

Alessandro Narduzzo

Italian citizen, born XXXXXX

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Provincia	Bolzano/Bozen
Città	Bolzano
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Position

Professor (*Professore straordinario*) of Management (SECS-P/8) at the Faculty of Economics and Management – Free University of Bozen Bolzano, Italy, as of 2011.

Other current institutional offices

Director of the Master of Science (*Laurea Magistrale*) Program in Entrepreneurship and Innovation, at the Faculty of Economics and Management – Free University of Bozen Bolzano, since AY 2004/05.

Faculty Member of the PhD Program in Management and Economics on Organizational and Institutional Outliers, Faculty of Economics and Management, Free University of Bozen-Bolzano, since AY 2014/15.

Scientific Coordinator of the unibz Fablab, the Fablab of the Free University of Bozen-Bolzano, since 2015.

Previous academic positions

2004-10 Associate Professor of Strategic Management (SECS-P/8) at the School of Economics and Management – Free University of Bozen-Bolzano.

2000-04 Assistant Professor in Business Administration and Strategic Management (SECS-P/08), Management Science Dept., School of Economics - University of Bologna, Italy.

1999-01 Contract Professor in Strategic Management, School of Economics, University of Trento, Italy.

Past institutional duties

- Deputy Dean School of Economics and Management, Free University of Bozen-Bolzano, from 2012 to 2014.
- Member of the Free University of Bozen-Bolzano Quality Assurance Board (*Presidio di Qualità*), from 2013 to 2015.
- Member of the Free University of Bozen-Bolzano Evaluation Unit (*Nucleo di Valutazione di Ateneo*), from 2008 to 2011.
- Faculty Member of the PhD Program in Management and Business Administration, Management Science Dept. University of Bologna from 2002 to 2010.

Education

2014 Visiting scholar, Dept. of Management, Freie Universität Berlin.

2003-04 Visiting scholar, Carroll School of Management, Boston College.

1997-99 Post-doctorate scholarship awarded by the Dept. of Management and Computer Science at the University of Trento.

1994-97 Ph.D. degree in Management from the University of Bologna.

1994-95 Visiting graduate student at the Collaboratory for Research on Electronic Work, School of Business of the University of Michigan.

1992-93 Visiting graduate student at the Cognitive Science Department, the University of California - San Diego.

1987-92 Laurea degree in Economics and Management from Ca' Foscari, the University of Venezia.

Research interests

My research activity is focused on organizational capabilities and their strategic implications. The cornerstone of this theoretical framework is the assumption that knowledge is a primary source of firms competitive advantage. Organizational capabilities are mainly embodied in practices and organizational routines, investigated through evolutionary and relational perspectives, emphasizing both behavioral and cognitive dynamics. My empirical studies inquiry processes of generation and mobilization of organizational capabilities in knowledge-intensive firms, ranging from hi-tech science-based clusters of firms to art restoration companies and creative design companies.

Current research projects

My research program aims to a better understanding of knowledge generation, transformation and diffusion, as a fundamental nexus for a knowledge-based theory of the firm. A valuable approach to *Knowledge management* and to a *Knowledge-based view of the firm* depends on a careful analysis of the organizational knowledge. In this respect I articulate my research agenda in three main streams that entail both theoretical analysis and empirical investigation.

A. Management of ill-structured problems. Despite a long tradition of research in economics, management and organization theory, based on the assumption that organizations face decision problems that are well-structured, in reality individuals and organizations have to cope frequently with ill-structured problems, characterized by ambiguity, incomplete sets of problem-related information, lack of a clear definition of the desired outcomes and on going redefinition of the problem while searching for the solution. This research track aims to develop a theoretical framework to get a better understanding of ill-structured contexts and to identify some critical issues that organizations should focus on when they face ill-structured decision problems. On this respect, innovation is conceived as one of the most important contexts of ill-structured decision problems.

B. Knowledge representation: artifacts and practice. This stream of research project is an attempt to acquire a better understanding of the two main components that characterize these phenomena. The first component are organizational routines (see Narduzzo 2002); the second one are organizational artifacts (see Narduzzo 2008). Organizations generate, use and change routines (e.g. practice) and artifacts (e.g. tools) to represent and memorize and mobilize experience and knowledge. This research project analyzes practice and artifacts that organizations develop to ensure coordination.

C. Organizations dealing with unexpected. Organizations learn how to cope with their environment and to adapt to environmental change. Little is known on organizational behavior and organizational strategies to cope with unexpected events. How to detect them? How to make sense of them? A relevant chapter of this research agenda is focused on emergency organizations and how they detect and react to unexpected crises. This research project involves STEIN of the University of Trento and the Fire and Emergency Management Department of the Province of Bozen.

