



Università  
Ca' Foscari  
Venezia

Presidio della Qualità  
di Ateneo

# **2018 Annual Research Report Department of Management**

Reference period 2015-2017



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# PART I: Research objectives

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## Section A - Statement of the Department research objectives and indicators

The distinctive research areas of the Department include: the strategic management of innovation, the organization of networks, the entrepreneurship, the quantitative methods for management, the environmental and financial sustainability of firms, the management of cultural productions, the transformations and mobility of automotive industry, the internationalization of firms, the behavioral finance, and the relationship between banks and firms.

Although the Department has achieved high performing results in the capability of communicating with local firms, public institutions and sponsors (for example, the Veneto region), we recognize the need to advance the quality of scientific research, which implies an increase of publications on journals in QS and ISI WoS, as well as of participation to national and international research projects.

To this extent, the objective of the DMAN is to lead the quality of Research to a standing that is comparable with Departments of similar dimensions and resources operating at an international level.

In particular, consistently also with the strategic objective of the University, the DMAN means:

1. to reinforce and increase the scientific production and quality of the Department;
2. to increase the capability to access external research funds;
3. to reinforce the potential of Research of the Department through the increase of research grants and PhD fellowships;
4. to develop a new basic and applied research area, consistently with the mission of the territory and the objectives of 4.0 Industry.

With reference to the **first objective**, the DMAN makes an effort in a deep cultural change also supported by the disciplinary heterogeneity that characterizes the current research groups, as well as by an active debate on evaluation issues and research promotion. The objective of improving the scientific production together with the placement on national and international rankings is a need shared by everyone.

Therefore, the Department has decided to develop and reinforce a set of research evaluation and promotion tools. This strategy is articulated on the following actions:

- 1.1) promotion of the publications' quality through evaluation/incentive tools, including the presence of these publications in ISI and SCOPUS indexed journals;
- 1.2) sharing and dissemination of knowledge and scientific production through seminars and publication in the Working Paper Series of the Department;
- 1.3) mentions and awards for research excellence;
- 1.4) funds for the participation to high quality conferences ('FEE' fund);
- 1.5) funds for proof-reading services.

With reference to the **second objective**, the DMAN promotes the reduction of the teaching activity to the principal investigators of European research projects. Furthermore, the Excellence project provides for an awarding of fund-raising with the objective of an increase not lower than 30% of the founding amount of 5-year competitive calls.

With reference to the **third objective**, continuing to pay attention to the development of a new generation of academics with an international standing is fundamental for the future of the DMAN. For these reasons, the Department has a regulation for the research grants with the following purpose:

- 2.1) to introduce a virtuous system for assigning resources to the scientific disciplinary areas;
- 2.2) to evaluate ex post with a transparent and rigorous manner the activities of research grants fellows.

Finally, the DMAN provides for developing a new research area about the transformation of technological innovation-based opportunities, which enlarge the access to data, into elements of competitive advantage (**fourth objective**).

In the Department development plan, with reference to the indicators of the University strategic plan, the following objectives over the period 2019-20 are included:

### **1. Total amount of research funds**

BASELINE: 0,00 euro/year from European projects on competitive calls (in 2016 euro 608.937; in 2017 euro 545.035)

TARGET: 800.000,00 euro/year from projects on European competitive calls

### **2. Interdisciplinary research level**

BASELINE: -- project not started

TARGET: maintenance of the current % of faculty registered and actively involved on RFCG teams (46%), in face of new entry

### **3. Number of ERC and MSC**

BASELINE: 0

TARGET: 1 ERC or 1 MSC

### **4. Total research production**

BASELINE (2015): no. 33 publications in WoS; no. 33 publications in SCOPUS

TARGET: in the next 2 years +10% on WoS; +10%<sup>1</sup> on SCOPUS with respect to 2017.

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<sup>1</sup> The target identified in the Department development plan does not correspond with the University metric in the current report.

## PART II: Human resources and Scientific production

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### Section A – Human resources

#### Subsection A.1 – Research personnel

##### Faculty

Year <sup>2</sup>	Full Professors	Associate Professors	Researchers	Fixed-Term Researcher <i>[Ricercatori t-det]</i>
2017	19	24	10	8
2016	20	25	11	5
2015	20	25	12	4

##### Research Grant Holders and PhD students

Year	Research Grant Holders	PhD students
2017	29	18
2016	30	19
2015	18	15

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<sup>2</sup> Detected at 31 December of every year

## Section B - Scientific production (2015-2017)

### Subsection B.1 – Overall scientific production<sup>3</sup>

#### Total scientific production

Publishing year	Journal articles	Book Parts	Books	Conference Proceedings	Other	TOT
2017	69	50	10	9	6	144
2016	56	67	15	13	7	158
2015	49	46	14	10	5	124
TOT	174	163	39	32	18	426

#### Indexed publications

Category	2015	2016	2017	TOT
Indexed in WoS/Scopus	38	40	49	127
Articles in top 10% WoS/Scopus Journals	8	15	14	37
Articles in ANVUR “Class A” Journals	19	26	31	76
Articles in Excellence Journals <sup>4</sup>	3	2	2	7
TOT	68	83	96	247

Data highlight an increase in total scientific production with + 27% in 2016 and a slight drop in 2017. It is interesting to notice that the number of articles on journals is increasingly higher compared to other types of publications.

Focusing on indexed publications, it is clear how the quality of scientific production has been growing in the three years considered. In particular, the trend of the number and the percentage of publications included in Scopus and WoS in recent years indicates a clear growth. As by the research products included in WoS, note that an appreciable increase of the number of publications is registered, almost transversally to the scientific areas of the department. These results are evident in the next plots, where the data in blue columns (on the left side) are referred to years 2015-2017, while the data in orange columns (on the right side) are referred to the period 2014-2016. External factors (the ASN, as an example) have supposedly influenced the choices of the department members, including the choice of the journals for publication. The particularly productive members in the three-year period 2014-2016 confirmed their positive trend also in the three-year period 2015-2017.

<sup>3</sup> Source: University Repository ARCA (<https://arca.unive.it/>). Only publication with a ISBN/ISSN or DOI code have been considered. Book editing activities have been excluded.

