

CURRICULUM VITAE

VINCENZO PERRONE

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## Vincenzo PERRONE

Tenured full professor in Strategic Management and Organization at Bocconi University, Milan, Italy. From the 1<sup>st</sup> of November 2008 to October 2012 has acted as Vice-Rector for Research at Bocconi University Milan, Italy.

Chairman of the Institute of Organization and MIS at Bocconi from 2001 to 2007. He has been the Director of the Organization and Human Resource Management Department of SDA, Bocconi University School of Management from 1995 to 2001. He taught at the University of Cassino, Italy for five years (1994-1999). Member of the Editorial Board of *Organization Science* from 2003 to 2006 and *ad hoc* reviewer for *Academy of Management Journal*, *Academy of Management Review* and *Journal of International Business Studies*. He has published several books and articles both in Italian and International Journals. He has been the Director of *Economia & Management* the SDA, Bocconi University, Management Review published by RCS Group. He has won three distinct awards at Bocconi University: one as the “Teacher of the Year” within the MBA Program (for two consecutive years), the second as best teacher in the Undergraduate programs (2021) and the final one for “Excellence in Research”.

From 1992 to 1994 he lived and worked in the USA where he was a visiting professor at the Carlson School of Management, University of Minnesota, teaching MBA classes and conducting research. He is fluent in English both spoken and written. Travels regularly to the States almost every year for ongoing research projects carried in cooperation with his American colleagues.

He has gained extensive experience in the governance of complex organizations, serving as board member for several years in different firms in various industries as later specified.

Professor Perrone is an expert in strategic positioning, organizational structure and processes design, management and leadership, managing organizational change, company evaluation. He works as a consultant for some of the most important Italian companies.

He has also participated in the development and launch of a high tech start up called *Leanus* ([www.leanus.it](http://www.leanus.it)) with his associates Alessandro Fischetti and Stefano Carrara, both Bocconi Mbas. *Leanus* is a web-based platform for the financial and economic analysis of company data (official balance sheets and proprietary). He has been involved as an arbitrator in a dispute between RAI (the Italian public television broadcaster, which appointed him) and SIAE (the association of the Italian authors of intellectual properties) for the definition of a fair compensation of authors’ intellectual property rights (2013).

Additional relevant professional experiences:

- Member of the Advisory Board of Arthur Andersen MBA, 1999-2000
- Member of the Advisory Board of SAP Italia, 2000-01
- Member of the Scientific Observatory on E-Procurement in the Public Administration for the Italian Ministry of the Economy and Finance managed by Consip spa, 2000-2001.
- Member of one Bid Awarding Commission for procurements in the Public Administration, Managed by Consip spa, Italian Ministry of the Economy and Finance 2002.
- Invited to join the Technical Committee on Innovation and Reserch of Confindustria (Italian Industrialists Association). Chairman: Vice-President Ing. Pistorio, 2004-2008.

- From March 16th 2007 to June 25th 2008 he has been part of the Commissione Tecnica per la Finanza Pubblica (Technical Commission for Public Finance) at the Italian Treasury Ministry (“Muraro” Commission) that has carried the first attempt of introducing a *spending review system* in the Italian Public Administration aimed at cutting expenses and increasing efficiency in five different Ministries (Education, Transportation, Infrastructures, Justice, Internal Affairs) <http://www.tesoro.it/ministero/commissioni/Ctftp/documentazione.asp>).
- In June 2012 he was indicated as Arbitrator by RAI Radiotelevisione Italiana, in the arbitration which must define the amount and mechanism for calculating fair compensation in the dispute opened between RAI itself and the SIAE (the association of the Italian authors of intellectual properties) (President of the Board referee: Prof. Giulio Napolitano)

