

CURRICULUM VITAE

ALESSANDRO ZATTONI

JULY 2024

ACADEMIC POSITIONS, VISITING APPOINTMENTS, AND EDUCATION

CURRENT ACADEMIC POSITIONS

Professor of Strategy and Governance

(February 2015-present)

LUISS University

Department of Business and Management

Viale Romania, 32

00197 Rome

Fellow of the European Academy of Management (EURAM)

(2019-present)

President of EURAM

(2022-present)

Board member of International Corporate Governance Society (ICGS)

(2019-present)

Member of the scientific committee of CSR Manager Network

(2021-present)

Member of the scientific committee of Istituto per i Valori di Impresa (ISVI)

(2016-present)

Member of the board of Accademia Italiana di Economia Aziendale (AIDEA).

(2023-present)

President of ICGS

(2020-2022)

Dean - and since 2022 Head - of the Business and Management Department of LUISS University

(October 2017-July 2024)

PREVIOUS ACADEMIC POSITIONS

Full Professor of Business Administration at Parthenope University (September 2005 - January 2015)

Associate Professor of Business Administration at Parthenope University (January 2002-August 2005).

Assistant Professor of Business Administration at Bocconi University (November 2000-December 2001).

VISITING APPOINTMENTS

Visiting Scholar, Sol Snider Entrepreneurial Research Center, Wharton School, University of Pennsylvania, 1996.

Visiting Fellow, School of Accountancy, Faculty of Business at the Queensland University of Technology, from 17/08/2013 to 07/09/2013.

Visiting Fellow, WIAS (Waseda Institute for Advanced Studies), Waseda University, from 01/06/2017 to 30/06/2017.

Visiting professor, Groningen University, from 2020.

EDUCATION

International Teachers Programme (ITP), Manchester Business School (2002).

PhD in Business Administration, Bocconi University (1994-1998).

Dissertation Title "Economics and Governance of Business Groups".

Supervisor: Prof. G. Aioldi.

Program in Research Methods, AIDEA (1998).

Advanced Teaching Excellence Program, SDA Bocconi (1997).

Teaching Excellence Program, AIDEA (1995).

Teaching Excellence Program, SDA Bocconi (1994).

BA in Business Administration, Bocconi University (1987-1993). Grade: 110/110 cum laude.

REFEREED ARTICLES IN INTERNATIONAL JOURNALS

ARTICLES PUBLISHED OR ACCEPTED

- [1] Savio, R., Castellaneta, F., Vismara, S., Zattoni, A. (forthcoming). "Exploring the third-type agency problem: An empirical study of the impact of debt suspension policies on SMEs' resource allocation", *British Journal of Management*.
- [2] Zattoni, A., Bozzolan, S., Di Donato, F. (forthcoming). "Political directors and company performance. An empirical investigation of industry-level and country-level moderating effects", *European Management Review*.
- [3] Pinelli, M., Chirico, F., De Massis, A., Zattoni, A. 2024. "Acquisition relatedness in family firms: Do the environment and the institutional context matter?", *Journal of Management Studies*, 61(4): 1562-1589.
- [4] Kavadis, N., Hermes, N., Oehmichen, J., Zattoni, A., Fainshmidt, S. 2024. "Sustainable value creation in multinational enterprises: The role of corporate governance actors", *Journal of World Business*, 59(1).
- [5] Banerjee, S., Zattoni, A., Saiyed, A.A. 2023. "Dominant-owner CEOs, board of directors and firm performance in emerging economies: Exploring the moderating impact of quad-qualified directors", *Asia Pacific Journal of Management*, 40(4): 1607-1642.
- [6] Zattoni, A., Leventis, S., van Ees, H., De Masi, S. 2023. "Board diversity's antecedents and consequences: A review and research agenda", *Leadership Quarterly*, 34(1), 1-14.

- [7] Bezemer, P.J., Pugliese, A., Nicholson, G., Zattoni, A. 2023. "Towards a synthesis of the board-strategy relationship: A literature review and future research agenda", *Corporate Governance: An International Review*, 31(1): 178-197.
- [8] Zattoni, A., Pugliese, A. 2021. "Corporate Governance Research in the Wake of a Systemic Crisis: Lessons and Opportunities from the COVID-19 Pandemic", *Journal of Management Studies*, 58(5): 1405-1410.
- [9] Zattoni, A., Dedoulis, E., Leventis, S., van Ees, H. 2020. "Corporate governance and institutions – A review and research agenda", *Corporate Governance: An International Review*, 28(6): 465-487.
- [10] Takacs Haynes, K., Zattoni, A., Boyd, B., Minichilli, A., 2019, "Figureheads or potentates? CEO power and board oversight in the context of Sarbanes Oxley", *Corporate Governance: An International Review*, 27(6): 402-426.
- [11] Zattoni, A., Witt M., Judge W.Q., Talaulicar T., Chen J., Lewellyn K., Hu H., Gabrielsson J., Rivas J., Puffer S., Shukla D., Lopez F., Adegbite E., Fassin Y., Yamak S., Fainshmidt S., van Ees H., 2017. "Does board independence influence financial performance in IPO firms? The moderating role of the national business system", *Journal of World Business*, 52(5): 628-639.
- [12] Cuomo F., Mallin C., Zattoni A., 2016. "Corporate governance codes: a review and research agenda", *Corporate Governance: An International Review*, 24(3): 222-241.
- [13] Judge W.Q., Witt M., Zattoni A., Talaulicar T., Chen J., Lewellyn K., Hu H., Shukla D., Bell R.G., Gabrielsson J., Lopez F., Yamak S., Fassin Y., McCarthy D., Rivas J., Fainshmidt S., van Ees H., 2015. "Corporate Governance and IPO Underpricing in a Cross-National Sample: A Multi-level Knowledge-Based View", *Strategic Management Journal*, 36, 1174-1185.
- [14] Judge W.Q., Hu H., Gabrielsson J., Talaulicar T., Witt M., Zattoni A., Lopez-Iturriaga F., Chen J., Shukla D., Quttainah M., Adegbite E., Rivas J., Kibler, B. 2015. "Configurations of Capacity for Change in Entrepreneurial Threshold Firms: Imprinting and Strategic Choice Perspectives", *Journal of Management Studies*, 52(4): 506-530.
- [15] Zattoni, A., Gnan, L., and Huse, M. 2015. "Does family involvement influence firm performance? Exploring the mediating effects of board processes and tasks", *Journal of Management*, 41(4): 1214-1243.
- [16] Pugliese, A., Minichilli, A. and Zattoni, A. 2014. "Integrating Agency and Resource Dependence Theory: Firm Profitability, Industry Regulation, and Board Tasks Performance", *Journal of Business Research*, 67: 1189-1200.
- [17] Zona, F., Zattoni, A., and Minichilli, A., 2013. "A Contingency Model of Boards of Directors and Firm Innovation: The Moderating Role of Firm Size", *British Journal of Management*, 24(3): 299-315.
- [18] Cuomo, F., Zattoni, A., and Valentini, G., 2013. "The effects of legal reforms on the ownership structure of listed companies", *Industrial and Corporate Change*, 22(2): 427-458.
- [19] McNulty, T., Zattoni, A., and Douglas, T., 2013. "Developing corporate governance research through qualitative methods: a review of previous studies", *Corporate Governance: An International Review*, 21(2): 183-198.
- [20] Minichilli, A., Zattoni, A., Nielsen, S. and Huse, M., 2012. "Board task performance: an exploration of micro- and macro-level determinants of board effectiveness", *Journal of Organizational Behavior*, 33: 193-215.

