



DOCTORAL PROGRAMME IN MARKETING AND STRATEGY

GUIDE 2017/2018

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Universidade do Minho



universidade de aveiro
theoria poiesis praxis



UNIVERSIDADE
BEIRA INTERIOR

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DOCTORAL PROGRAMME IN MARKETING AND STRATEGY

I - THE DOCTORAL PROGRAMME

The Doctoral Programme in Marketing and Strategy is a joint project from the Universities of Minho (UM), Aveiro (UA) and Beira Interior (UBI). Drawing on the synergies of the three organizing universities, this programme aims at endowing doctoral students with a state of the art vision about the advance of scientific knowledge in these areas while benefiting from the resources of three universities.

This document aims at addressing major questions you may have regarding scientific and administrative aspects of the programme. For more detailed information the Regulation of the Programme is also included (appendix 1). However, you should take into consideration that this Regulation may change in the future according to the general guidelines of the University.

Direction

Director: Prof. Prof. Carlos Costa (UA)

Vice-directors: Prof. Mário Raposo (UBI) and Minoo Farhangmehr (UM)

Scientific Committee

Prof. Minoo Farhangmehr (UM)

Prof. Carlos Costa (UA)

Prof. Mário Raposo (UBI)

Prof. Ana Maria Soares (UM)

Prof. António Moreira (UA)

Prof. Ricardo Gouveia Rodrigues (UBI)

Prof. Helena Alves (UBI)

II - CLASSES - PRACTICALITIES

Venue

Classes will take place in the organizing universities according to a pre-organized schedule plan.

University of Minho, Campus de Gualtar, Braga.

University of Aveiro, Campus Universitário de Santiago, Aveiro.

University of Beira Interior, Faculdade de Ciências Sociais e Humanas, Estrada do Sineiro, Covilhã.

Schedule

Friday afternoon/ Saturday morning. You'll get a detailed timetable for 2017/2018. Exceptionally, classes may occur on Friday morning or Saturday afternoon or another day of the week. Should this occur, students shall be notified in advance.

Language

English is the language for communication in the classroom. Thus, lectures are in English as well as oral presentations by the students. Maximum effort will be dispensed to assure all power point presentations and class materials are in English. When invited lecturers are present this may not be always possible. Written assignments can be either in Portuguese or English depending on lecturer's decision. The thesis can also be written in Portuguese or in English as per students' decision.

Lecture Attendance

For students to approve a curricular unit, it is compulsory they attend to a minimum of 60% of allocated time.

Studying & Computer lab facilities:

University of Minho: Doctoral students have an office in the School of Economics and Management (EEG), UM at their disposal. Please ask in Gabinete de Apoio à Investigação for your key. Opening hours for EEG building: from 08:30 to 20:00

Computer labs: In the UM there is a Lab in CP1 and another one in CP2 located near the staff office. The lab located in CP2 is open from 08:00 until 20:00. The Lab located in CP1 is open from 08:00 until 23:30.

University of Aveiro: Room 10.3.43. This room is reserved for PhD students. Ask for a key in the Administrative Services.

Computer labs: students have computer lab 10.1.22 at their disposal. Opening hours: from 08:30 to 20:00.

University of Beira Interior: students have a computer lab (LABA [Laboratório de Autoaprendizagem]): opening hours from 08:30 to 20:00/21:00 during the week and 08:00 to 14:00 on Saturdays) at their disposal as well as other computers in the Faculty of Social and Human Sciences. Students can also count with technical support from the Computer Centre located at the 2nd floor of the Faculty (opening hours during the week: from 09:00 to 13:00 and 14:00 to 18:00).

Students also have at their disposal the facilities of NECE - Research Unit in Business Sciences to study and/or work.

E-learning

Lecturers have access to e-learning systems in their own universities and, at this initial implementation stage, rules have been evolving from one year to the other. Once all the information regarding students has been exchanged between universities, it will be possible for the students to have access to all services in each university regardless of where they have enrolled.

Parking

The Universities of Aveiro and Beira Interior have open campi. The University of Minho parking requires an access card. Information on how to proceed to acquire the card or renew access to the campus is released each year. Students enrolled in the University of Minho may make the necessary arrangements. The remaining students may also do so once the information regarding the final list of students enrolled has been sent to the University of Minho.

