

APPROVED

by Order No. 2024/01-07-58 of  
the Rector of ISM University of Management and Economics,  
UAB, on June 27, 2024

**REGULATIONS OF THE DOCTORAL STUDIES IN THE FIELD OF  
MANAGEMENT ORGANISED BY ISM UNIVERSITY OF MANAGEMENT  
AND ECONOMICS, UAB (TOGETHER WITH  
BI NORWEGIAN BUSINESS SCHOOL, NORWAY, AND  
UNIVERSITY OF TARTU, ESTONIA)**

**CHAPTER I. GENERAL PROVISIONS**

1. Regulations of the doctoral studies in the field of Management (hereinafter **Regulations**) organised by ISM University of Management and Economics, UAB (hereinafter **ISM**) (together with BI Norwegian Business School, Norway, and University of Tartu, Estonia), prepared in accordance with Order V-739 of the Minister of Education, Science and Sport of the Republic of Lithuania of May 18, 2020 "On Approval of the Regulations of the Doctoral Programme in Science" (as subsequently amended), the Regulations of the Doctoral Programme in Science (hereinafter referred to as the **Doctoral Regulations**).
2. The Regulations establish the procedure for the organisation of doctoral studies, research, preparation and defence of dissertations, and award of the Doctor of Philosophy (PhD) degree at ISM (together with BI Norwegian Business School, Norway, and University of Tartu, Estonia) (hereinafter **Doctoral Institutions**) in the field of Management in which the above institutions have been jointly granted the right to conduct doctoral studies by the Ministry of Education, Science and Sport of the Republic of Lithuania.
3. The purpose of the doctoral studies is to develop researchers who can independently conduct scientific and experimental developmental research and solve scientific problems. Upon successful completion of the doctoral studies and award of a PhD degree, a person is to have gained sufficient competence, i.e. state of the art knowledge in the fields of research and specific areas of science and their interface; specialised skills and methodologies to solve problems in the field of research and other areas and build knowledge or professional practice; ability to work independently and an understanding of science and profession that would enable developing new ideas and processes and applying them in studies and other activities.
4. Definitions of terms used in the Regulations:

PhD student – a third-cycle student and researcher (hereinafter a **doctoral student**).

**PhD candidate** – a person who has prepared and submitted a dissertation.

Academic supervisor of a doctoral student (hereinafter **Supervisor**) – an active researcher in the research field of the dissertation, who meets the requirements specified in the regulations of doctoral studies and supervises studies and research of a PhD student.

Work plan of a doctoral student (hereinafter **work plan of a doctoral student**) – an individual work plan of a doctoral student that defines stages of his/her doctoral studies, conducting research and preparation of the dissertation, dissemination of research results and respective timeframes.

Regulations of the academic doctoral studies (hereinafter the **Regulations**) – a description of the procedures for conducting doctoral studies that has been prepared and approved by ISM (together with BI Norwegian Business School, Norway, and University of Tartu, Estonia).

Institutions of the doctoral studies – institutions who have been jointly granted the right to conduct the doctoral studies (hereinafter **Doctoral institutions**).

International committee of doctoral studies (hereinafter the **Committee**) – a group of researchers conducting research at a high international level that is composed of representatives of all Doctoral Institutions and is responsible for the content, quality, organising and delivery of the doctoral studies.

**Administering university** – an institution that administers and organises the process of the doctoral studies, which is ISM in this case.

**ISM Doctoral School** – an ISM division that organises the activities of the doctoral studies.

**Defence Board** – a group of researchers formed by the Committee who upon the review of the dissertation submitted for defence, assessment of its quality and conformity to the requirements set for a dissertation, and the PhD candidate's research competence, decides whether the PhD candidate may be awarded a doctoral degree.

**Consultant** of a doctoral student – a researcher who along with the Supervisor oversees the Doctoral Student's research, consults the student on specific (methodological, cross-research, etc.) issues, coordinating the conduct of the research, or providing guidance to external doctoral candidate.

**The primary co-author** of a research article is the first author of the article, unless otherwise stated in the publication of the article. All authors of an article are considered to be the main co-authors if the article indicates that their contributions are equal.

Other terms shall be as defined in the Law on Science and Studies of the Republic of Lithuania.

5. The Committee shall be composed of at least 9 researchers of high international research standing, with a minimum of 0.5 FTE, working in doctoral institutions when they hold a competitive post in the institution, or working in institutions when they hold a non-competitive post, but who have held a competitive post in the institution prior to taking up the post. Researchers from foreign research and study institutions are exempted from the requirement of competitive recruitment. More than half of the researchers on the Committee must be from ISM. The members of the Committee must include at least two thirds of the members of the field of science in which the institutions have obtained the doctoral degree. At least half of the members of the Committee and its Chairperson shall meet the qualification requirements of the ISM for the position of Principal Investigator, and the remaining members of the Committee shall meet the qualification requirements of the ISM for the position of Senior Researcher. The qualification requirements shall apply in all cases to the extent that they relate to scientific publications. A member of the Committee may serve as Chairperson of the Committee for a maximum of two consecutive terms of 5 years. The composition of the Committee shall be reviewed and renewed at least every 5 years. A researcher may be a member of no more than two PhD committees. The

6. The Committee must include representatives from all Doctoral Institutions. The foreign institutions shall delegate at least one member to the Committee, guaranteeing their replacement and the continuity of the Committee. The Committee, the Chairperson of the Committee, the Regulations and amendments thereto shall be approved by the Rector of ISM. The composition of the Committee and amendments thereto shall be coordinated with the Lithuanian Research Council. The Regulations and the composition of the Committee shall be published on the ISM website.

7. A doctoral dissertation shall be defended and a research degree awarded by a Defence Board in the field of Management that shall be composed and approved by the Committee for the defence of a particular dissertation upon its completion and submission. The Committee shall form the Defence Board from at least five members. At least no less than half of the members of a Defence Board shall conform to the requirements stipulated for holding the position of a principal researcher as prescribed in the Minimum qualification requirements; the remaining members shall conform to the requirements stipulated for the position of a senior researcher. No less than half of the Council members shall be researchers in the field of Management.

8. In research fields in which ISM has obtained the right to doctoral studies, joint doctoral studies in several research fields may be carried out alone or jointly with other institutions. Joint doctoral programmes may allow doctoral candidates to carry out interdisciplinary research and to prepare doctoral theses at the intersection of several scientific fields. The procedures for organising joint doctoral studies in scientific fields and for the defence of the doctoral theses resulting therefrom shall be determined by the doctoral committees of the fields concerned. In the case of an interdisciplinary dissertation, the requirements of the doctoral regulation of the doctoral programme of the field of research which sets higher requirements for the publication of the results of the doctoral student's research shall apply to the publications produced by the doctoral student.