<sup>4</sup> Excellence Journals” is a list, proposed by the University departments, of journals of particular value in the non-bibliometrical scientific areas.



Grafico Prodotti/Docenti (Scopus)

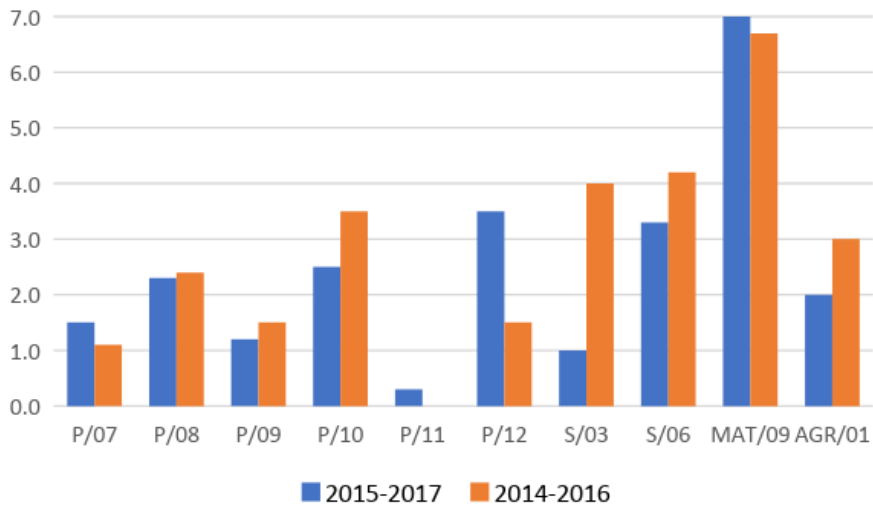
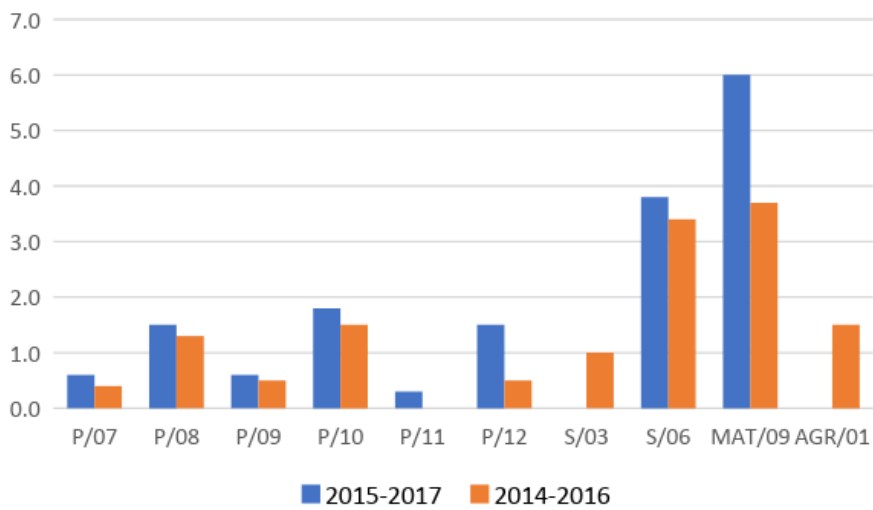


Grafico Prodotti/Docenti (WoS)



Role at Ca' Foscari	Number	ARCA products	Indexed in WoS / Scopus	Top 10% WoS/Scopus Journals	ANVUR Class A Journals	Excellence Journals <sup>4</sup>
Full Professor	19	168	40	20	32	0
Associate Professor	24	165	45	8	23	5
Researcher	10	77	30	4	14	1
Fixed-Term Researchers [Ricercatori t-det]	8	66	27	9	16	2
TOT	61	476	142	41	85	8

*Note.: the publications with more authors internal to the Department and belonging to different positions have been counted for each respective category*

Full professors have the highest productivity, while a higher rate of indexed publications, with an average of 3.2, is observed in the category of researchers.

## Subsection B.2 - Scientific production of newly recruited and promoted researchers

### Newly recruited researchers

Entry role at Ca' Foscari	Number	ARCA products	Indexed in WoS / Scopus	Top 10% WoS/Scopus Journals	ANVUR Class A Journals	Excellence Journals
Full Professor	0	0	0	0	0	0
Associate Professor	1	5	1	0		
Fixed-Term Researchers [Ricercatori t-det]	4	27	12	5	9	2
TOT	5	32	13	5	9	2

### Promoted researchers

Acquired role	Number	ARCA products	Indexed in WoS / Scopus	Top 10% WoS/Scopus Journals	ANVUR Class A Journals	Excellence Journals
Full Professor	4	39	15	6	11	0
Associate Professor	9	70	31	6	13	0
Fixed-Term Researchers [Ricercatori t-det]	4	39	15	4	7	0
TOT	17	148	61	16	31	0

First, the newly hired faculty members show an attitude for high quality scientific production: almost half of their research products is indexed in WoS/ Scopus. The recently promoted full professors and researchers have high productivity indicators, which are higher than indicators of the promoted associate professors. On the contrary, the latter distinguish themselves for a higher quality of publications (44% of the products are indeed indexed). We highlight that, in order to guarantee a high quality in the recruitment process, the department has adopted guidelines with minimum qualification thresholds. In particular, there are thresholds which will come into force starting from 2019, for each of the different types of faculty members.

With reference to the research of the PhD students, there are three positive results concerning the XXIX, XXX and XXXI cycles. PhD students' papers have been accepted in important international management conferences, often with double blind peer reviews (Academy of Management, Egos, Euram), or in high-level specialized international conferences.

PhD students have further distinguished themselves pursuing several awards such as: the ADEIMF 2016 award, the best reviewer award EURAM 2016, the best reviewer at the Academy of Management Conference in Atlanta 2017, the Best Paper Award of Annual International Ethnography Symposium in August 2017, the Tony Beasley doctoral award at British Academy of Management conference 2017 and, finally, the Best paper award in the track of Marketing at AIMAC Conference in Beijing in June 2017.

