

# University Academic Curriculum Vitae

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## Personal information

Name: Michela Bearzi  
Place of birth:  
Date of birth:  
Nationality  
Parental, sick or other leave period(s)  
Address:  
Telephone numbers:  
E-Mail: [michela.bearzi@uniud.it](mailto:michela.bearzi@uniud.it)

## Education since leaving school

- 2025, **Visiting Postdoctoral Researcher** at Jönköping International Business School (JIBS) - Centre for Family Entrepreneurship and Ownership (CeFEO) (Jönköping, Sweden), March 1<sup>st</sup> 2025 – April 30<sup>th</sup> 2025.
- 2025, **Doctor of Philosophy** in Accounting & Management; University of Udine (Udine, Italy) and University of Verona (Verona, Italy), Thesis title: "Corporate Venturing in Family Firms: A Focus on its Determinants at Multiple Levels."
- 2024, **Visiting PhD student** at Jönköping International Business School (JIBS) - Centre for Family Entrepreneurship and Ownership (CeFEO) (Jönköping, Sweden), March 1<sup>st</sup> 2024 – May 31<sup>st</sup> 2024.
- 2023, **Visiting PhD student** at Jönköping International Business School (JIBS) - Centre for Family Entrepreneurship and Ownership (CeFEO) (Jönköping, Sweden), January 9<sup>th</sup> 2023 – June 30<sup>th</sup> 2023.
- 2021, **Post-graduate degree** in Digital Philosophy: Governing the Transformation, University of Udine (Udine, Italy), graduation grade: 109/110, Thesis title: "Using Augmented Reality to enhance military training: Microsoft HoloLens and its contribution to the Army."
- 2020, **Master degree** in International Marketing, Management and Organization, University of Udine (Udine, Italy), graduation grade: 110/110, Thesis title: "Leadership and Employee Demotivation: The Case of Generation Y Employees."
- 2020, **Double Degree Program**, FH Kärnten, Carinthia University of Applied Sciences (Villach, Austria), Thesis title: "Leadership and Employee Demotivation: The Case of Generation Y Employees."
- 2018, **Bachelor degree** in Business Administration; University of Udine (Udine, Italy), graduation grade 96/110, Thesis title: "Market dynamics and destination management: the case of "Next stop America."

## Present appointment

### Post-doctoral Research Fellow "Assegnista di Ricerca"

Starting date: September 1<sup>st</sup> 2024  
Institution name: University of Udine  
Activities:

1. Research activities in the following areas:
  - corporate entrepreneurship
  - business resilience
  - digital technologies
  - Family firms and SMEs.
2. Research project management, including planning, implementation, and analysis of data and results.
3. Editing scientific articles for publication in international peer-reviewed journals.
4. Presentation of research results at national and international conferences.
5. Collaboration with other researchers to develop interdisciplinary projects.

6. Supervising bachelor's and master's degree students in their research work.

**Professional experience**

From / to	Job title	Name of academic Institution	Academic level	responsibilities
06/2025 to date	Socio-Economic Analyst	Centro Studi Delle Camere di Commercio G. Tagliacarne	/	Supported the analysis and reporting of socioeconomic trends for the provinces of Alessandria and Asti, contributing to the interpretation of indicators and the preparation of final documentation.
07/2023 to date	Classroom Tutor	CUOA Business School	Post-graduate	Support in the design and presentation of project work by students in the advanced courses of "International Management and Leadership" and "Creativity, Innovation and Entrepreneurship."
11/2021 – 12/2023	University Tutor	University of Udine	Bachelor's and Master's Degrees	Tutor for bachelor's and master's degree programs in Business Administration, Engineering and Architecture. Organization of workshops and seminars for student orientation.
11/2021 – 10/2024	Doctoral Student	University of Udine and University of Verona	–	Research activities in the area of corporate entrepreneurship in the context of family businesses. Editing scientific articles for publication in international peer-reviewed journals. Presentation of research results at national and international conferences. Collaboration with other researchers to develop interdisciplinary projects. Didactical support on university courses. Co-supervising bachelor's and master's degree students in their research work.

**Experience in academic teaching**

Teaching activities - Bachelor's degree

- (Academic Year 2023/24) Lecturer of the module "*Leadership*" and "*Digital Entrepreneurship*" in the course "Business Organization" (Bachelor's Degree in

"Business Administration") at the University of Udine. Language of instruction: Italian, 3 hours (Course holder: Prof. Daniel Pittino).

