



Università  
Ca' Foscari  
Venezia  
Presidio della Qualità  
di Ateneo

# 2020 Annual Research and Third Mission Report

## Department of Management

Reference period 2017-2019

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# PART I: Research objectives

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

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### Linee guida per la compilazione

In questa sezione il Dipartimento descrive i settori di ricerca nei quali opera e gli obiettivi di ricerca pluriennali, in linea con il piano strategico di Ateneo; fornisce, inoltre, obiettivi misurabili da raggiungere l'anno successivo, tenendo conto nella formulazione di criticità e punti di miglioramento. È opportuno fare riferimento a, o riportare, estratti di documenti strategici/programmatici del dipartimento.

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Research carried out by the DMAN members involves several subject areas. The most relevant research subject areas refer to strategic management of innovation, organization of networks, entrepreneurship, quantitative methods for management, environmental and financial sustainability of firms, management of cultural productions, transformations and mobility of automotive industry, internationalization of firms, behavioral finance, relationships between banks and firms, leadership, organizational behavior and behavioral competencies.

The DMAN's laboratories develop their research activities through a strong interaction with firms, public institutions and practitioners. Inputs received from the world of practice stimulate both basic research and applied research in various forms (such as action research). Each laboratory has developed a number of research projects entirely or partially funded by firms, private and public institutions, and professionals.

Although the DMAN has achieved remarkable results with reference to local firms, public institutions and other sponsors like the Veneto region, further steps forward in research quality need to be taken. In particular, the research quality needs to be increase in terms of publications on journals included in QS and ISI WoS, as well as participation to national and international research projects.

To this extent, the purpose of DMAN is to lead the quality of research to a standing comparable with other Departments of similar dimensions and resources operating at international level. Further, according to the strategic objectives of the University and the DMAN development plan (<https://www.unive.it/pag/29348/>), the DMAN aims:

1. to reinforce and increase the research quality and scientific production of DMAN members;
2. to enhance the ability to access external research funds;
3. to strength the research capability through the increase of research grants, with the purpose also to attract foreign scholars;
4. to develop a new basic and applied research area, consistently with the mission of the territory and the objectives of Industry 4.0;
5. to achieve the EPAS-EQUIS accreditation.

As regards the first objective, given the disciplinary heterogeneity of its members' research interests, the DMAN is involved in an active debate on evaluation issues and research promotion. The objective of improving the level of scientific production together with the placement on national and international research rankings is a priority

shared by the DMAN members. Therefore, the DMAN has decided to develop and reinforce a set of research evaluation and promotion tools. This strategy is articulated in the following actions:

- to promote the publications' quality through evaluation and incentive tools, as well as to direct the divulgation of scientific production through ISI and SCOPUS indexed journals;
- to apply guidelines for DMAN members' recruitment;
- to share knowledge and scientific production through seminars and publication in the DMAN Working Paper Series;
- to give mentions and awards for research excellence;
- to fund the participation to high quality conferences ('funds for conference fees');
- to fund the submission fee to journals included in the ABS-DMAN list<sup>1</sup>.

In order to achieve the second objective, the DMAN promotes the reduction of the teaching activity for principal investigators of European research projects. Furthermore, within the framework of the Project of Excellence, the DMAN assigns an award for fund-raising in order to increase the amount of resources on competitive calls by 30% over 2018-2022.

The third objective deals with the development of a new generation of academics with an international standing, which is seen as a strategic attempt for the DMAN future growth. Accordingly, the DMAN has regulated its research grants with the purpose:

- to apply a virtuous system for allocating resources to the scientific disciplinary areas;
- to evaluate ex post the activities of research grants' fellows in a transparent and rigorous manner.

The fourth objective refers to the development of the Analytical Intelligence for Management, which is a new research subject area at DMAN. This research subject area is focused on the between management studies and big data and data analytics, two hot topics both for practitioners and academics.

Finally, the fifth objective is the ambitious aim of DMAN to apply for the EFMD accreditation for international business schools (EPAS-EQUIS accreditation). In 2018, the DMAN has achieved the full membership to EFMD. The EPAS-EQUIS accreditation is articulated into several milestones, and the DMAN has successfully passed the first milestone (Briefing Visit) on 15 October 2019.

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<sup>1</sup> A limited number of highly relevant interdisciplinary journals are included in the ABS Academic Journal Guide 2018 (ABS list). These journals reflect the research interests of the DMAN members, and they are not included in the ABS list. The DMAN members proposed the inclusion of these additional journals, which were evaluated by both the DMAN Research Committee and the DMAN Recruitment Committee. The new list was called 'ABS-DMAN list'.

## PART II: Human resources and scientific production

### Section A – Human resources

#### Subsection A.1 – Research Personnel

##### FACULTY

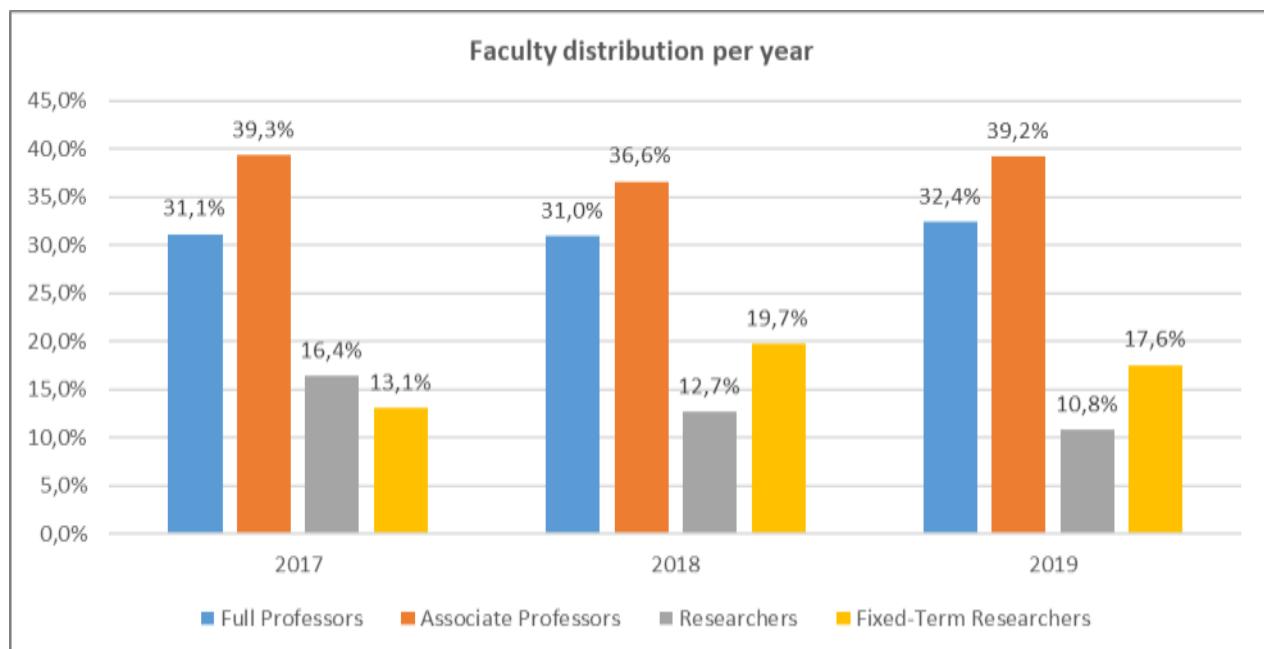
ROLE	2017	2018	2019
Full Professors	19	22	24
Associate Professors	24	26	29
Researchers	10	9	8
Fixed-Term Researchers	8	14	13
<b>TOTAL</b>	<b>61</b>	<b>71</b>	<b>74</b>

*Detected at 31 December of every year*

##### RESEARCH FELLOWS AND PHD STUDENTS

ROLE	2017	2018	2019
Research fellows [Assegnisti]	29	31	29
PhD students	6	6	5

*Research fellowship / PhD course starting year*



**FACULTY – DISTRIBUTION BY ACADEMIC DISCIPLINE**

CUN SCIENTIFIC AREA	ITALIAN SSD - DESCRIPTION	2017	2018	2019
01 - MATHEMATICS AND INFORMATICS	MAT/09 - OPERATIONS RESEARCH	3	3	3
07 - AGRICULTURAL AND VETERINARY SCIENCES	AGR/01 - AGRICULTURAL ECONOMICS AND RURAL APPRAISAL	1	1	1
12 - LAW STUDIES	IUS/07 - LABOUR LAW	1	2	2
	IUS/12 - TAX LAW	3	4	4
13 - ECONOMICS AND STATISTICS	SECS-P/01 - ECONOMICS	-	1	1
	SECS-P/07 - BUSINESS ADMINISTRATION AND ACCOUNTING STUDIES	16	19	19
	SECS-P/08 - MANAGEMENT	18	20	22
	SECS-P/09 - CORPORATE FINANCE	5	5	5
	SECS-P/10 - ORGANIZATION AND HUMAN RESOURCE MANAGEMENT	4	4	4
	SECS-P/11 - FINANCIAL MARKETS AND INSTITUTIONS	3	4	4
	SECS-P/12 - ECONOMIC HISTORY	2	2	2
	SECS-S/01 1 STATISTICS	-	1	1
	SECS-S/03 - ECONOMIC STATISTICS	1	1	1
	SECS-S/06 - MATHEMATICAL METHODS OF ECONOMICS, FINANCE AND ACTUARIAL SCIENCES	4	4	5
	<b>TOTAL</b>	<b>61</b>	<b>71</b>	<b>74</b>

## Section B - Scientific production (2017-2019)

### Subsection B.1 – Overall scientific production

#### TOTAL SCIENTIFIC PRODUCTION<sup>2</sup>

ARCA CLASSIFICATION	2017	2018	2019	TOTAL
Books	12	12	8	32
Journal articles	94	81	69	244
Book parts	62	123	70	255
Conference proceedings	14	12	16	42
Book editing activities	6	15	9	30
<b>TOTAL</b>	<b>188</b>	<b>243</b>	<b>172</b>	<b>603</b>

#### DEPARTMENTAL SCIENTIFIC PRODUCTION DETAILS

	2017	2018	2019	TOTAL
Scopus publications <sup>3</sup>	95	55	62	212
Articles in ANVUR “Class A” Journals <sup>4</sup>	36	31	30	97
Publications in English <sup>5</sup>	84	84	70	238

#### NUMBER OF PUBLICATIONS IN ABS-DMAN LIST\*

ABS-DMAN category	2017	2018	2019	TOTAL
1	12	4	14	30
2	10	18	16	44
3	22	11	12	45
4	9	10	8	27
4*	2	2	1	5
<b>TOTAL</b>	<b>55</b>	<b>45</b>	<b>51</b>	<b>151</b>

Note: \* A limited number of highly relevant interdisciplinary journals are included in the ABS Academic Journal Guide 2018 (ABS list). These journals reflect the research interests of the DMAN members, and they are not included in the ABS list. The DMAN members proposed the inclusion of these additional journals, which were evaluated by both the DMAN Research Committee and the DMAN Recruitment Committee. The new list was called ‘ABS-DMAN list’.

<sup>2</sup> Source: [University Repository ARCA](#). Only publications with an ISBN/ISSN code have been considered. Conferences abstracts and posters have been **excluded** from the count of Conference Proceedings. Date of recognition: 18.09.2020; Faculty detected at 31.12.2019.

<sup>3</sup> Source: **Scopus**, all document type.

<sup>4</sup> Source: **ARCA**. Articles inclusion in “Class A” Journal depends from the Academic Recruitment Field of the authors.

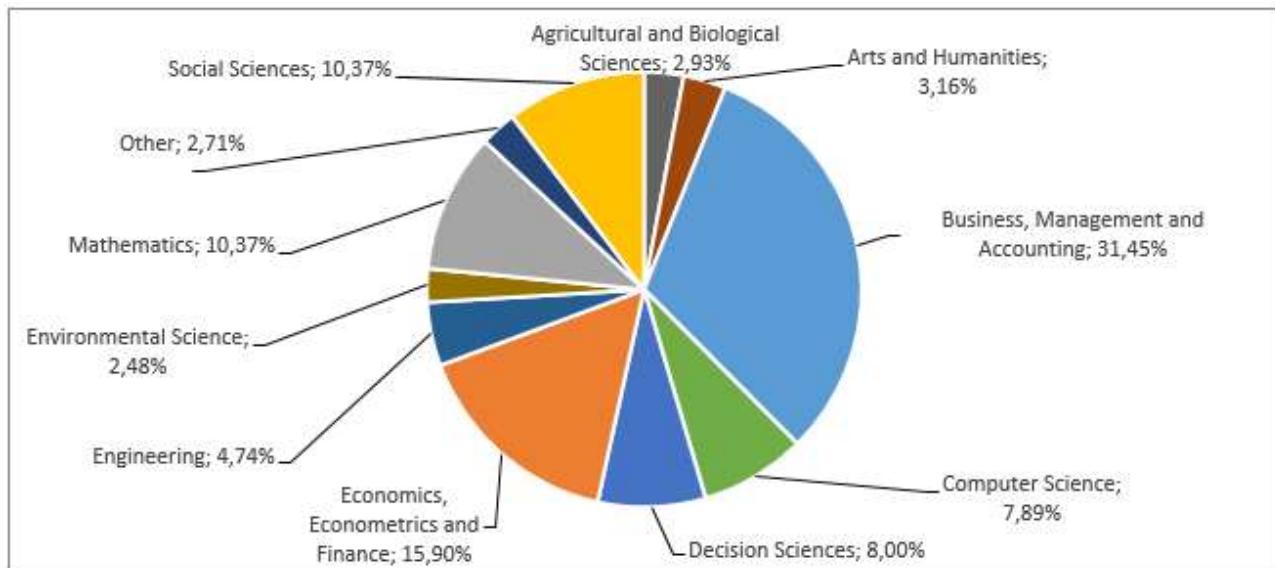
<sup>5</sup> Source: **ARCA**.

### INTERNATIONAL CO-AUTHORED PUBLICATIONS

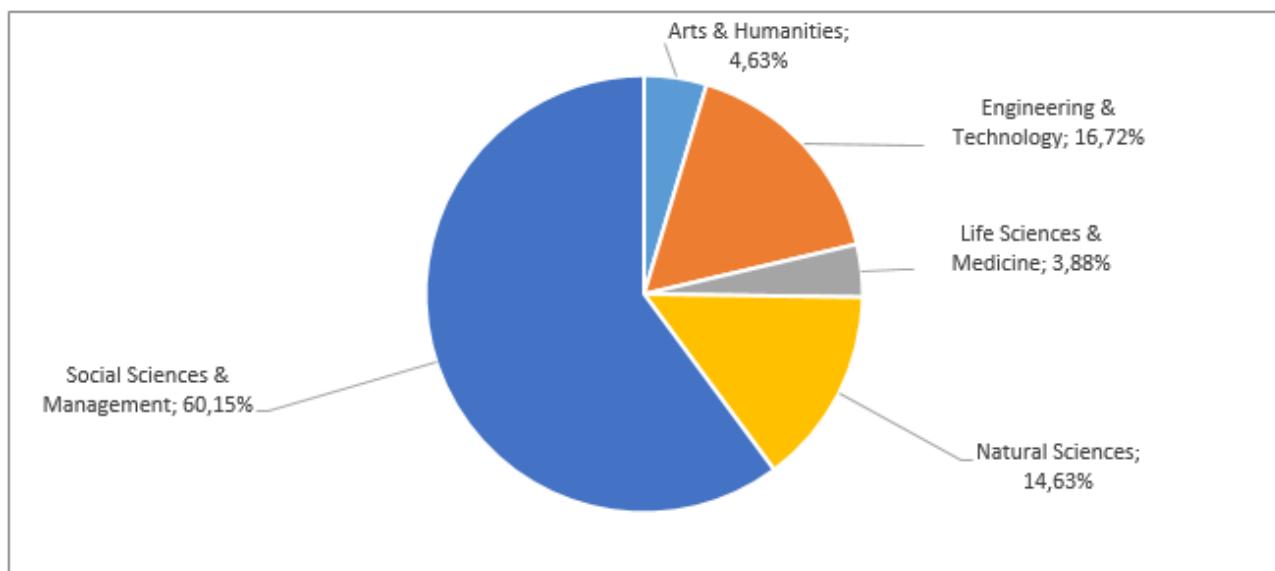
	2017	2018	2019	TOTAL
Books	0	1	0	1
Research articles	30	34	29	93
Chapters of books	6	10	11	27
Conference proceedings	9	13	12	34
'Curatele'	2	2	3	7
<b>TOTAL</b>	<b>47</b>	<b>60</b>	<b>55</b>	<b>162</b>

**Subsection B.2 - Overall Research output by Subject Area and Collaboration**  
*By SciVal – Overview module. All document type. Faculty detected at 31.12.2019*