- [21] Zattoni, A. and Van Ees, H., 2012. "How to contribute to the development of a global theory of corporate governance? Reflections from submitted and published articles on CGIR", *Corporate Governance: An International Review*, 20 (1): 106-118.
- [22] Zattoni, A., 2011. "Who Should Control a Corporation? Towards a Contingency Stakeholder Theory for Allocating Ownership Rights", *Journal of Business Ethics*, 103: 255-274.
- [23] Huse, M., Hoskisson, R., Zattoni, A., Viganò, R. 2011. "New perspectives on board research: Changing the research agenda", *Journal of Management and Governance*, 15: 5-28.
- [24] Zattoni, A. and Cuomo, F. 2010. "How independent, competent and incentivized should non-executive directors be? An empirical examination of good governance codes", *British Journal of Management*, 21 (1): 63-79.
- [25] Zattoni, A., Pedersen, T., and Kumar, V. 2009. "The Performance of Group-Affiliated Firms During Institutional Transition: A Longitudinal Study of Indian Firms", *Corporate Governance: An international Review*, 17 (4): 510-523 (Runner-up paper award).
- [26] Pugliese, A., Bezemer, P., Zattoni, A., Huse, M., Van Der Bosch, F., Volberda, H. 2009. "Boards of Directors' Contribution to Strategy: A Literature Review and Research Agenda", *Corporate Governance: An international Review*, 17(3): 292-306.
- [27] Zattoni, A., Minichilli, A. 2009. "The diffusion of equity incentive plans in Italian listed companies: What is the trigger?", *Corporate Governance: An International Review*, 17(2): 224-237.
- [28] Minichilli, A., Zattoni, A., and Zona, F. 2009. "Making boards effective: An empirical examination of board task performance", *British Journal of Management*, 20(1): 55-74.
- [29] Huse, M., and Zattoni, A. 2008. "Trust, Firm Life Cycle and Actual Board behaviour. Evidence from 'One of the Lads' in the Board of Three Small Firms", *International Studies of Management & Organization*, 38 (3): 71-98.
- [30] Zattoni, A. and Cuomo, F. 2008. "Why adopt codes of good governance? A comparison of institutional and efficiency perspectives", *Corporate Governance: An International Review*, 16 (1): 1-15 (best paper award).
- [31] Zona, F. and Zattoni, A. 2007, "Beyond the Black Box of Demography: Board Processes and Task Effectiveness within Italian Firms", *Corporate Governance: An International Review*, 15 (5): 852-864.
- [32] Zattoni, A. 2007. "Stock incentive plans in Europe: empirical evidence and design implications", *Corporate Ownership and Control*, 4 (4): 56-64.
- [33] Ravasi, D., and Zattoni, A. 2006. "Exploring the political side of board involvement in strategy: A study of mixed-ownership institutions", *Journal of Management Studies*, 43 (8): 1673-1704.
- [34] Zattoni, A. 1999. "The Structure of Corporate Groups: The Italian Case", *Corporate Governance: An International Review*, 7(1): 38-48.

OTHER PUBLICATIONS

EDITORIALS

- [35] Castañer, X., Goranova, M., Hermes, N., Kavadis, N., Zattoni, A., 2022, "Ownership and corporate governance across institutional contexts", *Corporate Governance: An International Review*, 30(6), 638-655.

