



ALMA MATER STUDIORUM – UNIVERSITA' di BOLOGNA  
SEDE di FORLÌ  
FACOLTA' di ECONOMIA  
MBIntroduction1

# Mentorship/ supervision of PhD Students

The experience of Bologna University

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# Focus the problem

- The University is the best opportunity for a country to educate future generations
- The University has to move accordingly to the evolution of the society
- Faculties on business, management, economics and finance, has to work in the perspective of economic mainstreams



## Lessons from last years

- Competitiveness is not only a question of innovation but of business organization
- Quality, customer satisfaction and self achievement play a central role
- Next years will be characterized not by a general development but by a unpredictable turmoil



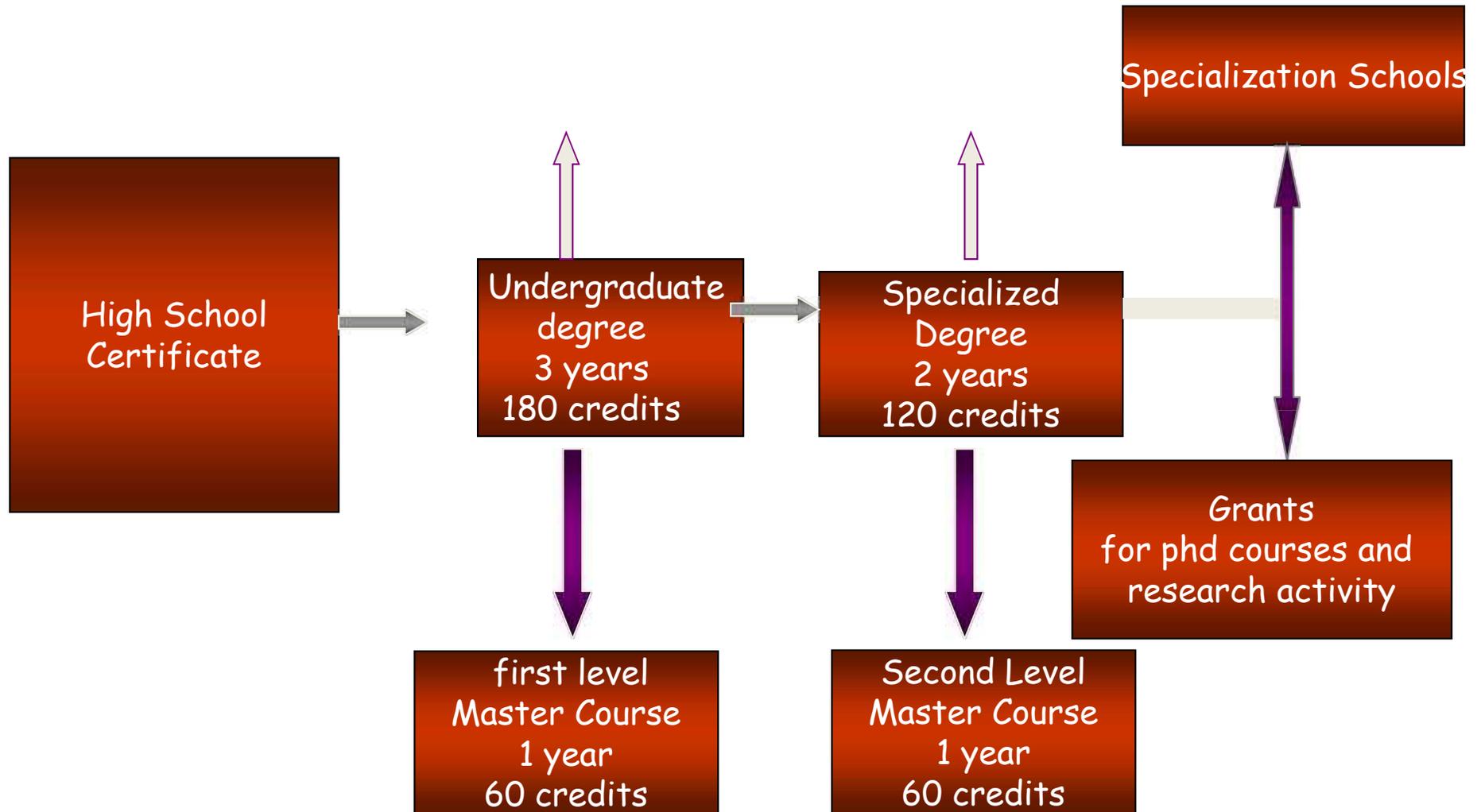
# The mission of Universities

- Bologna Process
- Lisboa Declaration
- International Organizations

tell us that Universities has to play a leading role as a community of Academicians, Administrative Staffs and Students to enforce the stabilization of the development process and to increase the competitiveness of each country



# UNIBO Degree Structure





# Degree Programmes in Bologna University

Unibo offers courses for three different levels:

## For **Undergraduate**

Undergraduate students can apply for degree courses that usually last **three years** during and for which it is necessary to obtain **180 credits**. They are the **1st Degree Courses**. After those degrees, it is possible to enter the working world or continue studying to earn a graduate degree, which takes two more years.

