

POSITIONS AND WORKING EXPERIENCE

2011-2014	WITTEN/HERDECKE UNIVERSITY Full Professor for the Chair of Business Administration & Family Entrepreneurship <u>BA/MA Teaching:</u> Business Administration, Financial Accounting, Entrepreneurship, Business Creation & Business Planning, Governance Mechanisms in Family Firms, Doing Business in India, International Business Management, Academic Readings in Management, Academic Writing <u>MBA teaching:</u> International Strategies and Processes, Governance for Effective Decision-making, Corporate Entrepreneurship and Portfolio Entrepreneurship, Business Modelling through CANVAS <u>PhD teaching:</u> Academic Readings in Management, Academic Writing, Case Study Analysis, Systematic Literature Review, Theory, Theory Building and Theoretical Contributions	Witten, Germany
October 2014	FAMILY BUSINESS REVIEW AWARD 2014 Awarded as an Excellent Reviewer for Family Business Review	
June 2014	JOURNAL OF FAMILY BUSINESS STRATEGY Appointed as Associate Editor	
February 2014	WITTEN/HERDECKE UNIVERSITY Dean of Research Faculty of Management and Economics	Witten, Germany
January 2014	Successful Transgenerational Entrepreneurship Practices (STEP) Project STEP European Council Member and STEP Global Board Member	Boston, US
December 2013	UNIVERSITY OF BERGAMO Guest Professor of Strategic Management	Bergamo, Italy
September 2013	JÖNKÖPING INTERNATIONAL BUSINESS SCHOOL Hamrin Research Visiting Professor	Jönköping, Sweden
June 2013	JOURNAL OF FAMILY BUSINESS STRATEGY Nominated member of the Editorial Board of JFBS	Witten, Germany
June 2013	Chair of the EURAM Family Business Research Strategic Interest Group Nominated as CHAIR of the Family Business Research Strategic Interest Group by the European Academy of Management	Witten, Germany
December 2012	FAMILY BUSINESS REVIEW Nominated member of the Editorial Review Board of FBR	Witten, Germany
November 2012	UNIVERSITY OF BERGAMO Guest Professor of Strategic Management	Bergamo, Italy
April 2011	WITTEN/HERDECKE UNIVERSITY Representative for the Chair of Business Administration and Family Entrepreneurship Teaching: Business Administration, Financial Accounting and Entrepreneurial Finance	Witten, Germany
September 2010	UNIVERSITY “MAGNA GRAECIA” CATANZARO Temporary Professor in Financial Accounting	Catanzaro, Italy
May 2010	UNIVERSITY OF ROME “TOR VERGATA” Research Fellow at the Department of Business Studies	Rome, Italy

- He is part of the Department of Business Studies (Rome “Tor Vergata”) as PhD Student with a scholarship in 2007; he is lecturer in: **Business Administration, Family Business Governance, Accounting and**

Accountability, Managerial Accounting, Financial Reporting and Business Groups Governance, Entrepreneurial Finance within Family Firms.

- From May 2010 he is **Research Fellow** at the Department of Business Studies at the University of Rome “Tor Vergata”.
- Specialized in Family Firms, his main focus is on listed firms, financial markets and small and medium sized family firms (SMEs). During the years he has develop research on:
 - Family firms governance mechanisms: the role of boards of directors
 - Complementing and supplementing formal and informal governance issues in family SMEs
 - The succession process: critical aspects and challenges
 - Paternalistic relationships between the founder and the incoming generation in family firms
 - Risk-taking behaviour and Entrepreneurial orientation
 - Entrepreneurial Finance within Family Firms
 - The internationalization process of family SMEs
 - Majority-minorities relationships in family firms: the role of independence
 - Outside directors and the professionalization of family firms
 - Women directors in family-owned businesses
- From August 2010 – He is **Chair** of the **Family Business Research Track** at EURAM (European Academy of Management) that will be held in Tallin (Estonia), 2011.
- Key areas of expertise are represented by Corporate Governance (both in private family firms and public firms) with focus on the role of the board of directors in strategic processes, shareholders agreements, conflicts of interests, innovation (product, process and organizational) and gender diversity. During these years he has developed a huge **international network**, indeed he is involved in many international institutions and he did many international research projects and visiting periods.
- He is secretary (coordination responsibilities) of the International EURAM Corporate Governance Group (http://www.euramonline.org/r/default.asp?id=EIGIEG#Corporate_Governance).
- He is also specialized in **Public Governance and Management** with a specific focus on State-owned enterprises and local public utilities.
- Sample project experiences include:
 - Supervisor of the “Tor Vergata” Unit for the project *Accounting in Roman Health Care Agencies* (prof. Francesco Ranalli). His main tasks in the project: team management, coordination actions, relationships and communication activities with the clients, data analyses and periodical activities reports.
 - Lecturing activities for the English course on Corporate Governance and Accountability, University of Rome “Tor Vergata”.
 - Lecturing activities on Corporate Governance, University “Magna Graecia” Catanzaro.
 - Lecturing activities and training for the joint project (“Osservatorio sul Credito”) among the **Italian Ministry of Education and University**, Rome Tor Vergata and an Italian National Association.
 - Consultancy activities for the **Italian Government** (Camera dei Deputati) and for the **Marisa Bellisario Foundation** on women directors and gender diversity.
 - In charge of a research project (6 months) at BI, Norwegian School of Management, Oslo (Norway). The project was on Family Business Governance and Gender Diversity with prof. Morten Huse (President of **EURAM – European Academy of Management**).
 - Published in leading international and national academic journals.

