

Arnaldo Camuffo

Curriculum Vitae

Current

Full Professor of Business Organization
Department of Management and Technology - Bocconi University
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Executive Director
ION Management Science Lab – SDA Bocconi School of Management
Via Sarfatti, 10 -20136 Milan, Italy

Education

- 1990 - PhD in Management, Ca'Foscari University of Venice, Italy
- 1990 - Master of Business Administration, Sloan School of Management, Massachusetts Institute of Technology
- 1985 - Degree (cum laude) in Business Administration, Ca'Foscari University of Venice, Italy

Research interests

- Topics: Strategic decision-making, Entrepreneurship, Modularity, Lean production and startups, Strategic human capital and human resource management.

Citations (June 2024)

Google Scholar: 5,495 - H-Index 37
Web of Science: 1,360 - H-Index 19
Scopus: 1,974 – H-Index 24

Academic Positions

Full-time positions

- 2007- current
Full Professor of Business Organization, Bocconi, University, Milan, Italy
- 2004-2007
Full Professor of Business Organization, University of Padova, Italy
- 2000-2003
Full Professor of Business Organization, Ca'Foscari University of Venice, Italy
- 1993-2000
Associate Professor of Human Resource Management, Ca'Foscari University of Venice, Italy
- 1991-1993
Assistant Professor of Business Organization, Ca'Foscari University of Venice, Italy

Visiting Positions & Appointments

- 1.9.2004 - 31.8.2005 Industrial Performance Center
Massachusetts Institute of Technology – Cambridge, MA, USA
Visiting Research Scholar
- 1.7.2003 – 31.8.2006 University of Michigan, Dearborn – Dearborn, MI, USA
Short term Visiting Professor of Management (4 appointments)
- 1.9.2003 – 31.8.2005 University of Deusto, San Sebastian, Spain
Short term Visiting Lecturer (2 appointments)
- 1989-1990 Sloan School of Management, Massachusetts Institute of Technology - Cambridge, MA, USA
Research Assistant and Teaching assistant (Course 15.221 International Management)

Awards

- 2023
Best Empirical Paper, Entrepreneurship Division, Academy of Management Conference, Boston, USA (with Diego Jannace)
- 2012
Distinguished track paper, Quality Management and Lean Operations track, Decision Science Institute Annual Meeting, San Francisco, USA (with F.Gerli).
- 2004
Chris Voss Best Honourable Mention Paper Award at the EUROMA - European Operations Management Association 11th International Conference, INSEAD, Fontainebleau, France (with A. Furlan, P.Romano, A. Vinelli)
- 2002
Best Paper Award for the knowledge and learning section at the British Academy of Management Annual Conference, Middlesex University, London, UK (with F.Gerli)

Editorial Appointments

- Member Editorial Board of:
 - Strategy Science
 - Strategic Entrepreneurship Journal (2022-current)
 - International Journal of Operations and Production Management (2018-current)
 - International Journal of Innovation Management (1996-current)
 - European Management Review (2007- 2022)
 - Human Resource Management (2013-2016)

Ad hoc reviewer for: Econometrica, Strategic Management Journal, Organization Science, Management Science, MIS Quarterly, Research Policy, Organization Studies, Industrial and Corporate Change, Journal of Management Studies, International Journal of Production Research.

Scholarly memberships

- Academy of Management BPS, HRM and OMT Divisions
(from 1993 to 1996 served as Italian Representative of the Technology & Innovation Management Division)
- Strategic Management Society

Publications

Publications in English

Books

1. Agarwal, A., Camuffo, A., Gambardella, A., Gans, J., Scott, E. Stern, S. (eds.) (2025), *Bayesian Entrepreneurship*, MIT Press, forthcoming.
2. Camuffo A. (2017), *Lean Transformations for small and medium enterprises*, New York, Taylor & Francis, CRC-Productivity Press.
3. Pedersen, T., Devinney, T. M., Tihanyi, L., & Camuffo, A. (Eds.). (2017). *Breaking up the global value chain: opportunities and consequences*. Emerald Group Publishing.
4. Camuffo, A., Comacchio, A., Volpato, G. (eds.) (1999), *Automation in Automotive Industries. Recent developments*, Berlin-Heidelberg, Springer Verlag .