Library and databases

Students will have access to the resources of the university in which they enrolled shortly after registration. Access to the other universities' libraries and digital resources will be granted after exchange of information among universities.

Administrative services

Students have access to the resources of the university where they have enrolled immediately or shortly after registration. However, it will take some time before they have access to the services of the other two universities of the programme. The universities' administrative services will have to exchange the final lists of registered students in order to grant them full rights as students. These aspects are being solved as the joint programme develops. In case of doubts and for any question, please contact the administrative services of the University in which you have enrolled:

University of Minho_ Maria José Lage: doutoramentos@eeg.uminho.pt

University of Aveiro _ Pedro Pego: posgrad@egi.ua.pt

University of Beira Interior _ Carla Loureiro: carlalou@ubi.pt

III - ORGANISATION AND CURRICULUM OF THE PROGRAMME

Duration: 6 semesters (180 ECTS)

Part-time/Full-time regime

Students have the option to register as being part-time students. This implies doing the programme in no less than six years. This choice should be taken when registering in the PhD programme.

Part-time students should take the following courses in the first year:

First Semester - *Research Methodology* and *Option 1*, accounting for 16 ECTS.

Second Semester - *Data Analysis* and *Innovation & Entrepreneurship*, accounting for 14 ECTS.

In order to submit the thesis project, it is necessary that all the curricular units of the first year of the programme have been completed successfully.

Table 1 - Curriculum

Curricular Unit	Scientific Area	ECTS	Hours
first year / first semester			
Research Methodology in Marketing and Strategy	G(ME)	8	32
Consumer Behaviour	G(ME)	6	24
Strategic Management	G(ME)	4	16
Optional 1 - Advanced Studies in Marketing or Advanced Studies in Strategy	G(ME)	8	24
Optional 2	G(ME)/G/E/O	4	12
first year / second semester			
Data Analysis	G(ME)	8	40
Thesis Project	G(ME)	8	16
Innovation and Entrepreneurship	G(ME)	6	24
Business and Marketing Ethics	G(ME)	4	16
Optional 3	G(ME)/G/E/O	4	12
Total first year			60
second year / first semester to third year /second semester			
Thesis	G(ME)	30	

Equivalences

Requests for equivalence should be presented to the administrative services. These will be analyzed by the Programme's Scientific Committee. However, generally, Master courses grant no equivalence to PhD programme courses.

COURSE SILLABI AND RELATED RELEVANT INFORMATION

Research Methodology in Marketing and Strategy

Professor José Carlos Pinho - UM and Professor Helena Nobre - UA - 32 hours

Epistemological foundations. Constructing the research problem. Ethics and Research. Data collection and managing the data structure. Validity and Reliability. Causal Analysis and Modelling. Systematic Literature Review. Qualitative data analysis. Mixed Research Methods.

Option 1: Advanced Studies in Marketing

Professor Minoo Farhangmerh - UM - 24 hours

What is marketing? Historical development of marketing. Marketing concepts. Constructing theory. Theory and research. Marketing and science. Theoretical paradigms. Philosophy and marketing. Scientific realism. Perspectives in contemporary Marketing.

Option 1: Advanced Studies in Strategy

Professor Nina Szczygiel - UA - 24 hours

What is Strategy? The strategy Dimension: Process, Content and Context. Viewing Strategy as a Paradox. Resource Based View - Internal Competencies and Capabilities. Acquiring New Capabilities. Strategic Thinking: the paradox of Logic and Creativity. Strategy Formation: the paradox of Deliberateness and Emergence. Strategic Change: the paradox of Evolution and Revolution. Industry Context and Porter's Five Forces: the paradox of Compliance and Choice

Competitive Positioning via Cost Leadership. Competitive Positioning via Differentiation; sustainability. Business Strategy: the paradox of Markets and Resources. Corporate Strategy: the paradox of Responsiveness and Synergy. Cooperative Strategies: the paradox of Competition and Cooperation. International Context: the paradox of Globalization and Localization. Organizational Context: the paradox of Control and Chaos; the paradox of Profitability and Responsibility.

Summary and Review.

