

Curriculum Vitae

INFORMAZIONI PERSONALI

Nome CARMINE
Cognome BIANCHI
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ATTIVITA' DIDATTICA

- Full Professor at the Faculty of Political Sciences, University of Palermo, since the Academic Year 2001-2002, main subjects taught:
 - Business Management (Bachelor Level)
 - Planning & Control Systems (Master Level)
 - Public Management (Master and PhD Level)
 - System Dynamics Modeling for Business Strategy (Master Level)
 - Financial Modeling (PhD Level)
- President and Scientific Coordinator of the CED⁴ - *System Dynamics Group* University of Palermo (Italy).
- Director of the Master Program in: "Managing Business Growth through System Dynamics and Accounting Models: a *strategic control perspective*", University of Palermo, Faculty of Political Sciences, since the year 2002
- Scientific coordinator of the PhD program on: Model Based Public Planning, Policy Design, and Management, University Palermo (joint program with the Universities of Bergen (Norway), Nijmegen (The Netherlands), and Lisbon (Portugal))

INCARICHI / CONSULENZE

§ University at Albany – Center for Technology in Government (USA): Visiting Professor (May, 2017)

§ Ministry of Administrative & Bureaucratic Reform, Improving Performance Accountability through System Dynamics Modeling (Professional Training - Jakarta, 28 February 2017).

§ LMU, University of Munich – Center for Advanced Studies-CAS (Visiting Fellow, Munich, 23-26 November, 2016)

§ National Academy of Public Administration (NAPA, Hanoi - Vietnam) (Guest Lecturer - Seminar on: "Outcome-Based Dynamic Performance Management in the Public Sector", March, 2016)

§ Key-note speaker at the XIII Latin-American System Dynamics Conference, Cartagena de Indias, Colombia (21-23 October, 2015)

§ TOP Education Institute, Sydney: Visiting Professor (18 August-4 September, 2015)

§ Centre for Innovation and Productivity in Public Administration: Training program leader on: "Driving Sustainable Growth Through Outcome-Based Performance Management" (Istanbul, 28-29 April, 2015)

§ Centre for Innovation and Productivity in Public Administration: Training program leader on: "Driving Sustainable Growth Through Dynamic Performance Management" (Istanbul, 16-17 December, 2014)

§ University at Albany – Rockefeller College of Public Affairs & Policy (USA): Visiting Professor (October-November, 2014)

§ Universidad de la Sabana, Bogotá (Colombia), invited speaker at the Master Program in Management. Conference theme: "Dynamic Performance Management, 20 August, 2014

§ Universidad de Bogotá J. Tadeo Lozano (Colombia), keynote speaker at the XII Encuentro Colombiano de Dinamicade Sistemas, 21 August, 2014

§ Workshop on: "System Dynamics applied to University Performance Management", 27-30 January, 2014, University of Colima (Mexico)

§ University at Albany – Rockefeller College of Public Affairs & Policy (USA): Visiting Professor (October-November, 2013)

§ CRUI – Confederation of Italian Universities, TunIT Project: 1-week training course delivered at Tunis (Tunisia) – Business Organization Module (May, 2013)

§ National Academy of Public Administration (NAPA, Hanoi - Vietnam) (Guest Lecturer - Seminar on: "Dynamic Performance Management in the Public Sector", April, 2013)

§ University of Campinas - UNICAMP (Limeira, Brasil), Faculty of Engineering, Visiting Professor (September, 2012)

§ CRUI – Confederation of Italian Universities, LyMIT Project: 1-week training course delivered at Tripoli (Libya) – Business Organization Module (May, 2012)

§ Multimedia University (Kuala Lumpur, Malaysia), Seminar on Dynamic Performance Management (February, 2012)

§ Universitas Indonesia (Jakarta, Indonesia), Seminar on Dynamic Performance Management (February, 2012)

§ Consultant at the Agency for Local Autonomies and Public Function in the Sicilian Region (Strategic Control Systems and Business modeling) (June 2009 – September 2011)

§ Member of the Steering Committee for the design of the Performance Management and Strategic Control System in the Regional administration of Sicily (January-September 2011)

§ Coordinator of the Project on Performance Improvement and Accountability at the University of Palermo (Rectorate), (April 2010 November 2010).

§ Coordinator of the project on "System Dynamics to Manage Sustainable Business Development", financed by Emuni University, July 2010.

§ School of Industrial Engineering and Management - The Royal Institute of Technology, KTH, Stockholm - Sweden (Guest Lecturer 6 ECTS Course on: "System Dynamics for Production Systems Design and Performance Analysis", May-September 2011)

§ Universidade de Brasilia (Brazil), Invited Speaker on "Designing Sustainable Policies and Fostering Performance Improvement", IX Latin-American System Dynamics Conference, November, 2011)

§ University of St. Gallen, Switzerland (Guest Lecturer - Seminars on: "Managing Organizational Performance with System Dynamics", November 2010)

§ Consultant of Telekom Malaysia for the validation of system dynamics models supporting Balanced Scorecards (October 2008, July 2009).

§ Consultant at the Agency for Welfare in the Sicilian Region (Strategic Control Systems and Business modelling) (September-December 2009)

§ Consultant on behalf of the Agency of Industry in the Sicilian Region and of "Sicilia e Ricerca S.p.A." for the analysis of administrative processes and "products", to outline a network-oriented organisation model for the establishment of a "Competence centre" for energy supply in Sicily (from May 2008 to now).