ASJC Subject Category distribution 2017-2019

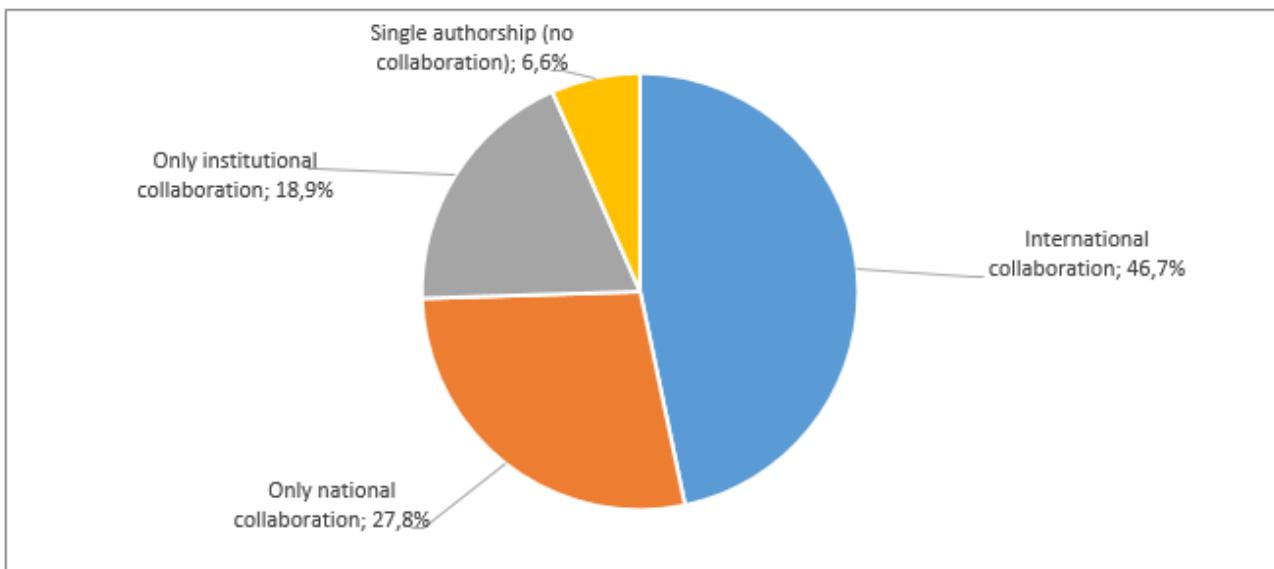


QS Subject Category distribution 2017-2019



Scopus scholarly output by amounts of international, national and institutional collaboration

Collaboration	%	Scholarly Output 2017-2019	Citations	Citations per Publication	Field-Weighted Citation Impact
International	46.7%	99	764	7,7	2,25
Only national	27.8%	59	257	4,4	1,1
Only institutional	18.9%	40	177	4,4	1,14
Single authorship	6.6%	14	39	2,8	0,63



### Subsection B.3 – Bibliometric analysis by Faculty role

By SciVal – Benchmarking Module. Document type: Articles; Books; Book chapters; Conference papers; Reviews

Faculty detected at: 31.12.2019

Scientific production: three-year period 2017-2019

FACULTY	In staff	In Scopus	Scopus scholarly output	Citation count	Citation per publication	FWCI (2016-2018)	Top 10 citation percentile (%)	Top 10 CiteScore (%)	Top 10 SJR (%)	Top 10 Snip (%)
Full Professors	24	20	53	447	8.4	2.15	20.8	47.7	46.5	40.9
Associate Professors	29	28	100	628	6.3	1.87	17	36.5	32.9	32.4
Researchers	8	6	30	167	5.6	1.04	13.3	38.5	38.5	38.5
Fixed-Term Researchers	13	12	34	131	3.9	0.99	2.9	33.3	40	15
<b>OVERALL</b>	<b>74</b>	<b>66</b>	<b>194</b>	<b>1211</b>	<b>6.2</b>	<b>1.67</b>	<b>13.9</b>	<b>38.5</b>	<b>37.6</b>	<b>33.6</b>

Faculty detected at: 31.12.2019

Scientific production: 2019

FACULTY	In staff	In Scopus	Scopus scholarly output	Citation count	Citation per publication	FWCI	Top 10 citation percentile (%)	Top 10 CiteScore (%)	Top 10 SJR (%)	Top 10 Snip (%)
Full Professors	24	20	15	27	1.8	0.82	13.3	50	33.3	33.3
Associate Professors	29	28	32	128	4	2.34	21.9	40	36	32
Researchers	8	6	9	25	2.8	1.08	11.1	20	20	20
Fixed-Term Researchers	13	12	9	13	1.4	0.81	0	25	28.6	14.3
<b>OVERALL</b>	<b>74</b>	<b>66</b>	<b>58</b>	<b>166</b>	<b>2.9</b>	<b>1.56</b>	<b>13.8</b>	<b>37.8</b>	<b>34.1</b>	<b>31.8</b>

Faculty detected at: 31.12.2018

Scientific production: 2018

FACULTY	In staff	In Scopus	Scopus scholarly output	Citation count	Citation per publication	FWCI	Top 10 citation percentile (%)	Top 10 CiteScore (%)	Top 10 SJR (%)	Top 10 Snip (%)
Full Professors	22	19	10	223	22.3	5.83	50	77.8	77.8	66.7
Associate Professors	26	24	25	192	7.7	2.15	24	40	40	35
Researchers	9	7	7	17	2.4	0.59	0	100	100	100
Fixed-Term Researchers	14	13	11	34	3.1	0.97	9.1	75	75	50
<b>OVERALL</b>	<b>71</b>	<b>63</b>	<b>45</b>	<b>384</b>	<b>8.5</b>	<b>2.38</b>	<b>20</b>	<b>53.3</b>	<b>53.3</b>	<b>43.3</b>

Faculty detected at: 31.12.2017

Scientific production: 2017

FACULTY	In staff	In Scopus	Scopus scholarly output	Citation count	Citation per publication	FWCI	Top 10 citation percentile (%)	Top 10 CiteScore (%)	Top 10 SJR (%)	Top 10 Snip (%)
Full Professors	19	16	19	120	6.3	1.01	10.5	31.3	40	43.8
Associate Professors	24	22	24	136	5.7	1.34	8.3	29.4	23.5	17.6
Researchers	10	8	14	144	10.3	1.37	21.4	11.1	11.1	11.1
Fixed-Term Researchers	8	8	14	143	10.2	1.61	14.3	30	40	40
<b>OVERALL</b>	<b>61</b>	<b>54</b>	<b>63</b>	<b>495</b>	<b>7.9</b>	<b>1.35</b>	<b>12.7</b>	<b>26.7</b>	<b>29.5</b>	<b>31.1</b>

Subsection B.4 - Scientific production of newly recruited and promoted researchers  
2017-2019

NEWLY RECRUITED RESEARCHERS

ENTRY ROLE AT CA' FOSCARI	Number	ARCA products <sup>6</sup>	Products Indexed in Scopus <sup>7</sup>	ANVUR Class A Journals
Full Professors	1	14	4	5
Associate Professors	4	69	40	24
Fixed-Term Researchers	12	127	29	21

PROMOTED RESEARCHERS

AQUIRED ROLE AT CA' FOSCARI	Number	ARCA products	Products indexed in Scopus	ANVUR Class A Journals
Full Professors	5	61	14	7
Associate Professors	6	61	21	7
Fixed-Term Researchers/Type B	1	12	3	1

<sup>6</sup> Source: ARCA Repository. Only publications with an ISBN/ISSN code have been considered. Conferences abstracts and posters have been excluded from the count of Conference Proceedings. Date of recognition: 18.09.2020

<sup>7</sup> Source: Scopus. Document type: Articles; Books; Book chapters; Conference papers; Reviews

## NEWLY RECRUITED AND PROMOTED RESEARCHERS - BIBLIOMETRIC ANALYSIS

By SciVal – Benchmarking Module. Document type: Articles; Books; Book chapters; Conference papers; Reviews

### Newly recruited researchers in the three-year period 2017-2019

Scientific production: three-year period 2017-2019

FACULTY	In staff	In Scopus	Scopus scholarly output	Citation count	Citation per publication	FWCI (2016-2018)	Top 10 citation percentile (%)	Top 10 CiteScore (%)	Top 10 SJR (%)	Top 10 Snip (%)
Full Professors	1	1	4	21	5.3	1.55	0	33.3	33.3	33.3
Associate Professors	4	4	40	304	7.6	2.75	25	38.7	36.7	32.3
Fixed-Term Researchers	12	11	29	122	4.2	0.93	3.4	23.5	29.4	11.8
<b>OVERALL</b>	<b>17</b>	<b>16</b>	<b>73</b>	<b>447</b>	<b>6.1</b>	<b>1.96</b>	<b>15.1</b>	<b>33.3</b>	<b>34</b>	<b>25.5</b>

### Promoted researchers in the three-year period 2017-2019

Scientific production: three-year period 2017-2019

FACULTY	In staff	In Scopus	Scopus scholarly output	Citation count	Citation per publication	FWCI (2016-2018)	Top 10 citation percentile (%)	Top 10 CiteScore (%)	Top 10 SJR (%)	Top 10 Snip (%)
Full Professors	5	4	14	154	11	3.25	42.9	38.5	33.3	15.4
Associate Professors	6	6	21	150	7.1	1.77	19	37.5	31.3	31.3
Fixed-Term Researchers (Type "B")	1	1	3	1	0.3	0.17	0	100	100	0
<b>OVERALL</b>	<b>12</b>	<b>11</b>	<b>37</b>	<b>304</b>	<b>8.2</b>	<b>2.23</b>	<b>27</b>	<b>37.9</b>	<b>32.1</b>	<b>24.1</b>

## Subsection B.5 - Researchers without scientific production<sup>8</sup>

### RESEARCHERS WITHOUT SCIENTIFIC PRODUCTION

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

### RESEARCHERS WITHOUT SCIENTIFIC PRODUCTION RECRUITED/PROMOTED IN THE THREE-YEAR PERIOD 2017-2019

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

### COMMENTS CONCERNING THE CRITICAL ISSUES OF SUBSECTION B (IN PARTICULAR WITH RESPECT TO RESEARCHERS WITHOUT SCIENTIFIC PRODUCTION)

One researcher is without publications in 2019. This is due to the submission of two papers to international journals that were accepted for publication in 2020.

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<sup>8</sup> Researchers with no scientific publications in the three-year period (source: University Repository ARCA)

# PART III: Resources, incentives, actions

Nelle sezioni e nei quadri della Parte III il Dipartimento specifica quante risorse proprie sono state dedicate alla ricerca, con quali criteri sono state distribuite, che risultati sono stati ottenuti.

## Section A – Departmental research funding

### Linee guida per la compilazione

Indicare come sono distribuite le risorse dipartimentali per la ricerca (ad esempio mettendo un link al regolamento ADIR), quali sono stati i risultati delle assegnazioni e i criteri di valutazione degli stessi.

The DMAN research funding program is divided into different actions and incentives (Table 1). Since 2018, the funds of the Project of Excellence have been added to the DMAN resources (Table 2).

Within the University regulatory framework, the DMAN has adopted a regulation for the allocation of Departmental research funding ([https://www.unive.it/pag/fileadmin/user\\_upload/dipartimenti/management/documenti/ricerca/Reg\\_DMAN\\_2018\\_in\\_vigore\\_dal\\_24\\_luglio.pdf](https://www.unive.it/pag/fileadmin/user_upload/dipartimenti/management/documenti/ricerca/Reg_DMAN_2018_in_vigore_dal_24_luglio.pdf)). The evaluation criteria recognize the importance for the DMAN members to publish in English, to be visible on major international repositories, and to submit their scientific production through qualified peer review processes.

Year	Budget	ADIR	Research grants - Type A	Seminars	Research awards	Conference FEE	Proof-reading
2019	182,000	90,000	78,000	8,000	3,000	1,500	1,500
2018	182,400	90,000	78,000	8,000	3,000	1,500	1,900
2017	193,900	90,000	87,000	8,000	3,000	1,500	4,400

Year	Budget derived from Project of Excellence	Research grants	Incentives for high quality research	Incentives for fund raising
2019	170,000	60,000	70,000	40,000
2018	170,000	60,000	70,000	40,000

## Section B – Funding for Research fellowships and Short term Research fellowships

### Linee guida per la compilazione

Indicare eventuali regolamenti/criteri dipartimentali di assegnazione delle risorse per assegni di ricerca (Research fellowships) e borse di ricerca (Short term Research fellowships). Fornire ad esempio il link al regolamento considerato, descrivere quali sono stati i risultati delle assegnazioni e i criteri di valutazione degli stessi.

Following the University regulation for awarding research fellowships (DR n. 1 of 9/01/2017), the DMAN recognizes three types of research fellowships: fellowships relative to interdisciplinary areas (type A), fellowships on specific projects (type B), and ESF fellowships (<https://www.unive.it/pag/12328/>). The ESF fellowships are technically comparable to the type B fellowships, but they are funded by the Veneto Region on the European Social Fund under specific conditions. To obtain a positive assessment at the end of the research fellowship, a research fellow has to meet the following minimum output standards: “Within one month of the end of contract, the research fellow is required a) to present the research results at a national or international conference, or at a DMAN research seminar; b) to produce a DMAN Working Paper, a ‘Nota di Ricerca’, or any other publication valid for an assessment under the criteria of the allocation of DMAN research funding (AdiR).”

Funding sources	Number of research fellowship positions			
	2017	2018	2019	Total
Type A fellowships - departmental funds	3	2	5	10
Type B fellowships - External funds	20	18	23	61
ESF fellowships - Veneto Region Funds	5	11	-	16
<b>Total</b>	<b>28</b>	<b>31</b>	<b>28</b>	<b>87</b>

### Subsection B.1 – Research fellowships (assegni di ricerca)

Panel A: 2017 - Research fellowship positions			
Research fellow	SSD	Research Topic	Funding sources
ARKHIPOVA Daria	SECS-P/07	Modelli di sviluppo, integrazione e governo delle tecnologie dell'informazione e comunicazione come leva competitiva	Stevanato Group SpA
ARZU Daniela	Finanza aziendale	Il modello di Rating Integrato e la sua applicazione ad un progetto di spin-off	Fondazione Luciano Iglesias e da Fondazione Ca' Foscari
BONETTO Greta	BIO/10	Analysis of the potential applications of research results in the fields of: chemical and environmental. Study of methodologies and best practices in intellectual property management and technology transfer, particularly with regard to cooperation with business.ologies and best practices in intellectual property management and	MISE 50% Ateneo 50%

		technology transfer, particularly with regard to cooperation with business.	
BRAVIN Alessia	SECS-P/07	L'impatto dell'Industria 4.0. sui modelli di business delle imprese del Made in Italy - L'impatto dell'Industria 4.0 nel design della strategia delle imprese dell'automazione	FSE - Assegno Fondo Sociale Europeo – D.D.R. n. 514 del 02/05/2 di durata 12 mesi cod. 2120-43-2216-2016
BRUNI Elena	SECS-P/10	Competences at work to innovate, settore scientifico-disciplinare	Dipartimento
CAMPIONI Maddalena	SECS-P/10	Nuovi modelli organizzativi per la sanità	Convenzione Quadro Regione Veneto
CAVALLO Raffaella	SECS-P/08	Le sfide alle strategie di web marketing nel settore dei prodotti educativi per infanzia ed adolescenza	Dipartimento + Fondazione Radio Magica
CRUCIANI Caterina	SECS-P/11	Relazioni di fiducia nella consulenza finanziaria	€ 6.090,75 fondi docente (Warglien); € 11.499,99 FUDD 2017; € 6.296,01 finanziamento di Ateneo ex delibera Consiglio di Amministrazione del 09/06/2017
DI TOLLO Giacomo	MAT/09	Slot allocation for ports	Dipartimento
DORIGO Lorenzo	SECS-P/07	L'evoluzione dei sistemi di management accounting negli ospedali per intensità di cura	Convenzione Quadro Regione Veneto
FALCOMER Mattia	SECS-P/07	Evoluzione della separazione contabile nei settori regolati e problematiche di integrazione di nuovi settori	Convenzione AEEGSI rep. 118 prot. 41475/2016; RINNOVO Convenzione rep.
FRANCESCHINI Samuela	ING-IND/34	Analysis of the potential applications of research results in the fields of: environmental and computer science. Study of methodologies and best practices in intellectual property management and technology transfer, particularly with regard to cooperation with business.	MISE 50% Ateneo 50%
GUIDONE Teresa	SECS-P/09	Progettazione, pianificazione e attivazione di un campus per lo svolgimento, in Italia, di attività didattiche, gestito da istituzioni accademiche di rango internazionale: il caso del Campus HERMES-Universities di Strasburgo a Treviso	Fondazione Luciano Iglesias, Association HERMES-Universities
HU Lala	SECS-P/08	Consumer adoption and role of digital media in the strategies of foreign brands in China	Dipartimento
JONAIYTE Inga	SECS-P/08	Allocazione dell'attenzione nelle decisioni interattive in ambienti dinamici - Selective attention allocation for joint decision making in dynamic environments	Progetto COPE
LANDI Stefano	SECS-P/07	Investimenti sostenibili nell'innovazione tecnologica in sanità	Convenzione Regenlab + dipartimento
LAZZER Gianpaolo	SECS-P/07	Oltre l'esperienza. Consumo e trasformazioni	€ 17.373,34 progetto MAN.IBPMS2012; € 23.000,00 finanziamento Convenzione Strategy Innovation; € 4.709,86

			finanziamento di Ateneo ex delibera Consiglio di Amministrazione del 09/06/2017
MARINO Alba	SECS-P/08	Inter- and intra-organizational global knowledge networks: a multi-level analysis of antecedents and implications	Dipartimento + Premio Ateneo 2016
MARRONE Marco	SECS-P/08	IT and the future of work: democracy vs. technocracy in the workplace	€ 10.000,00 finanziamento International Center for Humanities and Social Change (ICHSC); € 9.133,33 progetto MAN.IBPMS2012 anticipata n. 29657/2017; € 4.566,67 finanziamento Dipartimento
MEOLI Azzurra	ING-IND/35	Development of innovative models for the promotion and enhancement of the University's patent portfolio. The research fellow will provide an accurate analysis of Italian and international best practices for the enhancement of the patent portfolio, will support the definition of contractual templates and will collaborate to the elaboration of management and workflow models of the Technology Transfer Office	MISE 50% Ateneo 50%
MINGOTTO Erica	SECS-P/08	Robotica e intelligenza artificiale per l'innovazione nei processi: una sperimentazione nell'ambito dei business della ristorazione	FSE - Assegno Fondo Sociale Europeo – D.D.R. n. 514 del 02/05/2 di durata 12 mesi cod. 2120-37-2216-2016
MÜHLENBERND Roland	SECS-S/06	Models of strategic interaction under competing cultural frames”	H2020 - ODYCCEUS project
SGIAROVELLO Martina	SECS-P/07	Processi di innovazione e strategie di OsservAzione presso due aziende manifatturiere venete. I casi Zamperla S.p.a. e Foscarini S.p.a - Analisi di scenario e processi di innovazione strategica nell'ambito del mercato delle giostre elettriche	FSE - Assegno Fondo Sociale Europeo – D.D.R. n. 514 del 02/05/2 di durata 12 mesi cod. 2120-22-2216-2016
Fondi di Ateneo - progetto sostenibilità	SECS-P/07	Progettazione, attuazione e analisi di un processo innovativo di circular economy all'interno delle sedi dell'Ateneo	
SUKA Silvia Losena	SECS-P/07	L'impatto dell'Industria 4.0. sui modelli di business delle imprese del Made in Italy - L'impatto dell'Industria 4.0 nel design della strategia delle imprese dell'arredo	FSE - Assegno Fondo Sociale Europeo – D.D.R. n. 514 del 02/05/2 di durata 12 mesi cod. 2120-43-2216-2016
TREVISAN Paola	SECS-P/07	Il blending di big data, small data e thick data nei sistemi di pianificazione e di controllo	Importo per 2 assegni: € 31613,33 progetto MAN.IBPMS2012 anticipata n. 29650/2017 - € 15806,67; € 7903,34 finanziamento di Ateneo ex delibera Consiglio di Amministrazione del 09/06/2017