Publications

1. Longo C., Narduzzo A. 2017. Transacting Knowledge from Communities of Practice to Firms. An Empirical Investigation of Innovative Projects Performance. *European Journal of Innovation Management*. DOI: 10.1108/EJIM-10-2016-0098. (ANVUR journal; AIDEA B journal).
2. Narduzzo A., Volo S., 2016, Tourism innovation. When interdependencies matter. *Current Issues in Tourism*. DOI: 0.1080/13683500.2016.1214111. (ANVUR A journal. IF: 1,733).
3. Frigotto M.L., Narduzzo A., 2016, Sbiancare il cigno nero? Strategie e competenze manageriali per riconoscere il nuovo. *Sinergie, Italian Journal of Management*, Vol. 34(99). DOI: 10.7433/s99.2016. (ANVUR journal).
4. Narduzzo A. and Lorenzoni G. 2016. Physical artifacts, Exaptation and Innovation as Novel Recombination. In Spender JC, Schiuma G., Noenning J.R. (Eds.) *Proceeding of IFKAD 2016. The 11th International Forum on Knowledge Asset Dynamics. Towards a New Architecture of Knowledge: Big Data, Culture and Creativity*. Dresden, Germany 15-17 June, 2016. ISBN: 9788896687093. pp. 1458-1469.
5. Narduzzo A., 2014, Book Review: Jörg Sydow and Gerog Schreyögg (Eds.) *Self-Reinforcing Processes in and among Organizations*, *Organization Studies*, 35, 8, 1231-1234.

6. Narduzzo A., 2011, "Apprendimento organizzativo" in A. Bonaccorsi, M. Bucchi (a cura di), *Trasformare conoscenza, trasferire tecnologia*, Venezia: Marsilio.
7. Narduzzo A., 2008, *Gestire le competenze. Gli artefatti e la rappresentazione della conoscenza nelle imprese*, Bononia University Press.
8. Narduzzo A. Warglien M., 2008, Conducting Experimental Research on Organizational Routine, in M. C. Becker (ed. by), *Handbook of Organizational Routines*, Edward Elgar, Cheltenham.
9. Narduzzo A., Zan L., 2007, The Opificio delle Pietre Dure in Florence: between excellence and survival, in Ayata B. (ed. by), *Kulturen och dess ekonomier*, Studentlitteratur AB, Stockholm.
10. Narduzzo A. Odorici V., 2007, Orfeo TV e le televisioni di strada. Quando le rivoluzioni vengono dal basso, *Ti con Zero*, 76, Agosto.
11. Narduzzo A., Rossi A., 2005, The Role of Modularity in Free/Open Source Software Development, in S. Koch (ed by), *Free/Open Software Development*, Idea Group.
12. Narduzzo A., Rossi A., 2005, Modular Design and the Development of Complex Artifacts: Lessons from Free/Open Source Software, in M. Scotto and G. Succi (eds.), *Proceedings of the First International Conference on Open Source Systems*, Genova, 11th-15th July 2005, pp. 162-171.
13. Narduzzo A., 2004, "Le categorie note", in F. Fontana e G. Lorenzoni (eds.), *Il Knowledge management*, Luiss University Press.
14. Narduzzo A., 2004, "Ferrari e i suoi fornitori: lo sviluppo delle competenze", in F. Fontana e G. Lorenzoni (eds.), *Il Knowledge management*, Luiss University Press.
15. Narduzzo A., 2003, *Le fonti del vantaggio competitivo*, Franco Angeli, Milano.
16. Narduzzo A., Rossi A., 2003, "Open/Free Software as a Complex Modular System", in Proceedings AICA Annual Conference, *I costi dell'ignoranza e il valore della conoscenza nella società dell'informazione*, 247-254.
17. Alvisi A., Narduzzo A., Zamarian M., 2003, PlayStation and the Power of Unexpected Consequences, *Information, Communication & Society*, 6, 4, 608-627.
18. Boari C., Narduzzo A., Odorici V., 2003, "Lo sviluppo dell'impresa in un contesto globale interrotto", in C. Boari (ed. by), *Quale impresa per quale sviluppo*, Carocci, Roma.
19. Narduzzo A., Rocco, E., Warglien M, 2000, "Talking about routines in the field: the emergence of organizational capabilities in a new cellular phone network company", in G. Dosi, R.R. Nelson, e S.G. Winter (eds.), *The Nature and Dynamics of Organizational Capabilities*, Oxford University Press, Cambridge.
20. Narduzzo, A., 1999, Staffing e Risorse Umane, in M. Sobrero, (a cura di) *La gestione dell'innovazione: strategia, organizzazione e tecniche operative*, Carocci, Roma.
21. Narduzzo A., Lorenzoni G., Zan L., 1999, "Conservazione e restauro come "attività caratteristica" nella filiera museale", in L. Zan (ed. by), *Conservazione e innovazione nei musei italiani*, ETAS, Milano.
22. Narduzzo A., Zan L., 1999, "L'Opificio delle Pietre Dure, tra conoscenze distintive e sopravvivenza", in L. Zan (ed. by), *Conservazione e innovazione nei musei italiani*, ETAS, Milano.
23. Narduzzo A., 1998, Organizational memory, cognitive artifacts and routinization: suggestions from a field-study, *Revue Internationale de Systémique*, 12, 1, 51-62.
24. Narduzzo A., Warglien M., 1998, "Le routine come competenze organizzative", in A. Lipparini, (ed. by), *Competenze organizzative. Sviluppo, condivisione, trasferimento*, Carocci, Roma.
25. Narduzzo A., 1998, Le tecnologie di telecomunicazione mobile, in L. Gaio ed E. Zaninotto, *Standardizzazione e modelli di produzione post-fordisti*, CEDAM, Padova.
26. Egidi M., Narduzzo A., 1997, The emergence of path-dependent behaviours in cooperative contexts, *International Journal of Industrial Organization*, 5, 677-709.
27. Narduzzo A., Warglien M., 1996, Learning from the Experience of Others, *Industrial and Corporate Change*, Vol.5, N.1, 113-126.
28. Narduzzo A. and Warglien M., 1992, L'Esperienza degli Altri, *Sviluppo & Organizzazione*, Luglio.

