

**GABRIELE MORANDIN**  
PROFESSOR OF ORGANIZATIONAL BEHAVIOR  
DEPARTMENT OF MANAGEMENT AND BOLOGNA BUSINESS SCHOOL  
UNIVERSITY OF BOLOGNA  
VIA CAPO DI LUCCA 34, 40126, BOLOGNA, ITALY  
E: [gabriele.morandin@unibo.it](mailto:gabriele.morandin@unibo.it) - W: <https://www.unibo.it/sitoweb/gabriele.morandin/en>

## **ACADEMIC POSITIONS**

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- 2020 – now    **UNIVERSITY OF BOLOGNA** (Bologna, Italy)  
Full Professor of Organizational Behavior, Department of Management
- 2014 – 2020    **UNIVERSITY OF BOLOGNA** (Bologna, Italy)  
Associate Professor of Organizational Behavior, Department of Management
- 2006 – 2014    **UNIVERSITY OF BOLOGNA** (Bologna, Italy)  
Assistant Professor of Organizational Behavior, Department of Management

## **SERVICE AT THE UNIVERSITY OF BOLOGNA**

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- 2007 – now    **DEPARTMENT OF MANAGEMENT**  
Chair, Teaching Commission (2024-now)  
Delegate, Teaching (2024-now)  
Expert Panel, University Research Evaluation Commission (2022-now)  
Member, Ph.D Board (2024-2025)  
Director, B.A. in Business Administration (2018-2023)  
Member, Teaching Commission (2018-2023)  
Member, Research Commission (2018-2021)  
Member, Lunch Seminars Committee (2010-2019)  
Member, Department Council (*Giunta*) (2012-2018)
- 2007 – now    **BOLOGNA BUSINESS SCHOOL**  
Associate Dean, Faculty & Research (2023-now)  
Associate Dean, Accreditations & Quality Assurance (2018-2023)  
Director, Specialized Master in HR & Organization (2007-2021)
- 2021 – 2024    **SCHOOL OF ECONOMICS & MANAGEMENT**  
Dean (2023-2024)  
Member, Management Board (2021-2024)

## **INTERNATIONAL APPOINTMENTS**

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- 2023            **AMERICAN UNIVERSITY OF BEIRUT** (Beirut, Lebanon)  
Visiting Professor, Suliman S. Olayan School of Business | Erasmus+
- 2022            **KEDGE BUSINESS SCHOOL** (Bordeaux and Marseille, France)  
Visiting Professor, Department of Management

## EDUCATION

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- 2004 – 2006 **UNIVERSITY OF MICHIGAN** (MI, USA)  
Visiting Scholar and Research Assistant, Ross School of Business
- 2001 – 2005 **UNIVERSITY OF BOLOGNA** (Bologna, Italy)  
Ph.D in Management, Department of Management
- 1995 – 2001 **UNIVERSITY OF BOLOGNA** (Bologna, Italy)  
M.Sc. in Economics (*Laurea*), School of Economics

## JOURNAL PUBLICATIONS

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1. Russo M., **Morandin G.**, Ohana M., Bergami M. “Does signalling high commitment to nonwork roles penalize newcomers at work?” *European Management Review*, in press.
2. Russo M., Montani F., **Morandin G.**, Greiner, S. 2025. “Being a family supportive team leader: Implications for workgroup emotional climate and performance” *Journal of Occupational and Organizational Psychology*, 98 (1), e12563.
3. Giorgio L., Grilli R., Mascia D., Vicentini M., Guberti M., Mangone L., **Morandin G.**, Marino M., 2025. “Patterns and determinants of patient sharing in end-of-life health services: Empirical evidence from the Italian National Health Service”. *International Journal of Healthcare Management*, in press.
4. Allen T. D., Beham B., Ollier-Malaterre A., Baierl A., Alexandrova M., Beauregard A., Carvalho V. S., Chambel M. J., Cho E.; Da Silva B. C., Dawkins S., Escribano P., Gudeta K. H., Huang T.-P., Jaga A., Kost D., Kurowska A., Leon E., Lewis S., Lu C.-Q., Martin A., Mawardi A., **Morandin G.**, Noboa F., Offer S., Ohu E., Peters P., Rajadhyaksha U., Russo M., Sohn, Y. W., Straub C., Tammelin M., Triki L., Van Engen M., Waismel-Manor R. 2024. “Boundary management preferences from a gender and cross-cultural perspective”. *Journal of Vocational Behavior*, 148 (1), 103943.
5. Russo M., **Morandin M.** 2023. “A network approach to work-family conflict.” *Human Resource Management Review*, 33 (2): 100943.
6. Kossek E. E., Pettigrew M. B., Russo M., **Morandin G.** 2023. “Missed connections between the leadership and work-life fields: Work-life supportive leadership as the key to the dual agenda.” *Academy of Management Annals*, 17 (1): 181-217. \*Top-10 most cited article in AofM Annals in 2023.
7. Beham B., Ollier-Malaterre A., Allen T., Eckner J., Alexandrova M., Artiawati, Baierl A., Beauregard A., Carvalho V.S., Escribano P., Gudeta, K.H., Huang T.-P., Jaga A., Kurowska A., Leo E., Lewis S., Lu C.-Q., Martin A., **Morandin G.**, Noboa F., Ohu E., Peters P., Rajadhyaksha U., Russo M., Sohn, Y. W., Straub C., Tammelin M., Van Engen M. “Humane orientation and work-family boundary management”. *Journal of Applied Psychology*, 108 (10): 1573-1597. \*Editor’s Choice for the forthcoming October 2023 issue.
8. Cifalinò A., Mascia D., **Morandin G.**, Vendramini E. 2023. “Perceived goal importance, knowledge and accessibility of performance information: Testing mediation and moderation effects on medical professionals’ achievement of performance targets.” *Financial Accountability & Management*, 39 (1): 82-101.