- [36] Kumar, P., Zattoni, A., 2019, "Farewell editorial: Exiting editors' perspective on current and future challenges in corporate governance research", *Corporate Governance: An International Review*, 27(1), 2-11.
- [37] Kumar, P., Zattoni, A., 2018, "Corporate governance, boards of directors, and firm performance: Avenues for future research", *Corporate Governance: An International Review*, 26(6), 394-96.
- [38] Kumar, P., Zattoni, A., 2018, "Corporate governance, firm performance, and managerial incentives", *Corporate Governance: An International Review*, 26(4), 236-37.
- [39] Kumar, P., Zattoni, A., 2018, "The role of the board and external stakeholders in corporate governance", *Corporate Governance: An International Review*, 26(3), 158-59.
- [40] Kumar, P., Zattoni, A., 2018, "Ownership structure, corporate governance and institutional environment: Going beyond managerial opportunism and the principal-agent framework", *Corporate Governance: An International Review*, 26(2), 82-83.
- [41] Kumar, P., Zattoni, A., 2018, "Internal culture and outside influence in corporate governance", *Corporate Governance: An International Review*, 26(1), 2-3.
- [42] Kumar, P., Zattoni, A., 2017, "Ownership structure and corporate governance: The need to further explore mutual and complex relationships", *Corporate Governance: An International Review*, 25(5), 292-293.
- [43] Kumar, P., Zattoni, A., 2017, "Agency conflicts and corporate governance", *Corporate Governance: An International Review*, 25(4), 220-221.
- [44] Kumar, P., Zattoni, A., 2017, "Board monitoring and effectiveness: Antecedents and implications", *Corporate Governance: An International Review*, 25(2), 76-77.
- [45] Kumar, P., Zattoni, A., 2017, "Advancing the literature on ownership structure and corporate governance", *Corporate Governance: An International Review*, 25(1), 2-3.
- [46] Kumar, P., Zattoni, A., 2016, "Family business, corporate governance, and firm performance", *Corporate Governance: An International Review*, 24(6), 550-551.
- [47] Kumar, P., Zattoni, A., 2016, "The effects of accounting and financial regulation on corporate governance", *Corporate Governance: An International Review*, 24(5), 466-467.
- [48] Kumar, P., Zattoni, A., 2016, "Corporate governance, board gender diversity and firm performance", *Corporate Governance: An International Review*, 24(4), 388-389.
- [49] Kumar, P., Zattoni, A., 2016, "Institutional environment and corporate governance", *Corporate Governance: An International Review*, 24(2), 82-84.
- [50] Kumar, P., Zattoni, A., 2016, "Executive compensation, board functioning, and corporate governance", *Corporate Governance: An International Review*, 24(1), 2-4.
- [51] Kumar, P., Zattoni, A., 2015, "Ownership structure, corporate governance and firm performance", *Corporate Governance: An International Review*, 23(6), 469-471.
- [52] Kumar, P., Zattoni, A., 2015, "Market versus Internal Factors in Corporate Governance", *Corporate Governance: An International Review*, 23(5), 399-401.
- [53] Kumar, P., Zattoni, A., 2015, "Corporate Governance, Institutions and Industry regulation", *Corporate Governance: An International Review*, 23(4), 305-306.
- [54] Kumar, P., Zattoni, A., 2015, "In Search of a Greater Pluralism of Theories and Methods in Governance Research", *Corporate Governance: An International Review*, 23(1), 1-2.
- [55] Kumar, P., Zattoni, A., 2014, "Corporate Governance, Information, and Investor Confidence", *Corporate Governance: An International Review*, 22(6), 437-439.

- [56] Kumar, P., Zattoni A., 2014, "Corporate Governance, Board of Directors, and the Firm: A Maturing Field", *Corporate Governance: An International Review*, 22(5), 365-366.
- [57] Kumar, P., Zattoni A., 2014, "Large Shareholders and Corporate Governance outside the United States and United Kingdom", *Corporate Governance: An International Review*, 22(4), 293-294.
- [58] Gabriellsson, J., Calabrò, A., van Ees, H., Minichilli, A. and Zattoni, A. 2014 "Pioneering Research on Actual Board Behaviour: A Special Issue in Honour of Morten Huse", *International Journal of Business Governance and Ethics*, 9(2), 115-120.
- [59] Kumar, P., Zattoni A., 2014, "Ownership, Managerial Entrenchment, and Corporate Performance", *Corporate Governance: An International Review*, 22(1), 1-3.
- [60] Kumar, P., Zattoni A., 2013, "How CGIR Contributes to the Development of Corporate Governance: One Mission, Various Formats", *Corporate Governance: An International Review*, 21(6), 513-515.
- [61] Kumar, P., Zattoni A., 2013, "Corporate Governance, Board of Directors, and Firm Performance", *Corporate Governance: An International Review*, 21(4), 311-313.
- [62] Kumar, P., Zattoni A., 2013, "How Much Do Country-Level or Firm-Level Variables Matter in Corporate Governance Studies?", *Corporate Governance: An International Review*, 21(3), 199-200.
- [63] Zattoni, A., Douglas, T., Judge, W., 2013, "Developing Corporate Governance Theory through Qualitative Research", *Corporate Governance: An International Review*, 21(2), 119-122.
- [64] Kumar, P., Zattoni A., 2013, "Incoming Editorial", *Corporate Governance: An International Review*, 21(1), 4-6.
- [65] Viganò, R., Zattoni, A., Hoskisson, R., Huse, M. 2011. "New perspectives on board research: Foreword", *Journal of Management and Governance*, 15(1): 1-4.

ITALIAN REFEREED JOURNALS ARTICLES

- [66] Zattoni, A. 2024. "European management model: A reality or a chimera?". *Economia & Management*, 1, 66-73.
- [67] Baldi, F., Zattoni A. 2023. "Specializzate e veloci: Ecco i segreti del successo delle Spac italiane in Borsa". *Economia & Management*, 3, 91-96.
- [68] Zattoni, A. 2022. "Sistemi di corporate governance: caratteristiche strutturali e prospettive future". *Rivista di Politica Economica*, 2, 109-130.
- [69] Arduino, F.R., Zattoni, A., Bozzolan, S. 2021. "La diffusione dei modelli di leadership condivisa: un'analisi esplorativa sulle società quotate italiane". *Corporate Governance and Research & Development Studies*, 2: 105-119.
- [70] Zattoni, A., 2019, "The evolution of corporate governance in Italy: formal convergence or path-dependence?" *Corporate Governance and Research & Development Studies*, 1: 13-35.
- [71] Minichilli, A., Zattoni A., 2017. "Corporate governance - Non solo regole", *Economia & Management*, 4, 45-49.
- [72] Huse, M., Minichilli, A., Nordqvist, M., and Zattoni, A. 2008. "Board tasks in small firms: The importance of motivation and evaluations", *Sinergie*, 75: 17-36.
- [73] Viscogliosi, B. and Zattoni, A. 2008. "La diffusione dei piani di stock option in Italia: situazione attuale e prospettive future", *Economia & Management*, 1: 69-89 (best paper award).