## **BOARD MEMBERSHIP EXPERIENCES**

- ACTA S.p.A. company operating in the field of advanced technologies for hydrogen fuel cells (2005)
- ClarisVita then Uniqa Group (insurance company), Ined 2010-2012.
- IPCleaning, a multinational company operating in the cleaning tools sector, Ined 2004-2008.
- In October 2009 he was called to join the Board of Directors of the Autostrada Pedemontana Lombarda (APL) where he was appointed President, a position he held until the end of the mandate in May 2011: the company is the concessionaire of the motorway of the same name responsible for a 5-billion-euro motorway construction project in project financing.
- From June 2009 to 2018 he was a member of the Board of Directors of Bocconi publishing house: Egea Spa.
- From 2011 to March 2016 he was a member of the Supervisory Body (Organismo di Vigilanza) of Esselunga Spa;
- From 2014 to 2021 he was co-opted into the Board of Directors of Natuzzi Spa as Ined, where he was also member of the Risk Committee and president of the Remuneration Committee.
- From 2015 to 2021 he served as Ined on the board of the insurance company Aviva Italia Holding; in this company he was also part of the committees: Audit, Risk and Remuneration (in this one as President).
- Since 2018 he has sat Ined on the board of Techedge Group, now Avvale (IT and Digital Transformation) where he is also part of the Risk Committee.
- From July 2021 to December 2023 he has sat as an Ined and president of the Risk Committee on the board of Vera Vita (Joint Venture between Cattolica Assicurazioni and Banco BPM for the distribution of life insurance products. The main focus of his work as president of the Risk Committee has been: Solvency Capital Requirements monitoring and management, Mass Laps risk monitoring and management and the control of the activities outsourced to the Group (initially Cattolica and then Generali).
- From July 2021 he is an Ined member of the board of Cattolica Beni Immobili.
- From September 2021 to September 2023 he has sat as an independent non-executive director and president of the Risk Committee on the board of BCC Vita (Joint Venture between Cattolica Assicurazioni and ICCREA for the distribution of life insurance products). The main focus of his work as president of the Risk Committee has been: Solvency Capital Requirements monitoring

and management, Mass Laps risk monitoring and management and the control of the activities outsourced to the Group (initially Cattolica and then Generali).

## **EDUCATION**

Laurea in Business Administration, summa cum laude, (16/12/1982).

Undergraduate Thesis in Organizational Studies: "Organizational Changes in the Banking Industry" (An analysis, based on the model environment /strategy /structure, of the Italian banking firms, with a field study conducted on a sample of 87 firms).

Dottorato di Ricerca in Economia Aziendale (Italian PhD equivalent, in Business Administration), 1988, Bocconi University.

PhD Thesis: "The Design of Organizational Structure".

Corporate Finance Programme at the London Business School (2015)

- Accounting and Financial Analysis: 26-30 January 2015 (successfully completed)
- Valuation : 05-09 October 2015 (successfully completed)
- Financial strategies for value creation: 30 November- 4 December (successfully completed)

### Additional learning experiences:

- Courses and seminars of the PhD program in Strategic Management and Organization, attended at the Carlson School of Management, University of Minnesota, Minneapolis, MN, USA, a. years 92/93 e 93/94:
  - "Organizational Behavior" (Prof. Larry Cummings)
  - "Strategic Process" (Prof. Phil Bromiley)
  - "Theory Building" (Prof. Andrew Van de Ven)
  - "Process Research" (Proff. Van de Ven, Scott Poole, Abbott)
  - "Special Topics in OB" (Prof. Larry Cummings)
  - "Network Analysis" (Prof. Joe Galaskiewicz)
- Courses on statistical methods for social research, Department of Educational Psychology, University of Minnesota, Minneapolis, MN, USA, a. years 92/93 e 93/94 (access to higher level courses was obtained by passing regular exams):
  - EPsy 8260: Basic statistics (binomial distribution, z, chi squared, t)
  - EPsy 8261: ANOVA
  - EPsy 8262: Multiple Regression, Comparison of linear models, Multiple Regression and ANOVA

## **Academic Appointments**

1992-94 Visiting Professor at the Carlson School of Management, University of Minnesota, Minneapolis, MN, USA, Italy

- 1994-97 Un-tenured Full Professor of Organization Theory, Dipartimento Impresa e Lavoro, Università degli Studi di Cassino (FR), Italy
- 1997-99 Tenured Full Professor of Organization Theory, Dipartimento Impresa e Lavoro, Università degli Studi di Cassino (FR), Italy
- 1994-99 Member of Faculty of the PhD Program in Business Administration, Università degli Studi di Cassino (FR), Italy