Undergraduate students can also apply for **One-long Cycle 2nd Degree Course**: Medicine, Dentistry, Veterinary Medicine, Pharmacy, Chemistry and Pharmaceutical Technologies, Architecture, Building and Architectural Engineering. For these courses it is necessary to obtain **300 credits** - 360 in the case of Medicine. These degrees controlled by the European Union regulations are single cycle degrees and their teaching activities are spread directly over 5 or 6 years.

## For **Graduate**

Graduate students can apply for the **Second degree courses**. These courses last two years and require the acquisition of **120 credits**.

- For **Postgraduate**

After second level degree or European specialistic degree students can carry on with their studies by: following a second level Master's degree course (at least **60 credits**); going to postgraduate specialisation schools; following a research doctorate programme (3 years); following a Post-Doctorate Research Fellowships.



# PHD Students

- Distinguish Professional PHD from Research PHD
- Focusing Studies and Dissertations on Cases or specialized Topics
- Increasing their apprenticeship ( or internship ) in Companies and Foreign Universities



## And the Bologna Process ?

- It's a mixture of previous orientations
  - 1/3 Teaching 1/3 Research 1/3 Links with the territory
  - International relationships
  - International publishing
  - Variety of independent organizations working in network with Bologna University ( Pole, Serinar, CEUB , SVIMAP )