9. Pellerin S., Ollier-Malaterre A., Kossek E. E., Afota M.-C., Cousineau L., Lavoie C.-É., Leon E., Beham B., **Morandin G.**, Russo M., Jaga A., Ma J., Lu C.-q., Parent-Rochelleau X. 2023. "The right to disconnect." *Stanford Social Innovation Review*, 21 (1): 41-45.
10. **Morandin G.**, Russo M., Bergami M. 2021. Imagining the newcomer-supervisor relationship: Future relational self in the workplace. *Human Resource Management Journal*, 31 (4): 1010-1024.
  - PUBLICATION DIFFUSED TO THE GLOBAL AUDIENCE ALSO WITH THE FOLLOWING ARTICLE:  
 Russo M., **Morandin G.**, Bergami M. 2021. "How to build a good relationship with your new boss". *Harvard Business Review* (digital article), September 2:  
<https://hbr.org/2021/09/what-you-need-to-build-a-good-relationship-with-your-new-boss>
11. Bergami M., **Morandin G.**, Bagozzi R.P. 2021 "How and when identification with a boundary-spanning part of one's organization influences customer satisfaction." *European Management Review*, 18 (2), 93-103.
12. Russo M., **Morandin G.** 2020. "Stick with a bad new job or cut your losses?" *Harvard Business Review*, 4 (July/August): 132-137.
13. Russo M., Ollier-Malaterre A., **Morandin G.** 2019. "Breaking out from constant connectivity: Agentic regulation of smartphone use". *Computers in Human Behavior*, 98 (September), 11-19.
14. Bergami M., **Morandin G.** 2019. "Relationship between perceived justice and identification: The mediating role of organizational images". *Employee Relations*, 41 (1): 176-192.
15. Russo M., Bergami M., **Morandin G.**, 2018. "Surviving a day without smartphones". *MIT Sloan Management Review*, 59 (2): 7-9.
  - PUBLICATION DIFFUSED TO THE GLOBAL AUDIENCE ALSO WITH THE FOLLOWING ARTICLE:  
 Russo M., Ollier-Malaterre A., **Morandin G.**, 2019. "If you want to use your phone less, first figure out why". *Harvard Business Review* (digital article), June 10:  
<https://hbr.org/2019/06/if-you-want-to-use-your-phone-less-first-figure-out-why>
16. **Morandin G.**, Russo M., Ollier-Malaterre A., 2018. "Put down that phone! Smart use of smartphones for work and beyond". *Journal of Management Inquiry*, 27 (3): 352-356.
17. **Morandin G.**, Bergami M., 2014. "Schema-based sensemaking of the decision to participate and its effects on job performance". *European Management Review*, 11 (1): 5-20.
18. **Morandin G.**, Bagozzi R. P., Bergami M., 2013. "Brand community membership and the construction of meaning". *Scandinavian Journal of Management*, 29 (2): 173-183.
19. Marzocchi G. L., **Morandin G.**, Bergami M., 2013. "Brand communities: loyal to the community or to the brand?". *European Journal of Marketing*, 47 (1/2): 93-114.
20. Bagozzi R. P., Bergami M., Marzocchi G. L., **Morandin G.**, 2012. "Customer-organizational relationships: development and test of a theory of extended identities". *Journal of Applied Psychology*, 97 (1): 63-76.

21. **Morandin G.**, Bergami M., Bagozzi R. P., 2006. “The hierarchical cognitive structure of entrepreneur motivation toward private equity financing”. *Venture Capital*, 8 (3): 253-271.