**ADDITIONAL APPOINTMENTS**

- 1983- Professor in the Organization and HRM Department, SDA Bocconi University School of Management
- 1983- Research Associate of CRORA Bocconi (Centro di Ricerca sulla Organizzazione Aziendale - Bocconi Research Center on Organization)
- 1984-86 Co-Director of Osservatorio Organizzativo (Organizational Observatory, annual research on the organizational characteristics of the largest 1000 Italian companies) CRORA Research Center Bocconi University Milan
- 1986-94 Director of the "Osservatorio Organizzativo Italiano" (Organizational Observatory of Italy) Research Project. Permanent biannual research initiative, started in 1983, devoted to the data collection and analysis, on a sample of 120 firms (on average for every of the six rounds of the survey already conducted) from the population of the first 1000 Italian industrial firms, ranked by sales. Data Base includes: firm economic profile, marketing and production strategies, interorganizational relationships, organizational structures and systems, personnel management, workforce and management demography
- 1987-94 Founder of the "International Organizational Observatory" research project and coordinator of the Scientific Committee of the Project. This research was a replication and an extension of the Italian Project at the European level, started in 1986. The Institutions involved were: Bocconi University, Milan Italy; ESADE (Prof. J. Baruel), Barcelona, Spain; Open University (Prof. D. Pugh), Milton Keynes, UK; ESSEC (prof. G. Van Wijk), Paris, France; Universitat des Saarlandes (Prof. C. Sholtz), Saarbrücken, Germany; Rijksuniversiteit Limburg (Prof. A. Sorge) Maastricht, Netherland; Uppsala University (Prof. B. Markgren), Uppsala, Sweden. Pilot studies have been conducted in all the countries involved. A common, standardized research instrument was developed. Two rounds of data collection were conducted, the last one in 1991-92, involving an average sample of 250 European firms
- 1996-2002 Chairman, Organization and Human Resource Management Department, SDA Bocconi University School of Management
- 2002 Member, Executive Board (Giunta Esecutiva), SDA Bocconi University School of Management
- 2001 Project Coordinator, Laurea Specialistica in Fashion Management (A two years post- Degree program in Fashion Management), Bocconi University
- 2002-08 Director of the Institute of Organization and HRM, Bocconi University
- 2008-12 Vice-Rector for Research, Bocconi University

## **EDITORIAL ACTIVITIES**

- 1994-97 Member of the Editorial Review Board of "CEMS (Community of European Management Schools) Business Review", the Journal of the European Business Schools that are part of the CEMS consortium
- 1988-2001 Member of the Editorial Review Board of "Economia & Management", the Management Review of SDA Bocconi University School of Management
- 1989-2001 Associate Director of "Economia & Management"  
2003-
- 2000- Director, Ticonzero. Emergenze organizzative, tecnologiche e manageriali, On-Line Review edited by CRORA, SDA Bocconi O&P Department and IOSI.
- 1997-99 *Ad hoc* reviewer for Academy of Management Journal
- 2000-02 *Guest Editor: special issue "Trust in an Organizational Context"* Organization Science
- 1999- Member of the *Editorial Review Board* of M@n@gement
- 2003-2006 Member of the *Editorial Review Board* of Organization Science
- 2003- *Ad hoc* reviewer for Journal of International Business Studies
- 2004- *Ad hoc* reviewer for Academy of Management Review
- 2004-2013 Director of "Economia & Management", the Management Review of SDA Bocconi University School of Management

## **TEACHING ACTIVITIES**

Design and teaching of several undergraduate and graduate courses on the following subjects:

- Organization Structure and Design
- Change Management
- Organizational Behavior
- Decision Making and Negotiation
- Leadership
- Transaction Costs Economics
- Inter-organizational relations and Alliances
- Strategy Implementation

## **INTERNATIONAL TEACHING EXPERIENCE**

Seminar on "Active Learning Teaching Techniques" for the International Teacher Program, Aix en Provance, France, Summer 1992

MBA 8010 "Management and Organization Behavior", day MBA Program, a.y. 1992-93 and 1993-94 (four classes, 30 hours each), Carlson School of Management, University of Minnesota, Minneapolis MN, USA

MGMT 3001 "Fundamentals of Management", Carlson School of Management, University of Minnesota, USA, a.a. 1993/94 (two classes, 30 hours each)

Several Executive Seminars for MNCs like Electrolux Compressors, ST (SGS Thomson), Groupe Saint-Gobain, Kone Group, Allianz-RAS Group, Banca Intesa

### **AWARDS**

MBA "Teacher of the Year" Award (in 1987-88 and in 1988-89) at SDA-Bocconi University School of Management

2003 Excellence in Research, awarded by Bocconi University

2021 Excellence in Teaching awarded by the Undergraduate School of Bocconi University

### **INVITED PRESENTER IN SCIENTIFIC SEMINARS**

1992	University of Michigan
1993	University of Florida
1993	University of Maryland
1994	Insead
1995	Edhec Graduate Business School, Nice
2000	London Business School
2003	University of Nice- Sophie Antipolis
2006	Fundacion BBVA – IVIE Madrid

### **RESEARCH ACTIVITIES**

#### **Research funded by CRORA**

- \* Top Management Mobility in the Italian Industrial Firms (with S. Salvemini), 1981.
- \* Organizational Observatory of Italian Industrial Firms (with D. Bodega e F. Pennarola), from 1983 until today.
- \* International Organizational Observatory, from 1986 until today.
- \* Organizational Structures and Systems in a large University (with L. Golzio), 1985-1987.
- \* Organizational Forms and Management Systems in the medium size clothing firms, 1987.
- \* Management Attitudes and Profiles for Effective Negotiation Processes (with A. Grandori and D. Bodega), 1989.