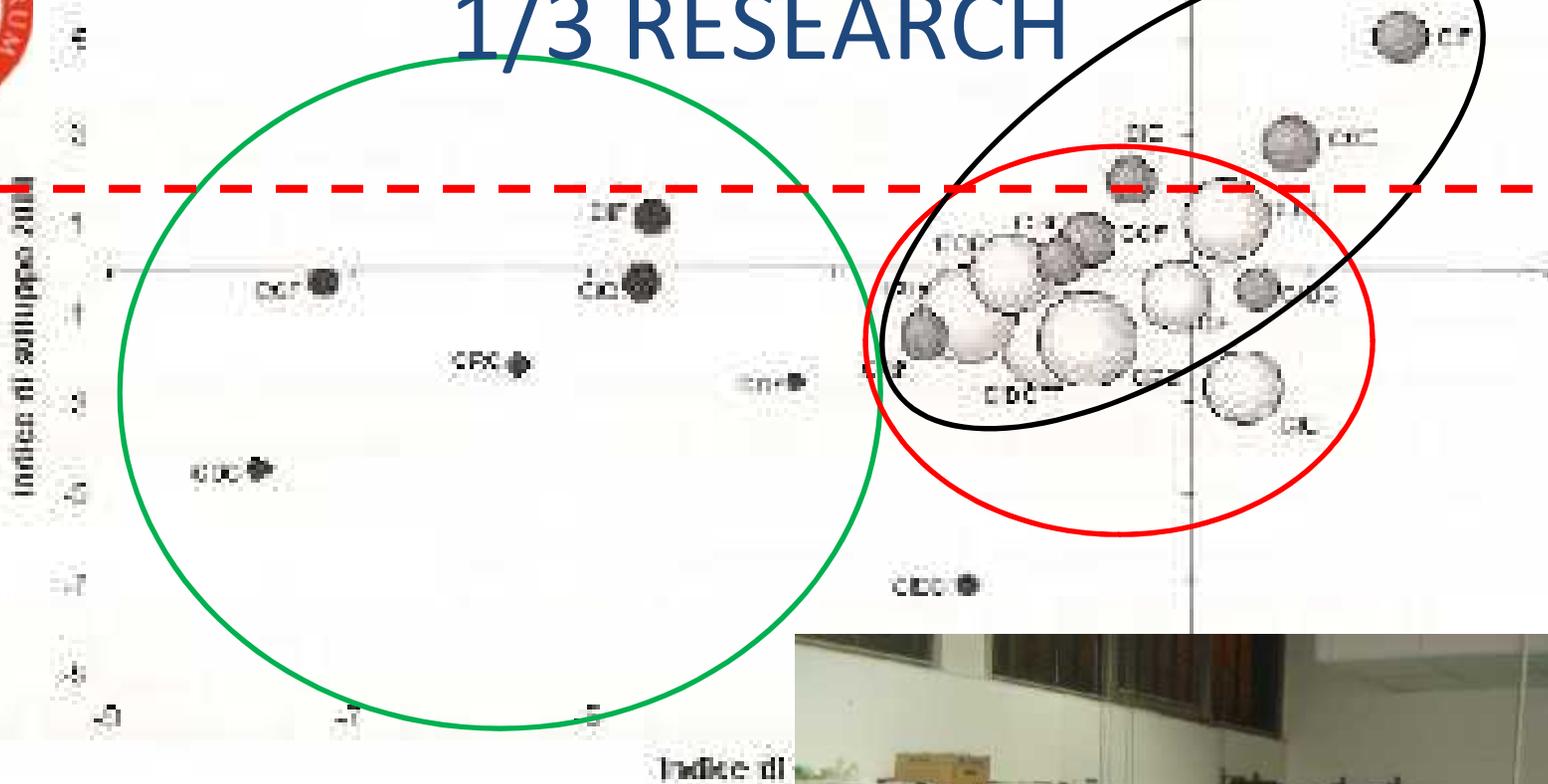


# 1/3 Teaching





# 1/3 RESEARCH



**AGRICOLTURA**  
**INDUSTRIA**  
**TERZIARIO**

- CRF - città regionali di tutti
- CRC - città industriali di Cesena
- CCR - centri di distribuzione Tarisese
- CFC - centri coordinatori cesenati
- CUC - centri integrativi forlivesi
- CEC - centri integrativi cesenati
- CIC - centri integrativi della costa





# 1/3 Territory





## The methodology

- In research
- In Dissertations
- In publishing papers

- Scientific standards ( References, international format )
- Bounded field
- Quantitative approach
- Original survey or data gathering
- Cases first



# Scientific Standards

Chapter prepared for *Renaissance in Behavioral Economics*, Roger Frantz, Routledge 2006

'X-Efficacy' vs X-Efficiency

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Introduction

I want to argue that, whatever some might think, Leibenstein was not so much a mad uncle in the Harvard faculty's attic (e.g. Stigler 1976 cf. Holden 2005), but rather a brilliant evolutionary economist struggling to escape. My point is that the non-allocative concept of

X-efficiency only makes consistent analytical sense in an evolutionary and complex systems theory-based evolutionary framework, and, moreover, implies the existence of a

companion concept: X-*efficacy*.

X-efficiency is about the economics of what you do when you know what you're doing: X-*efficacy*

is the economics of how you know what you're doing in the first place. Unpack the difference between allocative and non-allocative efficiency and you arrive at the distinction

between X-efficiency and X-*efficacy*.

Leibenstein first explained the difference between allocative and non-allocative (i.e. X-) efficiency in 1966 in the *American Economic Review*. For the next two decades, he explained it over and over again, sometimes at length (1976, 1978, 1979), other times in

précis (see Button 1989, Vol. II). He developed a raft of applications to entrepreneurship,

productivity, institutions, inflation, management and economic development, and further sought to show how X-efficiency theory impacted upon the core of neoclassical microeconomics, including the maximization hypothesis in relation to the context and incentives of economic action. Many young researchers subsequently followed and

developed his lines of work, and he had a profound impact on behavioral and institutional

economics and especially in the mold of Herbert Simon. Some (e.g. Stigler 1976) thought

the whole concept shocking because it went too far, while others (e.g. Loasby 1976) thought

it trivial because it didn't go far enough.

## References

Alchian A (1950) 'Uncertainty, evolution and economic theory' *Journal of Political Economy*, 58: 211–22

Andrews P (1949) *Manufacturing Business*. London: McMillan

Button K (1989) *The Collected Essays of Harvey Leibenstein*. Vols I & II. Cheltenham: Edward Elgar

Cyert R, George K (1969) 'Competition, growth and efficiency' *Economic Journal*, 79: 23–

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Dopfer K (2004) 'The economic agent as rule maker and rule user: Homo Sapiens

Oeconomicus' *Journal of Evolutionary Economics*, 14: 177–95

Dopfer K (2005) 'Introduction' Dopfer K (ed) *The Evolutionary Foundations of Economics*. Cambridge: Cambridge University Press

Dopfer K, Foster J, Potts J (2004) 'Micro meso macro' *Journal of Evolutionary Economics*, 14: 263–79



Avoid the too extended and mainly descriptive subjects like :