Finally, it is worth mentioning that the PhD students have developed appreciable abilities in publishing their papers on leading journals. E.g. two of their papers appeared among major publications in 2016, in the Journal of Business Ethics and Academy of Management Journal. Furthermore, in 2017 their publications appeared in Organization Science, Applied Economics, and in the Journal of Retailing and Consumer Services.

## Subsection B.3 - Researchers with no scientific production<sup>5</sup>

### Researchers with no scientific production

Full Professors	Associate Professors	Researchers	Fixed-Term Researchers <i>[Ricercatori t-det]</i>
0	1	0	0

### Researchers with no scientific production recruited/promoted in the three-year period 2015-2017

Full Professors	Associate Professors	Researchers	Fixed-Term Researchers <i>[Ricercatori t-det]</i>
0	0	0	0

### Comments concerning the critical issues

We highlight that the inactive researcher, during the three-year period 2015-2017, is today retired.

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<sup>5</sup> Researchers with no scientific publication in the three years period (source: University Repository ARCA).

## PART III: Resources, incentives, actions

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### Section A – Departmental research funding

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Within the University regulatory framework, the Department has adopted a Regulation for the allocation of Departmental research funding ([https://www.unive.it/pag/fileadmin/user\\_upload/dipartimenti/management/documenti/ricerca/Reg\\_DMAMAN\\_2018\\_in\\_vigore\\_dal\\_24\\_luglio.pdf](https://www.unive.it/pag/fileadmin/user_upload/dipartimenti/management/documenti/ricerca/Reg_DMAMAN_2018_in_vigore_dal_24_luglio.pdf)).

Evaluation criteria acknowledge the importance, for all the Department disciplinary areas, to publish in English, to be visible on major international repositories, and to submit scientific production through qualified peer review processes.

A gradual adjustment of criteria went together with a progressive convergence of research practices towards the set targets, as can be seen from the evolution of the coefficient of variation of individual allocations, which since 2014 has remained stable around 0,8, against a value of 1,034 in 2012 and 0,893 in 2013.

Year	Budget	Average allocation	Standard deviation	Coefficient of variation
2018	90.000	1.475,41	1.201,13	0,814
2017	90.000	1.475,41	1.119,44	0,759
2016	75.000	1.229,51	934,76	0,760
2015	150.701	2.430,66	1.979,94	0,815

## Section B – Funding for Research Grants and Short-term Research Fellowships

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Following the University Regulation for awarding of research fellowships (DR n. 1 of 9/01/2017), the Department acknowledges three typologies of research fellowships: area fellowships (type A), fellowships on specific projects (type B), and ESF fellowships. ESF fellowships are technically comparable to type B ones, but they are funded by the Veneto Region on the European Social Fund following specific conditions.

In order to get a positive assessment at the end of the research fellowship, the Department has introduced the following minimum output standards: “Within one month before the expiration of the contract, the fellow is required to document the presentation of research results at a national or international conference, or at a Department seminar; produce a Department Working Paper or a Nota di Ricerca, or any other publication valid for an assessment following the criteria for the allocation of Departmental research funding (AdiR).”

### Subsection B.1 – Research Grant Holders

Funding sources	Number of Research grant positions
Type A fellowships – Departmental funds	14
Type B fellowships – external funds	35
ESF fellowships – Veneto Region	16

Year	P/07	P/08	P/09	P/10	P/11	P/12	S/03	S/06	AGR/01	IUS/7	IUS/12	INF/01	MAT/09
2017	10	6		2	1			1		1		1	1
2016	11	11			1	1		1		1			1
2015	6	6	1							1			1
Tot.	27	23	1	2	2	1		2		3		1	3

Following the University regulation (DR n. 300 of 14/04/2014), the Ca' Foscari University of Venice provides for their creation of Short-term Research Fellowships (<https://www.unive.it/pag/11701/>). They are an instrument for the recruitment of staff to be included in research groups or projects. Typically, short-term research fellowships have a duration not exceeding 12 months, unless otherwise specifies/required. Their funding should originate from outside the University, following specific agreements,

contracts or contributions from public administrations, public entities or private individuals and companies.

The Department has issued Short-term Research Fellowships as in the Table below.

## Subsection B.2 – Short term Research Fellowships

Funding sources	Disciplinary area (if available)	Number of Short-term Research Fellowships
External funds (not ESF)		13
ESF		21

## Section C – Other departmental actions for research support

In the three-year period 2015-2017, the Department of Management has undertaken a number of actions for the promotion and communication of research.

The Department has allocated funds to finance both the participation of the Department's members in prestigious conferences and proof-reading activities, with the aim of encouraging research in the Department, as well as fostering its internationalization.

### FUNDS FOR CONFERENCE FEES

Since 2016, the Departmental Council has approved a procedure that regulates the distribution of funds to encourage participation in conferences (“funds for conference fees”); it sets out access requirements and individual maximum application limits.

In particular, the following criteria have been established, in order to be eligible for funding: 1) acceptance of the paper at the conference (with peer review); 2) registration at the conference.

Reimbursement is however subject either to the publication of the research work in the Departmental Working Paper Series, which must occur within three months from the conference participation, or to the submission of the research work to an international journal with WoS/Scopus codes, which must occur within three months from the conference participation.

	<b>2017</b>	<b>2016</b>
Allocated funds	1.500 €	14.000 €
Requests received	4	15
Requests accepted	3	14
Assigned funds	1.390 €	5.013,92 €

The PhD in Management has activated specific actions to support research for PhD students, financing them with PhD's and Department's funds. The table below shows the data related to the Summer Schools.

Year	Summer School	Number of students
2017/2018	1756	4
2016/2017	0,00	0
2015/2016	1500	2
2014/2015	2500	5

## **FUNDS FOR PROOF-READING**

Since 2017, funds have been set up to request reimbursement for proof-reading activities. The procedure to allocate these funds is regulated by the Departmental Council (ref. CdD 25/01/2017).

	<b>2017</b>
Allocated funds	3.400 €
Requests received	18
Requests accepted	15
Assigned funds	3.400 €

The table below summarizes the data relating to the PhD in Management.