§ European Master in System Dynamics (EMSD), European Commission, LIFELONG LEARNING PROGRAMME 2007 - 2013 Version 1-2007, APPLICATION FORM for Call EAC/61/2006 Multilateral Projects, Networks, Accompanying Measures, Studies and Comparative Research, together with the Universities of Nijmegen (The Netherlands, project leader), Bergen (Norway), Lisbon (Portugal)

§ University of Nijmegen - The Netherlands, (Seminar on: "Enhancing Strategy Design and Planning in Public Utilities through "Dynamic" Balanced Scorecards: *Insights from a project in a city water company*", April 2008)

§ Scientific coordinator of the ALFA project on "Designing a Learning-Oriented Program for Growing Small Medium Enterprises: a System Dynamics approach (2005-2007)

§ Co-ordinator of the teams on the "Policy implementation" e "Management & Strategic Control Systems", in the *Governance Project*, on behalf of Formez – a research project on the Sicilian Region, financed by the Italian Agency "Funzione Pubblica" (*Public Function*) (January-July 2006)

§ Consultant at the Agency for Public Works (Strategic Control Systems and Business modelling) (September 2006-April 2008)

§ Consultant of a company operating in the information technology industry (Dynamic Business Planning project – Lucca - Italy, March 2006 – to today)

§ Scientific co-ordinator of a System Dynamics project aimed to frame the impact of environmental policies undertaken by Municipalities located around the *Teramo* area, (on behalf of Team S.r.l., European Project "Life-Environment"– Etica - September 2005 – March 2006)

§ Scientific coordinator of the project on "Measuring performance in Public Utilities", with the *University of North Carolina at Chapel Hill*, financed by the University of Palermo (February 2004)

§ Consultant (System Dynamics applied to Business Planning) at the Mantero Seta S.p.A., silk producing company (Como, September-October 2004)

§ Consultant at the Agency for Planning and Finance in the Sicilian Region (Strategic Control Systems and Business modelling) (November 2004-June 2006)

§ Consultant at the Agency for Public Works in the Sicilian Region (Strategic Control Systems and Business modelling) (May-August 2004)

§ Director of the Course on "Introducing Planning & Control Systems in Public Administrations" (a 4-day programme on behalf of the Department of Education of the Sicilian Region, since March 2002 up to now)

§ Training Course organised on behalf of *CRC Construction & Innovation* - QUT, Brisbane (Australia) on: "Managing the Growth of your Business. Presentation for Property & Construction SMEs", Brisbane, February 2004

§ Training Course organized on behalf of *Semion Consulting* (Singapore), on: "Implementing Dynamic Balanced Scorecards to Link Strategy and Execution", Singapore, 16th – 17th February 2004

§ Strategic Modeling and Education project organised at Telekom Malaysia, R&D Division, on "Modeling strategic assets dynamics impacting on business traffic" (Kuala Lumpur, 2nd – 14th February 2004)

§ Workshop given at the University of Plymouth – Plymouth Business School (UK), on: "Simulators & Systems Thinking in Small Business Strategy", Plymouth, 15th June 2004

§ Training Course organized at SDOA, Vietri sul mare (Salerno, Italy), on: "System Dynamics Models for SMEs", COGES Master, June 2004

§ Consultant (System Dynamics Modeling applied to Intellectual Capital and service capability management) at Zurich Insurance, Milan – Organization Division (Milan, September 2003-April 2004)

§ ENI-Corporate University (Seminars on: "Introduction to System Dynamics"; and "Using System Dynamics models to support Business Planning", March 2003);

§ University of St. Gallen, Switzerland (Guest Lecturer - Seminars on: "Introducing System Dynamics Modelling to enhance a Learning-oriented approach in SMEs' Growth Planning", December 2002);

§ Guest Lecturer at the Master of Phil. in System Dynamics, University of Bergen (Norway), in various years since 1998.

§ Training Course organized on behalf of *Accenture* and *Powersim* (Norway) on: "Applying System Dynamics to Municipal Gas Supply and Distribution Services" – Milan, April 2001" (Milan, 26th – 27th April 2001);

§ Training Course organized at Telekom Malaysia – R&D Division on: "Exploring Business Growth Through Scenario Planning: A System Dynamics Simulation & Finance Perspective" (Kuala Lumpur, 27th – 30th March 2001);

§ Training Course organized at Fondazione CUOA - Altavilla Vicentina, Italy (Master in Amministrazione, Finanza e Controllo), on: "Introduction to System Dynamics Modelling, February 2001;

§ Training Course organized at the University of Pavia (Italy), on "System Dynamics for business planning" (Master in Contabilità, bilancio e controllo finanziario), years 2000, 2001, 2002;

§ *Director of the Master Program* in: "Managing Business Growth through System Dynamics and Accounting Models: a strategic control perspective", University of Palermo, Faculty of Political Sciences (400 hours teaching + 200 hours project work, 9 months duration)

§ *Director of the program on:* The Small Business Growth Management Flight Simulator: Learning to understand and manage crises in small family firms, CUSA-System Dynamics Group, Palermo, 1999 (3 days)

§ *Director of the program on:* Introducing management control in small firms. How to manage growth through Accounting and System Dynamics, CUSA-System Dynamics Group, 1999 (3 modules, 2 days each), Palermo

§ *Director of the program on:* Dynamic Modeling for Small Business Growth Management, CUSA-System Dynamics Group, Palermo, 1998 e 1999 (5 days)

§ Training Course organized at the Agency for Health in the Sicilian Region, on: "Implementing cost management, planning and control systems in Health Care" March 2002

§ Training Course organized on behalf of Mondimpresa, on: "Dealing with SMEs. How to approach, handle and assist SMEs: what an enterprise is, basic functions – project on: Training the management of service centers of Mediterranean, Middle East and Balcan countries", financed by the Italian Ministry of Foreign Affairs (Palermo, December 2002),

§ Leader of the project on "Managing Business Growth through System Dynamics Modeling: an analysis of the SME and Public Administration Contexts", in partnership with Worcester Polytechnic Institute, USA (2002)

§ Scientific coordinator of the research project on: "Globalising European SMEs in the World Trade System", financed by the European Commission (year 2001)

§ Scientific co-ordinator of the project on: "Measuring Performance in a City Water Company: How to Get Palermo's Water Supply and Distribution Company closer to word wide Best Practice (September 2001 – March 2002)