Journal Articles (refereed journals only)

1. Agarwal, R., Bacco, F., Camuffo, A., Coali, A., Gambardella, A., Msangi, H., ... & Wormald, A. (2023). Does a theory-of-value add value? Evidence from a randomized control trial with Tanzanian entrepreneurs. Evidence from a Randomized Control Trial with Tanzanian Entrepreneurs. *Organization Science, forthcoming*.
2. Camuffo, A., Gambardella, A., & Pignataro, A. (2024). Theory-driven strategic management decisions. *Strategy Science*.
3. Camuffo, A., Gambardella, A., Messinese, D., Novelli, E., Paolucci, E., & Spina, C. (2024). A scientific approach to entrepreneurial decision-making: Large-scale replication and extension. *Strategic Management Journal, 45:1209–1237*
4. Camuffo, A., & Poletto, A. (2023). Enterprise-wide lean management systems: a test of the abnormal profitability hypothesis. *International Journal of Operations & Production Management*. Published online
5. Camuffo, A., Gambardella, A., & Pignataro, A. (2023). Framing Strategic Decisions in the Digital World. *Strategic Management Review, 4: 127-160*.
6. De Stefano, F., Bidwell, M., & Camuffo, A. (2022). Do managers capture the value they create? Drivers of managers' value capture in a large retail chain. *Strategic Management Journal, 43(10)*, 1983-2011.
7. Secchi, R., & Camuffo, A. (2020). Mitigating the risk of failure in lean banking implementation: the role of knowledge codification. *Production Planning & Control, 1-13*.
8. Camuffo, A., Cordova, A., Gambardella, A., & Spina, C. (2020). A scientific approach to entrepreneurial decision making: Evidence from a randomized control trial. *Management Science, 66(2)*, 564-586.
9. De Stefano, F., Bonet, R., & Camuffo, A. (2019). Does losing temporary workers matter? The effects of planned turnover on replacements and unit performance. *Academy of Management Journal, 62(4)*, 979-1002.
10. Secchi, R., & Camuffo, A. (2019). Lean implementation failures: The role of organizational ambidexterity. *International Journal of Production Economics, 210*, 145-154.
11. Camuffo, A., & Gerli, F. (2018). Modeling management behaviors in lean production environments. *International Journal of Operations & Production Management, 38(2)*, 403-423.
12. De Stefano, F., Bagdadli, S., & Camuffo, A. (2018). The HR role in corporate social responsibility and sustainability: A boundary-shifting literature review. *Human Resource Management, 57(2)*, 549-566.
13. Cabigiosu, A., & Camuffo, A. (2017). Measuring Modularity: Engineering and Management Effects of Different Approaches. *IEEE Transactions on Engineering Management, 64(1)*, 103-114.
14. Camuffo, A., De Stefano, F., & Paolino, C. (2017). Safety reloaded: Lean operations and high involvement work practices for sustainable workplaces. *Journal of Business Ethics, 143(2)*, 245-259.
15. Camuffo, A., & Wilhelm, M. (2016). Complementarities and organizational (Mis) fit: a retrospective analysis of the Toyota recall crisis. *Journal of Organization Design, 5(1)*, 1-13.
16. Secchi, R., & Camuffo, A. (2016). Rolling out lean production systems: a knowledge-based perspective. *International Journal of Operations & Production Management, 36(1)*, 61-85.

