

# Dr. Alessandra Lazazzara

Curriculum Vitae, Research Projects & Publications



## PERSONAL INFORMATION

Name **Lazazzara Alessandra**  
Address Department of Social and Political Sciences  
University of Milan  
Via Conservatorio, 7  
20122 Milano  
Mobile Phone +39 3208163102  
E-mail [alessandra.lazazzara@unimi.it](mailto:alessandra.lazazzara@unimi.it)

## RESEARCH AND TEACHING EXPERIENCE

- Dates November 2017-present
- Name of Employer University of Milan, Via Conservatorio, 7, 20122 Milano
- Position **Assistant professor of Organization and HRM**
  
- Dates May 2012-May 2017
- Name of Employer University of Milano-Bicocca, Piazza dell'Ateneo Nuovo, 1, 20126 Milano, Italy
- Position **Postdoctoral fellow in Organization Studies**
  
- Dates October 2015 – October 2017
- Name of Employer University of Milano-Bicocca, Piazza dell'Ateneo Nuovo, 1, 20126 Milano, Italy
- Position **Adjunct professor of Training methods in the Master's degree program "Training and Development of Human Resources"**
  
- Dates May 2008 – present
- Name of Employer Bicocca Training and Development Center, University of Milano-Bicocca, Piazza dell'Ateneo Nuovo, 1, 20126
- Position **Research assistant**
  
- Dates April 2011 - October 2017
- Name of Employer University of Milano-Bicocca, Piazza dell'Ateneo Nuovo, 1, 20126
- Position **Instructor for Organizational Behavior workshops**
  
- Dates April 2009 – June 2009; March 2011 - May 2011
- Name Employer University of Milano-Bicocca, Piazza dell'Ateneo Nuovo, 1, 20126 Milano, Italy
- Position **Online tutor of the e-learning course on Human Resources Management and Organization** (Course Instructor: Professor F. Paoletti).
  
- Dates May 2008 – September 2008;
- Name of Employer University of Milano-Bicocca, Piazza dell'Ateneo Nuovo, 1, 20126 Milano, Italy
- Position **Research assistant** for the Cranet Survey on human resource management project (funded by Lombardy Region)
  
- EDUCATION**
- Dates January 2009 – January 2012
- Institution Università degli studi di Milano - Bicocca, Department of Human Science
- Qualification awarded PhD in Organization Studies

- Dates 15 September 2014 – 19 September 2014
- Institution AIDEA - Italian Academy of Business Administration and Management, Capri, Italy
- Course Summer School on research methods in management studies (23,5h)
  
- Dates 21 July 2014 – 01 August 2014
- Institution Essex Summer School in Social Science Data Analysis and Collection, University of Essex, UK
- Course Causal Models and Structural Equations (35hrs)
  
- Dates February 2011- July 2011
- Institution Netherlands Interdisciplinary Demographic Institute (NIDI), Lange Houtstraat 19, NL-2511 CV The Hague
- Qualification Visiting doctoral researcher
  
- Dates July 2009; July 2010
- Institution Unical Summer School in Research Methods for the Social Sciences, SDIPA – Scuola di Direzione per le imprese e la pubblica amministrazione, University of Calabria, Italy.
- Course Econometric Analysis (40hrs); Multivariate Analysis (40hrs)
  
- Dates November 2005 – March 2008
- Institution Università degli studi di Milano - Bicocca, Department of Human Sciences
- Qualification awarded Master's Degree in Organizational Training and Consulting, Laurea Magna cum Laude
  
- Dates September 2002 – November 2005
- Institution Università degli studi di Firenze, Department of Human Sciences
- Qualification awarded Bachelor's degree in Media Trainer

**PERSONAL SKILLS AND COMPETENCES**

- Mother tongue Italian
- Other Languages English
- Computer skills and competences Microsoft Office package, SPSS, STATA, MPLUS  
- SPSS, STATA

**ACADEMIC GRANTS & AWARDS**

- May 2012 – present Research funding granted by the Italian Ministry of Education, University and Research.
- Jan 2009 –Dec 2011 Full Ph.D. scholarship granted by the Italian Ministry of Education, University and Research.
- 2015 Special Award “Best Conference Paper” at XII Conference of the Italian Chapter of AIS (Itais2015), Rome (Italy)
- 2015 Best Paper Award of the Information and Communication Technologies in Organizations and Society Conference (ICTO), 12-13 March 2015, Paris, France

**PROFESSIONAL SERVICES**

**REVIEWING**

**JOURNALS**

- 2013- present Editorial board's member of The International Journal of Human Resource Management
- 2016 Ad hoc reviewer Journal of Theoretical and Applied Electronic Commerce Research, Baltic Journal of Management

- 2015 Ad hoc reviewer Industrial Health
- CONFERENCES**
- 2016 European Academy of Management (EURAM) Reviewer, SIG Innovation
  - 2015 Academy of Management Conference Reviewer, HR & OB Divisions
  - 2015- present European Conference on Information Systems (ECIS); Conference of the Italian Chapter of AIS (ITAIS); Information and Communication Technologies in Organizations and Society (ICTO) Reviewer.