- Academic Year 2023/24 and 2022/23) Lecturer of the module "*Valuing differences and pluralities*" in the course "Human Resources Management" (Bachelor's Degree in "Business Administration") at the University of Udine. Language of instruction: Italian, 3 hours (Course holder: Prof. Francesca Visintin).

#### Teaching activities - Master's degree

- (Academic Year 2021/22) Teaching assistant in the course "Gestione dei Sistemi Complessi" (Master's Degree in "Management Engineering") at the University of Udine. Language of instruction: Italian (Course holder: Prof. Alberto Felice De Toni).

#### Teaching activities – Ph.D.

- (Academic Year 2024/25) Lecturer of the module "*From Theory to Practice: A Case Study Using QCA*" in the course of "Quantitative Research Methods" (PhD in Accounting & Management) at the University of Udine. Language of instruction: English, 2 hours (Course holder: Prof. Francesca Visintin).

#### Co-supervision of Master's Degree theses:

- Co-supervision of **7** Master's Degree theses for the degree in International marketing management and Organization at the University of Udine:
  - "The impact of the Covid-19 pandemic on the consumer behavior and on the world of retail, with a focus on the Decathlon case" (A.Y. 2020/21)
  - "Motivational drivers in the context of live streaming platforms: the case of Twitch.tv" (A.Y. 2020/21)
  - "The importance of the mascots for organizations: The Trudi case" (A.Y. 2020/21)
  - "The application of teal principles for self-managed companies: the cases of credem group and zordan s.r.l." (A.Y. 2020/21)
  - "Definition, design, implementation of a business development strategy: The impact of direct marketing approach of SMEs in B2B context" (A.Y. 2020/21)
  - "Potential economic benefits from quality improvement in a steel plant - a statistical approach" (A.Y. 2021/22)
  - "Change and management of complexity in the field of constructions for mobile communications: the case of IQT Consulting" (A.Y. 2020/21)
- Co-supervision of **2** Master's Degree theses for the degree in Management Engineering at the University of Udine:
  - "Organizzazioni Teal: analisi delle pratiche più comuni attraverso i casi Credem & Zordan" (A.Y. 2020/21)
  - Benefit Corporation: motivazioni, driver, barriere e prestazioni da una revisione sistematica della letteratura e casi studio (A.Y. 2021/22)

#### Co-supervision of Bachelor's Degree theses:

- Co-supervision of **1** Bachelor's Degree thesis for the degree in Management Engineering at the University of Udine.
  - "Le metodologie di Agile Project Management" (A.Y. 2020/21)
- Co-supervision of **3** Bachelor's Degree thesis for the degree in Business Administration at the University of Udine.
  - "Il fenomeno del Quiet Quitting" (A.Y. 2023/24)
  - "Favorire l'innovazione attraverso la leadership: evidenze da due startup italiane." (A.Y. 2024/25)
  - "Meccanismi di coordinamento in assenza di gerarchia rigida: i casi Zordan e Credem" (A.Y. 2024/25)

#### **Other academic responsibilities**

#### Reviewer ad hoc for the following international journals:

- Journal of Engineering and Technology Management
- European Management Review

- Transportation Research Interdisciplinary Perspectives
- Business Strategy and the Environment

## Memberships

Membership of academic or professional bodies (including membership of Editorial Boards of scientific publications; membership of scientific committees for international conferences)

## Research

### Research projects funded by Public Authorities

	Date granted	Award Holder(s)	Funding Body	Title	Amount received
1	27/09/2023 – 28/09/2025	Member of the team since 02/10/2023  PI: Prof. Martina Gianecchini	Progetti di Rilevante Interesse Nazionale – PRIN 2022	Organizing for resilience: how do networks and firms face adversities?	Budget Uniud: €43,816.00  Total Project Funding: €382,039.00
2	01/06/2022 – 31/05/2025	Member of the team since 01/06/2022  PI: Cinzia Battistella	Progetti di Rilevante Interesse Nazionale – PRIN 2020	Towards an Anticipatory Governance System (TAGS)	Budget UNIUD: €165,000.00  Total Project Funding: €820,000.00
3	01/09/2022 – 31/08/2024	Member of the team since 01/09/2022  PI: Cinzia Battistella	Erasmus+	Entrepreneurial e-learning experience for training secondary school students	Total Project Funding: €250,000.00

