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LUM

GIUSEPPE
DEGENNARO

**International Doctorate in Economics and Management of Sustainability and Innovation
41 Cycle**

**FINAL REPORT OF THE EXAMINING BOARD FOR THE ADMISSION
COMPETITION TO THE INTERNATIONAL RESEARCH DOCTORATE IN
“ECONOMICS AND MANAGEMENT OF SUSTAINABILITY AND INNOVATION”
- 41 CYCLE – ACADEMIC YEAR 2025-2026**

The members of the Examining Board are appointed by President's Decree D.P. N. 303/25 in the persons of:

- Prof. Antonello Garzoni;
- Prof. Prof. Domenico Morrone;
- Prof. Angeloantonio Russo;
- Prof.ssa Giustina Secundo;
- Prof. Ivano De Turi.

The Examining Board meets at 11.35am, 2025, to produce the final report.

MEETING no. 1

On September 15th, 2025, at 10.00am, after having duly called the meeting on September 10th, 2025, the assembly of the Examining board committee for the admission competition to the international research doctorate in “Economics and Management of Sustainability and Innovation” – 41 cycle – academic year 2025/2026 takes place on computer-base.

Therefore, in attendance:

- Prof. Antonello Garzoni;
- Prof. Prof. Domenico Morrone;
- Prof. Angeloantonio Russo;
- Prof.ssa Giustina Secundo;
- Prof. Ivano De Turi.



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The Examining Board appoints Prof. Angeloantonio Russo as Chairman. Prof. Ivano De Turi is appointed recording Secretary of the meeting.

Then the Examining Board Committee reads the announcement and sets the following criteria in order to evaluate the qualifications and research projects submitted by the candidates. Based on the declaration in Article 6 of the call for applications, the Examining Board sets the following detailed evaluation criteria, with specific regard to the assessment of curriculum vitae, qualifications, reference letters, research projects submitted by the candidates, written exam, and oral exam as follows:

- Curriculum vitae and other qualifications (publications, degree awards, master on the subject of this PhD, etc.) and reference letters: a maximum of 10/100 points;
- Research projects: within the maximum score of 30/100 points for the research project set by the call for application, the Examining Board assesses the following aspects:
 - Clarity and research attitude: are the objectives of the proposed project clearly explained? Are the research questions consistent with the method? Is the proposed timeline consistent with the objectives? Does the research project address both theoretical and empirical issues? Are they consistent? Is the expected theoretical contribution clearly outlined? Are the research methods suitably described?
 - Fit with the PhD program: the Examining Board assesses whether the research project fits well with the main topics related to the PhD program in Economics and Management of Sustainability and Innovation.
- Written exam: within the maximum score of 30/100 points for the written exam set by the call for application, the Examining Board assesses the following aspects:
 - Ability by the candidate to criticize the arguments raised in the essay, suggesting relevant and interesting scientific research ideas.



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- Clarity of the arguments presented by the candidate, as well as the capacity by the candidate to write an essay presenting innovative research ideas.
- Capacity to write in correct English.
- Oral exam: within the maximum score of 30/100 points for the oral exam set by the call for application, the Examining Board assesses the following aspects:
 - Capacity by the candidate to present his/her curriculum vitae;
 - Clarity with which the candidate defend the research ideas presented in the research project;
 - Attitude to identify possible future research streams, which fit well with the main topics related to the PhD program in Economics and Management of Sustainability and Innovation.
 - Capacity to present and defend innovative research ideas in correct English.

In order to carry out the above-mentioned evaluations, the Examining Board will use, if possible, parameters recognized in the international scientific field.

The Chairman recalls to the other members of the Examining Board that the admission exam will consist of the evaluation of the qualifications and research projects, a written exam that will consist of an essay produced by the candidate, who can identify a theme among at least three proposals identified by the Examining Board, and of an oral exam.

Then, the Examining Board, according to Art. 6 of the announcement, reaffirms as follows:

- In order to be admitted to the PhD Course the candidate must have a maximum score of 100/100 and a minimum score of 50/100.
- A sufficient evaluation by the Examining Board is synthesized as follows:
 - a) The maximum score for the qualifications and for the other documents submitted to the Examining Board's evaluation is 10/100.
 - b) The maximum score for the research project is 30/100.
 - c) The maximum score for the written exam is 30/100.



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d) The maximum score for the oral exam is 30/100.

The Examining Board set the cut-off level to be admitted to the oral exam at a minimum score of 42/100, represented by the total evaluation to the above letters a), b), and c).

Last, each member of the Examining Board declares that there are no situations of incompatibility among them according to art. 51 and 52 of the civil procedure code.