#### **Research funded by Bocconi University**

- \* Organizational Evolution in the Insurance Industry (with Luca Solari and Severino Salvemini), 1996 -

#### **Research funded by SDA Bocconi**

- \* Quantitative Techniques for Manpower Planning, 1985-1987.
- \* Quantitative Methods and Techniques for Organizational Design, 1987.

- \* Organizational Climates and Sustained Competitive Advantage (with Claudio Chiacchierini), 1996 –
- \* Social Capital and Networks (with Marco Tortoriello), 1999-

Research supported by The Institute of Organization and Management Information Systems (IOSI), Bocconi University

- \* President of the Scientific Committee of the "Net Impact Study: Italy" research funded by Cisco International, directed by professor Ferdinando Pennarola, on the impact on companies and the national economy of the *Internet Based Solutions*, 2002

Research funded by the National Science Foundation (CNR) of Italy (\$ 150.000 grant)

- \* Services and Structures for the Internationalization of the Italian Firms, from 1989-92.

Research funded by the Italian Ministry for Research (MURST)

- \* E-Firm: The organizational characteristics of web-based companies 2000-2002.

Research funded by the Carlson School of Management, University of Minnesota, USA

- \* Trust in Buyer/Supplier Relationships (with A.Zaheer and B.McEvily), 1992-94.

Research conducted within IOSI Bocconi

- President of the Scientific Committee of "**Net Impact Study**" research funded by Cisco International, directed by professor Ferdinando Pennarola, aimed at determining the impact on the Italian economy of the *Internet Based Solutions*, 2002
- Member of the Scientific Committee of "**Progetto Basilea II e IAS. Analisi degli impatti organizzativi ed informatici nelle aziende bancarie**" (Project Basel II and IAS. An analysis of the organizational and technological impacts on banks) directed by dottor Vincenzo Morabito, 2003.

Individual Research Programs

- \* Trust Within and Between Organizations
- \* The Institutionalization of the Italian Construction Industry (with Beppe Soda) and of the Italian fashion industry
- \* The N-Form
- \* Strategic Interactions in the Italian Mobile Phone Industry
- \* Social capital and Intellectual Capital: A Multi-level Analysis, in cooperation with Kendall Roth, University of Southern Carolina, and with C. Chiacchierini, University of Tuscia, Italy
- \* Trust, Cooperation and Networks: An Empirical Investigation, with Stefano Piccari, Marco Tortoriello e Gabriella Bagnato
- \* Influence strategies, in cooperation with Gary Yukl
- \* Company financial evaluation, in cooperation with Claudio Chiacchierini e Francesco Perrini



### International Publications

- 1998 "Does Trust Matter? Exploring the Effects of Interorganizational and Interpersonal Trust on Performance" (con A.Zaheer e B.McEvily), Organization Science, March-April, Vol.9, N.2, pp. 141-159.
- 1998b "Some Conceptual and Research Barriers to the Utilization of Knowledge" (with G.Miles, R.Miles and L.Edvinsson), California Management Review, Spring, Vol.40, pp. 281-288.
- 1998c "The Strategic Value of Buyer-Supplier Relationships" (with A.Zaheer and B.McEvily), International Journal of Purchasing and Materials Management, Summer, Vol.34, N. 3, pp. 20-26.
- 2003 "Introduction to the Special Issue on Trust in an Organizational Context" (with B. McEvily and A. Zaheer), Organization Science, Vol. 14 No.1, Jan.-Feb, pp.1-4.
- 2003 "Trust as an Organizing Principle", (with B. McEvily and A. Zaheer), Organization Science, Vol. 14 No.1, Jan.-Feb, pp.91-103.
- 2003 "Free to Be Trusted? Organizational Constraints on Trust in Boundary Spanners", (with A. Zaheer and B. McEvily), Organization Science, Vol. 14 No.4, July-August, pp. 422-439.
- 2011 "Cooperation among competitors as status-seeking behavior: Network ties and status differentiation", (with M.Tortoriello and B. McEvily), European Management Journal, Vol. 29, Issue 5, pp. 335-346.
- 2013 "Sympathy for the devil? Reflections on the perils of institutionalising trust research"  
Journal of Trust Research 01/2013; 3(2):155-171.  
DOI:10.1080/21515581.2013.822676