17. Furlan, A., Cabigiosu, A., Camuffo, A. (2014) "When the mirror gets misted up: Modularity and technological change." *Strategic Management Journal* 35.6 (2014): 789-807.
18. Cabigiosu, A., Zirpoli, F., Camuffo A. (2013), Modularity, interfaces definition and the integration of external sources of innovation in the automotive industry, *Research Policy*, 2013, 42(3): 662-675.
19. Camuffo, A., Gerli, F., Gubitta, P. (2012) "Competencies matter: modeling effective entrepreneurship in northeast of Italy small firms", *Cross Cultural Management: An International Journal*, 19(1) 48-66.
20. Camuffo, A., Cabigiosu, A., (2012), Beyond the "Mirroring" Hypothesis: Product Modularity and Interorganizational Relations in the Air Conditioning Industry, *Organization Science*, 23(3) 686-703.
21. Camuffo A., Grandinetti, R. (2011), Italian industrial districts as cognitive systems: are they still reproducible?, *Entrepreneurship and Regional Development*, 23 (9-10): 815-852.
22. Campagnolo, D., Camuffo A. (2010). The Concept of Modularity In Management Studies: A Literature Review. *International Journal of Management Reviews*, 12(3) 259-283.
23. Camuffo A., Furlan A, Grandinetti R. (2009). Business Relationship Portfolios And Subcontractors' Capabilities. *Industrial Marketing Management*, 38(8) 937- 945.
24. Camuffo, A., Weber D.R. (2009). Crisis And Solutions In The Automotive Market: The Italian Case. *International Labor Brief*, (7)2 33- 43.
25. Zirpoli, F., Camuffo A. (2009). Product Architecture, Inter-Firm Vertical Coordination And Knowledge Partitioning In The Auto Industry. *European Management Review* , 6(4) 250- 264.
26. Camuffo, A., Gerli, F., Borgo S. Somia' (2009). The Effects Of Management Education On Careers And Compensation: A Competency-Based Study Of An Italian Mba Programme. *The Journal Of Management Development* , 28 (9) 839-858.
27. Campagnolo, D., Camuffo A. (2009). What Really Drives The Adoption Of Modular Organizational Forms? An Institutional Perspective From Italian Industry-Level Data. *Industry And Innovation*, 16(3) 291- 314.
28. Camuffo, A., Furlan, A., Romano, P., Vinelli, A. (2008), "Breathing Shoes and Complementarities: Strategic Innovation in a Mature Industry, *International Journal of Innovation Management*, 12 (2) 139-160.
29. Camuffo, A., Furlan, A., Rettore, E. (2007), "Risk sharing in supplier relations: an agency model for the Italian Air Conditioning Industry", *Strategic Management Journal*, 28 (12) 1257-1266.
30. Camuffo, A., Gerli, F. (2007), Competent Production Supervisors, *Industrial Relations*, 46(4) 728-737.
31. Camuffo, A., Furlan, A. Grandinetti, R. (2007), How do subcontractors evolve?, *International Journal of Operations & Production Management*, 27 (1) 69-89.
32. Camuffo, A., Furlan, A., Romano, P., Vinelli, A. (2007), Routes Towards Supplier and Production Network Internationalisation, *International Journal of Operations & Production Management*, 27(4) 371-387.
33. Camuffo, A., Furlan, A., Romano, P., (2006), Customer-supplier integration forms in the air-conditioning industry, *Journal of Manufacturing and Technology Management*, 17(5) 633-655.
34. Camuffo, A., Furlan, A., Romano, P., Vinelli, A. (2006), The process of supply network internationalisation, *Journal of Purchasing & Supply Management*, 12(3): 135-147.
35. Camuffo, A., Comacchio A., (2005), Linking Intellectual Capital and Competitive Advantage: A Cross-Firm Competence Model for North-East Italian SMEs in Manufacturing Industry, *Human Resource Development International*, 8(3) 361-377.
36. Camuffo, A., (2004). Rolling out a "world car": globalization, outsourcing and modularity in the auto industry, *Korean Journal of Political Economy*. 2(1) 183-224.
37. Camuffo, A. Comacchio A. (2004). The competent middle manager: framing individual knowledge in north-east Italian SMEs. *International Journal of Innovation and Learning*. 1(4) 330-350.
38. Camuffo, A., F. Gerli, (2004). An integrated competency-based approach to management education: an Italian MBA case study, *International Journal of Training and Development*. 8 (4) 240-257.
39. Camuffo, A. (2003). Transforming industrial districts: large firms and small business networks in the Italian eyewear industry. *Industry and Innovation*, 10(4), 377-401.
40. Camuffo, A., (2002), The Changing Nature of Internal Labor Markets, *Journal of Management and Governance*, 6(4) 281-294.
41. Camuffo, A., G.Volpato, (2002), "Partnering in the global auto industry: the FIAT-GM strategic alliance", *International Journal of Automotive Technology and Management*, 2(3) 335-354.
42. Camuffo, A., P. Romano, A. Vinelli, (2001), "Back to the Future: Benetton Transforms its Global network", *MIT Sloan Management Review*, 43(1) 46-54.
43. Camuffo, A., S. Micelli, (1997), Mediterranean Lean Production? teamwork, supervisors and new forms of work organization in three european car makers, *Journal of Management and Governance*, Vol.1, n.1.