Publications impact

Scopus (December 2016):

Documents: 5; Citations 60; h-index: 3

Google Scholar Database (December 2016):All: Citations: 535; h-index: 9;
Since 2011: Citations: 168; h-index: 6.

VQR 2004-2010 Assessment: 2.1

Selected peer-reviewed conference talks since 2005

Physical artifacts, Exaptation and Innovation as Novel Recombination. IFKAD 2016. The 11th International Forum on Knowledge Asset Dynamics. Towards a New Architecture of Knowledge: Big Data, Culture and Creativity. Dresden, Germany 15-17 June, 2016

*Understanding mindfulness as an analytic process. An analysis of 9-1-1 response on September 11, 2001. WOA 2015, University of Padova, May 20-22, 2015. **Best Paper Award.***

*Organizations dealing with the unthinkable, Submitted to Track Emergency management, Crisis, Recovery and Organisational Resilience of the **Annual 15th EURAM Conference**, Poland Warsaw, June 17-20, 2015. **Best paper nominee.***

*Small accidents and unlocking paths in routinized behavior. **74th American Academy of Management Annual Conference**, Philadelphia, Pennsylvania, August 1-5, 2014.*

*What counterbalances the amplifying path-dependence of routinization, **29th EGOS Colloquium** - Subtheme 39: Bridging Time: Exploring the Dynamics of Routines and Path Dependence, Montreal, Canada. July 4-6, 2013.*

*9.11 – Organizations detecting novel crises. **72nd American Academy of Management Annual Conference**, Boston, Massachusetts, August 5-8, 2012.*

*Artifacts and organizations: storing and mobilizing innovative knowledge, **27th EGOS Colloquium** - Subtheme 37: (Re-)Assembling Routines, Gothenburg, Sweden. July 7-9, 2011.*

*Fostering creativity through artifacts, **KIO Conference**, Monte Verità, Switzerland. 2010.*

La struttura delle relazioni nei progetti di software libero: un'analisi comparata. Conferenza Italiana del Software Libero, Cagliari, Italy. June 11-12, 2010.

*(Not) Doing Sensemaking on Time. **1st PROS International Symposium**. Pissouri, Cyprus June 11-13, 2009.*

*Local action & communication flows - Impact of network roles & topology in sustaining CoPs, **25th EGOS Colloquium**, ESADE, Barcelona, Spain, July 2-4, 2009.*

*Openness in video-communication media: New forms of "open television" find their own way, **9th EURAM Annual Conference**, Liverpool, UK. May 11-14, 2009.*

*Communities of Practice in High Tech Companies: The Effects of Diversity and Communication Media, **28th Annual International Conference, Strategic Management Society**, Cologne, Germany, October 12-15, 2008.*

*Novelty in Organizational Adaptation. **68th American Academy of Management Annual Conference**, Anaheim, California, August 8-13, 2008.*

*Sustaining communities of practice: The relevance of network roles in supporting knowledge exchange, **68th American Academy of Management Annual Conference**, Anaheim, California, August 8-13, 2008.*

*9.11 – Organizations coping with the unexpected, **22nd EGOS Colloquium**, University of Bergen, Norway, July 3-5, 2006.*

*Conventional artifacts in the digital era, **65th American Academy Of Management Annual Conference**, Honolulu, Hawaii, USA. August 5-10 2005.*

*Knowledge and firms: in search of archetypes, **21st EGOS Colloquium**, Unlocking Organizations, Berlin, Free University of Berlin, Germany, June 30 - July 2, 2005.*

Selected invited talks

Artifacts and organizations: storing and mobilizing innovative knowledge, at Imperial College Business School, Innovation & Entrepreneurship Group. February 16, 2011.