Year	Proof-reading	Number of students
2017/2018	750	3
2016/2017	595	4
2015/2016	933	4
2014/2015	0,00	0



## CO-FINANCING OF THE REGISTRATION FEE FOR THE 'RESEARCH FOR GLOBAL CHALLENGES' TEAM

The Department intends to support its members in presenting project ideas on competitive calls by encouraging participation in Global Challenges Teams with a co-financing of 50% of registration fees, with the use of Departmental margins.

### WORKING PAPERS

Since April 2011, the Department has been publishing two series of technical reports, one in English (*Working Paper*) and one in Italian (*Research Notes*), which are accessible online through two portals: RePEc and SSRN.

The following table shows the number of papers published in the two series during the three-year period considered.

Year	Working Paper	Note di Ricerca
2017	15	5
2016	22	4
2015	10	3

The Department mainly uses English as a language for scientific communications. For this reason, the data reported in this research report refer exclusively to the production in English.

The Department has a dedicated page on both portals, where there are also statistics of access. The RePEc portal is free, while the Department bears the cost of SSRN in view of its higher diffusion among scholars of business disciplines.

#### **RePEc**

On the portal <http://ideas.repec.org/s/vnm/wpdman.html> 149 working papers have been published in total, for which RePEc certifies, in March 2018, 6981 (1006 in the last 12 months) total downloads (+20% in the last year) and 13424 accesses to abstracts (of which 2352 in the last 12 months). The comparison between the overall data and the data for the last 12 months confirms the trend noted above.

#### **SSRN**

On the portal <http://www.ssrn.com/link/Universita-Ca-Foscari-Venezia-Dept-Mgmt.html> 120 working papers have been published, for which SSRN certifies 8462 total downloads (of which 1554 in the last year).

## RESEARCH DAY

The Department Research Day is an appointment that recurs yearly. In some of them, the Research Day was dedicated to the presentation of the research laboratories of the Department, to the presentation of the results obtained in the context of the FSE projects and to the presentation of the works awarded with the mentions to the research.

During the three-year period 2015-2017, the following editions of the Department Research Day took place:

- On October 22, 2015, a Research Day was organized with the presentation of research products that received mentions, research products of new recruits and of newly promoted members of the Department.
- On May 27, 2016, a Lab Day was organized to present the Departmental laboratories and research centers.
- On October 26, 2016, a Research Day was organized, mainly dedicated to the presentation of the research works awarded with the mentions for the year 2015.

## DEPARTMENT SEMINARS

The Department appoints one or more contact persons who coordinate the organization of the seminars during the academic year; in 2017-2018 the contacts were Giulia Baschieri (SECS-P/09) and Cinzia Colapinto (SECS-P/08).

The Department hosts a minimum number of 10 "Management lectures" per academic year, to be held during the teaching period of the PhD program. These seminars take the form of lunch-seminars, have a duration of 1 hour and are followed by a meeting with the PhD students of about 1 hour. Per each seminar, a professor of the Department or, in the alternative, a research fellow or a PhD student, serves as discussant.

Year	Number	Of which Management Lectures	Internal speaker (from Ca' Foscari)	External speaker (from other Universities)
2017	14	7	5	9
2016	20	2	4	16
2015	29		5	24

## RESEARCH COMMUNICATION

The Department of Management promotes research through a wide range of communication channels to reach a target as wide as possible. On the Department website, articles, WP, Research Notes and monographs are periodically published under the menu item 'research'. Moreover, they are disseminated via the monthly newsletter and through the use of social networks, in particular Twitter and Facebook. For primary

use, a bulletin board is updated on the first floor of the complex C1 of the San Giobbe Campus. Finally:

1) news published on the website of the Department and / or University are periodically created;

2) press releases are periodically generated and sent by the University Communications Office to editors and journalists of all the main national and local press, radio, tv and online newspapers.

Currently, the list of recipients of these communications includes over 370 contacts.

## **Section D – Other incentives**

### **RESEARCH MENTIONS AND AWARDS**

At the beginning of each year, the Department attributes a mention to three research products published by its members in the previous year. The purpose of the mention is to contribute to signaling the quality in the scientific production of the Department, and to promote its visibility. For each product recognized with a mention corresponds a prize of € 1,000.00 distributed as an additional research fund.

The procedure (in force until 12/01/2016) provides that all the publications of the last year with a final ADiR score above a certain threshold will be eligible for the mention. Each member of the Research Commission appoints no more than one research product, with a short written motivation. The nominated research products are submitted to the members of the Department for the selection of the winner, accompanied by the name of the proponents. Members of the Department anonymously vote for approval on the shortlist proposed. The awards are assigned (with possible cases of *ex aequo*) to the three publications that receive the greatest number of preferences.

In order to make the selection of the winning research products less subjective, starting from 12/01/2016, the procedure requires that the mention can be given to all the research products published by members of the Department in the last year of the three-year ADiR taken into consideration, which have obtained a final score of 100 points. Among all the shortlisted research products, the three awards are assigned to those products with a lower number of coauthors, and in the event of equal seniority, to the members of the Department more recently hired. The awardees of the mention and of the prize present their research to the members of the Department during the Research Day.

