

# ELIANA ALESSANDRA MINELLI



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I am currently an Associate Professor in the School of Business Economics of LIUC-Università Cattaneo in Italy. After graduating in Economics and Social Disciplines, I earned a master's degree in International Economics and Management, both from the Luigi Bocconi University in Milan. I was awarded the *Donato Menichella* scholarship by the Bank of Italy for my master's thesis. Afterwards, I obtained my PhD in Sociology at Gent University (BE). My fields of research focus on organizational change, organizational behaviour and human resource management, and HE governance. My academic experience includes both teaching at doctoral and master's level and participating in national and international research projects. My articles have been published in many international journals, among which: Human Resource Management Review, Higher Education Policy, Quality in Higher Education, Critical Perspectives on Accounting, Research in Organizational Change and Development and others.

## RESEARCH EXPERIENCE

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Main fields of interest:

1. Organisational Change Management in private enterprises, public administrations, universities.
2. Organisational Behaviour and Human Resources Management.
3. Systems of governance, management and evaluation in higher education, analysed in particular with respect to their effects on organisations in terms of efficiency, effectiveness, flexibility and change.

**Main research projects:**

2026-2028

Principal investigator of the project "FORUM INSUBRIA 2050 – Competenze, lavoro e formazione", funded by the Interreg VI-A Italy-Switzerland cross-border cooperation programme. The project intends to contribute to improving the efficiency of public administration by promoting cooperation through multilevel governance, in particular addressing the evolution of the regional labor market and the need for skills. The project involves five partners, among them LIUC, Supsi (Scuola universitaria professionale della Svizzera italiana) and Istat. Total budget Italy: € 562.400,00.

2024 -2027

Principal investigator of the “Learning, Inclusion, Salary, Ageing: transforming inequalities into opportunities-LISA Project”, funded by Fondazione Cariplo. The aim is to study the interactions of four dimensions of inequality (Lifelong Learning Opportunities, Labor Market Inclusion, Wage Gap, and Workforce Aging) on the competitiveness of firms and the labor market in the Insubria Euroregion. This will enable the development of policy recommendations and managerial practices to improve the competitiveness of Italian firms and support local development. Total budget: € 199.000.

2018 - 2023

Coordinator of the Interreg Project “CROSS-BORDER SKILL (MIS)MATCHING: Aligning labor supply and demand to meet the employment needs of companies in the Insubric cross-border area”. Project funded by EU (SKILLMATCH – INSUBRIA – ID 471690). The project deals with the issue of misalignment of competencies in the transborder area and the actions to improve collaborations among companies and institutions in the field of education and training.

Partners: LIUC-Università Cattaneo (leading partner); Università degli Studi dell’Insubria; SUPSI - Scuola universitaria professionale della Svizzera italiana; Divisione Formazione Professionale del Dipartimento dell'educazione, della cultura e dello sport del Cantone Ticino; PTSClas.

Total budget Italy: € 969.441,95 -Total budget Switzerland: CHF 1'156'000,00

2019 - 2023

Coordinator of the local unit of the PRIN Project (Project of National Interest) nr. Prot. 2017NKWYFC “The effects of evaluation on academic research: knowledge production and methodological issues” funded by the Italian Ministry of Education. The project aims at investigating the effects of research evaluation implemented by the government on the research work and knowledge production, in the Italian universities.

Partners: CNR (leading partner); LIUC-Università Cattaneo; Università degli Studi di Roma "Tor Vergata"

Jan 2015-June 2017

Team member of the Research Project “Digital Do It Yourself - DiDIY (ICT-31-2014: Human-centric Digital Age - H2020-ICT-2014 Grant Agreement number: 644344)”. The WP3 was aimed at analyzing and understanding how Digital Do It Yourself (DiDIY) creates new organizational settings and reshapes organizational roles. In particular my contribution focused on network marketing and gender impact.

Oct 2012-Jan 2013

Collaboration with the National Research Council (CNR) within the project Transforming Universities in Europe (TRUE). The project was aimed at understanding the evolution of European universities after decades of reforms

2010-2012

Team member of the Research Programme of National Interest (PRIN 2008) on GOVERNANCE AND EVALUATION OF UNIVERSITY: PUBLIC POLICIES AND MANAGEMENT TOOLS. The project aimed to integrate the conceptual frameworks and theories of different disciplines, in particular management and organization theory, public policy and policy evaluation, public governance and public

management, management of higher education, in order to elaborate and put forward a new pattern of governance in national university systems, as well as develop methodological guidelines to review and innovate systems of governance in individual higher education organizations.

2007-2009

Team member of the Research Programme of National Interest (PRIN 2006) on CHANGE MANAGEMENT IN PRIVATE AND PUBLIC ENTERPRISES. The research activity focused on the elaboration of an innovative model of systemic analysis of change by comparing the dynamics of organizational change in firms characterized by different institutional, competitive and relational context and put forward proposals and suggestions suited for policies and interventions of change management in the sectors that are the subject matter of the research.

#### **TEACHING EXPERIENCE**

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Teaching activity unfolds at the doctoral, master and bachelor levels, mainly in the School of Business Economics and the School Engineering of LIUC-Università Cattaneo.

Currently I am responsible for the following courses:

From a.y. 2023-2024 to the present

Performance management and welfare, Master in Business Economics. The course offers a systemic understanding of the conditions and tools underlying business productivity to ensure effective and sustainable performance.

From a.y. 2022-2023 to the present

Organizzazione e gestione del personale, Master in Business Economics. The course offers a methodological framework for organizational analysis and planning, and for personnel management integrated into corporate policies and strategy, and within highly complex contexts.

From a.y. 2021-2022 to the present

Change management in Fintech. Master in Business Economics. The course provides the basic concepts to approach organizational change in the financial sector.

From a.y. 2017-2018 to the present

Research Methods, Master in Business Economics. The course aims at providing the students with the awareness of the importance of scientific research for business and the knowledge of the main scientific methods and tools.

From a.y. 2013-2014 to the present

Organisational Behaviour and Human Resource Management, PhD programme in Management, Finance and Accounting. The course provides the theoretical bases for developing research in OB & HRM.

From a.y. 2013-2014 to the present

Leading and Managing Change, Master in Business Economics. The course addresses change management from an organizational and HRM perspective.

In addition, I lecture in Organisation at the School of Industrial Engineering, Bachelor in Engineering Management and at the School of Economics, Bachelor in Business Economics.

I have planned programmes and lectured in Italian and English in specialized courses for experts, professionals and managers of public and private institutions, at national and international level in the following subjects: organization, human resources management, change management, organizational behaviour.

Furthermore, I have advised more than 200 Masters Students and 5 doctoral students.

#### PREVIOUS POSITIONS

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From September 2010 to 2015: research fellow at LIUC- Università Cattaneo

From 2002 to 2015: coordinator of the support office of the Quality Assurance Committee of Liuc-Università Cattaneo.

From September 1998 to 2010: lecturer in Organisation, Human Resource Management and Change Management at LIUC- Università Cattaneo.

From 1994 to 1997: Business consultant.