Note: P.I. = principal investigator

### **1. Organizing for resilience: how do networks and firms face adversities?**

*Role:* Team member since 02/10/2023

*Funded by:* Italian Ministry of University and Research (MUR) – Progetti di Rilevante Interesse Nazionale (PRIN) 2022

*Budget:* € 43,816.00 (University of Udine) – € 382,039.00 (total project budget)

*Partners:* University of Udine (Udine), University of Padova (Padua), Luiss Libera Università internazionale degli studi sociali G. Carli (Rome), University "Ca' Foscari" (Venice)

*Project duration:* 27/09/2023 – 28/09/2025

*Topic:* The aim of the project is to explore the role of corporate entrepreneurship in enhancing the resilience of corporate networks. The objective of the research is to analyze how entrepreneurial initiatives within firms can help strengthen the ability of networks to cope with disruptions and competitive pressures by improving their adaptability and robustness.

*Specific activities of the researcher:* Conducted statistical analysis on an existing dataset on interorganizational networks from the Italian observatory on interfirm networks, aimed at identifying patterns and correlations. Supported the definition of qualitative research questions and the design of the methodological framework. Participated in the collection of qualitative data through interviews and secondary sources within selected case studies. Carried out transcription, coding, and thematic analysis of qualitative data. Contributed to the integration of quantitative and qualitative findings, the drafting of the research report, and the preparation of scientific outputs for academic dissemination.

## **2. Towards an Anticipatory Governance System (TAGS)**

*Role:* Team member since 01/06/2022

*Funded by:* Italian Ministry of University and Research (MUR) – Progetti di Rilevante Interesse Nazionale (PRIN) 2020

*Budget:* € 165,000.00 (University of Udine) – €820,000.00 (total project budget)

*Partners:* University of Udine (Udine), University of Trento (Trento), University of Tor Vergata (Rome), University of Napoli Federico II (Naples)

*Project duration:* 01/06/2022 – 31/05/2025

*Topic:* The project investigates the concept of anticipatory governance from an interdisciplinary perspective, aiming to design institutional and administrative systems capable of identifying emerging changes, mitigating risks, and leveraging future opportunities. The goal is to identify a set of reform actions that allow bureaucracy to resiliently address the challenges posed by the acceleration and complexity of political and social problems.

*Specific activities of the researcher:* In the context of the project, support was provided to the achievement of the project objectives through the application of foresight tools and methods within the public sector. Activities carried out by the University of Udine unit included the design and implementation of a foresight unit within the Port of Trieste, with a focus on future trends related to sustainability and digital transformation. Additionally, contributions were made to the development of theoretical and empirical work on anticipatory governance frameworks and their practical implications in complex institutional contexts.

## **3. Entrepreneurial e-learning experience for training secondary school students**

*Role:* Team member since 01/09/2022

*Funded by:* Erasmus +

*Budget:* € 250,000.00 (total project budget)

*Project duration:* 01/09/2022 – 31/08/2024

*Partners:* University of Udine (Italy), The Business Game Italia (Udine), CPU (Slovenia), ZDZ (Poland), RCDI (Portugal), and ISTEK (Turkey).

*Topic:* The project aimed to design, develop, and disseminate a free business game (the MEET Business Game) for use in secondary, post-secondary, and non-academic education (EQF levels 4–5) across eight European countries. The initiative involved transforming an academic-level business game into a practical and engaging didactic tool tailored to the needs of younger learners. The adapted version was implemented in secondary schools to create training experiences aligned with companies' requirements, thereby preparing students to navigate real-world business contexts and workplace dynamics.

*Specific activities of the researcher:* As part of the project, the academic business game was adapted to students in European Qualifications Framework (EQF) level 4-5, with pilot sessions conducted in secondary schools and the integration of feedback to refine the content. Dissemination activities included workshops, teacher training and presentations in schools.

## Research projects funded by other Institutions

### **1. Family businesses: governance, development strategy and competitiveness, role of management training**

*Project duration:* 12/2021 - 09/2023

*Partners:* LabGest (University of Udine) (Udine), CUOA Business School (Altavilla Vicentina), ASFOR (Milan) and Centro Studi Tagliacarne (Rome)

*Topic:* The project aims to investigate management training methods in the context of Italian family businesses.