- [74] Zattoni, A. 2005. "Chi dovrebbe governare un'impresa?" *Economia & Management*, 4: 61-78.
- [75] Zattoni, A. 2003. "I piani di stock option in Italia: diffusione e caratteristiche". *Economia & Management*, 6: 71-90.
- [76] Zattoni, A., and Ravasi, D. 2000. "Grandi imprese e grandi gruppi in Italia". *Economia & Management*, 2: 55-72.
- [77] Furesi, A., Minoja, M., and Zattoni, A. 1999. "Struttura patrimoniale-finanziaria e competitività delle piccole e medie imprese: un confronto a livello europeo". *Banche e Banchieri*, May-June: 253-263.
- [78] Zattoni, A. 1997. "I gruppi di imprese". *Sviluppo & Organizzazione*, November – December: 47-63.

INTERNATIONAL BOOKS AND EDITED BOOKS

- [79] Zattoni, A. 2020. *Corporate Governance – How to Design Good Companies*. Bocconi University Press, Milano.
- [80] Melis, A. and Zattoni, A. 2017. *A Primer on Corporate Governance: Italy*. Business Expert Press, New York.
- [81] Zattoni, A. and Judge, W. (eds.), 2012. *Corporate Governance and Initial Public Offerings: An International Perspective*, Cambridge University Press, Cambridge.

ITALIAN BOOKS AND EDITED BOOKS

- [82] Coda, V., Montemerlo, D., Zattoni A., 2021. *Innovazione culturale, innovazione tecnologica e successo dell'impresa*. Egea, Milano.
- [83] Zattoni, A. 2015. *Corporate governance*, Egea, Milano.
- [84] Pittino, D., Viganò, R. and Zattoni A. (eds.) 2013. *La retribuzione del top management: incentivi, carriera e governance*, Egea, Milano.
- [85] Zattoni, A. 2006. *Assetti proprietari e corporate governance*, Egea, Milano.
- [86] Zattoni, A. (ed.) 2006. *Corporate governance*, Egea, Milano.
- [87] Zattoni, A. 2004. *L'assetto istituzionale delle imprese italiane*, Egea, Milano.
- [88] Zattoni, A. 2004. *Il governo economico delle imprese*, Egea, Milano.
- [89] Ravasi, D., Zattoni, A., and Bruni, M. 2002. *Gruppi di imprese, quotazioni e privatizzazioni – Le discontinuità negli assetti istituzionali*, Egea, Milano.
- [90] Airoidi, G. and Zattoni, A. (eds.) 2002. *Lo sviluppo imprenditoriale delle economie locali – I comprensori del Medio Valdarno Inferiore, di Ponsacco e di Empoli*, Franco Angeli, Milano.
- [91] Airoidi, G. and Zattoni, A. (eds.) 2001. *Piani di stock option – Progettare la retribuzione del top management*, Egea, Milano.
- [92] Zattoni, A. 2000. *Economia e governo dei gruppi aziendali*, Egea, Milano.

INTERNATIONAL BOOK CHAPTERS AND REFEREED CONFERENCE PROCEEDINGS

- [93] Cuomo, F. and Zattoni, A. (2023). "Codes of governance". In Carnegie, G. and Napier, C. (eds.), *Handbook of Accounting, Accountability and Governance*. Edward Elgar, Cheltenham, 49-70.
- [94] Zattoni, A. and Cuomo, F. (2023). "Should we integrate corporate social responsibility with corporate governance? An empirical investigation of good governance codes' recommendations". In Talaulicar, T. (ed.), *Research Handbook on Corporate Governance and Ethics*. Edward Elgar, Cheltenham, 157-174.