	Mentions	Awards
2015	Perri, Andersson. <i>Knowledge outflows from foreign subsidiaries and the tension between knowledge creation and knowledge protection: evidence from the semiconductor industry</i> . INTERNATIONAL BUSINESS REVIEW <b>23</b> , 2014, 63-75.	Perri A.
	Whitford, Zirpoli. <i>Pragmatism, practice, and the boundaries of organization</i> . ORGANIZATION SCIENCE <b>25(6)</b> , 2014, 1823-1839.	Zirpoli F.
	Cabigiosu, Furlan, Camuffo. <i>When the mirror gets misted up: modularity and technological change</i> . STRATEGIC MANAGEMENT JOURNAL <b>35</b> , 2014, 789-807.	Cabigiosu A.
	de Fabris, Longo, Medeossi, Pesenti. <i>Automatic generation of railway timeTabellas based on a mesoscopic infrastructure model</i> . Journal of Rail Transport Planning & Management <b>4(1-2)</b> , 2014, 2-13.	Pesenti R.
2016	Corazza M., FUNARI S., Gusso R. <i>An evolutionary approach to preference disaggregation in a MURAME-based creditworthiness problem</i> . APPLIED SOFT COMPUTING <b>29</b> , 2015, 110-121.	Funari S.
	PERRI A. <i>Innovation and the multinational firm: Perspectives on foreign subsidiaries and host locations</i> . Basingstoke, Palgrave MacMillan, 2015.	Perri A.
	Pellizzari P., Sartori E., TOLOTTI M. <i>Optimal policies in two-step binary games under social pressure and limited resource</i> . ADVANCES IN COMPLEX SYSTEM <b>18</b> , 2015	Tolotti M.
2017	Girella, L.; BAGNOLI, C.; Zambon, S. <i>Exploring the conceptualisation of Intangibles in law and accounting in the USA: A historical perspective</i> , in JOURNAL OF INTELLECTUAL CAPITAL <b>17</b> , 168-184, 2016.	
	MIO, C.; FASAN, M.; Pauluzzo, R.. <i>Internal application of IR principles: Generali's Internal Integrated Reporting</i> , in JOURNAL OF CLEANER PRODUCTION <b>139</b> , 204-218, 2016	Fasan M.
	Buciuni, G.; FINOTTO, V. <i>Innovation in Global Value Chains: Co-location of Production and Development in Italian Low-Tech Industries</i> , in REGIONAL STUDIES <b>50</b> , 2010-2023, 2016	
	GIACHETTI, C.; Lanzolla, G. <i>Product technology imitation over the product diffusion cycle: Which companies and product innovations do competitors imitate more quickly?</i> in LONG RANGE PLANNING <b>46</b> , 250-264, 2016.	
	LANZINI, P.; Testa, F.; Iraldo, F. <i>Factors affecting drivers' willingness to pay for biofuels: the case of Italy.</i> , in JOURNAL OF CLEANER PRODUCTION, <b>112</b> , 2684-2692, 2016	Lanzini P.
	MORETTI, A. , M.; ZIRPOLI, F. <i>A Dynamic Theory of Network Failure: The Case of the Venice Film Festival and the Local Hospitality System</i> , in ORGANIZATION STUDIES <b>37</b> , 607-633, 2016	Moretti A.
	PERRI, A.; Peruffo, E. <i>Knowledge spillovers from FDI: a critical review from the international business perspective</i> , in INTERNATIONAL JOURNAL OF MANAGEMENT REVIEWS <b>18</b> , 3-27, 2016.	
	Whitford, J.; ZIRPOLI, F. <i>The Network Firm as a Political Coalition</i> , in ORGANIZATION STUDIES <b>37</b> , 1227-1248 , 2016.	
	Isari, D.; PONTIGGIA, A.; Virili, F. <i>Working with tweets vs. working with chats: An experiment on collaborative problem solving</i> , in COMPUTERS IN HUMAN BEHAVIOR <b>58</b> , 130-140, 2016.	

## Section E – Internationalization actions

### Subsection E.1 – Incoming and outgoing scholars and professors

#### Visiting scholars

Period	1/04/2015 - 30/04/2015
Name	CLINCH Greg
Home institution	University of Melbourne (Australia)
Research area	SECS-P/07 (prof.ssa Saccon)
Seminar activities	IFRS Adoption and analysts' earnings forecast: comparing the Australian and European Institutional contexts
Funding Sources	5000€ of Departmental Funds

Period	1/04/2015 - 1/09/2015
Name	BURGHOFF Hans Peter
Home institution	Hohenheim Universitat of Stoccarda (Germania)
Research area	SECS-P/09 (prof. Mantovani)
Seminar activities	progetto Rating Integrato
Funding Sources	at the expense of the visiting professor

Period	1/07/2015 - 31/07/2015
Name	ENGLER Daniel
Home institution	Zicklin School of Business di New York (U.S.A.)
Research area	SECS-P/08 (prof. Zirpoli)
Seminar activities	Technology evolution in the automotive industry
Funding Sources	5000€ of Departmental Funds

Period	19/05/2015 - 19/06/2015
Name	GOTTI Giorgio
Home institution	University of Texas at El Paso (U.S.A.)
Research area	SECS-P/07 (prof. Fasan)
Seminar activities	Accounting e corporate governance: Il ruolo della variabile culturale
Funding Sources	5000€ of Departmental Funds

Period	1/07/2015 - 31/07/2015
Name	KANDUTH KRISTEN Sabine Barbara
Home institution	Alpen Adria Universitat di Klagenfurt (Austria)
Research area	IUS/12 (prof. A. Viotto)
Seminar activities	
Funding Sources	at the expense of the visiting professor

Period	1/06/2015 - 30/06/2015
Name	DELONE William
Home institution	American University (USA)

Research area	SECS-P/07 (prof. Vaia)
Seminar activities	Enterprise social media as a new tool for learning
Funding Sources	5000€ of Departmental Funds

Period	15/06/2015 - 31/07/2015
Name	BREZNITZ Danny
Home institution	University of Toronto (Canada)
Research area	SECS-P/08 (prof. Finotto)
Seminar activities	The geography of manufacturing and innovative knowledge: co-location and ecosystems of innovation
Funding Sources	5000€ of Departmental Funds

Period	23/07/2015 - 27/12/2015
Name	WILDE Simon J.
Home institution	Southern Cross University (Australia)
Research area	SECS-P/08 (prof. Vescovi)
Seminar activities	Social media marketing e web marketing
Funding Sources	at the expense of the visiting professor

Period	1/04/2016 - 30/09/2016
Name	SATORU Kimura
Home institution	Maiji University di Tokyo (Giappone)
Research area	SECS-P/09 (prof. Bertinetti)
Seminar activities	Corporate Finance: evaluation for the family business and the venture facility
Funding Sources	at the expense of the visiting professor

Period	21/10/2016 - 21/04/2017
Name	SUGITANI Yoko
Home institution	Sophia University di Tokyo (Giappone)
Research area	SECS-P/08 (prof.ssa Checchinato)
Seminar activities	Global brand management
Funding Sources	at the expense of the visiting professor

Period	1/03/2016 - 30/06/2016
Name	GARRIDO Elisabet
Home institution	Università di Zaragoza (Spagna)
Research area	SECS-P/08 (prof. Giachetti)
Seminar activities	An Analysis of innovation strategy
Funding Sources	at the expense of the visiting professor