9. ISM may carry out joint doctoral studies with foreign universities (hereinafter referred to as "joint doctoral studies") and double-degree diploma studies within the framework of the Doctoral Student's individual work plan. In the latter case, a double-degree diploma agreement shall be concluded between ISM and the foreign university and signed by both the Doctoral Student and his/her supervisors from ISM and the foreign university. The contract must cover the conduct of the double degree, the defence of the thesis, ethical issues and the financial obligations of the universities.

10. Doctoral studies may be carried out at ISM with a company, institution or organisation carrying out high-level research and experimental development in the field of the doctoral degree by signing a joint activity agreement between ISM and the company, institution or organisation. Doctoral studies with undertakings, institutions or organisations shall be organised in accordance with the procedures laid down in these Regulations and in the Regulations on Doctoral Studies.

11. A PhD degree shall be conferred upon a person who has successfully completed full-time (up to 4 years) or part-time (up to 6 years) doctoral studies, prepared a dissertation and publicly defended it at ISM (except in the case of a double degree with ISM studies), or a person who has publicly defended an externally prepared dissertation at ISM (except in the case of a double degree with ISM studies),.

12. Doctoral studies are funded through the appropriations from the state budget, income from tuition fees, competitive research funding, research activities and services, state, international and foreign foundations and organisations, and other legally obtained funds of the Institutions of the Doctoral studies.

13. Funds for PhD students' research, internships, conferences, activities of the Committee, for the members of the Defence Board, for the work of the PhD supervisors, advisors, lecturers and social security, for the printing of the thesis and its abstract, as well as for other expenses related to the doctoral studies and the award of the PhD degree, shall be provided for in the budget of ISM.

## **CHAPTER II. ORGANISATION OF DOCTORAL STUDIES**

14. Doctoral studies shall be organised in compliance with the Regulations. The Committee shall coordinate the organisation of doctoral studies and conducting research and their quality assurance.
15. The Doctoral School shall organise and administer doctoral study processes in compliance with the Law on Higher Education and Law, ISM Statute and the Regulations.
16. The Committee shall approve the topics and the terms and results of the competition for the supervisors of doctoral students, the rules for the competition for doctoral candidates and for admission to the doctoral programme, approve the supervisors and research advisors of doctoral students, and approve the admissions committee for doctoral studies, approve the subjects of doctoral studies, consider and approve doctoral students' work plans, decide on the progress of doctoral students' work plans and on their adjustment, carry out the assessment of doctoral students, appoint reviewers for doctoral dissertations, evaluate doctoral dissertations, set up the doctoral defence boards and set the date for the defence of a dissertation.
17. The Committee shall meet at least twice a year. Committee meetings may take place via teleconference. The Chairperson of the Committee shall call Committee meetings and organise their work; in the absence of the Chairperson, the latter shall be temporarily substituted by a Committee member appointed by the Chairperson. The Chairperson of the Committee shall study the documents received prior to the meeting or entrust a Committee member to do that, chairs Committee meetings, and signs documents related to the Committee meeting. Committee resolutions shall be taken by a two-third vote of the Committee members, including members participating in the meeting via teleconference. Decisions of the Committee may also be taken by voting by other electronic means (e.g. e-mail).
18. The Committee member shall get acquainted with the documents provided prior to the meeting, voice their opinion on them during the meeting and carry out assignments of the Chairperson of the Committee.
19. A meeting secretary shall manage the documentation of Committee meetings and sign the meeting minutes.
20. Resolutions taken by the Committee shall be deemed valid when two thirds of the Committee members, including the Chairperson of the Committee, take part in the meeting (inclusive of members participating via teleconference). Committee members who may not attend a meeting may voice their opinion upon the matters discussed at the meeting in advance in writing or by email to the Chairperson of the Committee. Correspondence of the kind shall be read during the meeting. Minutes and resolutions of Committee meetings shall be forwarded to the Doctoral School that shall pass the information on to responsible persons at Doctoral institutions.
21. Other external persons may be invited to attend Committee meetings. Discussion of items on the Committee meeting agenda, passing of resolutions and voting may be executed through electronic means of communication and confirmed through email. The Doctoral School shall be responsible for the retention of respective documentation.
22. Under the conditions and procedures laid down by the Committee, the Doctoral School shall publish notices on competitions for topics and supervisors, and open competition for the admission to doctoral studies; manage the funds allocated for the organising of doctoral studies; accept documentation submitted by applicants, draft orders on doctoral study

conduct, appointment of supervisors and consultants, defence board formation; organise work plan development, dissertation and summary publishing, dissertation defence; provide appropriate conditions to Doctoral students for their work plan development and implementation, development and defence of the dissertation; compile and retain personal files and other documentation of doctoral students; produce and provide reports on the progress of the doctoral studies.

23. The Doctoral School shall submit reports on the progress of the doctoral studies to the Ministry of Education, Science and Sport of the Republic of Lithuania, Research Council of Lithuania and other institutions, manage and administer information and related material on the progress of the doctoral studies, manage the printing, recording and registration of PhD degree diploma forms, issue and register PhD degree diplomas.
24. The research department at the Doctoral institution at which a doctoral student seeks to gain a doctor's degree shall provide the student appropriate conditions for the work plan implementation, monitor the progress of their doctoral studies, encourage their mobility, provide support throughout the study process in developing their research excellence, and may provide recommendations at Committee assessment meetings on doctoral student progress in doctoral studies and research and advisability on doctoral study continuation.
25. Research departments of foreign Doctoral institutions shall coordinate doctoral courses, short and long-term internships, faculty exchange, research conduction by doctoral students and other activities agreed on in the agreements with foreign Doctoral institutions. Departments of doctoral studies and international relations at Doctoral institutions shall coordinate cooperation between partner institutions.
26. Agreements with foreign Doctoral institutions shall be signed for a period of five years, and shall be renewed under the terms and conditions stipulated in the agreement. The agreement shall specify activities of the Committee, delegation of members to the Committee, organising of the doctoral studies, admission to the doctoral studies, supervision of doctoral students, assessment of doctoral students, faculty and doctoral student exchange, organising of doctoral student research and courses, the funding of the doctoral studies, other terms and conditions of the doctoral study organising, and foresee the assurance of the doctoral study continuity.
27. The doctoral studies shall be conducted in the English language.