TRIPODI Rocco	INF/01	"Conceptual spaces, opinion dynamics and cultural conflict: a computational linguistics analysis	H2020 - ODYCCEUS project
VIGNOTTO Alessandra	SECS-P/07	L'impatto dell'Industria 4.0. sui modelli di business delle imprese del Made in Italy - L'impatto dell'Industria 4.0 nel design della strategia delle imprese dell'abbigliamento e del sistema moda	FSE - Assegno Fondo Sociale Europeo – D.D.R. n. 514 del 02/05/2 di durata 12 mesi cod. 2120-43-2216-2016
<b>Panel B: 2018 - Research fellowship positions</b>			
ARKHIPOVA Daria	SECS-P/07	Modelli di sviluppo, integrazione e governo delle tecnologie dell'informazione e comunicazione come leva competitiva	Stevanato Group SpA
BARETTA Giulia	SECS-P/07	Implementazione e Analisi Sociologica, Organizzativa e Manageriale di progetti di Smart Manufacturing. Rapporto Uomo-Macchina nella realtà aumentata	FSE - Assegno Fondo Sociale Europeo – D.D.R. n. 522 del 31/05/2018 di durata 12 mesi cod. 2120-12-11-2018
BONETTO Greta	BIO/10	Analysis of the potential applications of research results in the fields of: chemical and environmental. Study of methodologies and best practices in intellectual property management and technology transfer, particularly with regard to cooperation with business.ologies and best practices in intellectual property management and technology transfer, particularly with regard to cooperation with business.	MISE 50% Ateneo 50%
BRUNI Elena	SECS-P/07	Implementazione e Analisi Sociologica, Organizzativa e Manageriale di progetti di Smart Manufacturing. Analisi dei processi decisionali e cognitivi delle aziende data-driven	FSE - Assegno Fondo Sociale Europeo – D.D.R. n. 522 del 31/05/2018 di durata 12 mesi cod. 2120-12-11-2018
CAROLO Silvia Maria	SECS-P/07	Atmosfere Creative. Distrettualizzazione innovativa di motori culturali e servizi di aumento del valore responsabile scientifico	Interreg MED - SMATH project
CAVARA Rachele	SECS-P/08	Processi editoriali e innovazione 4.0: recuperare valore attraverso la sinergia fra analogico e digitale - L'archivio digitale come strumento di valorizzazione del patrimonio editoriale	FSE - Assegno Fondo Sociale Europeo – D.D.R. n. 522 del 31/05/2018 di durata 12 mesi cod. 2122-4-11-2018
COCO Nunzia	SECS-P/08	Processi editoriali e innovazione 4.0: recuperare valore attraverso la sinergia fra analogico e digitale - Nuovi modelli di business in ambito culturale e creativo	FSE - Assegno Fondo Sociale Europeo – D.D.R. n. 522 del 31/05/2018 di durata 12 mesi cod. 2122-4-11-2018
COREA Francesco	SECS-P/09	Exponential Technologies and Risk Management	Dipartimento
CORLETTA Laura	SECS-P/07	La gestione di un acceleratore transfrontaliero d'impresa	Interreg Italia-Slovenia - CAB project
DISTEFANO Veronica	SECS/S01	Analisi di sistemi complessi con alta dimensionalità	Progetto ECLT.GLAXO
FALCOMER Mattia	SECS-P/07	Separazione contabile per nuovi settori regolati da ARERA: Servizio Idrico, Small Scale LNG e rifiuti	Convenzione ARERA (ex AEESGI)

FASAN Marco	SECS-P/08	Costruzione di un modello per l'analisi e la governance di medio-lungo termine dei flussi di mobilità regionale e transfrontaliera nell'area del programma comunitario Interreg Italia-Slovenia	Interreg Italia-Slovenia - CROSSMOBY project
FRANCESCHINI Samuela	ING-IND/34	Analysis of the potential applications of research results in the fields of: environmental and computer science. Study of methodologies and best practices in intellectual property management and technology transfer, particularly with regard to cooperation with business.	MISE 50% Ateneo 50%
GRISBERGH Matteo	SECS-P/07	Progettazione di un acceleratore d'impresa	Interreg Italia-Slovenia - CAB project
GRITTI Elisa	SECS-P/07	Implementazione e Analisi Sociologica, Organizzativa e Manageriale di progetti di Smart Manufacturing	FSE - Assegno Fondo Sociale Europeo – D.D.R. n. 522 del 31/05/2018 di durata 12 mesi cod. 2120-12-11-2018
JONAIKYTE Inga	SECS-P/08	Allocazione dell'attenzione nelle decisioni interattive in ambienti dinamici - Selective attention allocation for joint decision making in dynamic environments	Progetto COPE
LANDI Stefano	SECS-P/07	Investimenti sostenibili nell'innovazione tecnologica in sanità	Convenzione Regenlab + dipartimento
MAGGISTRO Rosario	MAT/09	Smart Cities: il contributo del Data Science per la qualità e sostenibilità delle esperienze di visita - Un modello prototipale di Big Data Analytics sui comportamenti di passeggeri e visitatori	FSE - Assegno Fondo Sociale Europeo – D.D.R. n. 522 del 31/05/2018 di durata 12 mesi cod. 2120-19-11-2018
MARRONE Marco	SECS-P/08	IT and the future of work: democracy vs. technocracy in the workplace	€ 20.000,00 finanziamento International Center for Humanities and Social Change (ICHSC); € 4.000,00 Rickmers (Contamination Lab)
MASIERO Eleonora	SECS-P/07	Imprese da favola. Capire e comunicare l'identità d'impresa con la narrazione fiabesca	FSE - Assegno Fondo Sociale Europeo – D.D.R. n. 522 del 31/05/2018 di durata 12 mesi cod. 2120-7-11-2018
MINGOTTO Erica	SECS-P/08	Smart Cities: il contributo del Data Science per la qualità e sostenibilità delle esperienze di visita - Un modello di interpretazione dei dati per lo sviluppo di nuovi servizi diretti a migliorare la qualità e sostenibilità delle esperienze di visita	FSE - Assegno Fondo Sociale Europeo – D.D.R. n. 522 del 31/05/2018 di durata 12 mesi cod. 2120-19-11-2018
PANFILO Silvia	SECS-P/07	Corporate reporting informativeness to financial capital providers about a company's credit risk: the role of IR	Dipartimento (progetto di Eccellenza)
PETRIS Matteo	MAT/09	Modelli e Metodi per problemi di ship scheduling	PRIN Progetto di Rilevanza Nazionale PRIN 2015 – Smart PORT Terminals - SPORT" + fondi docente (Pesenti)

PETTINELLI Roberto	IUS/07	Cross-national knowledge networks and knowledge sourcing strategies in turbulent business ecosystems	Dipartimento + Fondazione Ca' Foscari
RECCHIA Giuseppe Antonio	IUS/07	Tecnologie, web e lavoratori digitali: come impatta la quarta rivoluzione industriale sui modelli di regolazione del lavoro subordinato e autonomo	€ 15.751,45 progetto MAN.IBPMS2012 anticipata n. 29650/2017; € 6.296,05 finanziamento di Ateneo ex delibera Consiglio di Amministrazione del 09/06/2017; € 1.749,50 progetto MRGLOLIVOTTO
RUZZA Daniel	SECS-P/07	L'Intelligenza Artificiale come moltiplicatore di competitività per l'impresa - Tecniche di Machine Learning per l'analisi predittiva dei malfunzionamenti e per la manutenzione programmata	FSE - Assegno Fondo Sociale Europeo – D.D.R. n. 522 del 31/05/2018 di durata 12 mesi cod. 2120-13-11-2018
SILVESTRI Daniela	SECS-P/08	Cross-national knowledge networks and knowledge sourcing strategies in turbulent business ecosystems	Dipartimento + Premio Ateneo 2016
TAGLIABUE Stefania	SECS-P/07	Implementazione e Analisi Sociologica, Organizzativa e Manageriale di progetti di Smart Manufacturing. La democratizzazione della fabbrica digitale	FSE - Assegno Fondo Sociale Europeo – D.D.R. n. 522 del 31/05/2018 di durata 12 mesi cod. 2120-12-11-2018
TIRINDELLI Anna	SECS-P/07	L'innovazione e gli strumenti più innovativi del marketing nelle PMI e startup dell'area Italia-Slovenia	Interreg Italia-Slovenia - NUVOLAK2 project
TONIOLO Korinzia	SECS-P/07	L'Intelligenza Artificiale come moltiplicatore di competitività per l'impresa - Il ruolo dell'Intelligenza Artificiale nella definizione di nuovi modelli organizzativi e produttivi e nel design della strategia delle imprese	FSE - Assegno Fondo Sociale Europeo – D.D.R. n. 522 del 31/05/2018 di durata 12 mesi cod. 2120-13-11-2018
ZUCARO Rosita	IUS/07	L'impatto socio-economico della sperimentazione di un'innovativa tecnologia ecologica e sostenibile nell'ambito del distretto conciario veneto	LIFE - GOAST project + Fondazione Ca' Foscari

**Panel C: 2019 - Research fellowship positions**

ARMANO Linda	SECS-P/08	DiaEthic - Map value transformations in a global interconnection. How sensory experiences and cultural interpretations shape concepts of "ethical diamond" and "mining work ethic"	Progetto H2020 - MSCA
BACCO Francesca	SECS-P/08	Ecosistemi imprenditoriali e dell'innovazione e trasformazione digitale delle Pmi	Progetto Interreg CENTRAL - ECOS4IN
BELLIO Elena	SECS-P/08	Digital food: determinanti ed implicazioni strategiche della digitalizzazione delle imprese alimentari	Progetto di Eccellenza MAN.DIPARTIMENTIDIECCELLENZA.ZAFFO.ALTAQUALIFICAZIONE
BETTARINI Francesco	SECS-P/07	L'emergere di un sistema simbolico: il linguaggio della partita doppia nel primo capitalismo fiorentino	Dipartimento + MANMRG2019.WARGLIEN
BINTI RAMLI Nur Suhaili	SECS-P/08	A Comparative Study of Entrepreneurial Opportunity Identification between	Dipartimento

		Immigrant Entrepreneurs and Non-Immigrant Entrepreneurs in Europe	
BONAZZI Michele	SECS-P/08	Protezione, promozione e valorizzazione culturale del patrimonio marittimo dell'Alto Adriatico	Progetto Interreg Italia Croazia ARCA
COCO Nunzia	SECS-P/08	Trasformazione digitale nelle piccole e microimprese: determinanti, implicazioni strategiche e organizzative	CAMERA DI COMMERCIO DI VENEZIA ROVIGO DELTA-LAGUNARE (MAN.CCIAA_PID)
CORTELLAZZO Laura	SECS-P/10	Processo di visioning, competenze trasversali e la loro relazione su carriera e occupabilità	14.000,00 sul progetto MAN.ASSEGNI FondazUnive; € 10.000,00 sul progetto MAN.COMPETENCYCENTER
D'ONOFRIO Federico	SECS-P/12	Farm Accountancy Data as a Source for the History of European Agriculture	Progetto H2020 - MSCA
FALCOMER Mattia	SECS-P/07	Separazione contabile per nuovi settori regolati da ARERA: Serv. Idrico, Small Scale LNG e rifiuti	Convenzione ARERA (ex AEESGI)
GAUDIO Giovanni	IUS/07	La qualificazione dei rapporti di lavoro nella rivoluzione di internet, fra vecchie e nuove esigenze di tutela	PRIN 2017 + Fondazione
GRITTI Elisa	SECS-P/07	Analisi dei meccanismi di innovazione nel settore Culturale e Creativo	Progetto Interrege CENTRAL - CoCo
GROSSO Chiara	SECS-P/08	Digital food: determinanti ed implicazioni strategiche della digitalizzazione delle imprese alimentari	Dipartimento + Convenzione Marketing Arena + Master cultula cibo
Kumodzie-Dussey Makafui Kwame	SECS-P/08	Corporate Governance Deviance	Dipartimento
LANDI Stefano	SECS-P/07	Investimenti sostenibili nell'innovazione tecnologica in sanità	Convenzione Regenlab
LIBRALATO Marcello	SECS-P/07	La costruzione di un repertorio di buone pratiche nell'intersezione della produzione culturale con l'orientamento al business	Progetto Interreg MED - SMATH
LUISE Cristian	SECS-P/06	Evoluzione della portualità come stimolo di nuove strategie di sviluppo industriale: una prospettiva internazionale e il ruolo delle grandi economie emergenti	Progetto Centro AdSP
MAGGISTRO Rosario	MAT/09	L'impatto della Data Analytics sulla descrizione e analisi dei sistemi	Progetto di Eccellenza MAN.DIPARTIMENTIDIECCELLENZA.ZAFFO.ALTAQUALIFICAZIONE
MENESELLO Luca	SECS-P/08	L'evoluzione del Sistema portuale come fattore di competitività dell'economia del Nord-Est italiano	Progetto Centro AdSP
MINGOTTO Erica	SECS-P/08	Mappare il patrimonio culturale intangibile e agire per la sua sostenibilità. Applicazioni in alcuni casi pilota	Progetto Interreg Italia Croazia - SLIDES
PANCOT Chiara	SECS-P/07	Organizzazioni ibride del XVI secolo a Venezia	Fondi MAN.MRGMVEDOVATO
PANFILO Silvia	SECS-P/07	Corporate reporting informativeness to financial capital providers about a company's credit risk: the role of IR	Progetto di Eccellenza MAN.DIPARTIMENTIDIECCELLENZA.ZAFFO.ALTAQUALIFICAZIONE

PETTINELLI Roberto	IUS/07	La tutela dei lavoratori nella successione di imprenditori nel contratto di appalto tra clausole di riassorbimento della manodopera e trasferimento d'azienda	Dipartimento + Fondazione Ca' Foscari
ROSIN Umberto	SECS-P/08	Protezione, promozione e valorizzazione culturale del patrimonio marittimo dell'Alto Adriatico	Progetto Interreg Italia Croazia ARCA
SANTAGIUSTINA Carlo Romano	SECS-P/08	Un osservatorio web dell'incertezza	Fondazione Università Ca' Foscari
SILVESTRI Daniela	SECS-P/08	Cross-national knowledge networks and knowledge sourcing strategies in turbulent business ecosystems	Progetto EPO - MAN.EPO.2019
UL-AIN Noor	SECS-P/07	Analysis of cooperation mechanisms between the Cultural and Creative sector and Advanced Manufacturing sector	Progetto Interrege CENTRAL - CoCo
URBINATI Niccolò	SECS-S/06	Disegno degli incentivi per modelli non correttamente specificati	Progetto di Eccellenza MAN.DIPARTIMENTIDIECCELLENZAFFO.ALTAQUALIFICAZIONE

### Subsection B.2 – Short term Research fellowships (borse di ricerca)

According to the University regulation (DR n. 300 of 14/04/2014), Ca' Foscari University of Venice promotes the short-term research fellowships (<https://www.unive.it/pag/11701/>). They are used for the recruitment of staff that is included in research groups or projects. Typically, the short-term research fellowships have a duration not exceeding 12 months, unless otherwise specifies/required. Their funding is from outside the University under specific agreements, contracts or contributions from public administrations, public entities or private individuals and companies.

The DMAN has issued 47 short-term research fellowships over 2017-2019 (16 in 2017, 6 in 2018, and 25 in 2019) as reported in the table below.