### Scientific Impact (source: Google Scholar, 17 June 2024)

	All	Since 2019
<u>Citations</u>	10.683	2.484
<u>h-index</u>	9	7
<u>i10-index</u>	9	7

### Books, Edited Books and Chapters in Edited Books:

- 1984 "La pianificazione del personale nelle banche" (Manpower Planning in Banks), chapter in R. Ruozi (editor), La gestione delle risorse umane nelle banche (Human Resources Management in Banks), Giuffrè, Milano, pp. 125-175.
- 1984 "Appendice: una ricerca empirica sul cambiamento organizzativo nelle banche" (The Evolution of the Italian Banks: a Survey), Chapter in S. Salvemini, Il cambiamento organizzativo nelle aziende di credito (Organizational Change in Banks), Giuffrè, Milano, pp. 199-237.
- 1990 "Le strutture organizzative d'impresa. Criteri e modelli di progettazione" (The Organizational Structure of Firms. Criteria and Models for Design), Egea, Milano, (pp.525).
- 1997 "Le Forme Reticolari" (The Network Form), Chapter in R.C.D.Nacamulli e G.Costa (editors), Manuale di Organizzazione Aziendale Vol. II (Handbook of Organization Theory and Design), Utet, Torino.
- 1997 "The co-evolution of contexts and forms: The N-Form", in T.Clark (editor), Advances in Organizational Behaviour. A festschrift to honour Derek Pugh, Ashgate Publishing Company Ltd., Aldershot, UK : 145-164.
- 1998 "Lavoro, impresa e managerialità. Un'indagine esplorativa" (Employment, the firm and the manager. An exploratory study) in V. Perrone (editor), L'occupazione possibile. Spazi di azione manageriale e imprenditoriale (Employment it's possible. Opportunities for Managerial and Entrepreneurial Action), EtasLibri, Milano: 1-32.
- 2000 "L'equità nelle organizzazioni: un'analisi empirica degli effetti sulla fiducia e sul coinvolgimento della risorsa umana" (Organizational justice: an empirical study of its effects on trust and commitment) (with Claudio Chiacchierini and Massimo Neri) in Bruno Maggi (editor), Le sfide organizzative di fine e inizio secolo (Organizational Challenges at the turn of a Century), EtasLibri, Milano.
- 2001 "La collaborazione interorganizzativa in un distretto turistico: la rete dell'ospitalità" (Social capital and interorganizational cooperation in an Italian touristic district) in S. Salvemini and G.Soda (editors), Artwork & network, Egea, Milano: 59-84.
- 2008 "i-Valuation. Intangibili, competitività e valutazioni di impresa" (i-Valuation, Intangibles, competitiveness and company evaluation), with C.Chiacchierini e F. Perrini, Preface by L. Guatri, Egea pagg. 866.
- 2012 Poste Italiane. L'innovazione come strategia vincente, (con N. Corrocher, R. Fontana, F. Malerba), (*Italian Mail: Innovation as a winning strategy*) Egea p. 160, ISBN/EAN: 9788823833746
- 2013 "Lavoro e relazioni sindacali: quale modernità?" (*Work and industrial relations: is there anything modern?*) , in L. Golzio e F. Basenghi (a cura di), *Regole, politiche e metodo. L'eredità di Marco Biagi nelle relazioni di lavoro di oggi*, Giappichelli, 282-317.
- 2016 "Potere" (*Power*), in S. Salvemini (editor), *Fondamenti di Organizzazione Aziendale*, Egea, 239-274

### B. PhD Thesis (deposited in the National Libraries of Florence and Rome):

"La struttura organizzativa nel sistema d'azienda" (The Organizational Structure of the Firm), 1989 (2voll.)

