the PhD candidate takes place in a meeting between the PhD candidate, his/her supervisors and the ERIM Director of Doctoral Education. Other attendees such as students and co-authors are welcome to join the presentation of the research proposal. This First Year Assessment is decisive in allowing the PhD candidate to continue with his/her PhD appointment. The assessment is based on the courses taken, the final research proposal as written by the PhD candidate after 12 months of preparation, and the overall performance. The results of the First Year Assessment are recorded in the Assessment sheet for first year PhD Candidate (see annex A.6 for example form), which is formalised by the Dean of the concerning Faculty. In case of a positive assessment, the PhD's contract is extended for additional 30 months (for 4-year PhD appointment) or for additional 18 months (for 3-year PhD contract). In case of a negative assessment, ERIM advises the Dean not to extend the PhD contract and the candidate is dismissed from the ERIM PhD programme.

2.4 Second and Third Year

The second and third year are manly devoted to:

- Taking courses (only second year; not relevant for PhDs with research master background)
- Literature review
- Writing papers
- Presenting papers at conferences
- International research visit
- Performing the empirical part of the research

PhD candidates are encouraged to participate in conferences to meet and learn from other researchers and to present their own work. To find out which conferences are suitable for your research interests, ask your supervisors and senior colleagues. They frequently receive invitations for conferences and can easily keep you informed about interesting opportunities.

Furthermore, in their (preferably) third or fourth year, ERIM encourages its PhDs to visit an other reputable international research group in there are of specialisation. In this way the candidate is enabled, among others, to extend his/ her international network.

(For funding of your travel plans, see section 4.1 and the ERIM Support Programme 10 in annex A.3). Another important milestone in your PhD trajectory is the 2,5 year meeting. For MSc degree holders with a 4-year contract, this meeting takes place 28 months after the PhD appointment date. For research master graduates, this meeting takes place 22 months after the appointment as a PhD candidate.

Before this meeting, a PhD candidate must submit a progress report of about two pages to ERIM. The progress report should inform the Director of Doctoral Education about the first stage of your PhD track, including a description of chapters or working papers you a candidate is working on (or have completed), the field work, the data-collection, and the conferences attended. The report should also present a detailed research plan and schedule for completion of the PhD dissertation. The progress report provides important information for an evaluation meeting with the Director of Doctoral Education and the supervisor in the first half of the PhD's third year.

An example of the 2.5 year assessment form can be found in appendix A.7 (ERIM 2.5 year PhD Progress Report).

Please note ERIM is currently reviewing and updating its 2.5 year evaluation procedure. Changes to this procedure will probably be announced during the 2018-2019 academic year.

2.5 Fourth Year

In the fourth year, the research is completed and the dissertation is written. The defence usually takes place around six months after the draft thesis is completed. All EUR regulations regarding the doctoral studies and PhD defence can be found on the EUR website[5]. In addition, the website includes also the most recent Doctoral Regulations, which can also be found in appendix A 8. Doctoral students are strongly advised to read the EUR Doctoral Regulations carefully and to check regularly throughout their PhD about any new updates.

ERIM has its own ERIM PhD Series. Dissertations can be published in printed and electronic format. All published PhD dissertations in the ERIM PhD Series can be found at repub.eur.nl/res/org/1. ERIM pays for the design and printing costs of all the dissertations published in the ERIM PhD Series (see EPS manual of the year of graduation). Furthermore, ERIM provides close guidance through to entire dissertation printing and publishing phase to all PhDs publishing within our series. Further information about the printing and publishing process can be obtained from the ERIM PhD Series Coordinator/Doctoral Programme Assistant.

In the final year of the PhD contract, ERIM PhD candidates are assisted in their search for a new position. ERIM offers workshops on the international academic job market and supports job-market visits abroad for PhDs in their final year (see ERIM Support Programme Manual, No.10). The ERIM website also features PhD candidates "On the Job Market" (in the last six months of their contract).

2.6 Extension of the Contract

If a PhD candidate anticipates that it will not be possible to finish the dissertation within the given duration of his/her contract, then (s)he should contact his/her supervisors immediately. In consultation with the supervisors, the Director of Doctoral Education and the HR department, the PhD candidate should discuss the possibilities of completing the thesis. Possible grounds for extension of the contract can be that the PhD candidate has been ill for an extended period of time (at least eight continuous weeks) or has taken pregnancy and maternity leave and/or parental leave.

As a guiding principle, the primary goal of ERIM's doctoral programme is to ensure the academic placement success of its PhD graduates. In that respect, it is important to note that the academic job market has become ever more competitive, with more and more international PhD graduates looking for jobs in academia after four or more years of study. Recognizing this competitive reality, ERIM, in close collaboration with the academic departments and cap groups at RSM and ESE, therefore facilitates (and in some cases partially funds) extensions of the PhD period when this can substantially increase the chances of a top academic placement for its graduates. ERIM PhD candidates at RSM can apply to the ERIM Talent Placement Programme in their third year (see Appendix A.8), to obtain a fifth year of funding. PhD students falling outside the scope of the Talent Placement Programme, can often still obtain additional funding in consultation with their supervisors and department heads.

5 www.eur.nl/en/research/beadles-office/phd-defence-ceremonies

2.7 Premature Termination of the Contract

If the employment of a PhD candidate with the university is terminated prematurely, the PhD candidate is entitled to a testimonial. This is issued by or on behalf of the Executive Board and contains the following:

- brief summary of the research performed as well as a list of publications regarding this research;
- summary of the courses attended;
- summary of the contributions made to teaching at the university

Please note that notice (from either party) must be given in advance. For more detailed information, the HR department of the school should be consulted.

2.8 Scheduling your PhD Defence

2.8.1 EUR Doctoral Regulations

To obtain a doctoral degree at the Erasmus University one should follow a number of formal EUR procedures. They are described in detail on the EUR website[6].

One can easily navigate the EUR Doctoral Regulations or download them in PDF format: www.eur.nl/en/research/beadles-office/phd-defence-ceremonies/doctoral-regulations

The preparation to a PhD defense includes a workflow that can be initiated via a number of special forms ("Standard Letters"). The forms are available via the online system called "Hora Est": https://metis.ru.nl/federation/login/personalmetis

ERIM PhD candidates and supervisors can use their existing METIS login also for "Hora Est". If you have forgotten your METIS login, please contact Ms. Pia van der Velde at pvelde@rsm.nl.

The main steps of the EUR procedure include:

- Form 1: Notification of intention to pursue one's doctorate (filled in by the candidate and signed by the candidate, supervisor(s) and the dean).
- Form 2: Proposal of doctoral committee (approval of the thesis by
- supervisor (in Dutch: "promotor"); composition of the inner doctoral committee and plenary committee; signed by supervisor(s) and the dean. Inner committee will have 1 month to approve the thesis). Approval of the propositions (filled in by supervisor(s).
- Form 3: Admission to the doctorate ceremony (filled in by the secretary of the inner doctoral committee on behalf of the inner doctoral committee. Only after it is obtained, can the thesis be printed).

The required forms could be filled in directly via the "Hora Est" system.

Please take care that the forms are submitted to the university Beadle's Office ("Pedel", the University Ceremonies office) on time.

The Beadle's Office is responsible for carrying out and assisting with the administrative procedures around the defence ceremony. Please contact the Pedel for any questions with regard to the PhD defense ceremony (including a possible reception after the defense).

The Beadle's Office can be reached from Monday to Friday from 9.30 AM to 1 PM (or by appointment). Contact information: Tel. +31 10 408 1006, central e-mail address: pedel@eur.nl

2.8.2 Publishing your book in the ERIM PhD Series

ERIM will co-ordinate the process towards the dissertation publication. This includes general language check (no detailed proofreading), cover pages and invitations production and book printing. It is the PhD's responsibility to provide the necessary files and forms according to the schedule and to carefully check the proofs from the publisher and cover designer. PhDs are also responsible for providing correct contact information, timely updates of relevant invoice and delivery addresses, etc. Failing to follow the schedule as indicated below will result in delay in book production. Furthermore, a PhD candidate bares entire responsibility for any errors or misprints on the cover or inside the book that were overlooked during the proof check.

6 www.eur.nl/en/research/beadles-office/phd-defence-ceremonies

It is very important that a PhD complies with the EUR schedule with regard to the official dissertation defence procedures. Below are the main steps:

	Action	Schedule	Action promotor/ candidate	Action by	Action Doctorate Board
1	Application for the defence	At least **6 months** before the desired date of the PhD defence	Form 1	Candidate	Appointment of supervisor/ supervisors and/ or co-supervisor
2	Approval of thesis by supervisor/ supervisors + proposal for the composition of the small and large committees + expert, if applicable	At least **5 months** before the desired date of the ceremony	Form 2 including manuscript + title pages, summary, CV and propositions + plagiarism report		Appoint committee members, evaluate title pages, check propositions
3	Discuss planned date of the PhD defence	At least **5 months** before the desired date of the ceremony	Set a provisional date with the Academic Ceremonies department	Candidate	
4	Notification of the small committee's opinion on the PhD candidate's admission	At least **3 months** before the desired date of the PhD defence	Form 3	Secretary of Inner Committee	Approval by the Rector, permission to reproduce the thesis, set definitive date of the PhD defence
5	Application for graduation with distinction, if relevant	At least **7 weeks** before the desired date of the PhD defence	Application to Doctorate Board	Promotor	Implementation of the rules of procedure in accordance with Article 9.1
6	Send copies of the thesis to the UP	At least **5 weeks** before the desired date of the ceremony		Candidate	
7	DEFENCE of PhD thesis before the entire committee				

The ERIM schedule of the book production is linked to the EUR schedule at several points. Here are your steps in the ERIM procedure:

	Schedule	
1	Approx. 8 months before the intended PhD defence	Discuss your workflow in a personal meeting with the ERIM PhD Series co-ordinator
2	Approx. 6 months before the intended PhD defence	Language check
3	Approx. 5 months before the intended PhD defence	Complete thesis layout
4	Approx. 5 months before the intended PhD defence	Reference check ('plagiarism scan') by ERIM
5	Approx. 4 months before the intended PhD defence	Start cover design
6	Approx. 3 months before the intended PhD defence	Complete the thesis file, insert last details
7	Approx. 3 months before the intended PhD defence	Submit your draft thesis for layout check
8	Approx. 2.5 months before the intended PhD defence	Submit your thesis for final reference check and printing
8	Approx. 2 months before the intended PhD defence	Check and correct the printing proofs
9	Approx. 2 months before the intended PhD defence	Submit PhD defence media and communication form
10	Approx. 1.5 months before the intended PhD defence	The book is printed and delivered at EUR
11	At least 5 weeks before the intended PhD defence	Distribute the printed books to the committee, Beadle's Office (Pedel) and the University Library

More information about the ERIM PhD Series can be obtained from the ERIM doctoral office. If you are planning to graduate within coming eight months please contact the doctoral office for the most recent version of the ERIM PhD Series Guide and to schedule a personal appointment with the ERIM PhD Series coordinator/Doctoral Programme Assistant who'll guide you through the entire printing process.

3 The PhD Course Programme: Towards Customisation

ERIM PhD Programme: Internationalisation and Increasing Impact

The objective of the ERIM PhD programme is to train the future generation of international researchers in the field of Research in Management by investing in young, talented, international academics. New PhD candidates at ERIM follow a state-of-the-art PhD course programme, which fits their academic background and research interests. During the PhD programme, senior ERIM Research Fellows and Members coach each PhD candidate intensively. The PhD programme creates many opportunities for personal intellectual development and an exciting international academic career.

3.1 Course Overview

In the ERIM PhD programme, the PhD candidate and his/her supervisor(s) are jointly responsible for composing a course plan that helps the PhD candidate to develop the knowledge and research skills necessary to become a specialised researcher. These courses should complement and advance the PhD candidate's existing knowledge and skills and contribute to carrying out the research project. This means that each PhD candidate will compose a programme that is customised to his/her individual needs and interests.

The course plan consists of three types of courses: core courses, skills training courses, and specialisation courses. Course loads are expressed in ECTS[7] , where 1 ECTS corresponds to approximately 28 hours of work. The entire PhD course-load for PhDs entering the ERIM PhD programme with MSc/MA degree consists of 40 ECTS. In addition, ERIM also offers several skills modules, participation of which is voluntary (but often highly advisable). These skills modules are not part of the 40 ECTS course programme. PhD candidates entering the ERIM PhD Programme on the basis of a relevant research master degree are not require to follow any further courses, although they are allowed to should they wish/need to do so.

3.2 Core Courses on Research Methodology (at least 10 ECTS, compulsory)

The aim of these courses is to familiarise PhD candidates with research methodologies and applications in the domain of management research. PhDs should choose at least two of the following six courses:

- Stochastic Models and Optimisation (BERMMC006, 4 ECTS), block 1
- Mathematics and Statistics (BERMMC008, 4 ECTS), block 1
- Microeconomics (BERMMC009, 5 ECTS), block 2
- Programming (BERMMC010, 4 ECTS), block 2
- Qualitative Methods (BERMMC003, 5 ECTS), block 2
- Topics in the Philosophy of Science (BERMMC001, 5 ECTS), block 2
- Empirical Research Methodology and Measurement (BERMMC002, 5 ECTS), block 3 & 4
- Applied Econometrics (BERMMC005, 5 ECTS), block 3

More details about each course can be found on the EUR Course Guide https://courses.eur.nl/.

3.3 Skills Training Courses (4 ECTS, compulsory)

In this part of the programme, PhD candidates' writing, presenting, and research skills are trained. The following three courses are obligatory:

- Academic Writing (BERMSKL020, 2 ECTS)
- Publishing Strategy (BERMSKL003, 1 ECTS)
- Scientific Integrity (BERMSKL009, 1 ECTS)

ERIM also offers a number of non-compulsory skills courses (see section 3.6).

7 ECTS refers to the European Credit Transfer System. It is based on the principle that 60 ECTS measures the workload of a full-time student during one academic year

3.4 Advanced Courses (24 ECTS)

The main part of the ERIM PhD course programme will consist of advanced specialisation/methodology courses. Each PhD candidate will compose an individual programme of the courses that he/she plans to follow. These courses will be in the field in which the PhD candidate is conducting his/her research and they contribute to advancing the specialised knowledge and research skills. At ERIM, fellows and (senior) members are involved in teaching these advanced doctoral courses.

PhD candidates can also take courses outside ERIM, in doctoral programmes of other (foreign and Dutch) universities and research schools. Sections 3.4.1 and 3.4.2 below give you some examples of international networks and other Dutch research schools where some of our PhD candidates have followed courses in the past. For your information, a list of courses taken by ERIM PhDs in the past is provided in annex A.2.

All courses have to be approved in advance by the Director of Doctoral Education as part of PhD's Training and Supervision Agreement (TSA). Courses taken outside ERIM need to be at a graduate level targeting PhD candidates (or research master students). As a rule, workshops, symposia, colloquia and tutorials will not be approved as part of the course programme. Study loads of external courses are determined by the ERIM Doctoral Office, after consulting the course contents, requirements and total workload.

In 2018/2019, ERIM offers the following advanced courses (these courses have a study load of 5 ECTS, unless otherwise indicated):

Advanced Specialisation Courses:

- Social Networks and Market Competition (BERMASC020), block 1, (3 ECTS)
- Current Topics in Marketing Research (BERMASC040), block 1 & 2
- Seminar Corporate Finance 2 (BERMASC031), block 2
- Seminar Asset Pricing 2 (BERMASC032), block 2
- Advanced Marketing Decision Models (BERMASC041), block 2, 3 & 4
- Strategic Entrepreneurship (BERMASC027), block 2, will be given in 2019/2020
- Advanced Topics in Engaged Strategizing (BERMASC009), block 3
- Innovation Management (BERMASC035), block 3
- Specialization Module on Consumer Behavior (BERMASC039), block 3, (3 ECTS), will be given in 2019/2020
- Foundations of International Business (BERMASC034), block 4, will be given in 2019/2020
- Advanced Topics in Organization Theory (BERMASC012), block 4, will be given in 2019/2020
- Advanced Topics in Organizational Behaviour (BERMASC026), block 4, will be given in 2019/2020
- Boundaries of Financial Research (BERMASC036), block 5, (1 ECTS)
- Governance of Information Systems, Enterprises, and Supply Chains (BERMASC042), block 5, will be given in 2019/2020

Advanced Methodology Courses:

- Seminar Corporate Finance 1 (BERMAMC006), block 1
- Seminar Asset Pricing 1 (BERMAMC007), block 1
- Behavioral Decision Theory (BERMAMC004), block 1 & 2
- Stochastic Dynamic Optimization (BERMAMC008), block 3, will be given in 2019/2020 (4 ECTS)
- Modern Applied Statistics (BERMAMC018), block 4, (4 ECTS)
- Workshop on Structural Equation Modelling through Partial Least Squares (BERMAMC009), block 4 (2 ECTS)
- Developing Theory and Theoretical Contributions (BERMAMC017), block 4
- Experimental Methods in Business Research (BERMAMC005), block 5
- Advanced Qualitative Methods (BERMAMC016), block 5

Please note that some courses have entrance requirements. More information on the ERIM courses can be found on the EUR Course Guide https://courses.eur.nl/.

Next to the abovementioned regular doctoral courses, ERIM also organises an annual ERIM Summer School (in June and July). These short doctoral-level courses are open to graduate students (Research Master and PhD) and researchers within and beyond the Netherlands, who want to improve their data analysis skills or competences in the specific field of knowledge. Between four and six short specialised doctoral courses are organised

every year and are taught by academics who are experts on the subject matter. The ERIM Summer School courses are announced well in advance on the ERIM website[8].

3.4.1 Networks

- The European Institute for Advanced Studies in Management (EIASM)
  EIASM is an international network for management research and teaching that contains over 23,000 management scientists from all over the world. The general mission of the Institute is to contribute to the development of management researchers and teachers in Europe. Its mission leads to the formulation of the following objectives:
  - To contribute to the development of and to sustain a network of management researchers and teachers in Europe.
  - To organise conferences, seminars and workshops on research in disciplines relevant to management.
  - To encourage and facilitate the initiative and coordination of joint research.
  - To enhance the development and the quality of European doctoral student education.

  Internet: www.eiasm.be

- European Doctoral Programmes Association in Management and Business Administration (EDAMBA)
  EDAMBA is an international non-profit association. It aims at promoting and facilitating cooperation among Doctoral Programmes in Management and Business Administration. More specifically, EDAMBA has the purpose to:
  – Provide a network to exchange information.
  – Promote research co-operation in general.
  – Help the participating schools to increase the quality of their PhD programmes, as well as to create an environment of excellence with a European perspective, all the while pursuing diversity.

  Internet: www.edamba.eu

- The Global Alliance in Management Education (CEMS)
  CEMS is a strategic alliance of leading business schools and multinational companies. Its primary aim is to set a global standard of excellence for prior experience to a master degree in management. CEMS also fosters cooperation between the leading business schools in doctoral education and facilitates workshop / course visits for doctoral students of the member institutions.

  Internet: www.cems.org

- Dutch Network on the Mathematics of Operations Research (LNMB)
  The Dutch Network on the Mathematics of Operations Research (LNMB) is an interuniversity collaboration in which all of the Dutch universities participate, as well as the CWI. The LNMB has a twofold function. Firstly, the LNMB provides education for PhD Candidates. Centred around eight two-year courses with additional workshops, this education is aimed at broadening and deepening the knowledge of the participants. In addition, the LNMB is an organisation of (full and associate) professors who are active as researchers in Operation Research.

  Internet: www.lnmb.nl

3.4.2 Other Research Schools

- Tinbergen Institute
  Tinbergen Institute is the Netherlands Research Institute and Graduate School of Economics of the Erasmus University Rotterdam (EUR), the University of Amsterdam (UvA), and the Vrije Universiteit Amsterdam (VU). Tinbergen Institute consists of the Research Institute and the Graduate School.

  Internet: www.tinbergen.nl

- CentER
  CentER is the research school of the Faculty of Economics and Business Administration of Tilburg University. CentER was founded in 1988 at the Faculty of Economics and Business Administration of Tilburg University as a small research institute specialising in game theory, international macroeconomics and applied econometrics. In 1992, the institute was restructured as a Graduate School and widened its scope to other research fields as well. A Graduate Programme

8 www.erim.eur.nl/doctoral-programme/courses/summer-school/

in Economics (GPE) was developed, followed by a Graduate Programme in Management (GPM) one year later. In 2001, a Graduate Programme in Business was started.

Internet: center.uvt.nl

- SIKS
  SIKS is the Dutch research School for Information and Knowledge Systems. SIKS organises courses on issues from the field of computer science.

  Internet: www.siks.nl

- TRAIL
  TRAIL (Transport Infrastructure and Logistics) is a joint postgraduate Research School of the Delft University of Technology and Erasmus University Rotterdam.

  Internet: www.rstrail.nl

- SOM Graduate School / Research Institute
  SOM is the joint research institute of the faculties of Management Organisation, Economics and Spatial Sciences at the University of Groningen. It combines and promotes disciplinary and interdisciplinary research, which meets international standards. It also provides the training and research environment for PhD candidates. The mission of SOM is to promote fundamental and applied research related to firms in its economic, spatial and demographic environment and to provide a PhD programme of a high international standard.