Panel A: 2017 – Short term Research fellowship positions			
Short term Research fellow	SSD	Research Topic	Funding sources
BERNHOFER Juliana	SECS-P/07	Mappatura strategica delle industrie culturali e creative (ICC) in Veneto nell'ambito della programmazione POR-FESR	Finanziamento L.R. n. 49/1978 iniziative dirette - D.G.R. n. 347 del 22/03/2017
BONAZZI Michele	SECS-P/08	Il link concettuale tra onnivorismo culturale e beneficio artistico nella fruizione di arte e cultura. Approfondimenti e ricadute manageriali	Fondazione Università Ca' Foscari Venezia
CACCIATORE Silvia	SECS-P/09	Mappatura strategica delle industrie culturali e creative (ICC) in Veneto nell'ambito della programmazione POR-FESR	Finanziamento L.R. n. 49/1978 iniziative dirette - D.G.R. n. 347 del 22/03/2017
CASIELLO Giorgia	IUS/07	Il tentativo di conciliazione nelle controversie di lavoro. Esiti e prospettive	Fondazione Università Ca' Foscari Venezia
DE APPOLONIA Giovanna	SECS-P/08	Crescere con Radio Magica	Radio Magica Fondazione Onlus

DE APPOLONIA Giovanna	SECS-P/08	Il Magnifico Museo	Radio Magica Fondazione Onlus
DE LEO Carolina	SECS-P/07	Borsa di ricerca applicata: valutazione dell'impatto sociale dell'impresa	FOREMA nell'ambito del Progetto FSE "Apprendimento e Responsabilità Sociale per la Competitività" cod. 1002-1-948-2016
GIANNASI Matteo	SECS-P/08	La filosofia del nuovo realismo e la sua rilevanza per il marketing	Fondazione Università Ca' Foscari Venezia
GRANATI Cesare	SECS-P/07	Valutazione dell'impatto sociale ed economico dell'impresa - Borsa di ricerca applicata Ca' Foscari	IRECOOP nell'ambito del Progetto FSE "CSR e TERRITORIO: Competitività e Sviluppo Responsabile" cod. 52-1-948-2016
GRITTI Elisa	SECS-P/07	Borse di ricerca	CPV - Fondazione Centro Produttività Veneto nell'ambito del Progetto FSE "Comunità e ambiente responsabili nel territorio vicentino" cod. 69-1-948-2016
LAPERCHIA Carolina	SECS-P/08	Scienziati 2.0: Ebook e programmi radiofonici realizzati da una rete di scuole italiane e dedicati a scienziati del passato e del presente	Radio Magica Fondazione Onlus (nell'ambito del progetto PANN15T2_00957 finanziato dal MIUR con Decreto Ministeriale prot. 0001644-05/08/2016 come da graduatoria generale complessiva dei progetti Titolo 2 "Contributi Annuali per attività coerenti con le finalità della Legge 113/1991 e destinati alle istituzioni scolastiche" del Decreto Direttoriale 1524 dell'08/07/2015)
LAPERCHIA Carolina	SECS-P/08	Scienziati 2.0: Ebook e programmi radiofonici realizzati da una rete di scuole italiane e dedicati a scienziati del passato e del presente	Radio Magica Fondazione Onlus (nell'ambito del progetto PANN15T2_00957 finanziato dal MIUR con Decreto Ministeriale prot. 0001644-05/08/2016 come da graduatoria generale complessiva dei progetti Titolo 2 "Contributi Annuali per attività coerenti con le finalità della Legge 113/1991 e destinati alle istituzioni scolastiche" del Decreto Direttoriale 1524 dell'08/07/2015)
PANFILO Silvia	SECS-P/07	Borse di ricerca applicata	IVL - Istituto Veneto per il Lavoro nell'ambito del Progetto FSE "Capitale sociale e comunità di valore nel veneziano" cod. 2-1-948-2016

QUINZ Anna	SECS-P/07	I legami tra il settore del wedding, le nuove professioni creative, le strategie di comunicazione aziendale e il marketing territoriale	Azienda ATHESIA DRUCK GmbH (10.000,00 €) + SHOTS.IT (3.000,00 €)
ZUCARO Rosita	IUS/07	Le influenze del diritto antidiscriminatorio sul diritto del lavoro alla luce delle ultime riforme del mercato del lavoro, con focus sul licenziamento discriminatorio	Fondazione Università Ca' Foscari Venezia
ZUCARO Rosita	IUS/07	La conciliazione vita-lavoro nel welfare contrattuale come strumento di inclusione nel mercato del lavoro e per la competitività aziendale	Fondazione Università Ca' Foscari Venezia
<b>Panel B: 2018 – Short term Research fellowship positions</b>			
CASIELLO Giorgia	IUS/07	Il tentativo di conciliazione nelle controversie di lavoro. Esiti e prospettive	Fondazione Università Ca' Foscari Venezia
DE APPOLONIA Giovanna	SECS-P/08	Il Magnifico Museo	Radio Magica Fondazione Onlus
GRANATI Cesare	SECS-P/07	La comunicazione dell'impatto aziendale nella prospettiva benefit - PROFILO 2	Fondazione Università Ca' Foscari nell'ambito del progetto FSE "BUMO_BEE: Business Models for Benefit Enterprises" cod. 3706-1-1267-2017
LAPERCHIA Carolina	SECS-P/08	Ascoltare per includere	Radio Magica Fondazione Onlus
SPEROTTO Annabella	SECS-P/07	La strategia benefit in ottica interpretativa - PROFILO 1	Fondazione Università Ca' Foscari nell'ambito del progetto FSE "BUMO_BEE: Business Models for Benefit Enterprises" cod. 3706-1-1267-2017
VENTURINI Francesco	SECS-P/07	La prospettiva benefit come 'corporate cultural responsibility' - PROFILO 3	Fondazione Università Ca' Foscari nell'ambito del progetto FSE "BUMO_BEE: Business Models for Benefit Enterprises" cod. 3706-1-1267-2017
<b>Panel C: 2019 – Short term Research fellowship positions</b>			
BERNARDIS Manuel	SECS-P/08	Trasformazione Digitale della Filiera Automotive Italiana (FAI-Digital)	Fondazione Collegio Carlo Alberto
BERNARDIS Manuel	SECS-P/08	Trasformazione Digitale della Filiera Automotive Italiana (FAI-Digital)	Fondazione Collegio Carlo Alberto
BIANCHI MICHEIL Caterina	SECS-P/08	Osservatorio Automotive 2019	Associazione Centro d'Iniziativa su Motori, Veicoli e Tecnologie - MOVET
BORSATO Manuel	SECS-P/08	Trasformazione digitale nelle piccole e microimprese: determinanti, implicazioni strategiche e organizzative	Camera di Commercio di Venezia Rovigo Delta Lagunare
BRANDOLINO Martina	SECS-P/08	Osservatorio Automotive 2019	Associazione Centro d'Iniziativa su Motori, Veicoli e Tecnologie - MOVET
BROCCA Selena	SECS-P/08	Le opportunità delle piattaforme di commercio elettronico cinese per aziende made in Italy del settore dell'arredamento	BERTO SALOTTI (F.B.S. SRL)

BROVAZZO Carlotta	SECS-P/08	Industria 4.0 nelle piccole e medie imprese italiane: valutazione di casi di successo - profilo 2	Economie prof. Micelli
BRUGNOLI Alberto	SECS-P/07	L'organizzazione, lo sviluppo e la comunicazione di una community imprenditoriale strutturata - profilo 2	Fondazione Università Ca' Foscari
CAVALLARO Alessandro	SECS-P/08	Trasformazione digitale nelle piccole e microimprese: determinanti, implicazioni strategiche e organizzative	Camera di Commercio di Venezia Rovigo Delta Lagunare
CHIAULON GABRIELE	SECS-P/08	Trasformazione Digitale della Filiera Automotive Italiana (FAI-Digital)	Fondazione Collegio Carlo Alberto
DANELUZZO Patrizia	SECS-P/08	Trasformazione digitale nelle piccole e microimprese: determinanti, implicazioni strategiche e organizzative	Camera di Commercio di Venezia Rovigo Delta Lagunare
DARIOL Giorgio	SECS-P/08	Trasformazione digitale nelle piccole e microimprese: determinanti, implicazioni strategiche e organizzative	Camera di Commercio di Venezia Rovigo Delta Lagunare
DE APPOLONIA Giovanna	SECS-P/08	Crescere con Radio Magica: Quarta Edizione	Radio Magica Fondazione Onlus
FASOLO Benedetta	SECS-P/08	Trasformazione digitale nelle piccole e microimprese: determinanti, implicazioni strategiche e organizzative	Camera di Commercio di Venezia Rovigo Delta Lagunare
GIUSTO Nicola	SECS-P/08	Trasformazione digitale nelle piccole e microimprese: determinanti, implicazioni strategiche e organizzative	Camera di Commercio di Venezia Rovigo Delta Lagunare
GRANATI Cesare	SECS-P/08	Trasformazione digitale nelle piccole e microimprese: determinanti, implicazioni strategiche e organizzative	Camera di Commercio di Venezia Rovigo Delta Lagunare
GUSMEROLI Paolo	SECS-P/08	Trasformazione digitale nelle piccole e microimprese: determinanti, implicazioni strategiche e organizzative	Camera di Commercio di Venezia Rovigo Delta Lagunare
HOFER Otto Carlo	SECS-P/08	Industria 4.0 nelle piccole e medie imprese italiane: un'analisi quantitativa - profilo 1	Economie prof. Micelli
LAPERCHIA Carolina	SECS-P/08	Ascoltare per includere	Radio Magica Fondazione Onlus
LAPERCHIA Carolina	SECS-P/08	Modelli per la divulgazione accessibile in ambito didattico e museale - profilo 1	Radio Magica Fondazione Onlus
LO VOI Salvatore	SECS-P/08	Trasformazione digitale nelle piccole e microimprese: determinanti, implicazioni strategiche e organizzative	Camera di Commercio di Venezia Rovigo Delta Lagunare
MAGON Anna	SECS-P/07	Progetto FSE "L1 EDINTUR: Edifici Intelligenti per il Turismo Responsabile" cod. 3706-0002-1311-2018	FSE
MARCAT Mara	SECS-P/08	Trasformazione digitale nelle piccole e microimprese: determinanti, implicazioni strategiche e organizzative	Camera di Commercio di Venezia Rovigo Delta Lagunare
MURARO Antonella	SECS-P/07	Gli impatti dell'intelligenza artificiale sui modelli di business - profilo 1	Fondazione Università Ca' Foscari
PORZIO Elena	SECS-P/08	Libri ad alta voce - profilo 2	Radio Magica Fondazione Onlus

## **Section C – Other departmental actions for research support**

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### Linee guida per la compilazione

In questa sezione vanno segnalati eventuali ulteriori investimenti del Dipartimento a supporto della ricerca, ad esempio:

- (co-)finanziamenti per iscrizione a convegni, organizzazione di convegni, *proof-reading*, pubblicazioni su riviste ad alto impatto, *open access*, partecipazione a bandi europei ed internazionali;
  - azioni di supporto alla ricerca che non prevedano la distribuzione di risorse a soggetti o a gruppi di ricerca specifici. Ad esempio: *Research Day*, Serie di *Working Papers*, Comunicazione della ricerca prodotta, seminari di Dipartimento, altri eventi.
- 

In the three-year period 2017-2019, the DMAN has undertaken different actions for the promotion and communication of research.

### **FUNDS FOR CONFERENCE FEES**

Since 2016, the DMAN Council has approved a procedure for the distribution of funds to encourage participation in conferences ('funds for conference fees').

The guidelines set out the access requirements and applicant's maximum fund limits. In particular, the following criteria make an applicant eligible for funding: 1) acceptance of the paper at a conference with peer review; 2) registration at the conference.

However, within three months from the conference participation, the reimbursement is subject either to the publication of the research work in the DMAN Working Paper Series, or to the submission of the research work to an international journal with WoS/Scopus codes.

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

The DMAN supports its members – that seek funding on competitive calls by encouraging participation in Global Challenges Teams – with a co-financing of 50% of registration fees by using the departmental margins.

### **INCENTIVES FOR FUND RAISING**

Starting from 2018, a fund-raising award is included as part of the Project of Excellence funds program, which aims to increase the amount of funding acquired on competitive calls for tenders, which may fund basic and applied research activities, technical assistance and third mission activities. The DMAN supports the action already implemented by the University, integrating prizes and incentives provided by the regulations for the incentives given to researchers. The final version of the guidelines for allocating the incentives for fund-raising was approved in 2020 (cf. DMAN Council 29.01.2020). The incentive is given according to the following scheme:

<b>Research project ranking</b>	<b>Incentive</b>
A: Principal investigator – Project leader + funded project	2% of the funding attributed to DMAN
B: Local unit manager + funded project	1% of the funding attributed to DMAN
C: Local unit manager + project declared as eligible (at least on a national basis) but not funded	Minimum value between 0.5% of the funding requested to DMAN and 1,000 EUR

The table below reports the allocation of fund-raising incentives over 2018-2019.

<b>Year</b>	<b>Total allocation of fund-raising incentives</b>	<b>Research projects</b>	<b>Number of research projects per ranking</b>		
			<b>A</b>	<b>B</b>	<b>C</b>
2018-2019	18,825.95	13	4	7	2

## FUNDS FOR PROOF-READING

Since 2017, a specific program of funding was allocated to support DMAN members that need proof-reading. The procedure to allocate these funds is regulated by the DMAN Council (cf. DMAN Council 25.01.2017).

## FUNDS FOR JOURNAL SUBMISSION FEES

Since 2019, a specific program of funding was allocated to support the submission of DMAN members' research works to journals of the ABS-DMAN list. The procedure to allocate these funds is regulated by the DMAN Council (cf. DMAN Council 16.01.2019).

## GUIDELINES FOR RECRUITMENT

Since 2018, the DMAN has decided to develop and reinforce a set of incentives based on the scientific production quality, which also include tenure and promotion criteria.

The DMAN Recruitment Committee has developed the 'Guidelines for Recruitment', which comprise specific productivity thresholds for applying to tenured positions. The guidelines describe the 'minimum requirements' for applying to a promotion within DMAN or for joining DMAN from other institutions. The most important requirement refers to research.

The DMAN aims to encourage and reward the quality of the research output of its members with reference to the advancement of subject areas relevant to Management studies. To this extent, the DMAN relies on the research subject areas and ratings relative to the ABS Academic Journal Guide 2018 (ABS list). In order to take into account the different research interests of the DMAN members, a limited number of high relevant interdisciplinary journals were implemented in the ABS list, as they are not included in the ABS list. The DMAN Research Committee and the DMAN Recruitment Committee evaluated the inclusion of such additional journals. The new list was called 'ABS-DMAN list' (<https://www.unive.it/pag/29348/> ).

## DMAN WORKING PAPERS SERIES

Since April 2011, the DMAN has been publishing two series of reports, one in English (Working paper) and one in Italian ('Note di ricerca') in the DMAN Working Paper Series.

The reports are also accessible online through RePEc and SSRN. The DMAN has a webpage available on both portals, which also publish the statistics of access. The RePEc portal is free. The DMAN supports the fee for SSRN as it considers important the diffusion of DMAN members' scientific production among scholars of business disciplines. The following table reports the number of reports published in the two series over 2017-2019. The DMAN members mainly use English for their scientific production. The data reported in the table refers to the scientific production in English.

Year	Working paper	'Note di ricerca'
2019	7	3
2018	15	1
2017	15	5

The DMAN recognizes that several months may pass between the publication of a working paper in the DMAN Working Paper series and its acceptance for final publication in an academic journal or other publication outlets. The DMAN Research Committee monitors the publication status of the working papers on annual basis, and determines how many working papers have been published in their final form. As of December 2020, the publication status of the working papers published in the DMAN Working Paper series over 2017-2019 is reported in the table below:

Year	Working paper	Published or accepted for publication in their final form	Under review	Not yet published
2019	7	2	2	3
2018	15	4	4	7
2017	15	3	3	9

## RePEc

In 2019 and 2020, 167 and 176 working papers were published at <http://ideas.repec.org/s/vnm/wpdman.html>. The comparison between years confirms an increasing trend, as reported in the following table.

Year	Working papers	Total downloads	Downloads in the last 12 months	Total accesses to abstracts	Accesses to abstracts in the last 12 months
2020	176	9,106	811	21,091	3,303
2019	167	8,295	722	17,788	2,894

## SSRN

In 2019 and 2020, 133 and 139 working papers were published at <http://www.ssrn.com/link/Universita-Ca-Foscari-Venezia-Dept-Mgmt.html>. The comparison between years confirms an increasing trend, as reported in the

following table.

Year	Working papers	Total downloads	New downloads in the last 12 months
2020	139	13,009	1,850
2019	133	11,159	1,554

## DMAN RESEARCH DAY

The DMAN Research Day is a regular annual research appointment. The event is devoted either to the presentation of the DMAN research laboratories, the presentation of the results relative to the FSE projects, or the presentation of the works awarded with the research mentions and awards.

The following DMAN Research Days took place over 2018-2019:

- On 11 April 2018, the Research Day was dedicated to the presentation of the research works awarded with the 2016 DMAN research awards, as well as to the organization of a roundtable between researchers and firms, public institutions, practitioners.
- On 23 October 2019, the Research Day was dedicated to the presentation of the research works awarded with the 2017 and 2018 DMAN research awards. Managers, auditors and journalists serve as discussants in order to improve the debate between researchers and practitioners.

## DMAN SEMINARS SERIES

The DMAN appoints one or more referees that coordinate and organize the DMAN seminar series during the academic year. The DMAN hosts a minimum number of 10 ‘Management lectures’ within its seminar series, which are included in the teaching schedule of the PhD program. The Management lectures take the form of lunch-seminars and last 1 hour. A DMAN member, a research fellow or a PhD student serve as discussant. After the presentation of the research work, the invited speaker meets the PhD students.