## ACADEMIC ASSOCIATION

- 2016 European Academy of Occupational Health Psychology
- 2015 Academy of Management
- 2015 European Association of Work and Organizational Psychology (EAWOP)
- 2013 – present Association for Information Systems (AIS)
- 2008- present Member of CRANET, the Cranfield Network on Comparative Human Resource Management dedicated to the international comparison of management practices
- 2009 – 2010 Strategic Management Society

## RESEARCH PROJECTS

- 2012- 2017 Generation mix and evolution of HR System (Postdoctoral fellowship)
- 2015 Motivation and diversity at work, Wise Growth
- 2014-2015 Global survey on diversity management, Enel Foundation, together with prof. Luca Solari, University of Milan
- 2014-2015 Cranet Survey on Comparative Human Resource Management – Italy (Cranfield Network on International Human Resource Management)
- 2014 - 2015 Job crafting, Bicocca Training & Development Centre
  - 2014 Apprenticeship in Europe, Entreprise & Personnel
  - 2014 Generations at work, Wise Growth
  - 2013 The evolution of industrial relations across Europe, Entreprise & Personnel
  - 2013 Social Leadership, Bicocca Training & Development Centre
  - 2012 Quality of Work: How does it matter in Europe?, Entreprise & Personnel
  - 2012 Managing an extended working life, Entreprise & Personnel
  - 2009 Cranet Survey on Comparative Human Resource Management, – Italy (Cranfield Network on International Human Resource Management)

## PUBLICATIONS

### PEER REVIEWED JOURNAL PUBLICATIONS

- Prus I., Nacamulli R., **Lazazzara A.** (2017). Disentangling workplace innovation: a systematic literature review. *Personnel Review* [Special Issue on Human Resources & Workplace Innovations: Practices, Perspectives and Paradigms], 46(7), pp. 1254 - 1279 ISSN: 0048-3486
- Ghiringhelli C., **Lazazzara, A.** (2016). The role of Training & Development in sustaining effective virtual teams: A Blended Learning Approach, *EAI Endorsed Transactions on e-Learning*, 3(12):e4. ISSN: 2032-9253 doi: 10.4108/eai.2-12-2016.151718
- Lazazzara A.** (2015). Le influenze nazionali e culturali nel diversity management. Un confronto tra Italia, Francia, Svezia, Germania e Regno Unito. *Studi Organizzativi*, 2:74-100.
- Bombelli M.C., **Lazazzara A.** (2014). Superare il Diversity Management. Come alcune terapie rischiano di peggiorare le malattie organizzative. *Sociologia del Lavoro*, 134:169-188.
- Lazazzara A.**, Karpinska K., Henkens K. (2013). What factors influence training opportunities for older workers? Three factorial surveys exploring the attitudes of HR professionals, *The International Journal of Human Resource Management*, 24(11): 2154-2172.
- Lazazzara A.**, Bombelli M.C. (2011). HRM Practices for an Ageing Italian Workforce: The Role of Training. *Journal of European Industrial Training*, 35: 808–825.
- The paper has been reviewed in in (2012). Italy's ageing workforce: Improving HRM practices can prevent skills shortages. *Development and Learning in Organizations*, 26(3):22-24.

### PEER REVIEWED BOOK CHAPTERS WITH INTERNATIONAL PUBLISHERS

- Lazazzara A.**, Galanaki, E. (2018) E-HRM adoption and usage: a cross-national analysis of enabling factors. In: Rossignoli C., Virili F., Za S. (eds.) *Digital technology and organizational change: Reshaping technology, people, and organizations towards a global society*, Lecture Notes in

Information Systems and Organisation, vol 23, p.125-140, Springer, Cham, ISBN: 978-3-319-62050-3  
DOI [https://doi.org/10.1007/978-3-319-62051-0\\_11](https://doi.org/10.1007/978-3-319-62051-0_11).

**Lazazzara A.**, Ghiringhelli C. (Forthcoming). Strategic HRM and e-HRM adoption: an empirical study. In: Harfouche A., Cavallari M. (eds), *The Social Relevance of the Organisation of Information Systems and ICT*, Springer International Publisher.