EDUCATION

2007 - 2010	UNIVERSITY OF ROME “TOR VERGATA”	Rome, Italy
	PhD, Management and Governance , with Honors and he get the European PhD Label , the 24 th of May 2010	
	BI Norwegian School of Management, Department of Organization, Visiting Scholar September 2009 – March 2010	Oslo, Norway
2007 - 2008	UNIVERSITY OF ROME “TOR VERGATA”	Rome, Italy
	Post-Master degree training (Master di II livello) in Innovation and Management of the Public Sector , <i>magna cum laude</i> (110/110), February 2008	
	He was one of the 40 winners of the international selection process to attend the Doctoral Consortium at the Academy of Management (AOM), August 2008	Los Angeles, US
	International PhD Course on Entrepreneurship , BI Norwegian School of Management,	Oslo, Norway

2005 - 2006	UNIVERSITY OF ROME “TOR VERGATA” Master's degree (BA), <i>magna cum laude</i> (110/110 e lode and the Commission gave him a “Special Mention” for his academic career), Business Administration – Innovation and Management, July 2006	Rome, Italy
2001 - 2005	UNIVERSITY OF ROME “TOR VERGATA” Bachelor's degree (BA), 108/110, Business Administration, February 2005	Rome, Italy
1996 - 2001	SCIENTIFIC HIGH SCHOOL STEFANO PATRIZI – CARIATI (CS) Scientific high school degree, 100/100, July 2001	Rome, Italy

ADDITIONAL INFORMATION

- He is **Italian mother tongue**. Moreover, he has other language competences:
 - a. **English** (reading excellent, writing excellent, speaking excellent);
 - b. **German** (reading good, writing good, speaking good);
 - c. **French** (reading good, writing good, speaking good).
- Excellent knowledge of several processing packages including: **STATA** and **SPSS** (Data Analysis and Statistical Software); **EndNote** (References Manager); **Windows 2000 XP**; Microsoft **Word**, **Excel**, **Power Point**, **Outlook**, as well as **Internet Explorer**.
- Flexibility, goal orientation and high degree of task expectation. During the last years he had various **International working experiences** (Los Angeles, Boston, San Francisco, Chicago, Montreal, New York, London, Oslo, Helsinki, Tallinn, Stockholm, Copenhagen, Madrid, Ljubljana, Prague, Berlin, Munich, Dortmund, Amsterdam, and Istanbul).
- He is **reviewer** for many international scholarly journals and institutions: Family Business Review, Corporate Governance An International Review, Journal of Small Business Management; Academy of Management; Journal of Management and Governance; etc.
- Painting and sculpture; Theatre and Drama; Playing guitar; Singer in non-professional groups; fitness and golf are his preferred sports.

PUBLICATIONS

BOOKS

- Calabrò, A. (2011), «*Governance Structures and mechanisms in public service organizations. Theories, evidence and future directions*». Published with **Springer, Contributions to Management Science**.