Year	Total number of seminars	Management lectures	Internal speaker (from Ca' Foscari)	External speaker (from other Universities)
2019	12	6	2	10
2018	22	7	7	8
2017	21	7	5	9

## RESEARCH COMMUNICATION

The DMAN promotes research through a wide range of communication channels. Articles published on journals, working papers, ‘note di ricerca’ and books are periodically published at <https://www.unive.it/pag/15462/?L=0>. They are also circulated through Twitter and Facebook when a research event is organized, and LinkedIn for their research contents. For primary use, a bulletin board is updated on the first floor of Complex C1, Department of Management, San Giobbe Campus.

The following table presents the number of followers at the end of each year for each social network.

Year	Facebook	Twitter	LinkedIn
2019	1,780	1,247	980
2018*	1,400	1,117	na

Note: \* The DMAN page in LinkedIn is active from May 2019.

## Section D – Other incentives

### Linee guida per la compilazione

Indicare menzioni, premi alla ricerca, altre forme di incentivazione e premialità per attività di ricerca non incluse nelle sezioni precedenti.

## DMAN RESEARCH MENTIONS AND AWARDS

The DMAN gives research mentions and awards to research works published by its members in the previous year. Starting from 2016, the research mention is given to the research works published by the DMAN members that achieve a final ADIR score of 100 points. The research award is given to three research works published by the DMAN members that are eligible for the research mention. Among all the shortlisted research works, the three awards are assigned to those works with a lower number of co-authors, and, if an equal seniority is present, to the member that was more recently hired. A prize of 1,000 euros – which is given as additional research funding and whether a budget is available for funding the research awards – is assigned to each research award. The purpose of the research award is to recognize the quality of the DMAN's scientific production, as well as to promote its visibility. The winners of the research award present their research work at the Research Day.

Panel A: 2017 - Research mentions and awards to research works published in 2016	
Mentions	Awards
Girella, L.; Bagnoli, C.; Zambon, S. <i>Exploring the conceptualisation of Intangibles in law and accounting in the USA: A historical perspective</i> , JOURNAL OF INTELLECTUAL CAPITAL.	
Mio, C.; Fasan, M.; Pauluzzo, R., <i>Internal application of IR principles: Generali's Internal Integrated Reporting</i> , JOURNAL OF CLEANER PRODUCTION.	Fasan M.
Buciuni, G.; Finotto, V. <i>Innovation in Global Value Chains: Co-location of Production and Development in Italian Low-Tech Industries</i> , REGIONAL STUDIES.	
Giachetti, C.; Lanzolla, G. <i>Product technology imitation over the product diffusion cycle: Which companies and product innovations do competitors imitate more quickly?</i> LONG RANGE PLANNING.	
Lanzini, P.; Testa, F.; Iraldo, F. <i>Factors affecting drivers' willingness to pay for biofuels: the case of Italy</i> , JOURNAL OF CLEANER PRODUCTION.	Lanzini P.
Moretti, A.; Zirpoli, F. <i>A Dynamic Theory of Network Failure: The Case of the Venice Film Festival and the Local Hospitality System</i> , ORGANIZATION STUDIES.	Moretti A.
Perri, A.; Peruffo, E. <i>Knowledge spillovers from FDI: a critical review from the international business perspective</i> , INTERNATIONAL JOURNAL OF MANAGEMENT REVIEWS.	
Whitford, J.; Zirpoli, F. <i>The Network Firm as a Political Coalition</i> , ORGANIZATION STUDIES.	
Isari, D.; Pontiggia, A.; Virili, F. <i>Working with tweets vs. working with chats: An experiment on collaborative problem solving</i> , COMPUTERS IN HUMAN BEHAVIOR.	
Panel B: 2018 - Research mentions and awards to research works published in 2017	
Agostini, Marisa; Favero, Giovanni, <i>Accounting fraud, business failure and creative auditing: A microanalysis of the strange case of the Sunbeam Corporation</i> , ACCOUNTING HISTORY.	Agostini M.
Giachetti, C.; Marchi, G., <i>Successive changes in leadership in the worldwide mobile phone industry: The race of windows of opportunity and firms' competitive action</i> , RESEARCH POLICY.	

Mantovani, Guido Massimiliano; Moro, Andrea; Wisniewski, T. P., <i>Does a Manager's Gender Matter when Accessing Credit? Evidence from European Data</i> , JOURNAL OF BANKING & FINANCE.	
Moretti Anna, <i>The Network Organization. A Governance perspective on structure, dynamics, and performance</i> Basingstoke, Palgrave Macmillan.	Moretti A.
Perri, Alessandra; Peruffo, Enzo, <i>Family Business and Technological Innovation - Empirica! Insights from the Italian Pharmaceutical Industry</i> , Palgrave Macmillan.	Perri A.
Becker, Markus C.; Zirpoli, Francesco, <i>How to Avoid Innovation Competence Loss in R&amp;D Outsourcing</i> , CALIFORNIA MANAGEMENT REVIEW.	
<b>Panel C: 2019 - Research mentions and awards to research works published in 2018</b>	
Ilan, Oshri; Arkhipova, Daria; Vaia, G. Exploring the effect of familiarity and advisory services on innovation outcomes in outsourcing settings, JOURNAL OF INFORMATION TECHNOLOGY.	Arkhipova D.
Bagnoli, C.; Biloslavo, R.; Edgar, D., <i>An Eco-Critical Perspective on Business Models: The Value Triangle as an Approach to Closing the Sustainability Gap</i> , JOURNAL OF CLEANER PRODUCTION.	
Böhmelt, Tobias; Bove, Vincenzo; Gleditsch, Kristian Skrede, <i>Blame the victims? Refugees, state capacity, and non-state actor violence</i> , JOURNAL OF PEACE RESEARCH.	
Bove, Vincenzo; Deiana, Claudio; Nistic, Roberto, <i>Global arms trade and oil dependence</i> , JOURNAL OF LAW ECONOMICS & ORGANIZATION.	Bove V.
Basso, Antonella; Casarin, Francesco; Funari, Stefania, <i>How well is the museum performing? A joint use of DEA and BSC to measure the performance of museums</i> , OMEGA.	
Hussain, N.; Rigoni, U.; Cavezzali, E., <i>Does it pay to be sustainable? Looking inside the black box of the relationship between sustainability performance and financial performance</i> , CORPORATE SOCIAL-RESPONSIBILITY AND ENVIRONMENTAL MANAGEMENT.	
Hussain, Nazim; Rigoni, Ugo; Orij, René P., <i>Corporate Governance and Sustainability Performance: Analysis of Triple Bottom Line Performance</i> , JOURNAL OF BUSINESS ETHICS.	
Warglien, Massimo; Knudsen1, Thorbjørn; Marchiori, Davide, <i>Hierarchical decision-making produces persistent differences in learning performance</i> , SCIENTIFIC REPORTS.	
Scalera, Vittoria G.; Perri, Alessandra; Hannigan, T. J., <i>Knowledge connectedness within and across home country borders: Spatial heterogeneity and the technological scope of firm innovations</i> , JOURNAL OF INTERNATIONAL BUSINESS STUDIES.	
Biscaro, Claudio; Comacchio, Anna, <i>Knowledge Creation Across Worldviews: How Metaphors Impact and Orient Group Creativity</i> , ORGANIZATION SCIENCE.	
Camuffo, Arnaldo; Gerli, Fabrizio, <i>Modeling management behaviors in lean production environments</i> , INTERNATIONAL JOURNAL OF OPERATIONS & PRODUCTION MANAGEMENT.	
de Leone, Renato; Fasano, Giovanni; Sergeyev, Yaroslav D., <i>Planar methods and grossone for the Conjugate Gradient breakdown in nonlinear programming</i> , COMPUTATIONAL OPTIMIZATION AND APPLICATIONS.	
Caliciotti, Andrea; Fasano, Giovanni; Roma, Massimo, <i>Preconditioned Nonlinear Conjugate Gradient methods based on a modified secant equation</i> , APPLIED MATHEMATICS AND COMPUTATION.	
Claudio, Giachetti, <i>Smartphone Start-ups: Navigating the iPhone Revolution</i> , Palgrave Macmillan, 2018	
Lusiani, Maria; Langley, Ann, <i>The social construction of strategic coherence: Practices of enabling leadership</i> , LONG RANGE PLANNING.	Lusiani M.
Ferri, Paolo; Lusiani, Maria; Pareschi, Luca, <i>Accounting for Accounting History: A topic modeling approach (1996–2015)</i> , ACCOUNTING HISTORY.	
<b>Panel D: 2020 - Research mentions and awards to research works published in 2019</b>	
Marco Li Calzi, Lorenzo Bastianello, <i>The probability to reach an agreement as a foundation for axiomatic bargaining</i> , ECONOMETRICA.	

Anna Cabigiosu, Diego Campagnolo, <i>Innovation and Growth in KIBS: The Role of Clients' Collaboration and Service Customization</i> , INDUSTRY AND INNOVATION.	
Raffaele Pesenti, Paola Pellegrini, Giacomo Di Tollo, <i>Scheduling ships movements within a canal harbor</i> , SOFT COMPUTING.	
Claudio Giachetti, Giancarlo Manzi, Cinzia Colapinto, <i>Entry Mode Degree of Control, Firm Performance and Host Country Institutional Development: A Meta-Analysis</i> , MANAGEMENT INTERNATIONAL REVIEW.	Colapinto C.
Raffaele Pesenti, Paola Pellegrini, Joaquin Rodriguez, <i>Efficient train re-routing and rescheduling: valid inequalities and reformulation of RECIFE-MILP</i> , TRANSPORTATION RESEARCH PART B-METHODOLOGICAL.	
Raffaele Pesenti, Daniele Catanzaro, <i>Enumerating Vertices of the Balanced Minimum Evolution Polytope</i> , COMPUTERS & OPERATIONS RESEARCH.	
Maria Lusiani, Marco Vedovato, Chiara Pancot, <i>Governance and accounting practices in hybrid organizations: Insights from a sixteenth-century charity in Venice</i> , ACCOUNTING HISTORY.	Lusiani M.
Chiara Mio, Marco Fasan, Antonio Costantini, <i>Materiality in integrated and sustainability reporting: A paradigm shift?</i> , BUSINESS STRATEGY AND THE ENVIRONMENT.	Costantini A.

Starting from 2018, within the framework of the Project of Excellence, a specific award for research is assigned to the DMAN members that publish in highly-ranked journals. The aim of this award is to stimulate the scientific production in highly-ranked and highly-visible international peer-reviewed journals. The criteria and procedure for the allocation of this award are described in the Project of Excellence's Guidelines.

The main indicator for the allocation of the research award is the ABS-DMAN list. An incentive is assigned to each article according to its category in the ABS-DMAN list as follows:

ABS-DMAN list categories	Incentive
4*	10,000 EUR
4	3,000 EUR
3	1,000 EUR

The table below reports the allocation of research incentives and categories over 2018-2019.

Year	Total allocation of research incentives	Publications	Number of publications per category		
			4*	4	3
2019	27,500	11	1	4	6
2018	39,500	13	2	6	5

## Section E – Internationalization actions

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### Linee guida per la compilazione

Indicare eventuali regolamenti dipartimentali di assegnazione delle risorse per finanziamento/concessione di mobilità internazionale *incoming and outgoing* (ad esempio mettendo un link al regolamento considerato), quali sono stati i risultati delle assegnazioni e i criteri di valutazione degli stessi.

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### Subsection E.1 – Incoming and outgoing researchers

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#### Istruzioni per la compilazione:

- *Visiting scholars Seminar activities*: il Regolamento di Ateneo prevede che i Visiting scholar, oltre all’attività di ricerca, possano tenere anche attività di tipo seminariale. In alternativa indicare “None”;
  - *Visiting professors Teaching activities*: Indicare gli insegnamenti tenuti dal Visiting professor, inclusi quelli di dottorato;
  - *Funding Sources*: ad esempio: Department, Prin, H2020;
  - *Outgoing researchers Type of mobility / Type and duration of leave*: indicare ad es.: Sabbatical leave – 1yr, Dual appointment - permanent, Research leave – 3m (congedo per motivi di ricerca). Non riportare semplici missioni.
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#### VISITING SCHOLARS

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	January 2017 - December 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	01/02/2018 – 31/03/2018
Name	CATANZARO Daniele
Home institution	Università Cattolica di Louvain (Belgio)
Research area	MAT/09 (prof. R. Pesenti)
Seminar activities	
Funding Sources	at the expense of the visiting professor

Period	01/02/2018 – 31/03/2018
Name	ZAN Luca
Home institution	Università di Bologna
Research area	SECS-P/12 (prof.ssa P. Lanaro)
Seminar activities	
Funding Sources	at the expense of the visiting professor

Period	3/04/2018 - 31/05/2018
Name	LAZZARO Elisabetta
Home institution	HKU University of the Arts Utrecht (Paesi Bassi)
Research area	SECS-P/08 (prof. F. Casarin)
Seminar activities	
Funding Sources	at the expense of the visiting professor

Period	1/06/2018 - 31/03/2019
Name	USUGAMI Jiro
Home institution	Aoyama Gakuin University (Giappone)
Research area	SECS-P/07 (prof.ssa Mio)
Seminar activities	
Funding Sources	at the expense of the visiting professor

Period	1/08/2018 - 31/07/2019
Name	GIL Tiago Luis
Home institution	University of Brasilia (Brasile)
Research area	SECS-P/12 (prof. G. Favero)
Seminar activities	
Funding Sources	at the expense of the visiting professor

Period	20/08/2018 - 21/09/2018
Name	XUEZHONG Tony He
Home institution	University Technology Sydney (Australia)
Research area	SECS-S/06 (prof. M. Tolotti)
Seminar activities	
Funding Sources	at the expense of the visiting professor

Period	2 months in the period 5/11/2018 - 31/08/2019
Name	GOTTI Giorgio
Home institution	University of Texas at El Paso (USA)
Research area	SECS-P/08 (prof. F. Zirpoli)
Seminar activities	
Funding Sources	Call of University Visiting Scholar Fellowship

Period	2 months in the period 5/11/2018 - 31/08/2019
Name	LAZZARO Elisabetta
Home institution	HKU University of the Arts Utrecht (Paesi Bassi)
Research area	SECS-P/08 (prof. F. Casarin)
Seminar activities	
Funding Sources	Call of University Visiting Scholar Fellowship

Period	26/11/2018 - 22/05/2019
Name	CONTU Alessia
Home institution	University of Massachusetts (Boston - USA)
Research area	SECS-P/07 (prof. F. Panizzo)
Seminar activities	
Funding Sources	ESF – Short Research Fellowship – Veneto Region Funds

Period	10/12/2018 - 22/05/2019
Name	SAMIOLO Rita
Home institution	King's College di Londra (UK)
Research area	SECS-P/07 (prof. F. Panizzo)
Seminar activities	
Funding Sources	ESF – Short Research Fellowship – Veneto Region Funds

Period	01/02/2019 – 30/04/2019
Name	DARAMOLA Oluwole Philip (D.R. n. 682/2018 del 18/07/2018)
Home institution	Obafemi Awolowo University (Ile-Ife, Nigeria)
Research area	SECS-P/12 (prof. G. Favero)
Seminar activities	
Funding Sources	Call of University Visiting Scholar Fellowship

Period	February - May 2019
Name	WIJNHOVEN Alphonsus Boudewijn Jacobus Maria (D.R. n. 17 del 15/01/2019)
Home institution	University of Twente (Olanda)
Research area	SECS-P/08 (prof. G.Vaia)
Seminar activities	
Funding Sources	ESF – Short Research Fellowship – Veneto Region Funds

Period	February - May 2019
Name	DE VISSER Matthias (D.R. n. 146 del 20/02/2019)
Home institution	University of Twente (Olanda)
Research area	SECS-P/08 (prof. G.Vaia)
Seminar activities	
Funding Sources	ESF – Short Research Fellowship – Veneto Region Funds

Period	March 2019 - October 2019
Name	WAIZENEGGER Lena (D.R. n. 151 del 20/02/2019)
Home institution	University of Auckland (Nuova Zelanda)
Research area	SECS-P/08 (prof. G.Vaia)
Seminar activities	
Funding Sources	ESF – Short Research Fellowship – Veneto Region Funds

Period	01/03/2019 -22/05/2019
Name	BONINI BARALDI Sara (28/02/2019 e D.R. n. 372 del 13/05/2019)
Home institution	Università di Torino
Research area	SECS-P/07 (prof. F. Panizzo)
Seminar activities	
Funding Sources	ESF – Short Research Fellowship – Veneto Region Funds

Period	01/03/2019 -22/05/2019
Name	VERČIČ Dejan (28/02/2019 e D.R. n. 368 del 8/05/2019)
Home institution	Università di Lubiana (Slovenia)
Research area	SECS-P/07 (prof. F. Panizzo)
Seminar activities	
Funding Sources	ESF – Short Research Fellowship – Veneto Region Funds

Period	March 2019 - October 2019
Name	METELMANN Jorg (D.R. n. 168 del 28/02/2019)
Home institution	University of St. Gallen (Svizzera)
Research area	SECS-P/08 (prof.ssa M. Calcagno)
Seminar activities	
Funding Sources	ESF – Short Research Fellowship – Veneto Region Funds