Ghiringhelli, C., **Lazazzara A.** (2016). Perceived training needs for effective virtual teams: an exploratory study. In: D'Ascenzo F., Magni M., **Lazazzara A.**, Za S. (eds.), *Blurring the boundaries through digital innovation. Individual, organizational, and societal challenges*, Lecture Notes in Information Systems and Organisation, vol 19, p.20-34, Springer International Publisher. ISBN: 978-3-319-38973-8, doi:10.1007/978-3-319-38974-5\_3

**Lazazzara A.**, Za S. (2016). How subjective age and age similarity foster organizational knowledge sharing: a conceptual framework. In: Ricciardi F., Harfouche A. (eds.), *Information and Communication Technologies in Organizations and Society. Past, Present and Future Issues*, Springer (pp. 177-190). ISBN: 978-3-319-28906-9, doi:10.1007/978-3-319-28907-6\_11

**Lazazzara A.** (2016). Rethinking organizational culture: the effect of generational differences in work values. In: Panebianco F., Serrelli E. (eds.), *Understanding Cultural Traits. A multidisciplinary perspective on Cultural Diversity*, Springer (pp. 249-271). ISBN:978-3-319-24347-4, doi: 10.1007/978-3-319-24349-8\_14

**Lazazzara A.**, Ghiringhelli C. (2015). Developing Social Leadership: Cultural and Technological Influences. In: Mola L., Pennarola F., Za S. (eds), *From Information to Smart Society - Environment, Politics and Economics*, Springer (pp. 31-47). ISBN: 978-3-319-38973-8, doi:10.1007/978-3-319-38974-5\_3

#### **EDITED INTERNATIONAL BOOK**

D'Ascenzo F., Magni M., **Lazazzara A.**, Za S. (eds.) (2016). *Blurring the boundaries through digital innovation. Individual, organizational, and societal challenges*, Springer.

#### **BOOK CHAPTERS WITH NATIONAL PUBLISHERS**

**Lazazzara A.** (2016). Il job crafting nelle aziende italiane: come e perché. In: (a cura di): Ghiringhelli C., *Job Crafting: diventare artigiani del proprio lavoro*. p. 25-39, Milano:Ledizioni LediPublishing, ISBN: 978-88-6705-564-7

**Lazazzara A.** (2014). Uno sguardo sull'Europa. In Daft R.L., *Organizzazione aziendale*. Quinta edizione. Apogeo-Maggioli.

**Lazazzara A.** (2013). Quanto contano i valori in azienda? Differenze e analogie nei valori e negli atteggiamenti delle generazioni verso il lavoro. In: Bombelli M. C. (a cura di), *Generazioni in azienda. Se gioventù sapesse, se vecchiaia potesse*, (pp. 111-135). Milano: Guerini e Associati.

**Lazazzara A.** (2013). Il disegno della ricerca sulla convivenza generazionale in azienda. In: Bombelli M. C. (a cura di), *Generazioni in azienda. Se gioventù sapesse, se vecchiaia potesse*, (pp. 97-110). Milano: Guerini e Associati.

**Lazazzara A.**, Quacquarelli B. (2011). Il ruolo del brand nella formazione: la costruzione di un'identità condivisa. In Boldizzoni D., Nacamulli R.C.D. (a cura di), *Oltre l'Aula 2a edizione*. Milano: Apogeo.

#### **PROCEEDINGS OF INTERNATIONAL CONFERENCES**

**Lazazzara A.**, Nacamulli R.C.D, Prus I. (2016), Design-based corporate entrepreneurship: the case of McDonald's service innovation. 32nd EGOS Colloquium, Sub-theme Multinationals and Entrepreneurship, 7th–9<sup>th</sup> July, Naples, Italy.

Quacquarelli B., **Lazazzara A.** (2016), Gender differences and motivation to lead: how role characteristics and training and development practices influence career choice. 32nd EGOS Colloquium, Sub-theme Powering Inequality: The Impact of Organizational Practices on Individual Employment Outcomes, 7th–9<sup>th</sup> July, Naples, Italy.

**Lazazzara A.**, Tims M., Bakker A. (2016), Exploring the relationship between job crafting and work engagement from a cross-cultural perspective: Comparing Italy and The Netherlands. 12<sup>th</sup> European Academy of Occupational Health Psychology, "OHP in Times of Change: Society and the workplace", 11<sup>th</sup>-13<sup>th</sup> April, Athens, Greece.

**Lazazzara A.**, Ghiringhelli C. (2016). Strategic HRM and e-HRM adoption: an empirical study. ICTO 2016: Information and Communication Technologies in Organizations and Society, Paris (France), 3-4- March 2016.