ARTICLES PUBLISHED IN INTERNATIONAL JOURNALS (PEER-REVIEWED)

- Calabrò, A., Brogi, M. and Torchia, M. (2015), «*What does really matter in the internationalization of small and medium-sized family businesses?*». **Journal of Small Business Management**, in press (Impact Factor: 1.361).
- Torchia, M., Calabrò, A. and Morner, M. (2015), «*Board of Directors’ Diversity, Creativity and Cognitive Conflict: the Role of Board Members’ Interaction* ». **International Studies of Management and Organization**, in press.
- Torchia, M., Calabrò, A. and Morner, M. (2015), «*Public–Private Partnerships in the Health Care Sector: a Systematic Review of the Literature*». **Public Management Review**, (Impact Factor: 0.989).
- Pukall, T.J. and Calabrò, A. (2014), «*The Internationalization of Family Firms: A Critical Review and Integrative Model*». **Family Business Review**, 27(2): 103-125 (Impact Factor: 4.232).
- Gabrielsson, J., Calabrò, A., van Ees, H., Minichilli, A. and Zattoni, A. (2014), «*Pioneering Research on Actual Board Behaviour*». **International Journal of Business Governance and Ethics**, 9(2): 115-120.

- Mussolino, D., and Calabrò, A. (2014), «*Paternalistic Leadership in Family Firms: Types and Implications for Intergenerational Succession*». **Journal of Family Business Strategy**, 5(2): 197–210.
- Calabrò, A., Torchia, M., Pukall, T.J. and Mussolino, D. (2013), «*The influence of ownership structure and board strategic involvement on international sales: The moderating effect of family involvement*». **International Business Review**, 22(3): 509-523. (Impact Factor: 1.511).
- Calabrò, A., Torchia, M. and Ranalli, F. (2013), «*Ownership and control in local public utilities: the Italian case*». **Journal of Management and Governance**, 17(4):835-862.
- Calabrò, A. and Mussolino, D. (2013), «*How do boards of directors contribute to the export intensity of family SMEs? The role of formal and informal governance mechanisms*». **Journal of Management and Governance**, 7(2): 363-403.
- Pukall, T.J., Calabrò, A. and Huse, M. (2013), «*Governance-Mechanismen in Familienunternehmen: Inhibitoren oder Katalysatoren für die Internationalisierung des Unternehmens?*». **ZfKE – Zeitschrift für KMU und Entrepreneurship**, 61(4):243-263.
- Torchia, M., Calabrò, A. and Huse, M. (2011), «*Women directors on Corporate Boards: from Tokenism to Critical Mass*». **Journal of Business Ethics**, 102(2): 299-317. (Impact Factor: 1.552; FT45: this journal is one of the 45 journals used by the Financial Times Ranking).
- Calabrò, A. and Torchia, M. (2011), «*Conflicts of interests and governance mechanisms in Italian Local Public Utilities*». **International Journal of Public Administration**, 34(7): 447-460.
- Torchia, M., Calabrò, A., Huse, M. and Brogi, M. (2010), «*Critical mass theory and women directors' contribution to board strategic tasks*». **Corporate Board: Role, Duties & Composition**, 6(3): 42-51.
- Calabrò, A., Mussolino, D. and Huse, M. (2009), «*The role of board of directors in the internationalisation process of small and medium sized family businesses*». **International Journal of Globalisation and Small Business**, 3(4): 393-411.

INTERNATIONAL BOOKS REVIEWS (PEER-REVIEWED)

- Calabrò, A. (2015), «*Book Review: Bruce Kogut (Ed.) The Small Worlds of Corporate Governance*». **Organization Studies**, 35(5): 791-793.

ARTICLES PUBLISHED IN INTERNATIONAL BOOKS (PEER-REVIEWED)

- Calabrò, A. (2012), «*Co-production - an alternative to the partial privatization processes in Italy and Norway*». Pestoff, V., T. Brandsen & B. Verschuere (eds), *New Public Governance, Third Sector and Co-Production*, London & New York: **Routledge**.
- Calabrò, A. (2011), «*Conflict of Interest, Corruption and Ethics in Public Services. A Public Governance Approach*». S. P. Osborne & A. Ball (eds.), *Social Accounting and Public Management: Accountability for the Public Good*, **Routledge**, London.
- Calabrò, A. and Di Carlo, E. (2010), «*The role of IPO in the internationalization process of the family business. The Italian case of the Burani Family. Is it a black swan?*». DSI-MH Essays Series, **Mc Graw-Hill**: Milan.
- Calabrò, A., Di Carlo, E. and Ranalli, F. (2010), «*Which conflict? Understanding conflicts inside the board of directors*». DSI-MH Essays Series, **Mc Graw-Hill**: Milan.
- Calabrò, A. (2010), «*The privatization process and its lack of accountability: the Italian case*». DSI-MH Essays Series, **Mc Graw-Hill**: Milan.
- Calabrò, A., Ferraro, V. and Testarmata, S. (2009), «*The Local Governance of Migration in the Metropolitan Rome Area*». R. Mussari, G. Grossi; C. Reichard (eds), *Local Government and Its Impact on Public Service Management*, **Cedam**, Italy.