  Internet: www.rug.nl/research/som-ri

- IOPS
  This is the Interuniversity Graduate School of Psychometrics and Sociometrics. IOPS was officially recognised by the KNAW (Royal Netherlands Academy of Arts and Sciences) as a Graduate School ('onderzoekschool'), and this recognition was prolonged in June 1999. The following participate in this graduate school: University of Amsterdam (UvA), Vrije Universiteit Amsterdam (VU), University of Twente (UT), University of Groningen (RUG), Leiden University (UL), University of Utrecht (UU; since 1999) and Tilburg University (UvT).

  Internet: www.iops.nl

- Amsterdam Business Research Institute (ABRI)
  The distinct expertise of ABRI lays in the business performance and management of professional and financial services. With a specific focus on this sector, ABRI's researchers conduct research and offer doctoral (PhD) education in six areas: Accounting & Financial Management; Information & Innovation Management; Logistics & Operations Research; Marketing; Organisational Behaviour & HRM; Strategy & Organisation.

  Internet: www.abri.vu.nl/en/index.aspx

3.5 Course Load

The course load of the PhD programme consists in total of 40 ECTS (except for the research master graduates). At the end of the first year the PhD candidate are expected to have gained at least 25 ECTS. The remaining ECTS should be obtained in the second year. The courses are a compulsory part of the PhD programme and at the end of both the first and the second year PhD candidates will have to report to the ERIM Doctoral Office about the courses they have taken and passed. If the core courses have not been successfully completed after the second year, the PhD candidate may no longer be entitled to the ERIM financial support.

3.6 Additional Courses and Skills Modules

To support PhD candidates in their development, ERIM offers a number of additional courses and transferable-skills modules. These modules enable PhD candidates to make the most of the learning opportunities available at the university and prepare for successful employment after graduation. These courses and skills modules are not a compulsory part of the PhD course programme. Participation is voluntary, but not without obligations;

- Erasmus Management Lectures (annual event with distinguished scholars)
- ERIM Summer School (offers advanced methodology and specialisation courses)
- Presentation Skills (BERMSKL002, 1 ECTS)
- Academic English (BERMSKL018, 2 ECTS)
- Strategies for Successful Academic Job Placement (BERMSKL006, no ECTS assigned)
- Research Proposal Writing (1 ECTS)

ERIM continuously explores opportunities to offer more relevant PhD skills training courses. Particularly, we follow up on interests expressed by our PhDs and try to organise relevant courses. Please contact the ERIM Doctoral Office for more information or suggestions. Skills modules are announced by e-mail well in advance.

Next to the skills courses offered by ERIM, there are also some additional relevant skills courses offered by the Erasmus University at large (for example, Effective Communication, Time-management, Project management skills for doctoral research, Basic Didactics etc.). All these courses are announced on the EUR Training and Development Platform (the Trainings- en Ontwikkelingsplatform, TOP)[9].

3.7 Course Enrolment and Attendance

Course Registrations
You can register yourself for the ERIM courses listed in the current EUR Study Guide via Osiris Student https://sis.eur.nl/osiris_student/.

To make use of Osiris Student, you need a valid student number ("ERNA"). For the new PhD candidates without a valid ERNA credentials, the Doctoral Office will request them to the University's student registration office. If you already have a student ERNA, you can continue using it during your PhD phase.

If you wish to follow a course offered by RSM or ESE regular master programmes, you need to contact the ERIM doctoral office. Courses offered by RSM or ESE in the regular master programmes have codes starting with BM or FEM. Enrolment for these courses can only take place via the ERIM Doctoral Office. Please e-mail the ERIM Doctoral Courses Coordinator with the following information:

- course code
- course title
- block in which the course takes place
- number of ECTS
- your student ERNA

The registration deadline is four weeks before the start of the course. ERIM course schedules are communicated to the doctoral candidates by the Doctoral Courses Coordinator before the start of the academic year and as updates (when applicable).

To register for external (non-ERIM) courses PhDs should first obtain approval from ERIM. If the courses have already been approved by ERIM as part of the Individual Study Programme (ISP) in the Training and Supervision Agreement (TSA), then a PhD candidate can simply proceed with registration for these courses. If the study programme is yet to be finalised and in case of corrections/ changes in the approved course programme, PhDs should first contact the ERIM Doctoral Office for approval before registering and talking the external course. As a rule, PhDs register for the approved external courses themselves.

Course Attendance and Cancellations
For all ERIM courses full (100%) course attendance and participations is required. Auditing is not allowed. If you are unable to attend a class due to illness or other serious circumstances, it is your responsibility to notify the teacher as soon as possible. This also applies to skills courses, such as Academic Writing.

If you have to drop a particular course, you should inform the teacher, with a CC to the Doctoral Courses Coordinator, of your decision and reasons as soon as possible. In addition, you must also cancel your registration officially via Osiris Student. If you do not inform the lecturer and programme assistant promptly, you will receive a fail for the registered course.

Please consider that the number of course participants has a direct effect on the financial course costs. Therefore, please make sure your course registrations and cancellations are on time. If you register for external courses without official approval, you will be held responsible for any related financial costs incurred by ERIM.

Course Grades
You are obliged to sit the exams for all courses included in your TSA (provided that examination is part of the course). Course grades are communicated to the students by the teacher of the course, not by the ERIM Doctoral Office. If you have not received your grade on time or have questions related to your grade, please contact the course teacher directly.

9 The Erasmus University Rotterdam strives to develop not only students' talents but also the talents of all of its employees. This is why the TOP office was established: the Trainings- en Ontwikkelingsplatform (Training and Development Platform) of the Erasmus University Rotterdam. TOP encourages and supports employees who want to grow both personally and professionally and want to get the best out of themselves and the organisation.

Course Administration
ERIM keeps track of your course progress in its archive and database. For all external courses, it is your responsibility to provide ERIM with a copy of the certificates obtained (including your grades) on time. It is also important that you keep good track of your progress and its administration yourself. You must keep a copy of your ISP plan for your own records and note any changes in it. Please note that ERIM has to approve all changes/corrections in your Individual Study Plan in advance.

You are kindly requested to keep a file with an overview of your course progress:

Course Title	Course Code	ECTS	Status (planned/ in progress/ completed)	Period (year, months)	Grade	Comments

4 Funding

ERIM has Support Programmes for conference visits, conference participation, working visits to an international university, field research data collection, following courses and scientific literature.
The support of ERIM is generally based on the 50 / 50 actual cost matching principle with either the department of the PhD candidate and / or external sponsorship. PhD candidates will always be requested to look externally for funding for travel and conference expenses. Possible funding sources include NWO and Trustfonds. Furthermore, PhD candidates are expected to act responsibly and cost-efficiently when asking for ERIM Support Programme. Requests for support have to be submitted at least one month in advance of the planned activity. The request must contain budget estimation and acquired internal / external matching support. Please note that financial support will be paid afterwards and your declaration must be accompanied by original receipts and/or bills (unless otherwise indicated).

For more information, see the ERIM Support Programmes Manual or Annex A.3 for ESP no. 10.

5 Appointment and Facilities

In the Dutch system, PhD candidates are salaried employees. However, there are more financial issues than your salary alone that you need to consider. These include additional income, a savings programme, insurance, and compensation for moving expenses. Generally, PhD candidates are paid according to the collective labour agreement ('CAO') for Dutch universities; see also https://www.vsnu.nl/cao-universiteiten.html.

When you start working at the Erasmus University Rotterdam, you will find that there are many things that you have to arrange, understand and do before you can devote all of your time and attention to your research project. This section provides some information about issues concerning your appointment at the university.

In general, all information concerning HR related topics can be found at my.eur.nl.
You can login to my.eur.nl with your ERNA ID or go to https://www.eur.nl/en/working/hr-information.

Your contact persons at the Human Resource Departments are:

Rotterdam School of Management (RSM)

Ms. M. van Hooijdonk
(Mariska)
Room T06-45
Tel. +31 10 408 16 93
mhooijdonk@rsm.nl

Rotterdam School of Management (RSM)

Ms. Y. Jules
(Yvonne)
Room T06-45
Tel. +31 10 408 24 18
yjules@rsm.nl

Rotterdam School of Management (RSM)

Ms. M. Verzaal – van der Hoek
(Marleen)
Room T06-45
Tel. +31 10 408 17 16
mverzaal@rsm.nl

Erasmus School of Economics (ESE)

HR Support, team ESE
Room L6-001
Tel. +31 10 408 8092
hrese@eur.nl

5.1 General Information on Working at the Erasmus University [10]

Contract
Before you start, you will receive a letter of acceptance with the formal offer of a PhD position at Erasmus University from the human resources (HR) department of the RSM or ESE. This letter also contains information about salary, commencement date of employment, the applicability of the pension scheme, etc.

Income
The salary stated in your appointment letter is the gross salary. The gross salary is the amount of salary before deduction of taxes, social security premiums and premiums for our pension scheme for retirement, disability and in case of death while in employment. The Erasmus University deducts these costs before the amount is transferred to your bank account. Therefore the money you receive does not equal the gross salary. See www.belastingdienst.nl for further information about taxes.

Note that the salary excludes a holiday allowance and end-of-year bonus. Overviews are only provided when your salary changes or to show incidental additional payments such as holiday allowance. Normally your salary is transferred to your bank account around the 24th of each month.

Additional Income
As mentioned above, your salary is not the only remuneration you will receive. In the month of May you will receive your holiday allowance ('vakantiegeld'), which is 8% of your gross salary received in the previous period from June to May. You will also receive an end-of-year bonus ('eindejaarsuitkering') in December, which is 8.3% of your gross salary received in the period from January to December. Both payments are gross payments.

Health Insurance
The basic health insurance is compulsory for everyone living in the Netherlands or paying income tax here. Insurance companies must accept everyone for basic health insurance. The basic insurance covers the costs of medication, hospital treatment, care provided by a general practitioner and maternity care. You will also be able to take out supplementary insurance for medical expenses not covered by the basic health insurance. Children up to the age of 18 are insured free of charge. The EUR has negotiated an extensive health insurance package for its employees. These negotiations have resulted in a policy with attractive premiums, a wide range of options and attractive supplementary terms with the health insurance company Zilveren Kruis Achmea. You receive a discount on the basic premium and can take out additional insurance at favourable rates. The HR department will provide you with more information.

IPAP (Disability Pension Top-Up Plan)
The Loyalis insurance company has an insurance scheme (IPAP) covering the consequences of total or partial incapacity for work. IPAP guarantees that your income stays at 70% in the case of partial or full disablement. Without this insurance you could experience a sharp drop in income due to disablement. The HR department can provide you with more information.

Car Insurance
There is also a collective agreement for car insurance with Allianz. The HR department can provide you with more information.

Moving Costs
If your address before accepting your job at RSM or ESE was more than 75 kilometers from Rotterdam, you could be entitled to receive a contribution towards the moving costs. For each household, the relocation allowance consists of:

- A reimbursement of the actual expenses of transferring the household effects. EUR determines these expenses by choosing the lowest amount of 3 offers requested by you
- An amount equal to 12% of the gross annual salary, with a minimum of the salary amount of the maximum of scale 6 and a maximum amount determined by the Tax and Customs Administration each year

Ask your HR department for the exact conditions before you make any arrangements.

Housing
If you are looking for accommodation you might find the following links to housing corporations helpful:

- www.stadswonen.nl
- www.directwonen.nl
- www.havensteder.nl
- www.vestia.nl
- www.ikwilhuren.com

10 This information was provided by the RSM Personnel Dept. It is the same for the ESE PhD candidates. In some cases extra information is added by ERIM.

Holidays
The number of hours of leave per year to which an employee is entitled depends partly on the choices that the employee makes in connection with the flexible working hours regulations.

- The annual leave to which an employee is entitled if he/she works a standard 38-hour working week is 29 days
- If the employee has opted for a 36-hour working week, he/she is entitled to 17 days annual leave
- If the employee has opted for a 40-hour working week, he/she is entitled to 41 days annual leave

In the case of part-time employees, the above applies in proportion to the number of hours of employment. Before planning your holidays, note that the employer fixes around five collective leave days. This is due to the closure of the university from Christmas to New Year's Day. National holidays on which the university is closed are: Christmas until New Year's Day, Good Friday, Easter Monday, King's Day, Liberation Day, Ascension Day and White Monday (in Dutch: Kerstmis, Nieuwjaarsdag, Goede Vrijdag, Tweede Paasdag, Koningsdag, Bevrijdingsdag, Hemelvaartsdag, Tweede Pinksterdag).

Terms of Employment Optional Model
Employees may determine part of their own terms of employment packages. The terms of employment optional model is simply an extensive exchange system. You can exchange several terms of employment. In this way you can create personalised terms of employment to satisfy certain needs. The HR department can give you more information. For more information, please also visit: https://my.eur.nl/en/eur-employee/hr/terms-employment/employment-conditions-selection-model-way-it-works

Erasmus University Integrity Code
This code contains three key values: professionalism, teamwork and fair play. With these key values, it gives direction to the desired conduct of our staff and students. In addition, the code gives the university staff and students the scope to demand accountability from each other with regard to their responsibilities.

You may be confronted with an integrity issue. Discuss this first with the person concerned. If you are unable to resolve the issue together, contact your manager and / or any of the specifically appointed integrity coordinators:

- Erasmus School of Economics:
  Prof. dr. Patrick Groenen, groenen@ese.eur.nl
- Rotterdam School of Management:
  Prof. Jan Dul, jdul@rsm.nl,
  Prof. Ting Li, tli@rsm.nl

Accounts
To be able to work on your computer you need to have a network account. When you start working, the secretary of your department will have arranged an account for you. If not, ask the secretary or contact the helpdesk at RSM or I&A at ESE. If you are a PhD candidate employed at RSM, you also need to make sure that you have access to the RSM intranet as important information can be found there. ESE PhD candidates should also look at the ESE intranet. Please note that before you can go to the respective helpdesks you may need to have your 'SAP' number. This is your 'appointment number' that is assigned to you when you start working for the university. Request it from your HR-department.

MyERIM Account
All faculty members of RSM are given a personal MyERIM account. This account is used to register publications and other results of research. The information is used for annual reporting and external assessment (www.erim.eur.nl, click "My ERIM" in the menu). You should be able to login using your ERNA account.

Library Card
In order to borrow books, journals etc. from the library, you need a library card. The (free) UB ('Universiteitsbibliotheek') card can be obtained via the lending desk (take your appointment letter with you). For more information: my.eur.nl

Working in a Healthy Environment
Every employer is obliged to provide a sound working environment. This means that your office, desk, chair, and computer should be in such a state that you can work full time in a pleasant environment without any physical problems (like CANS). For example, the height of your desk should be adjusted according to your height.

Bicycle Shed / Car Park
You can use the protected bicycle sheds and the car park. You should obtain a permanent admission pass from the security office at the main entrance (take your appointment letter with you). If you want to use the car park and being eligible for parking at staff members' rate you have to request a parking licence. For more information about applying for a parking licence please visit my.eur.nl.

International Primary Schools
There are two international primary schools in Rotterdam:

- Openbare Jenaplanschool de Blijberg: www.blijberg.nl
- American International School of Rotterdam: www.aisr.nl

For more information about international education in the Netherlands: www.sio.nl

Living in the Netherlands
In the Holland Handbook you will find a lot of information on all aspects of living and working in the Netherlands such as: career, fiscal issues, health care, housing, insurance, international education, registration and telecommunications and more general information on Dutch culture and habits, tourist information, language and international clubs: www.xpat.nl (click The Holland Handbook).

Sporting facilities
As an employee of the Erasmus University you can use all the sports facilities of the University. For this, you need a sports card ('sportkaart'), which can be obtained at the sports building ('sportgebouw', S-building).

The price for this sports card is the same as for students. You pay the price for an employee of the university and you then receive a refund of the difference with the student price from the university. See www.erasmussport.nl.

Culture
'Studium Generale & Erasmus Cultuur' organises scientific, social and cultural programmes throughout the year for students of the Erasmus University Rotterdam. See the website: www.eur.nl/english/sgerasmus.

Full information about employment conditions, HR policy and other regulations can be found online: https://www.eur.nl/en/working/hr-information/employment-conditions.

5.2 Getting Started

Once you have signed your contract you can get to work. This section discusses issues concerning your work at the university.

Office
As a PhD candidate you are entitled to your own desk and computer. In most cases, you will share a room. Office space is arranged by the secretary of your department at RSM or by the secretariat of the Tinbergen Institute at ESE.

Travel Costs
PhD candidates are entitled to a contribution to daily travel costs. This arrangement is valid for the four years of employment of the PhD candidate, and can also be requested from your HR department.

Working at Home
In general it is possible to work on your research at home. There are no general rules that determine how much time per week you may work at home; each department is free to establish rules on this matter. However, although there are no fixed rules, it is generally expected of PhD candidates to be present at the university most of the time. You should discuss the possibilities of working at home with your supervisor or daily supervisor. When working at home it is possible to use facilities from the university, such as e-mail and online data and literature sources etc. The site https://my.eur.nl/en/eur-employee/ict provides more information.

If you are an RSM PhD candidate you can use the Internet to access your mailbox worldwide. Simply go to the site exchange.eur.nl and type in your username and password for your inbox. More detailed information about this service is available from your helpdesk.

Software
Each PC is equipped with standard software such as Windows XP, Microsoft Office, and Internet Explorer. Both schools offer computer related support by means of a helpdesk. For RSM faculty please log in RSM intranet via my.eur.nl, then log in with your ERNA account at https://intranet.rsm.nl, go to "RSM Handbook" and then "IT information". ESE PhD candidates can visit my.eur.nl and search for the IT section.

Both faculties have a general licence for several specific software programmes. In other cases, your department has to buy a specific licence. If you have any special software requests ERIM may help you in obtaining a licence for it. Please contact the ERIM Office.

Student Card
During the first two years of your appointment as a PhD candidate you can obtain a student card. In most countries you are eligible for discounts when you show your student card. Ask the ERIM Doctoral Programme Assistant for more details on how to obtain this card.

Personal Metis Account
Every member and PhD candidate of ERIM is given a Personal Metis account This account is used to register the publications and other results of research in the Personal Metis system. All publications from METIS are published on the person detail pages of the ERIM website, so it is very important to keep the METIS records updated. The information is also used for annual reporting and external assessments.
For more information about the Personal Metis account (https://metis.ru.nl/federation/login/personalmetis) please contact the ERIM Office (Pia van der Velde, pvelde@rsm.nl).

Business Cards
When meeting people from other universities, it is common to exchange business cards ('visitekaartjes'). The business cards are issued in the style of the school where the PhD candidate is appointed (RSM or ESE). An ERIM PhD candidate is permitted to add 'ERIM PhD candidate' on this card. To order business cards please contact the secretary of your department.

Opening Hours of Buildings
The opening hours of the building of the RSM Erasmus University (Mandeville building) are:

- Monday to Friday 7.30 – 22.30
- Saturday 8.00 – 17.00
- Sunday closed

The opening hours of the building of the Erasmus School of Economics (Tinbergen building) are:

- Monday to Friday 7.30 – 22.30
- Saturday & Sunday 8.30 – 17.00

The buildings are closed during national holidays.

Miscellaneous
It is essential that you rely on your colleagues for extra information. Talk to your colleagues about software, which may be of assistance to you in your field. Make sure, for instance, that you have the literature reference and bibliography programme 'Endnote' installed on your computer. Keep your eyes open for the Lunch Seminars (check the ERIM website), which are regularly organised by different theme groups within ERIM. These seminars offer you an opportunity to meet other researchers and become familiar with the research being done in your group (and others), and may help you in structuring your ideas.

ERIM Social Events
Keep in mind that the ERIM work environment can also offer you recreational opportunities. Each year there is a PhD trip, an annual PhD dinner, sports events, and several drinks and lunches. ERIM has a yearly budget for these activities, for which the board of the PhD Council is responsible. If you have a good idea for an activity, feel free to contact the PhD Council: phdcouncil@erim.eur.nl (see also section 6.5.1).

Living in Rotterdam
If you are coming to Rotterdam for the first time, you might find these links helpful in finding your way:

- Municipality of Rotterdam: www.rotterdam.nl
- Rotterdam Experience, read about the hotspots in Rotterdam: www.rotterdamexperience.com
- Rotterdam Tourist Information: https://en.rotterdam.info
- Rotterdam Public Transport: www.ret.nl
- Dutch railways: www.ns.nl
- Rotterdam Start Guide (in Dutch): https://010.pagina.nl
- Dutch tourist information: www.holland.com
- EUR Handbook for new students: www.egsh.eur.nl/admission/how-to-prepare-for-your-stay-at-eur

5.3 Libraries and Research Facilities

Libraries
The EUR-libraries provide documentary information for students and staff of the Erasmus University Rotterdam. The central University Library (UL) is situated on the Woudestein campus. It is the central library for all EUR faculties, except for the medical faculty. A separate Medical Library is situated on the Hoboken-campus. All catalogues and most databases are accessible online: www.eur.nl/ub. The UL also houses the Rotterdamsch Leeskabinet. EUR students and staff can borrow their books free of charge.

