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## PAOLO GUBITTA

UNIVERSITY OF PADOVA



Paolo Gubitta is full professor of Business Organization and Entrepreneurship at the Department of Economics and Management and Chair of the undergraduate program in Economics at U. of Padova, and Scientific Director of Entrepreneurial Lab at CUOA Business School.

Since 2006, he has been adjunct professor at the College of Business of University of Michigan Dearborn (US). More recently, he held visiting professor positions at L. Recanatì Business School Tel Aviv University (2014), University of Lugano (2013-2014), Guangzhou University (2012), Sun Wah International Business School of Liaoning University. Since 2012, he has been member of the Academic Advisory Board of the GE Capital International Research Project on Mid-Market.

His main research topics are: *entrepreneurship* (he was principal investigator of a national research project entitled "Determinants of Entrepreneurship", funded by Italian Research Ministry 2010-2012); *family firms* (he is independent director of Alcedo Private Equity Fund, one of the leading players in Growth Capital investments in Italy); *science and technology based new ventures* (he is member of the selection committee of the Gaetano Marzotto Prize, the biggest private Italian prize for innovation), *knowledge intensive business services* (he is principal investigator of a regional research project on professional services).

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### **Place and Date of Birth**

Portogruaro (Venice), February 14, 1969

### **Contact details**

Phone +39 049 8274286; +39 348 6940952  
Email paolo.gubitta@unipd.it  
Skype paologubitta

### **Fields of interest**

Entrepreneurship: Entrepreneurial Competencies and Entrepreneurial Education  
Family Firms: Organizational development, Management and Governance  
Science and Technology Based New Ventures: Creation and Growth, Tech Transfer  
Knowledge Intensive Business Services: Organization and Management

### **Education**

a.y. 1999-2000 PhD in Business Administration, Ca' Foscari University, Venice  
a.y. 1994-1995 M.A. cum laude in Business Administration, Ca' Foscari University, Venice

### **Current Position**

Full Professor of Business Organization and Family Firms, Department of Economics & Management, University of Padova.  
Chair of the undergraduate program in Economics  
Scientific Director of Entrepreneurial Lab, CUOA Business School

### **Visiting positions**

2006-2015 Adjunct professor, College of Business, University of Michigan Dearborn  
2014 (summer) Visiting professor, Recanatì Business School, Tel Aviv University  
2013 Nov – 2014 July, Visiting professor, Department of Management, University of Lugano, Switzerland  
2012 Sept Visiting professor, Guangzhou University, Guangzhou, China  
2011 Sept Visiting professor, Sun Wah International Business School, Liaoning University, China  
2001 Summer-Autumn, Visiting scholar, Graduate Business School, Manchester Metropolitan University, UK

### **Publications (2016-2010)**

2016, Tognazzo, A., Gubitta, P., & Favaron, S. D. (2016). Does slack always affect resilience? A study of quasi-medium-sized Italian firms. *Entrepreneurship & Regional Development*, 28(9-10), 768-790.  
2016, Gubitta P. & Tognazzo A. (2016), "The heart of business in an Italian family firm: The Hotel Stella case", in Serio L., *The Italian Model of Management: A Selection of Case Studies*. Sheffield, UK:

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- Greenleaf Publishing. ISBN-13: 9781783534265.\*
- 2016, Gubitta P., Tognazzo A., Campagnolo D. & Gianecchini M. (2016), "Quasi-successful and Quasi-failing academic spin-offs: The role of technological and commercial alliances. In Fast growing new firms in a slow growth economy: institutional conditions for innovation by Edward Elgar UK, Editors: Visintin F., Pittino D. ISBN 978 1 78536 710 6.
- 2016, Gubitta, P., Tognazzo, A. & Destro, F. (2016). Signaling in academic ventures: the role of technology transfer offices and university funds. *The Journal of Technology Transfer*, 41(2), 368-393.
- 2015, Gubitta P. (a cura di) (2015), *La formazione manageriale e imprenditoriale nelle PMI*. Franco Angeli, Milano; ISBN: 9788891712769
- 2014, Tognazzo A., Gianecchini M. & Gubitta P. (2014), "Passionate about being entrepreneurs. Or rather, obsessed" (pp. 259-276), in Visintin F., Pittino D., Lauto G., Mazzurana P. (a cura di), *Organising for growth: theories and practices*, CreateSpace Independent Publishing Platform, Udine [ISBN-13: 978-1502474896 (CreateSpace-Assigned); ISBN-10: 1502474891]
- 2014, Tognazzo A., Gianecchini M. & Gubitta P. (2014), "Governance Practices in Action: Ways to Support Family Business Development" (pp. 377-397), in Mueller J., Wells P. (Eds), *Governance In Action Globally – Strategy, Process and Reality*, RossiSmith Academic Publications Ltd., Oxford, UK [ISBN: 9780986459795]
- 2014, Gubitta P. (2014), "Avere o sapere? È questo il dilemma della governance nelle PMI", *Quaderni di Ricerca sull'Artigianato*, n. 3/2014, pp. 389-403, [ISSN: 1590-296X]
- 2014, Costa G., Gubitta P. & Pittino D. (2014), *Organizzazione Aziendale. Mercati, Gerarchie e Convenzioni* [3/ed], McGraw-Hill, Milano [ISBN: 978-88-386-6727-5]
- 2014, Gubitta P. (2014), "L'Italia che ce la fa", 7-16, *Microimpresa*, n. 35, ISSN 1590 - 0797
- 2014, Gubitta P., 2014, "Il credito tra merito e fiducia", 7-12, *Microimpresa*, n. 35, ISSN 1590 - 0797
- 2013, Tognazzo A., Destro F. & Gubitta P. (2013), "Patenting in Family Firms", *International Journal of Entrepreneurship and Innovation Management*. Vol. 17, DOI: 10.1504/IJEIM.2013.055254, Nos. 1/2/3. ISSN 1368-275X (Print) ISSN 1741-5098 (Online).
- 2013, Gubitta, P., Tognazzo, A. & Favaron, S. D. (2013). *Lepri che vincono la crisi: Storie di aziende (quasi medie) vincenti nei mercati globali*. Marsilio Editori. ISBN 9788831716604.
- 2013, Gubitta P. & Targhetta A., 2013, "Il ruolo di knowledge gatekeeper dei KIBS", 95-101, *Microimpresa*, n. 32, ISSN 1590 - 0797
- 2013, Gubitta P. & Nicolai D., 2013, "L'innovazione nelle imprese:

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- considerazioni generali e risultati di un'indagine nelle piccole imprese", 79-110, *Microimpresa*, n. 33, ISSN 1590 - 0797
- 2013, Gubitta P. (2013), Lemmi per l'Enciclopedia Treccani (Dizionario di Economia e Finanza): catena di montaggio, cultura aziendale, decentramento, gerarchia, imprenditorialità, incubatore, organizzazione del lavoro, leadership, management, organigramma, forme organizzative, partecipazione finanziaria, postfordismo, routine, serrata, stock option, Bezos, Chanel, Taylor, AMA
- 2013, Gubitta P. (2013), "Le imprese mutanti: tra imprenditorialità, organizzazione e strategia", in SPE (a cura di), *Imprese mutanti. Identikit delle PMI che crescono a ritmo di cambiamento*, Franco Angeli, Milano ISBN 9788820450953.
- 2013, Gubitta P. (2013), "La sfida prossima ventura: portare le imprese nelle «mani di chi sa»", 7-14, *Microimpresa*, n. 34, ISSN 1590 - 0797
- 2013, Gerli, F., Tognazzo, A. & Gubitta P. (2013), "What makes Italian SME Entrepreneurs Successful? The Leverage Effect of Relational Competencies", *Piccola Impresa/Small Business*, Vol.3. pp. 71-97. ISSN 03947947
- 2012, Tognazzo, A. & Gubitta, P. (2012). The cognitive competencies of entrepreneurs: can they predict performance? In Muffato, M., Giacom, P (eds.) "Entrepreneurial Strategies and Policies for Economic Growth". Padova: Libreriauniversitaria, pp. 149-158 ISBN 9788862922661.
- 2012, Tognazzo A. & Gubitta P. (2012), "Does Entrepreneurial Orientation Influence Firm Performance? A Study of Italian Family SMEs", in Cafferata R (eds.), *Essays in Management, Economics & Ethics*, Milano: McGraw-Hill Italia. ISBN 9788838673696.
- 2012, Gubitta, P. & Destro A. (2012). The signaling effect of the university commercialization funds on venture capital, In Muffato, M., Giacom, P (eds.) "Entrepreneurial Strategies and Policies for Economic Growth". Padova: Libreriauniversitaria, pp. 149-158 ISBN 9788862922661.
- 2012, Gubitta P., Tognazzo A. & Gianecchini M. (2012), "Imprenditorialità giovanile: il caso dell'Università di Padova", (pp. 333-357) in Dossena G., Cafferata R. (a cura di), *Spirito imprenditoriale e formazione d'impresa*, Il Mulino, Bologna [ISBN 9788815240767]
- 2012, Gubitta P. (2012), "Perché è così difficile gestire il passaggio generazionale?", pp. 87-93, *Microimpresa*, n. 30, ISSN 1590 - 0797
- 2012, Gubitta P. (2012), "Le nuove sfide del lavoro e dell'impresa: priorità e proposte di azione", pp. 29-44, *Microimpresa*, n. 29, ISSN 1590 - 0797
- 2012, Gubitta P. (2012), "La sfida dell'integrazione", 7-10, *Microimpresa*, n. 31, ISSN 1590 - 0797
- 2012, Gubitta P. (2012), "Il ruolo dell'imprenditore nell'era dell'accesso",