Consumer Behaviour

Professor Paulo Duarte - UBI - 24 hours

Overview: What is Consumer Research. Theoretical Advances in Consumer Research. Information Processing Theory of Consumer Behaviour. Affect and Emotions. Motivations. Social psychological dimensions of consumer behaviour - Self, Social Behaviour and the Psychology of Attitudes. Culture, Emotion and Persuasion. Message Framing and comparative advertising.

Strategic Management

Professor Mário Raposo and Professor João Ferreira - UBI - 16 hours

Overview: To understand and analyze the main theories underlying the strategic management; to characterize the strategic management process, and to provide the means and tools of strategic formulation and implementation.

Learning outcomes of the course unit: Knowledge of the major theories of management, ability to identify and develop the strategic management process, ability to articulate and analyze the concepts and techniques of strategic management; and domain of the strategic formulation and implementation tools.

Course unit contents / Syllabus: Basic concepts of strategic management. Analysis of environment and industry. Internal analysis: organization analysis. Strategy formulation. Strategy implementation, Assessment and control.

Option 2: Tourism Marketing

Professor Elisabeth Kastenholz - UA - 12 hours

Overview: What is Marketing in Hospitality and Tourism? Marketing Research in Hospitality and Tourism Services versus (or plus) Research in Destination Marketing. The specificities of the “Tourism Product” and implications on its Marketing: distinguishing single services, packages and destinations within an overall “Tourism System”. Consumer Behaviour in Tourism: market trends, motivations, facilitators and inhibitors of travel, attitudes and perceptions, the decision making process, satisfaction and loyalty. The relevance of segmentation and “management of demand”. The central role of positioning, image and brand building in the competitive international environment. The enlarged “marketing-mix”. *e-marketing* in Tourism. the Challenge of Sustainable Tourism and implications on Marketing.

Option 2: Services Marketing

Professor Cláudia Simões - UA - 12 hours

The scientific context and challenges in services marketing research. Relevant topics in services. Relationship Marketing. Emerging strands in service research.

Data Analysis

Professor Cristina Fernandes - UBI - 40 hours

1. Research philosophy and Data Analysis - relationship among ontology, epistemology, methodology and method;
2. Interdependence Analysis; a. Factor Analysis. b. Cluster Analysis. 3. Dependency Analysis; a. ANOVA. b. Regression. c. Discriminant. 4. Second Generation Analysis. a. Structural Equation Modelling. b. PLS

Innovation and Entrepreneurship

Professor António Carrizo Moreira - UA - 24 hours

Innovation: Concepts, Types, Classes and Models; Innovation: Key-success factors; factors hindering innovation; Systems of Innovation; Innovation Metrics; Entrepreneurship: Concepts, theories and models; The entrepreneur: main theories; Environment and Entrepreneurship; Particular forms of entrepreneurship.

Business and Marketing Ethics

Professor Minoo Farhangmehr - UM - 16 hours

Understanding business and marketing ethics; Ethics, business ethics, marketing ethics and corporate social responsibility - key concepts, importance, challenges and barriers;

Ethical issues in marketing management - marketing research, marketing mix and marketing strategy;

The case for critical thinking and critical marketing: notion, importance and scope. Issues of criticism - marketing concept, micro approach to marketing versus macromarketing; impact of marketing on individual consumers, society and natural environment: excessive consumption, sustainability and marketing; deceptive practices in marketing, manipulation versus sovereignty of consumers.

Option 3: Public, Non-profit and Social Marketing

Professor Helena Alves - UBI - 12 hours

Extending the scope of marketing: From for profit marketing to nonprofit and social marketing. The concept of marketing in the public sector; the detection of needs and development of public services; the public marketing plan. The application of marketing in the nonprofit sector; types of nonprofit organizations: the Non-Governmental Organizations and Private Institutions of Social Solidarity; analysis of target audiences: donors, clients and other stakeholders; the importance of volunteering and fundraising. The concept of social marketing; principles and tools in social marketing, communication, emotion and fear in social marketing. Influencing decision makers and public policy; relational marketing in the context of social marketing.

Option 3: Internationalization and Global Marketing

Professor Ana Maria Soares - UM - 12 hours

The Decision to internationalize: Global marketing in the firm; Initiation of internationalization; Internationalization theories; Development of the firm's international competitiveness; Deciding which markets to enter: The macro environment; political, economic and sociocultural; The international market selection process; Market entry strategies.