44. Camuffo, A., G.Volpato, (1996), "Dynamic capabilities and assembly automation in the Italian Automobile Industry: a study of FIAT Auto plants", *Industrial and Corporate Change*, 5 (3) 813-838.
45. Camuffo, A., G.Volpato, (1995), "The labor relations heritage and lean manufacturing at FIAT", *The International Journal of Human Resource Management*, 6(4) 795-824.
46. Camuffo, A., G.Costa (1993), "Strategic Human Resource Management: the Italian Style", *MIT Sloan Management Review*, 34(2) 59-67.

Book chapters

1. Camuffo, A., & De Stefano, F. (2019). Getting access to strategic human capital resources: a multiple strategic factor market approach. In *Handbook of research on strategic human capital resources*. Edward Elgar Publishing.
2. Camuffo, A. (2018), "Risk Allocation, Supplier Development and Product Innovation in Automotive Supply Chains: A Study of Nissan Europe" in *Innovation and Supply Chain Management Relationship, Collaboration and Strategies*, Moreira, .C., Ferreira, L-M-D., Zimmermann, R.A. (Eds.), Springer, Berlin. 213-236.
3. Campagnolo, D., & Camuffo, A. (2017). Ownership and Location in the Small Domestic Appliances Industry: The De'Longhi Case. In *Breaking up the Global Value Chain: Opportunities and Consequences* (pp. 3-27). Emerald Publishing Limited.
4. Camuffo, A., & De Stefano, F. (2016). Work as commons: Internal labor markets, blended workforces and management. In *Research in the Sociology of Organizations: The structuring of work in organizations* Vol. 47 (pp. 363-382), Emerald Group Publishing Limited.
5. Camuffo, A., Gerli, F. (2016), "The Complex Determinants of Financial Results in a Lean Transformation Process: The Case of Italian SMEs", Berger, E.S.C., Kuckertz, A. (eds.), *Complexity in Entrepreneurship, Innovation and Technology Research*, Berlin, Springer.
6. Camuffo, A., Secchi, R., & Paolino, C. (2014). The Diffusion of Lean Operations Practices in MNCs: A Knowledge-Based, Plant Level, Cross-Firm Study. *Orchestration of the Global Network Organization (Advances in International Management, Volume 27)* Emerald Group Publishing Limited, 27, 43-74.
7. Camuffo A., Costa G., 2014, "The evolution of Human Resource Management in Italy: a historical-institutional perspective", in Kauffman, B., (ed.), *The Development of Human Resource Management Across Nations*. Edward Elgar, Aldershot, 269-298.
8. Camuffo, A., Weber D.R. (2012). *The Toyota Way and the Crisis: a New Industrial Divide*, Ciravegna L. (ed.) *Sustaining Industrial Competitiveness after the Crisis. Lessons from the Automotive Industry*, Palgrave MacMillan, London, UK.
9. Bagdadli S., Camuffo, A., 2011, "Luxottica: changing Italian labour relations and HR practices to drive sustainable performance", in *Global HRM Casebook*, J.Hayton, M.Biron, B.Kuvaas & L.Castro-Christiansen (eds), New York NY: Routledge.
10. Campagnolo, D., Camuffo A. 2011, "Globalization and low-technology industries: the case of Italian eyewear", in Robertson P., Jacobson D. (eds) *2011 Knowledge Transfer and Technological Diffusion*, Edward Elgar, Aldershot.
11. Camuffo, A., Furlan, A., Romano P. (2011), *Understanding how Formal and Informal Communication affect Purchasing, Manufacturing and Logistics Integration*, *Advances in Management*, 4(7).
12. Camuffo, A., Furlan, A., Grandinetti, R., 2007, *Knowledge and capabilities in subcontractors' evolution, the Italian case*, in Susman, G., (ed.), *Small and Medium-Sized Enterprises and the Global Economy*, Edward Elgar, Aldershot.
13. Camuffo, A., Gerli, F., Chiara, F., 2006, *Tracking Careers to Improve Competency-Based Management Education: A Longitudinal Study of Italian MBA's*, in Wankel, C., Defilippi R., (eds.), *New Visions of Graduate Management Education, The Research in Management Education and Development Series*, Vol.5, Greenwich: Information Age Publishing
14. Camuffo, A., F. Gerli, P. Romano, A. Vinelli (2004). *New Perspectives in Industrial Relocation from West to East Europe: The North-East Italy - Romania Case*. In M. Faust, U. Voskamp, V. Wittke (eds.). *European Industrial Restructuring in a Global Economy: Fragmentation and Relocation of Value Chains.*, Goettingen: SOFI Berichte (Germany).
15. Camuffo, A., P. Romano, A. Vinelli (2003). *Benetton Group: the evolution of a network to face global competition*. In Johnston R., Cambers S., Harland C., Harrison A., Slack N. *Cases in operations management*, 3rd edition. London: Pearson Education Prentice Hall Financial Times (United Kingdom).