§ Scientific coordinator of the project carried out at CUSA-*System Dynamics Group*, on behalf of the Science Park of Sicily, on the subject: Introducing the business plan in SMEs: a Learning-oriented approach. The aim of the project has been to build a software package prototype for engineering SMEs to support business plans drawing up through the integration of accounting and system dynamics models. The tool that such project aims to build is focused on small/medium firms features, and is tailored on a number of similar companies joining the project (year 2000-2003)

§ Scientific coordinator of the "Growth" project (funded by the European Commission), concerning management education and a marketing-oriented strategic control system design for a pool of SMEs (year 1999)

§ Development of interactive learning environments on behalf of several SMEs from different industries (e.g. car renting, engineering, tourism, trade, winery, olive oil) covering the following issues: start up, business planning, linking System Dynamics and Accounting models to support entrepreneurial learning in the planning process and performance evaluation, dynamic scenario planning

§ Development of an Interactive learning environment on behalf of *SviluppoUmbria*, an institution aiming to supporting entrepreneurship in the Umbria Region in Italy (March-April 1998).

ASSOCIAZIONI SCIENTIFICHE

- - Editor of the book Series on “*System Dynamics for Performance Management*”, Springer.
 - Associate Editor of the System Dynamics Review, J. Wiley (2000-2014)
 - Associate Editor of the Open Management Journal, Bentham
 - Member of the Editorial Board of the International Journal of Public Administration
 - Member of the Editorial Board of “Systems” (<http://www.mdpi.com/journal/systems/>)
 - Member of the Editorial Board of the “International Journal of System Dynamics Applications” (IJSDA)
 - Member of the Scientific Committee of the Journal “Piccola Impresa/Small Business”, Urbino, Italy
 - Member of the Scientific Committee of the Journal “Management & Performance”, knowita.it
 - Member of the Scientific Committee of the Rangsit Journal of Social Sciences and Humanities
 - Member of the Scientific Committee of the Journal “Azienda Pubblica”, Maggioli
 - Member of the Scientific Committee of RIREA Journal (Rivista Italiana di Ragioneria e di Economia Aziendale)
 - Member of the Scientific Committee of "Economia delle aziende e delle amministrazioni pubbliche", F. Angeli - Book series
 - Member of *System Dynamics Society Policy Council* (1998-2001)
 - Member (*Socio Ordinario*) of AIDEA – *Accademia Italiana di Economia Aziendale* (Italian Academy of Management)
 - Member of SIDREA (*Società Italiana dei Docenti di Ragioneria ed Economia Aziendale*)
 - Member of the (GEV) Committee for Evaluation of Quality in Research on Management (for the years 2004-2010) – Italian Ministry of Research, ANVUR Agency
 - Referee of the European Research Council, FP7 IDEAS program (October, 2012)
 - Coordinator of the Doctoral Program in Business Management, University of Palermo (from 2000 to 2005)
 - Member of the Review Committee on behalf of the Swedish Environmental Protection Agency for the call on: “Scenario Planning – a review of knowledge” (November-December, 2013)
 - Member of Evaluation Committees on:

- o Full and Associate Professorships on behalf of the Universities of Naples, Milano Cattolica, Italy, and Ca Foscari, Venice, Italy.
- o Appointments and Promotions (COAP) Worcester Polytechnic Institute, USA (as an external referee for a full professorship position);
- o Appointments and Promotions. York University, Toronto, Canada, (as an external referee for a full professorship position);
- o Appointments and Promotions. National University of Malaysia, Kuala Lumpur, (as an external referee for a full professorship position);
- o Annual Best Article for Journal of Comparative Policy Analysis, (as member of the Adjudication Committee);
- o PhD Degrees on behalf of the University of Bergen, Norway;
- o PhD Degrees on behalf of the University of Florence and the LIUC University, Castellanza, Varese-Italy;
- o Master Degrees on behalf of the University of Bergen, Norway.
- o PhD Degree on behalf of the Universidad Nacional de Colombia - Sede Medellín, Facultad de Minas, Programa de Doctorado en Ingeniería – Sistemas, Medellín, Colombia;

PUBBLICAZIONI

Books

- § Dynamic Performance Management, Springer, Zurich, 2016.

- § Modelli di system dynamics per il miglioramento della performance aziendale. Verso un sistema di programmazione e controllo nella prospettiva dello sviluppo sostenibile (*Improving Organizational performance through System Dynamics Modeling. Towards a sustainable growth-oriented Planning & Control System*), Ipsoa, Collana Management, Milano, 2009.

- § Managing Small Business Growth, Hogskolan Dalarna, Dalarna Univ. School of Economics & Social Sciences, Sweden, 2007

- § Sistemi di programmazione e controllo per l'azienda "Regione" (*Planning & Control Systems for Public Regional Administrations*), Giuffrè, Milan, 2004

- § Processi di apprendimento nel governo dello sviluppo della piccola impresa. Una prospettiva basata sull'integrazione tra modelli contabili e di system dynamics attraverso i micromondi, Giuffrè, Milano (*Learning Processes in Managing Small Business Growth. A Perspective Matching Accounting & System Dynamics Models into Microworlds*), 2001

- Modelli contabili e modelli "dinamici" per il controllo di gestione in un'ottica strategica, Giuffrè, Milano, (*Strategic Control through Accounting and Dynamic Models*), 1996
- Il controllo dei costi di gestione e sviluppo delle risorse umane ed informatiche, Giuffrè, Milano, (*Human Resources and Information System Costs Strategic Control*), 1990
- La logistica in economia aziendale, Giuffrè, Milano (*Logistics and Business Management*), 1985

Edited (and co-edited) Symposia and books

- § Systems Thinking and System Dynamics in Small-Medium Enterprises, *System Dynamics Review*, 18, 3, 2002
- § Public Sector Applications of the System Dynamics Approach, *Systems Research and Behavioral Science*, 27, 4, 2010
- § Broadening the Application of Performance Management, *International Journal of Public Administration*, 37, 13, 2014
- § Exploring the Complexities of Performance Management, *International Journal of Public Administration*, to be published in 2017
- § Pursuing community resilience through outcome-based public policies: challenges and opportunities for the design of performance management systems, *Public Organization Review*, to be published in 2017
- § Outcome-based Performance Management in the Public Sector, Springer, Zurich, to be published in 2017.