Thesis Project

Professor Minoo Farhangmehr - UM - 4 hours (+thesis project presentation seminar)

The thesis project consists of a structured and formal document where the candidate presents and justifies his research idea and how he intends to conduct this investigation. It must include a title that demonstrates the content of the proposal; the introduction to the research theme and the justification for its relevance; a literature review evidencing a solid theoretic knowledge of the field and a critical perspective, although it does not need to be exhaustive; and the methodology that is suggested. This project should also express the originality of the proposed project.

The project will be defended before a jury of doctorates. The jury may approve the project unconditionally, make a conditional acceptance subject to changes, or reject it, inviting the candidate to reformulate the project. Two rejections of the project will result in the student being excluded from the Doctoral Programme. Following approval, the investigation must proceed based on the proposed project and with the supervision of at least one doctorate lecturer. Supervisor(s) must also agree with the project.

Presentation of thesis project

In what concerns the presentation of the research projects, the following dates are applicable:

Academic year	First year	Second year
(...)	(...)	(...)
7th edition (2015/2016)	October 2016	October 2017
8 th edition (2016/2017)	October 2017	October 2018
9 th edition (2017/2018)	October 2018	October 2019

Should it be impossible for a student to work on her/his project, for duly justifiable reasons, deadline will be suspended for a period corresponding to the time of her/his impediment. Students should contact the Academic Services of the university in which they are enrolled in order to request this interruption.

Should it be impossible for a student to present the research project in the date defined, for duly justifiable reasons, the project will then be presented following the calendar above, unless otherwise decided by the Scientific Committee of the Programme.

Second Year Report (TESE 2)

The doctoral programme, in its second year, is composed by a subject called “TESE” with 60 ECTS. Students need to submit as well as publicly defend their work during the second year of the programme. We will call this work *second year report*.

As this second year report is very important in order to students proceed with their studies for the third year of the PhD programme, a set of rules were defined in order to help students to target their subjects. Accordingly, the reports should comply with the following instructions:

1. The titles of the proposal should clearly reflect the research under study;
2. Maximum length of 30 A4-sized pages. Written with 1.5 line spacing. Margins of 1.5 cm. Font: Times New Roman 12.
3. Key elements of the work:
 - a. Title
 - b. Abstract
 - c. Keywords: Max 5
 - d. Main Study Purpose and Contribution
 - e. Literature Review (LR)
 - f. Methodology
 - g. Main Results (or Logical Development of the Theme)
 - h. Conclusions and Implications
 - i. Bibliography

The assessment will be based on two topics:

1. Oral presentation;
 - a. Topic scientific pertinence
 - b. Organization and structure of the presentation
 - c. Clarity of the scientific content?
2. Written report:
 - a. LR Structure and coherence
 - b. Integration and critical interpretation of the distinct contributions of the LR
 - c. Relevance of Research Question
 - d. Methodological coherence with research questions or study purpose
 - e. Rigour, quality and diversity of references/citations,
 - f. Text quality and clarity
 - g. Degree of proficiency of the work

Students should bear in mind that this second year report is not supposed to be an “add on” to the Thesis Project (Relatório de Tese) of the 1st year. In fact this second year report should reflect the degree of evolution of the student’s research and thus, should underpin his/her way up the ladder of the PhD thesis.

Doctoral thesis

The thesis can follow either the traditional dissertation format or the article based format. Should this be the case, the articles must either be published, or accepted for publication or accepted with minor changes in journals indexed in widely accepted scientific databases.

In the preparation of your dissertation, you should follow the formatting and style guidelines of the University in which you are enrolled, regardless of whether your supervisor is from the same university.

This information can be accessed in each of the Universities, in the following sites:

University of Minho: e-learning platform - Pedagogical Council/3rd cycle students

University of Aveiro: <http://www.ua.pt/sga/PageText.aspx?id=4630>

University of Beira Interior: <http://www.academicos.ubi.pt/Pagina/legislacao#formatacao>
(Normas de Formatação Gráfica)

For the moment, this information is available in Portuguese only.