*Specific activities of the researcher:* Carried out a mixed-method research process combining quantitative and qualitative approaches. The quantitative phase involved the distribution of a structured survey to a sample of 3,000 Italian family businesses, with the aim of gathering data on organizational characteristics and strategic behaviors. The qualitative phase consisted in conducting in-depth interviews with ten family businesses of different sizes (small, medium, and large), in order to explore underlying dynamics and complement the quantitative findings with case-based insights.

## 2. Exportoffensive

*Project duration:* 02/2020 - 09/2020

*Partners:* Fachhochschule Kärnten / Carinthia University of Applied Sciences (Austria), Chamber of Commerce Carinthia (Austria)

*Topic:* The project aims to analyze the internationalization process and the factors that influence it, comparing companies from Italy (Friuli Venezia Giulia), Austria (Carinthia) and Slovenia. It also explores the correlation between innovative business models and success in internationalization processes.

*Specific activities of the researcher:* Conducting interviews with CEOs of relevant companies in the Friuli Venezia Giulia region, analysis of innovative business models particularly suited for success in international markets, qualitative and quantitative research activities.

### Visiting research periods abroad

**Visiting Postdoctoral Researcher** at Jönköping International Business School (JIBS) - Centre for Family Entrepreneurship and Ownership (CeFEO) - Jönköping (Sweden). Period: 03/2025 - 04/2025 (2 months).

**Visiting PhD student** at Jönköping International Business School (JIBS) - Centre for Family Entrepreneurship and Ownership (CeFEO) - Jönköping (Sweden). Period: 03/2024 - 05/2024 (3 months).

**Visiting PhD student** at Jönköping International Business School (JIBS) - Centre for Family Entrepreneurship and Ownership (CeFEO) - Jönköping (Sweden). Period: 01/2023 - 06/2023 (6 months).

### Participation in the following national and international research groups

(ended) The research group LABGEST (Laboratorio di Ingegneria Gestionale) of the Polytechnic Department of Engineering and Architecture (DPIA) at the University of Udine. Dr. Bearzi's participation in the group began in November 2021 with several national and international projects. Dr. Bearzi collaborated, in particular, with Prof. Alberto Felice De Toni and Prof. Cinzia Battistella, conducting research activities on family firms, sustainability and learning techniques.

(ongoing) The research group GOST (Group of Organizational Studies) of the Department of Statistics and Economics (DIES) at the University of Udine. Dr. Bearzi's participation in the group began in November 2021 with her PhD program and continued with a research fellowship. Dr. Bearzi collaborated, in particular, with Prof. Daniel Pittino and Prof. Francesca Visintin, conducting research activities on family firms, Corporate Entrepreneurship, leadership, HR management, and business organization.

## Publications

### Journal Papers in academic refereed journals:

**Bearzi, M.**, Pittino D., Visintin, F., Battistella, C., (2025). Corporate venturing in family firms: A systematic literature review and future research agenda. *Journal of Family Business Strategy*.

### Chapters in national (Italian) books:

**Bearzi, M.**, Pini, M., (2023). La formazione nelle imprese familiari. In: De Toni, A.F., Esposito, G.F., Meda, M. (Eds.), *Strategie e Politiche di Formazione nelle imprese familiari: l'apprendimento come leva di sviluppo*, Franco Angeli Editore, Milano. ISBN: 9788835148791

**Bearzi, M.**, Petrone, S., (2023). Tipologie di formazione, soggetti formatori e canali di finanziamento. In: De Toni, A.F., Esposito, G.F., Meda, M. (Eds.),

*Strategie e Politiche di Formazione nelle imprese familiari: l'apprendimento come leva di sviluppo*, Franco Angeli Editore, Milano. ISBN: 9788835148791

De Toni, A.F., **Bearzi, M.**, (2023). Technowrapp: The Pallet Care People. In: De Toni, A.F., Esposito, G.F., Meda, M. (Eds.), *Strategie e Politiche di Formazione nelle imprese familiari: l'apprendimento come leva di sviluppo*, Franco Angeli Editore, Milano. ISBN: 9788835148791