Articles

- § Applying a dynamic performance management framework to wicked issues: How co-production helps to transform young people's services in Surrey County Council, UK (with Tony Bovaird & Elke Loeffler), in: Borgonovi E. – Rivenbark W. - Bianchi C. (edited by), Exploring the Complexities of Performance Management, *International Journal of Public Administration*, <http://dx.doi.org/10.1080/01900692.2017.1280822>, 2017.
- § Measuring Coordination and Coherence: Assessing Performance Across the Public Sector (with Guy B. Peters), in: Borgonovi E. – Bianchi C. – Anessi Pessina E. (edited by), Outcome-based Performance Management in the Public Sector, Springer, Zurich, to be published in 2017.
- § The Design and Execution of Performance Management Systems at State Level: a Comparative Analysis of Italy and Malaysia (with Prof. John A. Xavier), *International Journal of Public Administration*, 40, 9, 2017

§ Enhancing Joined-Up Government and Outcome-Based Performance Management through System Dynamics Modelling to Deal with Wicked Problems: the Case of Societal Ageing, *Systems Research & Behavioral Science*, 32, 2015

§ A Dynamic Performance Management Approach to Support Local Strategic Planning (with Salvatore Tomaselli), *International Review of Public Administration*, 20, 4, 2015.

§ Applying System Dynamics Modeling to Foster a Cause-and-Effect Perspective in Dealing with Behavioral Distortions Associated with City's Performance Measurement Programs (with Daniel Williams), *Public Performance & Management Review*, 38, 2015

§ Performance Management in Local Government: The Application of System Dynamics to Promote Data Use (with W. Rivenbark), *International Journal of Public Administration*, 37, 2014

§ Introduction to a Symposium on Broadening the Application of Performance Management (with E. Borgonovi e W. Rivenbark), *International Journal of Public Administration*, 37, 13, 2014

§ Strategic asset building and competitive strategies for SMEs which compete with industry giants (with G. W. Winch and F. Cosenz), in: Todorov K. – Smallbone D. (edited by), *Strategic Management in Small and Medium Enterprises: Theory and Practice*, IGI Global, 2014

§ Modelli concettuali e strumenti operativi per la valutazione e il miglioramento della performance nell'erogazione dei servizi pubblici in una prospettiva di soddisfazione dell'utenza (*Conceptual Models and Operative Tools to Measure Performance and Users' Satisfaction in the Public Sector*), in: AA.VV, *Scritti in onore di Pellegrino Capaldo*, Egea, (*Collected papers in honor of Pellegrino Capaldo*), Milano, 2014.

§ A System Dynamics Approach to Evaluate Incentive-based Policies, Human Resource Motivation and Performance of Public Sector Organizations, (with F. Cosenz), *RJSH*, 1, Jan-June, 2014.

§ Alla ricerca dei fattori rilevanti nell'adozione dei sistemi di gestione della performance nelle amministrazioni pubbliche territoriali. L'analisi di due casi di studio (with W. Rivenbark), in: *Azienda Pubblica*, vol. 1, p. 35-59, 2013

§ Performance analysis of the closed loop supply chain, (with: Asif F.; Rashid A, Cornel Nicolescu), in: Journal of Remanufacturing, vol. 2, p. 2-21, 2013

§ Enhancing Performance Management and Sustainable Organizational Growth through System Dynamics Modeling, in: Groesser, S. N. & Zeier, R. (Eds.), *Systemic Management for Intelligent Organizations: Concepts, Model-Based Approaches, and Applications*, Heidelberg, Springer-Publishing, p. 143-161, 2012

§ A Comparative Analysis of Performance Management Systems: The Cases of Sicily and North Carolina, in: Public Performance & Management Review (PPMR), 35 (3), 2012 (with W. Rivenbark)

§ A Physiological Approach to Analysing SME Growth Patterns and to Understanding the Distinctions and Similarities between Normal and Abnormal Growth, in: Porada M. (editor), *Managing a Small Business in the Contemporary Environment*, Eurilink, Rome, 2012

§ Ripensare al bene dell'azienda in un'ottica di sviluppo sostenibile nel soddisfacimento dell'interesse pubblico tra bisogni individuali e sociali [Rethinking organization's physiology and pathology in satisfying individual and social needs: a sustainable development perspective], in: VV.AA. (edited by Carlo Sorci), *Il bene dell'azienda. Scritti in onore di Vittorio Coda (papers in honor of Vittorio Coda)*, Giuffrè, Milano, 2012

§ Teaching Public Administration Abroad through the Fulbright Specialist Program, in: *Journal of Public Affairs Education*, NASPAA, 17(2), p. 253-263, 2011 (with W. Rivenbark)

§ Improving Performance and Fostering Accountability in the Public Sector through System Dynamics Modelling *From an 'external' to an 'internal' perspective*, Special Issue of *Systems Research and Behavioral Science*, vol. 27, 2010

§ Applying System Dynamics to foster organizational change, accountability and performance in the Public sector. *A case-based Italian perspective*, Special Issue of *Systems Research and Behavioral Science*, vol. 27, 2010

