



Epistemological positioning of the **PhD thesis**

What is the ontological positioning of the PhD thesis?
 Realism <-> idealism (objectivism/subjectivism)
 What is the epistemological positioning of the PhD thesis?
 Post-positivism <-> constructivism >-> post-modernism

Article 1: Epistemological positioning Type: conceptual or empirical

Ontological positioning? realism <-> idealism (objectivism-subjectivism)
 Epistemological positioning? Post-positivism <-> constructivism >-> post-modernism

Conceptual research paper? How does your paper provoke thoughts that challenge current academic conversation (thinking, knowledge, practice), including a contribution proposing new approaches and models for application?

OR
 Empirical research paper? How does your paper reports research results based on observations or experiment (qualitative / quantitative or mix-methods)?

Article 2: Epistemological positioning Type: conceptual or empirical

See above

Article 3: Epistemological positioning Type: conceptual or empirical

See above

(more than 3 papers may be included in the PhD Dissertation)

Research object (RO) of the **PhD thesis**

What resources do you aggregate that bundles together the content of your research investigation / work?
 Topic, tools, data sets, queries used for achieving the final result (RO is included in the final PhD argument)

Article 1: Research question Theory (conceptual framework) / data

What is the research question at the core of your paper?
 What issue or problem does your paper address through adequate methodology, data-set, analysis and interpretation all in alignment?

. gap spotting: does preliminary research to learn about topical issues and narrow down your topic / determine potential research questions

OR
 . problematization: challenge and scrutinize assumptions supporting current research theoretical position (Alvesson & Sandberg, 2011)
 FINER criteria (Hulley et al., 2007): Feasible, Interesting, Novel, Ethical, Relevant. ... (continued below)

Article 2: Research question Theory (conceptual framework) / data

...(continuation)

What is the theoretical framework of your paper?
 Explain why do you choose to include one or more existing theories (in part, whole or in an integrated way), concepts and/or empirical findings from the previous literature. Show relationship between the framework and the research project (study).

What is the conceptual framework (if needed)?
 Draw your own roadmap to develop the arguments used in your discussion

What is the paper data-set?
 Characterize your collection of data, linked with the type of paper.

Article 3: Research question Theory (conceptual framework) / data

See above

PhD thesis research question

What is the question your research project aims to answer?
 . What issue or problem do you address?
 . With what kind of analysis and interpretation of data

How: this question arose during your PhD journey?
 . Before to start? > prospective approach (most of the time positivism positioning)
 . During or at the end of the journey? > retrospective approach (most of the time constructivism or post-modernism positioning)

Article-based PhD thesis format in Management

What is the research approach adopted? the type of article-based PhD format? Why does it fit with your whole research project?

. Research approach adopted: prospective (the study design is pre-defined before starting the work on the first article) or retrospective (a research object is examined in a multi-angled way through several articles, with the PhD study design carried out a posteriori)

. Format: 'PhD by publication': general introduction, presentation of the conceptual framework and epistemological positioning of the PhD thesis, chapters corresponding to the various articles produced (make the reader understand the links between these chapters), integrated discussion chapter and conclusion.

'PhD with publication': a monograph written about the entire doctoral research process with published articles or articles under review placed in an appendix. This format dissociates the articles (body of work) from the doctoral study (PhD thesis); this approach requires a clear dissociation between the epistemological positioning / the theoretical/conceptual framework of each article and the epistemological positioning / the theoretical/conceptual framework of the whole doctoral study > need of an integrative process of constructing an overarching meta-inference or meta-narrative

Does the handling of the research object fit well into the management sciences (specifically into the investigated sub-field)? identify requirements for a PhD thesis in ... (concepts in the title, supervisor as a seasoned researcher in the sub-field, PhD defence committee with a reputation in the sub-field...).