Period	01/04/2019 – 31/07/2019
Name	COMUNIAN Roberta (D.R. n. 682/2018 del 18/07/2018)
Home institution	King's College London
Research area	SECS-P/07 (prof. F. Panizzo)
Seminar activities	
Funding Sources	Call of University Visiting Scholar Fellowship

Period	15/05/2019 – 15/10/2019
Name	APOSTOLOV Mico (D.R. n. 682/2018 del 18/07/2018)
Home institution	UGD (Macedonia)
Research area	SECS-P/09 (prof. G.S. Bertinetti)
Seminar activities	
Funding Sources	Call of University Visiting Scholar Fellowship

Period	June 2019 - October 2019
Name	OSHRI Ilan (D.R. n. 149 del 20/02/2018)
Home institution	University of Auckland (Nuova Zelanda)
Research area	SECS-P/08 (prof. G.Vaia)
Seminar activities	
Funding Sources	ESF – Short Research Fellowship – Veneto Region Funds

Period	June 2019 - October 2019
Name	KOTLARSKY Julia (D.R. n. 150 del 20/02/2019)
Home institution	University of Auckland (Nuova Zelanda)
Research area	SECS-P/08 (prof. G.Vaia)
Seminar activities	
Funding Sources	ESF – Short Research Fellowship – Veneto Region Funds

Period	11/11/2019 - 13/12/2019
Name	PREVOST Jean – Guy (D.R. n. 1016 del 10/10/2019)
Home institution	Università del Quebec (Canada)
Research area	SECS-P/12 (prof. G. Favero)
Seminar activities	
Funding Sources	at the expense of the visiting professor

### VISITING PROFESSORS

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	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 Kenneth William
Home institution	
Scientific area	Roberta Dreon (Dip. Filosofia)
Teaching activities	Philosophical issues in contemporary management - CDL MARKETING)
Funding Sources	Funds of the Department of Philosophy

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

Period	01/02/2018 – 30/03/2018
Name	BOVE Vincenzo
Home institution	University of Warwick (Inghilterra)
Scientific area	IUS/07 (prof. G. Zilio Grandi)
Teaching activities	Microeconomics 1
Funding Sources	6000€ of University funds

Period	01/02/2018 - 30/03/2018
Name	ALEXANDER David John Anthony
Home institution	
Scientific area	SECS-P/07 (prof.ssa Saccon)
Teaching activities	Contemporary issues in accounting and auditing
Funding Sources	8500€ of University funds

Period	05/02/2018 – 31/03/2018
Name	MUNCHOW Detlef
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	26/03/2018 – 30/06/2018
Name	IANNI Antonella
Home institution	University of Southampton (Great Britain)
Scientific area	prof. Pasini Giacomo (Department of Economics)
Teaching activities	Economia Politica 2 (insegnamento su CDL)
Funding Sources	2700€ of University funds

Period	08/05/2018 - 07/05/2019
Name	STEELS Luc
Home institution	University of Bruxelles
Scientific area	SECS-P/08 (prof. Massimo Warglien)
Teaching activities	
Funding Sources	H2020 – project "Odyceus"

Period	from 17/09/2018 and for 40 days after his arrival in Italy
Name	RADER Jack S.
Home institution	University of South Florida (USA))
Scientific area	SECS-P/09 (prof. Bertinetti)
Teaching activities	Financial Policies & Investment Strategy
Funding Sources	5500€ of University funds + 3.500€ of Departmental funds

Period	1/02/2019 - 30/03/2019
Name	ALEXANDER David John Anthony (D.R. n. 926 del 12/10/2018)
Home institution	Birmingham University
Scientific area	SECS-P/07 (prof.ssa C.Saccon)
Teaching activities	Contemporary Issues in accounting and auditing
Funding Sources	8500€ of University funds

Period	2/11/2019 - 15/12/2019
Name	OXELHEIM Lars Christer (D.R. n. 554 del 10/07/2019)
Home institution	University of Agder (Norvegia)
Scientific area	SECS-P/09 (prof. G.S. Bertinetti)
Teaching activities	Financial Policies & Investment Strategies -2
Funding Sources	5250€ of University funds + 5250€ of Departmental funds

Period	2/11/2019 - 15/12/2019
Name	ERRAN Carmel (D.R. n. 426 del 30/05/2019)
Home institution	American University (Washington - USA)
Scientific area	SECS-P/08 (prof. G. Vaia)
Teaching activities	Global Sourcing and Digital Human Cloud
Funding Sources	11.500€ of University funds

## OUTGOING RESEARCHERS

Name	FASAN Marco
Research area	SECS-P/07 - Language FTR and earnings management: international evidence
Host institution	Universidade de Sao Paulo (Brazil)
Type and duration of mobility	Erasmus+ ICM (24/07/2017 -31/07/2017)

Name	LANZINI Pietro
Research area	SECS-P/08 - sustainable mobility in Florianopolis - “Commuters' behavior in a shifting paradigm: a Brazilian case study and avenues for future research”
Host institution	Universidade do Estado de Santa Catarina, Florianopolis, Brazil
Type and duration of mobility	Overseas (29/11/2017 – 05/12/2017)

Name	COLAPINTO Cinzia
Research area	<p>SECS-P/08</p> <ul style="list-style-type: none"> <li>- Goal Programming Models for Managerial Strategic Decision Making, Applied Mathematical Analysis: Theory, Methods, and Applications Editors</li> <li>- Environmental sustainability and multifaceted development: multi-criteria decision models with applications</li> </ul>
Host institution	Khalifa University – Abu Dhabi - Emirati Arabi
Type and duration of mobility	Visiting Khalifa University e INTERNATIONAL CONFERENCE ON MEDIA AND COMMUNICATION (ICMC 2018) (05/03/2018 -30/03/2018)

Name	LANARO Paola
Research area	<p>SECS-P/12</p> <ul style="list-style-type: none"> <li>- research on European arsenals, the Italian one in comparison with the Brest one in the modern age</li> </ul>
Host institution	EHESS École des hautes études en sciences sociales - Parigi
Type and duration of mobility	Visiting Professor (06/03/2018 -23/03/2018)

Name	HU Lala
Research area	SECS-P/08 - International Marketing in the Chinese Market: Recent challenges and opportunities for foreign firm
Host institution	King's College of London
Type and duration of mobility	Erasmus+ (19/03/2018 - 23/03/2018 travel excluded)

Name	LI CALZI Marco
Research area	SECS /S06 –The probability to reach an agreement as a foundation for axiomatic bargaining
Host institution	Université Paris 2 Assas
Type and duration of mobility	Erasmus+ (22/05/2018 - 25/05/2018 travel excluded)

Name	HU Lala
Research area	<p>SECS-P/08</p> <ul style="list-style-type: none"> <li>- the role of digital and mobile media in the customer journey in China</li> <li>- Luxury brand communication on social media: A qualitative study of the Chinese</li> <li>- The role of digital platforms in the global business environment: the case of China</li> </ul>
Host institution	Sophia University - Japan
Type and duration of mobility	Overseas (19/07/2018 -31/07/2018)

Name	LANZINI Pietro
Research area	<p>SECS-P/08</p> <ul style="list-style-type: none"> <li>- consumer behavior</li> <li>- empirical investigation on the determinants of travel mode choice in Russia</li> </ul>
Host institution	National Research University - Higher School of Economics (HSE)
Type and duration of mobility	Overseas (30/08/2018 - 13/09/2018)

Name	BINTI RAMLI Nur Suhaili
Research area	<p>SECS-P/08</p> <ul style="list-style-type: none"> <li>- immigrant entrepreneurship in Italy and the extension to compare the phenomenon in Malaysia</li> <li>- Review of Immigrant Entrepreneurship in the Southern European Countries and its Impact on Economic Growth</li> <li>- Marketing Strategies in the Tourism Industry: Malaysia and Italy</li> </ul>
Host institution	University of Malaya, Malaysia
Type and duration of mobility	Overseas (12 -21 September 2018)

Name	FAVERO Giovanni
Research area	<p>SECS-P/12</p> <ul style="list-style-type: none"> <li>- research activity focused on a project aiming at assessing the influence of economic forecasts on business decision taken between 1920s and 1929s.</li> <li>- networking with colleagues at the HBS Business History Group (Geoffrey Jones, Walter Friedman, Robert Fredona and Sphus Reinhardt);</li> <li>- elaboration of article based on the archival research findings;</li> <li>- submitted application for a fellowship at the Radcliffe Institute for Advanced Studies of the Harvard University in order to enlarge the comparative study research;</li> <li>- participation in (a) panel coordinated by Robert Fredona at the latest EBHA conference in Rotterdam (29-31 August 2019)</li> </ul>
Host institution	Harvard Business School - Boston
Type and duration of mobility	Thomas K. McCraw Visiting Fellowship in US Business History (01/09/2018 - 15/11/2018)

Name	PANOZZO Fabrizio
Research area	<p>SECS-P/07</p> <p>As for my professional development, this visit to Hanoi has been the last of a pretty significant and regular sequence of contacts with academic institutions in the far east in the last few years. By exploring the possibility with this new academic partner I expanded my knowledge of academic education in the Far East in my area of expertise. I guess I have also started a conversation with local colleagues on the relevance of arts and cultural management, an area of research and education that seems to be pretty underdeveloped in Vietnam. I particularly enjoyed meeting with students with an interest on Arts Management and a plan to conduct part of their studies in Italy. I discussed with several of them about career prospects in cultural management and also signed a couple of recommendation letters to HANU students for admission to master and PHD programs. As for potential future collaborations I can see many opportunities emerging from this visit. On the educational side, HANU appears to be looking for partner universities in the field of tourism management with a cultural twists and Ca' Foscari would definitely qualify for this. Research-wise the opportunities are more within the domain of local cultural heritage and tourist industry. HANU colleagues seem to be very well connected and could facilitate comparative research, for instance of the management of cultural heritage. One other opportunity could be represented by Italian firms that are established in Vietnam and expressed interest in collaborating with Ca' Foscari during a meeting that was organized during my visit by the Italian business community. Also the economic attaché of the Italian Embassy in Hanoi expressed great interest in exploring the possible partnership with Ca' Foscari to</p>

	promote Italian culture also a driver of economic competitiveness of the “Made in Italy”
Host institution	Hanoi University (Vietnam)
Type and duration of mobility	E+ ICM 2017 (13/01/2019 – 20/01/2019)

Name	FASAN Marco
Research area	SECS-P/07
Host institution	EDC Paris
Type and duration of mobility	Erasmus+ Staff Mobility for Teaching Assignment (STA) (28/01/2019 - 01/02/2019)

Name	PANFILO Silvia
Research area	SECS-P/07
Host institution	Cracow University of Economics
Type and duration of mobility	Erasmus+ Staff Mobility for Teaching Assignment (STA) (01/04/2019 - 05/04/2019)

Name	LANZINI Pietro
Research area	SECS-P/08
Host institution	Aarhus Universitet
Type and duration of mobility	Erasmus+ Staff Mobility for Teaching Assignment (STA) (27/05/2019 - 31/05/2019)

Name	BINTI RAMLI Nur Suhaili
Research area	SECS-P/08
Host institution	Kyoto University (Giappone)
Type and duration of mobility	Ovearseas (30/09/2019 - 11/10/2019)

Name	PONTIGGIA Andrea
Research area	SECS-P/08
Host institution	Bar-Ilan (Israele)
Type and duration of mobility	E+ ICM 2018 (24/11/2019 – 02/12/2019)

Name	VESCOVI Tiziano
Research area	SECS-P/08 We started a collaboration involving other professor of the Department of Management of Ca' Foscari in a new program that will be taught in BIU in the next spring (from May 2020). We are developing an agreement concerning a new course for the MBA program of BIU, for Israeli students, at Ca' Foscari University in 2020. We started a collaboration concerning common research topics in order to develop common publications.
Host institution	Bar-Ilan (Israele)
Type and duration of mobility	E+ ICM 2018 (24/11/2019 – 02/12/2019)

Name	RIGONI Ugo
Research area	<p>SECS-P/11</p> <p>We decided to implement future common teaching activities in what we called "collaborative courses" in which Bar Ilan and Ca' Foscari students work in joint teams on a business case or a practical matter. The playing field to start this experience could be the Corporate banking course I hold in Venice.</p> <p>Moreover I have started discussing potential common research project with Meni Abudi and Alon Raviv.</p>
Host institution	Bar-Ilan (Israele)
Type and duration of mobility	E+ ICM 2018 (24/11/2019 – 02/12/2019)

Name	LANZINI Pietro
Research area	SECS-P/08
Host institution	UDESC - Universidade do Estado de Santa Catarina (Brasile)
Type and duration of mobility	Overseas (09/12/2019 - 22/12/2019)

#### RESEARCHERS ON SABBATICAL OR RESEARCH LEAVE WITHOUT MOBILITY

Name	ZIRPOLI Francesco
Research area	SH1_10- Post merger integration - Network governance - Automotive industry
Type and duration of leave	Sabbatical leave – 1YR (01/10/2018 -30/09/2019)

Name	COMACCHIO Anna
Research area	
Type and duration of leave	Sabbatical leave – 1YR (01/10/2019 -30/09/2020)

#### Subsection E.2 – Other actions or incentives for internationalization made available by the Department

# PART IV: Third Mission activities

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## Section A – Statement of the Departmental policy and objectives about Third Mission activities

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### Linee guida per la compilazione

In questa sezione il Dipartimento descrive la presenza delle attività di Terza Missione nei documenti strategici/programmatici del Dipartimento e gli eventuali criteri di monitoraggio definiti.

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The DMAN Development Plan sets a more structured way to organize and promote its Third Mission activities as a very general objective for the Third Mission (<https://www.unive.it/pag/29348/>). The document points out a “visibility” issue, because Third Mission activities are often carried out through Fondazione Ca’ Foscari and, therefore, the contribution of the DMAN may not be evident.

In positioning the DMAN with respect to the University Strategic Plan, the new institution of the Consilium, an advisory body comprising outstanding Italian entrepreneurs, managers and professionals for the improvement of teaching, research and third mission of the DMAN, was given importance as a way to better structure and innovate the DMAN policy about the Third Mission.

The DMAN Development Plan has some targets intertwined with the University ones, such as Science Gallery and technology transfer (PINK), and others departmental specific, which are the following ones:

- the set up of the “Hub dell’Innovazione”;
- the set up of the Consilium with an agenda of two annual meetings;
- the set up of an Industrial PhD;
- the set up of a database of Third Mission Activities performed by the Faculty members.

Whereas the first three targets have been met, (two are both reported below as representative cases, the first one under the new name of “Strategy Innovation Hub”), the fourth one has not been achieved yet. Its implementation will allow on one hand to have a better representation of what is done, on the other to establish key indicators to monitor the patterns of Third Mission activities, improving the ability to steer it consistently with DMAN development plan.

### Subsection A.1 – Third Mission activities – Case studies

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#### Linee guida per la compilazione

In questa sezione è richiesta la presentazione di massimo **quattro attività di Terza Missione** considerate più significative e rappresentative, per il Dipartimento, tra quelle svolte negli anni oggetto della relazione, **di cui almeno una deve fare riferimento all’ambito del Public Engagement**. Le tipologie di attività da considerare, sono quelle indicate da ANVUR nelle [Linee guida per la compilazione della Scheda Unica Annuale Terza Missione e Impatto Sociale](#)(SUA-TM/IS).

Per ciascuna attività è richiesta una breve presentazione, la descrizione del suo impatto e degli eventuali indicatori utilizzati per misurarlo.