As last fulfillment, the Examining Board, having received duly approval by the Chairman of LUM Giuseppe Degennaro, sets the written exam on September 18th, 2025, and the oral exam on October 15, 2025, with the following specifications:

- A written exam summoned on September 18th, 2025 will take place at LUM University, Rettorato Building. Students are summoned at 11.00am;
- An oral exam summoned on October 15th, 2025, will take place at LUM University, Rettorato Building. Students admitted to the oral exam are summoned at 9.00am.
- An oral exam for non-Italian citizens, who have submitted a specific request as in the call for applications, that is no later than the deadline of the call for application (art. 5), will take place through online systems. Those candidates, if admitted to the oral exam, have to send an email to PhD Office (dottorati@lum.it) in order to confirm their availability to attend the oral exam; then, an online meeting will be scheduled with each of them. The Examining Board will contact the admitted students.

Minutes 1 and the results of the evaluation of the qualifications and research projects for each candidate will be affixed on the door of the PhD Administrative Staff at the Rettorato building and published on the LUM web site.



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At 10.30am, the Examining Board declares the meeting closed and calls a further meeting on September 15th, 2025, at 10.35am, to proceed with the assessment of qualifications and research projects.

These Minutes are written, read, and approved immediately. The Chairman immediately signed these Minutes. Signed letters of attendance by the other members of the Examining Board are attached to these Minutes.

**Meeting no. 2. EVALUATION OF THE QUALIFICATIONS AND RESEARCH
PROJECTS AND CALENDAR FOR ORAL EXAMS**

On September 15th, 2025, at 10.35am, after having duly called the meeting on September 15h, 2025, the assembly of the Examining board committee for the admission competition to the international research doctorate in “Economics and Management of Sustainability and Innovation” – 41 cycle – academic year 2025/2026 takes place on computer-base.

In attendance:

- Prof. Antonello Garzoni;
- Prof. Prof. Domenico Morrone;
- Prof. Angeloantonio Russo;
- Prof.ssa Giustina Secundo;
- Prof. Ivano De Turi.

The Examining board appointed in the first meeting, Prof. Angeloantonio Russo as Chairman and Prof. Ivano De Turi as recording Secretary of the meeting.

Having defined the criteria for the evaluation of the qualifications and research projects (Minutes 1) submitted by the candidates, the Examining Board members share the documents submitted by each candidate through a Google Drive folder named PhD LUM 41 Cycle received by the Administrative Office.



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Examining the list of the candidates, each member of the Examining Board declares that there are no parental relationships within the fourth degree among them and each candidate. They declare even that there are no situations of incompatibility between them and the candidates according to art. 51 and 52 of the civil procedure code.

The candidates who have regularly responded to the call for applications, and admitted to the assessment of qualifications and research projects, are:

Table 1. Candidates admitted to the assessment of qualifications and research projects.

nr.	Lastname and name
1	Bellahcene Yousra
2	D'Aries Antonella Pia
3	Haroon Muhammad
4	Iacalendola Ginevra Alessandra
5	Sozio Martina

The Examining Board approves, based on art. 5 of the Call for Applications, the request received by Bellahcene Yousra to take the oral exam through online systems, if admitted.

Having duly assessed the qualifications and documents provided by the candidates, the Examining Board recognizes that the following candidates are not admitted to the assessment of the research project based on the art. 2, c. 1 (Admission requirements) of the Call for Applications:

Table 2. Candidates not admitted to the assessment of research projects

nr.	Lastname and name
1	Calisir Elif Su
2	Mummolo Angelo
3	Palumbo Monica

The Examining Board, based on the assessment of the qualifications and research projects submitted by the candidates, having formalized the detailed criteria for the evaluation of



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qualifications and research projects (Minutes 1), provides the following rank with candidates summoned for the written exam:

Table 3. Evaluation of qualifications and research projects

nr.	Lastname and name	Total qualifications (10/100)	Project (30/100)	Total
1	Bellahcene Yousra	6	18	24
2	D'Aries Antonella Pia	6.5	25	31.5
3	Haroon Muhammad	7.5	24	31.5
4	Lacalendola Ginevra Alessandra	6	24	30
5	Sozio Martina	5	25	30

Finally, the Examining Board declares that candidates summoned for the written exam, which will be held on September 18th, 2025, 11.00am, at the Rettorato Building of LUM University are:

Table 4. Candidates summoned for the written exam

nr.	Lastname and name
1	Bellahcene Yousra
2	D'aries Antonella Pia
3	Haroon Muhammad
4	Lacalendola Ginevra Alessandra
5	Sozio Martina

The results of the evaluation of the qualifications and research projects for all the candidates will be affixed on the door of the PhD Administrative Staff at the Rettorato building and published on the LUM website.

At 12.00pm, the Examining Board declares the meeting closed and calls a further meeting on September 18th, 2025, 10.45am to proceed with the written exam.