16. Camuffo, A., G.Volpato, 2000, "Le passage du FIAT a la fabrication "au plus juste"", in M.Freyssenet, A.Mair, K.Shimizu, G.Volpato, (eds.), *Quel modèle productif? Trajectoires et modèles industriels des constructeurs automobiles mondiaux*, Paris, Editions La Découverte.
17. Camuffo, A., A. Comacchio, 1999, "Diffusion patterns of lean practices: lessons from the European auto industry" in Comacchio A., Volpato G., Camuffo A., *Automation in automotive industries. Recent developments*, Springer Verlag, Berlin.
18. Camuffo, A., S.Micelli, (1999), *Teamwork and new forms of work organization in Fiat's "integrated factory"*, in J.P.Durand, P.Stewart, J.J.Castillo (eds.), *teamwork in the automobile industry. Radical Change or Passing Fashion?*, London, MacMillan Business.
19. Camuffo, A., G.Volpato, (1998), *Making manufacturing Lean in the Italian Automobile Industry: the Trajectory of FIAT*", in M.Freyssenet, A.Mair, K.Shimizu, G.Volpato, (eds.), *One best Way? Trajectories and Industrial Models of the World's Automobile Producers*, New York, Oxford University Press.
20. Camuffo, A., S.Micelli, (1998), *Les nouvelles formes d'organisation du travail chez FIAT*, in J.P.Durand, P.Stewart, J.J.Castillo (eds.), *L'avenir du travail à la chain. Une comparaison internationale dans l'industrie automobile*, Paris, La Découverte.
21. Camuffo, A., G.Volpato (1997), "Italy: changing the workplace in the auto industry", in T.A.Kochan, R.D.Lansbury, J.P. MacDuffie (eds.), *After lean production: evolving employment practices in the world auto industry*, Cornell University Press, Itacha.
22. Camuffo, A., S.Micelli, (1997), "Spain, France and Italy: Mediterranean Lean Production" in T.A.Kochan, R.D.Lansbury, J.P. MacDuffie (eds.), *After lean production: evolving employment practices in the world auto industry*, Itacha, Cornell University Press.
23. Camuffo, A., G.Volpato, (1997), "Building capabilities in assembly automation: Fiat experiences from Robogate to the Melfi plant" in K.Shimokawa, U.Juergens, T.Fujimoto (eds). (1997), *Transforming Automobile assembly: Experience in automation and work organization*, Berlin-Heidelberg, Springer-Verlag.
24. Camuffo, A., G.Costa (1993), "Human resource management and strategic change: the Italian case", in A.Pettigrew, L.Zan, and S.Zambon (eds.), *Perspectives on Strategic Change*, Dordrecht, Kluwer.