- Supporting Value Creation in SMEs through Capacity Building and Innovation Initiatives: The Danger of Provoking Unsustainable Rapid Growth, in: Kohtamäki M. – Kuckertz A. (edited by), *Value Creation*, special issue of the *International Journal of Opportunity, Growth and Value Creation (IJOGVC)*, vol.1, n.1, 2009 (with Prof. G. W. Winch)
- Il governo dello sviluppo aziendale attraverso modelli di System Dynamics, *Controllo di Gestione*, n. 3, IPSOA, Milano, 2009
- Enhancing Strategy Design and Planning in Public Utilities through “Dynamic” Balanced Scorecards: insights from a Project in a City Water Company, in: *System Dynamics Review*, n.2, 2008.
- Management Simulation as an Instrument to Aid Turning “Stunted Growth” Round in Family Businesses, *SINERGIE*, vol. 75; p. 109-126, 2008
- Sviluppo o nanismo? Verso una consapevole valutazione della crescita sostenibile nell'impresa familiare : un approccio di system dynamics, in: De Vecchi C. - Fraquelli G. (a cura di), *Dinamiche di sviluppo e internazionalizzazione del family business* (pp. 211-226). Bologna, Il Mulino.
- Note critiche e metodologiche sulla progettazione dei sistemi di programmazione e controllo nell'azienda “Regione”: riflessioni alla luce del caso “Regione Sicilia, [Critical & Methodological Notes on the outline of Planning & Control Systems in Public Regional Administrations], in: *Azienda Pubblica*, n. 1, 2007.
- Drivers and Dynamic Processes for SMEs *Going Global*, *Journal of Small Business and Enterprise Development*, n. 1, 2006 (with Prof. G. W. Winch).
- Unleashing Growth Potential in "Stunted" SMEs: Insights from Simulator Experiments, *International Journal of Entrepreneurship and Small Business*, 2005
- Pathology and physiology of business ‘dwarfism’ as a structural growth disengagement condition. A dynamic resource-based-view, *Piccola Impresa/Small Business Review*, Ins-Edit Genoa, n. 2, 2004
- Modelli di system dynamics per il controllo di gestione: l'analisi dei margini (System Dynamics for management control: analysing contribution margins), in: Antonelli V. – D'Alessio R. (edited by), *Casi di controllo di gestione*, Ipsoa, Milan, 2004
- Il governo del capitale intellettuale attraverso il raccordo tra modelli contabili e di System Dynamics. Una prospettiva di programmazione e controllo per l'area Organizzazione e Sistemi (Managing Intellectual Capital through Accounting & System Dynamics Models. A Planning & Control perspective to support the Organisation & Systems Division), in: VV.AA., *Knowledge Management e successo aziendale*, Proceedings of the AIDEA Conference, Agf editore, Udine, 2004
- Operational and Financial Effectiveness of e-collaboration tools in supply chain integration, in: *European Journal of Operational Research*; Vol. 159, Issue 2, p. 348, December 2004
- Il rischio economico-aziendale (Managing Corporate Risk) , in: Sorci C., *Lezioni di Economia aziendale*, Giuffrè, Milan, 2002
- Il cosiddetto budget e l'analisi degli scostamenti (Budget and variance analysis), in: Sorci C., *Lezioni di Economia aziendale*, Giuffrè, Milan, 2002
- Il controllo di gestione come sistema (Management control systems), in: Sorci C., *Lezioni di Economia aziendale*, Giuffrè, Milan, 2002
- L'analisi delle determinanti causali della redditività (Business Profitability: a feedback approach), in: Sorci C., *Lezioni di Economia aziendale*, Giuffrè, Milano, 2002
- Opportunities and Pitfalls related to e-commerce Strategies in Small-Medium Firms: A System Dynamics Approach, in: C. Bianchi (edited by), *Systems Thinking & System Dynamics in Small-Medium Enterprises*, *System Dynamics Review* Special Issue, J. Wiley, n.3, vol. 18, 2002
- *System Dynamics Review* Special Issue, J. Wiley, n.3, vol. 18, 2002: Editorial