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- pp. 7-22, *Economia e società regionale*, DOI: 10.3280/ES2012-002002 [ISSN 1827-2479]
- 2012, Gianecchini M. & Gubitta P. (2012), "The role of entrepreneurs' human and social capital in Knowledge-Intensive Business Services" (pp. 174-192), in Di Maria E., Grandinetti R., Di Bernardo B. (a cura di), *Exploring Knowledge-Intensive Business Services Knowledge Management Strategies*, Palgrave MacMillan [ISBN 0230358594]
- 2012, Gianecchini M. & Gubitta P. (2012), "Imprenditorialità e performance aziendale nei Knowledge Intensive Business Services", (pp. 341-362) in Catturi G., Cavazzoni R. (a cura di), *Aziende di servizi e servizi per le aziende*, Il Mulino, Bologna [ISBN 9788815240774]
- 2012, Gianecchini M. & Gubitta P. (2012), "Entrepreneurs' knowledge and network: What matters the most? The case of Knowledge-Intensive Firms" [DOI 10.5465/AMBPP.2012.275], in Toombs L.A. (Ed.), *Academy of Management Annual Meeting Proceedings*, January [ISSN 1543-8643]
- 2012, Camuffo A., Gerli F. & Gubitta P. (2012), "Competencies matter: Modeling effective entrepreneurship in northeast of Italy small firms", *Cross Cultural Management. An International Journal*, 19 (1), pp. 48-66. [ISSN 1352-7606] doi.org/10.1108/13527601211195628
- 2011, Gubitta P. & Tognazzo A. (2011), "Da micro a piccola: il caso Metalmeccanica GBC", in *Microimpresa*, 27, 89-115, ISSN 1590-0797
- 2011, Gubitta P. (2011), "Prefazione", in Chinello R., *Crisi, relazioni industriali e futuro*, Franco Angeli, Milano
- 2011, Costa G., Gubitta P. (a cura di) (2011), *Globalizzazione, modularità e nuove forme di organizzazione*, Franco Angeli, Milano
- 2010, Tognazzo A., Gubitta P., Gianecchini M. & Costa G. (2010), "Entrepreneurial Orientation and Firm Performance in SMEs: a Preliminary Study", (pp. 123-133), in Dossena G. (a cura di), *Entrepreneurship Today*, McGraw-Hill, Milano
- 2010, Gubitta P., Gianecchini M. & Costa G. (2010), "La qualità del lavoro per i neolaureati", (pp.57-78), in FABBRIS L. (a cura di), *Dal Bo' all'Agorà. Il capitale umano investito nel lavoro*, Cleup, Padova
- 2010, Destro F., Gianecchini M., Gubitta P. & Costa G. (2010), "The influence of vertical and shared leadership within new ventures founders' team on the performance of the spin-offs", (pp.171-194), in Dossena G. (a cura di), *Entrepreneurship Today*, McGraw-Hill, Milano

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## **Conferences (2016-2012)**