**Bearzi, M.**, Pittino, D., (2023). Sea Marconi: idea e innovazione per l'energia e l'ambiente. In: De Toni, A.F., Esposito, G.F., Meda, M. (Eds.), *Strategie e Politiche di Formazione nelle imprese familiari: l'apprendimento come leva di sviluppo*, Franco Angeli Editore, Milano. ISBN: 9788835148791

De Toni, A.F., **Bearzi, M.**, Giannini, D., Zifaro, M., (2023). Analisi comparata dei casi studio. In: De Toni, A.F., Esposito, G.F., Meda, M. (Eds.), *Strategie e Politiche di Formazione nelle imprese familiari: l'apprendimento come leva di sviluppo*, Franco Angeli Editore, Milano. ISBN: 9788835148791

De Toni, A.F., **Bearzi, M.**, Giannini, D., Zifaro, M., (2023). Lezioni imparate sul campo: casi studio. In: De Toni, A.F., Esposito, G.F., Meda, M. (Eds.), *Strategie e Politiche di Formazione nelle imprese familiari: l'apprendimento come leva di sviluppo*, Franco Angeli Editore, Milano. ISBN: 9788835148791

#### Conference proceedings

**Bearzi M.**, Pittino, D., Visintin F., (2023). *Corporate Entrepreneurship in family firms: a systematic review and future research agenda*. IFERA 2023 Conference proceeding. ISBN: 979-12-210-3844-6

#### Working papers (sorted by progress)

**Bearzi M.**, Harirchi G. *Quando il silenzio parla: il quiet quitting tra sfida manageriale e occasione evolutive*.  
First round of review in the Journal Sviluppo & Organizzazione.

**Bearzi, M.**, Pittino, D., Visintin, F. *Determinants of portfolio entrepreneurship initiatives by family entrepreneurs: A configurational approach at the family and individual level*.

**Bearzi M.**, Pittino D., Wang, W., Chirico F. *The Effect of Entrepreneur's Social Status Perception, Family Ownership, and Family Size on Corporate Venturing Activities in Chinese Family Firms*.

**Bearzi M.**, Podrecca M., Arcidiacono F. *Manufacturing and firm performance: A configurational investigation based on necessary condition and fuzzy set qualitative comparative analysis*.

#### **Participation in national and international conferences, workshops and summer schools**

#### National and international conferences

22/06/25 - 25/06/25

##### **European Academy of Management (EURAM)**

Speaker at the annual conference of the International Family Enterprise Research Academy, Carcavelos (Portugal), with the full paper "Determinants of portfolio entrepreneurship initiatives by family entrepreneurs: A configurational approach at the family and individual level", co-authors Daniel Pittino and Francesca Visintin.

10/06/25 - 13/06/25

##### **International Family Enterprise Research Academy (IFERA)**

Speaker at the annual conference of the International Family Enterprise Research Academy, Carcavelos (Portugal), with the full paper "Determinants of portfolio entrepreneurship initiatives by family entrepreneurs: A configurational approach at the family and individual level", co-authors Daniel

Pittino and Francesca Visintin.

18/06/24 - 21/06/24

**International Family Enterprise Research Academy (IFERA)**

Speaker at the annual conference of the International Family Enterprise Research Academy, Carcavelos (Portugal), with the WIP "Determinants of portfolio entrepreneurship initiatives by family entrepreneurs: A configurational approach at the family and individual level", co-authors Daniel Pittino and Francesca Visintin.

04/10/23 - 05/10/23

**Italian Academy of Business Administration (AIDEA)**

Speaker at the AIDEA Conference, Salerno (Italy), with the WIP "Venturing activities by family business entrepreneurs. The role of personal motivations in portfolio entrepreneurship behaviors", co-authors Daniel Pittino and Francesca Visintin.

05/07/23 - 08/07/23

**International Family Enterprise Research Academy (IFERA)**

Speaker at the annual conference of the International Family Enterprise Research Academy, Krakow (Poland), with the full paper "Corporate Venturing in Family Firms: A Systematic Literature Review", co-authors Daniel Pittino, Francesca Visintin and Cinzia Battistella.