### **CHAPTER III. ADMISSION TO THE DOCTORAL STUDIES**

28. The Doctoral School shall announce a competition for dissertation topics and supervisors of doctoral students no later than six weeks prior to the admission to the doctoral studies. The Committee shall establish the terms and conditions of the competition.
29. The Committee shall approve the list of dissertation topics and supervisors of doctoral students. The Committee may form a priority list of dissertation topics and supervisors of doctoral students. The terms and conditions of the admission to the doctoral studies and the list of dissertation topics and supervisors of doctoral students shall be published on the website of the Doctoral School.
30. The Committee shall approve the criteria for the admission to the doctoral studies, their weighting coefficients and the procedure for computing the complete score.
31. Persons who hold a Master's or an equivalent degree are eligible to participate in the competition for the admission to the doctoral studies. EU citizens participate in the competition for state scholarships under the general procedures; non-EU citizens

participate in accordance with the national legislation in force at that time. Doctoral students who voluntarily terminate their studies, do not return after a break in their studies, or are removed from their Doctoral studies by decision of the Committee, shall not be eligible for a Doctoral place with a State study grant if they have already studied for more than half of the duration of their Doctoral studies in a Doctoral place financed by the State budget. A candidate to the doctoral studies shall submit an application to participate in the competition for the admission to the doctoral studies to the Doctoral School. Along with the application, the candidate shall submit the following documents:

- 31.1 a Master's or a single cycle degree diploma and its supplement (the originals and copies; the originals shall be returned);
  - 31.1 a certificate on the recognition of the higher education qualification, provided the Master's degree or equivalent higher education qualification were acquired abroad;
  - 31.2 reference letters provided by two researchers;
  - 31.3 a curriculum vitae;
  - 31.4 a list of research publications and their copies;
  - 31.5 a research proposal;
  - 31.6 a copy of a personal identity document;
  - 31.7 other documents specified in the call for applications to the admission to the doctoral studies.
- 32 The competition for the admission to the doctoral studies shall be organised by the ISM Doctoral School and conducted by the Admission Commission formed by the Committee. Applicants must attend the interview with members of the Admission Commission in person or via teleconference. The Admission Commission may organise an entrance examination.
- 33 The rank order of the participants of the open competition established by the Admission Commission and its decisions on candidate admission are formalised in the minutes of the Admission Commission meeting that shall be signed by the Chairperson of the Admission Commission and the secretary of the meeting. If they do not qualify for a doctoral place with a state study grant, applicants may choose a paid doctoral programme if the Admissions Committee so suggests. The Admission Commission shall provide the admission results, minutes of the meeting and the documentation to the Committee.
- 34 Provided some vacancies under the quota remain after the admission or some admitted persons do not arrive to the studies at the start of the academic year, the Doctoral School may organise a second round of the admission that shall be conducted under the same procedure, or may admit applicants who were in the main admission competitive queue and who have been invited to study for a paid doctoral programme to doctoral places with a state study grant.
- 35 An applicant who has not been admitted to the studies may submit an appeal to the Admission Commission within the period of three working days following the announcement of the decision of the Admission Commission; the Admission Commission shall review the appeal and respond to it within five working days. In case of a negative response, the applicant may submit an appeal to the ISM Rector who shall review the appeal and respond to it within ten working days.
- 36 The results of admission to the doctoral programme shall be approved by an order of the ISM Rector, indicating the field of research, the form of doctoral studies, the duration of the doctoral programme, and the nature of funding. The order shall be drawn up by the ISM Doctoral School. A study agreement shall be concluded with the student.

- 37 The Committee shall approve the dissertation topic and the supervisor for the admitted doctoral student. The Committee approval shall be formalised in the minutes that shall be provided to the Doctoral School.
- 38 The Doctoral School shall retain personal files of doctoral students (or persons who wish to gain a doctor's degree on an external basis) throughout the course of the doctoral studies and two years after their completion. Afterwards the files shall be transferred to the ISM archives. A personal file shall contain the following documentation:
  - 38.1 an application for the admission to the doctoral studies with supplementary documents specified in the call to the admission to the doctoral studies;
  - 38.2 documents on the admission to the doctoral studies;
  - 38.3 a study agreement;
  - 38.4 a work plan of the PhD student;
  - 38.5 documents on the extension of study or research programme deadlines of the doctoral student;
  - 38.6 records of the doctoral student's examination results, other documentation certifying the completion of study courses;
  - 38.7 documents on the doctoral student's internships and research visits;
  - 38.8 a list and copies of research papers published by the doctoral student, or accepted for publication;
  - 38.9 a decision on the termination of the doctoral studies, provided the doctoral student has been expelled from the doctoral studies based on the outcome of the academic assessment or other reasons, or has voluntarily terminated the studies;
  - 38.10 the doctoral student's application to defend the dissertation and accompanying documents (extracts from the minutes of the Committee reviews of the dissertation, reviews by the doctoral student's Supervisor and Consultant, reviews and comments on the dissertation, minutes of the Defence Board appointment and the defence of the dissertation, etc.);
  - 38.11 a declaration of originality signed by the doctoral student certifying that the dissertation has been developed independently;
  - 38.12 a copy of the dissertation;
  - 38.13 a document certifying a copy of the dissertation has been provided (sent) to Martynas Mažvydas National Library of Lithuania;
  - 38.14 consent to present one copy of the successfully defended dissertation to Martynas Mažvydas National Library of Lithuania (except for dissertations defended in closed meetings) and publish the dissertation in the Lithuanian Electronic Thesis and Dissertation Database (ETD) within two weeks from the dissertation defence;
  - 38.15 audio recording of the dissertation defence in an electronic storage medium;
  - 38.16. a voting report of the Defence Board resolution on the award of the doctor's degree;
  - 38.17. a copy of the doctoral degree diploma.
39. The personal file of the applicant who has not been admitted to the doctoral studies or who has not completed the doctoral studies shall be retained for the period of one year at the ISM Doctoral School, and subsequently transferred to the ISM archives.

## CHAPTER IV. SUPERVISION OF DOCTORAL STUDENTS

40. The doctoral studies and research of a doctoral student shall be supervised by an academic supervisor. Supervisors shall be researchers who conform to the minimum qualification requirements set for persons seeking the position of a senior researcher at ISM. A PhD supervisor or advisor may be a researcher from a foreign research and education institution. In cases where the supervisor is from a foreign research and study institution, the doctoral student's consultant must be from ISM. A supervisor may supervise a maximum of five doctoral students at any one time. In the course of a doctoral programme with companies, institutions or organisations, two supervisors shall be assigned to the doctoral student, one from ISM and one from the company, institution or organisation. The supervisor from the enterprise, institution or organisation must be a researcher in the same field of science as the doctoral candidate and shall not be subject to the requirements laid down in these Regulations.
41. A doctoral student may be assigned consultants. A doctoral student shall file a motivated request with the recommendation of the Supervisor to the Committee regarding the appointment of a consultant. The Committee shall review and approve the appointment of a consultant by taking into account the argumentation provided by the Supervisor, and the competency and necessity of a consultant. Researchers holding a doctoral degree from the same or a different field of research may be consultants. The doctoral consultant, together with the supervisor, supervises the doctoral student's research, advises the doctoral student on specific methodological, interdisciplinary, and other research issues, coordinates the research, or supervises an extern.
42. The written consents of the supervisor and advisors and the documents proving compliance with the qualification requirements of the participants in the doctoral process shall be kept by the ISM Doctoral School.
43. The Supervisor, together with the doctoral student, shall develop a work plan of the doctoral student for the entire study period and revise it in the course of the studies; develop a work and meeting plan at the start of each semester and a report on its implementation at the end of the semester, provide methodological assistance to the doctoral student, monitor the progress of the doctoral studies of the doctoral student on a regular basis; provide support to the doctoral student in dealing with organisational matters of studies, conducting the research and dissertation development; during each assessment of the doctoral student, submit a report on the implementation of the student's work plan and progress; upon the doctoral student's submission of the dissertation, provide commentary to the Committee on its appropriateness for the public defence; participate in meetings related to the doctoral studies, assessments of doctoral students and other events organised by the ISM Doctoral School. The Supervisor may submit a proposal to the Committee on the appointment of a consultant for a doctoral student and propose appropriate candidates.
44. A Doctoral student shall have the right to file a motivated request to the Committee to replace the Supervisor or Consultant. The decision in regards to the doctoral student's request shall be taken within two months from its receipt. In case the request of the doctoral student is approved, the Committee shall appoint another supervisor meeting the qualification requirements set for supervisors of doctoral students, taking into account the topic of the doctoral dissertation.