From 1990 to 1993: Organization Analyst in the banking sector.

#### EDUCATION

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**PhD** Ghent University, Department of Sociology,  
Centre for Higher Education Governance Ghent September 2019  
Dissertation: "Institutions and Globalisation. The challenge of Quality Assurance in Italian higher education  
Main Supervisor: Prof. Jeroen Huisman

**MS** SDA Bocconi Business Schools December 1993  
Master's Degree in International Economics And Management (MIEM)  
Main subjects: International Economics, International Finance, Organization, MIS, International Commercial Law, Accounting.

**MS** Università Bocconi February 1990  
Master's Degree in Economic and Social Disciplines  
Main subjects: Economics, Finance, Law, Mathematics, Statistics, Econometrics  
Dissertation: "The juridical problems of separateness between banks and companies".  
Supervisor: Prof. Piergaetano Marchetti  
Awarded 110 cum laude (maximum with honours)

#### ACADEMIC ASSIGNMENTS

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Delegate of the rector for Diversity and Inclusion, since 2015

Member of the Research Ethics Committee

Chair of the Equal Opportunities committee

#### MEMBERSHIP

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Member of the Board of the scientific journal Sviluppo&Organizzazione

Member of the European Group of Organizational Studies (EGOS)

Member of the Associazione italiana di Organizzazione aziendale (ASSIOA)

## HONORS AND AWARDS

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Donato Menichella scholarship awarded by the Bank of Italy for the master's degree thesis 1990

## PUBLICATIONS

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### **Books**

Minelli E. (a cura di) *Vite al lavoro: formazione, equità e inclusione in un mondo che cambia*, Milano: Guerini Next, ISBN978-88-6896-648-5

Bua, I. & Minelli, E. *Digital Transformation e Brand Heritage: l'organizzazione tra innovazione e tradizione*, PuntoOrg, ISBN 979-12-235-0190-0

Minelli E. (a cura di) (2021), *Banca Skill. Persone e tecnologie nella banca del futuro*, Milano: Guerini next, pp.1—208, ISBN 978-88-6896-373-6

Minelli E. (2019), *Institutions and Globalisation. The challenge of Quality assurance in Italian higher education*, Ghent: Ghent University (doctoral thesis)

Rebora G., Di Seri E., Martone A., Minelli E., Morelli C. (2009), *La direzione del personale. Fondamenti per una prassi professionale innovativa*, Milano, ETAS ISBN 978-88-453-1521-3

D'Amato V., Minelli E., Rebora G. (2009), *Alla ricerca dell'unicità. Il management imprenditoriale tra strategia, organizzazione e leadership*, Milano, FrancoAngeli, ISBN: 978-88-568-1133-9

Castellucci P., Martone A., Minelli E., Rebora G., Traquandi L., *Diversity Management. La diversità nella gestione aziendale*, Milano, IPSOA Wolters Kluwer Italia, pp. 135-174, ISBN 978-88-217-3089-4

Rebora G., Minelli E. (2007), *Change management: come vincere la sfida del cambiamento in azienda*, Milano: ETAS, pp. 1-224, ISBN 978-88-453-1372-1

Rebora G., Minelli E., Martone A., Sebastiano A., Giangreco A. (2007), *Change Management. Teorie organizzative e modello applicativo*, Amministrazione & Finanza Oro, n. 4, Milano, IPSOA Wolters Kluwer Italia, pp. 51-72 ISBN 978-88-217-2615-6

### **Chapters in Books**

Marini, G., Minelli, E.A. (2026). *The Mega-Project of Science as Multilevel Governance: the Case of the Implementation of the Italian Career Regulations (ANS)*. In: Cantoni, F., Di Maddaloni, F., Di Nauta, P., Arcuri, M. (eds) *Bridging Public and Private Interests in Megaprojects: Practical and Theoretical Implications*. MeRIT 2025. Lecture Notes in Civil Engineering, vol 830. Springer, Cham. [https://doi.org/10.1007/978-3-032-19235-6\\_11](https://doi.org/10.1007/978-3-032-19235-6_11)

Minelli, E., Bonandin, C., Bua, I. (2025). *Management of Succession in Family Businesses: Three Case Studies to Reflect on Generational and Gender Transitions in SMEs*. EURAM proceedings (Florence). ISSN 2466-7498 and ISBN 978-2-9602195-7-9.

Minelli E., Stan M. R., (2025). *Parliamo tutti la stessa lingua? Riflessioni sulla valutazione della ricerca e i suoi meccanismi*, in Reale E. (Ed), *Gli effetti della valutazione sulla ricerca accademica*.

Produzione della conoscenza e problemi metodologici, ch.5, pp. 121-146. FrancoAngeli, Milano ISBN 9788835179092

Stan M. R., Minelli E., (2025). *Effetti della macchina editoriale sullo sviluppo delle discipline accademiche: un approccio neo-istituzionalista*, in Reale E. (Ed), Gli effetti della valutazione sulla ricerca accademica. Produzione della conoscenza e problemi metodologici, ch.6, pp. 146-175, FrancoAngeli, Milano ISBN 9788835179092

Afeltra A., Alerasoul S. A. Margherita E. G., Minelli E., Urbinati A. (2024). *Critical Success Factors in Implementing Sustainable Business Models: The ITAL Case*, in Alshurafat H., Hamdan A., John Sands J. (Eds), *Dustainable Horizons for Business, Education, and Technology. Interdisciplinary Insights*, ch. 2, pp. 16-66, Springer, Singapore ISBN978-981-97-2980-7, ISBN978-981-97-2981-4(eBook) <https://doi.org/10.1007/978-981-97-2981-4>

Za, Stefano; Minelli, Eliana Alessandra; and Andrea, Resca, (2021) *Publication trends in Organization Studies in Italy: a discussion about higher education policies and rankings*. ITAIS 2021 Proceedings 14 <https://aisel.aisnet.org/itaais2021/14>

Bertolotti F., Locoro A., Mari L., Minelli E.A., Ravarini A., Stan M.R. (2021), *The Italian Academic Research System and its Evaluation: a Conceptual Framework Inception*. In: Za S., Consorti A., Virili F. (Eds.): *Organizing in a Digitized World. Individual, Managerial and Societal Issues*, Lecture Notes in Information Systems and Organisation, Vol.50, pp.1-13, Springer ISBN 978-3-030-86857-4 doi: 10.1007/978-3-030-86858-1\_17

Guerini, C., Minelli, E. and Ravarini, A. (2018), *Women and Technologies: Towards a Gendered Profile of Digital Do-It-Yourself Workers?* In: *IC3K 2018 Proceedings of the 10th International Joint Conference on Knowledge Discovery, Knowledge Engineering and Knowledge Management - Volume 3: KMIS, SCITEPRESS – Science and Technology Publications, Lda*, pages 186-193 ISBN 978-989-758-330-8

Minelli E., Morelli C. (2018), *From managers to entrepreneurs: a career transition between adaptability and protean attitude*. In: Canonico P., Consiglio S., Mangia G., Martinez M., Mercurio R. Moschera L. (Eds.) *Organizing in the shadow of power*, Studi MOA-Collana di management e organizzazione aziendale, pp. 351-378 ISBN 978-88-98-85428-8