Workshop

10/10/24

**The Implication of Family Ownership and Management in Multinational Enterprises**

CeFEO, Jönköping International Business School, Jinan University and Zhejiang International Studies University

Speaker at the 1st workshop on The Implication of Family Ownership and Management in Multinational Enterprises, Jönköping (Sweden), with the paper "The Effect of Entrepreneur's Social Status Perception, Family Ownership, and Family Size on Corporate Venturing Activities in Chinese Family Firms" co-authors Daniel Pitino, Francesco Chirico and Wei Wang.

02/10/23 - 03/10/23

**European Institute for Advanced Studies in Management (EIASM)**

Speaker at the 18th EIASM Workshop on Family Business Management Research, Naples (Italy), with the paper "Venturing activities by family business entrepreneurs. The role of personal motivations in portfolio entrepreneurship behaviors," co-authors Daniel Pitino and Francesca Visintin.

04/05/23 - 05/05/23

**Ownership and Governance Workshop**

CeFEO, Jönköping International Business School

Participation in the Ownership and Governance Workshop (OGW), Jönköping (Sweden).

24/04/23 - 28/04/23

**Theoretical Perspective in Family Business Research (TPFBR)**

CeFEO, Jönköping International Business School

Participation in the Doctoral course Theoretical Perspective in Family Business Research (TPFBR), Jönköping (Sweden).

16/03/23 - 17/03/23

**External Enablers Workshop (EEW)**

CeFEO, Jönköping International Business School

Participation in the External Enablers Workshop (EEW), Jönköping (Sweden).

26/05/22 - 27/05/22

**Workshop Organizzazione Aziendale**

Associazione Italiana di Organizzazione Aziendale (ASSIOA)  
Participation in the Workshop di Organizzazione Aziendale (WOA), Brescia (Italy).

19/05/22 - 20/05/22

**Entrepreneurship Research Workshop for Young Scholars (ENTERYNG)**  
University of Bergamo, University of Pavia and University of Federico II of Naples  
Participation in the 8th Entrepreneurship Research Workshop for Young Scholars (ENTERYNG), Capri (Italy).

### Summer school

02/05/2023 - 05/07/2023

**International Family Enterprise Research Academy (IFERA)**  
Participation in IFERA Summer School on qualitative and quantitative methods in the context of family business research.

13/09/22 - 16/09/22

**Associazione dei Laureati in Ingegneria Gestionale (ALIG)**  
Participation in the ALIG Summer School - "It's not about teaching, but learning".

**Scholarship** Recipient of a study scholarship from the Lerici Foundation (amount: 50,000 SEK)

**Statement of interest** I am a postdoctoral research fellow ("assegnista di ricerca") in 13/ECON-07/A (Economia e Gestione delle Imprese) at the University of Udine.  
My research interests lie primarily in entrepreneurship, business organization and human resource management, with expertise in the following domains:  
1. *Corporate Entrepreneurship*: Analysis of the dynamics and processes that stimulate the creation of new ventures within established organizations, with particular attention to the influence of the organizational context and innovation strategies.  
2. *Leadership and team performance*: investigation of the role of leadership in the development of high-performing teams, exploring the relationships between leadership styles, motivation, and collaboration in work contexts.  
3. *Human Resource Management*: Study of HR policies and practices that support organizational performance and employee well-being.  
4. *Family Firms, SMEs, and Start-ups*: Examination of governance structures and performance outcomes in family-owned businesses, small and medium-sized enterprises, and new entrepreneurial ventures.  
In terms of research methodologies, I have acquired skills in using both quantitative and qualitative approaches, employing a variety of tools and techniques, including: Multiple case studies, Analysis of secondary data, Surveys, Systematic literature review. Additionally, I am developing expertise in conducting experiments in the field of management.  
I am actively involved in national and international research projects, through which I have strengthened my skills in areas such as corporate entrepreneurship, firm resilience and internationalization. These activities, together with my teaching experience and conference presentations, demonstrate a strong alignment between my current work and the responsibilities of the advertised position.  
I am therefore highly motivated to continue my academic career through this RTD-A position and confident in my ability to transition into the role, bringing academic rigor, methodological versatility, and enthusiasm for research and teaching. I would therefore be very interested to continue the strategic objectives and academic excellence of the Free University of Bozen-Bolzano, taking on increasing responsibilities and delivering results of lasting value.

**Language competence** Mother language: Italian

Other languages:  
English: C1  
French: A2  
German: A1

Date 19/08/2025

Signature