### Articles in Italian Journals:

- 1984 "Il cambiamento organizzativo nelle banche: considerazioni sui risultati di una ricerca empirica" (Organizational Changes in Banks: Research Findings), Finanza, Marketing e Produzione, n. 1, Anno II, marzo, pp. 125-172.
- 1988 "Enterprise Change and Organizational Structures in the 80's", Economia Aziendale, Vol. VII, N.2, August
- 1995 "Reingegnerizzazione dei processi aziendali. Metodi, linguaggi e modelli" (Business Process Reengineering: Methods, Languages and Models) (with U.Racheli), Economia & Management, n.1 - Gennaio, pp.82 - 100.
- 1996 "Evoluzione organizzativa: Crisi dei paradigmi dominanti e nuovi modelli di cooperazione" (Organizational Evolution : The Crisis of Dominant Paradigms and The Rise of New Forms of Cooperation) Economia & Management, n.2 – Marzo, pp.87 - 104.
- 1997 "Modelli per la gestione del cambiamento organizzativo : Un caso di reingegnerizzazione dei processi aziendali" (Models for Managing Organizational Change: A Case Study in BPR) (with U.Racheli), Economia & Management, n.4 - Luglio, pp.17 - 40.
- 1997b "Organizzazione e processi di acquisizione. Le condizioni organizzative dei processi di acquisizione nelle banche italiane: uno studio empirico" (Organization and Acquisitions. Organizational Conditions for Acquisition Processes in the Italian Banking Industry: A field study) (with L.Solari) Sviluppo & Organizzazione, n.163 Settembre-Ottobre, pp. 85-93.
- 1999 "Fiducia e comportamenti di *cittadinanza organizzativa (CCO)*: Una indagine empirica nella prospettiva della rete degli scambi sociali" (Trust and Organizational Citizenship Behaviors: A multiple social exchanges perspective) (with Claudio Chiacchierini), Economia & Management, N.4, July 1999.
- 2003 "Competizione economica e competizione simbolica nel Fashion System" (Symbolic and Economic Competition in the Fashion Industry) (with R. Cappetta & A. Ponti), Economia & Management, N.2, March-April
- 2003 "Gemelli diversi: Rivalità competitiva nel settore della telefonia mobile italiana" (Different Twins: Competitive rivalry in the Italian mobile phone industry) (with L. Proserpio & B. Provera), Economia & Management, N.6, Novembre-December
- 2015 "La valutazione del merito creditizio 2.0: innovare per competere" (Evaluating creditworthiness: a 2.0. approach for banks) (with C. Chiacchierini & A. Fischetti), Rivista Bancaria, n. 3-4, Maggio-Agosto, 125-146

### **Editoriali per Economia & Management:**

- 2004 “La fiducia è una cosa seria” (*trust is a serious thing*) Economia & Management, N.3
- 2004 “Oltre l’orizzonte dei distretti” (*beyond industrial districts*) Economia & Management, N.5
- 2005 “Italia-Europa-Italia” Economia & Management, N.2
- 2005 “Marco Polo, per un giorno” (*Marco Polo for one day*) Economia & Management, N.4
- 2006 “Dell’età. Ovvero: la sindrome della banana acerba” (*Talking about age*) Economia & Management, N.3
- 2006 “Chi trova un amico trova un tesoro” (*social capital: the one who finds a friend finds a treasure*) Economia & Management, N.4
- 2006 “Vincere i Mondiali. Capitale simbolico e capacità competitiva” (*to win the world championship: symbolic capital and competitiveness*) Economia & Management, N.5
- 2006 “Ne nos inducas in tentationem. Ideali e Idoli di vita e consumo” (*Ideals and Idols for life and consumption*) Economia & Management, N.6
- 2007 “Doni utili e Maschere da manager” (*useful gifts and managerial masks*) Economia & Management, N.1
- 2007 “La quinta stagione del lavoro” (*the fifth season of work*) Economia & Management, N.5
- 2007 “L’essenziale è invisibile agli occhi. Intangibili e sviluppo” (*intangibles and economic development*) Economia & Management, N.6
- 2008 “Elogio della malinconia. Realismo, creatività e possibilità di cambiamento” (*in praise of melancholy*) Economia & Management, N.1
- 2008 “*Winter in Venice*: Riflessioni sul cambiamento (e la politica)” (*reflections on change and politics*) Economia & Management, N.3
- 2008 “Il coraggio di cambiare” (*the courage to change*) Economia & Management, N.4
- 2009 “Dieci, cento mille Itea. Condizioni per un nuovo Rinascimento italiano” (*conditions for an Italian Renaissance*) Economia & Management, N.1
- 2009 “Careful with that axe, Eugene! Il dramma silenzioso dei manager senza lavoro” (*the silent drama of fired managers*) Economia & Management, N.2
- 2009 “Danaro e benessere: 147 milioni di motive per essere felici?” (*money and happiness*) Economia & Management, N.5
- 2010 “Nella sfida col mondo ci giochiamo la carta dell’identità”(identity in theory and practice) Economia & Management, N.1
- 2010 “Ora e sempre resilienza!” (*now and forever: resiliency!*) Economia & Management, N.2
- 2010 “Specchio, specchio delle sue brame...fioriscono in azienda i Narcisi” (*narcissistic leaders*) Economia & Management, N.4
- 2011 “Perché l’orso polare ci commuove più di un cassaintegrato?” (*why do we care more for white bears than for jobless people?*) Economia & Management, N.1