Key KSA learned during my doctoral journey Professional trajectory

What knowledge, skills and attitudes have been learned in the following dimensions:

- . academic culture knowledge and acculturation (journals, ...)
- . socializing, networking and (re)writing collaborations
- . topic fit and conceptual/methodological framing, research design (articles/PhD thesis)
- . reviewing
- . presenting (conferences)
- . relationship to time management and stress/emotions
- . research projects fundraising
- . career options
-
- > academic recognition over time / employability?

Research gap in the knowledge explored in the **PhD thesis**

What is your PhD thesis research gap (i.e. different from the gaps of your articles)? Identify the area of interest that has not been explored in previous literature to inform the design and conduct of your projects-based research (articles) to provide a better understanding of the current body of knowledge.
 7 research gap types: knowledge gap, methodological gap, empirical gap, theoretical gap, practical-knowledge conflict gap, population gap.

Findings / results paper 1

What is included in the findings/results section?
 > Answers to the question "what do we know we didn't know before our research?"

. findings coming from the study: data resulting from research (tables, charts, graphs, ...), facts, observations, ...
 . key findings highlight what is currently known and why the evidences are strength thanks to this research project
 > only results that are relevant regarding the initial research question

> reporting quantitative research results (related to hypotheses) is quite different in the format than reporting qualitative results (key themes or topics)

Findings / results paper 2

See above

Findings / results paper 3

See above

Theoretical contribution of the thesis to the field

What is important in the theoretical contribution section?
 > originality: incremental (addition of new variable in the existing theory) or revelatory (how the theory contributes towards the advancement of existing knowledge)
 > utility: scientific utility (utility of the theory in other fields of study) / practical utility (contribution of theory) (Corley & Gioia, 2011)

> propose a synthesis of all the theoretical contributions coming from the different articles constituting the doctoral thesis; organize them in such a way as to identify the blocks of contribution to the defended thesis which answers the research question crafted around the PhD research object

Methodological contribution of the thesis

What is important in the methodological contribution section?

> propose a (minor or major) shift in terms on how research is conducted
 > keep in mind potential audience and extent of change
 > is it creation, transfer, refinement and extension or reevaluation of existing methods? (Bergh et al., 2022); what is the added value?

> propose a synthesis of all the methodological contributions coming from the different articles constituting the doctoral thesis; organize them in such a way as to identify the blocks of contribution to the defended thesis which answers the research question crafted around the PhD research object

Managerial contribution of the thesis

What is important in the managerial contribution section?
 > compare the results to the action standard (what action—or non-action—should be taken in response).

> focus only on the evidence provided in the PhD thesis (evidence-based interpretation of the research results)
 > flow from the objectives
 > limitations about the using the results

> propose a synthesis of all the managerial contributions coming from the different articles constituting the doctoral thesis; organize them in such a way as to identify the blocks of contribution to the defended thesis which answers the research question crafted around the PhD research object

Final thesis defended / Final arguments

How to draw the final thesis of your PhD?

> the ultimate aim of all doctoral work is to defend a thesis, i.e. a well-argued viewpoint: "a statement or theory that is put forward as a premise (here, as a result of your PhD work) to be maintained or proved"; this point is particularly important both for the manuscript itself and for the defence
 > the thesis is a scientific response to the overall research question addressed in the doctoral thesis
 > a thesis is supported (in argumentation) by arguments; these arguments are derived from the relationship/dialogue between the contributions of the articles/chapters:

>> cross-link the contributions of the various articles/chapters to produce the PhD thesis, that is, the point of view defended (different from the doctoral PhD thesis, a long dissertation involving personal research, written by a candidate for a university degree)

PhD thesis limitations

What are the limitations of the PhD thesis?
 > identify limitations and explain how important they are
 > explain the nature of the limitations (choices justifications)

Avenues for research

What are the avenues for research post-PhD thesis defence?
 > how to overcome these limitations through future research (research questions, research projects, ...)

- Components of the PhD thesis (book) as the result of the doctoral path
- ABPhD thesis format
- Key KSA learned and professional trajectory
- Articles' design (1/2): topics and epistemological positioning
- Articles' design (2/2): research question, theory, data
- Articles' findings