- Introducing SD Modelling into Planning & Control Systems to Manage SMEs Growth: a Learning-oriented Perspective, in: C. Bianchi (edited by), *Systems Thinking & System Dynamics in Small-Medium Enterprises*, System Dynamics Review Special Issue, J. Wiley, n.3, vol. 18, 2002
- Opportunities and Pitfalls Related to Internet-Based Strategies in Small-Medium Firms. A System Dynamics Approach, *Rencontres de St-Gall*, KMU Verlag, St. Gall, 2002
- L'evoluzione dei sistemi di controllo verso l'integrazione tra modelli contabili e di "system dynamics": una prospettiva orientata all'apprendimento strategico. (The evolution of Management control systems toward the integration between accounting and system dynamics models: a strategic learning oriented perspective), in: Kaplan R. – Atkinson A., *Advanced Management Accounting*, Italian version edited by: C. Bianchi and A. Bubbio, UTET-Isedi, Torino, 2002
- Commercial & Financial Policies in Family Firms: The Small Business Growth Management Flight Simulator, in: Special Issue on "Interactive Learning Environments", edited by Paal Davidsen e Mike Spector, *Simulation & Gaming*, Sage Publications, vol. 31, n. 2, June 2000
- Verso una cultura della piccola impresa orientata allo sviluppo per linee esterne. Il ruolo dei modelli informatici interattivi a supporto dell'apprendimento, in: AA.VV. *Relazioni aziendali e dinamica competitiva (Towards a small business culture oriented to pursue growth through Networking. The Role of Interactive Learning Environments)*, in: *Proceedings of the XXII AIDEA Conference (Parma, 28-30 October)*, McGraw-Hill, Milano, 2000
- Il governo dello sviluppo nella piccola impresa attraverso i modelli "dinamici" (Managing Small Business Growth Through System Dynamics Models), in: *Piccola Impresa*, INS-EDIT, Genova, n. 3, 1999
- Modelli contabili e modelli "dinamici": due prospettive complementari per il governo dello sviluppo nella piccola impresa. Un'applicazione alla gestione del capitale circolante netto operativo (Accounting and Dynamic models: two mutually related perspectives of Strategic Control in Small Entrepreneurial Firms: the case of Net Working Capital Management), in: M. Bergamin Barbato (a cura di), *Cost Management*, Giuffrè, 1999.
- Modelli contabili e modelli dinamici per il controllo della strategia nelle imprese minori (The use of Accounting and Dynamic Models in Small Firms Strategic Control), in: *Dirigenza Bancaria*, September, 1995
- Note sui conti annuali consuntivi dell'Ente locale (Methodological issues on annual reports in the Local Public Government), in: *Annali della Facoltà di Economia dell'Università di Palermo*, 1988-1995, years XLII-XLIX
- La gestione dei processi di ricambio generazionale e di evoluzione della cultura aziendale (Managing Generation Shift and Business Culture Evolution Processes), in: VV.AA., *Ricambio generazionale e successo dell'impresa (Generation Shift and Business Success)*, Giuffrè, Milano, 1995
- La produttività delle spese correnti dell'azienda Regione. Alcuni risultati di un'analisi economico-aziendale condotta sulla Regione Siciliana con particolare riferimento all'Assessorato Turismo, Comunicazioni e Trasporti (A Model for the Analysis of the Expense Activities of the Region, as a Firm: a Current Management Emphasis. Some Empirical Findings from a Pilot-study on the Sicilian Region), in: *Azienda Pubblica*, n. 1/1995
- Il ruolo della consulenza e della formazione manageriale per lo sviluppo delle aziende edili, con particolare riferimento alla realtà siciliana (The Role of Consulting and Management Education for Company Growth: Remarks on the context of Sicily), in: *Workshop proceedings on: "Università e formazione: il settore edile" (University and Education: the building industry)*, DPCE - CNR - Palermo, 21 January 1994
- Note critiche e metodologiche intorno al contributo del direct costing e del cosiddetto full costing di lungo periodo alla determinazione dei costi di prodotto (Some critical and methodological thoughts on the use of "direct costing" and the so called "long term full costing" in product costing evaluations), 17th European Accounting Association Congress, Venezia, 6-8 April 1994, in *Rivista dei dottori Commercialisti*, Giuffrè n. 3/94
- Analisi di un caso concreto di struttura organizzativa orientata alla logistica: F.Ili Averna S.p.A, in: *Sistemi e Impresa*, n. ° 296 (Analysis of a real case of a logistic oriented organization structure: Averna Bros. Company), ESTE, Milano, 1988
- The role of key-actors in the development of corporate culture, in: VV.AA., *The Evaluation of Entrepreneurial Profiles and Projects*, 1989, workshop proceedings, SDA-BOCCONI, Milano February 1988)
- Struttura organizzativa e sistema logistico (Organization Structure and Logistical System), in: *Logistica di impresa*, Este, Milano, n. 60, 1987
- Considerazioni metodologiche intorno alla valutazione dei sistemi aziendali in crisi (Methodological Remarks on the evaluation of unprofitable firms), in: *Economia e Credito, Rivista della Cassa di Risparmio V.E.*, n°3, 1985

Conference Papers

§ Balancing service quality and public governance principles to achieve quality-of-life outcomes through dynamic performance management (with Prof. Tony Bovaird and Dr. Elke Loeffler), IJPA Symposium on: "The Paradigm Shift from Output to Outcome Measures in the Public Sector", Palermo 25-27 May, 2016

§ Measuring Coordination and Coherence: Assessing Performance Across the Public Sector (with Prof. Guy Peters), IJPA Symposium on: "The Paradigm Shift from Output to Outcome Measures in the Public Sector", Palermo 25-27 May, 2016

approach (with Prof. Mark Maggio), paper presented at Great Plains Political Science Association Annual Conference, October 2015

§ The Design and Execution of Performance Management Systems at State Level: a Comparative Analysis of Italy and Malaysia (with Prof. John A. Xavier), paper presented at the APPAM Fall Research Conference, Albuquerque, November 2014

- Building on Entrepreneurs' Leadership through 'Lean' and Dynamic Performance Management Systems in Small and Micro Firms. Challenges and Missed Opportunities (with Prof. Graham Winch and Dr. Federico Cosenz, Rencontres de St. Gall, September 2014

§ Using a Dynamic Performance Management approach to reinforce the benefits of territorial strategic planning (with Prof. Salvatore Tomaselli), paper presented at the APPAM Fall Research Conference, Washington DC, November 2013,

§ Enhancing Sustainable Growth in Public Sector Organizations: a 'Dynamic Performance Management' Approach (with Prof. William Rivenbark), paper presented at the AIDEA conference, Lecce, September 2013.

§ Applying System Dynamics Modeling to Foster a Cause-and-Effect Perspective in Dealing with Behavioral Distortions Associated to City's Performance Measurement Programs (with Prof. Daniel Williams), paper presented at the 9th Transatlantic Dialogue (9TAD), Baltimore, 12-15 June, 2013

§ Designing Performance Management Systems in Academic Institutions: *a Dynamic Performance Management View* (with Dr. F. Cosenz), Paper presented at the 2013 ASPA Conference - New Orleans, March 15 – 19, 2013

§ Enhancing Performance Management and Sustainable Development through e-government policies in Urban Areas: *A System Dynamics Approach* (with Dr. D. Navarra). Paper presented at the 2013 ASPA Conference - New Orleans, March 15 – 19, 2013

§ Using System Dynamics to Enhance Performance Management in Local Government: An Application to Residential Refuse Collection, Paper presented at the 2012 APPAM Fall Research Conference, November 8-10, Baltimore (USA)

§ Managing levers of organization design to enhance SMEs' longevity: an agenda for further research (with Prof. G. W. Winch), *paper presented at the Rencontres de St. Gall*, 3-5 September 2012

§ Sustainable strategies for small companies competing against multinational giants, ACERE-Diana Conference (with Prof. G. W. Winch and Dott. F. Cosenz), Freemantle – Perth, February 2012.

§ A Comparative Analysis of Performance Management Systems: The Cases of Sicily and North Carolina, ASPA Annual Conference in Baltimore for the Center for Accountability and Performance (CAP) Symposium—March 12, 2011 (with Prof. W. Rivenbark).

§ Generalising Theories Explaining the Different Modes of SME Development and the Associated Growth Trajectories, Rencontres de St. Gall, September 2010 (with Prof. G. W. Winch).