## CHAPTER V. WORK PLAN OF A DOCTORAL STUDENT

45. The doctoral studies shall comprise at least 3 courses that shall jointly amount to no less than 30 ECTS credits. The courses do not have to be limited to the topic of the dissertation under development but may include general skill development (e.g. development of project grant proposals, issues related to ethics and procedures, and copyright, communication skills, research result dissemination, etc.) which may amount to no less than 5 ECTS credits. It is recommended that the PhD student's work plan should include an internship(s) abroad. Teaching internship shall be carried out in accordance with the procedures laid down by the ISM, the nature of which shall be agreed with the Supervisor and the Committee. The courses shall be delivered in the English language, unless the Committee decides otherwise.
46. The Committee shall approve courses, the language of instruction, and course syllabi. The ISM Doctoral School shall develop course delivery plan and prepare a lecture, seminar and examination schedule.
47. No later than within one month from the appointment of the Supervisor, a doctoral student together with the Supervisor shall prepare his/her study and research plan for the entire study period. Doctoral students of the full-time studies shall revise their work plan at the end of the 4<sup>th</sup> study semester, and doctoral students of the part-time studies at the end of the 6<sup>th</sup> semester. The work plan of a doctoral student, agreed with the Supervisor, shall be approved by the Committee.
48. Targeted research shall be conducted from the start of the doctoral studies. The work plan of a doctoral student shall comprise the following: studying academic literature, conducting research, analysing data, drafting and publishing research papers, presenting research papers at international conferences, internships, disseminating research, preparing a dissertation, etc.
49. In agreement with the Supervisor, a doctoral student shall submit an application to the ISM Doctoral School to take doctoral courses at universities abroad. The application shall be accompanied by the course syllabus and information on the intended date of its attendance. The Chairperson of the Committee shall decide on the appropriateness of the selected doctoral course. Expenses related to the attendance of a course at a foreign university shall be reimbursed in accordance to the Procedure for the reimbursement of expenses related to course attendance abroad.
50. Study credits may be accumulated through the attendance of international doctoral schools, seminars or partial studies abroad. The Committee shall take the decision on their recognition.
51. A doctoral student shall study and conduct research in accordance to the approved work plan. The content, scope, quality and deadlines of the conducted research shall be evaluated during the assessment of the doctoral student.
52. Doctoral institutions shall provide possibilities to doctoral students to use the available equipment and tools that may be required for conducting research.
53. Doctoral students may be eligible for reimbursement of the costs of participation in research conferences and seminars, in accordance with the Conference Funding Procedure, and for reimbursement of research costs, in accordance with the Research Costs Reimbursement Procedure.

## **CHAPTER VI. EVALUATION AND ASSESSMENT OF KNOWLEDGE, ABILITIES AND SKILLS OF DOCTORAL STUDENTS**

54. Each doctoral course shall conclude with an examination. Examinations may be conducted in an oral or written form. After an exam is passed, a form shall be filled in and signed by the course professor. The forms shall be provided to the ISM Doctoral School and retained in the databases of the academic information system and personal files of doctoral students.
55. In case a doctoral student fails an examination, he/she may resit it once, but not earlier than one month after the date of the examination. In case a doctoral student fails an examination for the second time, the institution that organises the doctoral course may set a fee that shall be covered from the personal funds of the doctoral student.
56. The Committee may recognise as passed examinations of doctoral courses taken by doctoral students previously.
57. At the end of each fall semester, the progress of doctoral students and implementation of their study and research work plans shall be reviewed at ISM Research department. Supervisors and consultants of doctoral students shall provide reports on the progress of doctoral students in writing. The Research department shall prepare the minutes of the review meeting and provide them to the ISM Doctoral School for retention.
58. At the end of each spring semester, doctoral students shall submit their research-in-progress to the Committee. Upon the review of the work plan implementation and the quality of research, the Committee shall assess the progress of the doctoral students – favourably (approve the continuation of doctoral studies and revises the study and research work plan for the following study year) or negatively (suggest termination of doctoral studies). A doctoral student who has been negatively assessed shall be dismissed from the doctoral programme by order of the ISM Rector. If the doctoral student does not fully comply with the requirements of the study and research plan, a re-assessment may be granted by decision of the Committee no earlier than after 3 months. The Committee's minutes on the assessment of doctoral candidates and the documents submitted for the assessment of doctoral candidates shall be forwarded to the ISM Doctoral School, which shall keep these documents.
59. In case a doctoral student does not carry out his/her study or research work plan, an extraordinary review of his/her performance may be initiated at the recommendation of the Supervisor, Research Department or the Committee.
60. The Committee may appoint reviewers to assess the research-in-progress of a doctoral student. ISM Doctoral School shall organise the review process of research-in-progress and dissertations.
61. At the request of a doctoral student and recommendation of the Supervisor, the ISM Rector may extend the deadlines of doctoral studies, research, examination and other assessment.
62. Subject to the agreement of the Supervisor and the Chairperson of the Committee, a doctoral student may be allowed to temporarily, but for no longer than one year, suspend his/her studies by an order of the ISM Rector. A longer leave of absence is permissible in accordance to the procedure established by the laws of the Republic of Lithuania (e.g. illness, childbirth or parental leave, etc.).
63. In case where subject to the recommendation of the Committee the review of the progress of a full-time doctoral student who receives a scholarship is postponed for a longer period than one month, no scholarship shall be paid to him/her for the period concerned.

64. A doctoral student may conduct research or spend part of his/her studies abroad or at foreign institutions. This period shall be included into the overall duration of the doctoral studies. A doctoral student shall go on such visits under the order of ISM Rector based on the submission of an application in an established form approved by the Supervisor. The costs of the visit and/or research internship may be covered by the ISM, the Doctoral Institutions, the host institution, the doctoral student, the Lithuanian Research Council and other sources. The administration and funding of doctoral students' research visits shall be carried out in accordance with the procedures laid down by ISM.
65. Teaching internships shall be carried out in accordance with the Procedure of academic internships for doctoral students, upon the approval of its duration and form with the doctoral student and his/her supervisor. A doctoral student may have a teaching load, in case it aligns with the needs and possibilities of ISM.
66. The ISM Doctoral School and Research departments at doctoral institutions may organise theory seminars, scientific discussion, methodology workshops, doctoral schools, etc.