University Library (UB)
The University Library provides scholarly information and information services for the Erasmus University of Rotterdam. This includes: selecting, acquiring and providing access to educational information and encouraging optimum usage by providing training and guidance. The library also provides a great number of study- and research facilities. The UB ('Universiteitsbibliotheek') collection includes 1 million books and 390,000 e-books. It has access

to the full text of 120.000 online periodicals. There is also a collection of around 660 printed journals. Part of the collection of books and periodicals is available in the study areas and the periodicals room, for use in the library. However, the main part of the collection is stored in closed stacks, which are accessible by placing book orders on the UB web site. Your book(s) will be available at the desk within about 30 minutes. The library also has a search utility on the website which you can use if a journal is available electronically. You need a library card to borrow books, journals etc. from the library. Information on how to obtain a library card can also be found at my.eur.nl.

You can find information regarding the UB or search the UB catalogue and catalogues of other major libraries on the UL website (www.eur.nl/ub). Printed bibliographies and digital databases, such as Online Contents, are available to search for articles. Publications sourced from outside the UB can be requested for a small charge. They will then be delivered from elsewhere in The Netherlands.

For information regarding services, search methods, databases and study room collections, please turn to the information desks. Tours and user instructions are available upon request. Information leaflets are also available at the information desks.

The UB has subject specialists for each scientific field. They are responsible for the acquisition of new publications and for helping to solve specific questions in their field. The subject specialist for Business Administration is Rob Grim (Tel.: 06 - 40 83 28 35, e-mail rob.grim@ubib.eur.nl).

Location	B Building
General information desk	
Telephone number	+31 10 408 11 98

Reading rooms opening hours
- Monday to Friday 8.00 – 24.00
- Saturday and Sunday 10.00 – 21.00

Information desks opening hours
- Monday to Friday 9.00 – 19.00

Circulation desks opening hours
- Monday to Friday 9.00 – 19.00

E-mail	info@ubib.eur.nl
Internet	www.eur.nl/ub

Rotterdamsch Leeskabinet
The Rotterdamsch Leeskabinet is situated in the UL building. It is a private library containing over 250,000 volumes on history, art, art history, literature, theology, philosophy and social sciences. All students and staff members of the EUR can borrow books, free of charge. The Rotterdamsch Leeskabinet has a separate circulation desk and catalogue.

Location	B Building
Telephone	+31 10 408 11 95

Opening hours
- Monday to Friday 9.00 – 17.00
- Saturday 10.00 – 13.00

E-mail	leeskabinet@eur.nl
Internet	www.eur.nl/rlk

Literature
The Studystore endeavours to have the obligatory and recommended books in stock. Please note with regard to the obligatory literature, changes are often made after this guide has been compiled. It is advisable to check the Blackboard in advance for the final list of literature. If you are not planning on taking the examination for a certain course for the first time until the re-examination period, there is the risk that the obligatory literature will be sold out by then. It is therefore advisable to buy the obligatory literature at the start of a trimester.

Bookshop	Studystore
Location	Polak Building
Telephone	+31 88 203 03 23

Opening hours
- Monday to Friday 8.30 – 18.00

Internet	www.studystore.nl

Databases
Using databases is also a good way of searching journals and books. The following are relevant online resources:

- www.eur.nl/ub/en/search/databases/alphabetical_list
- http://isiknowledge.com (Citation Database of the Institute for Scientific Information)
- www.oclc.org/en/home.html (Online Computer Library Center)

Relevant search options and online links are also included on the ERIM website under "search".

Copyshop
Copyshop Canon is the copy and print shop located on the Woudestein campus. Here you can make copies or printouts. You can also purchase small office supplies.

Location	Polak Building (ground floor, Shopping Plaza)
Telephone	+31 10 408 11 91

Opening hours
- Monday to Friday 8.30 – 17.00

E-mail erasmus_repro@canon-bs.nl

ERIM Facilities
Excellent research is carried out by excellent researchers, who work individually and together in optimum conditions, and who receive the right incentives to perform. To pursue its aims, ERIM employs a set of instruments to: (I) stimulate research communication, cooperation and international exchange; (II) support the research and publications process; (III) provide excellent research infrastructure; (IV) stimulate and recognise outstanding achievements; and (V) stimulate quality and monitor performance. The following research facilities are available for ERIM members and ERIM Doctoral candidates.

ERIM Support Programmes (ESP)
ERIM has set up a financial support programme for a range of research-related activities and the research institute, as well as for the PhD programme.
The ERIM Support Programmes (ESP) are for the following purposes: Seminars/Colloquia /Workshops, Scientific Conferences, Editing of Scientific Texts, Research Visits, Data and Software, Submission Fees, Personal Research Assistants, Compensation for participants in Erasmus Behavioural Lab (EBL) experiments.

Erasmus Behavioural Lab (EBL)
The Erasmus Behavioural Lab (EBL) is a recent and important facility for conducting high quality experimental behavioural research. The EBL is a joint facility of ERIM, the ESE, RSM, and the Institute of Psychology (IOP). The EBL recently substantially increased its capacity and diversity of equipment and is a state-of-the-art facility for experimental research. Facilities and equipment for behavioural research include an eye-tracking lab with facilities and equipment for cognitive neuroscience research, two EEG-labs and a full range of autonomous measurement systems (skin conductance, heart rate). We operate two subject pools at the EBL lab; one working with course credits (ERPS) and one for paid subjects (EURO). Since last year, ERIM researchers have been able to conduct EBL experiments using the ERIM Research Participation System (ERPS). This ERPS-subject pool has been a very successful initiative and we are confident that it will have a significant long-term impact on our school's research productivity. Now that ERPS is well established and tested, we have invested in the improved support of ERIM for behavioural researchers. Participants recruited via ERPS are awarded course credits only. The second subject pool operates using monetary rewards. This pool, called the Erasmus Research Participation opportunities (EURO), is completely separate from the course credit driven subject pool and has its own web-entry and profiling.

Erasmus Survey Centre (ESC)
The Erasmus Survey Centre (ESC) is a research facility for researchers and students at ERIM. The ESC survey system uses advanced Globalpark EFS software and servers to design and conduct the electronic surveys. The system enables a broad range of management surveys, from simple questionnaires to surveys with closed user groups and conjoint product analyses with dynamic survey routing. In order to reach every possible target group, surveys can be conducted through several media at the same time: over the Internet, through mobile devices and on paper. The data collected through all these procedures can easily be reintegrated and exported with the software provided.

Erasmus Data Service Centre (EDSC)
At the joint initiative of the University Library and the founding schools of ERIM, the Erasmus University established a special data service centre in the summer of 2006. The EDSC provides access to financial and social science databases and gives individual support and workshops for students and staff of the Erasmus University Rotterdam. For this work the EDSC has a team of five specialists - the Datateam. The Datateam is itself supported by an advisory body made up of representatives from the faculties concerned and the University Library. Since the summer of 2007, the work terrain of the EDSC has expanded to include social-sciences data. This was achieved in collaboration with the School of Social Sciences (FSW). The EDCS provides entries to the 22 financial databases such as Bankscope (both world bank information source as via Wharton), Company.info, various Compustat databases, CRSP, ExecuComp, I/B/E/S, Market Insight, Reach, SDC, and various Thomson databases such as Thomson One-Banker, WRDS, Worldscope and Zephyr.

In addition to contributions to financial databases, EDSC provides entries to 17 social science databases including EUROSTAT, OECD, Unctad and World Database of Happiness. WRDS provides instant access to key databases in the fields of finance, accounting, banking, economics, management, marketing and public policy, such as the CISDM Hedge Fund/CTA Database and the CRSP database.

Academic Licences and Databases
The University Library provides ERIM Members and ERIM Doctoral Candidates access to more than 250 databases. In addition to the databases at the University Library, ERIM has access to specialised research software and databases for its members.

5.4 Checklist

To summarise, below is a checklist of matters you should arrange as soon as possible:

What?	Where?
Computer/ E-mail account	RSM: your department secretary; ESE: support desk
ERNA account	University support Centre
Personal Metis	ERIM office (P. van der Velde)
EUR library (UB) card	UB EUR lending desk
Copy cards for UB	Secretary of your department
EUR student card	ERIM Doctoral Programme Assistant
ERIM business cards	Department (RSM and ESE PhDs)
Your name on the ERIM (e)mailing list	ERIM Doctoral Office
ERIM Support Programme (see the ESP manual)	ERIM Executive Assistant

6 Important Individuals and Organisations

A PhD candidate does not work alone. Of course there is your supervisory team, with whom you'll do your research. But you will also regularly be in contact with various individuals from the ERIM team and with representatives from different PhD networks.

6.1 Your Supervisory Team

6.1.1 Supervisor ("Promotor")

The PhD candidate is supervised and guided by the supervisor, "promotor" in Dutch. The supervisor is always a full professor and research member/ fellow of ERIM. It is possible to have more than one supervisor.

6.1.2 Daily Supervisor

It is possible that an associate professor ('universitair hoofddocent', UHD) or assistant professor ('universitair docent', UD) will serve as the mandated (daily) supervisor ('gemandateerd begeleider'). If there is no mandated supervisor, your supervisor ('promotor') (or one of your supervisors) will act as your daily supervisor.

The PhD candidate can turn to the daily supervisor concerning scientific problems and questions. It is recommended for PhD candidates to have regular meetings with their daily supervisors (in the first year you should at least have an appointment of approximately one hour with your daily supervisor every two weeks. In the later years this frequency may vary, depending on the work you are doing at that time.)

6.2 Deans of the ERIM participating faculties

Prof. dr. S.L. van de Velde (Steef)
Dean, Rotterdam School of Management, Erasmus University

Prof. dr. P.H.B.F. Franses (Philip Hans)
Dean, Erasmus School of Economics, Erasmus University

6.3 ERIM Management

Scientific Director
Prof. dr. P.P.M.A.R. Heugens
(Pursey)
Room T06-01
pheugens@rsm.nl

Associate Director
Prof. dr. H.P.G. Pennings
(Enrico)
Room H12-25
pennings@ese.eur.nl

Director of Doctoral Education
Prof. dr. S. Sweldens
(Steven)
Room T06-03
sweldens@rsm.nl

Director of Research Development and Support
N. Gersak
(Natalija)
Room T06-14
ngersak@rsm.nl

ERIM Executive Assistant
Ms. T. van der Vhee
(Tineke)
Room T06-08
Tel. +31 10 408 11 82
tvhee@rsm.nl

6.4 ERIM Doctoral Programme Team

The ERIM Doctoral Office consists of the Director of Doctoral Education, the Office Manager Doctoral Office, the Research Master Coordinator, the Doctoral Programme Assistant and the Policy Officer Doctoral programme. They are responsible for the day-to-day running of various aspects of the programme. If you have any questions or requests related to the programme, they will be glad to help you. In most cases it is the most efficient if you simply submit your questions by e-mail and the ERIM Doctoral Office will try to answer it as soon as possible.

6.4.1 Director of Doctoral Education

Director of Doctoral Education
Prof. dr. S. Sweldens
(Steven)
Room T06-03
Tel. +31 10 408 19 72 (ERIM)
sweldens@rsm.nl

6.4.2 Doctoral Office

Policy Officer Doctoral Education
Dr. C. Papacharalampou
(Chrysoula)
Room T6-07
Tel. +31 10 408 91 50
papacharalampou@rsm.nl

Coordinator Research Master & Doctoral Courses
Ms. M. Iizuka
(Miho)
Room T06-09
Tel. +31 10 408 22 59
miizuka@rsm.nl

Doctoral Programme Assistant
Ms. K. Harte
(Kim)
Room T06-09
Tel. +31 10 408 2382
harte@rsm.nl

Doctoral Programme Assistant
Mr. B. Hardy
(Bálint)
Room T06-09
Tel.: +31 10 408 2382
hardy@rsm.nl

Mr. B. Hardy is available from 1 October 2018 until 1 March 2019, when Ms. K. Harte is on maternity leave.

Office Manager
Doctoral Office
Ms A. Steenstra Toussaint
(Aimée)
Room T06-09
Tel. +31 10 408 96 47
steenstratoussaint@rsm.nl

6.5 PhD Representation

6.5.1 ERIM PhD Council

The ERIM PhD Council looks after the interests of PhD candidates within ERIM. The Council consists of four PhD candidates, one of whom represents the first year PhD candidates. The PhD Council has regularly contact with the ERIM management and office. If you have questions about being a PhD candidate, about your work, your supervisor, your colleagues or anything else, then you can turn to the PhD Council. The PhD Council organises meetings with all the PhD candidates when important developments have to be discussed. PhD Council is also responsible for organising social events like:

- New Year's Dinner
- PhD summer event
- Lunches
- Drinks
- Yearly meetings with all PhD candidates

Contact: phdcouncil@erim.eur.nl

6.5.2 EPAR

The Erasmus PhD Association Rotterdam (EPAR) is a PhD Council at university level concerned with the interests of PhDs working at the EUR. EPAR's mission is to make the Erasmus University an even more attractive and stimulating research and working environment for PhD candidates.

EPAR's activities include providing information, organising special events for PhDs (annual Information Market), maintaining close contact with important university policy makers and the National PhD Council (PNN), promoting contact and exchange of knowledge and experiences among PhDs and faculty PhD Councils, and organizing regular drinks and dinners to promote contact between PhDs and other academic staff of different faculties.

6.5.3 Advisory Councils

Dutch Universities have advisory councils at two levels:

- The University Council ('Universiteitsraad'), which advises the University Board on general policy matters.
- Faculty Councils for each faculty, which advise the dean on the policy of the faculty.

In all councils both employees and students are represented. In the faculty councils of the ESE and Faculty of RSM a seat is reserved for PhD Candidates. You can contact them for policy matters concerning PhD Candidates that are specific to your faculty.

6.5.4 EURODOC

The European Council of Doctoral Candidates and Junior Researchers (EURODOC) was founded by several PhD Candidate associations and unions of the European states. Eurodoc's mission is to represent and consolidate the community of doctoral candidates and junior researchers in Europe in their pursuit of a decent professional life. They aim to be the effective and efficient voice of doctoral candidates and junior researchers at the European level.

6.5.5 VAWO

The VAWO is a trade union that supports all the employees in the academic world. As the voice of employees, they negotiate about important employment conditions.

A. Appendices

A.1 Standing Rules of ERIM PhD Council

ERIM PhD Council Standing Rules

In Effect as of 19th of June 2014

The ERIM PhD council is an advisory body within the ERIM (Erasmus Research Institute in Management) organisation (see article 8 ERIM Statutes, 2000) which acts on behalf of ERIM PhD candidates. It aims to improve the environment in which ERIM PhD candidates conduct their research and represent their interests towards ERIM and elsewhere. These standing rules form the basis of its work.

The ERIM PhD council is an advisory body within the ERIM (Erasmus Research Institute in Management) organisation (see article 8 ERIM Statutes, 2000) which acts on behalf of ERIM PhD candidates. It aims to improve the environment in which ERIM PhD candidates conduct their research and represent their interests towards ERIM and elsewhere. These standing rules form the basis of its work.

1. Objectives

1.1. The objective of the ERIM PhD council is to represent the interests of all PhD candidates who are officially affiliated to ERIM. This representation concerns all aspects that are related to a PhD project from the period of appointment up to and including the conferral of a doctorate.

1.2. The ERIM PhD council's work focuses on the following aspects but also includes all other tasks that are related to the objective stated in article 1.1.

- Quality and quantity of the study programme
- Facilities for PhD candidates
- Selection procedures and quality criteria for research proposals of PhD candidates
- Working relationships between PhD candidates and doctoral thesis supervisors
- Promoting both professional and social contact between PhD candidates
- Representing ERIM PhD candidates' interests towards other PhD related bodies
- Advising ERIM on the content of the yearly PhD reference guide
- Being present at the introduction day of new PhD candidates
- Offering advice for PhD candidates who face dilemmas regarding any issue affecting their PhD trajectory (including but not limited to scientific integrity and professionalism) and referring them to appropriate contact persons within ERIM and the schools if needed

2. Membership of the ERIM PhD council

2.1. The ERIM PhD council represents all PhD candidates who are affiliated with ERIM. ERIM PhD candidates are those who have been formally admitted to the ERIM PhD programme and who have access to all the regular resources that ERIM provides to its PhD candidates.

2.2. The ERIM PhD council also aims to represent the interests of all other PhD candidates who are connected to ERIM, such as external or visiting PhD candidates. However, PhD candidates who are not covered by article 2.1 have no voting rights (see articles 3, 4 and 5) and where there is a conflict of interest between the two groups, priority will be given to the needs of PhD candidates who fall under article 2.1.

3. Decision making

3.1. Decisions regarding PhD representation at ERIM are made by the general assembly of PhD candidates or the ERIM PhD council in line with the guidelines in articles 3.2 and 3.3.

3.2. The general assembly of PhD candidates is the highest decision making body on issues relating to the representation of ERIM PhDs.

3.2.1. All ERIM PhD candidates who are part of the group defined in article 2.1 can participate and vote in general assemblies which are summoned and conducted as outlined in article 4. This includes ERIM PhD candidates who are absent for any length of time who can vote through the provisions in article 4.5.

3.2.2. Decisions affecting the standing rules of the ERIM PhD council and the appointment of members of the PhD council can only be made by the general assembly as outlined in articles 4, 5 and 6.

3.2.3. The general assembly has the power to make decisions regarding any issue affecting the representation of ERIM PhD candidates.

3.2.4. Decisions by the general assembly are binding for the ERIM PhD council.

3.3. The ERIM PhD council represents ERIM PhD candidates within the guidelines set by the general assembly.

3.3.1. Four positions are available on the ERIM PhD council: a chair, a vice-chair, a treasurer and a first-year representative. If fewer candidates for the council are available, its number of members is reduced accordingly and the functions of positions that are not filled are taken over by the remaining members of the PhD council.

3.3.2. If at any point no representative of ESE or RSM is part of the council but such a candidate is available, this person can become an additional member, raising the maximum number of members to five.

3.3.3. All members of the council have equal rights. They are elected as outlined in article 5.

3.3.4. The ERIM PhD council represents ERIM PhD candidates by all possible means. It advises ERIM management on all issues affecting the research school, both when asked by ERIM management and out of its own volition.

3.3.5. On issues where no vote by the general assembly of PhD candidates exists, the council represents ERIM PhD candidates in the manner that it deems to be in their best interest.

4. General assemblies of PhD candidates

4.1. Calling a general assembly

4.1.1. General assemblies are called by the ERIM PhD council by its own volition or if at least ten ERIM PhD candidates demand a general assembly in writing to the PhD council.

4.1.2. General assemblies are organised by the ERIM PhD council. They are called at least two weeks before the date of the general assembly by sending an e-mail with the agenda of the general assembly to all ERIM PhD candidates. If a general assembly is demanded by PhD candidates the general assembly will be held no more than four weeks after the demand comes to the PhD council's attention.

4.1.3. ERIM PhD candidates can ask the PhD council to place additional items on the agenda of a meeting after the invitation for the meeting is sent out. To do so, they must send such a request by e-mail to the ERIM PhD council (erim.phdcouncil@gmail.com) at least one week before the general assembly is scheduled. In such a case, the PhD council will circulate an updated agenda no later than four days before the scheduled general assembly.

4.1.4. At least one general assembly is held per year to elect a new council. This first general assembly takes place no less than three weeks and no more than five weeks after the introduction day of new PhD candidates. Additional general assemblies are held as the need arises.

4.2. To reach quorum at least 15% of ERIM PhD candidates who have the right to vote at general assemblies (see article 2.1) must be present at the general assembly or be represented as outlined in article 4.5.

4.3. Conducting general assemblies

4.3.1. The chair of the PhD council chairs general assemblies. The vice chair acts as keeper of the minutes of the assembly. If either of these is not present at the meeting their tasks are delegated to another member of the PhD council.

4.3.2. At the start of the meeting the keeper of the minutes verifies whether the general assembly reaches quorum. If the general assembly does not reach quorum it is dissolved immediately and the PhD council calls a new general assembly that takes place within two weeks. In this case the two-week notice for calling an assembly does not apply. No changes can be made to the agenda as outlined in article 4.1.3 in such a case.

4.3.3. At the start of the general assembly the PhD council gives an account of its work since the last general assembly.

4.3.4. For each point on the agenda the time for debate is unlimited. If a debate has been lasting for more than ten minutes any PhD candidate can propose a motion to vote immediately. If more than ½ of those present accept this motion a vote follows immediately.

4.3.5. In addition to points that were announced as part of the agenda before the general assembly, PhD candidates can bring up new topics of discussion and pass new motions during the meeting. Motions that were not announced before a general assembly cannot lead to changes in the standing rules and can only be proposed by those who are present during the meeting.

4.3.6. General assemblies are conducted in English unless all present agree on a different language.

4.4. Voting at general assemblies

4.4.1. Voting at general assemblies is conducted by a show of hands. A secret ballot is held instead if requested by more than 1/3 of those present.

4.4.2. Motions are accepted if more than ½ of votes are in favour unless the motion concerns a change of the standing rules where 2/3 of votes in favour are required.

4.4.3. Votes are counted by the keeper of the minutes by counting the number of hands shown aloud. If a secret ballot is requested in line with article 4.4.1, the counting procedure described in article 5.3.5 is used.

4.4.4. A different voting procedure applies for appointing new PhD council members. This voting procedure is outlined in article 5.

4.5. Voting by absent PhD candidates.

4.5.1. PhD candidates who cannot attend a general assembly can either vote by proxy or cast their votes in advance.

4.5.2. Voting by proxy

4.5.2.1. PhD candidates can appoint a proxy who must be a member of the group defined in article 2.1 to vote for them by sending an e-mail to the PhD council (phdcouncil@erim.eur.nl) which includes the proxy in CC at least 48 hours before the meeting. Proxies who are appointed later are not considered.