Minelli E. (2017), *Le imprese analizzate*. In: Lazzarotti V., Visconti F. (Eds.) *Family up!: il giovane imprenditore tra continuità e cambiamento*, Milano, Guerini next, pp. 23-40 ISBN 978-88-6896-156-5

Lazzarotti V., Minelli E. (2017), *Una nuova prospettiva per il passaggio generazionale*. In: Lazzarotti V., Visconti F. (Eds.) *Family up!: il giovane imprenditore tra continuità e cambiamento*, Milano, Guerini next, pp. 145-184 ISBN 978-88-6896-156-5

Guerini C., Minelli E. (2016), *Knowledge-Oriented Technologies & Network Marketing Direct Selling Organizations (NMDSO): Some Preliminary Insights into the Nature and the Goals of Shared Knowledge*. In: *Proceedings of the 8th International Joint Conference on Knowledge Discovery, Knowledge Engineering and Knowledge Management (IC3K 2016)*, Volume 3: KMIS, SCITEPRESS – Science and Technology Publications, Lda, pp. 301-306 ISBN 978-989-758-203-5, DOI: 10.5220/0006081303010306

- Rebora G., Minelli E. (2016), Il valore della differenza e le strategie di disability management nel contesto aziendale. In: Borgonovi E. Garbo R., Sbattella L. (Eds.) *CALD- Una rete per l'inclusione. Scritti in ricordo di Walter Fornasa*, Milano, FrancoAngeli, pp.105-114, ISBN 978-88-917-4396-1
- Minelli, Eliana (2016). Paradiso gonfiabile: quando l'impresa è dinamismo creativo. In: (Eds.): Visconti, Federico, *Start up! 25 anni di università e impresa*. p. 47-50, Milano, Guerini Next, ISBN: 978-88-6896-105-3
- Minelli E., Morelli C. (2014), HRM practices in family SMEs: opportunities and weaknesses. In: Visintin F., Pittino D., Lauto G., Mazzurana P. (Eds.), *Organising for growth: theories and practices*, Udine, pp. 223-244, ISBN-13: 978-1502474896 (CreateSpace-Assigned), ISBN-10: 1502474891
- Minelli E, Rebora G, Turri M (2013). Gli effetti della valutazione sui comportamenti: un'indagine empirica. In: Rebora G. *Nessuno mi può giudicare? L'università e la valutazione*, Milano, Guerini, pp. 75-101, ISBN: 9788862504843
- Rebora G., Minelli E. (2012), An integrative conceptual framework of organisational change: a 'triple helix' model. In: *Research in organizational change and development*, Vol. 20, pp. 183-221, ISSN: 0897-3016, [http://dx.doi.org/10.1108/S0897-3016\(2012\)0000020009](http://dx.doi.org/10.1108/S0897-3016(2012)0000020009) (peer reviewed).
- Minelli E., Morelli C., Rebora G. (2010), L'evoluzione di meccanismi in formazione, selezione e incentivazione del management. In: *Quarto rapporto "Generare classe dirigente". Un capitale di fiducia da ricostruire per le élites*, Roma, LUISS University Press, pp. 285-310, ISBN: 978-88-6105-106-5.
- Minelli E. (2009), Cap. 5: i-Faber: quando l'unicità è innovazione. In: D'Amato V., Minelli E., Rebora G., *Alla ricerca dell'unicità. Il management imprenditoriale tra strategia, organizzazione e leadership*, pp. 77-108, Milano, FrancoAngeli, ISBN: 978-88-568-1133-9
- Minelli E. (2009), Cap. 6: Pagani: quando l'unicità è arte. In: D'Amato V., Minelli E., Rebora G., *Alla ricerca dell'unicità. Il management imprenditoriale tra strategia, organizzazione e leadership*, pp. 109-122, Milano, FrancoAngeli, ISBN: 978-88-568-1133-9
- Minelli E. (2009), Cap. 7: W.L. Gore & Associates: quando l'unicità è cultura. In: D'Amato V., Minelli E., Rebora G., *Alla ricerca dell'unicità. Il management imprenditoriale tra strategia, organizzazione e leadership*, pp.123-138, Milano, FrancoAngeli, ISBN: 978-88-568-1133-9
- Minelli E. (2009), Donne, mercato del lavoro e conciliazione dei tempi. In: Castellucci P., Martone A., Minelli E., Rebora G., Traquandi L., *Diversity Management. La diversità nella gestione aziendale*, Milano, IPSOA Wolters Kluwer Italia, pp. 135-174 ISBN 978-88-217-3089-4
- Minelli E., Rebora G. (2009), Le differenze di abilità: il tema dell'ageing. In: Castellucci P., Martone A., Minelli E., Rebora G., Traquandi L., *Diversity Management. La diversità nella gestione aziendale*, Milano, IPSOA Wolters Kluwer Italia, pp. 109-132 ISBN 978-88-217-3089-4
- Minelli E. (2009), Le politiche del personale: pianificazione, comunicazione e internal marketing. In: Rebora G., Di Seri E., Martone A., Minelli E., Morelli C., *La direzione del personale. Fondamenti per una prassi professionale innovativa*, ETAS Milano, pp. 123-152 ISBN 978-88-453-1521-3
- Minelli E. (2009), La selezione. In: Rebora G., Di Seri E., Martone A., Minelli E., Morelli C., *La direzione del personale. Fondamenti per una prassi professionale innovativa*, ETAS Milano, pp. 153-192 ISBN 978-88-453-1521-3

- Minelli E., Rebora G. (2009), Il management della diversità. In: Rebora G., Di Seri E., Martone A., Minelli E., Morelli C., *La direzione del personale. Fondamenti per una prassi professionale innovativa*, ETAS Milano, pp. 297-318 ISBN 978-88-453-1521-3
- Minelli E., Turri M. (2009), Come avviene il cambiamento? I risultati di un'analisi sul Politecnico di Torino. In: Di Guardo M. C., Pinna R., Zaru D. (Eds.), *Per lo sviluppo, la competitività e l'innovazione del sistema economico. Il contributo degli studi di Organizzazione Aziendale*, Milano, Franco Angeli, pp. 131-152, ISBN: 978-88-568-1156-8.
- Rebora G., Minelli E., (2007), Come analizzare il cambiamento organizzativo. In: Rebora G., Minelli E., Martone A., Sebastiano A., Giangreco A., *Change Management. Teorie organizzative e modello applicativo*, Amministrazione & Finanza Oro, n. 4, Milano, IPSOA Wolters Kluwer Italia, pp. 51-72 ISBN 978-88-217-2615-6.