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Title	<p>The Observatories</p> <ol style="list-style-type: none"> <li>1. Observatory on the Italian Automotive Supply Chain</li> <li>2. Observatory on Business Networks</li> </ol>
Year	<ol style="list-style-type: none"> <li>1. Observatory on the Italian Automotive Supply Chain: 2017, 2018, 2019</li> <li>2. Observatory on Business Networks: 2018, 2019</li> </ol>
Scientific responsible	<ol style="list-style-type: none"> <li>1. Observatory on the Italian Automotive Supply Chain: Anna Moretti</li> <li>2. Observatory on Business Networks: Anna Cabigiosu</li> </ol>
Description <i>Illustrare l'attività con particolare riferimento al contesto di riferimento in cui si è collocata, ai soggetti coinvolti e al loro ruolo, alle risorse impiegate</i>	<ol style="list-style-type: none"> <li>1. Observatory on the Italian Automotive Supply Chain: <ul style="list-style-type: none"> <li>• The intense evolution that has affected the automotive industry in recent years is the focus of the international debate concerning possible future scenarios about the trajectories for vehicles, alternative powertrains, self-driving cars, and the impact of the new urban mobility paradigm. The Observatory stems from the combination of the complementary research skill from CAMI (Center for Automotive and Mobility Innovation – Ca' Foscari), from Anfia (National Association of AutomotiveIndustry) and the Chamber of Trade in Turin.</li> </ul> </li> <li>2. Observatory on Business Networks: <ul style="list-style-type: none"> <li>• It stems from the Co-operation among the DMAN, Infocamere and Retimpresa to foster the interdisciplinary research on the network contract with a managerial and organizational approach. The Observatory carries out annual activities: a database on business network contracts, a survey on the companies involved in the networks, a research report on the business networks, a presentation of the research results to the press, policy makers, experts and professionals.</li> </ul> </li> </ol>
Impact <i>Illustrare l'impatto delle attività svolte con riferimento all'ambito territoriale, al periodo di riferimento, al valore aggiunto per i beneficiari, alla dimensione economica, sociale e culturale</i>	<ol style="list-style-type: none"> <li>1. Observatory on the Italian Automotive Supply Chain: <p>The Observatory has become in the last years a reference point for the Italian automotive suppliers that need a guide to understand the evolution of the industry, particularly helpful in these turbulent times (last 5/3 years). Firms participating into the dissemination events are informed about the national and international scenario in terms of economic dimensions, internationalization strategies, market dynamics, and technological evolution. All these information are used by firms to orient their strategies in terms of differentiation, diversification, and internationalization. These information, published in the annual report (publicly available) and reported by the national and local press, are of key relevance not only for the automotive suppliers already settled in the industry, but also for a number of other Italian manufacturing firms looking for new markets of diversification. Moreover, all the Observatory's dissemination activities (events, annual report, press) help policy makers and other institutions (i.e., chambers of commerce, trade unions, industry associations) to orient their actions aimed at the development of the industry, both in terms of turnover and employment.</p> </li> <li>2. Observatory on Business Networks: <p>The Observatory spreads the results of its research through the Annual Conference and its researchers participation to conferences,</p> </li> </ol>

	<p>fairs and events. During the Annual Conference there has always been the presence of a representative of Ministry for Economic Development (MISE). Moreover the Observatory has an open channel with entrepreneurs and association for training and advisory activities</p>
<p>Indicators to corroborate impact <i>Inserire gli indicatori, ritenuti pertinenti dalla struttura proponente, che consentano di apprezzare l'impatto delle attività svolte</i></p>	<p>Data reported below regard 2019.</p> <p>1. Observatory on the Italian Automotive Supply Chain:</p> <ul style="list-style-type: none"> <li>a) <u>Conferences and workshops</u> <ul style="list-style-type: none"> <li>- National Round Table: participants: 200 companies;</li> <li>- Workshop Movet (Firenze): participants: 40 companies;</li> <li>- International Automotive Business Meeting (Poland): participants: 350 companies.</li> </ul> </li> <li>b) <u>Partnerships and Institutional Relations</u> <ul style="list-style-type: none"> <li>- Anfia (National Association of Automotive Industry); Chamber of Trade in Turin; MISE (Ministry for Economic Development): participation to the work group on Automotive; Italian Chamber of Trade in Poland.</li> </ul> </li> <li>c) <u>Distribution and reading of the reports</u> <ul style="list-style-type: none"> <li>- hard copies: 400 delivered to companies, institutions policy makers;</li> <li>- e-book: 65 downloads, 286 read online</li> </ul> </li> <li>d) <u>Fund Raising</u> <ul style="list-style-type: none"> <li>- Chamber of Trade in Turin, 2000 € for the publication Anfia (National Association of Automotive Industr) 2800 € for the publication; MOVET 2000 € for a research grant.</li> </ul> </li> <li>e) <u>Media and Press Coverage</u> <ul style="list-style-type: none"> <li>- the coverage was vast at local and national level, with also an international article in Financial Times. For what regards Television, there have been interviews and special reports on RAI both in TG1 and the national edition of TG3. On the Radio, interviews and reports have been on Radio RAI and Radio24. On the national press, there have been articles on Corriere della Sera, Sole 24 Ore (twice) and La Voce (twice). On the local press, in Il Mattino.</li> </ul> </li> </ul> <p>2. Observatory on Business Networks:</p> <ul style="list-style-type: none"> <li>a) <u>Conferences and workshops</u> Annual Conference</li> <li>b) <u>Partnerships and Institutional Relations</u> Retimpresa, Confindustria, Infocamere</li> <li>c) <u>Fund Raising</u> Infocamere, € 1,800 + VAT</li> <li>d) <u>Press Coverage</u> Articles and reports on national and local press. <ul style="list-style-type: none"> <li>- National press: Il Sole 24 Ore, Il Messaggero.</li> <li>- Local Press: Corriere del Veneto, Gazzettino (Regional Edition), La nuova Venezia, Il Giornale di Vicenza.</li> </ul> </li> </ul>

Title	Strategy Innovation Hub
Year	2019
Scientific responsible	Carlo Bagnoli
Description <i>Illustrare l'attività con particolare riferimento al contesto di riferimento in cui si è collocata, ai soggetti coinvolti e al loro ruolo, alle risorse impiegate</i>	SIH is an applied research centre whose aim is: - creating a community of scholars, managers and entrepreneurs with the common interest strategic innovation; - issuing reports about strategic innovation; - organizing workshops on topics of interest of the community - organizing events for the diffusion of the knowledge and practices of the community for the benefit of entrepreneurs, managers, scholars, students and all interested stakeholders
Impact <i>Illustrare l'impatto delle attività svolte con riferimento all'ambito territoriale, al periodo di riferimento, al valore aggiunto per i beneficiari, alla dimensione economica, sociale e culturale</i>	SIH has been able to gather the support of companies to renew and furnish its offices, located in building of San Giobbe Campus. SIH organized the SIF - Strategy Innovation Forum, a scientific dissemination event on the "The impacts of artificial intelligence and blockchain on business models". The event, planned for 15-16 November 2019, has been postponed to 2020 due to the exceptional "acqua alta" occurred in those days. SIH is a candidate to host in the near future a Yunus Social Business Centre. The Centre is named after Mohammad Yunus, founder of Grameen Bank and Nobel award winner for Peace in 2006. The Centre is part of a network of Centers spread worldwide, whose aim is to gather and involve institutions interested in sustainability and social business.
Indicators to corroborate impact <i>Inserire gli indicatori, ritenuti pertinenti dalla struttura proponente, che consentano di apprezzare l'impatto delle attività svolte</i>	The complete renew and furniture of the offices amounts at more than 300.000 euros plus VAT, covered by in kind supply of companies involved in the project. The participants registered for the event of the Strategy Innovation Forum were around 1.500. The research report about "The impacts of artificial intelligence and blockchain on business models" written for the Strategy Innovation Forum was published online on the website of the Strategy Innovation Forum and shared with the 5.000 companies of the ecosystem. The inauguration of the Strategy Innovation Hub offices had a vast coverage in the press (such as Gazzettino, Corriere del Nord Est) with whole pages devoted to the event.

Title	Consilium
Year	2017
Scientific responsible	
Description <i>Illustrare l'attività con particolare riferimento al contesto di riferimento in cui si è collocata, ai soggetti coinvolti e al loro ruolo, alle risorse impiegate</i>	<p>Consilium is an advisory body comprising outstanding Italian entrepreneurs, managers and professionals for the improvement of teaching, research and third mission of the DMAN. It is made up by 29 members (20 men, 9 women): 13 coming from companies, 5 from the professions (e.g. chartered accountants), 5 from banks, 5 from non-profit organizations, 2 journalists, 2 representatives of trade and profession associations.</p> <p>It provides precise and professional suggestions in order to properly innovate the institutional activities of DMAN, such as the most useful teaching methods and content for students accessing the labor market, creating new opportunities for internships and to contribute to the social, cultural and economic development of society.</p>
Impact <i>Illustrare l'impatto delle attività svolte con riferimento all'ambito territoriale, al periodo di riferimento, al valore aggiunto per i beneficiari, alla dimensione economica, sociale e culturale</i>	<p>Consilium met on average twice a year.</p> <p>The discussion among members and faculty raised several points of interest for the third mission:</p> <ul style="list-style-type: none"> <li>- a weak relationship between the DMAN and the banking world;</li> <li>- a Department communication unable to sufficiently promote its activities . Consilium members were positively surprised by the plenty of activities performed by the DMAN, but at the same time they realized that they did not know about them before. As a consequence, later two journalists have been coopted in Consilium.</li> </ul> <p>They suggested to create an account of DMAN on LinkedIn.</p> <p>This led to appoint a faculty member to the relations with the banking world, to strengthen and develop them, reorganize the DMAN communication area, hiring two external experts to support it, open an account on LinkedIn.</p>
Indicators to corroborate impact <i>Inserire gli indicatori, ritenuti pertinenti dalla struttura proponente, che consentano di apprezzare l'impatto delle attività svolte</i>	<p>The cooperation with banks and financial institutions has increased, with a positive impact on the number of internship agreements, on applied research and theses in this field.</p> <p>The Department, beside appointing a Faculty member delegated to communication, has signed a contract with Ikon comunicazione, a company specialized in communication and marketing. The actions undertaken regarded, among others:</p> <ul style="list-style-type: none"> <li>- the Department website update, feeding better the more dynamic sections, such as "Appuntamenti e news" and "News in evidenza";</li> <li>- actions on social channels, empowering the Facebook page (now with 2150 followers) and creating the LinkedIn profile (now with almost 2300 followers);</li> <li>- supporting the Department events and activities, to enhance their impact on media and press and other communication channels.</li> </ul>

Title	Meet Management. Conversazioni sul presente
Year	2019
Scientific responsible	Giorgio Bertinetti, Vladi Finotto, Stefano Micelli, Chiara Saccon
Description <i>Illustrare l'attività con particolare riferimento al contesto di riferimento in cui si è collocata, ai soggetti coinvolti e al loro ruolo, alle risorse impiegate</i>	It is an annual event organized by the DMAN. It is a dialogue and a discussion between scholars and companies on hot topics of management. The event is open to the public. The 2019 topics was Industry 4.0 and risks, meant not only as enterprise risks but also environmental and social.
Impact <i>Illustrare l'impatto delle attività svolte con riferimento all'ambito territoriale, al periodo di riferimento, al valore aggiunto per i beneficiari, alla dimensione economica, sociale e culturale</i>	The event has involved the direct participation as panelists of top managers from prominent Italian and international companies, such as Umana, Moncler, Stevanato Group, Electrolux. The registered participants have been around 150.
Indicators to corroborate impact <i>Inserire gli indicatori, ritenuti pertinenti dalla struttura proponente, che consentano di apprezzare l'impatto delle attività svolte</i>	The vast impact on the society is proved by the large number of visualizations, during and after the event, for the Facebook posts and Twitter tweets, respectively around 8.000 and 12.000

## Section B – Third Mission data

In questa sezione vengono presentati i dati sulle diverse attività di Terza Missione organizzate dal Dipartimento, in accordo con le tipologie previste dall'ANVUR nelle ultime linee guida per la compilazione della SUA-TM e con i criteri utilizzati dall'Ateneo nel calcolo del riparto FUDD (Delibera CDA n.157 del 13/12/2019).

La sezione è precompilata con i dati disponibili nelle banche dati centrali, che potranno essere integrati dal dipartimento.

### Subsection B.1 – Patents and plant variety rights

La raccolta dei dati interessa tutti i brevetti accademici, ovvero i brevetti firmati in qualità di inventore da almeno un docente del Dipartimento.

#### TOTAL NUMBER OF PATENTS (per year)

2017	2018	2019
0	0	0

#### LIST OF PATENTS REGISTERED IN THE THREE YEARS PERIOD 2017-2019

PATENT ID	PUBLICATION YEAR	TITLE	INVENTOR(S)	APPLICANT(S)
-	-	-	-	-

#### TOTAL NUMBER OF PLANT VARIETY RIGHTS (per year)

2017	2018	2019
0	0	0

#### LIST OF PLANT VARIETY RIGHTS REGISTERED IN THE THREE YEARS PERIOD 2017-2019

ID	PUBLICATION YEAR	TITLE	INVENTOR(S)	APPLICANT(S)
-	-	-	-	-

### Subsection B.2 – Spin off

#### TOTAL NUMBER OF REGISTERED SPIN-OFF (per year)

2017	2018	2019
0	0	1

#### LIST OF SPIN-OFF REGISTERED IN THE THREE YEARS REFERENCE PERIOD

NAME	YEAR	FOUNDER/MEMBER
Upskill 4.0 s.r.l.	2019	Stefano Micelli

Upskill 4.0 is a web platform linking ITS (post-secondary vocational schools) with companies.

UPskill allows the connection between ITS and companies to develop innovative projects in the field of Industry 4.0. The projects are developed with the methodology of Design Thinking.

Upskill offers three packages for companies:

Explore quickly: a 5 days module to test the feasibility of an idea.

Sketch out a way: a 5 weeks module to deal with an innovation project.

Develop a technology: a 5 months module to find a partner to develop a technology project.

#### Subsection B.3 – Lifelong learning activities and open education resources

##### LIFELONG LEARNIG ACTIVITIES

	2017	2018	2019
Nr. of provided courses	29	32	16
Hours of Teaching	4397,5	5095	3486
Nr. of participants	562	930	271

The activities comprise both open and custom courses. They span a wide set of subjects and participants, both in the private and public sector.

The figures show large differences among the three years, with a rise in 2018 and a clear decrease in 2019. This pattern is explained first by the relatively higher number of courses supported by public funds in 2018. Moreover it must be pointed out that the indicator "number of courses", even though meaningful and important, can be sometimes misleading. Therefore, we draw the attention on the number of hours and participants and we provide an overall indicator given by the number of hours multiplied by the number of participants. If we exclude the courses supported by public funds the indicator takes the following values: 113.358 in 2017, 112.919 in 2018 and 94.016 in 2019.

Under this perspective the activity of the DMAN appears to be much more stable.

##### "ALTERNANZA SCUOLA LAVORO" PROJECT WITH SECONDARY SCHOOLS

	2017	2018	2019
1. Nr. of projects carried out	0	1	1
2. Nr. of students involved	0	2	6

The Department, through the Ca' Foscari Competency Centre (CFCC), carried out a remarkable training program to empower the ASL. The program, titled "Apprendere e valutare le soft skills nei percorsi di alternanza scuola-lavoro", trained high school teachers, company tutors and Chambers of Commerce staff. There have been four editions of the program in the period 2017 - 2019, involving 217 teachers, 70 company tutors and 64 Chambers of Commerce staff. The program won the award "Best Practice Nazionale Unioncamere" in 2018.

## MOOC AND BLENDED COURSES

	<b>2017</b>	<b>2018</b>	<b>2019</b>
Nr. of MOOC provided - of which in English	2	1	1
	0	0	0
Nr. of participants	526	500	500

	<b>2017</b>	<b>2018</b>	<b>2019</b>
Nr. of Blended courses provided - of which in English	3	4	4
	1	2	1
Nr. of participants	205	294	368

# PART V: Assessment

## Section A – Self Evaluation of Research and Third Mission activities

### Subsection A.1 - Indicators

#### Linee guida per la compilazione

Riportare eventuali indicatori (e i loro valori) che vengono utilizzati in fase di autovalutazione (differenti, relativamente alla auto-valutazione dell'attività di ricerca, da quelli già presentati nella Parte II). Ad esempio, gli indicatori considerati nei piani di sviluppo triennali dei dipartimenti e criteri specifici (anche qualitativi) di valutazione delle attività di ricerca e di Terza Missione.

## A. DMAN DEVELOPMENT PLAN OBJECTIVES – RESEARCH ACTIVITIES

With reference to the indicators of the University strategic plan, the DMAN development plan includes the following objectives over the period 2019-2020:

### 1. Total amount of research funds

BASELINE (2015): 0,00 euro/year from European projects on competitive calls (euro 608.937 in 2016; euro 545.035 in 2017).

TARGET: euro 1.516.370 in 2019; 300.000 in 2020 from European projects on competitive calls.

In 2019, the funds from research projects were 1.559.918 excluding the research funds from the Project of Excellence. The relative research projects are: 3 projects Interreg Central Europe, 2 projects Interreg ITA-CRO (DMAN is project leader in a project), 2 projects Marie Skłodowska Curie.

Year	Project	Call	Income (euro)
2019	FARMACCOUNTA - Farm Accountancy Data as a Source for the History of European Agriculture	H2020-MSCA-IF-2018 - Marie Skłodowska-Curie Individual Fellowship	171.473,28
2019	DiaEthic - Map value transformations in a consumer research: sensory experiences and cultural interpretations shape concepts of “ethical diamond” and “mining work ethic” in a global interconnection	H2020-MSCA-IF-2018 - Marie Skłodowska-Curie Individual Fellowship	255.768
2019	Coco4CCI – Culture and Creative Industries COOPERATION COLLIDER	Interreg Central Europe	212.775
2019	ECOS4IN – Cross-border Ecosystem for Industry 4.0	Interreg Central Europe	218.550
2019	SACHE - Smart Accelerators of Cultural Heritage Entrepreneurship	Interreg Central Europe	231.760
2019	SLIDES – Smart strategies for sustainable tourism in Llvely cultural DESTinations	Interreg ITALIA-CROAZIA	412.810
2019	Nano-Region: una rete aperta per l'innovazione attraverso le nanotecnologie	Interreg ITALIA-SLOVENIA	207.000
2018	CROSSMOBY - Mobility and Transport Service Planning- Pianificazione della	Interreg ITALIA-SLOVENIA	390.000

	mobilità e servizi di trasporto passeggeri, sostenibili e transfrontalieri, all'insegna dell'intermodalità		
2018	Traditional Industries and the Fourth Industrial Revolution: New Trends in the Creation and Protection of Innovation in the Global Automotive Industry	EPO European Patent Office – Call for proposal “Academic Research Programme”	61.400
2018	Dancing Museums. The Democracy of Things	Creative Europe - 2018 EACEA 32/2017	32.500
2018	SMATH - Smart atmospheres of social and financial innovation for innovative clustering of creative industries in MED area	Interreg - MED	286.860
2018	ArTVision+ - Enhancing touristic development and promotion through prism of culture	Interreg - Italy Croatia “Standard Plus”	139.485
2017	ODYCCEUS - Opinion Dynamics and Cultural Conflict in European Spaces	H2020-FETPROACT- 2016-2017	608.937
2017	GOAST - Green Organic Agent for Sustainable Tanneries	LIFE	50.465
2017	NUVOLAK2 - Strumenti di marketing innovativi per la competitività globale e lo sfruttamento delle sinergie tra PMI nell'area transfrontaliera	Interreg ITALIA- SLOVENIA	208.982
2017	CAB - Acceleratore d'impresa transfrontaliero per le Strategie di Specializzazione Intelligente	Interreg ITALIA- SLOVENIA	200.000

## 2. Interdisciplinary research level

BASELINE (2015): -- project not started.