4.5.2.2. A proxy can vote on behalf of only one absent PhD candidate. If a nominated proxy was already nominated to vote on another PhD candidate's behalf the PhD council informs the absent PhD candidate and the proxy. If possible, the PhD council contacts them before the deadline for nominating proxies, thus giving the PhD candidate the opportunity to nominate another proxy before the deadline passes.

4.5.3. Casting votes in advance

4.5.3.1. PhD candidates can cast their votes in advance by sending their voting preferences to the PhD council (erim.phdcouncil@gmail.com) at least 24 hours before the meeting. Votes that are received later are not considered.

4.5.3.2. On issues that are raised during the meeting the votes of PhD candidates casting their vote in this manner are considered as abstentions.

4.5.4. The ERIM PhD council creates a list of all PhD candidates who vote through a proxy or cast their vote in advance. This list is made available to anyone present at the meeting and is attached to the minutes of the meeting. It also contains the votes of PhD candidates who vote in advance.

4.6. Minutes of a general assembly are distributed to all PhD candidates by e-mail within two weeks of the meeting.

5. Electing a new ERIM PhD council

5.1. A new ERIM PhD council is elected at the beginning of the academic year at the first general assembly which is called by the outgoing council according to article 4.1 and conducted according to article 4.3 unless different provisions are made.

5.2. Candidates

5.2.1. Any ERIM PhD candidate who expects to be an ERIM PhD candidate throughout the following academic year and anticipates attending the majority of the PhD council's meetings during the academic year in person may run for a position on the PhD council. Candidates running for the position of first-year representative must start their PhD trajectory within the three months before the election or the two months after the election.

5.2.2. Members of previous PhD councils may run for subsequent council positions as often as they wish. Members of the outgoing council who run for re-election are excluded from organising the elections unless all council members run for re-election in which case they jointly organise the elections. Members of the PhD council who are organising the election are referred to as election organisers.

5.2.3. The outgoing PhD council raises awareness of the election from at least one month before the election up to the election date and encourages PhD candidates to run for council positions. PhD candidates who wish to run may submit a short statement (around 200 words) about themselves and their aims together with an e-mail to the outgoing council (erim.phdcouncil@gmail.com) declaring their candidacy. The deadline for declaring candidacy is eight days before the general assembly where the new council is elected.

5.2.4. No later than five days before the election general assembly the outgoing council sends an e-mail with the candidates' statements to all PhD candidates.

5.3. Election procedures

5.3.1. The rules regarding participation in general assemblies (see article 3.2.1), quorum (see article 4.2) and voting by proxy (see article 4.5) apply. Voting in advance as described in article 4.5.3 is not possible in elections, PhD candidates who cannot attend the elections can only vote by proxy. The chair and keeper of minutes of a general assembly with elections must be members of the election organisers.

5.3.2. Before the elections are conducted, each candidate is given an opportunity to present themselves in a short speech of no more than three minutes.

5.3.3. The elections for the post of first-year representative are held in the first round. The remaining positions are filled in the second round of elections. Candidates who are unsuccessful as first-year representative may run for the other positions in the second round.

5.3.4. Elections are secret. For this purpose, the outgoing council prepares ballot papers with the candidates' names and their affiliation to RSM or ESE so that voters cannot be identified in the counting process.

5.3.5. Every voter has as many votes as there are positions to be filled but may vote for fewer candidates. These votes are recorded on one ballot paper by marking all candidates who the voter supports.

5.3.6. Votes are counted by the keeper of the minutes and the chair of the assembly publicly during the general assembly. The chair of the assembly opens each ballot paper and reads out aloud the names of the candidates who are selected on the paper. The keeper of the minutes keeps track of the number of votes for each candidate. Ballots on which more candidates are selected than there are positions to be filled are counted as invalid votes and are not considered. Ballots are made available for inspection under the supervision of one of the election organisers to anyone attending the meeting after the votes have been counted.

5.3.7. Candidates are ranked according to the number of votes they receive. Those who gain the most votes are selected for the new council until the number of available positions has been filled.

5.3.8. If several candidates receive the same number of votes, the procedure that is followed depends on how they are ranked compared to other candidates. If their ranking in terms of number of votes means that insufficient positions are available on the PhD council for all of them to become members, a run-off round of elections between them is carried out immediately in line with the procedures outlined in articles 5.3.4 to 5.3.7. If sufficient positions remain available for all of them, these candidates become members.

5.4. Representation of RSM / ESE

5.4.1. There should, if possible, always be both ESE and RSM representatives on the ERIM PhD council.

5.4.2. If the election leads to a council with no RSM or ESE representative but a suitable candidate is available, an additional member of the PhD council can be elected (see article 3.3.2).

5.4.3. This election takes place in a third round which follows the normal election procedure immediately. In this round of elections, the general assembly can vote for any of the candidates from the unrepresented school as well as for the option not to install an additional representative.

5.4.4. This third round of elections follows the same procedure as outlined in articles 5.3.4 to 5.3.7.

5.5. Passing of duties from the outgoing council to the new council

5.5.1. The new council takes office within one week after the elections.

5.5.2. Within this week, the outgoing council informs PhD candidates and ERIM about the election result and passes all relevant documents and other information to the new council.

5.5.3. The new council meets within this week and determines how the different roles are divided along members (see article 3.3.1) and communicates this decision immediately to all PhD candidates and ERIM.

5.5.4. The outgoing PhD council is responsible for distributing minutes of the general assembly at which the election took place in line with article 4.6.

6. Changes to these standing rules

6.1. These standing rules can only be changed by a general assembly. Changes can be passed at any point in line with the procedures outlined in article 4.

6.2. Any change to the standing rules becomes effective immediately after the general assembly where it was passed is closed.

6.3. All changes to the standing rules as well as any other written communication between the PhD council and the PhD body must be in English.

A.2 Overview of External Specialisation Courses Followed by ERIM PhD Candidates

In the table below you will find examples of external courses taken by ERIM PhD candidates in the past, ordered by research programme. Please note that this course list is only intended to give you an idea where to search for interesting courses in your area of research and that no rights can be derived from it. Because of possible changes that may have taken place with regard to the structure and contents, the courses below will not automatically be approved for your Individual Study Plan, nor will they automatically be approved for the same course load.

No rights can be derived from this list.

Institute	Link	Course Title	ECTS	Academic Year*
A.2.1 LIS				
Agent Link	www.agentlink.org	Agent Systems Summer School	3	2004, 2005
AIS	www.aisnet.org	Workshop: Information Mining for transportation and Automotive domains	1	2003
		Methodology of Research and Design	8	2003
		Quantitative Methods	6	2003
ARRIVAL Fall School		Robust Network Design and Delay Management	1	2007
ASB	www.asb.dk	Applications of vehicle routing	3	2005, 2006
ATMOS	www.atmos-workshop.org	Workshop on Algorithmic Approaches for Transportation Modelling, Optimization and Systems	1	2007
Catholic University Leuven	wis.kuleuven.be	Optimization and Numerical Methods	6	2011
CentER	center.uvt.nl	Empirical Research in Economics	6	2003
CICT, Technical University of Denmark	www.dtu.dk/english	The Political Economy of Information and Communication Technologies	5	2007
Copenhagen Business School	www.cbs.dk	Digital Analysis of Qualitative Data	3	2011
Delft University of Technology	www.tudelft.nl	Machine Learning	5	2011
ECIS	www.ecis.org	Innovation management & innovation policy	3	2004
EASS	www.eass.it	Agent Systems summer school	3	2002, 2006
EIASM	www.eiasm.be	EDEN Doctoral Seminar on Case-based Research in Management Accounting	5	2003
		EDEN Doctoral Seminar on Research Methodology in Operations Management	4	2006, 2009
		EIASM Methodology	3	2004

* For instance, "2009" is indicated for academic year 2009-10.

Institute	Link	Course Title	ECTS	Academic Year*
		European forum on market-driven supply chains	5	2003
		Methodology	5	2004
		Organisational Design	5	2002, 2004
		Research Methodology in Operations Management	5	2001, 2004, 2005
		Summer School in Technology management	4	2005
Essex Summer School	www.essex.ac.uk/ methods	Social Network Analysis	5	2004
HEC Paris	www.hec.edu	Inventory Management/ Supply Chain Management	5	
Kurt Lewin Institute	www.kurtlewininstitute.nl	PhD Course on Hierarchical Linear Modeling: A guided tour	2	2010
Limperg Instituut	www.limperginstituut.nl	Management Accounting Research	8	2003
LNBE		Applications of game theory	1	2003
		Case Research Methodology	2	2000
LNMB	www.lnmb.nl	Applications of game theory to operations research	3	2001, 2003
		Advanced Queuing Theory	4	2005, 2008
		Combinatorial Optimisation 1a	1;4	2004, 2006, 2007, 2010
		Combinatorial Optimisation 1b	4	2007
		Combinatorial Optimisation 2a	4	2005, 2009, 2011
		Combinatorial Optimisation 2b	4	2008, 2009, 2011
		Convex analysis for optimisation	3	2001, 2008, 2012
		Conference on the Mathematics of Operations Research	1	2007
		Cooperative Games	1	2008, 2012
		OR Games	4	2005, 2006, 2008, 2010
		Interior Point Methods	4	2006, 2008
		Introduction to Stochastic Operations Research	3	2003, 2006
		Inventory Management and Supply Chains	4	2008
		Lunteren Conferences	1	2005, 2009, 2012

Institute	Link	Course Title	ECTS	Academic Year*
		Markov Decision Processes	1	2007, 2009, 2011
		Networks and Polyhedra	4	2012
		Networks and Semidefinite Programming	4	2012
		Noncooperative Games	4	2011
		Queuing Theory	6	2011
		Randomized Algorithms	1	2011
		Revenue management	1	2017
		Robust Optimization	4	2010
		Service Optimization Management	4	2008
		Simulation	4	2005
		Stochastic Operations Research 2	7	2004
		Stochastic Programming	4	2007
		Continious Optimization	6	2011
		Discrete Optimization	6	2011
		Heuristic Methods in Operations Research	6	2011
Martin Luther University of Halle-Wittenberg	www.uni-halle.de	EURO Summer Institute 2012 on Maritime Logistics	5	2011
SIKS	www.siks.nl	Computational Intelligence	1	2011
		Data-Mining	1	2012
		The Semantic Web	1	2011
Technical University Berlin	www.tu-berlin.de	Fall School 2006 on Timetabling and Line Planning	1	2006
Tinbergen Institute	www.tinbergen.nl	Mathematical Methods for Economics	10	2003
TRAIL	www.rstrail.nl	Dynamic Traffic Assignment	3	2000
		European Transport Policy and Sustainable Mobility	2	2003
		New Physical Dynamic Traffic Flow Models	4	2003
		Transport Innovations	1	2010
		Discrete Choice Modelling	1;2;3	2011
		Logistics & Freight Transport System Analysis	2	2011
TransportNET	www.transportnet.nl/	Research Methodology for Transport Systems	6	2012
University of Amsterdam	www.uva.nl	Machine Learning: Principles and Methods	6	2009
University of Leiden	www.leidenuniv.nl	Optimization	5	2007
University of Lisbon	www.ul.pt	Summer School Data Mining	3	2003
Utrecht University	www.uu.nl	Data Mining	6	2003
		Innovations in Survey Data Collection	1	2007
	www.ucu.uu.nl/	Intermediate Structural Equation Models: Model E valuation	2	2007

Institute	Link	Course Title	ECTS	Academic Year*
Wageningen University	www.pe-rc.nl	Bayesian Statistics	1	20010
A.2.2 ORG				
Copenhagen Business School	www.cbs.dk	Cultural Perspective on Organisations	6	2004
		Organizational Identity: Origins, Methods & Future Perspectives	4	2005, 2006
		Perspectives in Organizational Analysis	5	2007
CRECIS		Intensive doctoral seminar in Entrepreneurship	4	2006
ECIS	www.ecis.org	Economic and Management Perspectives on Innovation: Theories and Applications	5	2003
EIASM	www.eiasm.be	European Doctoral Summer School in Technology Management	3	2003
		EDEN Doctoral Seminar on Case-based Research in Management Accounting	5	2003
		EDEN Doctoral Seminar on Organisational Design	5	2002, 2004
		EDEN Doctoral Seminar on Research Methodology in Operations Management	5	2003
		Workshop on Management Knowledge in Time and Space	2	2003
		Workshop on Trust Within & Between Organisations	2	2003
		EDEN Doctoral Seminar on Methods, Techniques and Theories in Entrepreneurship and Innovation	4	2010
Erasmus MC	www.erasmusmc.nl	The SNP Course VII	2	2010
Essex Summer School	www.essex.ac.uk/methods	Advanced Questionnaire Design: Maximizing Reliability and Validity	1	2003
		Causal Models and Structural Equations	1	2003
		Introduction to discourse analysis	4	2000
		Mathematics for Social Scientist, Part 2	1	2003
		Mathematics for Social Scientist, Part 3	1	2003
		OSL Regression: The Right-Hand Side	1	2003
		Qualitative Interviewing and Focus Groups: A Practical Introduction	1	2003
		Social Network Analysis	5	2003, 2006
		Social Science Data Analysis and Collection	6	2002, 2004, 2010
		Introduction to Social Network Analysis	15	2011
IKAT	www.cs.unimaas.nl	Data Mining Course	2	2004
INSEAD	www.insead.edu	Strategy	15	
IOPS	www.iops.nl	Design Questionnaires	3	2004
		Multilevel Analysis	3	2003
		Nieuwe Methoden voor het Ontwerpen, Beoordelen en Verbeteren van Vragenlijsten	3	2003
		Applied multi-level analysis with SPSS	4	2005

Institute	Link	Course Title	ECTS	Academic Year*
		Introduction to Cluster Analysis	2	2004
		Least Squares Optimization	3	2004
		Statistics in Brief	3	2003, 2005
		Structural Equation Modelling	1	2006
Katholieke Universiteit Leuven	www.kul.be	The Link on Entrepreneurship and Knowledge	6	2006
Katholieke Universiteit Nijmegen	www.kun.nl	Qualitative Methodology	6	2004
Kühne Logistics University	www.the-klu.org	Social Networks and Organizations	4	2012
Kurt Lewin Institute	www.kurtlewininstitute.nl	A Mix Within: Mixed Models, random effect models, and hierarchical linear models applied to within-subject and repeated measures designs	1	2007
		Applying Psycho-physiological Measures to Social Psychological Research	3	2006
		Hidden Behind the Dummy	3	2006
		Methodological Seminars	4	2003, 2005
		Motivation and Achievement	3	2003
		The Motivation Cognition Interface	1	2005; 2006
		Person-Environment Fit	40	2003
		Programming Experiments in Authorware	1	2007
		Psychofysiologisch meten in sociaal-psychologisch onderzoek	3	2004
		Research Group Meeting 'Group and Organizational Processes	1; 2	2007, 2010
		Social Decision Making	3	2003
		Social Interaction: Understanding Empathy, Trust and Fairness	1	2006
		Trust and Psychological Safety in Team Functioning	2	2003
		When in Doubt, Regress	3	2007
		Workshop Connecting with others: The benefits and perils of interpersonal bonds	2	2009
METEOR	www.maastrichtuniversity.nl/research/graduate-school-business-and-economics	Quantitative research methods of business	10	2004
NAKE		Selected Topics in Game Theory	3	2004
Swedish School of Economics and Business Adm.	www.hanken.fi	Social Networks vs. Business Networks	8	2003

Institute	Link	Course Title	ECTS	Academic Year*
Tinbergen Institute	www.tinbergen.nl	Financial Risk Management	3	2003
University of Akron, Buchtel College of Arts & Sciences	www.uakron.edu	Emotions, Information Processing and Self-Regulation	7	2007
University of Amsterdam	www.uva.nl	Research Design in the social sciences	10	2008
University of Groningen	www.rug.nl	Multilevel Analysis	5	2012
		Structural Equation Modeling	5	2012
University of Leiden	www.leidenuniv.nl	Modern Chinese Economy	10	2006
University of St. Gallen	www.unisg.ch	Corporate Governance Seminar	3	2003
Vrije Universiteit Amsterdam	www.vu.nl	Interdependence and Social Interaction	6	2006
A.2.3 MKT				
CentER	center.uvt.nl	Consumer Behaviour	6	2010, 2011, 2012
EIASM	www.eiasm.be	Eden Doctoral Seminar on Consumer Behaviour	5	2000, 2003
		Eden Doctoral Seminar on Research Methods in Marketing	5	2002, 2006
		Clinical Decision Analysis	2	2007
		EDEN Doctoral Seminar on Methods, Techniques and Theories in Entrepreneurship and Innovation	4	2010
Erasmus MC	www.erasmusmc.nl	De gekte voorbij: de neurobiology van psychiatrische stoornissen	15	2010
HEC Paris	www.hec.edu	Marketing & Society: The Conduct of Transformative Consumer Research	4	2010
ICH	www.ich.org	Good Clinical Practice	2	2011
IKAT	www.cs.unimaas.nl	Data Mining Course	2	2004
Katholieke Universiteit Leuven	wis.kuleuven.be	Analysis of Varience & Experimental Design	5	2004
		IASC Summer School: Robust Methods for Advanced Data Structures	1	2011
		Kwantitiatieve psychologie	4	2004, 2006
		Neural Computing	4	2006
		Vraagstukken uit kwantitatieve psychologie	4	2004, 2006
Kurt Lewin Instituut	www.kurtlewininstitute.nl	Attitudinal Incongruence and Information Processing	6	2003
		Methodological Seminars	2	2004, 2005
		Social Decision Making	2	2003

Institute	Link	Course Title	ECTS	Academic Year*
PLS	www.pls-school.com	PLS Path Modeling with SmartPLS: Advanced Topics	2	2012
Radboud University Nijmegen	www.ru.nl	Academic Writing	3	2012
		Advanced Math	3	2012
		Neuroeconomic approaches to judgment and decision-making	6	2009
		Neuroimaging I	6	2012
		Perception-Action 1: Sensomotor Integration	6	2005
		The Tool-kit of Cognitive Neuroscience 2011: Advanced Topics in MR Imaging of the Brain	2	2010, 2011
		The Tool-lit of Cognitive Neuroscience 2011: Advanced Course in Functional Neuroimaging Data Analysis	2	2010, 2011
		The tool-kit of cognitive neuroscience 2013: Advanced course in Functional Neuroimaging Data Analysis	1	2012
		The tool-kit of cognitive neuroscience 2013: Advanced topics in MR imaging of the brain	1	2012
		Wetenschapsjournalistiek	3	2011
Tinbergen Institute	www.tinbergen.nl	Bounded Rationality	5	2006
		Computional Econometrics	3	2006
		Econometric Applications in Marketing	2	2006
		Market Microstructure	3	2006
University of Amsterdam	www.uva.nl	Neuro Imaging	6	2010
University of Kansas	www.ku.edu/	Mediation and Moderation: Modern Methods and Approaches	4	2012
University of Tilburg	www.uvt.nl	Consumer Behaviour	6	2004, 2005, 2006
Utrecht University	www.uu.nl	Innovations in Survey Data Collection: Mixed Mode, Websurveys and Visual Design	1	2006
		Introduction to Multilevel Analysis	1	2010
Vrije Universiteit Amsterdam	www.vu.nl	Motivation & Emotion	6	2011
Wageningen University	www.wageningenuniversiteit.nl	Basic Statistics	2	2006
A.2.4 F&A				
Barcelona Graduate School of Economics	www.barcelonagse.eu	Empirical Banking - Methodological Aspects	2	2006
		Barcelona Banking Summer School	5	2011
CEMFI	www.cemfi.es	Summer School in Economics and Finance: "The Econometrics of Risk and Return"	1	2003
CentER	center.uvt.nl	Investment Analysis of Aging & Pensions 1	6	2007
CORE	www.core.ucl.ac.be	Financial Econometrics: Past, Present & Future	3	2005

Institute	Link	Course Title	ECTS	Academic Year*
DOME		Global and Cross-Cultural Management	5	2010
EIASM	www.eiasm.be	EDEN Doctoral Seminar on Corporate Finance Theory and Evidence	4	2012
		EDEN Doctoral Seminar on Corporate Finance II	5	2001, 2004
		EDEN Doctoral Seminar on Empirical Financial Accounting Research	5	2005, 2012
		Workshop on Dynamics Strategies in Asset Allocation and Risk Management	2	2003
		Workshop on Strategic Human Resource Management	5	2006
ESIA	www.polytech.univ-smb.fr/	European Agent Systems Summer School	2	2005
Esnie	www.esnie.org	Course Week	5	2004
Essex Summer School	www.essex.ac.uk	Bayesian Methods for Social Science Data Analysis	5	2003
		Mathematics for Social Scientists	3	2003
		Mathematics for Social Scientists, Part 3	1	2003
		Time Series: Applicants and Advances	3	2003
HEC Paris	www.hec.edu	Readings in Executive Decision Making	4	2009
Hunboldt-Universitaet zu Berlin / Wirthschafts-wissenschaft-liche Facultaet	www.wiwi.hu-berlin.de	Recent Development of Nonparametric Methods in Financial Econometrics	3	2007
Limperg Institute	www.limperginstituut.nl	Advanced Financial Accounting	6	2012
		Course Management Accounting Research	8	2003
		Capital Market research	15	2004, 2012
LNMB	www.lnmb.nl	Combinatorial Optimisation 1b	1	2005
		Combinatorial Optimisation 2a	4	2005
		Continuous Optimization	6	2006
NAKE		Asymptotic Theory for Integrated Processes	3	2003
		Continuous Time Finance	3	2003
		Empirical Corporate Finance	3	2003
		Empirical Finance	3	2004
		Finance	3	2002, 2003
		Financial Risk Management	3	2003
		International Asset Pricing and Investments	3	2003
		International Finance	3	2003
		Nonlinear Time Series Models in Empirical Finance	3	2002, 2003
		Time Series Econometrics Using State Space Methods	3	2001, 2003
CFS	www.ifk-cfs.de/home.html	Empirical Asset Pricing Summer School	3	2005