§ A Physiological Approach to Analysing SME Growth Patterns and to Understanding the Distinctions and Similarities between Normal and Abnormal Growth, 7th AGSE Conference, 2-5 February 2010, University of the

Sunshine Coast, Queensland, Australia (with Prof. G. W. Winch)

§ Tailoring planning & control systems to Customer satisfaction in the public sector: A *'Reinventing Government'* perspective from the Italian Context, EGPA Conference, Malta 1-5 September, 2009

§ Modelli concettuali e strumenti operativi per la valutazione e il miglioramento della 'performance' nell'erogazione dei servizi pubblici in una prospettiva di soddisfazione dell'utenza, paper presented at: *"III National Workshop of the Azienda Pubblica Review"*, Salerno, 5-6 June 2008.

§ Giants with feet of Clay. The Pitfalls in Going for Unbalanced and Unsustainable Growth, 5th AGSE Entrepreneurship Research Exchange, Melbourne, 5-8 February 2008 (with Prof. G. W. Winch)

§ Sviluppo o nanismo? Verso una consapevole valutazione della crescita sostenibile e dei rischi di perdurante stasi dimensionale nell'impresa familiare: un approccio di 'System Dynamics'. In: AIDEA Conference Proceedings, Milan, 18-19 October 2007

§ Opportunities and Pitfalls in Public policies for SME districts: *A dynamic resource-based-view*, Rencontres de St-Gall, Wildhaus, September 2006

§ Note critiche e metodologiche sulla progettazione dei sistemi di programmazione e controllo nell'azienda "regione": riflessioni alla luce del caso "Regione Sicilia, paper presented at the 2nd National "Azienda Pubblica" workshop on: "Teorie e qualità dell'Amministrazione Pubblica", Cagliari, 12-13 May 2006.

§ Building "dynamic" balanced scorecards to enhance strategy design and planning in public utilities. Key-findings from a project in a city water company, Latin-American System Dynamics Conference, Cartagena, Colombia, 30th November – 2nd December 2005

§ Investigating sustainable strategies for Turning round 'stunted growth' businesses, AGSE Conference, 3rd Entrepreneurship Research Exchange, Auckland, 8-10 February 2006

§ Fostering Entrepreneurs' Capabilities to Outline Sustainable Strategies in 'Stunted' SMEs through Modelling and Simulation: a Dynamic Resource Based View, in: EURAM (European Academy of Management Conference Proceedings May 4-7th 2005, TUM Business School, Munich, Germany

§ Unleashing Growth Potential in 'Stunted' SMEs: Insights from Simulator Experiments, Paper presented at the *second AGSE International Entrepreneurship Research Exchange*, Melbourne, 10-11 February 2005

§ Structural Growth Disengagement and Entrepreneurship in Small and Micro-Firms. *Mapping Pathologies and Physiologies of "Business Dwarfism" in a Dynamic Resource-Based-View*, Paper presented at AGSE-Babson Regional Entrepreneurship/Innovation Exchange, 24-25 February 2004

§ Pathology and physiology of business 'dwarfism' as a structural growth disengagement condition. *A dynamic resource-based-view*, paper presented at *EFMD 33rd EISB Conference*, Milan, 10-12 September 2003

§ Managing Intellectual Capital through Interactive Learning Environments based on System Dynamics and Accounting Models: The Intellectual Capital Dynamic Scorecard, paper presented at the European Academy of Management Conference, hosted by Bocconi University, Milano, April 3-5 2003

§ Discerning the inertial effects of current decisions on long-term performance in family firms. the Rise and Fall of 'Casa Florio', paper presented at the 20th International System Dynamics Conference, Palermo, July 28th – August 1st, 2002

§ Processi di sviluppo e apprendimento delle piccole imprese attraverso il commercio elettronico. Un modello esplicativo delle opportunità e dei rischi connessi al ricorso ad internet alla luce di alcuni casi aziendali (*Growth and Learning processes of small firms through e-commerce. An explanatory model of opportunities and pitfalls related to Internet-based strategies, based on the analysis of real case-studies*), paper presented at AIDEA conference. Genova, 26-27 ottobre 2000, Mc Graw Hill, Milano, 2001

§ Fostering a strategic network culture in entrepreneurs' education to enhance small business growth 'The Blue Bay' management flight simulator, International System Dynamics Conference Proceedings, Bergen, August 2000

§ Promoting entrepreneurship through open-distance-learning management flight simulators *Ecoroll educational package*, International System Dynamics Conference Proceedings, Bergen, August 2000

§ Computer-Aided Visioning and Learning-Oriented Models: *A New Edge for Small Business Planning ?*, 44th International Council for Small Business Conference, Napoli 20-25 June, 1999

§ Fostering Small Business Growth and Entrepreneurial Learning through Accounting and System Dynamics Models, International Council for Small Business Conference, Napoli 20-25 June, 1999

§ Modelling Strategic Assets as a Dynamic System of 'Primary' and 'Derivative' Resources, International System Dynamics Conference Proceedings - Wellington, July 1999

§ Matching Accounting and System Dynamics Models to Manage Small Business Growth, 44th International Council for Small Business Conference, International System Dynamics Conference Proceedings - Wellington, July 1999

§ The Business Plan as a Learning-oriented Tool for Small/medium Enterprises: A Business Simulation Approach, System Dynamics Conference Proceedings - Quebec, July 1998

§ Managing Fleet Dynamics in a Car Rental Enterprise, System Dynamics Conference Proceedings - Quebec, July 1998

§ A Behavioral Model of Growth and Net Working Capital Management in a Small Enterprise, System Dynamics Conference Proceedings - Istanbul, August 1997

§ A Pilot Model to induce Decision Makers to the use of the System Dynamics Approach in a Pharmaceutical Company, System Dynamics Conference Proceedings - Istanbul, August 1997

§ Re-engineering Manufacturing Processes in a Telecommunication Company. A System Dynamics Approach, System Dynamics Conference Proceedings - Istanbul, August 1997

§ Dynamic Modeling for Efficient Consumer Response, System Dynamics Conference Proceedings - Istanbul, August 1997

mechanism in Regional Government Management, System Dynamics Conference Proceedings - Boston, July 1996

§ A Winery Dynamic Model for Product Portfolio Management, System Dynamics Conference Proceedings - Boston, July 1996

§ Human Resource Accounting and business capabilities improvement costs control, 18° European Accounting Association Annual Congress, Birmingham, 10-12 May 1995

§ Dynamic Modeling for product portfolio management and new products launching, System Dynamics Conference Proceedings - Tokyo 30 July - 4 August 1995;

§ An Educational Dynamic Model for net working capital management in a trading wholesale firm, System Dynamics Conference Proceedings - Tokyo 30 July - 4 August 1995.