These Minutes are written, read, and approved immediately. The Chairman immediately signed these Minutes. Signed letters of attendance by the other members of the Examining Board are already attached to Minutes no. 1.

S.S. 100 Km 18 – 70010 – Casamassima (Bari)
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Meeting no. 3 – WRITTEN EXAM

On September 18th, 2025, at 10.45am, at the Rettorato Building, room 4R, after having duly called the meeting on September 15h, 2025, the assembly of the Examining Board committee for the admission competition to the international research doctorate in “Economics and Management of Sustainability and Innovation” – 41 cycle – academic year 2025/2026 takes place.

In attendance:

- Prof. Antonello Garzoni;
- Prof. Prof. Domenico Morrone;
- Prof. Angeloantonio Russo;
- Prof.ssa Giustina Secundo;
- Prof. Ivano De Turi.

The Examining board appointed in the first meeting, Prof. Angeloantonio Russo as Chairman and Prof. Ivano De Turi as recording Secretary of the meeting.

The Examining Board proceeds with the formulation of three different essays, each of which consists of three different themes. Essays are, therefore, closed in three different envelops labeled as A, B, and C, which are signed by the President and the Secretary (Annex 1 to these Minutes).

Having also prepared the materials required to guarantee the correct and anonymous process for the written exam, the Examining Board calls the candidates.

At 11.10am, the candidates who responded to the call are recognized through their personal ID, and listed as follows (Annex 2 to these Minutes reports the list of candidates attending the written exam):

Table 1. Candidates attending the written exam.

nr.	Lastname and name	Presence
1	Bellahcene Yousra	Present
2	D'Aries Antonella Pia	Present
3	Haroon Muhammad	Absent



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4	Lacalendola Ginevra Alessandra	Present
5	Sozio Martina	Present

The President explains the process and requirements to guarantee the anonymous conduct of the exam, and candidates are provided with a clean sheet, signed only by the President and Secretary of the Examining Board, and a pen. One candidate - Lacalendola Ginevra Alessandra - randomly selects one of the three envelopes and picks the envelop C. The other two envelopes are made available to the candidates.

Therefore, the exam starts at 11.25am, and the deadline for submitting the written exam is scheduled at 2.25pm, under the supervision of the Examining Board members.

Having the last candidate submitted the manuscript at 1.45pm, the Examining Board has a break for lunch, recalling the opening of these Minutes at 3.00pm to proceed with the correction of written tests.

After the lunch break, at 3.00pm the Examining Board labels each of the envelopes with a number from 1 to 4, then proceeding with the opening of the envelopes containing the exams and the small envelopes containing the name and surname of the candidates, guaranteeing the anonymous correction of the written exams. Having duly assessed each of the four exams, the Examining Board assigns the following grades, based on the criteria defined in the Minutes 1:

Table 2. Evaluation of the written exams.

Envelop (no.)	Written exam (30/100)
1	24
2	22
3	27
4	28



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Having assessed each exam, the Examining Board opens the envelopes containing the names and signatures of the candidates and connects each written exam with the author of the exam. Therefore, the following grades are attributed to each candidate, as follows:

Table 3. Grades assigned to the written exams.

Envelop (written exam).	Candidate	Written exam (30/100)
1	Sozio Martina	24
2	Bellahcene Yousra	22
3	Lacalendola Ginevra Alessandra	27
4	D'Aries Antonella Pia	28

Based on the criteria resulted in the Minutes 1 and 2, the Examining Board proceeds with the overall ranking based on the evaluation of the qualifications, research projects, and written exams, of the candidates on a comparative basis. The merit-based ranking is transmitted to the Administrative Office, with the indication of the candidates admitted to the oral exam, as follows:

Table 4. Overall assessment of the candidates and admission to the oral exam.

nr.	Lastname and name	Total qualifications (10/100)	Project (30/100)	Written exam (30/100)	Total
1	Bellahcene Yousra	6	18	22	46
2	D'Aries Antonella Pia	6.5	25	28	59.5
3	Lacalendola Ginevra Alessandra	6	24	27	57
4	Sozio Martina	5	25	24	54

The results of the written exam for all the candidates will be affixed on the door of the PhD Administrative Staff at the Rettorato building and published on the LUM website. No additional communications will be provided.

At 5.00pm the Examining Board declares the meeting closed and calls a further meeting on October 15th, 2025, at 8.45am, to proceed with the oral exam.

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These Minutes are written, read, and approved immediately.

EXTRACT FROM MINUTES NR. 3 – WRITTEN EXAM

On September 18th, 2025, at 10.45am, at the Rettorato Building, room 4R, after having duly called the meeting on September 15h, 2025, the assembly of the Examining Board committee for the admission competition to the international research doctorate in “Economics and Management of Sustainability and Innovation” – 41 cycle – academic year 2025/2026 takes place.