### **Journal Publications**

- Stan, M.R., Croce, E., Bua, I., & Minelli, E. (2026). Il ruolo dell'AI nei processi decisionali organizzativi. *Sviluppo & Organizzazione*, nr.324 (Marzo/Aprile 2026), pp. 22-27. ISSN 0391-7045
- Bua, I., Minelli, E., Pontiggia, A. (2026). Il ruolo strategico dell'intelligenza collettiva in azienda. *Sviluppo & Organizzazione*, nr.323 (Inverno 25-Gennaio/Febbraio 26), pp.15-24 ISSN 0391-7045
- Gressoni M., Minelli E., Bua I., Pastori S. (2025). *Designing Alignment: Human-Centered Performance and Reward Systems in FMCG*. *Impresa Progetto - Electronic Journal of Management*, N. 3 DOI: 10.15167/1824-3576/IPEJM2025.3.1762
- Bua, I., Minelli, E., Pontiggia, A. (2025). *Beyond individual competences towards Collective Intelligence: A Systematic Literature Review*. WOA proceedings ISBN 979-12-210-9700-9
- Minelli, E., Bua, I., Bonandin, C., & De Massis, A. (2025). *Management of Succession in Family Businesses: Three Italian Case Studies to Reflect on Generational and Gender Transitions in SMEs*. *Journal of family business strategy*. SSRN: <https://ssrn.com/abstract=5573989> or <http://dx.doi.org/10.2139/ssrn.5573989>
- Bua, I., Pastori, S., Minelli, E., Afeltra, G. (2025). *Competenze Digitali per i Lavoratori Anziani: Superare le Sfide e Abbracciare le Opportunità*. *ProspettiveInOrganizzazione*, nr.31. ISSN: 2465-1753 [Competenze digitali per i lavoratori anziani: Superare le sfide e abbracciare le opportunità - ProspettiveInOrganizzazione](https://www.prospettiveinorganizzazione.it/competenze-digitali-per-i-lavoratori-anziani-superare-le-sfide-e-abbracciare-le-opportunita/)
- Bua, I., Pastori S., Minelli E., Afeltra G., *Digital Skills for Senior Workers: A Systematic Review*. Available at SSRN: <https://ssrn.com/abstract=5195523> or <http://dx.doi.org/10.2139/ssrn.5195523>
- Pastori S., Minelli E., Bua I. (2025). Valorizzare l'esperienza per l'organizzazione, *Sviluppo & Organizzazione*, n.320 p. 32-38, ISSN: 0391-7045

- Canavesi A., Minelli E. (2024). *The Critical Role of Organizational Leaders in Fostering Employee Engagement in the Time of Pandemic*, Impresa Progetto - Electronic Journal of Management, n.1 ISSN 1824-3576 DOI: 10.15167/1824-3576/IPEJM2024.1.1614
- Afeltra, G., Alerasoul, S. A., Minelli, E., Vecchio, Y., Montalvo, C. (2022). *Assessing the Integrated Impact of Sustainable Innovation on Organisational Performance: An Empirical Evidence From Manufacturing Firms*. Journal of Small Business Strategy, 32(4), 143–166. <https://doi.org/10.53703/001c.38515>
- Za S., Minelli E., Resca A. (2022). *Publication trends in Organization Studies in Italy: a discussion about higher education policies and rankings*. ItAIS conference proceedings edited by Alessio Maria Braccini and Stefano Za (ISBN 978-88-87173-06-2). "[Publication trends in Organization Studies in Italy: a discussion about](#)" by Stefano Za, Eliana Alessandra Minelli et al.
- Comerio N., Minelli E., Sebastiano A. (2022), *Tecnologia e innovazione digitale: un cambiamento rivoluzionario per il settore bancario?* Sviluppo & Organizzazione, No. 304, pp-66-70
- Canavesi A., Minelli E. (2021), *Servant Leadership and Employee Engagement: A Qualitative Study*, Employee Responsibilities and Rights Journal <https://doi.org/10.1007/s10672-021-09389-9>
- Canavesi A., Minelli E. (2021), *Servant Leadership: a Systematic Literature Review and Network Analysis*, Employee Responsibilities and Rights Journal <https://doi.org/10.1007/s10672-021-09381-3>
- Alerasoul S. A., Afeltra G., Hakala H., Minelli E., Strozzi F. (2021) *Organisational learning, learning organisation, and learning orientation: An integrative review and framework*, Human Resource Management Review, <https://doi.org/10.1016/j.hrmr.2021.100854>
- Milella F., Minelli E., Strozzi F., Croce D. (2021) *Change and Innovation in Healthcare: Findings from Literature*, ClinicoEconomics and Outcomes Research 2021:13 pp. 395–408, [doi.org/10.2147/CEOR.S301169](https://doi.org/10.2147/CEOR.S301169) (available at: <https://pubmed.ncbi.nlm.nih.gov/34040399/>)
- Comerio N., Minelli E., Sottrici F., Torchia E. (2020), *Cross-border commuters: how to segment them? A framework of analysis*. International Migration (on-line), DOI: 10.1111/imig.12720
- Lazzarotti V., Minelli E.A., Morelli C. (2020), *The evolution of Socio-Emotional Wealth in generational transition of family businesses: the impact of contextual factors*, Int. J. Transitions and Innovation Systems, Vol. 6, No. 3, pp. 245-264, DOI: 10.1504/IJTIS.2020.10028012
- Comerio N., Minelli E., Urbinati A. (2019), *Il ruolo del capitale umano nella transizione verso un'industria 4.0*. Sviluppo & Organizzazione, n. 286, Marzo/Aprile 2019.
- Guerini C., Minelli E.A., (2018), *The subjective side of DiDIY: the profile of makers in network marketers communities*, Data Technologies and Applications (renamed from: Program: electronic library and information systems) Vol. 52, n.1, pp. 84-104 <https://doi.org/10.1108/DTA-03-2017-0017>
- Minelli, Eliana (2016). *Disability management: lavorare per un'organizzazione inclusiva*, PROSPETTIVE IN ORGANIZZAZIONE, p. 1-7, ISSN: 2465-1753