Please note that the university where you are enrolled is the university in which you will present your thesis and all administrative and formal questions should be in accordance with this University rules.

Plagiarism

Plagiarism is a form of academic dishonesty and will not be tolerated in the Doctoral Programme. Such practice may result in severe disciplinary and legal sanctions, in addition to the expulsion from the Doctoral Programme. Accordingly, students must always apply the principles of referencing.

Students will be asked to present with each work a signed declaration stating that they clearly identify and duly quote the published work of others that has been used to develop the project. A quick guide of referencing, presented below has been prepared by Professor Moritz von Schwedler.

Quick guide to referencing

Proper referencing is an essential part of academic work. On one hand, you are giving credit to the original author and on the other you provide evidence that you are well versed in the appropriate body of knowledge. Moreover, it helps the reader to assess which perspective a work was written from, if there is any bias, etc.

Introduction

There are numerous different referencing styles and you need to apply whatever is the standard which is favoured by your institution. In social sciences APA and Harvard style are some of the most common ones.

Different scenarios

There are a few different scenarios that you should be aware of.

1 - Indirect referencing

You use an indirect reference when you use someone else's ideas and concepts and also to substantiate your own arguments (if other people were of the same opinion).

Example:

What is obvious is that it is rather difficult to define what responsible and even more so sustainable behaviour is. It is therefore easier, even though it receives less attention, to define unsustainability (Callens and Wolters, 1998; Bebbington and Gray, 2001; Gray and Bebbington, 2007).

2 - Direct referencing

A direct reference needs to be used when you are paraphrasing someone else's work. For instance, it can be used if you think that another author provided an important definition or maybe if something has already been said in a very good and striking way.

Example:

Another important motivation for engaging with CSR is part of stakeholder management initiatives (Steurer et al., 2005; Solomon, 2006; Unerman, 2007; Dunfee, 2008). The importance of this issue is explained by Freeman (1984) as:

“[A] shift in traditional relationships with external groups such as suppliers, customers, owners and employees, as well as the emergence and renewed importance of government, foreign competition, environmentalists, consumer advocates, special interest groups, media and others, mean that a new conceptual approach is needed.”
(p. 27)

In this case you need to use the exact same quote and indicate any change and/or omissions. Moreover, you have to provide the page number that you got the quote from.

Referencing websites

A very specific case of referencing represents websites. They are often being used, but frequently can be an unreliable source. Nevertheless, they are a valid source of information.

Example:

When it comes to the business case it is interesting to consider what are the means and the ends or in other words are businesses actually made more sustainable or is CSR used in order to gain an advantage for the business. This point is summed up best by asking the question to whether businesses strive to “become a sustainable business - not just a business ‘with a sustainability program’” (Strategic Sustainability Consulting, 2009).

In the bibliography the website would appear in the following way:

STRATEGIC SUSTAINABILITY CONSULTING (2009) Sustainability for Every Company. Available from <http://sustainabilityconsulting.squarespace.com/> [Accessed 19/11/2009]

Alternatively, if used as a footnote, the following example could be helpful.

Example:

Despite having the highest metering rate this is only at 28.1%¹, only a legislative push could make a major difference here, as interviewees point out because it is avoided to be leading on unpopular decisions.

¹ Source: BBC (1998) BBC Water Week. Available from

<http://news.bbc.co.uk/1/hi/english/static/waterweek/index.html> [Accessed 19/11/2009]

Appendix 1 - Regulation for the Doctoral Programme in Marketing and Strategy

REGULATION FOR THE DOCTORAL PROGRAMME IN MARKETING AND STRATEGY

Article 1.

(Creation of the Programme)

The Universities of Minho, Aveiro and Beira Interior, fully designated as Universities, have established a Doctoral Programme in Marketing and Strategy, henceforth designated as a Programme, by which they may jointly confer the degree of *Doctor of Philosophy in Marketing and Strategy*.

Article 2.

(Governing bodies of the Programme)

1. The following governing bodies are in charge of the organisation of the Programme:

- a) One Director and two Vice-Directors of Programme, one seat from each of the universities involved, with a mandate of two years, to be shared on a rotational basis.
- b) The Scientific Committee of the Programme, with six members, one professor and one member from each university, with a mandate of two years, to be appointed by the Programme's teaching staff. The Committee will include the Director, who shall preside, and the two Vice-Directors.