TARGET: maintenance of the current % of DMAN members registered and actively involved on RFCG teams (46%), in the face of new entries.

In 2019, 34 professors out of 73 were involved (46.6%) and some of them joined multiple teams. The final achievement of the goal will be evaluated at the end of the three-year period. The percentage of joining the teams by researchers, RTDs and in general of new recruits is lower than expected. The problem was reported to ARic. The joining of the teams of DMAN members has been promoted through the DMAN Research Committee.

## 3. Number of ERC and MSC

BASELINE (2015): 0.

TARGET: 1 ERC or 1 MSC.

In 2019, 2 MSC have been funded.

## 4. Total research production

BASELINE (2015): 33 publications in WoS; 33 publications in SCOPUS.

TARGET: +15% publications in WoS and +80% in SCOPUS with respect to baseline 2015.

In 2019, the DMAN policies to support quality scientific production has increased the publications in WoS of 33,3% (44 publications) and those in SCOPUS of 109,1% (69 publications).

## **B. PROJECT OF EXCELLENCE INDICATORS AND OBJECTIVES**

The research section of the Project of Excellence identifies the following indicators and objectives:

### **1. Development of a new IAM research area**

Indicator: ABS-category division of the publications of DMAN members belonging to the IAM research area.

Objectives: passing by new recruited researchers of the DMAN median relative to publications in ABS category 4\* or 4.

### **2. DMAN scientific productivity**

Indicators: number and quality of publications.

Objectives: at least 15 publications in category 4\*, 15 in category 4, and 30 in category 3. The intermediate objective at the end of the first two-year period is at least 4 publications in category 4\*, 4 publications in category 4, and 12 publications in category 3.

### **3. DMAN fundraising**

Indicator: funds allocated.

Objectives: euro 2.500.000 at the end of the five-year period 2018-2022. For monitoring purposes, the intermediate objective is 900,000 at the end of the first two-year period.

### **4. EPAS-EQUIS accreditation**

Indicator: respect of the milestones in the EFMD accreditation for international business schools.

Objective: maximum deviation of 3 months.

## **C. DMAN DEVELOPMENT PLAN OBJECTIVES – THIRD MISSION ACTIVITIES**

Three out of four main objectives of the DMAN development plan (setting up the “Hub dell’Innovazione”, the Consilium and the industrial PhD) have been achieved. The database of Third Mission Activities performed by faculty members is instead still under construction.

A reinforcement of the communication area has already been pursued and implemented (see above inside the case of Consilium).

For what concerns Lifelong learning activities and open education resources, the overall amount, net of courses supported by public funds, has been slightly decreasing.

The number of Mooc and blended courses is stable.

The lack of a more structured database of the activities of Faculty members does not allow to carry out a more in depth and broad analytical assessment.

## Subsection A.2 – General analysis, taking into consideration the data reported in parts I, II III and IV

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### Linee guida per la compilazione

- La riflessione auto-valutativa del Dipartimento sulle attività di Ricerca e di Terza Missione **va posta in relazione a quanto riportato nelle Parti I, II, III e IV della presente relazione**, includendo in particolare un’analisi dell’andamento degli indicatori della Parte II negli ultimi (almeno) tre anni e del livello di raggiungimento degli obiettivi triennali del Dipartimento.
  - È opportuno **specificare le criticità ma anche i punti di forza** o semplicemente gli aspetti su cui non si ritiene di dovere intervenire in modo specifico perché, ad esempio, i risultati raggiunti sono già in linea con le linee di sviluppo del Dipartimento, **rendicontando attentamente lo stato di avanzamento delle azioni correttive previste nella relazione precedente**, giustificando l’eventuale mancata attuazione di alcune di esse.
  - L’analisi deve prevedere una sezione dedicata al giudizio del Nucleo di Valutazione di Ateneo relativo alla Relazione dipartimentale di monitoraggio 2019, in cui **fornire una risposta puntuale alle eventuali criticità sollevate e alle indicazioni ricevute ed evidenziare le azioni correttive attuate**.
  - **Va data evidenza alle azioni previste** dal Dipartimento ai fini dello sviluppo e della valorizzazione delle attività di Ricerca e di Terza Missione.
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## A. VALUATION OF ASSESSMENT BOARD (NUCLEO DI VALUTAZIONE)

### *Analisi delle relazioni dipartimentali 2019 (monitoraggio ricerca periodo 2016-2018)*

#### *Nucleo di Valutazione di Ateneo – Dicembre 2020*

*[omissis]*

Il Nucleo di Valutazione ha quindi avviato la sua analisi delle relazioni dipartimentali a partire da agosto 2020: in particolare nella sua analisi il Nucleo di Valutazione ha tenuto conto del sistema AVA (Autovalutazione – Valutazione periodica – Accreditamento), considerando le domande relative ai requisiti R4B1 e R4B2, sotto riportate:

<b>R4.B.1</b>	Definizione delle linee strategiche	Definizione delle linee strategiche Il Dipartimento ha definito una propria strategia sulla ricerca e le sue eventuali ricadute nel contesto sociale (Terza Missione), con un programma complessivo e obiettivi specifici definiti in base alle proprie potenzialità e al proprio progetto culturale? Gli obiettivi proposti sono plausibili e coerenti con le politiche e le linee strategiche di Ateneo? Sono compatibili con le potenzialità e gli obiettivi generali del Dipartimento e tengono anche conto dei risultati della VQR, della SUA-RD e da eventuali altre iniziative di valutazione della ricerca e della terza missione attuate dall’Ateneo? Dispone di un’organizzazione funzionale a realizzare la propria strategia?
<b>R4.B.2</b>	Valutazione dei risultati e interventi migliorativi	Il Dipartimento analizza periodicamente gli esiti del monitoraggio dei risultati della ricerca condotta al proprio interno, svolto attraverso la SUA-RD, eventualmente integrata da altre iniziative specifiche? Vengono condotte analisi convincenti dei successi conseguiti, degli eventuali problemi e delle loro cause? Le azioni migliorative proposte sono plausibili e realizzabili? Ne viene monitorata adeguatamente l’efficacia?

### ***La valutazione sulle relazioni 2019 (monitoraggio triennio 2016-2018)***

Alla luce della propria analisi il Nucleo di Valutazione evidenzia come nelle relazioni 2019 prodotte dai dipartimenti siano, in linea di massima, definite in modo chiaro le linee strategiche, anche in coerenza con le politiche di Ateneo (requisito R4.B.1). In questo quadro positivo, si rileva però che non sempre vengono presi in considerazione i risultati della VQR e della SUA – RD. Si rileva inoltre che il tema della Terza Missione non risulta ancora oggetto di analisi: si segnala in ogni caso che tale sezione non era presente nel format delle relazioni 2019 e non erano stati forniti dati ai Dipartimenti. Per quanto riguarda il requisito R4.B.2 non risulta invece approfondita l'analisi degli esiti del monitoraggio e la descrizione delle azioni di miglioramento. In alcuni casi risulta ancora debole la capacità di analisi critica da parte dei Dipartimenti e la descrizione dell'efficacia delle azioni proposte. In tal senso il Nucleo di Valutazione sollecita i Dipartimenti a stressare l'autovalutazione, valutando azioni migliorative con quantificazione degli obiettivi a cui tendere, anche al fine di ridefinire i processi.

#### ***Dipartimento di Management (DMAN)***

Per quanto attiene al requisito R4.B.1, il Nucleo di Valutazione ritiene che la strategia di sviluppo sia ben delineata, coerente con il Piano strategico di Ateneo, con le risorse disponibili e le potenzialità del dipartimento. L'analisi dedica significativa attenzione alle azioni di internazionalizzazione intraprese e avviate. Apprezzabile è anche l'utilizzo delle risorse del dipartimento di eccellenza per un potenziamento delle politiche dipartimentali, nonché il sostegno alla ricerca di giovani studiosi tramite diverse tipologie di fellowship, due delle quali su fondi esterni. Consapevole e adeguato appare anche il ricorso a incentivi per promuovere la qualità e la visibilità della ricerca (pp. 34-36). In questo quadro positivo, si suggerisce di porre più attenzione alla descrizione delle attività di Terza Missione (solo tangenzialmente citate nella relazione), soprattutto per quanto concerne le strategie soggiacenti.

Rispetto al requisito R4.B.2, è presente nell'analisi il riferimento alla VQR e sono presenti politiche per l'incentivazione dei docenti affinché pubblichino su riviste di elevata qualificazione. Sono previste azioni specifiche di miglioramento per la partecipazione a progetti europei con l'obiettivo di incrementarne il numero e anche la qualità. Nel complesso, le azioni di miglioramento fanno riferimento ad indicatori il cui utilizzo potrebbe essere ulteriormente valorizzato. Il Nucleo di Valutazione suggerisce, inoltre, di esplicitare meglio il processo di monitoraggio delle azioni di miglioramento, comprendendo anche le criticità e l'eventuale ridefinizione del target ("critical issues", pp. 55-57).

#### ***Review of DMAN policies according to the valuation of Assessment Board (Nucleo di Valutazione)***

**R4.B.1:** The DMAN recognizes the importance to describe the Third Mission activities and its relative development strategies and goals. The limited analysis of DMAN Third Mission is also due to a lack of a section on Third Mission in the 2019 Annual Research Report as well as the provision of data from the University to Departments. The inclusion of this section and the data provided by the University on DMAN Third Mission in the 2020 Annual Research Report will improve the analysis of DMAN Third Mission.

**R4.B.2:** The DMAN has improved the description of the initiatives for the promotion and support of its research activities in PART III, Sections A, C, and D of the current report. Further, the DMAN has improved the set of indicators as reported in PART V, Section A, Subsection A.1 of the current report. As suggested by the valuation of Assessment Board, the DMAN has better highlighted the critical issues emerging from its research objectives in the following section.

## **B. ANALYSIS OF RESULTS AND CRITICAL ISSUES RELATIVE TO PARTS I, II, III, AND IV OVER 2017-2019**

### **B.1. RESEARCH ACTIVITIES**

The first objective of DMAN is to reinforce and increase the research quality and scientific production of DMAN members (Part I, Section A). To this extent, the DMAN allocates research funds under evaluation criteria that recognize the importance of publishing in English and of being visible in major international repertoires. Further, DMAN uses other improving tools like the co-financing of FEE to encourage active participation to conferences, the proof-reading, and the organization of the Research Day to communicate its research activities internally and externally. Starting from 2019, the DMAN applies guidelines for recruitment and allocation of research awards for publications in highly-ranked journals.

The increase on total scientific production from 2017 to 2018 of 29% is not confirmed in 2019, which registers a reduction of 29% (Part II, Section B, Sub-section B.1). This is mainly due to the reduction of books parts from 2018 to 2019, as several books were published for celebrating the 150<sup>th</sup> anniversary of Ca' Foscari foundation in 2018. We can notice an increase of Scopus publications from 2018 to 2019 of 13%, which were decreased of 42% from 2017 to 2018. The number of articles in ANVUR "Class A" Journal does not significantly change over 2017-2019, while there is a decrease of publications in English from 2018 to 2019 of 17%, probably depending on the academic recruitment of authors. When we consider the number of publications in ABS-DMAN list, the number of articles in the several categories is quite steady, except in categories 2 and 3 from 2017 to 2018 and in category 1 from 2018 to 2019. It is important to highlight 62% (151/244) of total number of publications in ABS-DMAN list on total number of journal articles, as well as 27% (162/603) of total scientific production is internationally co-authored over 2017-2019.

The DMAN is improving the distribution across different disciplinary fields (Part II, Section B, Sub-section B.2) of its scientific production in Scopus and WoS repertoires. The DMAN consists of four different disciplinary areas (Area 13 - Economics and statistics, Area 1 - Mathematics and informatics, Area 7 - Agricultural and veterinary sciences, Area 12 - Law) and some of them are not bibliometric. The application of guidelines for recruitment and allocation of research awards for publications in highly-ranked journals should reduce the gap for some disciplinary fields. We will see soon the results of this application, as it is started just in 2019.

The bibliometric analysis by Faculty role (Part II, Section B, Sub-section B.3) shows an increase of Faculty members present in Scopus over 2017-2019. The distribution of this increase is in all the Faculty roles, but in particular for Associate Professors. This results is also confirmed by the growth of Scopus scholarly output. Further, the indicator shows 51% (100/194) of Scopus scholarly output relative to Associate Professors on total Scopus scholarly output over 2017-2019. The indicators FWCI, Top 10 citation percentile, Top 10 CiteScore significantly decrease from 2018 to 2019, while increase from 2017 to 2019. The 2018 is the critical year due to the amount of book parts published for celebrating the 150<sup>th</sup> anniversary of Ca' Foscari foundation.

The scientific production of newly recruited researchers (Part II, Section B, Sub-section B.3) indexes a higher quality scientific production in Scopus repertory for Associate Professors equal to 56% (40/69), rather than for Fixed-Term Researchers equal to 23% (29/127). These results are also proved by the Scopus scholarly output for newly recruited researchers, which is 55% (40/73) and 40% (29/73) respectively for Associate Professors and Fixed-Term Researchers.

As regards the performance of PhD students at DMAN, they have achieved the following research mentions and awards over 2017-2019:

- the 2017 Academy of Management Conference in Atlanta, the Best Paper Award of 2017 Annual International Ethnography Symposium, the Tony Beasley doctoral award at 2017 British Academy of

Management conference, the best paper award in the track of Marketing at 2017 AIMAC Conference in Beijing, the best paper award in the 2019 R&D Management conference, the best paper 2018 and 2019 AOM, the finalist best paper 2019 Entrepreneurship AOM 2019;

- two mentions in 2017 and 2019 EDAMBA Thesis Competition.

Further, the PhD students succeed in publishing some of their papers in leading research journals.

Overall, the previous research findings indicate that the DMAN is improving the classification and evaluation of its publications in international repertoires, even though some critical issues persist. The progressive growth of its research outputs confirms the application of its planned objectives.

The second objective of DMAN is to enhance the ability to access external research funds. The participation to research competitive calls, the presentation of research projects, the agreements and conventions with private and territorial entities for research activities have led the DMAN to achieve the 2019 target of its development plan. The data on Research fellowships and Short term Research fellowships confirm these results over 2017-2019 (Part IV, Section B, Subsections B.1 and B.2). Further, in 2019 3 projects Interreg Central Europe, 2 projects Interreg ITA-CRO (DMAN is project leader in a project), 2 projects Marie Skłodowska Curie Furthermore were funded.

The third objective of DMAN is to strengthen the research capability through the increase of research grants, with the purpose also to attract foreign scholars. The DMAN promotes a research mentions and awards allocation program as well as a specific research award within the Project of Excellence (Part III, Section D). The data on these two research incentives tools highlights a good research performance of DMAN members with reference to the number of mentions per year and the classification of research works on ABS-DMAN list categories.

The fourth objective of DMAN is to develop a new basic and applied research area, consistently with the mission of the territory and the objectives of Industry 4.0. This objective is particularly focused on the development of the Analytical Intelligence for Management. In 2019, one full professor and one Fixed-Term Researcher/Type B were recruited with a scientific production on this new research area. Further, a research laboratory on the digital transformation was planned and founded in 2020 <https://www.unive.it/pag/41052/>.

The fifth objective of DMAN is achieve the EPAS-EQUIS accreditation. The DMAN considers this achievement as the opportunity to improve its research excellence as well as its capacity to attract high quality faculty. EQUIS classifies research activity into three categories: academic research, practice-oriented research, and pedagogic development and innovation. All these activities are present at DMAN, as the first relates to the scientific production of DMAN academic community, the second refers to the research activity of DMAN laboratories that is also focused on practice-oriented research <https://www.unive.it/pag/16546/>, and the third aims to improve the learning and teaching quality with innovative teaching program <https://www.unive.it/pag/37374/>.

Finally, it is important to remind the aim of DMAN to improve its scientific production quality with the application of the ‘Guidelines for Recruitment’ developed by the DMAN Recruitment Committee, which include specific productivity thresholds for applying to tenured positions and represent a crucial area within the Project of Excellence. The DMAN development plan provides for specific calls exclusively for external candidates. The procedure is still ongoing.

## **B.2. THIRD MISSION ACTIVITES**

Overall the DMAN has achieved important results in Third Mission activities, also in line with its development plan, in fact two out of four of the prominent cases reported were set as main objectives in the development plan.

It is also important to point out the set up in 2018 of an Industrial PhD agreement, entitled “Data-driven and risk-based inventory management”. The four-year based project is carried out by the Industrial PhD student Alessandro Marin under the supervision of Professors Daniela Favaretto and Marco Tolotti.

However, there is room for improvements and the DMAN is working in the following directions:

- going on with strengthening the communication area;
- enhancing the role of Consilium, which proved to be a powerful think tank. The project is to structure it into sub-groups devoted to specific areas in order to increase its effectiveness;
- the DMAN has several Centers and Laboratories which carry out also applied research in connection with companies and non-academic institutions. Two examples of such activities, the “Observatories” have been reported among the prominent cases. The DMAN will encourage their activities and at the same time their accountability in order to further develop their potential;
- implementing the database on Third Mission to have a dashboard for a better monitoring of its activities;
- going on with the feasibility analysis of an Industrial PhD.