- Minelli E., Morelli C., Strada G.M. (2016), *Da manager a imprenditore. Carriere in tempi di Jobs Act*, Sviluppo & Organizzazione, n.269, pp. 62-73
- Minelli, Eliana, Pezzillo, Iacono Mario (2015). *La gestione delle risorse umane non è un affare per pochi: il ruolo dei manager di line*. PROSPETTIVE IN ORGANIZZAZIONE, p. 1-7, ISSN: 2465-1753
- Minelli E., Rebori G., Turri M (2015), *Quest for accountability: exploring the evaluation process of universities*. Quality in Higher Education, Vol. 21, n. 2, pp. 103-131, DOI: 10.1080/13538322.2015.1066611
- Minelli E., Rebori G., Turri M (2012), *Waiting for the Market: Where is the Italian System Heading?* Higher Education Policy, Vol. 25, pp 131–145, DOI:10.1057/hep.2011.27
- Minelli E., Rebori G., Turri M (2009), *Why do controls fail? Results of an Italian survey*. Critical Perspectives on Accounting, Vol.20, No.8, November 2009, pp. 933-943, DOI: 10.1016/j.cpa.2009.04.002.
- Minelli, E., Rebori G., Turri M (2008) *How Can Evaluation Fail? The Case of Italian Universities*. Quality in Higher Education. Vol. 14, n. 2, pp. 157-173, DOI: 10.1080/13538320802278412
- Minelli E., Rebori G., Turri M. (2008), *The risk of failure of control and levers of change: an examination of two Italian public sectors*. Journal of Accounting & Organizational Change. Vol. 4 No. 1, pp. 5-26, DOI: 10.1108/18325910810855761
- Rebori G., Minelli E. (2007), *Il Change Management. Un modello di lettura e interpretazione*. Studi Organizzativi, vol. 1, pp. 27-50, ISSN 0391-8769
- Minelli, Eliana (2008). *L'innovazione design driven: intervista a Giorgio De Michelis*. HAMLET, vol. 13, p. iii-iv, ISSN: 1720-5492
- Minelli, Eliana, Rebori, Gianfranco (2008). *Nuove aree di management: il change management*. QUALITÀ, p. 23-26, ISSN: 2037-4186
- Rebori, Gianfranco, Minelli, Eliana (2007). *Come analizzare il cambiamento organizzativo*. AMMINISTRAZIONE & FINANZA ORO, vol. 18, p. 49-72, ISSN: 1121-2438
- Rebori G, Minelli E (2007). *Il Change Management. Un modello di lettura e interpretazione*. STUDI ORGANIZZATIVI, vol. 1, p. 27-50, ISSN: 0391-8769
- Rebori, Gianfranco, Minelli, Eliana (2007). *Il change management: un modello di lettura e interpretazione*. STUDI ORGANIZZATIVI, vol. 9, p. 27-50, ISSN: 0391-8769
- Minelli E., Rebori G., Turri M., Huisman J. (2006), *The impact of research and teaching evaluation in universities: comparing an Italian and a Dutch case*. Quality in Higher Education Vol. 12, n. 2, pp. 109-124, DOI: 10.1080/13538320600916668
- Giani M., Minelli E., Turri M. (2005), *Nuove metodologie di analisi del valore pubblico: Una applicazione al mercato del lavoro*, Azienda Pubblica, N.3, 2005, pp. 401-430

### **Conference proceedings**

- Bua, I., Ronchetti, C., & Minelli, E. (2026). From digital divide to digital diversity: a shift in organisational understanding. ????.
- Stan, M.R., Croce, E., Bua, I., Minelli, E., & Rivolta, J. (2026). Who Does AI Think You Are? A Study of Generative AI's Gender Perception during organizational decision-making. Itais Castellanza Proceedings
- Bua, I., Pastori, S., Minelli, E., & Afeltra, G. (2026). Digital Fluency in an Aging Workforce. Itais Castellanza Proceedings
- Bua, I., Stan, M.R., & Minelli, E. (2026). Governing the Digital Persona: Ethical, Cognitive, and Inclusive Dimensions in the Fifth Industrial Revolution. AIDEA. Università Cattolica di Milano, Proceedings
- Bua, I., Minelli, E., Pontiggia, A. (2025). Beyond individual competences towards Collective Intelligence: A Systematic Literature Review. WOA Navigating organizational change in times of uncertainty: WOA XXVI - workshop dei docenti e ricercatori di organizzazione aziendale (WOA 2025), 29/05/2025–30/05/2025, Pescara ISBN 979-12-210-9700-9
- Minelli, E., Bonandin, C., Bua, I. (2025). Management of Succession in Family Businesses: Three Case Studies to Reflect on Generational and Gender Transitions in SMEs. EURAM proceedings (Florence). ISSN 2466-7498 and ISBN 978-2-9602195-7-9.

### **Conference Papers**

(Peer-Reviewed)

- Bua, I., Stan, M.R., & Minelli, E. (2026). *Governing the Digital Persona: Ethical, Cognitive, and Inclusive Dimensions in the Fifth Industrial Revolution*. Paper accepted, presented and discussed at the AIDEA Conference, Università Cattolica di Milano, 23-24 January 2026.
- Bua, I., Pastori, S., Minelli, E., & Afeltra, G. *Digital Fluency in an Aging Workforce*. Paper presented at the XXII Conference of the Italian Chapter of AIS, Emerging Technologies for Transforming Organisations and Society, Università Carlo Cattaneo - LIUC, Castellanza, Italy, 17-18 October 2025
- Stan, M. R., Croce, E., Bua, I., Minelli, E. A., & Rivolta, J. M., *Who does AI think you are? A study of generative AI's gender perception during organizational decision-making*. Paper presented at the XXII Conference of the Italian Chapter of AIS, Emerging Technologies for Transforming Organisations and Society, Università Carlo Cattaneo - LIUC, Castellanza, Italy, 17-18 October 2025
- Pastori S., & Minelli E., *Across fields and ageing: a systematic literature review of research on aging workforces and older employees*. Paper accepted, presented and discussed at the 25<sup>th</sup> EURAM conference, organized by University of Florence, Italy, 22-25 June 2025
- Bonandin C., Minelli E., & Bua I., *Management of succession in family businesses: three case studies to reflect on generational and gender transitions in SMEs*. Paper accepted, presented and

discussed at the Paper accepted, presented and discussed at the 25<sup>th</sup> EURAM conference, organized by University of Florence, Italy, 22-25 June 2025

Rivolta J.M., Minelli E.A., *The three faces of Social sustainability: does Industry 4.0 change the rules of the game?* Paper accepted, presented and discussed at the XXV Workshop dei Docenti e Ricercatori di Organizzazione Aziendale (WOA), organized by Università Bicocca, Milan, Italy, 3 July 2024

Stan R.M., Minelli E.A., & Rivolta J.M., *Identifying the institutional factors influencing the process of knowledge creation: the case of a private healthcare research institute in Italy.* Paper accepted, presented and discussed at the 39th EGOS Colloquium “Organizing for the Good Life: Between Legacy and Imagination” organized by University of Cagliari, in collaboration with the XXIV Workshop dei Docenti e Ricercatori di Organizzazione Aziendale (WOA), Italy, 6-8 July 2023

Stan R., & Minelli E., *The institutional logics governing the process of peer-reviewing academic research: The role of the editor.* Paper accepted, presented and discussed at the 38th EGOS Colloquium “Organizing: the beauty of imperfection”, organized by WU - Vienna University of Economics and Business, Vienna, Austria, 7-9 July 2022.

Afeltra G., & Minelli E., *Dynamic capabilities to manage innovation towards sustainability and their antecedents: empirical evidence from manufacturing firms.* Paper accepted, presented and discussed at the 38th EGOS Colloquium “Organizing: the beauty of imperfection”, organized by WU - Vienna University of Economics and Business, Vienna, Austria, 7-9 July 2022.

Biffi A., Comerio N., & Minelli E., *Skill(mis)match for the future work: perspectives and suggestions from the case of the “Euroregion Insubria”.* Paper accepted, presented and discussed at the XXIII Workshop dei Docenti e Ricercatori di Organizzazione Aziendale, “Managing the unexpected” organized by the University of Brescia – Department of Economics and Management, 26-27 May 2022.