Institute	Link	Course Title	ECTS	Academic Year*
Radboud University Nijmegen	www.radboud.nl	Culture and Economic Behaviour	6	2010
SIKS	www.siks.nl	Research Methods and Methodology	2	2005
		Combinatory methods and learning and reasoning	2	2005
		Computational Intelligence	2; 1	2005, 2007
Tinbergen Institute	www.tinbergen.nl	Advanced Econometrics III	4	2012
		Bayesian Methods and their Applications	2	2006
		Behavioural economics	3	2001, 2006, 2007
		Financial Risk Management	3	2003
		Mathematical Methods	9	2002, 2003
		Mathematics I	4	2005, 2006
		Mathematics II	4	2005, 2006
		Microeconomics II - Individual choice & social choice	4	2005, 2006
		Microeconomics II - Industrial Organisation	5	2003
		New Developments in Financial Econometrics	1	2006
		Simulation methods for applied economic/ econometrics research	2	2004
		Statistics	4	2010
University of Amsterdam	www.uva.nl	Corporate law	4	2005
University of Exeter	xfi.exeter.ac.uk	ESRC Financial Econometrics	2	2006
University of Leiden	www.leidenuniv.nl	Measuring Science: Assessment of Research Performance and Discovery of Patterns of Scientific and Technological Development	2	2006
University of Leiden, Lorentz Center	www.lorentzcenter.nl	Complexity in Economics and Finance	2	2007
University of Rome	uniroma1.it/	Advanced Retrieval and Web Mining	3	2005
A.2.5 S&E				
CEMS		Theory of the MNE: Foundations of Global Corporate Success	5	2010
CHARGE	www.chargeconsortium.com/	CHARGE Analysis Workshop	1	2012
Copenhagen Business School		Applied Quantitative Methods	2	2011
EIASM	www.eiasm.be	Eden Doctoral Seminar on Strategic Management	5	2002, 2004, 2011

Institute	Link	Course Title	ECTS	Academic Year*
		Workshop on Information and Organisational Design	5	2003
		Eden Doctoral Seminar on Corporate Governance	4	2011
Eindhoven University of Technology		Technology Entrepreneurship & Innovation Management	6	2011
Erasmus MC	www.erasmusmc.nl	Erasmus Summer Programme	5	2011, 2012
		The SNP Course IX	2	2012
ESADE Business School	www.esade.edu	Open Innovation & Open Business Models	3	2011
Essex Summer School	www.essex.ac.uk	Advanced Social Network Analysis	5	2003
		Causal Models and Structural Equations	1	2003
		Social Science Data Analysis and Collection	1	2005
		Introduction to Time Series	5	2005
		Mathematics for Social Scientists, Part 1	1	2003
		Mathematics for Social Scientists, Part 2	1	2003
		Social Network Analysis	5	2003, 2007
EUDOKMA	www.esade.edu/research-programmes/eng/master-research-management-sciences	Qualitative Data Analysis in Business & Management Research	5	2005, 2006
HEC Paris	www.hec.edu	Markets as Identity Contests: Categories and Identities in Market Space	5	2011
IOPS	www.iops.nl	Constructie van Tests en Vragenlijsten	5	2003
		Nieuwe Methoden voor het Ontwerpen, Beoordelen en Verbeteren van Vragenlijsten	3	2003
KATAJA	www.kataja.eu	Methodological Issues in International Business Research	6	2011
Mansholt Graduate School	www.mansholt.wur.nl	Panel Data Analyses	2	2007
Tinbergen Institute	www.tinbergen.nl	Behavioural Economics	3	2003
University of Louisville	louisville.edu	Intensive Ph.D Seminar in Entrepreneurship	5	2011
University of Oxford	www.ox.ac.uk	Analyzing Network Dynamics Using RSiena	2	2010
Vrije Universiteit Amsterdam	www.vu.nl	Quantitative Genetics	6	2011

A.3 ERIM Support Programme no. 10

ERIM Support Programme for PhD Candidates

Conferences

Conference participation
ERIM supports conference participation of PhD candidates under the condition that they are presenting a paper. Proof of the paper acceptation should be submitted to the ERIM Office. The support is based on the 50 / 50 actual cost matching principle with either the department where the PhD candidate is appointed and / or external sponsoring, to a maximum of € 1,000.

Conference visit
ERIM supports one conference visit without presenting a paper per PhD candidate. Visiting the conference has to be multi-purpose: to develop contacts with international peers in the field, to be informed about the latest developments in the domain. The support is based on the 50 / 50 actual cost matching principle with either the department where the PhD candidate is appointed and / or external sponsoring, with a maximum of € 1,000.

International job market visit
ERIM supports a maximum of one job market visit abroad for PhD candidates in their fourth year. Interview invitation(s) for the job market visit should be submitted to the ERIM Office with the request for support. The support is based on the 50 / 50 actual cost matching principle with either the department where the PhD candidate is appointed and/or external sponsoring, to a maximum of € 1,000.

Courses
ERIM supports the costs for (short) academic courses provided by external academic networks (for example EIASM) or universities. ERIM only supports courses as agreed upon in the Training and Supervision Agreement (TSA).Please note that all the courses taken outside ERIM, within or outside the Netherlands, need to be approved in advance by the ERIM Doctoral Office and are included in your ISP. The number of external courses may vary, depending on the course fees and other course-related costs (flights, accommodation etc.). On average per PhD candidate, ERIM has refunded fully two external courses.

Should a PhD candidate or the department want to have additional external course(s) to be refunded, then a short motivation from the candidate's supervisor should be added to the TSA. Depending on the total costs for all courses per PhD candidate, ERIM will refund up to 50% of the actual cost for the additional course based on the 50 / 50 matching principle with the concerning department. Courses taken at Tinbergen Institute and ABRI/ABS-RI are free of charge.

Research materials

Data collection (In the field or in the lab)
ERIM supports research data collection. The support is based on the 50 / 50 actual cost matching principle with either the department where the PhD candidate is appointed and / or external sponsorship, with a maximum of € 2,500.

Researchers are expected to comply with ERIM's "General Recommendations for Storing Research Data". When considering funding requests under this support programme, one criterion will be the extent to which data are available to multiple ERIM researchers, where possible.

Scientific and educational literature
Per PhD candidate, a total amount of € 500 is reimbursable within two years of the start of the PhD project.

International research activities

Working visit to international supervisor
ERIM supports outward working visits to international supervisor for PhD candidates after the positive assessment of the research proposal (first year). In their final year PhD candidates may ask ERIM for support in financing part of the inward travel expenses of their supervisor in his / her capacity of supervising / attending the thesis defence. The support is based on the 50 / 50 actual cost matching principle with either the department where the PhD candidate is appointed and / or external sponsoring, to a maximum of € 1,000 per visit.

International research visit
ERIM supports international study visits of PhD candidates to another academic institution. Candidates in their third and fourth year are encouraged to visit and participate in another international research group in their area of specialisation. In this way the candidate is enabled to professionalise his / her international academic peer-relations. The support is for a research visit with a maximum duration of four months and is based on a "1/3 of the actual cost"-matching principle with two

other parties: department where the PhD candidate is appointed and at least one external sponsor to a maximum of € 4,000.

A request for an international research visit contains the following elements:

- A support letter of your promoter / supervisor
- Overview of the aim of the study and planned activities
- Description of the expected impact of the study on the quality of the results of
- the PhD research project
- Budget estimation such as: **housing, flight and other connecting transportation, settlement costs, visa, insurances**

No daily allowance will be paid; ERIM will reimburse costs of living only in case these are evidently higher than in the Netherlands.

External funding
The goal of the Erasmus Trustfonds is to promote scientific education and research at the Erasmus University. PhD candidates can receive a scholarship for conference visits and working visits. **ERIM strongly encourages applications to the Trustfonds!** An application should be sent to the Trustfonds at the latest two months before the planned activity (www.trustfonds.nl). Furthermore, the Fulbright Center has possibilities for funding working visits in the USA. Please find more information on https://www.fulbright.nl/contents.

Procedure
For all ERIM Support Programmes (ESP), the requests have to be submitted electronically to the ERIM Office, Tineke van der Vhee, ESP@erim.eur.nl, room T6-08.

Procedure for Conferences, Data Collection, International Research Visits, Scientific and Educational Literature

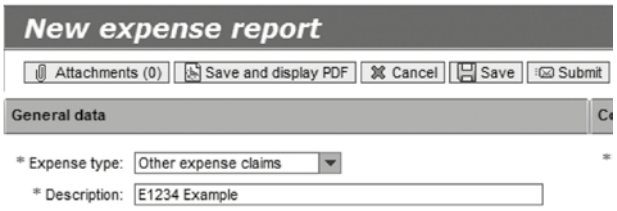
- Requests for support have to be submitted at least one month in advance of the planned activity. The request must contain a budget estimation and acquired internal / external matching support
- After obtaining an approval from the ERIM Office, please submit your expense claims online through the Erasmus Employee Self Service Portal. You can reach the portal via ess.eur.nl. Please note that your claim through the portal has to be accompanied with a pdf of ERIM's approval, including ERIM ref.no. and WBS element. This is absolutely required in the whole process, otherwise your claim will not be handled!
- The reimbursement takes place afterwards through the portal showing an overview of the expenses you actually made by a pdf of your tickets, receipts, bills and / or bank statements Note: Financial support for conferences and international research visits will not be based on a daily allowance, but on the costs actually made.

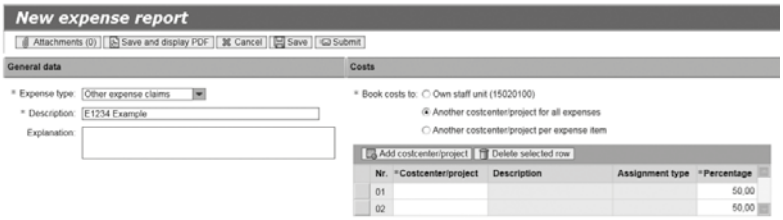
The Director of Doctoral Education makes final decisions. For regular cases we strive for a turnaround time of two weeks.

After obtaining approval from the ERIM office, expense claims must be submitted on-line through the Erasmus Employee Self Service Portal, including E-number (= ERIM reference number), WBS number and the relevant approval documents.

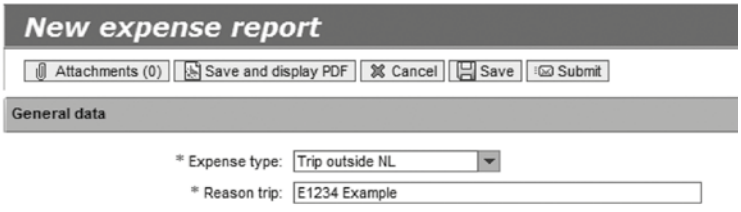
Please fill in the **E-number** (see for the E-number 'Reason' on the 'ERIM approval letter') in the field '**Description**' start with the **E-number** and then add the rest of the description.
Please note to always begin with the **E-number** and not halfway through the description, because then it will not pick up the **E-number** and the column will be empty. Please find below an example:

Expense type: 'Other expense claims'





Expense type: 'Trip outside NL'



A.4 ERIM Support Programme no. 11

ERIM PhD Series: "Research in Management"

ERIM PhD candidates are facilitated to publish their university edition of the dissertation in the ERIM PhD Series on Research in Management. All dissertations in this series will have the ERIM house style cover, which leaves room for an individual touch, dependent on subject and the preferences of the PhD candidate. ERIM covers all costs, based on an overall arrangement with a designer of the cover, an English editor for the final language check and a printer for the actual printing of the book.

Publication of the dissertation in the ERIM PhD Series is open to the following PhD candidates of Erasmus University in the field of Research in Management:

- PhD's who have participated in the PhD programme of ERIM.
- Non-ERIM PhD candidates with an ERIM Fellow / Member as (co)-promotor. Final decisions on acceptance of dissertations by Non-ERIM PhD candidates to be published in the series are made by the ERIM Scientific Director.

Form: Documents and final thesis should be submitted to the ERIM office electronically (MS Word / PDF)
Language: English
Layout: You can find information about the layout in the ERIM PhD series guide. The guide is available from the ERIM office
Abstracts: English and Dutch language (each approx. 200 words)
Keywords: The author adds up to 10 targeted keywords
About the author-section: It is compulsory to include a page (or several pages) about yourself in the book
ERIM series: It is compulsory to include the ERIM PhD series overview at the end of the thesis, this overview can be obtained from the ERIM office
PhD Defense media: This form is available through the ERIM office and communication form

Copyrights remain with the author(s). ERIM is permitted to archive the dissertation in the Digital Academic Repository and to disclose it through the ERIM website and international academic repositories like RePEc and SSRN.

Planning is crucial
The preparations for the doctoral ceremony normally start at least six months before the actual date of the doctoral ceremony. ERIM will start the actual printing of dissertations only after the PhD candidate is officially admitted to take his / her doctorate at the EUR and the title pages are approved by the EUR Beadle (Pedel). (In EUR terms: all forms have been processed.) Your contact at the ERIM office for this planning: Kim Harte, harte@rsm.nl, office T6-07, phone 010 408 23 82.

Production
ERIM Office will take care of:

- Embedding the dissertation in the ERIM Series (English language check, ERIM series number, colophon page with ISBN number, annex with the PhD series overview, cover design and invitation for the ceremony).
- Production of printed version (invitation and flyer with the propositions included):
  - 100 books for ERIM PhD candidates.
  - 75 books for Non-ERIM PhD candidates.
- Production of electronic version with keywords, abstract and persistent URL to the full text (http://hdl.handle.net/1765/objectnumber).
- Archiving in the Erasmus academic repository (RePub) and electronic disclosure through the ERIM portal.
- Media coverage (through the Internal and External Relations Department of the Erasmus School of Economics or Rotterdam School of Management, Erasmus University) and special mailings (only on request).
- A photographer to cover the event.

ERIM receives 10 copies for distribution to scientific libraries and other research schools. EUR Beadle (Pedel) will need 21 copies for distribution.

Output for author
Extra printed copies are to be financed by the candidate (price: approximately € 10 per copy; exact prices are to be checked with the publisher). Our printer also has a Printing on Demand (POD) facility. This is a printing facility to produce small numbers of books afterwards.

A.5 Training and Supervision Agreement (TSA) for ERIM PhD Candidates

Confidential
This TSA contains details on the organisation of the PhD supervision, the tasks of the PhD candidate, the Individual Study Programme (ISP) and the assessment of the progress of the ERIM PhD research project. To be filled in by the PhD candidate in consultation of his/her supervisor.

1. Appointment details

Name of candidate	
Date of birth	
Place of birth	
Date of masters graduation	
School & Department	
Starting date of contract	
Final date of contract	
Date for PhD defence	
Date of first assessment	

2. Supervision

Name of supervisor(s)/promotor(s)	
Name of second supervisor/ co-supervisor	
Name of other (authorised) supervisor(s)	
Daily supervisor (can be any of the people above)	

3. Aims of the appointment

The ERIM PhD candidate is appointed on a temporary basis in order to undertake further academic training and carry out PhD research, with the aim of completing a dissertation. In principle, the appointment will be on a full-time basis for four years. ERIM will apply a trial period of appointment of eighteen months. The ERIM PhD candidate will have three main tasks:

- carrying out PhD research,
- further academic training,
- teaching.

The ERIM PhD candidate will spend at least 75 percent of his/her activities on academic training and carrying out PhD research. The ERIM PhD candidate agrees to carry out the abovementioned tasks and to meet the commitments specified here ERIM will provide the PhD training and supervision. The ERIM Director of Doctoral Education will be involved in the annual evaluation of the tasks of the ERIM PhD candidate.

4. Tasks of the ERIM PhD candidate

4a Research

Name of the ERIM research programme	
Title of research project	

4b Further academic training

Together with his/her supervisor, the ERIM PhD candidate compiles an Individual Study Program (ISP) within three months of the start of the appointment (see Appendix for model). This ISP forms part of the first-year assessment for ERIM PhD candidates.

4c Teaching

Although ERIM recommends teaching activities to take place only during the second and third year of appointment, the ERIM PhD candidate may be required to spend a limited amount of time on teaching activities (no more than 20%) also during the first and final year of PhD appointment. Teaching tasks would preferably be closely related to the content of the PhD research.

5. Facilities

5a Supervision

The supervisor/promotor agrees to provide supervision to the ERIM PhD candidate and adhere to working agreements. The supervisor is committed to spend a minimum of 16 hours per month on supervision of the ERIM PhD candidate. Any suitably qualified person can be nominated by the supervisor to carry out the supervision.

5b Other facilities

Mention here any other exceptional facilities or arrangements that are made for your project (e.g., working partially at a different place for your research)

6. Report on activities and assessment

The ERIM PhD candidate produces a yearly progress report on the results achieved on the main tasks (see section 4) which will be discussed at yearly appraisal talks with the supervisor. The progress report at the end of the first year of appointment is compiled in accordance with the assessment sheet for first-year PhD candidates at ERIM. Based on the progress report at the end of the first year, the assessors decide whether the PhD studentship can realistically be expected to fulfil its aims. This assessment then enables the Dean to decide on whether to continue or discontinue the appointment of the ERIM PhD candidate.

7. Amendments to the TSA/ISP

Possible amendments to the TSA take place at the end of the first year for the rest of the period of appointment. If necessary, additional amendments can be added each following year during the period of appointment. These amendments will be attached to the ERIM Assessment Sheet for First Year PhD candidates. This sheet is drawn up at the end of the first year of the appointment.

8. Certificate

At the end of the appointment, the ERIM PhD candidate will receive a certificate of completion of training from ERIM. This certificate contains an overview of the followed courses and their grades.

9. Signatures

	Date	Name & signature
ERIM PhD candidate		
Supervisor/Promotor		
Second supervisor/co-supervisor		
Third supervisor/co-supervisor		
ERIM Director of Doctoral Education		
Dean		

Model for the 'Individual Study Plan' (ISP) for ERIM PhD candidates

Courses				ECTS		
Compulsory Course programme (≥ 14 ECTS)				Year 1	Year 2	Total1
1	Core Courses on Research Methodology (choose 2 or more)					0
	• Philosophy of Science (BERMMC001, 5 ECTS)					0
	• Research Methodology and Measurement (BERMMC002, 5 ECTS)					0
	• Applied Econometrics (BERMMC005, 5 ECTS)					0
	• Stochastic Models and Optimisation (BERMMC006, 4 ECTS)					0
	• Programming (BERMMC010, 4 ECTS)					0
	• Mathematics and Statistics (BERMMC008, 4 ECTS)					0
	• Microeconomics (BERMMC009, 5 ECTS)					0
	• Qualitative Methods (BERMMC003, 5 ECTS)					0
2	Skills Course Academic Writing ((BERMSKL019, 2 ECTS)					4
3	Skills Course Publishing Strategy (BERMSKL003, 1 ECTS)					1
4	Skills Course Scientific Integrity (BERMSKL009, 1 ECTS)					1
Advanced Specialisation or Methodology Courses						
	Institute	*Course Title*	*Fee*			
4						0
5						0
6						0
7						0

A.6 Assessment Sheet for First Year PhD Candidates

1. Appointment details

Name of candidate	
School	
Department	
Starting date of contract	

2. Period of assessment

Date of assessment	
Period covered:	
from	
to	

3. Assessment carried out by

Name	Daily supervisor	Relationship to candidate
		Supervisor/first assessor
		Co-supervisor/second assessor
		Co-supervisor/second assessor
		ERIM Director of Doctoral Education

4. Details of position

Title of research project	
Date of Training- and Supervision Agreement (TSA)	

5. Progress report on the main tasks

5a Research proposal

Title of detailed research proposal (proposal attached)	

5b Academic training completed to date

Please attach a list of completed and planned courses.