Period	25/05/2016 - 30/09/2016
Name	BARREDA TARRAZONA Ivan Jose
Home institution	Università Jaume I di Castellón (Spagna)
Research area	SECS-P/08 (prof. Warglien)
Seminar activities	
Funding Sources	at the expense of the visiting professor

Period	12/09/2016 - 12/12/2016
Name	FERREIRA BATISTA Fábio
Home institution	Catholic University of Brasilia (Brasile)
Research area	SECS-P/07 (prof. Bagnoli)
Seminar activities	Knowledge Management
Funding Sources	at the expense of the visiting professor

Period	05/10/2016 - 5/11/2016
Name	CLINCH Greg
Home institution	University of Melbourne (Australia)
Research area	SECS-P/07 (prof.ssa Saccon)
Seminar activities	IFRS Adoption in the Australian and European Istitutional Context
Funding Sources	at the expense of the visiting professor

Period	9/01/2017 - 8/01/2019
Name	LOVREK Hans
Home institution	
Research area	SECS-P/12 – (proff. Raines e Favero)
Seminar activities	An Economic Historical Analysis of Commercial Contracts in Medieval Venice
Funding Sources	at the expense of the visiting professor

Period	Gennaio 2017 - dicembre 2018
Name	MAIDEN Neil Arthur McDougall
Home institution	City University London (Londra)
Research area	SECS-P/07 (prof.ssa Saccon)
Seminar activities	New forms of digital support for everyday and agile creativity practices in different professional work and business sectors.
Funding Sources	at the expense of the visiting professor

Period	18/04/2017 - 19/05/2017
Name	DUMAY Johannes Cornelius
Home institution	Maquire University di Sydney (Australia)
Research area	SECS-P/07 (prof.ssa Saccon)
Seminar activities	Accounting
Funding Sources	at the expense of the visiting professor

Period	28/08/2017 - 26/09/2017
Name	BRUNETTO Yvonne
Home institution	Southern Cross University (Australia)
Research area	SECS-P/07 (prof.ssa Saccon)
Seminar activities	Police Officers
Funding Sources	at the expense of the visiting professor

Period	09/02/2015 – 09/03/2015
Name	SANTAROSSA Robert
Home institution	BCIT – Vancouver (Canada)
Research area	SECS-P/07 (prof.ssa Saccon)

Seminar activities	
Funding Sources	Visiting Professor BCIT exchange

### Visiting professors

Period	20/01/2015 - 20/03/2015
Name	Stefana Maria Dima
Home institution	West University of Timisoara (Romania)
Scientific area	SECS-P/07 (prof.ssa Saccon)
Teaching activities	Contemporary Issues in Accounting and Auditing
Funding Sources	1.800€ of Departmental funds

Period	23/03/2015 - 9/05/2015
Name	Andrea Moro
Home institution	University of Leicester (Inghilterra)
Scientific area	SECS-P09 (proff. Bertinetti e Mantovani)
Teaching activities	Corporate Banking (6 CFU)
Funding Sources	4.500€ of University funds

Period	15/09/2015 - 31/10/2015
Name	DONADELLI Michael
Home institution	Research Center Safe di Frankfurt (Germania)
Scientific area	SECS-P/07 (prof. Fasan)
Teaching activities	Economics of financial markets
Funding Sources	4.500€ of University funds + 2.100€ of Departmental funds

Period	1/2/2016 - 30/09/2016
Name	DE GIOIA CARABELLESE Pierdomenico
Home institution	Heriot Watt University di Edimburgo (Scozia)
Scientific area	IUS/07 (prof. Zilio Grandi)
Teaching activities	Mergers & Acquisition
Funding Sources	4.500€ of University funds + 2.100€ of Departmental funds

Period	1/02/2016 - 30/09/2016
Name	ALEXANDER David
Home institution	Università di Birmingham (Inghilterra)
Scientific area	SECS-P/07 (prof.ssa Saccon)
Teaching activities	Contemporary Issues in Accounting and Auditing
Funding Sources	6.000€ of Departmental funds + travel expenses

Period	21/03/2016 - 23/05/2016
Name	CHAKRAVRATY Sujoy
Home institution	Jawaharial Nehru University (New Dehli - India)
Scientific area	SECS-P/08 (prof. Warglien)
Teaching activities	Value Creation and entrepreneurship
Funding Sources	4.500€ of University funds Fondi Ateneo + 2.100€ of Departmental funds + travel



	expenses
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Period	21/03/2016 - 23/05/2016
Name	BILOSLAVO Roberto
Home institution	Adizes Graduate School (Santa Barbara - U.S.A)
Scientific area	SECS-P/07 (prof. Bagnoli)
Teaching activities	Strategy and Business planning
Funding Sources	4.500€ of University funds + 2.100€ of Departmental funds

Period	21/03/2016 - 23/04/2016
Name	MUNCHOW Detlef Alexander
Home institution	Advisor to banks
Scientific area	SECS-P/10 (prof.ssa Comacchio)
Teaching activities	Leadership organization and strategy
Funding Sources	1.800€ funds of Electrolux

Period	19/09/2016 - 31/10/2016
Name	MORO Andrea
Home institution	School of Management della Cranfield University (Regno Unito)
Scientific area	SECS-P09 (prof. Mantovani)
Teaching activities	Valuation and Corporate Financial Strategy
Funding Sources	6.049,40€ of University funds + 3.025€ of Departmental funds

Period	19/9/2016 - 31/10/2016
Name	DONADELLI Michael
Home institution	Research Center Safe di Frankfurt (Germania)
Scientific area	SECS-P/07 (prof. Fasan)
Teaching activities	Economics of financial markets
Funding Sources	6.049,40€ of University funds + 3.025€ of Departmental funds

Period	19/09/2016 - 31/10/2016
Name	RADER Jack
Home institution	Financial Management Association - College of Business Administration e Adjunct Instructor della University of South Florida (Tampa - USA)
Scientific area	SECS-P09 (proff. Bertinetti e Mantovani)
Teaching activities	Financial Policies & Investment Strategy
Funding Sources	6.049,40€ of University funds + 3.025€ of Departmental funds