- July 2016 – EGOS, Naples, Italy - “Italian tobacco shops: innovation and family dynamics in a stigmatized industry” (with A. Tognazzo & D. Campagnolo).
- June 2016 - EURAM, Paris, France - “Entrepreneurs’ Career: Satisfaction, Passion and Depression” (with M. Gianecchini & A. Tognazzo).
- February 2016 - IFERA Research Development Workshop, Catania, Italy - “A Study Of Italian Tobacco Shops: Innovation And Family Dynamics” - “Top Leaders’ Competencies, Entrepreneurial Orientation: Family Vs Non-Family Firms” (with A. Tognazzo)
- June 2014 - 14th EURAM Waves and Winds of Strategic Leadership for Sustainable - Competitiveness, Valencia, Spain. “Passionate or Obsessed? Entrepreneurs and Career Success” (with M. Gianecchini & A. Tognazzo).
- June 2014 - 14th EURAM Waves and Winds of Strategic Leadership for Sustainable - Competitiveness, Valencia, Spain. “Top leaders emotional intelligence and firm performance: an application of Flexible Leadership Theory” (with A. Tognazzo & F. Gerli).
- June 2014 – IFERA Annual Conference, Co-operation Within and Amongst Family Businesses, Lappeenranta, Finland - “Does external environment affect the relation between socioemotional wealth and family business performance?” (with G. Colombo & I. Ljubic).
- May 2014 – EIASM 10th Workshop on Family Firm Management Research, Bergamo, Italy. “Socioemotional wealth and family business performance: does the external environment matter?” (with G. Colombo & I. Ljubic).
- March 2014 – XV WOA Organising for growth: theories and practices, Udine, Italy. - “Are you satisfied with your career? A study of entrepreneurs’ passion and obsession.” (with M. Gianecchini & A. Tognazzo).
- March 2014 – XV WOA Organising for growth: theories and practices, Udine, Italy. - “Does external environment affect the relation between socioemotional wealth and family business performance?” (with G. Colombo & I. Ljubic).
- June 2013- EURAM, Galatasaray University, Istanbul, Turkey - “Measuring Performance in Italian Family Firms through the Socio-Emotional Wealth Approach: an Explorative Study” (with A. Tognazzo)
- June 2013- EURAM, Galatasaray University, Istanbul, Turkey - “Determinants Of Growth And Profitability Of Quasi-Medium Enterprises in Italy during the 2008 Economic Crisis” (with A. Tognazzo, D. Campagnolo, M. Gianecchini, S.D. Favaron).
- April 2013 – WOA, University of Verona, Italy - “What drives Performance after Crisis? A Study of Italian Quasi-Medium Firms” (with A. Tognazzo & S.D. Favaron)

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- August 2012 – AOM Academy of Management Annual Meeting “The informal economy”, Boston - Entrepreneurs’ Knowledge and Network: What Matters The Most? The Case of Knowledge-Intensive Firms (with M. Gianecchini)
- August 2012 – AOM Academy of Management Annual Meeting “The informal economy”, Boston – “The signaling role on venture capital investments of the University commercialization funds (with F. Destro)
- June 2012 - EIASM - 8th Workshop On Family Firms Management Research”, Jönköping, Sweden - “Socio-Emotional Wealth components and Firm performance in Italian Family SMEs” (with A. Tognazzo).
- May 2012 - XIII WOA - Desperately seeking performance in organizations, Verona, Italy - “How do competencies become SMEs performance? A social exchange process perspective” (with A. Tognazzo).
- May 2012 - ISEI - International Symposium on Entrepreneurship and Innovation, Venice, Italy - “Cognitive competencies of entrepreneurs: can they predict performance?” (with A. Tognazzo).
- May 2012 - ISEI - International Symposium on Entrepreneurship and Innovation, Venice, Italy - “The signalign Role of the university commercialization funds on venture capital??” (with F. Destro).
- May 2012 - GSA - 4th E-LAB International Symposium of Entrepreneurship, Rome, Italy - “Risultati di un’indagine empirica nazionale sull’imprenditorialità giovanile” (with A. Tognazzo & M. Gianecchini).
- May 2012 - GSA - 4th E-LAB International Symposium of Entrepreneurship, Rome, Italy - “The cognitive competencies of entrepreneurs: can they predict performance?” (with A. Tognazzo).

## Awards

IFERA RESEARCH DEVELOPMENT WORKSHOP, “A study of Italian tobacco shops: innovation and family dynamics” (with. A. Tognazzo), February 2016  
Winner of the award “The most innovative and provocative paper”

ACADEMY OF MANAGEMENT BEST PAPER - GIANECCHINI M., GUBITTA G., 2012, Entrepreneurs’ Knowledge and Network: What Matters The Most? The Case of Knowledge-Intensive Firms, Academy of Management 2012 Annual Meeting “The informal economy”, Boston (MA), 3-7 Agosto (il paper è stato incluso nella selezione dei Best Paper, che sono circa il 10% di tutti i paper accettati per la presentazione al convegno).

ASFOR-EMERALD - TEACHING CASE STUDY-COMPETITION (INTERNATIONAL AWARD) - TOGNAZZO A. GUBITTA G., 2012, The heart of business in a family business: the Hotel Stella case”, Winner of the award for Best Case.