## **CHAPTER VII. PREPARATION AND REVIEW OF THE DOCTORAL DISSERTATION, AWARD OF A PHD DEGREE**

67. A doctoral dissertation, as a self-contained publication (except for the case specified in Item 69), shall consist of the text of the dissertation and its summary. Copies of research publications by a PhD candidate on the topic of the dissertation and links to them shall be attached separately.
68. A research monograph written solely by a PhD candidate without any co-authors may be submitted for defence as a doctoral dissertation. A summary of the monograph shall be attached to the monograph. In this case, other research publications shall be submitted if they are necessary for the presentation of the research topic.
69. A collection of research articles may also be submitted for defence as a basis for doctoral dissertation. In such a case, the dissertation shall comprise an overview of at least 1 author's quire in length, a summary in Lithuanian or in a foreign language (in a language other than the overview, recommended length – 0.5 author's quire) and copies of the PhD candidate's research publications on the subject of the thesis, indicating the specific personal contribution. The candidate shall have published the most relevant research results in no less than four articles (and be the sole author or principal co-author of at least two of them) published or accepted for publication (assigned a digital object identifier) (hereinafter DOI) in international research journals with an impact factor indexed in Clarivate Analytics Web of Science (CA Wos) database. The Committee shall decide whether the doctoral candidate's personal contribution meets the requirements of a research dissertation. In case a doctoral dissertation has been defended in the form of a collection of research articles, the articles may not be used for the defence of other dissertations.
70. In the doctoral dissertation (hereinafter dissertation), a PhD candidate must formulate a research question, define the research aim, formulate research objectives, specify the novelty of the research, overview prior research on the topic of the dissertation, provide a theoretical framing explaining the intended research problem resolution, present research methods and substantiate their appropriateness, analyse and discuss empirical research results, substantiate their reliability and relationship with prior research data, draw up conclusions and mention other aspects the PhD candidate may find relevant. Along with

the dissertation, the candidate shall submit a list of research conferences at which he/she presented findings of his/her dissertation research, and a description of their personal life and scientific and creative activities. The recommended length of a dissertation is eight to ten author quires (one quire equals to 40,000 characters). The text of the dissertation shall be written in English, or any other foreign language if the Committee approves it.

71. The summary of the dissertation (recommended length shall be no less than 0.5 and no more than 1 author's quire) shall be written in Lithuanian or other language (in a language other than the text of the dissertation). In case a dissertation is written neither in Lithuanian nor English two summaries shall be prepared (one in Lithuanian and one in English). The dissertation and summary shall be written following the established rules and requirements of a respective language. The summary shall define the research problem addressed in the dissertation, set out research aim and objectives, disclose the scientific novelty of the research, provide a theoretical framing explaining the intended research problem resolution, research methodology, key research findings, conclusions, a list of research articles by the candidate on the topic of the dissertation and a short description of the candidate's research activities. The summary in one language shall be no longer than one author's quire. An example of the first and second pages of the dissertation is provided in Appendix 1.
72. A doctoral student may defend a dissertation provided he/she:
  - 72.1. has passed all examinations and accomplished all other activities specified in his/her work plan;
  - 72.2. in the preparation of the dissertation referred to in point 67, has published his/her key research findings in at least two articles (and is the sole author or principal co-author of at least one of them) in peer-reviewed research publications assigned a DOI, or other justification for acceptance for publication, or in a scholarly monograph, one of which has been published in an international journal where more than half of the editorial board members are from outside the country of publication, or in scholarly journals with a citation rate in the Clarivate Analytics Web of Science or Elsevier Scopus databases, or in a scholarly monograph that has not been presented in existing dissertations. The Committee shall decide whether the doctoral candidate's personal contribution meets the requirements for a scientific dissertation.
  - 72.3. has presented research findings in at least 2 international research events (conferences, seminars, etc.);
  - 72.4. has completed at least one doctoral course at a foreign institution;
  - 72.5. has completed an internship of at least three months at a foreign research or study institution (institutions) (recommended); a doctoral student may have completed an internship at a company, institution or organisation in Lithuania or abroad;
  - 72.6. meets other requirements stipulated in the Regulations.
73. A doctoral student of ISM or other research institution shall submit an application to defend the dissertation that shall be addressed to the ISM Rector and attach the following documents:
  - 73.1. copies of a Master's degree diploma, or a diploma of an equivalent higher education qualification (doctoral students from ISM are not required to submit them);
  - 73.2. a list of research publications on the topic of the dissertation and their copies (in case an article is not yet published, a confirmation of the editorial board on the acceptance of the article for publication has to be attached);

- 73.3.a description of the PhD candidate's personal life, research and creative activities, - a curriculum vitae;
  - 73.4.certified copies of records of doctoral courses passed in accordance with the doctoral study programme (ISM doctoral students do not need to attach them; they shall be prepared by the Doctoral School based on the documentation in the PhD candidate's personal file and records in the databases);
  - 73.5.the doctoral dissertation (2 copies);
  - 73.6.Supervisor's and consultant's (if applicable) feedback on the suitability of the dissertation for public defence;
  - 73.7.a consent to provide one copy of the successfully defended dissertation to Martynas Mažvydas National Library of Lithuania (except for dissertations defended in closed meetings) and publish the dissertation in the Lithuanian Electronic Thesis and Dissertation Database (ETD) within two weeks from the dissertation defence.
74. Upon the verification of the conformity of the provided documentation to the formal requirements, the ISM Doctoral School shall submit the PhD candidate's application to the Committee.
75. Within a month from the receipt of the PhD candidate's application to defend the doctoral dissertation and the manuscript of the dissertation, the Committee shall appoint no less than one reviewer to examine the compliance of the dissertation with the requirements for dissertations set out in the Regulation.
76. No later than 2 months after the submission of the documents, the Committee shall assess the compliance of the dissertation with the requirements for dissertations laid down in the Doctoral Regulation and the doctoral student's contribution to research publications on the subject of the dissertation.
77. The Committee may take the following decisions:
- 77.1.the dissertation is adequate and meets the requirements stipulated in the Regulations of the academic doctoral studies and these Regulations, the doctoral student has fulfilled the requirements set out in the Regulations of academic doctoral studies and these Regulations, and the dissertation may be submitted for defence without any amendments;
  - 77.2.the dissertation requires revising. In that case, the dissertation shall be returned to the doctoral student and a deadline to complete revisions set;
  - 77.3.the dissertation does not meet the requirements.
78. Provided the dissertation meets all requirements, the Committee shall:
- 78.1.form a Defence Board consisting of no less than five researchers and appoint one of them the Chairperson of the board. There must be no conflicts of interest between the members of the Defence Board and the PhD candidate or his/her Supervisor (if applicable) (or consultant where the dissertation is defended on an external basis). Members of the Defence Board may not have joint publications with the doctoral candidate. More than half of the members of the Defence Board may not have any publications co-authored with the supervisor in the past five years (or consultant where the dissertation is defended on an external basis). At least one member of the Defence Board shall represent a foreign institution of research and education;
  - 78.2.determine the language of the meeting of the Defence Board;
  - 78.3. oblige the ISM Doctoral School to obtain the consents of the intended members of the Defence Board and documents (curricula vitae, research activity,

lists of publications, etc.) proving their compliance with the qualification requirements;

78.3.propose a date for the dissertation defence.