Stan, R., & Minelli E., *The institutional logics governing the process of peer reviewing academic research: the role of the editor.* Paper accepted, presented and discussed at the XXIII Workshop dei Docenti e Ricercatori di Organizzazione Aziendale, “Managing the unexpected” organized by the University di Brescia – Department of Economics and Management, 26-27 May 2022.

Afeltra G., & Minelli E., *Dynamic capabilities to manage innovation towards sustainability and their antecedents: empirical evidence from Italian manufacturing firms.* Paper accepted, presented and discussed at the XXIII Workshop dei Docenti e Ricercatori di Organizzazione Aziendale, “Managing the unexpected” organized by the University di Brescia – Department of Economics and Management, 26-27 May 2022.

Za S., Minelli E., & Resca A., *Publication trends in Organization Studies in Italy: a discussion about higher education policies and rankings.* Paper accepted, presented and discussed at the ItAIS 2021 conference, organized by the University of Trento, 15-16 October 2021.

Stan M.R., & Minelli E.A., *Change through the Lenses of Institutional Logic: A Systematic Literature Network Analysis.* Paper accepted, presented and discussed at the ItAIS 2021 conference, organized by the University of Trento, 15-16 October 2021.

Za S., Minelli E., & Resca A., *Publication trends in Organization Studies in Italy discussing higher education institution ranking.* Paper accepted, presented and discussed at the XXI Workshop dei docenti e ricercatori di Organizzazione aziendale “Organizing for what? Meaning and purpose in human action”, organized by the University of Genoa, 10-11 September 2021.

- Comerio N., Minelli E., & Sebastiano A., *Bank and technology: a disruptive change in HRM?* Paper accepted, presented and discussed at the *XXI Workshop dei docenti e ricercatori di Organizzazione aziendale "Organizing for what? Meaning and purpose in human action"*, organized by the University of Genoa, 10-11 September 2021.
- Stan R., & Minelli E., *Change through the Lenses of Institutional Logic: A Systematic Literature Network Analysis*. Paper accepted, presented and discussed at the *XXI Workshop dei docenti e ricercatori di Organizzazione aziendale "Organizing for what? Meaning and purpose in human action"*, organized by the University of Genoa, 10-11 September 2021.
- Minelli E., *Institutional entrepreneurship and QA: The Italian case*. Paper accepted, presented and discussed at the 37th EGOS Colloquium "Organizing for an Inclusive Society: Meanings, Motivations and Mechanisms", organized by VU University Amsterdam, 8-10 July 2021.
- Bertolotti F., Iocoro A., Mari L., Minelli E., Ravarini A., & Stan M.R., *The Italian Academic Research System and its Evaluation: a Conceptual Framework Inception*. Paper accepted, presented and discussed at the XVII Conference of the Italian Chapter of AIS ItAIS, *Organizing in a digitized world: Diversity, Equality and Inclusion*, organized by the Università degli Studi "G. D'Annunzio" of Chieti-Pescara, 16.17 October 2020.
- Minelli E., *Logics contradictions and institutional entrepreneurship: Insights into the Italian HE system*. Paper accepted, presented and discussed at the 36<sup>th</sup> EGOS Colloquium "Organizing for a sustainable future: responsibility, renewal & resistance", organized by Universität Hamburg, 30 June --4 July 2020.
- Ciano M.P., Strozzi F., Minelli E., Pozzi R., & Rossi T., *The link between lean and human resource management or organizational behaviour: a bibliometric review*. Paper accepted, presented and discussed at the XXIV Summer School "Francesco Turco" – Industrial Systems Engineering organized by the Università degli Studi di Brescia, September 2019.
- Comerio N., Minelli E., Torchia E., & Sottrici F., *Cross-border commuters: how to properly segment them? A preliminary framework of analysis*. Paper accepted, presented and discussed at the 52<sup>nd</sup> International Business Conference "Improving organizations through business research" organized by Liuc-Università Cattaneo, 4<sup>th</sup> July 2019.
- Comerio N., Minelli E., Torchia E., & Sottrici F., *Skill-mismatch and the relationship between skills and jobs. The case of the Insubria cross-border area*. Paper accepted, presented and discussed at the 52<sup>nd</sup> International Business Conference "Improving organizations through business research" organized by Liuc-Università Cattaneo, 4<sup>th</sup> July 2019.
- Comerio N., Minelli E., & Urbinati A., *The role of human capital in the digital transition towards Industry 4.0*. Discussion abstract accepted, presented and discussed at the XIX Workshop dei docenti e ricercatori di Organizzazione aziendale "Identity and Pluralism Across Organizational Studies and Practices", organized by the University of Palermo, 7-8 February 2019.
- Guerini, C., Minelli, E. & Ravarini, A., *Do-it-Yourself with digital: a women's world?* Paper accepted, presented and discussed at the XV ItAIS CONFERENCE OF THE ITALIAN CHAPTER OF AIS - LIVING IN THE DIGITAL ECOSYSTEM: TECHNOLOGIES, ORGANIZATIONS AND HUMAN AGENCY, organized by the Università degli Studi di Pavia, 12-13 October 2018.
- Guerini, C., Minelli, E. & Ravarini, A., *Women and Technologies: Towards a Gendered Profile of Digital Do-It-Yourself Workers?* Paper accepted, presented and discussed at the 10<sup>th</sup> International Joint

*Conference on Knowledge Discovery, Knowledge Engineering and Knowledge Management (IC3K 2018)*, organized by the University of Seville (Spain), 18-20 September 2018.

Lazarotti V., Minelli E., & Morelli C., *Socio-emotional wealth and successful generational transition in family business: the role of contextual factor*. Discussion abstract accepted, presented and discussed at the *XIX Workshop dei docenti e ricercatori di Organizzazione aziendale "The resilient organization: design, change and innovation in the globalized economy"*, organized by the Università Cattolica del Sacro Cuore in Rome, 15-16 February 2018.

Minelli E., & Morelli C., *Becoming an entrepreneur: a "push" or a "pull" choice?* Discussion abstract accepted, presented and discussed at the *XVIII Workshop dei docenti e ricercatori di Organizzazione aziendale "Organizing between reality and appearance in times of change"*, organized by the University of Pisa, 16-17 February 2017.

Guerini C., & Minelli E., *Knowledge-Oriented Technologies & --Network Marketing Direct Selling Organizations (NMDSO). Some Preliminary Insights into the Nature and the Goals of Shared Knowledge*. Paper accepted, presented and discussed at the 2<sup>nd</sup> International Workshop on the design, development and use of Knowledge IT Artifacts in professional communities and aggregations. Knowledge Artifacts as resources in the maker and DIY communities - KITA 2016, organized by the University of Porto, Portugal, 9-11 November 2016.

Minelli E., & Morelli C., *Entrepreneurs from managers: Careers at the "intersection of societal history and individual biography"*. Paper accepted, presented and discussed at the 32<sup>nd</sup> EGOS Colloquium "Organizing in the Shadow of Power", organized by the Università Federico II of Naples, 6-9 July 2016.