The taxation on Kosovo

The development of competitiveness in Kosovo

Or – too ambitious list of topics like :

1. Introduction
2. The taxation of property in Kazakhstan  
( A survey on the current Tax Law and its sources )
3. The definition of property ( Objective approach )  
*What is the property ?*
  - Buildings
  - Land areas
  - Industrial and commercial premises
  - Vehicles ( Cars etc.)
  - Cultural Heritage
  - Immaterial property ( ? )
4. The definition of property ( Subjective approach )  
*Who is the owner ?*
  - Individual
  - Company ( Private or Public )
  - NGO or Non Profit
  - Religious Entities
5. The localization of taxes  
*Who is the nationality of the owner?*  
There are different conditions for foreign people or companies?
6. A comparative analysis



## A BOUNDED AND LOCALIZED FIELD

# THE "MARKET SIZE" FACTOR

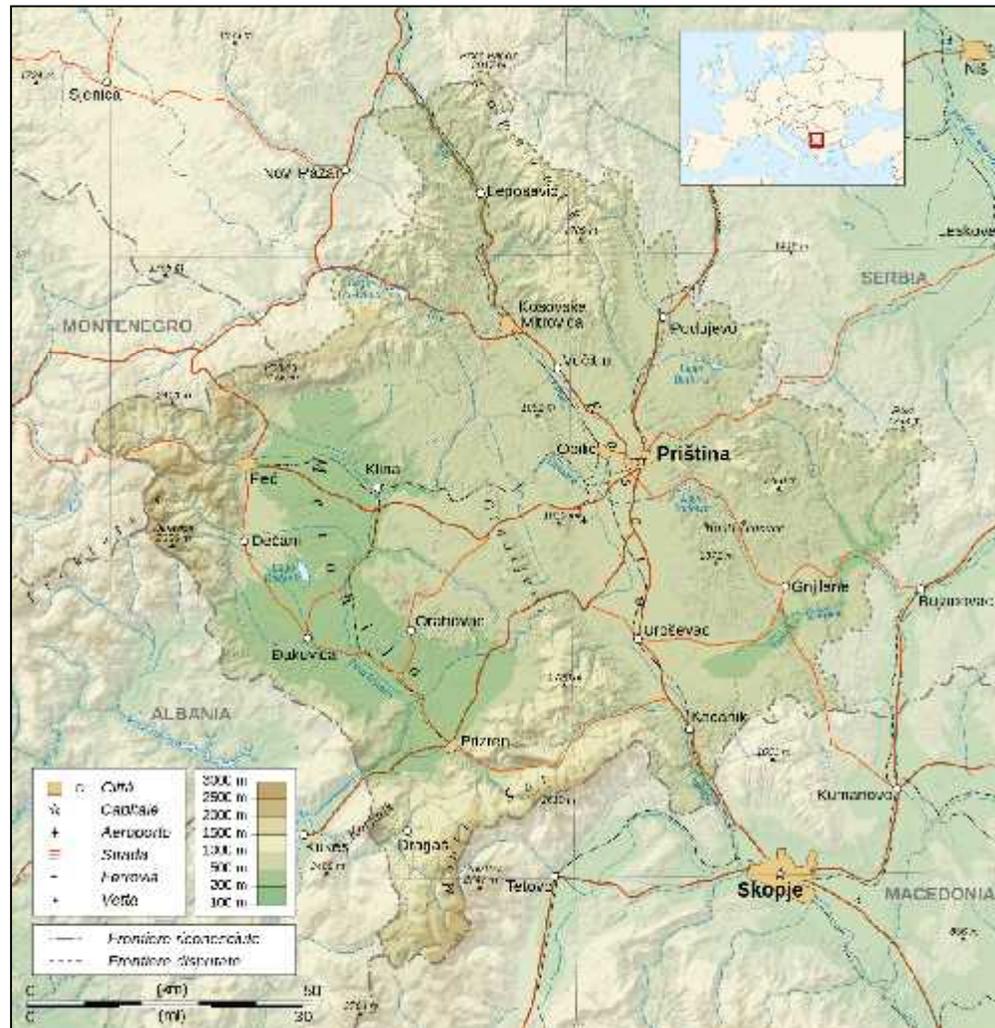
## Look Worldwide, Go Regional

- Population and culture are defining factors for regions. Groupings of 50 to 100 million consumers make a market manageable as well as economically defensible.
- Distances should not be too great between the regional office and the market it serves.
- The fewer languages, the easier it is to limit costs for support functions being centralized.
- A region whose nations share historical connections and cultural similarities often has a more successfully mixed population. This makes it easier to recruit multilingual personnel and to understand and manage those differences that do exist.