Publications in Italian

Books

1. Camuffo A., Gambardella, A., (2019), *Decidere per competere*, Milano, Bocconi Egea.
2. Camuffo, A., (2014), *L'arte di migliorare. Ritornare competitivi con il Made in LeanItaly*. Marsilio, Venezia
3. Camuffo, A., G. Brunetti, (2000), *Del Vecchio e Luxottica. Come si diventa leader mondiali*, ISEDI-Utet Libreria, Torino.
4. Camuffo, A., (1998), *Piccoli Grandi capi. Competenze per la produzione flessibile*, Milano, ETAS RCS.
5. Camuffo, A., R.Cappellari, (1997), *Forall - Pal Zileri. Strategia e tradizione*, Torino, UTET Isedi.
6. Camuffo, A., G.Volpato (1997), *Nuove forme di integrazione operativa: il caso della componentistica automobilistica*, Milano, Franco Angeli
7. Camuffo, A., G.Costa (1995) *Banca & Organizzazione*, Milano, Edibank.
8. Camuffo, A., G.Brunetti, (1994), *Marzotto. Continuità e sviluppo*, Torino, UTET-ISEDI.
9. Camuffo, A., (1993), *Management delle risorse umane. Materiali e Casi didattici*, Giappichelli , Torino.
10. Camuffo, A., G. Costa (1990), *Strategia d'impresa e gestione delle risorse umane*, Padova, CEDAM.
11. Camuffo, A., A.Comacchio (1990), *Strategia e Organizzazione del tessile-abbigliamento*, Padova, CEDAM.

Journal articles

1. Camuffo, A. (2016) "Le nuove sfide dell'HR: Big data, rilevanza e sostenibilità." *Economia & management*, n.5-6, 117-125.
2. Camuffo, A. (2015). *Made in LeanItaly per ritornare a competere. Quaderni di ricerca sull'artigianato*, 3(2), 169-202.