	ECTS planned first year (ISP)	ECTS realization
Core courses on research Methodology		
Skill Courses		
Advanced Methodology & Specialisation courses		
Total ECTS	0	0

6. Assessment

6a Research

	Yes	No
Has the research started sufficiently well?	☐	☐
Are the research questions, problem definition, and research protocol satisfactorily developed?	☐	☐
Is the schedule in the research proposal realistic?	☐	☐
Are the results and progress of the research satisfactory in relation to the given aims?	☐	☐

Further comments:

6b Further academic training and supervision received

	Yes	No
Are the results of the further academic training satisfactory?	☐	☐
Is the candidate's involvement in the research activities of the programme (attending seminars, etc) sufficient?	☐	☐
Were agreements between the supervisor and PhD candidate in respect of training satisfactorily concluded?	☐	☐

Further comments:

6c Teaching

	Yes	No
Were teaching assignments completed satisfactorily?	☐	☐
Has the candidate undertaken other activities, e.g., a dministration tasks?	☐	☐

Further details (if applicable):

7. Exceptional circumstances

	Yes	No
Were there any exceptional circumstances which influenced the outcome of the project?	☐	☐

Further details (if applicable):

8. Continuation of appointment

	Yes	No
In the opinion of the assessors, should the appointment of the PhD candidate be continued?	☐	☐

Explanation (if necessary):

9. Opinion of PhD candidate on:

A: Assessment:

B: Continuation or discontinuation of the appointment:

10. Agreed course of action

11. Signatures

	Date	Name & signature
ERIM PhD candidate		
Supervisor/Promotor		
Second supervisor/co-supervisor		
Third supervisor/co-supervisor		
ERIM Director of Doctoral Education		

12. Formalisation of assessment

	Date	Name & signature
Decreed by the Dean		

A.7 ERIM 2.5 year PhD Progress Report

Please fill in all the boxes below (except 7) and send the form back to Kim Harte, harte@rsm.nl before 15 September 2018

	Date	Name & signature
ERIM PhD Candidate		
Supervisor(s)		
Daily Supervisor(s)		
Department and School		
Title of Research Project		
Would you like to have a meeting with the Director of Doctoral Education to discuss your progress in the PhD trajectory and the process required for completion of the PhD thesis?		YES/NO
If so, would you like your supervisor(s) to be present at this meeting?		YES/NO

1 Academic papers completed or in progress (add rows if needed)

Title of the paper	**Status.** Please indicate the paper's **target journal**, its **stage in the process** (e.g., preparing for first submission, under first round review, published etc.), and which types of **data** you have collected and will still anticipate to collect for this paper.

2 Conferences at which your work was presented (name, date, location, title of your talk)

3 Teaching activities

Please indicate all teaching activities you have undertaken so far and those planned (insert rows if needed).

Courses taught

Course	Period	Academic Year	Total No of Hours	Your Evaluation Score
Total teaching time for courses taught			0	

Courses planned

Course	Period	Academic Year	Total No of Hours	Your Evaluation Score
Total teaching time for courses taught			0	
Total time teaching courses			0	

Indicate below your experiences of your teaching load.

4 Planning for the remaining part of the PhD trajectory

Future research related activities

Please describe the main activities that you are planning in order to complete your PhD.

Duration of funding

Please indicate the current end date of your funding at Erasmus University. Do you anticipate completing your Ph.D. within this period? If you do not, do you have plans to obtain additional funding? Which ones?

Job Market Plans

Please describe your approach to finding a job after your Ph.D. Which type of job will you be looking for and in which sector (academic, industry)? If academic, how do you plan to approach the job market? When will you send your application letters? To which schools? Which conferences will you attend specifically to land a job in academia?

5 Comments to the ERIM Director of Doctoral Education

Do you have additional comments for the Director of Doctoral Education? Please feel free to ask for a meeting to discuss any issues you might be experiencing (indicate so on p.1). This meeting can be with or without your supervisor(s) present, and can be kept confidential if you so desire.

A.8 Talent Placement Programme

Improving the academic placement potential and successes of our PhD graduates is a priority for the doctoral program. The Talent Placement Program is one key instrument through which we aim at improving the likelihood of achieving top academic placements for our most talented PhD candidates. One of the requirements for a top placement on the job market is that the CV (list of publications / pipeline / job market paper) of the candidate is competitive internationally. To achieve this, the Talent Placement Program provides an extension of 6 to 12 months for high potential PhDs.
This year, there have been a few changes compared to previous installments of this program. First, the timing of the call has been advanced, so our students can plan better when exactly they go on the market. Second, **we are happy to announce that RSM has secured funding to double the size of the program, to sponsor maximally eight highly qualified candidates.**

Applying for the Talent Placement Program
The ERIM research program of a high potential RSM PhD candidate can apply to extend the contract of the PhD candidate by up to 12 months. The applications must be supported by the RSM-affiliated Fellows of the corresponding ERIM research program. The salary costs for the extension are split on a 50-50% basis between RSM and the department of the candidate. Successful applicants also retain the rights of applying for the ERIM Support Programmes: their individual budget can be expanded for activities directly supporting a top academic job placement.

During the extension period, the PhD candidate is expected to substantially improve his/her profile, and to actively prepare himself/herself for the international job market (application and recommendation letters, mock interviews, presentation skills, etc). ERIM will support this where possible.

Requirements for the application

- The PhD candidate has not graduated yet. Eligible candidates for this call have an end date of their (regular) contract no later than 31 December 2019. No applications will be taken into consideration for contracts ending in 2020.
- There must be tangible evidence of the high potential of the candidate on the job market, and the added value of an extension must be clearly demonstrated. Evidence can consist of a 'revise and resubmit' status at a P* journal of one or more papers of the candidate, a recommendation letter by an international renowned scholar in the field, and/or acceptance of a paper at a top conference in the field.
- A CV needs to be included
- A written commitment by the candidate to apply at the international job market also needs to be included, as well as a plan of approach to the job market. This should include a realistic set of target schools and an outline of the strategy to and process of the job market in the candidate's field.
- A recommendation letter by the promoter motivating the request, reflecting upon the candidate's potential, preferably also positioning the candidate within his cohort and within previous cohorts also needs to be included.
- All (RSM) fellows of the ERIM research program must support the application (e.g., by jointly signing or a support e-mail).
- A confirmation by the treasurer of the department or head of department for the commitment of the costs for half of the extension needs to be included.

Procedure

- Application deadline is to be announced.
- The promotor prepares the application package and sends it to Tineke van der Vhee (tvhee@rsm.nl).
- An interview with the candidate may be part of the procedure.
- The decision about the application is taken by the Dean of Research at RSM in consultation with the ERIM Director of Doctoral Education; decisions for this call are expected by mid-April.

A.9 Erasmus University Rotterdam 2015 Doctoral Regulations

As referred to in Section 7.19, subsection 1, and Section 16.14, subsection 2, of the Dutch Higher Education and Research Act. Adopted by the Doctorate Board (meeting of 4 March 2015). These Regulations shall take effect on 1 September 2015.

Chapter 1 General provisions

Article 1.1 Definition of terms

1. In these Regulations and all provisions made pursuant thereto, the following definitions apply:

AWB	the Dutch General Administrative Law Act;
CAO-NU	the collective labour agreement for Dutch universities by which Section 4.5 of the Higher Education and Research Act is put into effect;
Executive Board	Executive Board the Executive Board of Erasmus University Rotterdam as referred to in Article 4 of the university's Administrative and Management Regulations (BBR-EUR);
Doctorate Board	the Doctorate Board as referred to in Article 14 of the BBR-EUR;
Copromotor	Co-supervisor
Co-supervisor	the person appointed by the Doctorate Board to assist the doctoral dissertation supervisor in supervising the doctoral candidate;
Dean	the dean of a faculty as referred to in Article 16 of the BBR-EUR, the vice-dean of the Institute of Health Policy and Management or the Rector of the International Institute of Social Studies (ISS) as referred to in Article 27A of the BBR-EUR;
EUR	Erasmus University Rotterdam;
Faculty	a faculty of EUR as referred to in Article 16 of the BBR-EUR or the ISS as referred to in Article 27A of the BBR-EUR;
Degree certificate	the diploma awarded for successfully completing a degree programme or a doctoral programme;
Professor	the position holder referred to in Section 9.19 of the Higher Education and Research Act;
Manuscript	a draft version of the doctoral dissertation;
Programme	a programme as referred to in Article 17 and appendices 3a and 3b of the BBR-EUR;
Doctoral dissertation	the doctoral dissertation published as a book or as one or more journal articles in printed or electronic form, or a technical design as referred to in Section 7.18, subsection 2 under b, of the Higher Education and Research Act and referred to in Chapter 4 of these Regulations;
Defence ceremony	the public defence of the doctoral dissertation on the basis of which the candidate may be admitted to the degree of Doctor;
Doctoral Committee	the subcommittee established by the Doctorate Board in accordance with the provisions of Chapter 6 and Chapter 7 of these Regulations that decides whether the doctoral candidate may be allowed to defend his dissertation and the full committee before which the defence ceremony must take place;
Doctoral research	the academic research on which the doctoral dissertation is based;

Doctoral dissertation supervisor	the professor appointed by the Doctorate Board in accordance with the provisions of Chapter 3 of these Regulations to act as a doctoral dissertation supervisor;
Doctoral candidate	the person who has been allowed to defend his doctoral dissertation in accordance with the provisions of Chapter 2 of these Regulations and has therefore been allowed by the Doctorate Board to prepare for the defence;
WHW	the Dutch Higher Education and Research Act;
Rector Magnificus	the position holder referred to in Article 15, paragraph 1, of the BBR-EUR;
Regulations	the Erasmus University Rotterdam 2015 Doctoral Regulations;
Promotor	Doctoral dissertation supervisor ;
Propositions	the assertions made by the doctoral candidate as referred to in Article 4.2.m of these Regulations that the doctoral candidate intends to defend against opponents during the defence ceremony;
University	a Dutch or foreign institution that provides academic education.

2. Where appropriate, references to male persons in these Regulations must be read as also being references to female persons.

3. Unless expressly stipulated otherwise, references to a doctoral dissertation supervisor or a co-supervisor in these Regulations must be read as also being references to doctoral dissertation supervisors or co-supervisors if more than one doctoral dissertation supervisor or co-supervisor has been appointed.

4. Forms must be completed by means of Hora Est: www.eur.nl/informatie_voor/promovendi/.

Article 1.2 Composition of the Doctorate Board

1. The Doctorate Board shall be chaired by the Rector Magnificus, who is also a member of the Doctorate Board. If the Rector Magnificus is absent, a dean designated by him shall act as chairman. The chairman shall represent the Doctorate Board both inside and outside EUR and at law and otherwise.

2. The Executive Board shall appoint the members of the Doctorate Board.

3. The Doctorate Board's official secretariat shall be provided by EUR's General Management Directorate.

Article 1.3 Authorisation

1. The Doctorate Board may grant a mandate to and thereby authorise the Rector Magnificus to perform the duties and exercise the powers set out in the WHW, the BBR-EUR and these Regulations. This authority may also be delegated to a different member of the Doctorate Board by means of a submandate.

2. The Doctorate Board may alter or withdraw a mandate and may also, while maintaining the mandate, act itself or effect the performance of acts. The Doctorate Board must inform the mandatory of acts that it performs and acts performed on its instructions.

3. The Rector Magnificus or a mandated member of the Doctorate Board shall be accountable to the Doctorate Board for the performance of the duties and exercise of the powers referred to in paragraph 1. When requested or on his own initiative, the mandatory must provide the necessary information to the Doctorate Board.

4. By agreement with the Rector Magnificus, the dean may grant a mandate and thereby delegate the duties and powers set out in these Regulations to a professor of the same faculty. The term of the mandate must be determined in advance.

5. The dean may at all times alter or withdraw the mandate referred to in the preceding

paragraph and may also, while maintaining the mandate, act himself or effect the performance of acts.

6. The dean must inform the Doctorate Board and mandatory immediately of a decision to grant, alter or withdraw a mandate.

7. The mandated professor shall be accountable to the dean for the performance of the duties and exercise of the powers referred to in paragraph 4 and must provide the necessary information to the dean.

Article 1.4 The doctorate

1. A doctorate shall be obtained at EUR on the basis of a defence ceremony conducted in accordance with these Regulations.
2. The doctorate shall be awarded by the Doctorate Board.
3. The defence ceremony shall take place before a full doctoral committee appointed by the Doctorate Board, unless the Doctorate Board decides that the defence ceremony shall take place before the Doctorate Board itself.

Article 1.5 Scope of these Regulations

These Regulations apply to all defence ceremonies at EUR and, with due observance of Chapter 12, to defence ceremonies that take place elsewhere as a result of partnerships between EUR and other institutions that provide academic education, insofar as different arrangements were not made when entering into these partnerships.

Article 1.6 Duty of confidentiality

Without prejudice to Section 2:5 of the AWB and the CAO-NU, those present at a defence ceremony or involved in the correspondence about a defence ceremony and matters discussed in or in connection with the non-public meetings referred to in Chapters 6, 7 and 8 must maintain confidentiality. Confidentiality must likewise be maintained with respect to matters discussed and correspondence in relation to the award of the *cum laude* distinction referred to in Chapter 9, and with respect to the granting of honorary doctorates as referred to in Chapter 11, as well as with respect to matters discussed and correspondence in relation to the dispute settlement procedure referred to in Chapter 13.

Article 1.7 Training and supervision plan

For each doctoral candidate, a training and supervision plan shall be drawn up under the responsibility of the graduate school of the faculty concerned.

Chapter 2 The doctoral candidate

Article 2.1 Admission to the defence ceremony

1. Admission to the doctoral programme shall be granted to:
   a. a person who has been admitted to the degree of Master based on Section 7.10a, subsection 1, 2 or 3, of the WHW;

   b. a person who has written a doctoral dissertation, thereby demonstrating a mastery of the subject matter and an ability to independently conduct research in the field concerned; and

   c. a person who has met the requirements set out in these Regulations.

2. In special cases, the Doctorate Board may grant admission to the defence ceremony to persons who meet the requirements specified under b. and c. but who do not meet the requirement specified under a. of the preceding paragraph. The provisions of Appendix 1 shall apply. The doctoral dissertation supervisor must submit an application for provisional admission to the doctoral programme on behalf of doctoral candidates who have not or who have not yet been admitted to the degree of Master.

Article 2.2 Requesting a doctoral dissertation supervisor

1. The doctoral candidate shall hold consultations about the doctoral research with the professor that the doctoral candidate deems most suitable.

2. The doctoral candidate shall receive, at his request, a written confirmation from a professor regarding the professor's willingness to be appointed doctoral

dissertation supervisor by the Doctorate Board. The intended doctoral dissertation supervisor must give a negative or conditional decision in writing, stating the reasons for the decision. The dean must sign the decision to indicate his agreement.

3. If a conflict arises between the doctoral dissertation supervisor and the doctoral candidate during preparations for the defence ceremony, they must submit the dispute to the dean, who must mediate.

Article 2.3 Application for admission to the defence ceremony

1. The doctoral candidate must submit an application for admission to the defence ceremony to the Doctorate Board as soon as possible and in any case at least six months before the intended date of the defence ceremony. This application must state the name of the professor that the doctoral candidate would like the Doctorate Board to appoint as the doctoral dissertation supervisor and the professor's area of expertise.

2. The application for admission must be accompanied by a statement of a professor as referred to in Article 2.2, paragraph 2.

3. If the doctoral dissertation is a combination of published and as yet unpublished academic articles, the doctoral candidate must also submit the statements referred to in Article 4.5, paragraph 2 under b. and c. and, if applicable, d.

4. If a doctoral candidate's application is not based on the degree referred to in Article 2.1, paragraph 1 under a., obtained at EUR, the doctoral candidate's application to the Doctorate Board must be accompanied by a copy of his passport and a certified copy of the degree certificate obtained elsewhere by passing an examination as referred to in Article 2.1, paragraph 1, or a written statement obtained in accordance with the provisions of Appendix 1.

5. If the subject of the doctoral research differs from the field of study to which the examination referred to in the preceding paragraph relates, the Doctorate Board may only decide on admission on the basis of a substantiated proposal from the doctoral candidate.

Article 2.4 Responsibility for the doctoral dissertation

1. The doctoral candidate must have conducted the academic research described in the doctoral dissertation independently or must have made an essential contribution to that research. The doctoral candidate is responsible for the doctoral dissertation in an academic sense. The current integrity code and regulations concerning academic integrity within EUR must be observed.

2. In the case of academic research that has been carried out jointly, the outcomes of the research may result in a joint doctoral dissertation by two or three doctoral candidates provided that the following conditions are met:
   a. each of the authors has made an independent and definable contribution that is also adequate in terms of the defence ceremony, the foregoing to the satisfaction of the doctoral dissertation supervisor;

   b. each of the authors accepts personal responsibility for both a defined part of the doctoral dissertation and the coherence of the doctoral dissertation as a whole;

   c. the doctoral dissertation must specify the contribution made by each author to the doctoral dissertation; and

   d. each author has added the required number of propositions referred to in Article 4.2 to the doctoral dissertation.

3. In the case of a joint doctoral dissertation as referred to in the preceding paragraph, the procedures and provisions of these Regulations apply separately to each doctoral candidate.

4. If the doctoral dissertation has been co-authored by two or three persons, the defence ceremony shall be deemed to consist of two or three separate defence ceremonies. The rules governing defence, opposition and duration shall then apply separately to each doctoral candidate. The degree of Doctor shall in this case be awarded during the same ceremony following the end of the defence

conducted by the second or third doctoral candidate. The Doctorate Board may decide otherwise regarding the duration if doing so is appropriate.

Article 2.5 Cooperation with the doctoral dissertation supervisor

The doctoral candidate must submit the manuscript to the doctoral dissertation supervisor as a whole or in parts, make the changes agreed with the doctoral dissertation supervisor and subsequently submit the amended manuscript to the doctoral dissertation supervisor for approval.

Article 2.6 Application for admission to the defence ceremony: Form 1

The doctoral candidate must register for the defence ceremony no later than six months prior to the intended date of the ceremony. Form 1 must be used to register. The following information must be provided:

1. Surname and first names as stated in the population register;
2. Place and date of birth;
3. Home address, postcode and telephone number;
4. Work address, postcode and telephone number;
5. Nationality;
6. The examination taken that serves as the foundation of the intended defence ceremony;
7. The name of the institution at which the examination referred to under 6. was taken.
8. The field of study in which the doctoral research is being conducted (if this research is being conducted at a faculty other than the one at which the Master's degree was obtained, the reason for this transfer to a different faculty must be given).
9. A description of the subject of the doctoral research;
10. The proposed doctoral dissertation supervisor or supervisors and any co-supervisor or co-supervisors: name, title and faculty (the doctoral dissertation supervisor or, as the case may be, first doctoral dissertation supervisor must be affiliated with EUR; a maximum of three supervisors is permitted and their respective areas of expertise must be stated);
11. The language in which the doctoral dissertation is written (if a language other than Dutch, English, French or German is used, permission must be obtained from the Doctorate Board and reasons for using the language in question must be given);
12. The starting date of the doctoral research;
13. The doctoral candidate must declare that he has read and understood the current integrity code and regulations concerning academic integrity and must sign the required integrity statement;
14. The place and date of signing and the signature of the doctoral candidate, as well as the signatures of the doctoral dissertation supervisor or supervisors, the co-supervisor and the dean of the faculty concerned to indicate their agreement. The dean shall sign through the beadle.

If two or three doctoral candidates wish to obtain their doctorates on the basis of research carried out jointly and publish this research as a single doctoral dissertation, each doctoral candidate must individually submit Forms 1 and 2. The defence ceremonies shall take place on the same day.

If admission to the defence ceremony is not based on an EUR Master's diploma, the following documents must also be submitted:

- a copy of the doctoral candidate's passport;
- a certified copy of a degree certificate or a written statement as referred to in Article 2.3, paragraph 5, on which admission or provisional admission to the defence ceremony is based.

Chapter 3 The doctoral dissertation supervisor

Article 3.1 Appointment

1. Following receipt of the application for admission to the defence ceremony referred to in Article 2.3, the Doctorate Board shall appoint a professor of EUR or another university as doctoral dissertation supervisor as soon as possible.

2. For the application of paragraph 1, ecclesiastical professors of a public university and endowed professors of a public university shall be deemed to be professors of that university in accordance with Section 7.18 of the WHW.

Article 3.2 Doctoral dissertation supervisor who is not affiliated with EUR

If a doctoral dissertation supervisor who is not affiliated with EUR is appointed, the Doctorate Board

shall also appoint a professor who is affiliated with EUR as a doctoral dissertation supervisor. EUR's doctoral dissertation supervisor shall in this case be the first doctoral dissertation supervisor.

Article 3.3 Duties

1. The doctoral dissertation supervisor, after consulting the co-supervisor or co-supervisors if applicable, shall bear responsibility for acceptance of the manuscript as a doctoral dissertation and shall ensure that the doctoral dissertation meets the requirements that apply to a doctoral dissertation according to generally applicable academic standards.

2. The doctoral dissertation supervisor shall supervise the doctoral candidate in the candidate's research and writing of the doctoral dissertation.

3. The doctoral dissertation supervisor shall read the contents of the manuscript prepared for the doctoral dissertation, assess the manuscript submitted or parts thereof and check it against the requirements imposed by a doctoral dissertation supervisor with respect to a defence ceremony based on his responsibility for the doctoral dissertation.

4. The doctoral dissertation supervisor may propose changes and/or additions to the manuscript. The doctoral candidate must take these proposals into account to the greatest extent possible.

5. A doctoral dissertation supervisor may only withdraw as a doctoral dissertation supervisor in special cases. He must give reasons for his withdrawal. In addition, he must inform the doctoral candidate and the Doctorate Board of his withdrawal without delay.

Article 3.4 Resignation or retirement of professors in good standing

1. If a professor who has been appointed as doctoral dissertation supervisor resigns or retires in good standing following this appointment, his approval of the doctoral dissertation must be issued within five years following his resignation or retirement.