ATTIVITA' SCIENTIFICHE

§ Winter School on: “Managing Dynamic Complexity in the Public Sector a System Dynamics-based Balanced Scorecard Approach”, Palermo, December 12th – 16th , 2011

- 2nd International Summer School on: “Improving Public Sector Performance and Fostering Accountability through System Dynamics Modelling. A Strategic Planning & Control Perspective”, Palermo (Mondello) 4-9 July 2010.
- 1st International Summer School on: “Model Based Public Planning, Policy Design, and Management: a System Dynamics approach”, Ustica 5-10 July 2009.
- IV European System Dynamics Workshop on “Public Sector Applications of the System Dynamics Approach, Workshop Chair, Palermo, 17-18 April 2009
- Scenari e apprendimento strategico: una visione sistemica (*Scenario Planning and Strategic Learning: a Systems Perspective*) , Milano 5 November 2003 (chair)
- International System Dynamics Conference, *System Dynamics Society*, Palermo – 28th July – 1st August 2002 (chair)
- Globalising European SMEs in the World Trade System: A System Dynamics Approach, Palermo 14-15 Dec. 2001 (chair)
- System Dynamics & Organisational Learning, CUSA-System Dynamics Group and Sud Sistemi, Bari 26 November 1999 (chair)
- Introducing the business plan as a Learning Tool to Support SMEs' Growth, CUSA-System Dynamics Group, Palermo 11-12 June 1999 (chair)
- Small Business Growth: a System Dynamics Perspective, CUSA-System Dynamics Group, Palermo 20 June 1998 (chair)
- Managing Small Business Growth: Conceptual Models and Operative Tools, CUSA-System Dynamics Group, Palermo 28 February 1997 (chair)

AMBITI DI RICERCA

- Performance management
- Dynamic Performance Management
- Public Governance
- Public Management
- Strategic Modeling and Planning in Public Government;
- Linking System Dynamics and Accounting models to support entrepreneurial learning in the planning process and performance evaluation;
- Business planning;
- Dynamic Scenario Planning;
- Small/medium firms start up.

ALTRE ATTIVITA

CHAired INTERNATIONAL CONFERENCES & WORKSHOPS

§ IJPA Symposium on: “The Paradigm Shift from Output to Outcome Measures in the Public Sector”, Palermo 25-27 May, 2016

§ Symposium on “Organizational and Inter-Institutional performance management in Public Administration for sustainable growth”, AIDEA conference, Lecce, 19th-21st September 2013.

§ Winter School on: “Managing Dynamic Complexity in the Public Sector a System Dynamics-based Balanced Scorecard Approach”, Palermo, December 12th – 16th , 2011

§ 2nd International Summer School on: “Improving Public Sector Performance and Fostering Accountability through System Dynamics Modelling. A Strategic Planning & Control Perspective”, Palermo (Mondello) 4-9 July 2010.

§ 1st International Summer School on: “Model Based Public Planning, Policy Design, and Management: a System Dynamics approach”, Ustica 5-10 July 2009.

§ IV European System Dynamics Workshop on “Public Sector Applications of the System Dynamics Approach, Workshop Chair, Palermo, 17-18 April 2009

§ Scenari e apprendimento strategico: una visione sistemica (*Scenario Planning and Strategic Learning: a Systems Perspective*) , Milano 5 November 2003 (chair)

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§ Globalising European SMEs in the World Trade System: A System Dynamics Approach, Palermo 14-15 Dec. 2001 (chair)

§ System Dynamics & Organisational Learning, CUSA-System Dynamics Group and Sud Sistemi, Bari 26 November 1999 (chair)

§ Introducing the business plan as a Learning Tool to Support SMEs' Growth, CUSA-System Dynamics Group, Palermo 11-12 June 1999 (chair)

§ Small Business Growth: a System Dynamics Perspective, CUSA-System Dynamics Group, Palermo 20 June 1998 (chair)

§ Managing Small Business Growth: Conceptual Models and Operative Tools, CUSA-System Dynamics Group, Palermo 28 February 1997 (chair)

7. MAIN COLLABORATIONS WITH LEADING UNIVERSITIES

§ University at Albany – Rockefeller College of Public Affairs & Policy (Prof. David Andersen, and Prof. Eliot Rich) – since 2013

§ Stony Brook University, College of Business, USA (Dean - Prof. Manuel London, and Prof. Thomas Sexton) – since 2014

§ Baruch College, School of Public Affairs, New York, USA (Dean - Prof. David Birdsell, and Prof. Daniel Williams) – since 2012

§ University of North Carolina at Chapel Hill, School of Government, USA (Prof. William Rivenbark) – since 2005

§ University of Baltimore, College of Public Affairs, USA (Dean – Prof. Roger Hartley) – since 2015

§ University of Pittsburgh, Department of Political Science, USA (Prof. Guy Peters) – since 2015

§ University of Bergen, Norway (Prof. Paal Davidsen), – since 1995

§ University of Nijmegen, The Netherlands (Prof. Jac Vennix) – since 1997

§ Plymouth Business School, England (Prof. Graham Winch) – since 1997