3. Secchi, R., & Camuffo, A. (2014). I sistemi Lean: come implementarli con successo. *Economia & management: la rivista della Scuola di Direzione Aziendale dell'Università L. Bocconi*, Vol. 25, n.6, 51-72.
4. Camuffo A., (2013), *Made in LeanItaly*. Cambiare mentalità per crescere e sopravvivere, *Economia & Management*, Vol. 25, n.4, 7-39.
5. Camuffo A., Salvemini, S., (2012), La nuova relazione sulle remunerazioni: un'occasione da non perdere, *Economia & Management*, Vol.24, n.1, 9-14.
6. Camuffo A., Weber, D. (2011), Le frontiere nello sviluppo dei nuovi prodotti, *Sviluppo & Organizzazione*, n.245, 18-28.
7. Camuffo, A., Weber D.R. (2011). Anatomia di un Recall. Lezioni dal Caso Toyota. *Economia & Management*, Vol.23, N.3, 93-115.
8. Camuffo, A., A. Cabigiosu, (2010), Modularità e outsourcing. Strategie sostitutive nel settore automobilistico, *Sviluppo & Organizzazione*, n. 237, 1-14.
9. Camuffo, A. (2009). La Retribuzione Dei CEO Delle Principali Società Italiane: Equità E Competitività. *Economia & Management*, Vol.21, N.6, Pp.1- 36
10. Camuffo, A., Weber D.R. (2009). Il Toyota Way E La Crisi. Tornare Alle Origini Del Lean Management Per Sopravvivere E Prosperare. *Economia & Management*, Vol.21, N.3, Pp.63- 82
11. Camuffo, A., R. Grandinetti, 2006, I distretti industriali come sistemi locali di innovazione, *Sinergie*, gennaio-aprile, n.69
12. Camuffo, A., A. Cabigiosu, Cappellari, R., 2005, Mix & Match? Opportunità e problemi nella modularizzazione di prodotti, processi e consumi, *Sviluppo & Organizzazione*, n.209, maggio-giugno
13. Camuffo, A., A., Grandinetti, R., 2005, Distretti industriali in evoluzione: il ruolo dei knowledge-intensive business services, *Quaderni di Management*, luglio-agosto - n° 16
14. Camuffo, A., A. Furlan, P. Romano, A. Vinelli. (2004). Crescere e creare valore nei settori maturi: il caso GEOX. *Economia & Management*. vol. 9 (6).
15. Camuffo, A., F. Gerli, G. Volpato, (2003). Decisioni di alleanza strategica: synergy savings nell'alleanza FIAT-GM. *Finanza Marketing e Produzione*. vol. 3
16. Camuffo, A., 2002, "Frantumi scomposti? Dicotomie, asimmetrie e sconfinamenti della modularità organizzativa", *Sviluppo & Organizzazione*, n.192, Luglio-Agosto 2002.
17. Camuffo, A., 2002, "Duelli Organizzativi. I Distretti e le Imprese nella Occhialeria Italiana", *Sviluppo & Organizzazione*, n.193, Settembre-Ottobre 2002.
18. Camuffo, A., P. Romano, A. Vinelli, 2002, "L'evoluzione di un network per la competizione globale", *Economia & Management*, n.1, GENNAIO-FEBBRAIO.
19. Camuffo, A., L. Massone, 2001, "Relazioni industriali e globalizzazione: la strategia di FIAT Auto", *Economia & Management*, n.1, GENNAIO-FEBBRAIO.
20. Camuffo, A., 2000, "Il valore delle competenze", *Sviluppo e Organizzazione* n° 178 (Marzo e Aprile).
21. Camuffo, A., L. Gobbo (1997), Partnership organizzative nel settore turistico, *Sviluppo & Organizzazione*, n.164, novembre-dicembre.
22. Camuffo, A., (1997). Risorse umane e lean production: il caso dell'industria automobilistica internazionale, *Diritto delle Relazioni Industriali*, n.3/VII.
23. Camuffo, A., (1997), "La natura delle competenze manageriali", *Economia & Management*, n.3.
24. Camuffo, A., (1996), Contrattazione Aziendale e flessibilità retributiva, *Sviluppo & Organizzazione*, n.158, novembre-dicembre
25. Camuffo, A., G. Brunello, (1996), "Velo o Vincolo? Note sui sistemi di inquadramento contrattuale in Italia", *Lavoro e Relazioni industriali*, n.1.
26. Camuffo, A., (1996), "Competenze: la gestione delle risorse umane tra conoscenza individuale e conoscenza organizzativa", *Economia e Management*, n.2.
27. Camuffo, A., (1995), *Organizzazione e risorse umane per la nuova pubblica amministrazione*, *Lavoro e Diritto*, anno IX, n.4, autunno.
28. Camuffo, A., A. Comacchio (1994), "L'organizzazione per processi dei concorsi nella Pubblica Amministrazione", *Azienda Pubblica*, Anno VII, n.3, dicembre.
29. Camuffo, A., (1994), "System Dynamics: l'organizzazione come rappresentazione e come apprendimento", *Economia e Politica industriale*, n.81.
30. Camuffo, A., (1994), "Conoscenze allargate per guidare l'organizzazione", *L'Impresa. Rivista italiana di Management*, n.2.
31. Camuffo, A., (1992), "Le indagini retributive: benchmarking, politiche di compensation e costruzione cognitiva del mercato", *Rassegna di Statistiche del Lavoro*, n.3-4.

32. Camuffo, A., (1991), "Organizzazione e risorse umane: le chiavi del successo giapponese", *Personale e Lavoro*, n.340.
33. Camuffo, A., (1991), "Alla ricerca della flessibilità", *Spazio Impresa*, Anno V, n.19.
34. Camuffo, A., G. Volpato (1990), "Cosa gli americani hanno imparato dai giapponesi: il caso dell'automobile", *L'Impresa. Rivista Italiana di Management*, n.4.
35. Camuffo, A., (1989), "Incertezza, processi decisionali e sistema di Budget", *Sviluppo e organizzazione*, n.113, Maggio-Giugno.
36. Camuffo, A., (1987), "Le indagini retributive. La retribuzione tra organizzazione e mercato", *Impresa e Società*, n.19.
37. Camuffo, A., (1987), "Ricerca sulla direzione del personale", *Personale e Lavoro*, n.294-295 e n. 298-299.
38. Camuffo, A., (1985), "Le nuove relazioni industriali tra modello IRI e modello Federmeccanica", *Economia e Politica Industriale*, n.47.

Book chapters

1. Camuffo, A. (2016), *Personale*. in: Salvemini S. (ed), *Organizzazione Aziendale*, EGEA, Milano, 403-454.
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