- [95] Zattoni, A., and van Ees, H. (2023). "A Multilevel Perspective on Corporate Governance: Firm, Industry, and Macro Environments". In Oxford Research Encyclopedia of Business and Management. Oxford University Press. doi: 10.1093/acrefore/9780190224851.013.415.
- [96] Pugliese, A., Zattoni, A., Buchetti, B. and Arduino, F.A. 2023, "The methodological challenges to opening up the black box of boardroom dynamics". In Cucari, N., Yamak, S., De Falco, S.E. and Lee, B. (eds.), Handbook of Research Methods in Corporate Governance. Edward Elgar, Cheltenham, 268-290.
- [97] Nielsen, S., Minichilli, A., Zattoni, A., and Huse, M. 2020. "The Impact of Actual and Perceived Human Capital Diversity on Board Process and Performance". Academy of Management Proceedings, 1. <https://doi.org/10.5465/AMBPP.2020.249>.
- [98] Zattoni, A., and Pugliese, A. 2019. "Opening the black box of boards of directors: taking stock of recent studies on board dynamics", in Gabriellson, J., Khlif, W., Yamak, S. (eds.), Research Handbook on Boards of Directors, Edward Elgar, 102-117.
- [99] Zattoni, A. and Cuomo, F. 2016. "An evolutionary overview of the ownership, governance and strategy of Mediobanca: from the kingmaker of Italian capitalism to a large financial conglomerate", in C. Mallin (ed.), Handbook on Corporate Governance in Financial Institutions, Edward Elgar, 7-34.
- [100] Zattoni, A. and Cuomo, F. 2015. "Institutional change and ownership patterns in Italy", in M. Goranova and L. Versteegen Ryan (eds.), Shareholder empowerment, Palgrave-MacMillan, p.267-296.
- [101] Judge, W. and Zattoni, A. 2012. "Introduction", in A. Zattoni & W. Judge (eds.), Corporate Governance and Initial Public Offerings: An International Perspective, Cambridge University Press, Cambridge, p.1-36.
- [102] Zattoni, A. and Mosca, C. 2012. "Corporate governance and initial public offerings in Italy", in A. Zattoni & W. Judge (eds.), Corporate Governance and Initial Public Offerings: An International Perspective, Cambridge University Press, Cambridge, p.210-237.
- [103] Pugliese, A. and Zattoni, A. 2012. "Boards of directors' contribution to strategy and innovation", in Clarke, T. and Branson, D. (eds.), Handbook on Corporate Governance, Sage, p. 217-232.
- [104] Zona, F., Minichilli, A. and Zattoni, A. 2010. Boards of directors and firm innovation: a contingency perspective on board effectiveness. In Proceedings of the Annual Meeting of the Academy of Management (CD).
- [105] Zattoni, A. and Cuomo, F. 2009. "The role, diffusion and effectiveness of good governance codes" in Young S. (ed.) Contemporary Issues in International Corporate Governance, Tilde University Press, p. 95-111.
- [106] Zattoni, A. 2009. "Corporate Governance in Italy: The Structural Conflict of Interests between Majority and Minority Shareholders" in Lopez Iturriaga F.J. (ed.) Codes of Good Governance Around the World, Nova Publishers, p. 281-316.
- [107] Gnan, L. and Zattoni, A. 2009. "Board task performance in small firms: The role of personal incentives and board processes" in Huse M. (ed.) The value creating board - Corporate governance and organizational behaviour, Routledge, p. 452-470.
- [108] Zona, F., Minichilli, A. and Zattoni, A. 2009. "Boards of directors and firm innovation: An empirical analysis on large Italian companies" in Huse M. (ed.) The value creating board - Corporate governance and organizational behaviour, Routledge, p. 495-504.

- [109] Minichilli, A., Zattoni, A. and Zona, A. 2009. "Board activity in large Italian companies: A behavioural perspective" in Huse M. (ed.) *The value creating board - Corporate governance and organizational behaviour*, Routledge, p. 423-436.
- [110] Nielsen, S., Huse, M., Minichilli, A. and Zattoni, A. 2008. "Board diversity and firm performance: An empirical investigation of the mediating effects of board processes and task performance". In George T. Solomon (Ed.), *Proceedings of the Sixty-Sixth Annual Meeting of the Academy of Management* (CD), ISSN 1543-8643.

ITALIAN BOOK CHAPTERS AND REFEREED CONFERENCE PROCEEDINGS

- [111] Zattoni, A., 2023, "La corporate governance: l'evoluzione degli studi economico-aziendali". In Penco, L. and Profumo, G. (eds.), *Strategie e governo dell'impresa*, Giappichelli, Torino, 114-124.
- [112] Zattoni, A. 2023, "Regole su misura". In Morosetti, P. (ed.), *Family business: Costruire un futuro sostenibile*, Rubbettino, Soveria Mannelli, 158-163.
- [113] Perugini, M., Pozzi, M., Zattoni, A. 2023, "La creazione di un rapporto virtuoso con gli stakeholder e il territorio". In Coda, V. (ed.), *Il segreto italiano. Tutta la bellezza che c'è*. Treccani, Roma, 147-181.
- [114] Zattoni, A. 2023, "Imprenditorialità umanistica - La Olivetti di Camillo e Adriano come perdurante fonte di ispirazione". In Coda, V. (ed.), *Il segreto italiano. Tutta la bellezza che c'è*. Treccani, Roma, 217-252.
- [115] Zattoni, A. 2021. "La corporate governance delle imprese non quotate: uno strumento per controllare i conflitti di interesse e stimolare la creazione di valore aziendale". In Coda, V., Montemerlo, D., Zattoni, A., *Innovazione culturale, innovazione tecnologica e successo dell'impresa*. Egea, Milano, 163-192.
- [116] Zattoni, A. 2021. "Le piccole e medie imprese familiari e il territorio: come creare un circuito virtuoso orientato allo sviluppo reciproco". In Coda, V., Montemerlo, D., Zattoni, A., *Innovazione culturale, innovazione tecnologica e successo dell'impresa*. Egea, Milano, 61-84.
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TEACHING CASES

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- [150] Zattoni A., Rech Graciano dos Santos J., 2024. Danone: A purpose driven company, Luiss University.

- [151] Zattoni A., Rech Graciano dos Santos J., 2024. Danone and PizzAut: a partnership linking purpose driven organizations, Luiss University.
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ARTICLES IN WORKING PAPER SERIES

- [172] Iannotta, G., Minichilli, A. and Zattoni, A., Corporate governance and firm opaqueness, Working Paper Carefin, Bocconi University.

ARTICLES FOR PRACTITIONERS

- [173] Zattoni A., 2024. L'umanesimo imprenditoriale degli Olivetti, La meraviglia del possibile, n.8, 45-53.
- [174] Zattoni A., 2021. Danone, il cambio al vertice non è dipeso solo dai corsi azionari, Il Sole 24 Ore, 9 aprile (13th of April on Luiss Open).