Period	6/02/2017 - 30/03/2017
Name	ALEXANDER David John Anthony
Home institution	Birmingham University (Regno Unito)
Scientific area	SECS-P/07 (prof.ssa Saccon)
Teaching activities	Contemporary issues in accounting and auditing
Funding Sources	6.049,40€ of University funds+ 3.025€ of Departmental funds

Period	6/02/2017-30/03/2017
Name	DE GIOIA CARABELLESE Pierdomenico

Home institution	Heriot Watt University di Edimburgo (Scozia)
Scientific area	IUS/07 (prof. Zilio Grandi)
Teaching activities	Mergers and Acquisition
Funding Sources	6.049,40€ of University funds + 3.025€ Departmental funds

Period	6/02/2017 - 30/03/2017
Name	METALMANN Joerg
Home institution	University of St. Gallen (Svizzera)
Scientific area	SECS-P/08 (prof.ssa Calcagno)
Teaching activities	Pragmatics and Philosophy of language
Funding Sources	6.049,40€ of University funds + 3.025€ Departmental funds

Period	09/09/2017 - 10/12/2017
Name	FOGUET Joan Manuel Batista (Adjunct Professor)
Home institution	ESADE Barcellona (Spagna)
Scientific area	SECS-P/10 (prof.ssa Comacchio)
Teaching activities	Statistics models for management studies PhD
Funding Sources	7.394€ of University funds

Period	13/11/2017 - 30/06/2018
Name	ALON Ilan (Adjunct Professor)
Home institution	Università di Agder (Norvegia)
Scientific area	SECS-P/08 (prof. Vescovi)
Teaching activities	Consumer Behaviour
Funding Sources	30.000€ of University funds

Period	21/09/2017 - 31/01/2018
Name	DONADELLI Michael
Home institution	Research Center Safe di Frankfurt (Germania)
Scientific area	IUS/07 (prof. Zilio Grandi)
Teaching activities	Economics of financial markets
Funding Sources	1.800€ of University funds

Period	27/03/2017 – 29/04/2017
Name	MUNCHOW Mike
Home institution	Advisor to banks
Scientific area	SECS-P/10 (prof.ssa Comacchio)
Teaching activities	Leadership, Organization and strategy
Funding Sources	1.800€ funds of Electrolux

Period	27/03/2017 – 29/04/2017
Name	STIKKERS Kennenth William
Home institution	
Scientific area	Roberta Dreon ( Dip. Filosofia)
Teaching activities	Philosophical issues in contemporary management (insegnamento su CDL MARKETING)

Funding Sources	Funds of the Department of Philosophy
Period	26/03/2017 – 30/06/2018
Name	IANNI Antonella
Home institution	University of Southampton (Gran Bretagna)
Scientific area	(prof. Pasini Giacomo ( Dip. Economia)
Teaching activities	Economia Politica 2 (insegnamento su CDL)
Funding Sources	2700€ of University funds

### **Visiting FELLOW**

Period	03/04/2017 – 07/04/2017
Name	VAN Anh Do
Home institution	Hanoi University (Vietnam)
Scientific area	SECS-P/07 (prof.ssa Saccon)
Teaching activities	
Funding Sources	(Erasmus+)

Period	10/04/2017 – 15/04/2017
Name	HANTANG Qi
Home institution	University of Greenwich (Londra)
Scientific area	SECS-P/07 (prof.ssa Lusiani)
Teaching activities	
Funding Sources	Erasmus Teaching Staff

Period	18/04/2017 – 21/04/2017
Name	ROYO Jose Antonio Mateos
Home institution	University of Zaragoza (Spagna)
Scientific area	SECS-P/08 (prof.ssa Cabigiosu)
Teaching activities	
Funding Sources	Erasmus Teaching Staff

Period	23/04/2017 – 27/04/2017
Name	WAPPLIGN Andres
Home institution	Northumbria University (Newcastle – UK)
Scientific area	SECS-P/07 (prof.ssa Lusiani)
Teaching activities	
Funding Sources	Erasmus Teaching Staff

Period	27/04/2015 – 18/05/2015
Name	NAJMAL Hasan
Home institution	University of Greenwich (Gran Bretagna)
Scientific area	
Teaching activities	

Funding Sources	Erasmus Teaching Staff
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Period	14/03/2016 - 24/03/2016
Name	SAORI Chiba
Home institution	Kyoto University (Giappone)
Research area	SECS-S/06 (prof. Li Calzi)
Seminar activities	Hidden profiles
Funding Sources	at the expense of the visiting professor

Period	05/05/2015 – 12/05/2015
Name	KAISER Alexander
Home institution	Vienna University of Economics and Business (Austria)
Research area	SECS-P/10 ( prof.ssa Bonesso)
Seminar activities	
Funding Sources	at the expense of the visiting professor

Period	25/05/2015 – 29/05/2015
Name	FOGUET Joan M. Batista
Home institution	Esade Business School Barcelona (Spagna)
Research area	SECS-P/10 ( prof.ssa Bonesso)
Seminar activities	
Funding Sources	at the expense of the visiting professor

Period	10/06/2015 – 12/06/2015
Name	BONDAROUK Tanya
Home institution	Twente University (Paesi Bassi)
Research area	SECS-P/10 ( prof.ssa Bonesso)
Seminar activities	
Funding Sources	at the expense of the visiting professor

Period	26/10/2015 – 30/10/2015
Name	SIVA Natan
Home institution	GSU (Stati Uniti)
Research area	SECS-P/11 (prof. Rigoni)
Seminar activities	
Funding Sources	at the expense of the visiting professor

Period	29/11/2016 – 2/12/2016
Name	ABDELAZIZ Ben
Home institution	
Research area	SECS-P/08 (prof.ssa Colapinto)
Seminar activities	
Funding Sources	at the expense of the visiting professor

Period	30/01/2017 – 03/02/2017
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Name	PIMENTEL René Coppe
Home institution	University of São Paulo (Brasile)
Research area	SECS-P/07 (prof. Fasan)
Seminar activities	
Funding Sources	at the expense of the visiting professor

Period	17/05/2016 – 05/06/2016
Name	LORY Ryan
Home institution	San Diego State University (Stati Uniti)
Research area	SECS-P/07 (prof.ssa Saccon)
Seminar activities	
Funding Sources	Project E + ICM USA

## Subsection E.2 – Other actions or internationalization incentives

## PART IV: Assessment

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### Section A – External evaluation of Research activity

#### Subsection A.1 - Assessment board

##### Assessment Board valuation (*Nucleo di Valutazione*)

The Department of Management was subject to an evaluation by the Assessment Board (*Nucleo di Valutazione*) and by the *Presidio della Qualità* on September the 15<sup>th</sup>, 2017. The evaluation was conducted according to the guidelines of the Italian Higher Education Quality Assurance system (AVA, <http://www.anvur.it/attivita/ava/>) which evaluates the solutions adopted by the department in the design, management, self-evaluation and improvement of its scientific activities. The full report of the evaluation is available online. We summarize and discuss the most relevant remarks below.