2. If the approval of the doctoral dissertation is not issued within five years following the resignation or retirement, in good standing, of the doctoral dissertation supervisor, his appointment as doctoral dissertation supervisor shall cease to apply and the Doctorate Board shall appoint a different professor as doctoral dissertation supervisor after having heard the doctoral candidate, unless, in the event that more than one doctoral dissertation supervisor was appointed, the Doctorate Board is of the opinion that appointing a new doctoral dissertation supervisor is not necessary.

3. Professors who have resigned or retired in good standing may not be reappointed as doctoral dissertation supervisors.

Article 3.5 Co-supervisor

1. On the proposal of the doctoral dissertation supervisor and with the agreement of the doctoral candidate and the intended co-supervisor, the Doctorate Board may appoint a co-supervisor in addition to the doctoral dissertation supervisor to supervise the doctoral candidate. The proposal must include a description of duties that makes the extent of supervision clear.

2. The candidate co-supervisor must hold a position at a university. The doctoral dissertation supervisor may submit a written and substantiated request to the Rector Magnificus to deviate from this requirement. The co-supervisor must hold the right to use the title of Doctor in the Netherlands and must be an expert in the academic field or fields concerned.

3. Professors may not be appointed as co-supervisors.

4. The proposal of the doctoral dissertation supervisor referred to in paragraph 1 must be made at a time that makes it possible for the co-supervisor to provide a substantial amount of supervision with respect to the preparation and writing of the doctoral dissertation.

5. A co-supervisor may not be a member of the doctoral subcommittee or full committee. He shall take part in the opposition, however, and his name shall be stated on the title of the doctoral dissertation.

6. A co-supervisor may only withdraw as a

co-supervisor in special cases. He must give reasons for his withdrawal. In addition, he must inform the doctoral candidate and the Doctorate Board of his withdrawal without delay.

Article 3.6 An additional doctoral dissertation supervisor or co-supervisor

1. Two supervisors shall be appointed. This means that, in addition to a doctoral dissertation supervisor and with due observance of Articles 3.1 up to and including 3.5, a second doctoral dissertation supervisor or a co-supervisor shall be appointed.

2. The doctoral dissertation supervisors or the doctoral dissertation supervisor and the co-supervisor shall allocate their duties by agreement after having heard the doctoral candidate. This allocation of duties shall be laid down in writing.

3. The allocation of duties shall be without prejudice to the supervisors' responsibility for the doctoral dissertation as a whole.

4. In the event that more than one doctoral dissertation supervisor has been appointed, the doctoral dissertation supervisors must jointly approve the doctoral dissertation and must jointly issue the statement of defensibility regarding the propositions referred to in Article 4.2 to the doctoral candidate.

5. In special cases, the Doctorate Board may appoint three direct supervisors (doctoral dissertation supervisors/co-supervisors) if the supervisors come from at least two different disciplines.

Article 3.7 Prohibited relationships

In addition to family members and relatives up to the fourth degree of the doctoral candidate, persons who, in the opinion of the Doctorate Board, have a relationship with the doctoral candidate such that they cannot reasonably be expected to give an objective, independent opinion, may not be appointed as doctoral dissertation supervisors or co-supervisors.

Chapter 4 The doctoral dissertation

Article 4.1 General

1. References to a doctoral dissertation in these Regulations are also references to a part of a doctoral dissertation as referred to in Article 2.4, paragraph 2, of these Regulations.

2. EUR has the right to store this work in the university library and use it for academic education and research.

Article 4.2 Propositions

1. Eleven propositions must be added to the doctoral dissertation. Of these propositions, five must relate to the contents of the doctoral dissertation and five must not relate, either directly or indirectly, to the contents of the doctoral dissertation. These ten propositions must be academically defensible. The eleventh proposition does not have to meet the criterion of academic defensibility. The doctoral candidate must submit the propositions to the doctoral dissertation supervisor as soon as possible following the approval of the doctoral dissertation as referred to in Article 5.1.

2. The doctoral dissertation supervisor shall assess the quality of the propositions and determine whether they are defensible.

3. The doctoral dissertation supervisor must inform the doctoral candidate in writing about whether he deems the propositions to be defensible and must also notify the Doctorate Board of his conclusions regarding defensibility.

Article 4.3 Language

1. The doctoral dissertation and the propositions added thereto must be written in Dutch, English, French or German, or, with the approval of the Doctorate Board, in another language.
2. If the doctoral dissertation is written in Dutch, a translation of the title and an abstract of the contents in English, French or German must be added.
   If the doctoral dissertation is written in English, French or German, a translation of the title and an abstract of the contents in Dutch must be added.

3. If a doctoral dissertation is written in a combination of languages, a translation of the title and an abstract of the contents in a permitted language must be added for the parts of the text that are in Dutch. A translation of the title and an abstract in Dutch must be added for the parts of the text that are not in Dutch.

4. If the doctoral dissertation is written in a language other than Dutch, English, French or German, a translation of the title and an abstract of the contents in Dutch must be added. A translation of the title and an abstract of the contents in English, French or German must also be added.

Article 4.4 Contents

1. The doctoral dissertation must contain the following:
   - a title page;
   - a table of contents;
   - an introduction that must in any case include the problem statement of the doctoral dissertation. The introduction must also clearly state the contributions made by the doctoral candidate, the supervisors and any other authors;
   - the academic considerations and analyses;
   - the conclusion;
   - the abstract;
   - if possible, a name and subject index and/or a list of references;
   - the doctoral candidate's curriculum vitae; and
   - the doctoral candidate's portfolio.

The propositions must be included on a loose sheet of paper or a suitable electronic data carrier.

2. In the case of a doctoral dissertation based on research in a medical field, the doctoral candidate's curriculum vitae must make clear where the research was carried out and which departments cooperated in this regard.

3. If desired, the doctoral candidate may include a concise foreword.

Article 4.5 Combined academic articles as a doctoral dissertation

1. Article 4.4 shall apply *mutatis mutandis* to a doctoral dissertation that is a combination of published and as yet unpublished academic articles. The introduction and a summarising conclusion must make the coherence of the articles clear.

2. Published academic articles shall only qualify if the following conditions are met:
   a. the articles must form a coherent whole and must be published within a period of five years prior to the submission of the doctoral dissertation to the doctoral dissertation supervisor for assessment;
   b. the doctoral candidate must submit a written statement of any other authors to the doctoral dissertation supervisor which shows that the articles may be used for the doctoral dissertation;
   c. the doctoral dissertation supervisor must submit a written statement to the doctoral subcommittee which shows that the doctoral candidate's share is an essential part of the research concerned; and
   d. in the case of a doctoral dissertation based on research in a medical field, a statement as referred to under c. must also be submitted to the head of the institute at which the doctoral research was carried out if this institute is not the institute at which the doctoral dissertation supervisor works.

Article 4.6 Form

At the choice of the doctoral candidate, the doctoral dissertation shall be reproduced in printed or electronic form or in some other way, provided that reasonable requirements of legibility and accessibility are met. Information carriers other than paper may be used. In all cases, the complete doctoral dissertation in electronic form must be delivered to EUR's university library for inclusion in the university's Institutional Repository (Repub). The doctoral dissertation shall be placed in Repub in its entirety.

Article 4.7 Reproducing and submitting the doctoral dissertation

1. Following receipt of the notice of admission referred to in Article 6.3, the Doctorate Board shall grant the doctoral candidate permission to reproduce the doctoral dissertation.

2. The doctoral candidate must send the desired number of copies to the Beadle's Office as soon as possible following the reproduction of the doctoral dissertation and the propositions that belong to it, and must in any case do so no later than five weeks prior to the date of the defence ceremony. The Doctorate Board shall determine the number of printed copies and CD-ROMs that must be delivered. It may set different numbers for different fields of study.

3. If a commercial edition of the doctoral dissertation is also published, the electronic version must include a copy of the contract with the publisher in which the publisher grants permission for the publication of the electronic version.

4. The university library must publish the doctoral dissertation in its entirety on the internet as soon as possible and in any case no later than three months following the conclusion of the defence ceremony. The Rector Magnificus may release the university library from this obligation on the ground of compelling circumstances.

5. For the copies made available to EUR, an allowance for the costs can be applied for from the Human Resources and Finances Shared Service Centre or from the Erasmus MC faculty in the case of a defence ceremony conducted at Erasmus MC.

Chapter 5 Assessment of the doctoral dissertation by the doctoral dissertation supervisor

Article 5.1 Approval of the doctoral dissertation by the doctoral dissertation supervisor

1. The doctoral dissertation supervisor shall approve the doctoral dissertation if he is of the opinion that it meets the applicable academic requirements and adequately demonstrates a mastery of the subject and an ability to independently conduct research in the field concerned on the part of the doctoral candidate. If there is a co-supervisor, this co-supervisor must also approve the doctoral dissertation.

2. Under the responsibility of the doctoral dissertation supervisor, the graduate school concerned must carry out a plagiarism scan. The doctoral dissertation supervisor must analyse the plagiarism scan report and take its findings into account in the definitive approval of the doctoral dissertation.

3. The doctoral dissertation supervisor must issue a written approval to the doctoral candidate and send a copy to the Doctorate Board.

Article 5.2 Approval not given by the doctoral dissertation supervisor

In the event that the doctoral dissertation supervisor does not approve the doctoral dissertation, the Doctorate Board shall, at the request of the doctoral candidate, appoint a different doctoral dissertation supervisor after having heard the doctoral candidate and the doctoral dissertation supervisor, unless, in the event that more than one doctoral dissertation supervisor was appointed, the Doctorate Board is of the opinion that appointing a new doctoral dissertation supervisor is not necessary.

Article 5.3 Term

The doctoral dissertation supervisor's reply to a written request for approval from the doctoral candidate for his doctoral dissertation must be given within eight weeks and, in the event that approval is not given, must include the reasons for the doctoral dissertation supervisor's decision.

Article 5.4 Further procedure

1. As soon as possible following receipt of the approval referred to in Article 5.1 and the statement referred to in Article 2.2, paragraph 2, the doctoral candidate must submit copies of the doctoral dissertation approved by the doctoral dissertation supervisor to the Doctorate Board for the doctoral subcommittee to be formed. An individual copy must be made available for each member of the doctoral subcommittee and one additional copy must be submitted. These copies must be accompanied by a cover letter. Form 2 must be used.

2. The doctoral candidate's cover letter must include the title page of the doctoral dissertation for the purpose of approval by the Doctorate Board. This title page must be set out in the manner prescribed in Appendix 3.

Article 5.5 Approval of the manuscript and proposed composition of the assessment committee: Form 2

After he has approved the doctoral dissertation, the doctoral dissertation supervisor must submit Form 2. The doctoral candidate must provide the documents and additional information required. The following information must be provided:

1. The name of the doctoral candidate;
2. The title of the doctoral dissertation;
3. The name of any fellow doctoral candidate;
4. The composition of the doctoral subcommittee (names, addresses, email addresses and titles, and the names and addresses of the institutions);
5. If the doctoral dissertation is based on publications, the names of the other author or authors;
6. The composition of the full doctoral committee (names, addresses, email addresses and titles, and the names and addresses of the institutions);
7. The following documents and additional information must be provided:
   - a sufficient number of copies of the doctoral dissertation for the doctoral subcommittee and an additional copy for the Rector Magnificus;
   - the title page and its reverse side for a check by the beadle;
   - a translation of the title and an abstract;
   - a curriculum vitae;
   - a portfolio;
   - propositions approved by the doctoral dissertation supervisor; and
   - the plagiarism scan report.
8. The place and date of signing and the signature(s) of the doctoral dissertation supervisor(s), as well as the signature of the dean to indicate agreement. The dean shall sign through the beadle.
9. The doctoral candidate must send a copy of the manuscript to each member of the doctoral subcommittee.

Chapter 6 The doctoral subcommittee

Article 6.1 The doctoral subcommittee

1. The Doctorate Board must form the doctoral subcommittee as soon as possible following receipt of the documents referred to in Article 5.4.

2. The subcommittee shall be constituted on the proposal of the doctoral dissertation supervisor made after consultation with the dean of the relevant faculty in terms of the field of study in which the doctoral research was carried out. The doctoral dissertation supervisor must make sure in advance that the candidates are willing to be members of the doctoral subcommittee.

3. The doctoral subcommittee shall consist of four persons, including the doctoral dissertation supervisor. If a second doctoral dissertation supervisor is a member, the subcommittee shall consist of five persons.
4. Only professors and associate professors associated with a university may be members of the doctoral subcommittee. Professors who have resigned or retired in good standing may be members of the doctoral subcommittee up to five years following their resignation or retirement.

5. In derogation of the provisions of paragraph 4, if the doctoral subcommittee is chaired by a professor, a maximum of one expert may also be a member of the doctoral subcommittee. An expert in this context is an assistant professor who obtained a doctorate and is an expert in the specific field of study. The approval of the dean concerned is required.

6. Article 3.7 shall apply *mutatis mutandis* to membership of the doctoral subcommittee.

7. The doctoral subcommittee shall consist of the doctoral dissertation supervisor (chairman), a secretary affiliated with EUR but who is not the doctoral dissertation supervisor, a member who is not a member of the department concerned, and at least

one member who is not affiliated with EUR. The member who is not a member of the department concerned may also be a person who is not affiliated with EUR.

Article 6.2 Formation of the doctoral subcommittee's opinion

1. The doctoral subcommittee must decide on the doctoral candidate's admission to the defence ceremony within one month following its formation.

2. The doctoral subcommittee's sessions shall be closed.

3. Each member of the doctoral subcommittee must provide a written and substantiated response to the manuscript, and give a decision regarding the admission of the doctoral candidate.

4. The following points must be taken into account and/or dealt with:
   - The doctoral candidate must have made a personal, essential contribution to the doctoral research;
   - The adequacy of the survey of relevant background literature;
   - The accuracy of the empirical elements and analysis;
   - The doctoral dissertation's contribution to the subject literature (current theories and concepts) must be adequately evaluated;
   - Theoretical depth;
   - Structure and clarity of style and expression;
   - A brief, general assessment and an opinion regarding the admission; and
   - The current integrity code and regulations concerning academic integrity within EUR must be observed.

   The secretary must ensure that the responses are recorded in Hora Est.

5. The resolution regarding admission shall be adopted by a majority of the votes cast in a session of the full doctoral subcommittee. If there is a tie in voting, admission shall be deemed to have been refused.

6. The secretary of the doctoral subcommittee must ensure that a written and confidential communication regarding admission or the refusal of admission is sent to the Doctorate Board and the doctoral candidate immediately.

7. If admission is refused, the doctoral dissertation supervisor shall consult with the dean of the faculty concerned. The doctoral dissertation supervisor may subsequently ask the Doctorate Board to form a new doctoral subcommittee. Members of the dissolved doctoral subcommittee may be members of the new doctoral subcommittee.

Article 6.3 Reply to Forms 1 and 2

The person who submitted Forms 1 and 2 shall receive a reply to the proposals made and the notice given by the candidate and the doctoral dissertation supervisors by means of these forms from the Doctorate Board. This reply shall contain an approval or a substantiated rejection. If the Doctorate Board approves the proposals of the doctoral candidate and the doctoral dissertation supervisor(s), the doctoral subcommittee shall assess the doctoral dissertation. It shall appoint a secretary from among its members. The secretary shall make the resolution regarding admission to the defence ceremony known on behalf of the subcommittee by means of Form 3.

Article 6.4 Declaration of the assessment committee regarding the defence of the doctoral dissertation: Form 3

The doctoral subcommittee shall declare the following:

- The doctoral subcommittee formed for the purpose has decided that the doctoral candidate (name and first names of the doctoral candidate) may be admitted to the defence ceremony. To reach this decision, the doctoral subcommittee read the doctoral dissertation and is of the opinion that it demonstrates a mastery of the subject matter and an ability to independently conduct research in the field concerned.
- Place and date of signing and the signature of the secretary of the doctoral committee.
- Cc: doctoral candidate.

Chapter 7 The full doctoral committee

Article 7.1 Composition

1. The Doctorate Board must form the full doctoral committee as soon as possible following receipt of the resolution referred to in Article 6.2, paragraph 5. The defence ceremony shall subsequently be conducted before this committee.

2. The full doctoral committee shall consist of the members of the doctoral subcommittee. On the proposal of the doctoral dissertation supervisor made after consultation with the dean of the relevant faculty in terms of the field of study in which the doctoral research was carried out, the Doctorate Board shall appoint at least two additional members. Article 6.1, paragraphs 4 and 5, shall apply *mutatis mutandis*. The doctoral dissertation supervisor must make sure in advance that the candidates are willing to be members of the full doctoral committee.

3. Article 3.7 shall apply *mutatis mutandis* to membership of the full doctoral committee.

Article 7.2 Chairmanship of the full doctoral committee

1. The full doctoral committee shall be chaired by the Rector Magnificus or the person acting in his stead. The chairman is not a member of the full doctoral committee. The chairman shall have an advisory role.

2. If there is a tie in voting as referred to in Article 8.4, paragraph 3, the chairman shall have the deciding vote.

Article 7.3 Expert

At the request of the doctoral dissertation supervisor, the Doctorate Board may admit persons who hold the right to use the title of Doctor in the Netherlands and who are experts in the doctoral dissertation's field of study or a part thereof. These experts shall have an advisory role in deliberations about the award of the doctorate and, if so decided by the committee, shall participate in the opposition.

Article 7.4 Participating in the opposition

During the defence ceremony, a minimum of six and a maximum of eight persons shall participate in the opposition.

Article 7.5 Convening the full doctoral committee

The Rector Magnificus shall convene the full doctoral committee for a non-public meeting in good time prior to the defence ceremony.

Article 7.6 Attendance requirement with respect to a member of the full doctoral committee

If, due to circumstances, a member of the full doctoral committee is unable to attend the meeting or the defence ceremony, the doctoral dissertation supervisor must ensure that a replacement is found in time if the number of members is no longer the number required as referred to in Article 7.1, paragraph 2. Article 6.1, paragraph 4, and Article 3.7 apply in this regard. Except in the case of circumstances beyond his control, the doctoral dissertation supervisor must inform the Doctorate Board of this situation and the action taken no later than 48 hours prior to the start of the defence ceremony.

Chapter 8 Defence ceremony

Article 8.1 Date, time and place

1. The doctoral candidate must propose a date for the defence ceremony to the Beadle's Office as soon as possible following receipt of the notice of admission referred to in Article 6.2, paragraph 4.

2. On the proposal of the doctoral candidate, the Beadle's Office shall determine the date, time and place of the defence ceremony following consultation with the doctoral dissertation supervisor.

3. The provisions of Appendix 2 shall apply to the defence ceremony.

Article 8.2 Public nature

Without prejudice to Article 1.6, the defence ceremony shall be held as a public session.

Article 8.3 The defence of the doctoral dissertation

1. The defence ceremony shall be conducted in Dutch or English or, with the permission of the Rector Magnificus, in another language. A request for permission to use another language must be submitted to the Beadle's Office at least three weeks prior to the defence ceremony.

2. The doctoral candidate shall start the defence with an explanation of the research. This explanation may last no more than fifteen minutes. The doctoral candidate must discuss the matter with the doctoral dissertation supervisor in good time in advance. In the introduction, the subject of the research, the reason or reasons why the research was initiated and the conclusions to which the research led must be explained.

3. Audiovisual resources may be used to make the explanation more clear.

4. The doctoral dissertation and the propositions shall be defended against the objections and doubts of the full doctoral committee.

5. The defence shall end one hour after the start of the public session. The session shall be suspended by the chairman.

Article 8.4 Decision

1. Following the suspension of the session, the full doctoral committee shall decide on the award of the doctorate on behalf of the Doctorate Board in a closed meeting.

2. When making the decision regarding the award of the doctorate, the decision of the doctoral subcommittee referred to in Article 6.2, paragraph 1, and the doctoral candidate's defence of the doctoral dissertation must be taken into account.

3. If necessary, at the request of one of the members of the committee, the decision shall be made by means of a roll call vote. If there is a tie in voting, the chairman shall have the deciding vote.

Chapter 9 Cum laude

Article 9.1 Motion to award the *cum laude* distinction

1. If a doctoral candidate has demonstrated an exceptional mastery of the subject matter and an exceptional ability to independently conduct research in the field concerned, the full doctoral committee may, on behalf of the Doctorate Board, award the doctorate with the *cum laude* distinction.

2. A motion to award the doctorate with the *cum laude* distinction may be made by the doctoral dissertation supervisor or by a member of the doctoral subcommittee. This motion must be set out in writing and state the reasons on which it is based, and must be submitted in confidence to the Rector Magnificus through the Beadle's Office at least seven weeks prior to the established defence ceremony date.

3. The doctoral subcommittee shall put forward two external examiners who have obtained a doctorate and who are experts in the doctoral dissertation's field of study. These examiners may not have published with the doctoral candidate and shall not be members of the doctoral committee. A curriculum vitae of each examiner must be sent with the request. The nomination must be signed by the dean concerned. The Rector Magnificus shall designate the examiners. The external examiners must send their recommendations in writing and in confidence to the Beadle's Office within three weeks of being appointed.

4. The Rector Magnificus must make the motion and the recommendations of the external examiners known to the members of the full doctoral committee in confidence as soon as possible.