- [175] Zattoni A., 2020. Come riformare il sistema liberista: senso etico, bene comune e fratellanza, Luiss Open, 27ottobre.
- [176] Zattoni A., Pugliese, A., 2020. Società partecipate, il socio forte nomina troppi consiglieri deboli, Il Sole 24 Ore, 30 luglio.
- [177] Zattoni A., 2020. Il ruolo decisivo di buoni CdA per gestire al meglio la crisi, Il Sole 24 Ore, 24 aprile (10th of June on Luiss Open).
- [178] Zattoni A., Pugliese, A., De Angelis, E., 2020. Come consentire ai CdA di prendere decisioni migliori, Il Sole 24 Ore, 28 marzo.
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- [180] Zattoni, A., 2014. "Perchè servono Cda più strategici?", Ideas of Management, SDA Bocconi.
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- [182] Zattoni, A. 2010. "Fenomenologia dello scandalo. Sei indizi fanno una prova. Come riconoscere le aziende a rischio", via Sarfatti 25, giugno, Università Bocconi, p. 1.
- [183] Zattoni, A., 2006. "La recente introduzione dei piani di incentivazione azionaria nel pacchetto retributivo dei manager italiani - Strumenti per favorire la creazione di valore o per appropriarsene indebitamente?", Sarfatti 25, Università Bocconi.

RESEARCH

My main research interests are focused on corporate governance and corporate strategy with a particular emphasis on board of directors, codes of good governance, ownership structure, business groups, executive compensation and stock incentive plans. A recurrent theme in my research is the development of an integrated framework for the understanding of the interrelationships between firm-level governance variables and country-level institutional variables. Key research programs currently in progress include:

- Corporate governance in IPO companies. This research is focused on the effects of country-level institutional variables and firm-level governance variables on IPO performance. Within this research, a group of scholars from 21 countries collected both primary and archival data under the leadership of William Judge, Greg Bell, Till Talaulicar and Alessandro Zattoni. The outputs of the project will include a book with Cambridge University Press and several articles targeted for publication on international journals.
- Boards of directors' processes and effectiveness. This research project deals with the understanding of the antecedents of board task performance. In particular, together with Alessandro Minichilli and Fabio Zona, I collected cross sectional questionnaire data about board composition, processes and task performance in large Italian companies. Together with Alessandro Minichilli, I collected also longitudinal archival data about CEO power and board characteristics of Fortune 500 companies. The outputs of the projects include some book chapters and articles targeted for publication on international journals.

- Corporate governance codes. This research project concentrates on the reasons behind the diffusion of corporate governance codes, and the antecedents of firms' compliance with codes recommendations. In particular, I collected (together with Francesca Cuomo) data on codes' characteristics in several countries, and a longitudinal dataset on Italian firms' compliance with good governance recommendations. The outputs of the project include a book chapter and articles targeted for publication on international journals.
- Antecedents and consequences of ownership structures. This research includes sub-projects exploring both the firm- and institutional-level antecedents of ownership structure, and the consequences of ownership structure on firm performance. In particular, I collected (together with Francesca Cuomo) longitudinal data on the Italian listed companies' ownership structure, and cross-sectional data on ownership structure of the 100 largest companies in five European countries. The outputs of this project include book chapters and articles targeted for publication on international journals.

- **Research grants**

2023 Local unit coordinator of a "Progetto di Ricerca di Interesse Nazionale (PRIN) - Grant 2022 PNRR", a research project financed by the Italian Minister of the University (€122,407 on a total of €244,847). National coordinator is Marco Minciullo (Catholic University in Milano).

2022 (with Majocchi A., Jell-Ojobor M.) Research project "Models of capitalism, corporate governance and firm performance" funded by Luiss University (1 post doc position for two years).

2018 (with Kotlar, J., Cuomo, F., Gaia, S.) Research project "Corporate governance in large UK family firms", sponsored by the Institute for Family Business Research Foundation, London (£20,820)

2008 National coordinator of a "Progetto di Ricerca di Interesse Nazionale (PRIN)", a research project financed by the Italian Minister of the University (65,010 euro on a total of about 177,000). Coordinators of local units are Roberto Di Pietra, Riccardo Viganò, Daniel Pittino and myself.

2007 (with Paola Schwizer, Vincenzo Capizzi, Diego Corrado) Research project "Ownership and governance in large corporate groups: a comparative study in five European countries" sponsored by DIR, SDA Bocconi (41,800 euro).

PROFESSIONAL AFFILIATIONS

2005-present	Academy of Management
2015-present	International Corporate Governance Society
2005-present	European Academy of Management
2010-present	Strategic Management Society
2002-present	Accademia Italiana di Economia Aziendale
2022-present	Società Italiana di Management
2008-2015	Società Italiana dei docenti di Ragioneria e di Economia Aziendale

TEACHING INTERESTS AND EXPERIENCE

My teaching involved a wide range of subjects including business administration, corporate strategy, competitive strategy, international strategy, accounting and corporate governance. I have a wide range of teaching experiences at all levels – including PhD, graduate and undergraduate courses – at Bocconi University and other Italian Universities (IULM, LUM, Parthenope University of Naples, and LUISS). I have been also teaching competitive and corporate strategy, business planning, and corporate governance in MBA, master and executive classes at SDA Bocconi School of Management and LUISS Business School.

I have designed several of these programs, and I have personally administered all exams for my classes. Moreover, I supervised more than one hundred theses developed by graduate students.

I have an interest in “active learning” teaching methods aimed at improving the participants’ learning experience:

- Research-related teaching. Topics covered in corporate governance lectures are directly linked to my current research. I wrote the textbook for corporate governance courses used both in Bocconi and in other Italian Universities (e.g. Bari, Florence, Federico II, Parthenope). I also developed most of the incidents, cases and articles (in Italian and in English) I use as teaching materials in MBA classes. The direct involvement in the writing of the teaching materials allows me to provide students with a comprehensive knowledge of current issues and discussions in the areas of corporate governance.
- Active learning methods. After my participation to the ITP in 2002, I increased the use of several teaching methods aimed at stimulating the participants’ interaction and learning experience. These techniques include the discussion of real-life governance situations through cases or incidents, the development of small groups’ projects aimed at analyzing and evaluating corporate governance in practice, the use of videos and documentaries to bring gurus’ and CEOs’ voices in class, the challenge of participants’ opinions through the work-in-pairs technique, and so on.