Artifacts and organizations: storing and mobilizing innovative knowledge, at Ca'Foscari University of Venice. April 11, 2011.

Courses taught

Innovation Management (in English), Master Course, School of Economics and Management, Free University of Bozen-Bolzano, as of 2006/07.

Strategic Management (in Italian) at a) School of Economics and Management, Free University of Bozen-Bolzano as of 2004/05, b) Faculty of Economics, University of Trento, Italy 1999/00, 2000/01

Knowledge Management (in Italian), at a) School of Economics and Management, Free University of Bozen-Bolzano as of 2004/05, b) MTI (Information and Communication Technologies) and MCI (Communication) Master Programs, Almaweb, University of Bologna, Italy. 2002/03.

General Management (in Italian) at a) School of Economics, University of Bologna, Italy. 2003/04, 2002/03, b) School of Science, University of Bologna, Italy. 2001/02.

Developing Organizational Capabilities in Cultural Organizations (in Italian), GIOCA Master of Science, University of Bologna, Italy, 2003/04, 2004/05.

Management for Publishing Firms (in Italian), Master in Paper and Multimedial Publishing Firms, Scuola Superiore di Studi Umanistici, University of Bologna, Italy. 2001/02, 2002/03.

Ethnographic research in Economics and Management (in English), Doctoral Program, at a) the University of Venice, 2006/07, b) the University of Lecce – ISUFI 2004/05, c) Scuola di Studi Superiori, S'Anna, Pisa 2002/03.

Human Resource, PBL (Problem Based Learning) Experimental Project, University of Trento, Italy. 1998/99.

Peer reviewed granted research projects

Recognizing and reacting to novel emergencies: an organizational perspective, led by A.Narduzzo, granted by Province of BZ, 2014.

Designing, producing and using complex artifacts for managing and organizing firms knowledge, led by prof. Marco Zamarian, University of Trento, granted by MIUR (PRIN 2005).

Representing organizational knowledge: models and digital applications for distributed systems of firms, led by Massimo Warglien, Ca'Foscari University of Venice, granted by MIUR (FIRB 2004).

Language and Rationality in Management, led by Enrico Zaninotto, University of Trento, granted by MIUR (PRIN 2002).

Modularity of Innovations, division of labor and standards: models of organization and industrial dynamics, led by Enrico Zaninotto, University of Trento, granted by MIUR (COFIN 1998).

Doctoral students supervision

Siavash Farahbakhsh: *Open Science: the emergence of a paradigm shift from a managerial perspective*

Damiano Russo: *The relation between identity and practice in work environment: a field study on nano tech labs*, University of Bologna.

Francesco Sguera: *The Social Construction of Cooperation: Exchange, Identification and Collective Actions Within the Organization*, University of Bologna.

Sara Bonini Baraldi: *Critical issues and tendencies in the Italian public administration reform: the Italian Ministry of Cultural Heritage between centralization and decentralization* (in Italian). Ph.D. in Management and Business Administration, University of Bologna, 17th series.

Marco Visentin: *Learning algorithms in managerial cognitive systems. Models and applications*. Ph.D. in Management and Business Administration, University of Bologna, 17th series.

Cataldo Ruta: *Knowledge sharing and communication technologies: a motivational analysis*. Ph.D. in Management and Business Administration, University of Bologna, 15th series.

Other duties in the scientific community

Reviewer for MIUR (Italian University Department): Interlink Research Projects, VQR, PRIN.

External referee of research projects for the Swiss National Science Foundation and for the University of Lugano.

Peer reviewer of manuscript for scientific and academic journals: Organization Science, Academy of Management Journal, R&D Management, European Management Review, Industrial and Corporate Change, Journal of Management Studies, Tourism Management, Scandinavian Journal of Management, Journal of Management and Governance.

Research Development

Since 1993, I am member of CEEL (*Computational and Experimental Economics Laboratory*) at the University of Trento. This is both a research facility for experimental research, as well as one of the leading research communities in behavioral Economics in Italy.

During the AY 2010/11 I took a 10-month parental leave.

Bolzano, December 23, 2016

Alessandro Narduzzo

Contacts

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