79. Upon receipt of the record of the Committee decision on the defence of the dissertation, the ISM Doctoral School shall prepare a plan for concluding the dissertation and its printing and provides it to the doctoral student for implementation. ISM shall cover the costs related to the printing and shipping of the dissertation and its summary.
80. No later than 30 calendar days prior to the defence of the dissertation, the ISM Doctoral School shall:
  - 80.1.deliver the dissertation to the members of the Defence Board;
  - 80.2.upload data about the dissertation intended for defence and a hyperlink to the website on which the prepared dissertation is published in the dissertation database administered by the Research Council of Lithuania in the manner set forth thereby (except for dissertations to be defended in closed session)..
81. Members of the Defence Board shall provide their written comments on the dissertation to the ISM Doctoral School no later than 5 working days before the defence of the dissertation. The ISM Doctoral School shall pass them on to the doctoral student.
82. The dissertation shall be defended at ISM (except in the case of a double degree with ISM), in the English language in a public meeting of the Defence Board. In cases where the meeting is held in another language, the doctoral Committee shall decide upon the necessity of the interpretation. The meeting of the Defence Board shall be organised following the procedure set forth in the Regulations of the Defence Board of the doctoral dissertation (Appendix 2). The chairperson of the Defence Board shall preside the meeting. The meeting shall be deemed legitimate when attended by more than half of its members (including those participating via teleconference. The comments of the members of the Defence Board and other persons on the dissertation not attending the meeting shall be read during the meeting.
83. If the dissertation deals with issues related to the provisions of the Law on the Legal Protection of Trade Secrets or the Law on the Foundations of National Security, the dissertation may, by decision of the Committee, be defended in closed session. The announcement of the dissertation defence shall state that the hearing is closed.
84. During the defence, the author of the dissertation shall present key findings and conclusions of his/her research and specify his/her contribution to the submitted publications. Members of the Defence Board shall provide a well-reasoned evaluation of the scholarly level of the dissertation, originality and novelty of the findings, reliability and validity of the conclusions, specify shortcomings and inaccuracies of the dissertation, and the scientific competence of the author of the dissertation during its defence. The author of the dissertation shall respond to all questions and comments.
85. After the discussion with the author of the dissertation, the members of the Defence Board shall decide upon the award of a PhD degree to the candidate. Members of the Defence Board who participate in the meeting via teleconference shall also take part in the voting. A decision shall be adopted if more than half of the members of the Defence Board vote in favour. In the event of a decision not to award the doctor's degree, the reasons for the decision shall be stated in the minutes of the vote. The voting record shall be signed by all members of the Defence Board who were directly present at the meeting. The results of the vote shall be announced by the Chairperson of the Defence Council.
86. Provided the Defence Board decides that a doctor's degree may not be awarded, revised and/or supplemented dissertation may be submitted for defence no sooner than after one year.

In that case the doctoral degree shall be attained on an external basis in accordance to the requirements set forth in Chapter 8 of the Regulations. In case of academic dishonesty (plagiarism and/or other violation of academic ethics and procedures), the dissertation may not be defended.

87. The ISM Doctoral School shall manage the Defence Board documentation and organise its meeting. Upon the defence of the dissertation, all documentation related to the defence, including the meeting minutes and the Defence Board decision on the award of the doctor's degree, shall be passed on to the ISM Doctoral School. Based on it, the ISM Doctoral School shall prepare and issue a diploma. The researcher shall be awarded a PhD diploma after the dissertation has been uploaded on the Lithuanian Electronic Thesis and Dissertation Database (ETD).
88. The ISM Doctoral School shall inform the Research Council of Lithuania in the manner set forth thereby about the outcome of the defence no later than within 20 working days after the dissertation defence meeting. The notice sent to the Research Council of Lithuania shall specify the reasons due to which the dissertation was deemed not defended or the defence did not take place. Information on the defended dissertation shall be uploaded to the dissertation database administered by the Lithuanian Research Council in accordance with the procedure established by the Council. Within 2 weeks from the dissertation public defence a copy of the dissertation (except for dissertations defended in closed meetings) shall be provided to Martynas Mažvydas National Library of Lithuania and uploaded on the Lithuanian Electronic Thesis and Dissertation Database (ETD).
89. In case where a doctoral student submits a dissertation by the end of the doctoral studies but fails to defend it before the end of the studies, the dissertation may be defended according to the standard procedure within 12 months following the completion of the study period. A dissertation that has not been defended during this timeframe shall be defended on an external basis in accordance to the requirements set forth in Chapter 8 of the Regulations. A dissertation shall be deemed as defended on due time provided it was defended no later than one year from the completion of the study period.

## **CHAPTER VIII. OBTAINING A DOCTORAL DEGREE ON AN EXTERNAL BASIS**

90. A person who holds a Master's or an equivalent higher education degree is eligible to seek a doctoral degree on an external basis (hereinafter an external candidate). An external candidate must have published his/her research findings in a scientific monograph or at least two research articles in peer-reviewed research publications specified in Item 72.2 of the Regulations, and have prepared a manuscript of the dissertation.
91. The application to the ISM Rector for permission to defend the PhD thesis externally is submitted to the ISM Doctoral School. The request shall be accompanied by:
  - 91.1. a manuscript of the dissertation or a published research monograph;
  - 91.2. a list of research publications and their electronic copies;
  - 91.3. copies of a Master's or an equivalent higher education degree diploma and its supplement;
  - 91.4. records of doctoral courses passed (if any);
  - 91.5. a description of one's personal life, research and creative activities;
  - 91.6. a copy of a personal identity document.

92. The ISM Rector or his/her authorised representative shall forward the application to the ISM Doctoral School, which, after having established that the documents submitted meet the admission requirements, shall submit the application and its appendices to the Committee.
93. The Doctoral Committee shall examine the submitted material and decide if the manuscript of the dissertation or the published scientific monograph meets the requirements of a doctoral dissertation no later than 3 months from the date of the receipt of the application.
94. The Doctoral Committee shall appoint at least two reviewers to evaluate the dissertation. The Committee shall organise a meeting at which the external candidate presents the dissertation, and decide if the submitted material meets the requirements of these Regulations.
95. If after the examination of the application the Committee arrives at a favourable decision, the Committee shall take the following actions:
- 95.1. appoint an academic consultant;
  - 95.2. determine doctoral courses to be followed and set a timeframe for taking respective examinations, or pass a decision to credit previously completed doctoral courses;
  - 95.3. set a date for the defence of the dissertation which may not be later than within one year from the date on which a favourable decision was passed.
96. The external candidate shall cover all direct costs of the Doctoral institution related to the obtaining of a doctor's degree.
97. If after the examination of the application the Committee arrives at a negative decision, the external candidate may submit a repeat application no sooner than within one year from the date of the decision.