These teaching methods, a deep knowledge of the topic and the passion for teaching allowed me to win teaching awards from Bocconi University and SDA Bocconi School of Management.

1993-2014 Bocconi University (students’ evaluations in parentheses)

I have been teaching both undergraduate and graduate courses in Business Administration, Business Strategy and Corporate Governance. Students’ evaluations are usually high or very high. Some examples are: “Strategia, proprietà e governance delle imprese” a.a. 2007/08 (0.96/1.0); “International Corporate Governance” a.a. 2009/10 (0.96/1.0); “Sistemi di corporate governance” a.a. 2010/11 (0.79/1.0, 0.87/1.0), 2011/12 (0.83/1.0), 2012/13 (0.74/1).

1993-2014 SDA Bocconi School of Management (students’ evaluations in parentheses)

I have been teaching both master and MBA courses in Strategy and Corporate Governance. Students' evaluations are usually high or very high. Some examples are:

- Strategy at "Master piccole imprese" (MPI) from 2002/03 to 2005/06: 2003/04 (4.1/5), 2004/05 (4.84/5), 2005/6 (8.67/9);
- Corporate governance at the Evening MBA 2009 (8.65/9), 2010 (8.63/9), 2011 (8.57/9), 2012 (9.26/10), 2013 (9.35/10), 2014 (9.71/10);
- Corporate governance at the Full time MBA 2010 (8.08/9; 7.73/9); 2011 (9.03/10; 8.56/10); 2012 (8.64/10; 8.44/10); 2013 (9.06/10; 9.50/10); 2014 (9.21/10; 9.03/10);
- Corporate governance at the EMBA 2013 (9.15/10), 2014 (9.16/10).

I have been teaching Strategy and Governance in a number of executive courses for entrepreneurs, managers, and directors. Among them: Gemini, EDP management, Corso di sviluppo delle imprese subfornitrici, Corso di Sviluppo Imprenditoriale (COSVIM), Business plan, Entrare in azienda, Consiglio di amministrazione.

2002-2014 Università degli studi Parthenope di Napoli: Facoltà di Economia

I have been teaching both undergraduate and graduate courses in Accounting, Economics of business groups, Strategy and Corporate Governance.

2015-current Università Luiss di Roma and LUISS Business School

I have been teaching Corporate Strategy (2014/15-today) and Corporate Governance (2017/18-today) to Master of Science students, Corporate Governance to MBA and MBA PT (2014/15-today), and Corporate Governance to PhD students (2015/16-today).

2010-20 EIASM doctoral program

- Doctoral course on "Corporate governance", March 2010, Bruxelles.
- Doctoral course on "Corporate governance", March 2012, Bruxelles.
- Doctoral course on "Corporate governance", March 2014, Bruxelles.
- Doctoral course on "Corporate governance", February 2019, Barcelona.
- Doctoral course on "Corporate governance", March 2020, Barcelona.

HONORS AND AWARDS

Research

- | | |
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| 2009 | Best paper award 2008 of Corporate Governance: An International Review |
| 2009 | Best paper award 2008 of Economia & Management |
| 2010 | Runner-up paper award 2009 of Corporate Governance: An International Review |
| 2012 | Best paper award SDA Bocconi School of Management |
| 2012 | Best paper award of the decade of Corporate Governance: An International Review. |

Teaching

2004	SDA Bocconi teaching excellence award in master courses
2005	SDA Bocconi teaching excellence award in master courses
2008	Bocconi University teaching excellence award in Master of Science courses

Service

2010	SDA Bocconi award for the most innovative project of custom executive education for companies.
2010	Best reviewer award, Convegno Nazionale SIDREA, Naples.
2013 & 2014	Outstanding reviewer nomination for the Business Policy and Strategy Division of the Academy of Management
2023	Italian Knowledge Leader from Convention Bureau, CRUI and ENIT.

SERVICE ACTIVITIES

Editor-in-chief

2013-2018: Corporate Governance: An International Review

Consulting editor

2019-present: Journal of World Business

Screening editor

October 2008-2013: Corporate Governance: An International Review

Editorial Review Board Member

January 2012-present: Journal of Management Studies

January 2008-May 2016: Journal of Management & Governance

January 2009-Feb 2012: Economia & Management

July 2007-Sept 2008: Corporate Governance: An International Review

Editorial Advisory Board Member

2019-present: Corporate Governance: An International Review

Scientific committee

October 2008-present: Economia Aziendale online

March 2017-present: Economia & Management

SDA Bocconi School of Business

Since 1993, I have been involved in the design, coordination and teaching activities in MBA, master and executive programs.

Among the responsibilities I had, I mention:

- Program director of “Corso di sviluppo imprenditoriale” (COSVIM), a very successful open enrolment program offered to entrepreneurs;
- Segment leader for the open enrolment programs offered to SMEs by the Strategic and Entrepreneurial Management Department;
- Program director of the “Leadership for Energy Managers Program” a two weeks program designed together with IESE for the ENEL group.

Between 2009-2012, I have been the Director of the Strategic and Entrepreneurial Management Department, and so a member of the Faculty Committee and of the Executive Committee of the School.

Between 2012-2015, I have been the Director for the Open Enrolment Programs of SDA Bocconi School of Management, and so a member of the Executive Committee of the School.

LUISS Business School

February 2015-December 2017: Associate Dean for executive education and life-long learning and member of the Steering Committee.

Director of the XI and XII editions of the EMBA – Executive MBA.