ARTICLES PUBLISHED IN NATIONAL JOURNALS (PEER-REVIEWED)

- Calabrò, A. and Torchia, M. (2011), «Proprietà e controllo nelle imprese di servizi pubblici locali». **Impresa Progetto**, 1: 1-19.
- Calabrò, A. and Torchia, M. (2011), «Conflitti di interesse e meccanismi di governance nelle local public utilities italiane». **Banca, Impresa e Società**, 1: 105-136.
- Torchia, M., Calabrò, A. and Huse, M. (2010), «Påvirker kvinner i styret bedriftens innovasjonsevne?». **MAGMA**, 7.
- Calabrò, A. and Cepiku, D. (2008), «Tendenze recenti nelle ricerche sulla pubblica amministrazione Europa». **RIREA**, n. 3/4.
- Calabrò, A. (2007), «Dall'Egpa Annual Conference, Madrid –2007», **Azienda Pubblica**, n. 3.

ARTICLES PUBLISHED IN NATIONAL BOOKS (PEER-REVIEWED)

- Calabrò, A. and Mussolino (2012), «Meccanismi di governance ed internazionalizzazione delle piccole e medie imprese a carattere familiare». Atti del Convegno Annuale AIDEA 2011, Bologna: **Il Mulino** (forthcoming).
- Calabrò, A. (2009), «L'internazionalizzazione delle PMI a carattere familiare. Il caso della famiglia Burani». A. Paolini, C. Cerruti (eds.), Proceeding of AIDEA-Youth: "L'internazionalizzazione della piccola e media impresa italiana", **Giappichelli**, Torino.

PROCEEDINGS

- Calabrò, A., Campopiano, G. and Basco, R. (2014). *Family shareholders' growth, conflicts and identity: impacts on family firms' growth*. **10th EIASM Workshop on Family Firm Management Research**, Bergamo (Italy) 23-24 May 2014.
- Vecchiarini, M. and Calabrò, A. (2014). *What we don't know yet about Innovation in Family Firms: a Systematic Literature Review and Guidance for Future Research*. **European Academy of Management Annual Meeting**, Valencia (Spain), 4-7 June 2014.
- Vecchiarini, M., Basco, R. and Calabrò, A. (2014). *Untangling board composition in family firms: main effects on firm performance*. **Academy of Management Proceedings** 2014 (1), 15187.
- Pukall, T.J. and Calabrò, A. (2013), *Innovation Orientation and Corporate Venturing: Are Family Firms Really Different?* **Academy of Management Proceedings**, (1): 12556.
- Pukall, T.J. and Calabrò, A. (2013), *External Influences in Family Firms, Entrepreneurial Orientations and Internationalization*. **Academy of Management Proceedings**, (1): 15738.
- Calabrò, A. and Mussolino, D. (2010), «Formal and Informal Governance Mechanisms in the Internationalisation of Family Firms». Paper presented at the **Academy of Management Annual Meeting 2010**, August 7th-11th, **Montreal, CANADA**.
- Torchia, M., Calabrò, A., and Huse, M. (2010), «Critical mass theory, board strategic tasks and firm innovation: how do women directors contribute?» Paper presented at the **Academy of Management Annual Meeting 2010**, August 7th-11th, **Montreal, CANADA**.
- Torchia, M., Calabrò, A., and Huse, M. (2010), «Women directors' contribution to firm innovation. Understanding the decision-making culture». Paper presented at the **Academy of Management Annual Meeting 2010**, August 7th-11th, **Montreal, CANADA**.
- Calabrò, A., Mussolino, D. and Huse, M. (2009), «The relationship between board service tasks, knowledge and export intensity in family firms». Paper presented at the **Academy of Management Annual Meeting 2009**, August 7th-11th, **Chicago, Illinois, US**.

- Torchia, M. and Calabrò, A. (2009), «*A critical mass perspective on the contribution of women directors on board tasks*». Paper presented at the **Academy of Management Annual Meeting 2009**, August 7th-11th, **Chicago, Illinois, US**.