- 2011 "E il Piave smise di mormorare. Capitale straniero e sviluppo italiano" (*foreign capital and Italian economic development*) Economia & Management, N.3
- 2012 "Che impressione! Management ed economia della bella figura" (*impression management*) Economia & Management, N.1
- 2012 "Attenti alla m-Cloud. Da quella nuvola piovono crisi" (*Beware of the mCloud! Global financial crises are pouring from it*) Economia & Management, N. 4
- 2012 "Il bastone del Maresciallo. Consigli per l'uso" (*The baton of command. Suggestions for the right use*) Economia & Management, N. 5
- 2013 "La crisi della foresta non è tutta la vita dell'albero. Le micro-fondamenta della crescita" (*micro-foundations of growth*) Economia & Management, N. 1

**Papers submitted to a *blind review* process and accepted in International Conferences:**

- 1992 "The Double Net: Exploring Intra-Organizational Conditions for Effective N-Form Organizations", paper presented at the American Academy of Management Symposium: "Network Organizations: Some Current and Future Perspective", Las Vegas, August 11.
- 1993 "The N-Form: Opportunity for an Inquiry into the nature of Organization Forms", paper presented at the 11th EGOS Colloquium "The Production and Diffusion of Organizational and Managerial Knowledge", Paris, July 6-8.
- 1993b "Trust in Japanese and U.S. Interorganizational relationships: Cultural or Organizational Antecedents" (with A. Zaheer and B. McEvily), paper presented at the Academy of International Business Annual Meetings in Hawaii.
- 1994 "With a little help from my friends: exploring the link between interorganizational and interpersonal trust in interfirm dyads" (with A.Zaheer e B.McEvily), paper presented at the Academy of Management Meeting, Dallas, USA, August, Session M7: "Managing Strategic Alliances: cooperation amid competition".
- 1994b "Core model-based methodology for business process reengineering" (with U.Racheli), paper presented at the Strategic Management Society Conference, Paris, September 1994.
- 1995 "The Organizational Embeddedness of Trust" (with A.Zaheer e B.McEvily), paper presented at the Strategic Management Society Conference, Mexico City, October.
- 1996 "The Four Forms Of Capital. Exploring the Complexity of Strategy from a Multidimensional Perspective", paper presented at the Strategic Management Society Conference, Phoenix, November.
- 1996b "Does group matter? A longitudinal study of the relationship between the strength of strategic group membership and performance" (with L. Solari), paper presented at the Strategic Management Society Conference, Phoenix, November.
- 1997 "Acquire or Create: Endless Dilemma in the Formation of Holding Companies in Italian Banking Industry" (with L. Solari), paper presented at the Strategic Management Society Conference, Barcelona, November.

- 1997b "Mission: Impossible. Competing and Surviving in the Videogames Industry" (with L. Proserpio), paper presented at the Strategic Management Society Conference, Barcelona, October.
- 1997c "The Forms of Capital. Beyond Resources Toward a Multidisciplinary Approach to Strategic Complexity", paper presented at the Academy of Management Meeting (Business Policy and Strategy –BPS- Division), Boston, August.
- 1998 "The contexts of trust: The impact of organizational characteristics" (with A.Zaheer and B.McEvily), paper presented at the Academy of Management Meeting (Organization and Management Theory – OMT - Division), San Diego, August.
- 2001 "Vulnerability and the Asymmetric Nature of Trust in Interorganizational Exchange" (with A.Zaheer and B.McEvily), paper presented at the Academy of Management Meeting (Organization and Management Theory – OMT - Division), Washington D.C., August.
- 2002 "The social structure of cooperation: Embeddedness and network relationships" (with M. Tortoriello), paper presented at the Academy of Management Meeting (Organization and Management Theory – OMT - Division), Denver, August.
- 2004 "The Evolution of Status Hierarchies: Network Dynamics and Status Differentiation," (with M. Tortoriello and B. McEvily) paper accepted at the Academy of Management Meeting (Organization and Management Theory – OMT - Division), New Orleans, August