EURAM

Since 2006 I have been involved as a chair – together with other colleagues – in the development and the organization of the Corporate Governance track at the European Academy of Management. We have been able to develop one of the largest and most successful tracks, now Strategic Interest Groups (SIG), of EURAM.

- Co-chair – together with Morten Huse (Norwegian School of Management), Theo Postma (University of Groningen), and Michael Ruess (University of St.Gallen) – of the track 47 “Corporate Governance and Boards of Directors”, EURAM 2006, Oslo May 2006.
- Co-chair – together with Morten Huse (Norwegian School of Management), Joan Enric Ricart (IESE), and Mattias Nordqvist (Jönköping International Business School) – of the track “Corporate Governance”, EURAM 2007, Paris May 2007.
- Co-chair – together with Morten Huse (Norwegian School of Management) and Joan Enric Ricart (IESE) – of the track “Corporate Governance”, EURAM 2008, Ljubljana May 2008.
- Co-chair – together with Morten Huse (Norwegian School of Management), Joan Enric Ricart (IESE), and Sibel Yamak (Galatasaray University) – of the track “Corporate Governance”, EURAM 2009, Liverpool May 2009.
- Co-chair – together with Morten Huse (Norwegian School of Management), Joan Enric Ricart (IESE), Sibel Yamak (Galatasaray University), and Silke Machold (Wolverhampton) – of the track “Corporate Governance”, EURAM 2010, Rome May 2010.
- Co-chair – together with Joan Enric Ricart (IESE), Silke Machold (University of Wolverhampton Business School) and Pascual Berrone (IESE) – of the track “General Issues in Corporate Governance”, EURAM 2011, Tallin June 2011.
- Co-Chair – together with Joan Enric Ricart (IESE), Silke Machold (University of Wolverhampton Business School) and Pascual Berrone (IESE) – of the track “General Corporate Governance track”, EURAM 2012, Rotterdam, June 2012.

- Co-Chair – together with Joan Enric Ricart (IESE), Silke Machold (University of Wolverhampton Business School) and Pascual Berrone (IESE) – of the track “Corporate Governance general track”, EURAM 2013, Istanbul, June 2013.
- Co-Chair – together with Silke Machold (University of Wolverhampton Business School) and Andriy Boytsun (University of Antwerp) – of the track “Corporate Governance general track”, EURAM 2014, Valencia, June 2014.
- Co-Chair – together with Silke Machold (University of Wolverhampton Business School) and Andriy Boytsun (University of Antwerp) – of the track “Corporate Governance general track”, EURAM 2015, Warsaw, June 2015.
- In 2010-2011, I have been the Chair of the Strategic Interest Group (SIG) on Corporate governance.
- Between 2012 and 2015, I have been the national representative for Italy at EURAM.
- Between 2018 and 2023, I have been a member of the Scientific Council of EURAM.
- Since 2019, I am a Fellow of EURAM.

Scientific committees of conferences

- Member of the International Pilot Committee of European Summer University 2001 on “Corporate Governance of European Firms between National Systems and Globalisation”, Montpellier, 8-15 September 2001.
- Member of the Scientific Committee of the 37th Annual Congress of the European Accounting Association, 21-23 May 2014, Tallinn.
- Member of the Scientific Committee of the annual AIDEA meeting held in September 2015 in Piacenza.
- Conference chair of the third ICGS (International Corporate Governance Society) conference held in LUISS, Rome, 2-3 September 2017.
- Organizer of the 9th EURAM Early Career Colloquium held at LUISS University (Rome, Italy), 18-20 March 2018.

Guest speaker

- Guest speaker at the European Summer University 2001 on “Corporate Governance of European Firms between National Systems and Globalisation”, Montpellier, 8-15 September 2001.
- Guest speaker at the workshop “Corporate governance and management incentive schemes”, Podgorica, 14-15 December 2006, organized by the Development Fund of the Republic of Montenegro and financed by European Community.
- Guest speaker at the workshop on “Board Diversity”, 19-20 December 2013, Dutch Central Bank, Amsterdam.
- Guest speaker at the 4th International OFEL Conference on Governance, Management and Entrepreneurship - New Governance for Value Creation: Towards Stakeholding and Participation, 15–16 April 2016 for the 4th International OFEL Conference, hosted by the University of Dubrovnik.
- Guest speaker at the workshop S.M.A.R.T. BOARDS FOR SMART COMPANIES 2018 - Si può misurare la buona governance? Investitori e aziende a confronto, held on 7th February 2018 and organized by Valore D and In The Boardroom together with Borsa Italiana.
- Guest speaker at the International Conference on “CORPORATE GOVERNANCE, OWNERSHIP AND CONTROL”, held at Sapienza University, Rome, 27th February 2018.

- Guest speaker at the ICGN annual conference hosted by Assogestioni, Milano 28th June 2018.
- Guest lecturer at the Summer School on “Corporate governance and the effectiveness of boards”, University of Groningen, 9-13 July 2018.
- Guest speaker at the 6th Critical and Alternative Approaches in Governance (CAAG) held at Tolouse Business School, Barcelona, 11-12 June 2019.

PhD Supervision

- 2005-2008 Francesca Cuomo, Parthenope University of Napoli.
 2016-2019 Francesca Romana Arduino, LUISS University of Rome.
 2017-2020 Riccardo Savio, LUISS University of Rome.
 2020-2024 Elisa Del Sordo, LUISS University, Rome.

PhD Commission

- 2007 Erica Salvaj, IESE Business School.
 2010 Pieter-Jan Bezemer, Rotterdam School of Management.
 2010 PhD in agri-business of Catholic University of Piacenza.
 2010 Huanjun Yu, University of Groningen.
 2023 Mieke Dingenen, KU Leuven.
 2024 Fabian Klaus Ahrens, Groningen University.

Academic advisor

- 1997- 2011 Academic advisor for foreign exchange students at Bocconi University