Minelli E., & Morelli C., *Human resource management in Italian SME: opportunities and weaknesses*. Discussion abstract accepted, presented and discussed at the *XV Workshop dei docenti e ricercatori di Organizzazione aziendale "Organising for growth: theories and practices"*, organized by the University of Udine, 27-28 March 2014.

Rebora G., & Minelli E., *An integrative conceptual framework of organisational change: a 'triple helix' model*. Showcase Symposium, Research in Organization Change and Development: trajectories and Insights of ROCD Volume 20 Authors. Academy of Management Conference, Boston (USA), 3-7 August 2012.

Lepori B., Montauti M., & Minelli E., *Enacting institutional logics in organizational practices. The case of budgeting in universities*. Paper presented and discussed at the 28th EGOS Colloquium "Design!?", organized by Aalto University & Hanken School of Economics, Helsinki (Finland), 5-7 July 2012.

Minelli E., & Morelli C., *Women and Work: An Empirical Study of Female Company Heads' Style of Management*. Paper accepted, presented and discussed at the 28th EGOS Colloquium "Design!?", organized by Aalto University & Hanken School of Economics, Helsinki (Finland), 5-7 July 2012.

Minelli E., & Morelli C., *Practices of women entrepreneurs: an Italian overview*. Paper accepted, presented and discussed at the 12th EURAM Conference "Social Innovation for Competitiveness, Organizational Performance and Human Excellence", held in Rotterdam, 6-8 June 2012.

Minelli E., Morelli C., & Samek Lodovici M., *HRM practices in high-tech sectors and their impact on gender structure*. Paper accepted, presented and discussed at the *XIII Workshop of the Researchers in Organisation "Desperately seeking performance in organizations"*, held at the University of Verona (Italy), 28-29 May 2012.

- Minelli E., Reborà G., & Turri M., *The choice between two competing concepts and roles of evaluation*. Paper accepted, presented and discussed at the *32nd Annual EAIR FORUM* held in Valencia (Spain), 1-4 September 2010.
- Minelli E., Reborà G. & Turri M., *Why do controls fail? Comparing answers from literary creativity and from organisational research*. Paper accepted, presented and discussed at the *26th EGOS Colloquium "Waves of globalisation: repetition and difference in organizing in the time and space"*, held in Lisbon (Portugal), 1-3 July 2010.
- Minelli E., Morelli C., & Reborà G., *La gestione dei manager in una prospettiva teorica critica (Management of managers: a critical perspective of analysis)*. Paper accepted, presented and discussed at the *XI Workshop of the Researchers in Organisation "Uncertainty, Creativity and Rationality in Organizations"*, held at the University of Bologna (Italy), 16-18 June 2010.
- Minelli E., Reborà G., & Turri M., *Change management in a State University: An Italian case study*. Paper accepted, presented and discussed at the *9th EURAM Conference "Renaissance & Renewal in Management Studies"*, held in Liverpool, 11-14 May 2009.
- Minelli E., & Turri M., *Come avviene il cambiamento? I risultati di un'analisi sul Politecnico di Torino (How does change happen? The results from an analysis of the Polytechnic of Turin)*. Paper accepted, presented and discussed at the *X Workshop of the Researchers in Organisation "Per lo sviluppo, la competitività e l'innovazione del sistema economico: il contributo degli studi di organizzazione aziendale" (Development, competitiveness and innovation of the economic system. The contribution of organisational studies)*, held at the University of Cagliari (Italy), 29-30 April 2009.
- Minelli E., Reborà G., & Turri M., *Governance and evaluation in the Italian University system: an analysis of the Italian experience*. Paper accepted, presented and discussed at the *3rd EUA Quality Assurance FORUM* held at the Corvinus University in Budapest, 20-22 November 2008.
- Minelli E., Reborà G., & Turri M., *Change management in universities: a case study of the Polytechnic of Turin*. Paper accepted, presented and discussed at the *30th Annual EAIR FORUM* held in Copenhagen, 24 - 27 August 2008.
- Minelli E., Reborà G. & Turri M., *Change management in complex organisations: a comparison of five Italian case studies*. Paper accepted, presented and discussed at the *24th EGOS Colloquium "Upsetting Organisation"*, held in Amsterdam, 9-12 July 2008.
- Minelli E., Reborà G. & Turri M., *Peer review practices in the research field: Light and shade of the Italian experience (1997-2007)*. Paper accepted, presented and discussed at the Workshop *Peer Review Reviewed: The International Career of a Quality-control Instrument and New Challenges - Workshop Series: "Dialogues between organizational theory and the social sciences"*, organised by EGOS in collaboration with WZB, held 24-25 April 2008 at the Wissenschaftszentrum Berlin für Sozialforschung, Berlin.
- Minelli E., & Reborà G., *Il valore della differenza: le politiche di age management alla prova delle esperienze aziendali (The value of differences. The company experience of age management policies)*, Paper accepted, presented and discussed at the *IX Workshop of the Researchers in Organisation "L'organizzazione fa la differenza?" (Does organisation make the difference?)*, held at the Università Cà Foscari, Venice (Italy), 7-8 February 2008.

- Minelli E., Rebora G. & Turri M., *The fifteen-year evaluation experience in Italian universities with its crisis factors and a desire for Europe*. Paper accepted, presented and discussed at the *2nd European Quality Assurance Forum*, 15 – 17 November 2007, Rome, Italy,
- Minelli E., Martone A., & Morelli C., *The “glocalization” of Italcementi Group by introducing sap. A systemic reading of a case of organizational change*. Paper accepted, presented and discussed at the *4<sup>th</sup> Italian Conference of the Italian Chapter of AIS*, held in Venice (Italy), Isola di San Servolo, 3-4 October 2007.
- Minelli E., Rebora G. & Turri M., *How can evaluation fail? The case of Italian universities*. Paper accepted, presented and discussed at the *29<sup>th</sup> EAIR Forum “In search of identity. Dilemmas in higher education”*, held in Innsbruck, 26 - 29 August 2007.
- Minelli E., & Rebora G. *L’inerzia organizzativa: comprenderne le ragioni per gestire il cambiamento (Resistance to change. Understanding the reasons to manage change)*. Paper accepted, presented and discussed at the *VIII Workshop of the Researchers in Organisation*, held at the Università degli Studi of Modena and Reggio Emilia, 8 - 9 February 2007.
- Minelli E., Rebora G. & Turri M., *Dynamic concept of teaching and learning quality in higher education*. Paper accepted, presented and discussed at the *28<sup>th</sup> EAIR Forum “The Organising Society”*, held in Rome, 30 August - 1 September 2006.
- Minelli E., Rebora G. & Turri M., *The risk of failure of control systems and evaluation in public administration*. Paper accepted, presented and discussed at the *22<sup>nd</sup> EGOS Colloquium: “The Organising Society”*, held in Bergen (Norway) 6 - 8 July 2006.
- Minelli E., *Applicazioni di un modello sistemico di lettura del cambiamento: casi a confronto. (The adoption of a systemic framework of interpretation of change in companies)*. Paper accepted, presented and discussed at the *Workshop “Il change management nelle imprese e nelle pubbliche amministrazioni” (Change management in enterprises and public administrations)*, held at Università Carlo Cattaneo – LIUC, Castellanza, 5 - 6 June 2006.
- Minelli E., Rebora G. & Turri M., *Management style and business characteristics: an empirical explorative study of Italian company heads*. Paper accepted, presented and discussed at the *6th International Conference of the European Academy of Management. Energizing European Management*, held in Oslo, Norway, 17 - 20 May 2006.
- Minelli E., Rebora G. & Turri M., *How evaluation practice contributes to the enhancement of university research. An analysis of the recent Italian experience in the European context*. Paper accepted, presented and discussed at the *2<sup>nd</sup> Workshop on the Process of Reform of University Systems: “University reform and sustainable economic competitiveness: which link?”*, held at the Fondazione Cini, Venice (Italy), 4 - 6 May 2006.
- Minelli E., Morelli C., & Turri M., *Women’s style of leadership: an empirical study*. Paper accepted, presented and discussed at the *Fourth International Annual Conference on Leadership Research*, Lancaster University, 12 - 13 December 2005.
- Minelli E., Rebora G., & Turri M., *The risk of failure of controls: the exam of two Italian public sectors. Evaluate or measure results*. Paper accepted, presented and discussed at the *3<sup>rd</sup> Conference on performance measurement and management control improving organizations and society*, held in Nice (France), 22 - 23 September 2005.