## PAPERS UNDER REVIEW

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22. Bullini Orlandi L., Russo M., **Morandin G.**, Ohana M., “Breaking the cycle of job boredom: How autonomy and psychological safety foster job crafting behaviors” *Journal of Managerial Psychology*, 1<sup>st</sup> round.
23. Beham B., Allen T., Ollier-Malaterre A., Baierl A., Alexandrova M., Artiawati A., Beauregard A., Carvalho V., Chambel M.J., Cho E., Coden de Silva B., Dawkins S., Escribano P., Gudeta K., Huang T.-P.; Jaga A., Kost D.; Kurowska A., Léon E., Lewis S., Lu C.-Q., Martin A., **Morandin G.**, Noboa F., Offer S., Ohu E., Peters P., Rajadhyaksha U., Russo M., Sohn, Y.W., Straub C., Tammelin M., van Engen M., Waismel-Manor, R. “Work-family conflict and religiosity across cultures”. *Journal of Management*, 1<sup>st</sup> round.

## BOOKS

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24. Bergami M., **Morandin G.**, Russo M. 2022. *Pensieri di varia motivazione e di bella impresa*. Bologna: Edizioni Pendragon.
25. **Morandin G.** 2012. *Goal setting and goal striving in organizational participation*. Bologna: Edizioni Pendragon.

## CHAPTERS IN EDITED BOOKS

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26. Ollier-Malaterre A., Allen T., Kossek E.E., Lu C., **Morandin G.**, Pellerin S., Rostami A., Russo, M. 2023. “Technology regulation in the service of sustainable work-life balance.” In P. Kruiyen, S. André, B. van der Heijden, *Maintaining a healthy, sustainable work-life balance throughout the life course: An interdisciplinary path to a better future*, pp.96-103. London: Edward Elgar.
27. Russo M., **Morandin G.**, Manca G. 2023. “How can organizations improve virtual onboarding? Key learnings from the pandemic.” In S. Bergum, P. Peters, T. Vold, *Virtual management and the new normal: New perspectives on human resources since the COVID-19 pandemic*, pp. 203-221. New York: Palgrave Macmillan.
28. Cappiello G., **Morandin G. M.** Presutti, 2021. “Service delivery and employee turnover: the importance of work-life balance.” In M. Della Lucia, E. Giudici, *Humanistic tourism: Values, norms and dignity*, pp. 92-107. London, UK: Routledge.
29. **Morandin G.**, Bagozzi R. P., Bergami M., 2015. “The second generation of the laddering methodology and its use in studying decision making”. In A. Takhar A., Ghorbani A., *Market research methodologies: Multi-method and qualitative approaches*, pp. 199-217. Hershey, PA: Igi Global.
30. Bergami M., Monti A., **Morandin G.**, 2013. “Leadership in a combination of continuity and strategic change: building a new identity”. In Bergami M., Celli P. L., Soda G., *National monopoly to successful multinational: The case of Enel*, pp. 118-135. New York: Palgrave Macmillan.

31. **Morandin G.**, Bergami M., Bagozzi R.P., 2007. “The motivation of entrepreneurs toward private equity financing: a laddering approach”. In B. Clarysse, J. Roure e T. Schamp (Eds.), *Starting up and growing new ventures: The role of the financial community*, pp. 77-90. Cheltenham (UK), Edward Elgar Publishing.

## ARTICLES IN ITALIAN JOURNALS

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32. **Morandin G.**, Russo M., Pellerin S., Ollier-Malaterre A., Kossek E. E., Afota M.-C., Cousineau L., Lavoie C.-É., Leon E., Beham B., Jaga A., Ma J., Lu C.-Q., Parent-Rochelleau X. 2023. “Diritto e volontà di disconnessione, due elementi che devono viaggiare in parallelo.” [Right and will to disconnect, two elements that have to travel in parallel.] *Harvard Business Review Italia*, 2 (April): 106-107.
33. Russo M., **Morandin G.**, 2021. “Il nuovo impiego non è soddisfacente: meglio resistere o limitare i danni?” [The new job is not satisfying: is it better to resist on the job or cut your losses?]. *Harvard Business Review Italia*, 1 (January-February): 86-93.
34. **Morandin G.**, Russo M., Melcarne R. 2020. “Master accreditati: Un’opportunità per i giovani talenti, un plus per le aziende.” *Direzione del Personale*, 3: 73-75.
35. Russo M., **Morandin G.** 2018. “Work-life balance, questione di cultura” [Work-life balance, a cultural issue]. *Economia & Management*, 5-6 (September-December): 69-75.
- PUBLICATION DIFFUSED TO THE GLOBAL AUDIENCE ALSO WITH THE FOLLOWING ARTICLE: Russo M., **Morandin G.** 2019. “Better work-life balance starts with managers”. *Harvard Business Review* (digital article), August 9: <https://hbr.org/2019/08/better-work-life-balance-starts-with-managers>
36. Russo M., **Morandin G.**, 2017. “Day 1: Momento chiave per performance durature” [Day 1: The key phase for sustainable performance]. *Harvard Business Review Italia*, March: 110-111.
37. **Morandin G.**, 2006. “La partecipazione alle brand community” [Participation in brand communities]. *Economia & Management*, 1 (January-February): 93-107.
- REPRINTED IN: “Azienda in Rete”. Speciale Internet e Nuove Tecnologie. *Economia & Management*. 2007.