5. Regarding the motion to award the *cum laude* distinction, the full doctoral committee must take the following into account:
   a. the significance and degree of originality of the questions asked and methods used;
   b. the academic and technical standard of the work;

c. the opinions of the external examiners;

d. the quality of the defence;

e. the share of persons other than the doctoral candidate; and

f. the language and style.

6. In the deliberations referred to in Article 8.4, paragraph 1, regarding the award of the doctorate, the members of the full doctoral committee who are entitled to vote shall vote on the award of the *cum laude* distinction by secret ballot. The members who are entitled to vote may only vote for or against the motion. The motion shall fail if more than one vote against it is cast. In all other cases, the motion shall pass. The Rector Magnificus shall not vote.

Article 9.2 Motion to award the *cum laude* distinction: Form 4

A written and substantiated motion to award the *cum laude* distinction, as well as the curriculum vitae of each examiner, must be added.

Chapter 10 Degree certificate

Article 10.1 Degree certificate

1. As proof of the award of the doctorate, the person who has obtained the doctorate shall receive a degree certificate in Latin that has been signed by the Rector Magnificus or the person acting in his stead, the doctoral dissertation supervisor and the members of the full doctoral committee.

2. If the doctorate has been awarded with the *cum laude* distinction, this shall be stated on the degree certificate.

Chapter 11 Honorary doctorate (honoris causa doctorate)

Article 11.1 Authority to award an honorary doctorate

The Doctorate Board may award an honorary doctorate to a natural person who has been of outstanding service to EUR's academic community or to society.

Article 11.2 Procedure

1. On a proposal addressed to the Doctorate Board for the purpose, if possible including a suggestion for the appointment of a doctoral dissertation supervisor, the dean of the faculty may recommend the award of an honorary doctorate.

2. A recommendation must be addressed in writing and in confidence to the Rector Magnificus. It must set out the reasons on which it is based in detail and be accompanied by the curriculum vitae and list of publications of the person nominated. The Rector Magnificus must submit the recommendation to the Doctorate Board.

3. If the Doctorate Board intends to accept the recommendation, the Executive Board shall be heard regarding the recommendation.

4. Having regard to the viewpoints expressed by the Executive Board, the Doctorate Board shall decide on the award of the honorary doctorate.
If it decides to award an honorary doctorate, it shall also appoint one or two professors as supervisor or supervisors.

5. The Executive Board, the dean concerned, the supervisor and the doctoral candidate must be informed in writing of the decision referred to in paragraph 4.

6. Except if special circumstances apply, an honorary doctorate may not be awarded to a person who will not be present in person at the session referred to in Article 11.4, paragraph 1.

7. The decision may only be made public after the doctoral candidate has declared that he will accept the honorary doctorate and will be present in person at the session referred to in Article 11.4, the foregoing with due observance of paragraph 6.

Article 11.3 Decorations

The honorary doctor shall receive a degree certificate from the supervisor or supervisors that has been signed by the Rector Magnificus, the members of the Doctorate Board and the supervisor or supervisors. He shall receive the cape with clasp.

Article 11.4 Presentation of the decorations

1. The decorations associated with the award of the honorary doctorate shall be presented during an honorary degree ceremony, a public, special session of the Doctorate Board.

2. On behalf of the Doctorate Board, the Rector Magnificus shall invite interested parties to attend this session.

Chapter 12 Joint doctorate

Article 12.1 Definition

Arrangements can be made between EUR and one or more Dutch or foreign institutions that provide academic education regarding the award of a joint doctorate based on a doctoral dissertation that complies with the provisions of this chapter.

Article 12.2 Approval of the Doctorate Board

If one or more faculties establish a programme that leads to a joint doctorate, the programme shall require the prior approval of the Doctorate Board.

Article 12.3 Doctoral research

1. The doctoral research and the doctoral dissertation based on this research must be the result of one or more research programmes jointly established by the EUR and one or more institutions as referred to in Article 12.1. The forms of education and research programmes must be developed in consultation with other Dutch or foreign partner institutions to the greatest extent possible.

2. The doctoral research and the doctoral dissertation must include an international component.

3. The doctoral candidate must spend at least six months at the partner institution or institutions to complete the education component or conduct research for the doctoral dissertation. A statement about this matter must be submitted to the Doctorate Board.

Article 12.4 The doctoral dissertation

1. Notwithstanding the provisions of this chapter, the doctoral dissertation must comply with these Regulations.

2. If the doctoral dissertation is written in Dutch, a comprehensive summary in English, French or German must be included.

Article 12.5 The doctoral committee

The doctoral committee referred to in Chapter 6 and Chapter 7 must include at least one member for each institution concerned.

Article 12.6 The defence ceremony

All or part of the defence ceremony shall be conducted in the language of the country in which at least one of the foreign institutions that provide academic education as referred to in Article 12.1 is located.

Article 12.7 The degree certificate

The degree certificate referred to in Chapter 10 shall also be issued on behalf of the institutions referred to in Article 12.1.

Chapter 13 Dispute settlement procedure

Article 13.1 Disputes

1. Disputes that cannot be submitted to a competent body for resolution on the basis of statutory or other provisions shall be handled in accordance with the provisions of this article.

2. On the proposal of the Rector Magnificus, the Doctorate Board shall decide on the manner and the periods of time in which efforts shall be made to resolve the dispute.

Chapter 14 Concluding and transitional provisions

Article 14.1

1. In cases not provided for by these Regulations and in the event of a difference of opinion regarding the interpretation of the provisions of these Regulations, the Doctorate Board shall decide.

2. On the proposal of the Rector Magnificus, the Doctorate Board may deviate from the Regulations in exceptional cases.

3. Requests to deviate from the Regulations must be substantiated and submitted in writing to the Doctorate Board.

Article 14.2

If these Regulations are not observed, the Rector Magnificus shall be authorised to postpone the defence ceremony until a date determined by the Rector Magnificus.

Article 14.3

Unless otherwise provided in these Regulations, all documents pertaining to the defence ceremony and the preparation thereof that must be submitted to the Doctorate Board and the Rector Magnificus must be submitted to the secretary of the Doctorate Board.

Article 14.4

Graduate schools and faculties may adopt further guidelines for the implementation of these Regulations. These further guidelines must be approved by the Doctorate Board prior to their entry into effect.

Article 14.5

Unless otherwise determined by the Doctorate Board, all current applications for admission to the defence ceremony shall be made to comply with these Regulations from the date on which these Regulations take effect.

Article 14.6

1. These Regulations shall take effect on 1 September 2015.

2. Previous versions of the doctoral regulations shall cease to apply.

3. These Regulations shall be cited as 'Erasmus University Rotterdam 2015 Doctoral Regulations'.

4. The official title shall be abbreviated to 'PR-EUR 2015'.

5. These Regulations shall be published on the EUR website.

6. These Regulations shall be translated into English. The Dutch text shall prevail in the event of conflict.

Appendix 1 Implementing regulations as referred to in Article

2.1, paragraph 2

A. Provisional admission to the defence ceremony in special cases based on Dutch degree certificates if the requirement laid down in Article 2.1, paragraph 1 under a, is not met.

Article A.1 Purpose

The person seeking to become a doctoral candidate must demonstrate to the Doctorate Board that he is capable of independently conducting research and has a reasonable chance of successfully completing a doctoral dissertation.

Article A.2 Evidence

The person seeking to become a doctoral candidate must support his application to the greatest extent possible with degree certificates, academic publications, recommendation letters relating to previously held positions, and written statements of academics and the intended doctoral dissertation supervisor.

Article A.3 Procedure

1. An application for provisional admission and all relevant information must be sent to the secretary of the Doctorate Board. The secretary shall submit the application to the dean of the faculty concerned for advice.

2. The dean shall form an advisory committee that consists of two professors appointed by the dean. Based on the documents submitted, these professors shall determine whether or not they consider the candidate capable of independently conducting research and successfully completing a doctoral dissertation. If necessary, these professors shall hear the applicant. The advisory committee shall issue its advice to the dean in writing. This advice must be substantiated. In addition, it may include a recommendation to remove deficiencies identified.

3. The dean shall draw up his advice and send it to the secretary of the Doctorate Board. The secretary shall submit the advice to the Doctorate Board together with a request for a final decision.

4. The Doctorate Board shall make its decision, which must include substantiating reasons, known to the applicant in writing within eight weeks. If the decision cannot be made within eight weeks, the Doctorate Board must inform the applicant and specify a reasonable term in which the decision shall be given. If the final decision is positive, the applicant shall be provisionally admitted to the defence ceremony. If the final decision is negative, the applicant shall not be admitted to the defence ceremony.

5. Chapter 13 of the Doctoral Regulations shall apply *mutatis mutandis*.

6. The Doctoral Regulations shall apply following the Doctorate Board's decision to provisionally admit the candidate to the defence ceremony.

B. Provisional admission to the defence ceremony in special cases on the basis of foreign degree certificates if the requirement laid down in Article 2.1, paragraph 1 under a, is not met.

Article B.1 Purpose

The person seeking to become a doctoral candidate must demonstrate to the Doctorate Board that he is capable of independently conducting research and has a reasonable chance of successfully completing a doctoral dissertation.

Article B.2 Evidence

The person seeking to become a doctoral candidate must support his application to the greatest extent possible with degree certificates, academic publications, recommendation letters relating to previously held positions, and written statements of academics and the intended doctoral dissertation supervisor.

Article B.3 Procedure

1. The person seeking to become a doctoral candidate must submit his application for provisional admission to the defence ceremony in writing and accompanied by the available evidence to EUR's Admissions Office

in time. The Admissions Office shall compare the foreign prior education with the Dutch standard and draw up a report on the basis of this comparison.
This comparison and the ensuing report must be completed prior to a possible appointment or prior to the start of the doctoral research.

2. The Admissions Office shall send the report to the chairman of the examining board of the faculty concerned for advice. A copy of the request shall also be sent to the dean of the faculty concerned.
3. Based on the advice of the examining board, the Admissions Office shall formulate a draft decision. This draft decision, together with the advice on which it is based, shall be submitted to the Doctorate Board by the Doctorate Board's secretary.

4. The Doctorate Board shall make a decision and make it and the reasons on which it is based known to the applicant in writing. If the final decision is positive, the applicant shall be provisionally admitted to the defence ceremony. If the final decision is negative, the applicant shall not be admitted to the defence ceremony.

5. Chapter 13 of the Doctoral Regulations shall apply *mutatis mutandis*.

6. The Doctoral Regulations shall apply following the decision to provisionally admit the candidate to the defence ceremony.

Appendix 2 Protocol, publicity and reception

Protocol
The beadle shall ensure that a 'doctoral class', a meeting in which the protocol is explained to doctoral candidates, takes place once every 14 days. A summary of the protocol is given below.

The defence ceremony shall take place in public before the doctoral committee formed by the Doctorate Board at the time determined when admission to the defence ceremony was granted.

Defence ceremonies shall in principle take place in the 'Senaatszaal' of EUR's Campus Woudestein or in Erasmus MC's 'Prof. Andries Queridozaal'.

The doctoral committee shall meet for consultation prior to the defence ceremony.
During the defence ceremony, the chairman, the doctoral dissertation supervisor or supervisors and the members and guests of the doctoral committee must comply with the dress code prescribed by the protocol:

- Professors: robes and caps of office must be worn, etc.
  - ladies: dark clothing, black shoes
  - gentlemen: dark clothing, black shoes, white shirt and tie

- Other committee members:
  - ladies: dark clothing, black shoes
  - gentlemen: dark clothing, black shoes, white shirt and tie

External professors are invited to wear their own robes and caps of office. EUR makes a limited number of robes and caps available for professors.

Doctoral candidates must also dress appropriately for the occasion. For gentlemen, preferably white tie (full dress) and, for ladies, clothing in muted colours that is appropriate to the occasion.

A room will be made available to the doctoral candidate half an hour before the start of the ceremony. The doctoral candidate can withdraw into this room with his seconds in order to prepare for the ceremony. It is also possible to change in this room if necessary.

A few minutes before the start of the ceremony, the beadle shall come to the room to escort the doctoral candidate and seconds to the room in which the ceremony will take place. Order: beadle, first second, doctoral candidate, second second. If desired, the first second shall carry the doctoral dissertation, a writing pad and a pen for making notes, and possibly works that the doctoral candidate wishes to consult during the exchange of ideas. The doctoral candidate shall position himself behind the lectern and the seconds shall position themselves to the left and right of the lectern.

The beadle shall subsequently escort the chairman and members of the doctoral committee into the room, possibly followed by other professors present wearing their robes and caps of office.

The defence ceremony shall open with a brief explanation of 15 minutes provided by the doctoral candidate. During this time, the doctoral candidate shall outline the research carried out and the findings of the research for the benefit of the audience. The doctoral committee shall be present.

Following the introductory explanation, members of the doctoral committee shall question the doctoral candidate about the doctoral dissertation and the propositions. The Rector Magnificus or his deputy shall act as chairman.

The order in which the questions are asked shall be determined during the doctoral committee's meeting prior to the ceremony. The starting point in this regard is that the non-EUR committee members shall speak first, followed by the EUR committee members. Doctoral dissertation supervisors and co-supervisors shall speak last. The discussion shall be a succinct academic one. Interruptions form the audience and other disruptions shall not be permitted.

The working language shall in principle be Dutch. However, if one or more members of the doctoral committee do not have a command of Dutch, English shall be used to a significant extent. A request for this purpose must be submitted to the Beadle's Office at least three weeks prior to the date of the defence ceremony

The following forms of address shall be used during the defence ceremony:

Chairman: *'mijnheer de rector'*
'Mister Rector Magnificus'

Doctoral dissertation supervisor:
'hooggeachte promotor'
'highly learned promotor'

Co-supervisor: *'zeergeleerde opponent'*
'very learned opponent'

Professors: *'hooggeleerde opponent'*
'highly learned opponent'

Other members of the committee and experts:
'zeergeleerde opponent'
'very learned opponent'

Doctoral candidate:
'waarde promovendus/promovenda'
'dear candidate'.

Exactly 45 minutes after the start of the questioning, the beadle shall enter the room and say 'hora est'. Those speaking at this time must stop. The chairman shall suspend the session to give members of the doctoral committee the opportunity to deliberate.

Led by the beadle, the members of the doctoral committee and others who are part of the procession shall leave the room. The others referred to shall attend the deliberations of the full doctoral committee as observers, unless the chairman decides that it is a closed meeting.

The resolution regarding the doctorate to be awarded shall be adopted during this meeting. In the event that a motion is made to award the degree of Doctor with the *cum laude* distinction, voting shall take place by ballot. The degree certificate must be signed by all committee members at the end of the meeting.

The doctoral candidate and seconds shall be asked to position themselves before the committee table and await the return of the committee members. The seconds must be slightly behind the doctoral candidate to his left and right.

Following the return of the committee members, the chairman shall reopen the meeting and give the doctoral dissertation supervisor the opportunity to hand over the degree certificate to the doctoral candidate. The doctoral dissertation supervisor or co-supervisor shall then give a brief address (*laudatio*), after which the chairman shall close the meeting.

Led by the beadle, the members of the doctoral committee and others who are part of the procession shall leave the room first.

The person who has obtained a doctorate, together with his partner and seconds, will be led out of the room immediately thereafter.

The members of the doctoral committee shall be the first to congratulate the successful candidate, followed, if the reception takes place at the university, by the guests who were present at the defence ceremony.

Publicity
The Department of Marketing and Communications (M&C) shall make the facilities required for publicity available. An application form for this purpose can be obtained from the Beadle's Office.

Reception
It is possible to hold a reception after the defence ceremony.

Appendix 3 Model of thesis title page and its reverse Side

- The candidate may choose the layout of the title page;
- Text printed in bold type is compulsory;
- Text printed in italics is to be completed by the candidate in accordance with the regulations;
- Note: The Dutch title of the thesis is written without a capital letter, except the first word and any names.

Title of thesis
subtitle, if any

Translation of the title
Translation of the subtitle, if any

Thesis

to obtain the degree of Doctor from the
Erasmus University Rotterdam
by command of the
Rector Magnificus

Name

and in accordance with the decision of the Doctorate Board
The public defence shall be held on

... day ... month ... 20.. at ..... hrs
by

the name of the candidate, with all forenames in full
place of birth, plus country if this is not the Netherlands

Erasmus University Rotterdam

*Download Logo:
www.eur.nl/fileadmin/ASSETS/abd/promoveren/EURLOGO_PROEFSCHRIFTEN_A5.jpg

The reverse side of the title page must only state the following:

Doctoral committee

Doctoral dissertation supervisor(s):
name(s) of the doctoral dissertation supervisor(s) with initials and all titles without specifying the university

Other members: (only state the names of the members of the subcommittee)
. . . . . .
. . . . . .

If applicable:

Co-supervisor(s):
name(s) of the co-supervisor(s) with initials and all titles without specifying the university

Note: titles must be used as follows (English given after the semicolon):

- Prof. mr. dr.; Prof. (name of the title holder) LLM
- Prof. dr. ing.; Prof. (name of the title holder)
- Prof. dr. ir.; Prof. (name of the title holder)
- Prof. dr.; Prof. (name of the title holder)
- Prof. mr.; Prof. (name of title holder) LLM
- Dr.; Dr (name of the title holder)
- Mr. dr.; Dr (name of the title holder) LLM
- Dr. ing.; Dr (name of the title holder)
- MSc or MA is written after the name of the title holder.

Appendix 4 Contact persons/addresses

Admissions Office
Campus Woudestein
Room: E1-36
T +31 10 408 17 86
E admissions.office@oos.eur.nl

Doctorate Board
Campus Woudestein
Please direct your questions to the Beadle's Office.

International Institute of Social Studies
Kortenaerkade 12
2518 AX The Hague, the Netherlands
Dita Dirks, Room 2.31
T +31 70 426 05 14
E dirks@iss.nl
W www.iss.nl

Beadle's Office
Campus Woudestein
Room: A1-01
T +31 10 408 10 06
E pedel@eur.nl
W www.eur.nl/promoveren

Erasmus University Rotterdam
Burgemeester Oudlaan 50
3062 PA Rotterdam, the Netherlands

PO Box 1738
3000 DR Rotterdam, the Netherlands
T +31 10 408 11 11
W www.eur.nl

Appendix 5 Time frame of the defence ceremony

Apart from the prior process, for which it is difficult to indicate the length of time that will be required, account must be taken of a time frame of approximately half a year. If the case concerns prior education that does not make direct admission possible, account must be taken of the procedure governing the assessment of Dutch or foreign degree certificates (see Appendix 1).

Action	Time frame	Doctoral dissertation supervisor/doctoral candidate action	Doctorate Board action
Register for the defence ceremony	At least **6 months** prior to the intended defence ceremony date	Form 1	Appoint doctoral dissertation supervisor(s) and/or co-supervisor(s)
Approval of the doctoral dissertation by doctoral dissertation supervisor(s) + proposal regarding the composition of the subcommittee and full committee + possible expert	At least **5 months** prior to the intended defence ceremony date	Form 2 including manuscript + title pages, abstract, CV and propositions	Appointment committee members; assess title pages, check propositions
Discuss the intended defence ceremony date	At least **5 months** prior to the intended defence ceremony date	Schedule the provisional date with the department responsible for university ceremonies	Register the provisional date
Report the subcommittee's decision regarding admission of the doctoral candidate	At least **3 months** prior to the intended defence ceremony date	Form 3	Obtain the approval of the Rector Magnificus, grant permission to reproduce the doctoral dissertation, definitively determine the date
Possible *cum laude* request	At least **7 weeks** prior to the intended defence ceremony date	Submit request to the Doctorate Board	Carry out the procedure set out in Article 9.1
Send doctoral dissertations to the Beadle's Office	At least **5 weeks** prior to the intended defence ceremony date	Doctoral candidate	
DEFENCE CEREMONY before the full committee			

ERiM

The Erasmus Research Institute of Management (ERIM) is the joint research institute of Rotterdam School of Management, Erasmus University (RSM) and the Erasmus School of Economics (ESE). The research undertaken by ERIM is focused on management of the firm in its environment, its intra- and interfirm relations, business processes, strategies, finances, consumers, markets and their interdependent connections.

Since its founding in 1999, the objective of ERIM is to carry out first-rate research in management and to offer an advanced doctoral programme in Business and Management. Within ERIM, over 300 senior researchers and PhD candidates are active in five research programmes, spanning all areas of management research. From a variety of academic backgrounds and expertise, the ERIM Community is united in striving for excellence and working at the forefront of creating new business knowledge.

Doctoral Programme

The Erasmus Doctoral Programme in Business and Management is focused on developing academic talent. The doctoral programme consists of a two year ERIM Research Master in Business and Management and the ERIM PhD in Management programme, offering a challenge of intellect and persistence. The main goal of the doctoral programme is to enable promising students with the ambition to become a researcher to acquire a pole position on the international academic career market; in particular, to achieve a competitive profile and to become part of the next generation of faculty at the top business schools and universities in the world. The ERIM Research Master programme is accredited by the Accreditation Organisation of the Netherlands and Flanders (NVAO).

ERiM

Erasmus Doctoral Programme in Business and Management

Erasmus University Rotterdam (EUR)
Erasmus Research Institute of Management
Mandeville (T) Building
Burgemeester Oudlaan 50
3062 PA Rotterdam, The Netherlands

P.O. Box 1738
3000 DR Rotterdam, The Netherlands
T +31 10 408 1182
E info@erim.eur.nl
W www.erim.eur.nl