## **CHAPTER IX. AWARD AND REVOCATION OF A DOCTORAL DEGREE**

98. The PhD degree is awarded and the diploma is issued by ISM. The registered doctoral diploma shall be awarded to the researcher in accordance with the procedure laid down by the ISM. The form of the doctoral diploma and the procedure for the production, record-keeping and registration of diploma forms shall be laid down by the legislation of the Republic of Lithuania and the legislation of foreign doctoral institutions.
99. The institution that has awarded a person a doctoral degree may revoke the decision to award a degree (including degrees awarded prior to the entry into force of these Regulations) in the following cases:
- 99.1. an act of academic dishonesty has been established;
  - 99.2. a doctoral degree has been awarded in violation of the Regulations.
100. A degree is revoked when the Ombudsperson for Academic Ethics and Procedures takes a binding decision to do so. The Ombudsperson for Academic Ethics and Procedures may oblige the institution to revoke the decision to award a doctoral degree taken by the institution before the date when the Regulations came into force.
101. In case the institution which has awarded the degree has been liquidated, the decision on the degree revocation shall be taken by the Lithuanian Research Council.
102. An appeal against a non-awarded degree, rejection of an application of an external candidate to defend a dissertation and other matters related to the doctoral study administration shall be addressed to the ISM Rector. The ISM Rector shall forward the appeal for examination to the Committee and/or respective departments or structures established for this purpose. The appeal shall be reviewed and a decision passed within 2 months from its receipt. Response to the appellant on behalf of the ISM Rector shall be sent within 30 days from the date of the decision.



103. In accordance with the procedure established by legal acts, a complaint regarding a non awarded doctoral degree may be submitted to the Ombudsman for Academic Ethics and Procedures.

## **CHAPTER X. ENSURING QUALITY AND ACADEMIC INTEGRITY IN THE PROCESS OF DOCTORAL STUDIES**

104. The Committee shall evaluate the doctoral programme, the quality of its conduct and organisation of the doctoral study process on a regular basis and provide recommendations on their improvement to the ISM Doctoral School, heads of Doctoral institutions or their authorised persons.

105. At the end of each academic year the chairperson of the Committee shall provide a report at the Committee meeting on the organisation of the doctoral study process, conduct of studies, doctoral student research performance, publications, internships, doctoral course completion, scientific conference and seminar attendance and other relevant information. The Committee shall analyse the state of affairs of the doctoral studies, and the quality of studies and doctoral student research and takes decisions on their improvement. The ISM Doctoral School and Doctoral Institutions shall implement the Committee decisions.

106. The quality of the doctoral study process shall be ensured pursuant to the regulations of doctoral student progress assessment, consultation and work plans for the semester agreed by doctoral students and their supervisors, the Procedure for the assessment of study courses, the Procedure for taking courses at foreign institutions, the Procedure for funding conference participation and the Procedure for research internships.

107. The progress of doctoral students shall be assessed at a Committee meeting pursuant to the Regulations of doctoral student progress assessment which provide recommendations on the end-of-year requirements for studies, research and dissertation development by a respective year of full-time and part-time studies.

108. At the start of each semester, a doctoral student together with the supervisor shall develop a consultation and work plan that shall specify meeting dates and tasks to be completed. At the end of the semester the doctoral student shall submit a report on the implementation of the work and consultation plan signed and commented by the student and the supervisor.

109. After completion of a doctoral course, a student survey shall be conducted based on the Doctoral course questionnaire. Survey results shall be reviewed by the Committee and provided to their instructors who in light of the survey results and Committee recommendations shall make necessary improvements in the course. In case of serious quality problems, the Committee shall take decisions on the improvements of the course description or replacement of instructors.

110. Expenses incurred by doctoral students in relation to internships and course attendance abroad shall be reimbursed in accordance to the Procedure for taking courses at foreign institutions. Expenses related to doctoral student conference attendance shall be reimbursed in accordance to the Procedure for funding conference participation.

111. Academic internships of doctoral students shall be performed in accordance to the Procedure for academic internships which defines the content, scope and organisation of academic internships.

112. Every 5 years the Doctoral School shall monitor the career progress of doctoral study graduates and provide its results to the Committee and Doctoral institutions and their responsible persons.

113. Doctoral studies shall be guided by high standards set by international research, study and publishing organisations and standards of research conduction and publishing ethics that shall be followed by all participants of the doctoral study process: members of the Committee, members of the Defence Board, doctoral supervisors and consultants, doctoral students, Doctoral Schools, administrative staff of Doctoral institutions, and other persons involved in the doctoral studies. The members of the Committee, Doctoral Supervisors, members of the Board of Defence, and Consultants must be of outstanding reputation as defined in the Law on Science and Studies of the Republic of Lithuania.

114. Doctoral students shall be introduced to the requirements of the Academic ethics at the start of their studies.

115. Doctoral institutions shall follow their Codes of Ethics in force and have Committees on Ethics which shall look into any violations of ethics. The ISM Doctoral School shall have the Procedure for appeal filing and examination. Pursuant to the Procedure for appeal filing and examination, a doctoral student may appeal administrative or academic decisions taken by members of academic and administrative staff or any other person that preclude or otherwise inhibit the pursuit of an academic degree.

Sample template of the first and second pages of a dissertation (a summary in case of a scientific monograph)

Example 1. *Sample template of the title page of a doctoral dissertation*

ISM University of Management and Economics, UAB

First name and last name

TITLE OF THE DOCTORAL DISSERTATION

Doctoral dissertation

Social Sciences, Management, S 003

Vilnius, 201X

Example 2. *Sample template of the second page of a dissertation*

The dissertation was prepared in 20\_\_-20\_\_ at (Name of the Doctoral Institution) under the right of Doctoral studies granted to ISM University of Management, UAB (together with BI Norwegian Business School, Norway, and University of Tartu, Estonia) in 2017 by order No. V-574 of the Minister of Education and Science of the Republic of Lithuania of July 17, 2017.

*(In case the dissertation is defended by an external candidate)*

The dissertation was prepared in 20\_\_-20\_\_ at (Name of the Institution) and 20\_\_-20\_\_ at (Name of the Doctoral Institution) under the right of Doctoral studies granted to ISM University of Management, UAB (together with BI Norwegian Business School, Norway, and University of Tartu, Estonia) in 2017 by order No. V-574 of the Minister of Education and Science of the Republic of Lithuania of July 17, 2017.