Ghiringhelli, C., **Lazazzara A.**, Perceived training needs for effective virtual teams: an exploratory study. XII Conference of the Italian Chapter of AIS (Itais2015), "Reshaping Organizations through Digital and Social Innovation", 9th - 10th October, 2015 Rome (Italy). The paper won the Best Paper Conference Award.

**Lazazzara A.**, Quacquarelli B. (2015). Intergenerational conflict in the workplace: the influence of work value orientation. The 8th annual EUROMED Academy of Business Conference, Verona (Italy), 16-

18 September 2015

- Lazazzara A.**, Quacquarelli B., Ghiringhelli C., Nacamulli R.C.D. (2015). The effect of autonomy, skill variety, organizational learning culture and HRM on job crafting. The 75th Annual Meeting of the Academy of Management, Academy of Management Proceedings - Vancouver, British Columbia, Canada, August 7-11, 2015
- Lazazzara A.**, Quacquarelli B., Ghiringhelli C. (2015). The role of organizational learning culture in stimulating job crafting. The 17th European Congress of Work and Organizational Psychology: Respectful and effective leadership. Managing people and organizations in turbulent times, Oslo, Norway 20–23 May 2015
- Lazazzara A.**, Za S. (2015). How subjective age and age similarity foster organizational knowledge sharing: a conceptual framework. ICTO 2015: The Past, Present, and Future of Information and Communication Technologies in Organizations and Society, Paris (France) 12 - 13 March 2015. The paper won the Best paper award ICTO 2015.
- Lazazzara A.**, Ghiringhelli C. (2013). Developing Social Leadership: Cultural and Technological Influences. In Empowering society through digital innovations. Conference proceedings, X Conference of the Italian Chapter of AIS (Itais2013), Milan (Italy), December, ISBN 978-88-6685-007-6.
- Lazazzara A.** (2011). Formazione e benessere dei lavoratori anziani: analisi multilivello delle attitudini dei professionisti HR. In Atti Giornate Nazionali di Psicologia Positiva - V Edizione "Il Benessere nel Quotidiano. Ricerche e Pratiche a confronto", 11-12 Novembre 2011, Università degli Studi di Milano Bicocca, Milano, Italia.
- Lazazzara A.**, Karpinska K., Henkens K. (2011). Training for older workers: which factors do influence desirability? A factorial study of Italian HR professionals' attitudes, International seminar Learning later in life – uncovering the potential of investing in an ageing workforce, European Commission and Cedefop, Brussels, Belgium, 21-22 September 2011.

## RESEARCH REPORT

- Nacamulli R.C.D., Ghiringhelli C., **Lazazzara A.**, Quacquarelli B., Prus, I. (2015) La gestione delle Risorse Umane in Italia. Report dei risultati della ricerca Cranet 2015. Bicocca Training & Development Centre, Università degli Studi di Milano-Bicocca, Milano.
- Hammerman, A., Marangozov, R., Marvell, R., Prus, I., **Lazazzara A.**, Lopez, M.N., Bastien, A. (2015), La migration professionnelle et ses consequences pour les pratiques RH, Panorama Series, N. 3303, Juillet, Paris: Entreprise & Personnel.
- Lazazzara A.**, Ghiringhelli C., Quacquarelli B., Nacamulli R.C.D. (2015). Job Crafting: diventare artigiani del proprio lavoro. Bicocca Training & Development Centre, Università degli Studi di Milano Bicocca, Milano.
- Broughton A., Newton B., **Lazazzara A.**, Stettes O., Jacquemet S., Isken J., Lehugeur T., Masingue B. (2014), Pratices and Evolutions in Apprenticeship Training Policies in Europe, Panorama Series, N.319. March, Paris: Entreprise & Personnel.
- Broughton A., **Lazazzara A.**, Nacamulli R. C., Lesch H., Stettes O., Lopez M. N., Rescourio-Gilabert M. (2013). Improving businesses' competitiveness: Recent changes in collective bargaining in 4 European countries (France, Germany, Italy, United Kingdom). Panorama Series, N. 318A, December, Paris: Entreprise & Personnel.
- Ghiringhelli C., **Lazazzara A.** (2013). Social leadership. Come i social media cambiano il modello di leadership nelle organizzazioni. Bicocca Training & Development Centre, Università degli Studi di Milano Bicocca, Milano.
- Wilson S., **Lazazzara A.**, Stettes O., Lopez M. N., Bastien A., Lau J. (2013). Quality of Work: How does it matter in Europe? A comparative analysis of four EU states. Panorama Series, N. 309A, February, Paris: Entreprise & Personnel.
- Lucy D., Broughton A., **Lazazzara A.**, Stettes O., Le Boulaire M., Tran X. (2012). Managing Extended Working Life. Panorama Series, N. 303, June, Paris: Entreprise & Personnel.
- Nacamulli R.C.D., Paoletti F., Ghiringhelli C., **Lazazzara A.** (2009). La gestione delle risorse umane in Italia. Risultati della Ricerca Internazionale Cranet 2009, Bicocca Training & Development Centre, University of Milano-Bicocca, Milano.