2. The Programme's Scientific Committee is answerable to the relevant bodies of the Universities of Minho, Aveiro and Beira Interior.

Article 3.

(Tasks of the Scientific Committee and the Director)

1. The Programme's Scientific Committee will decide upon the scientific and pedagogic materials relevant to the normal functioning of the Programme, namely:

- a) Annually decide upon the teaching staff for the Programme.
- b) Annually decide upon the composition and content of the Programme's curricular units, as well as propose the corresponding distribution of service, for the approval of the relevant University bodies.
- c) Define the terms of the national and international publicity for the Programme.
- d) Propose the criteria, dates and any other items covered under Article 7 of this regulation.
- e) Propose the candidates for admission to the Programme and define the curricular component for each student.

f) Accompany the progress of each student, in the case of a supervisor not having been appointed to that effect. In this role, the Scientific Committee for the Programme may also nominate a tutor to jointly assist in accompanying the student.

g) When applicable and as agreed by the supervisor, nominate co-supervisors. The supervisor should be, except in exceptional cases, a member of the teaching staff from the Programme.

h) Propose the members for the doctoral examining boards, based on the supervisor's recommendations, and submit them for official approval and nomination.

2. The Director will guarantee the normal functioning of the Programme and be dedicated to its overall quality, namely:

a) Coordinate the activities of the Programme's Scientific Committee.

b) Take charge of all matters relating to the current management of the Programme, in particular the Planning and Budget proposals for the Programme, as well as the Progress Reports, submitting them for official approval;

c) Officially represent the Programme.

Article 4.

(Collaboration with other institutions)

The doctoral programme in Marketing and Strategy can be carried out in collaboration with other foreign universities under the terms of the protocol of cooperation established with these institutions.

Article 5.

(European Doctorate)

1. Approved by the Confederation of European Union Rectors' Conferences, the European doctorate corresponds to a title of doctor awarded by individual European universities, in the particular case of this regulation, by the Universities of Minho, Aveiro and Beira Interior.

2. The title of European doctorate is awarded according to the following requirements:

a) The candidate must be registered on a doctoral degree at the University of Minho, Aveiro or Beira Interior;

b) The candidate must have completed a period of studies or research in preparation of the thesis, for a period of not less than three months, spent at a university in another European country;

c) At least one member of the examining jury should come from a higher education institution in another European country;

d) At least two professors from two higher education institutions of two European countries, other than Portugal, must provide positive reviews of the thesis; these reviews must be taken into consideration at the first meeting of the jury, and fully included

in the respective minutes of the meeting;

e) In the public examination for the doctorate, one part of the defence of the thesis must take place in one of the official languages of the European Community, other than Portuguese, with this being explicit in the minutes.

3. Under the terms of item (b) of the previous point, there must be a specific signed protocol between the Universities of Minho, Aveiro and Beira Interior and the candidate's host University, with this institution providing a certificate of the work completed.

Article 6

(Organisation and functioning of the Programme)

1. The Programme is organised according to a system of credits which includes a curricular component of 60 ECTS and a research component resulting in the production of an original thesis, so that the student completes, in total, at least 180 ECTS.

2. The programme will be of at least 3 years duration, in the case of full-time students, or six years, in the case of part-time students. The maximum period for completion of the programme is 5 years on a full-time basis and 8 years part-time.

3. The curricular units are divided into six compulsory and three elective units. One of the elective curricular units must be selected from among two variants, Advanced Marketing Studies and Advanced Strategy Studies, in accordance with the specific area of knowledge being developed in the thesis.

4. In each academic year, the Programme's Scientific Committee will publish the complete list of elective curricular units for the taught component of the Programme, including the elective curricular units offered in the ambit of Masters Programmes or other doctorate programmes administered by the Universities. The functioning of the curricular units will be subject to a minimum of 5 students.

4. The curricular component will be conducted in Portuguese, English or Spanish and correspond to one year of full-time study.

5. The curricular units will be given at the University of Aveiro, The University of Minho or the University of Beira Interior, in accordance with the calendar and timetable defined by the Programme's Scientific Committee.