The dissertation is defended on an external basis.

**Supervisor:**

Prof. Habil. Dr. First name Last Name (Name of the institution, area of research, field of research, field code) *(in case of two supervisors, timeframes of their supervision shall be specified)*

**Academic consultants:**

Prof. Habil. Dr. First name Last Name (Name of the Institution, country, area of research, field of research, field code)

*(In case the dissertation is defended by an external candidate)*

**Academic consultant:**

Prof. Habil. Dr. First name Last Name (Name of the Institution, country, area of research, field of research, field code)

The PHD dissertation is defended at ISM University of Management and Economics, UAB (together with BI Norwegian Business School, Norway, and University of Tartu, Estonia) in the Board in the field of Management Science:

**Chairperson:**

Prof. Habil. Dr. First name Last Name (Name of the institution, country, area of research, field of research, field code)

**Members:**

Prof. Habil. Dr. First name Last Name (Name of the institution, country, area of research, field of research, field code);

Prof. Habil. Dr. First name Last Name (Name of the institution, country, area of research, field of research, field code);

Dr. First name Last Name (Name of the institution, country, area of research, field of research, field code)

The dissertation will be defended in an open / closed meeting of the Defence Board in the field of Management at \_\_\_\_\_ (the time) on \_\_\_\_\_ (the date) at ISM University of Management and Economics, UAB

Address: Gediminas Ave. 7, (room), Vilnius, LT-01103, Lithuania; email doktorantura@ism.lt

The dissertation is available at the library of ISM University of Management and Economics and Martynas Mažvydas National Library of Lithuania.

**Doctoral Studies  
in the Field of Management at**

**ISM University of Management and Economics, UAB (together with BI Norwegian Business School, Norway, and University of Tartu, Estonia)**

**REGULATIONS OF THE DEFENCE BOARD OF THE DOCTORAL  
DISSERTATION**

**I. General provisions**

1. These regulations define the procedure of the activities of the Defence Board of the Doctoral dissertation in the field of Management (hereinafter the Defence Board) at ISM University of Management, UAB (hereinafter **ISM**) (together with BI Norwegian Business School, Norway, and University of Tartu, Estonia) established in accordance with Order V-739 of the Minister of Education, Science and Sport of the Republic of Lithuania of May 18, 2020.
2. The documents of the Defence Board shall be managed and the meeting for the defence of the dissertation shall be organised by the ISM Doctoral School.
3. The Chairperson of the Defence Board (hereinafter the Chairperson) shall organise the activities of the Defence Board. The Chairperson shall:
  - 3.1. examine the personal file of the defendant prior to the meeting to ensure that the file and related documentation (voting forms, a template of the voting meeting minutes, etc.) are in place;
  - 3.2. review provided comments on the dissertation and present them at the defence meeting or entrust a member of the Defence Board to do it;
  - 3.3. ensure that all measures necessary for the meeting conduction have been prepared (sound recording or stenography of the meeting, demonstration of visual material, and interpretation, if needed);
  - 3.4. chair the meeting of the Defence Board (in case the Chairperson appointed by the order of the ISM Rector may not attend the defence meeting, members of the Defence Board shall elect another person from amongst the members of the Defence Board to act as the Chairperson);
  - 3.5. sign the documentation related to the Defence Board meeting.
4. Members of the Defence Board shall:
  - 4.1. prior to the meeting review the submitted dissertation and its summary and verify that it is an original piece of research summarising research conducted by the doctoral student and analysing a research question within the respective field of research and that its content meets the requirements of a doctoral dissertation specified in the Regulations of the Doctoral studies at ISM (together with BI Norwegian Business School, Norway and University of Tartu, Estonia);
  - 4.2. evaluate the research publications authored by the PhD candidate, their scientific merit and whether these publications have been published in appropriate scholarly journals.
5. Defence Board meetings shall be open. In case a meeting is closed, only members of the Defence Board, the PhD candidate, the supervisor and consultants shall attend it.

## **II. The procedure of the meeting for the defence of the doctoral dissertation**

6. The defence meeting of the doctoral dissertation shall take place in the following procedure:
  - 6.1. After verifying that more than half of the Defence Board members, including members attending via teleconference (all members, in case the Defence Board is comprised of 3 members) are present, and written feedback on the dissertation have been provided by the members not attending the meeting, the Chairperson shall inform the meeting participants about it and present the members of the Defence Board and the personal file of the PhD candidate;
  - 6.2. The PhD candidate shall present the relevance of his/her dissertation, research question, aim and objectives, methodology, key findings and conclusions. The presentation shall take about 20 minutes;
  - 6.3. The Chairperson of the Defence Board shall announce the academic discussion, which shall be opened by the members of the Defence Board. The members of the Defence Board shall ask the dissertation candidate questions and the candidate shall respond to them in a substantiated manner;
  - 6.4. The floor shall be given to the Supervisor and consultants of the PhD candidate;
  - 6.5. The Chairperson of the Defence Board or a delegated member of the Defence Board shall publicly present additional written feedback on the dissertation or, upon the consent of the members of the Defence Board, present its major comments and conclusions. The PhD candidate shall respond to it;
  - 6.6. The floor shall be given to other meeting participants. The PhD candidate shall be provided possibility to speak up after any of the speeches;
  - 6.7. At the end of the Scientific Discussion, the Chairperson of the Defence Board shall make a reasoned assessment of the scientific level of the dissertation and the validity of the conclusions, and of the compliance of the dissertation, the abstract and the candidate's publications with the requirements of the Regulations on the Doctoral Programme. After any speech, the doctoral candidate must be given the right to speak;
  - 6.8. After the close of the scientific discussion the Chairperson of the Defence Board shall invite members of the Defence Board to take part in a secret ballot. After the members of the Defence Board remain alone, the voting shall take place in the following manner:
    - 6.8.1. The Chairperson of the defence Board shall hand out voting forms to the members physically present at the meeting;
    - 6.8.2. After the members physically present at the meeting have casted their votes, members of the Defence Board participating via teleconference shall inform the Chairperson of the Defence Board about their decision by electronic means of communication and the Chairperson shall record the vote of the member participating via teleconference in a separate voting form and sign it;
    - 6.8.3. Upon the close of the voting the Chairperson shall count the voting results and fill in the template of the minutes of the voting meeting. The members of the Defence Board have the right to verify the results of the vote;
    - 6.8.4. The members of the Defence Board shall confirm the results of the vote by an open vote and sign the voting record (in cases where part or all of the Defence Board participates in a teleconference, the voting record shall not be physically

signed and shall only be confirmed by e-mails) and the decision of the Defence Board as to whether or not to confer a PhD degree on the dissertation.

- 6.9 The Chairperson of the Defence Board shall read the decision of the Defence Board to the meeting participants and declare the meeting closed;
- 6.10 After the close of the meeting, the Chairperson of the Defence Board shall return the documentation related to the dissertation defence to the Doctoral School.