## CONFERENCE PRESENTATIONS, ORGANIZATION, SEMINARS AND INVITED TALKS

- Workshop "Gender and Generations", "Diversity & Inclusion Day@PwC, 14<sup>th</sup> January 2016, Bologna, Italy
- Cranet HRM Conference (2015), "Engagement o efficienza? I trend nella gestione delle risorse umane", Research results presentation, 1st December 2015, University of Milan Bicocca, Milan, Italy.
- Research report presentation at the Conference Motivazione e diversità: quale leadership per il futuro?, Wise Growth, Milan 6th October 2015.
- Workshop Managing generations at work, Barilla D&I Open Day, Parma (Italy), 25<sup>th</sup> September 2015.
- Research results presentation, together with M.C. Bombelli, Generation Mix in Novartis: Motivazione e specificità individuali, Novartis, Origgio (VA), Italy, 9th February 2015.

Invited speaker at the Workshop La Nuvola Rosa organized by Microsoft, Milan, 20th May 2015. (EmpowerHer).

Research report presentation, together with Ghiringhelli, C., Bicocca Training & Development Centre, University of Milan Bicocca, Milan, Italy, 4th March 2015. (I risultati della ricerca Job Crafting).

Invited speaker at the Career Women's Forum meeting, Geneva, Switzerland, 24 November 2014 ("Generations at work").

Invited speaker at the Business Economics Research Seminar HS 14, University of Zurich, Switzerland 14 October 2014 (Job crafting: scale validation and testing of a new model)

Invited speaker Incontro di Role model – Generazioni a confronto organized by Telecom Italia Group, Milan, 3 June 2014

Workshop presentation, Bicocca Training Lab: La formazione e sviluppo per l'intelligenza sociale, University of Milan Bicocca, Milan, Italy, 27 May 2014 (L'intelligenza sociale nelle organizzazioni: il ruolo nella leadership).

Research report presentation at the Conference Diverse generazioni in azienda, Wise Growth, Milan 9 September 2013. (Le differenze tra le generazioni al lavoro. Struttura della ricerca ed evidenze quantitative).

Discussant seminar Benessere e Lavoro, ICONA, Department of Social and Political Sciences, University of Milan, Milan, 10 June 2013.

Invited speech, together with Bombelli, M.C., at the Workshop La Nuvola Rosa organized by Microsoft, Florence, 17 May 2013. (EmpowerHer).

Research report presentation, together with Ghiringhelli, C., Bicocca Training & Development Centre, University of Milan Bicocca, Milan, Italy, 24 April 2013. (Social Leadership. Come i social media cambiano il modello di leadership nelle organizzazioni.).

Invited speech at the Workshop HR Learning Network ELIS "Ageing Management", Rome, 21 March 2013. (Gestire un ageing workforce: I trend, le sfide e le pratiche).

Research report presentation, Journée d'étude Qualité de vie au travail: quelle signification en Europe? Quels enseignements pour nos entreprises?, Paris, France, 21 February 2013. (La qualité de vie pour une meilleure qualité de vie au travail).

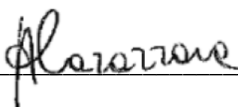
Invited, together with Bombelli, M.C and Quacquarelli, B., to the Annual Roundtable Shanghai Academy of Social Sciences, Shanghai, China, 23-24 November 2012. (Dealing with ageing and the lengthening of the working life: an analysis of four Italian HRM best practices).

Research report presentation, Journée d'étude Manager l'allongement de la durée de vie au travail : quelles politiques, quelles pratiques en Europe?, Paris, France, 27 September 2012. (Quels champs d'action possibles pour combattre les stéréotypes liés à l'âge: un aperçu du paysage européen?).

Workshop presentation, Bicocca Training Lab: Diversamente giovani: lo sviluppo e la formazione dei lavoratori senior, University of Milan Bicocca, Milan, Italy, 18 April 2012 (La formazione dei lavoratori senior: tra mito e realtà).

Milan, 28th November 2017

Signature



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