In attendance:

- Prof. Antonello Garzoni;
- Prof. Prof. Domenico Morrone;
- Prof. Angeloantonio Russo;
- Prof.ssa Giustina Secundo;
- Prof. Ivano De Turi.

The Examining board appointed in the first meeting, Prof. Angeloantonio Russo as Chairman and Prof. Ivano De Turi as recording Secretary of the meeting.

(Omissis)

Table 4. Overall assessment of the candidates and admission to the oral exam.

nr.	Lastname and name	Total qualifications (10/100)	Project (30/100)	Written exam (30/100)	Total
1	Bellahcene Yousra	6	18	22	46
2	D'Aries Antonella Pia	6.5	25	28	59.5
3	Lacalendola Ginevra Alessandra	6	24	27	57
4	Sozio Martina	5	25	24	54

(Omissis)

At 5.00pm the Examining Board declares the meeting closed and calls a further meeting on October 15th, 2025, at 8.45am, to proceed with the oral exam.

These Minutes are written, read, and approved immediately.

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Meeting no. 4 – ORAL EXAMS AND FINAL RANKING

On October 15th, 2025, at 9.00am, the assembly of the Examining Board committee for the admission to the international research doctorate in “Economics and Management of Sustainability and Innovation” – 41 cycle – academic year 2025/2026 takes place at the Rectorate building of LUM University to evaluate the oral exam of the candidates.

In attendance:

- Prof. Antonello Garzoni;
- Prof. Prof. Domenico Morrone;
- Prof. Angeloantonio Russo;
- Prof.ssa Giustina Secundo;
- Prof. Ivano De Turi.

The Examining board appointed in the first meeting Prof. Angeloantonio Russo as Chairman and Prof. Ivano De Turi recording Secretary of the meeting.

The Chairman recalls that the Examining board has 30/100 points for assessing the oral exam of the candidates.

Based on the certifications received from the Administrative Office and the scheduling communicated to the candidates, the Examining Board certifies the presence of the candidates as follows:

Table 1. Attendance at the oral exam: candidates present at LUM University

nr.	Lastname and name	Presence
1	Bellahcene Yousra	Distance (as deliberated by the Examining Board)
2	D'Aries Antonella Pia	Present
3	Lacalendola Ginevra Alessandra	Present
4	Sozio Martina	Present



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After having listened to the last candidate, at 10.30am the Examining Board proceeds with the overall assessment of the candidates on a comparative basis. Having assessed the candidates, the Examining Board transmits the merit-based ranking in order to be published by President's Decree as follows:

Table 2. Results of the oral exam and final score

nr.	Lastname and name	Total qualifications (10/100)	Project (30/100)	Written exam (30/100)	Oral exam (30/100)	Total
1	Bellahcene Yousra	6	18	22	18	64
2	D'Aries Antonella Pia	6.5	25	28	28	87.5
3	Iacalendola Ginevra Alessandra	6	24	27	26	83
4	Sozio Martina*	5	25	24	24	78

** The candidate is admitted to the PhD Program only in case she/he will graduate by October, 31st 2025, as foreseen by the announcement*

The Minutes, duly signed on every page by the President and by other members of the Examining Board, are transferred to the Administrative Office of the Università LUM Giuseppe Degennaro, for further action. All the Tables (Annex 1 to these Minutes 4) will be published on the LUM website and will be affixed to the door of the PhD Administrative Staff.

At 11.30am, the President declares the meeting closed and calls a further meeting on October 15th, 2025, at 11.35am, to proceed with the final Minutes.

This final report is written, read, and approved immediately.

ANNEX 1 to MINUTES 4

Table 2. Results of the oral exam and final score

nr.	Lastname and name	Total qualifications (10/100)	Project (30/100)	Written exam (30/100)	Oral exam (30/100)	Total
1	Bellahcene Yousra	6	18	22	18	64
2	D'Aries Antonella Pia	6.5	25	28	28	87.5
3	Iacalendola Ginevra Alessandra	6	24	27	26	83
4	Sozio Martina*	5	25	24	24	78

** The candidate is admitted to the PhD Program only in case she/he will graduate by October, 31st 2025, as foreseen by the announcement*



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Casamassima, October 15th, 2025

Prof. Angeloantonio Russo (Chairman)

Prof. Antonello Garzoni

Prof. Domenico Morrone

Prof. Giustina Secundo

Prof. Ivano De Turi (Secretary)

At 11.55am the Chairman declares the meeting closed.

This final report is written, read, and approved immediately.

Casamassima, October 15th, 2025

Prof. Angeloantonio Russo (Chairman)

Prof. Antonello Garzoni

Prof. Domenico Morrone

Prof. Giustina Secundo

Prof. Ivano De Turi (Secretary)