- Minelli E., Rebori G. & Turri M., *Evaluate or measure results. The university case*. Paper accepted, presented and discussed at the *European Academy of Management. Responsible Management in an Uncertain World*, held in Munich, 4 - 7 May 2005, at the Technische Universität München.
- Croce D., Minelli E., Porazzi E., Rebori G., & Turri M., *Patterns of leadership and management in Italian health care organizations: a comparison with other companies' heads*. Paper accepted, presented and discussed at the *Ninth International Research Symposium on Public Management IRSPM IX*, held at SDA Bocconi, Milan, 6 - 8 April 2005.
- Minelli E., Rebori G., & Turri M., *Valutare o misurare i risultati? il caso dell'università*. Paper accepted, presented and discussed at the *VI Workshop of the Researchers in Organisation "Organizzare a Misura d'Uomo" (Organising on a human scale)*, held at the Università Cattolica del Sacro Cuore of Milan, 3 - 4 February 2005.
- Minelli E., Rebori G., & Turri M., *Evaluation in universities: the organizational impact*. Paper accepted, presented and discussed at the *Sixth Conference of European Evaluation Society*, held in Berlin, 30 September – 2 October 2004.
- Minelli E., Rebori G., & Turri M., *Il contributo della valutazione al governo e al management dell'università (The contribution of evaluation to governance and management of universities)*. Paper accepted, presented and discussed at the *Convegno AIDEA 2004 La riconfigurazione dei processi decisionali nel quadro evolutivo della competizione (The reconfiguration of decision processes in the evolutionary frame of competition)*, held at the Università degli Studi of Catania (Italy), 7 - 8 October 2004.
- Minelli E., Rebori G., & Turri M., *Evaluation and quality assessment in universities: study of organizational impact*. Paper accepted, presented and discussed at the *7th Toulon – Verona Conference Quality in services higher education, health care, local government*, held at the Université du Sud Toulon – Var (France), 2 – 3 September 2004.
- Rebori G., Minelli E., & Turri M., *The evaluation as central element of the reform process* Paper accepted, presented and discussed at the *Workshop on the process of reform of the university across Europe-EIASM*, held at the Università degli Studi of Siena (Italy), 24 - 26 May 2004.
- Giani M., Minelli E., & Turri M., *Nuove metodologie di analisi del valore pubblico: Una applicazione al mercato del lavoro (New methodologies of analysis of public value. Application to the labour market)*. Paper accepted, presented and discussed at the *1st National Workshop of the the review "Azienda Pubblica": "L'innovazione nel Governo e nel Management dei Sistemi di Pubblica Amministrazione" (Innovation in governance and management of public administration systems)*, held on 20 May 2004 at the Università Carlo Cattaneo – LIUC, Castellanza (Italy).
- Rebori G., Minelli E., & Turri M., *Profili di management e leadership nelle aziende italiane (Profiles of managers and leaders in Italian companies)*. Paper accepted, presented and discussed at the *International Conference Organizations today*, held at the Università degli Studi of Cagliari (Italy), 5 - 7 June 2003.

### **Working Papers**

- Minelli E., Morelli C., Strada G.M. (2016), *Da manager a imprenditore in tempi di Jobs Act. Ricerca sulla transizione di carriera da manager a imprenditore*, Liuc papers, Serie Economia Aziendale 42, n.292, ISSN: 1722-4667

Minelli E., Reborra G., Turri M. (2005), *University and evaluation: a case study of the organizational impact*, Liuc papers, Serie economia e istituzioni 17, n. 166.

Minelli E., Reborra G., Turri M. (2005), *Valutare o misurare i risultati? Il caso dell'università*, Liuc Papers, Serie Economia aziendale 22, n. 165.

Reborra G., Minelli E., Turri M. (2003), *Profili di management e leadership nelle aziende italiane*, Liuc Paper, Serie Economia Aziendale 14, n. 124.

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#### PROFESSIONAL AFFILIATIONS

**ASSIOA-Associazione Italiana di Organizzazione Aziendale**, 2014-Present

I have been a member of ASSIOA since its establishment.

**EGOS - European Group for Organizational Studies.**

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#### PROFESSIONAL SERVICE

**Conference Co-chair ITAIS 2025**, LIUC-Università Cattaneo

[Home - ItAIS 2025](#)

**Organizer of EGOS 2024 Sub-Plenary 1-6**

[Sub-Plenary 1-6: Research Evaluation at the Crossroads of Science: The Effects and Implications of the Machinery of Research Evaluation](#)

*Organizers:* Eliana Minelli & Maria Rucsandra Stan

*Panelists:* Lars Engwall, Alis Oancea, Emanuela Reale & Alesia Ann Zuccala

**Convenor WOA 2024**-Paper Session G, Università degli studi di Milano-Bicocca, July 3 – 2024

**Chair of the Performance Management-1** Track at the XIX Workshop dei docenti e ricercatori di Organizzazione aziendale "Identity and Pluralism Across Organizational Studies and Practices", organized by the University of Palermo, 7-8 February 2019.

**Program Chair** of the 52nd International Business Conference "Improving organizations through business research" organized by Liuc-Università Cattaneo, 4th July 2019.

#### Peer-Reviewed Articles for:

- Higher Education Policy
- International Journal of Innovation and Technology Management
- Gender in Management
- Employee Responsibility and Rights Journal
- Cybernetics and Systems
- Applied psychology

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#### LANGUAGES

**Italian:** Native Language

**English:** Fluent Reading and Writing

**French: Intermediate Reading and Writing**

**BUSTO ARSIZIO, 6<sup>TH</sup> MAY 2026**