# DETAIL THE GEOGRAPHICAL LOCATION





## CASE METHOD

# M & A Lamborghini vs Audi/Volkswagen

- A solid Industrial Partnership
- Complementary Mission
- Independency/Top Quality standards
- New Capitals available to R&D of new products
- **Branding** as positive value

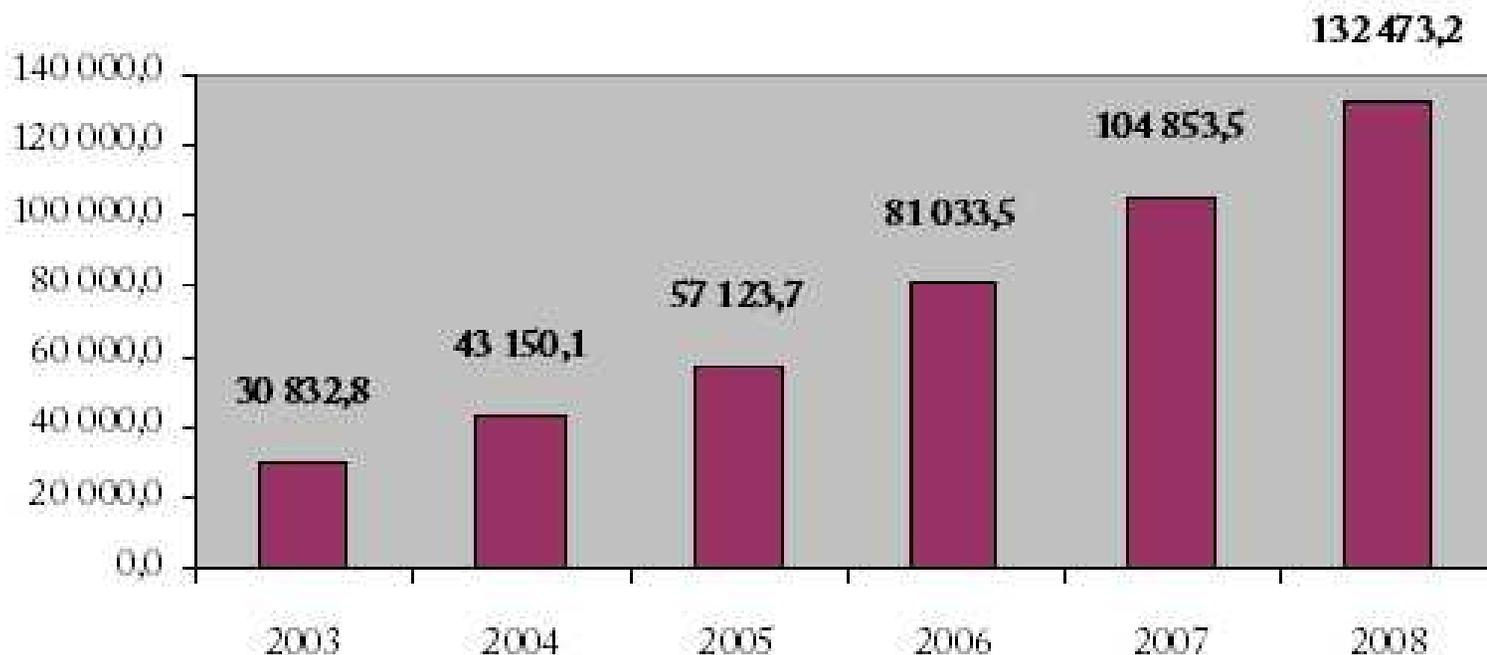


Original and Up To Date Informations . Not reply the Wikipedia database

**Kazakhstan became independent in 1991. The previous command and administration system of economy of that period had been radically reformed into the country with a developing market economy able to integrate into the world economic system. After the period of decline and stagnation in the 90s of the last century economy of Kazakhstan has come into the period of economic growth since 2000.**

**In 2000-2008 a stable growth of gross domestic product of the Republic of Kazakhstan was being marked, which compiled in the average 10, 1 % a year.**

**Gross domestic product of the Republic of Kazakhstan, mln.doll.**





# Some examples of scientific research topics

- Instead “The taxation system in Kosovo”
  - Reactions of Western Stock Exchanges in the week after the Government Announcement about the New tax code.
- Instead “ How to increase the competitiveness of Kosovo “
  - The evolution of imports of agricultural machineries in the second semester of 2016 .The case of a company operating in Prishtina.



• Thanks for Your  
Attention !