ARTICLES PRESENTED IN INTERNATIONAL CONFERENCES

- Calabrò, A. and Brogi, M. (2012), «*Internationalizing a family business: do new generation involvement, altruism and trust really matter?*». Paper presented at the **Annual Meeting of the Academy of Management – The Informal Economy**, August **3-7, 2012 Boston, Massachusetts, US**.
- Calabrò, A. and Brogi, M. (2012), «*Internationalizing Family Businesses: between “soft” and “hard” features*». Paper presented at the **12th Annual IFERA World Family Business Research Conference, June 26th-29th 2012, Bordeaux, France**.
- Torchia, M., Calabrò, A., Huse, M. and Brogi, M. (2011), «*The effects of surface and deep-level diversity on board dynamics*». Paper presented at the **European Academy of Management Annual Meeting 2011**, June 1st-4th, **Tallin, Estonia**.
- Torchia, M., Calabrò, A., and Gaetano, A. (2011), «*How do directors influence voluntary disclosure?*». Paper presented at the **European Accounting Association Annual Meeting 2011**, April 20th-22nd, **Rome, Italy**.
- Mussolino, D. and Calabrò, A. (2011), «*Entrepreneurial orientation in family firms: the founder effect*». Paper presented at the **11th Annual World Family Business Research Conference (IFERA)**, June 28th – 1st July, **Palermo, Italy**.
- Torchia, M., Calabrò, A., and Gaetano, A. (2011), «*Corporate governance characteristics and financial transparency and disclosure. The case of Italy*». Paper presented at the **American Accounting Association Annual Meeting 2011**, August 6th-10th, **Denver, US**.
- Calabrò, A., Torchia, M. and Brogi, M. (2011), «*Boards of directors and State-owned enterprises’ innovation*». Paper presented at the **Academy of Management Annual Meeting 2011**, August 12th-16th, **San Antonio, US**.

AWARD AND BEST PAPERS

- Calabrò, A. and Torchia, M. (2010), «*La governance delle Local Public Utilities Italiane*». Awarded as one of the 10 “best papers, **XXXIII Annual Meeting AIDEA**, 21st-22nd of October.
- Calabrò, A. and Torchia, M. (2010), «*Conflitti di interesse e meccanismi di governance nelle local public utilities italiane*». Best paper at the **IV National WORKSHOP of “Azienda Pubblica”**, 25th-26th of March – Rome.
- Calabrò, A. and Mussolino, D. (2009), «*The relationships between family firm types and export intensity: the contribution of family firms heterogeneity*». Best paper at the **9th AIDEA Youth International Workshop**, Corporate governance, information and control in an evolutionary context, 3rd-4th of April – Naples (Italy).
- Torchia, M. and Calabrò, A. (2009), «*Exploring the contribution of women on board of directors and corporate governance*». Best paper at the **9th AIDEA Youth International Workshop**, Corporate governance, information and control in an evolutionary context, 3rd-4th of April – Naples (Italy).


RECENT PRACTICE-BASED STUDIES

- Calabrò, A., Rösen, T., Bartels, P. and Müller, C. (2014), «*Wachstumsmuster und Internationalisierung deutscher Familienunternehmen und Unternehmer Familien*». Herausgegeben von der **PricewaterhouseCoopers AG** Wirtschaftsprüfungsgesellschaft.
- Vöpel, N., Rösen, T., Calabrò, A. and Müller, C. (2013), «*Eigentum verpflichtet – über Generationen*». Herausgegeben von der **PricewaterhouseCoopers AG** Wirtschaftsprüfungsgesellschaft.
- Calabrò, A. and Pukall, T.J. (2013), «*Unternehmensakquisitionen als nachhaltige Wachstumsstrategie für Familienunternehmen*». Fokus Mittelstand – Einzigartiger Erfolg, **Deloitte & Touche GmbH** Wirtschaftsprüfungsgesellschaft.

- Pukall, T.J., Rüsen, T.A. and Calabrò, A. (2013), «Wachstumsmotor Mittelstand – Wege zum Erfolg». Praxisstudie in Kooperation mit **Deloitte**, verfügbar unter: Download.
- Pukall, T.J., Rüsen, T.A. and Calabrò, A. (2012), «Effiziente und flexible Unternehmenssteuerung in mittelständischen Familienunternehmen». Praxisstudie in Kooperation mit **Deloitte**, verfügbar unter: Download.

Witten, 19th of February 2015

Andrea Calabrò

A handwritten signature in blue ink, appearing to read "Andrea Calabrò". The signature is written in a cursive, flowing style.