6. Within the Curricular component, some of the credits may be taken in a scientific area outside that of the doctorate, subject to the approval of the Programme's Scientific Committee.

7. Depending on the student's curriculum, the Programme's Scientific Committee can award credits towards the curricular unit for work already done. In this case, the student must submit a request to the University at which they are registered. The request will be reviewed by the Programme's Scientific Committee and then submitted to the relevant bodies of the institution for approval.

8. The taught part of the programme cannot exceed a period of two consecutive academic years for full-time students, and three years for part-time students.

9. By the end of the taught part of the programme the student must define their project for the thesis: this will comprise a full revision of the literature, a theoretical framework for the intended hypotheses, and the methodology to be applied.
10. In exceptional cases, the Programme's Scientific Committee may, at the request of the interested party, authorize an extension for the submission of the project up to a maximum period of three months, without this implying an extension of the overall duration of the doctorate.
11. The project will be defended before a jury of doctorates.
12. The jury may approve the project unconditionally, make a conditional acceptance subject to changes, or reject it, inviting the candidate to reformulate the project.
13. Two rejections of the project will result in the student being excluded from the Doctoral Programme.
14. A positive evaluation of the project and the defense of the thesis project are the absolute requirements for continuing on the Programme.
15. This Doctoral Programme has a minimum registration period of three years for completion.

Article 7.

(Selection, calendar, number of places and fees)

The details of the selection criteria, registration dates, academic calendar, number of places, minimum number of students and fees are set annually by joint decree of the Rectors of the Universities, following the proposal from the Programme's Scientific Committee.

Article 8.

(Conditions of Access, application and registration)

1. To join the Programme the candidate must satisfy the conditions set down by national legislation, in the specific applicable norms and, in particular, comply with at least one of the alternatives stated in the items below:
 - a) Have a Masters Degree or a certificate of a second cycle of higher education in Marketing, Strategy, Management or Economics or other areas.
 - b) Have an Undergraduate Degree in Marketing, Strategy, Management or Economics or other areas (from either a national or foreign institution) and a specifically relevant academic or scientific curriculum which is recognised by Programme's Scientific Committee as evidence of the candidate's ability to complete this cycle of studies.
 - c) Have a professional or scientific curriculum which is recognised as relevant and appropriate by the Programme's Scientific Committee.
2. Application to the programme may be made at the University of Minho, Aveiro or Beira Interior.

3. Registration will be completed at the University where the application was made.

Article 9.

(Thesis and public examination)

1. The doctoral thesis may be presented in English, on the condition that the title and the abstract are also presented in Portuguese.
2. The doctoral thesis must be presented under the terms of the legislation and regulations in force.
3. The examining jury for the doctorate will be proposed by the Programme's Scientific Committee, under the terms of Article 3 (1) (h) of the present regulation, and the legislation and regulations in force.
4. The doctoral examinations will take place under the terms of the legislation and regulations in force.
5. Subject to the provisions in the previous number, the doctoral diploma will be awarded, in accordance with the applicable norms.

Article 10.

(Intellectual property)

1. Author's rights for the dissertation belong to the doctorate.
2. Without prejudice to the provisions in the previous number, the participating Universities can freely use the title and the abstract of the doctoral dissertations and permit their full consultation, namely through their documentation and library services.
3. If the research carried out by the doctoral student, in the ambit of preparing the doctoral thesis, produces innovative products or systems which warrant protection by legislation of industrial property and/or author's rights, the title of the respective rights will belong to the participating University or Universities in which that research took place or, when applicable, the respective organic bodies, as well as the research bodies or centres.
4. The terms of commercial exploration of the products or systems referred to in the previous number, as well as the sharing of any eventual profits from this exploitation, will be the object of autonomous agreement between the doctoral student and the entity/entities referred to in this same number.

Article 11

(Alterations to the Regulation)

Alterations to the present regulation are at the initiative of the Programme's Scientific Committee and should respect the terms of Article 2 (2) of this regulation.

Article 12

(Omissions)

Any omissions in this regulation will be considered with respect to the regulations of the 3rd cycle of the Universities of Minho, Aveiro and Beira Interior and resolved by the initiative of the Programme's Scientific Committee, respecting the terms of Article 2 (2) of the present regulation.