#### **Working Papers:**

- 1990 "Strategie organizzative per l'internazionalizzazione e domanda di servizi delle imprese industriali di medio-grandi dimensioni", (Organizational Strategies for Internationalization: The demand for Services by Industrial Firms) with F. Paoletti and F.Pennarola, Working Paper CNR.
- 1992 "Strategie organizzative per l'internazionalizzazione e domanda di servizi delle imprese industriali di medie e grandi dimensioni: una ricerca empirica", (An Empirical Study on the Demand for Services Supporting Internationalization Strategies) with G.Soda, Working Paper CNR.
- 1992 "La Doppia Rete. Verso una progettazione simultanea degli assetti organizzativi interni ed esterni alle imprese" (The Double Net: Designing Internal and External Governance Forms Simoultaneously), Working Paper sviluppato per il Convegno: "Problemi metodologici nello studio dell'economia aziendale", Gargnano, 14 e 15 aprile.
- 1993 "Trust in Japanese and U.S. interorganizational relationships: cultural or organizational antecedents?" (con A.Zaheer e B.McEvily), Working Paper, Carlson School of Management, University of Minnesota.
- 1993 "The N-Form: Opportunity for an Enquiry into the Nature of Organization Forms", paper presentato all'11° EGOS - Colloquium, Paris, Luglio.
- 2000 "La relazione tra individuo e impresa. Una sintesi della ricerca sul concetto di Commitment organizzativo" (Commitment toward the Organization: A Literature Review) with A. Tagni.
- 2000 "Vulnerability and the asymmetric nature of trust in interorganizational exchange" (with B. McEvily and A. Zaheer).
- 2002 "A Multi-level investigation of the development of relational capital within the organizational context" (with Kendall Roth and Claudio Chiacchierini).

**Case Studies and Simulations:**

- "Davide Lorenzi, stilista" (Case history of the leading fashion firms in the Italian clothing industry, with the analysis of the interorganizational relationships. To be discussed applying the transaction cost framework), in M. Decastri (a cura di), Casi di organizzazione aziendale, Franco Angeli, Milano, 1985.
- "SM/SO" (Simulation of the functioning of a mechanistic and of an organic organizational system), in A. Grandori (a cura di), Simulazioni di organizzazione, Franco Angeli, Milano, 1983.

**CRORA Research Reports:**

- Rapporti di sintesi dei risultati dell'Osservatorio Organizzativo CRORA-Università Bocconi ("The Italian Organizational Observatory: a Synthesis of the Research"); years 1984, 1985, 1986, 1988, 1990 (5 volumes).

## Competencies and Professional Interests

- Company or business unit strategic positioning
- Vision, mission and strategic goals development
- Strategy Implementation
- Company restructuring
- Organizational Design
- Organizational Behavior
- *Change Management*
- *People Management* and motivation
- *Digital strategy*
- Inter-firm alliances: joint ventures, buyer-supplier relationships, mergers and acquisitions
- Company financial evaluation
- Leadership



## CONSULTING JOBS AND SEMINARS FOR

Alessi	COOP Italia	Novamont
Allianz	Costa Navigazioni	Philips Healthcare
Ampacet Europe	CPL Concordia	Pitti Immagine
Amplifon	Dow Chemical Italy	Polimoda
Aprilia	Electrolux Compressors, Udine	Ponti
ARCAvita e ARCAassicurazioni	Esselunga	Qubica
Arthur Andersen MBA	Federlegno Assarredo	RDZ Impianti
Bain & Co.	FIAT Fisdaf	Riello
Banca Popolare di Milano	Fiera Milano S.p.A.	Roche Italy
BancaIntesa	Formenti	Safosa
Barilla Bakery	Galina Blanca Star	Sanofi
Bayer Italia	G.F.T. (Gruppo Finanziario Tessile)	Sap Italia
Benetton	Groupe Saint-Gobain	Selex
Biesse	Gucci	SIA (Banking automation)
Bosch Italia	Hiserv	ST-Microelectronics
BRT	IBM SEMEA	Trivending
Bull Italy	Knoll	TXT
Byte	Kone	Ucar Carbon Italy
Cefla Group	Kraft	Unione Industriali di Biella
Citroen Italia	Liomatic	Unione Industriali di Prato
Claris Vita	Luxottica	Unicredit Business Transf.
Club dei Distretti	Mediamarket	Uniqa Group
Coca Cola HBC	Megamark	Vaillant
Colgate Palmolive Italy	Metro Cash & Carry Italia	Valtur
Comet Tesa	Mutti	Zurich
Confesercenti	Natuzzi Group	
Confida	Nielsen IQ	
Consip S.p.A.		