##### **Remark: R4.B.1 – Definition of the Strategic plans**

*The analysis of the documents indicates good contents and relevant research initiatives. However, it is suggested to further enhance the link between the definition of the strategies and the department development plan. [...]*

*The research was also used in internal rankings for progressions [...]*

*The objective of the recent years has been to increase the productivity of scholars and the products quality, also thanks to the awards provided by the Department. With the VQR in mind, the aim is that of increasing the publication score of the entire faculty to “good” or “excellent” levels.*

*The Department is invited to produce documents explaining the decisions taken, in particular by linking the choices to specific circumstances and factual considerations. Moreover, the department is invited to provide documented evidence of these links.*

##### **Remark: R4.B.2 – Valuation of results and enhancements**

*The analysis of this point shows that the self-assessment document provides evidence of the improvements, which are described in detail in the annual research report. In*

*particular, the development of initiatives specifically aimed to new recruits is positive. However, it is suggested to describe those initiatives with further details, providing extensive descriptions of the contents and a more detailed description of how the research of the department informs third-mission activities.*

**Remark: R4.B.3 – Definition and communication of the criteria of funding distribution**

*As seen before, the department uses two sets of criteria in its recruiting and career advancement policies: the first is the ratio between faculty belonging to different disciplinary areas and number of courses taught; the second is the research performance of each disciplinary area represented in the department. The self-assessment report is quite synthetic on these aspects and does not provide enough elements to prove that choices underpinning the allocation of resources are based on criteria consistent with the strategic lines of the department and of the University. The department is praised in the documents for its good practices in terms of research grants and in terms of the organization of seminars. Both the practices should be better described and detailed in the self- assessment document.*

Review of the Department policies in the light of the Assessment board evaluation

The Department has considered the critical issues emerged and acknowledged the importance of a proper formalization of the documents, integrating analyses and data. With reference to point R4.B.1, the 2018 Research Report 2018 and, more in detail, the first section of this document, recall the department research goals and their link to the department's development plan.

With reference to point R4.B.2, the suggestion was accepted by the Department and the various initiatives taken to promote research have been described in more details.

Furthermore, the department has already introduced a set of indicators (reported in section B.1 of this document) that will be monitored over time to verify the achievement of the objectives.

## Section B – Self-evaluation of Research activity

### Subsection B.1 – Indicators

In what follows, we report some indicators that allow the comparison and the monitoring of the actions undertaken by the Department through the years. The indicators reported refer to 2015, 2016 and 2017:

- **(I1)** Number of publications with ISSN-ISBN / Number of Faculty members
- **(I2)** Number of publications WoS + Scopus / Number of publications
- **(I3)** Number of Working papers presented in each year / Number of Working Papers published on a journal each year
- **(I4)** Total number of European funding / Number of Faculty members
- **(I5)** Number of Research Fellowships / Number of Faculty members
- **(I6)** Number of PhD students / Number of Faculty members

The values of indicators are reported in the table below, for 2015, 2016 and 2017:

<b>Year</b>	<b>I1</b>	<b>I2</b>	<b>I3</b>	<b>I4</b>	<b>I5</b>	<b>I6</b>
2017	3.51	0.26	2.50	21769.20	0.38	0.41
2016	3.21	0.18	2.00	5081.97	0.44	0.39
2015	2.54	0.27	5.00	12403.79	0.25	0.31

### Subsection B.2 – Review of the Departmental Research activity (analysis of results) and improvement actions

Regarding the first objective (consolidating and increasing production and scientific quality), the Department has decided to change the policies for the allocation of the research funds, proposing evaluation criteria that recognize the importance of publishing in English and being visible on the major international repertoires.

According to the data reported in part 2 - section B.1, this choice of rigor shows undoubted benefits, represented by a better positioning of publications in international repertoires. The gradual adjustment of the criteria has accompanied a progressive convergence of research practices towards the proposed objectives.

Furthermore, in order to achieve the first objective, DMAN has continued to consolidate in the three-year period a number of instruments such as: the co-financing of FEE to encourage active participation in conferences and conventions, proof-reading, the organization of the Research Day to communicate its research internally and externally, assigning mentions and awards to research.



With regard to the second objective (increasing the ability to access external research funds), the Department is moving towards the target identified also in the development plan, thanks to the participation in competitive tenders, the presentation of projects concluded with positive results and the agreements/conventions stipulated with private and territorial entities for research activities. The analysis of the data, particularly of 2018, shows the excellent results obtained.

It is important to recall that performances are not attributable to the initiatives identified by the department because they will become operational in 2019.

About the goal of achieving 1 ERC or 1 MSC within the next two-year period, the Department is demonstrating great planning skills and in 2018, 12 project proposals were presented thanks to the University support fund (SPIN).

It should be noted that a research doctor in the Department has obtained the Marie Curie grant and she has started working on her research project at the Copenhagen Business School.

Finally, with regard to the third objective (reinforcing the potential of Research) from the analysis of the data of part 3 - section B.1 and indicator I5 (number of research fellowships / number of faculty members) a positive trend emerges for the number of checks activated in the Department, a significant share of which are on external funds. Among the strengths - aspect emphasized during the hearing, - we highlight the policy adopted by the department for the research fellowship, with selection based on the research performance of the proposing groups and ex-post monitoring of the achievement of the minimum targets.