## CHAPTERS IN ITALIAN EDITED BOOKS

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38. Bergami M., **Morandin G.**, Russo M., 2022. “Le persone.” In Lipparini A. (Ed.), *L’impresa. Fondamenti di economia e gestione sostenibile*, 501-531. Bologna: Il Mulino.
39. **Morandin G.**, 2019. “Il digitaliano nei processi di apprendimento: il punto di docenti e studenti: all’università.” In Bellafigliore E. and Marini V. (Eds.), *Digitaliano: pratiche di scrittura quotidiana e professionale*, pp. 109-111. Milano: FrancoAngeli.
40. Bergami M., **Morandin G.**, 2009. “L’esperienza maturata nella carriera manageriale”, in *Generare classe dirigente. Rapporto 2009*, pp. 141-179. Rome: Luiss University Press & Gruppo 24 Ore.

## BUSINESS ARTICLES

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41. **Morandin G.**, 2023. “Postfazione” [Afterword]. In Sola F., *Lean recruitment*, in press. Milano: Guerini & Associati.
42. **Morandin G.**, 2022. “Perchè coinvolgere i dipendenti è sempre più indispensabile. Il lavoro che cambia” [Why involving employees is more and more essential]. *Il Sole 24 Ore*. July 1, p. 12.
43. Russo M., **Morandin G.**, 2020. “The happy workaholic”. *CUWFA Quarterly Review*, Spring, pp. 3-4.
44. Russo M., **Morandin G.** 2018. “Work-life balance in azienda: così lavorare è gratificante e la produttività ci guadagna” [Work-life balance in the company: working in this way is rewarding and the productivity increases]. *La Repubblica, Affari& Finanza*. October 15, pp. 44-45.
45. Bergami M., **Morandin G.**, 2017. “Onboarding: L’arte di inserire in impresa i nuovi arrivati” [Onboarding: The art of welcoming newcomers]. *Il Sole 24 Ore*. April 30, p. 15.
46. **Morandin G.**, 2016. “Onboarding newcomers: Un efficace inserimento in azienda migliora la carriera e la competitività d’impresa” [Onboarding newcomers: An effective organizational socialization boosts personal career and company competitiveness]. *ProspettiveinOrganizzazione*, June 16.
47. Bergami M., **Morandin G.**, 2015. “L’innovazione fattore decisivo per creare sviluppo” [Innovation as key factor for creating development]. *Il Sole 24 Ore*, December 13, p. 17.

## CASE STUDY & ROLE PLAY

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48. **Morandin G.**, Villani E. 2024. Motivation in action: A role-play. *The Case Centre*, Reference no. 424-0003-1; 424-0003-1B; 424-0003-1C; 424-0003-8.
49. Lorenzini B., **Morandin G.**, 2024. Gruppo Montenegro: How to make your company more competitive in the job market? *The Case Centre*, Reference no. 424-0021-1; 424-0021-8.

## HONORS & AWARDS

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- |            |                                                                             |
|------------|-----------------------------------------------------------------------------|
| 2024, 2023 | <b>*100% of Overall Satisfaction of Students*</b>                           |
| 2021, 2020 | Research on students’ opinion on the Organization Science course            |
| 2016, 2012 | School of Economics and Management, University of Bologna                   |
| 2022, 2020 | <b>*Top-5 best faculty in Bachelor programs*</b>                            |
|            | Department of Management, University of Bologna                             |
| 2019       | <b>*Best Reviewer*</b>                                                      |
|            | European Management Review                                                  |
| 2018       | <b>*Outstanding Contribution in Reviewing*</b>                              |
|            | Journal of Vocational Behavior                                              |
| 2012       | <b>*Best Paper Award*</b>                                                   |
|            | WOA – XIII Italian Workshop on Organizational Studies. Verona, May, 28 – 29 |

2010                    **\*Outstanding Reviewer\***  
Managerial & Organizational Cognition (MOC) Division. Academy of Management

## TEACHING

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2014 – 2024    **Organizational Behavior** (Eng., 2014-20), **Organizational Theory** (Eng., 2023-24)  
Ph.D in Management  
Department of Management, University of Bologna

2006 – now    **Business Organizations** (Italian)  
School of Economics and Management, University of Bologna

2004 – now    Education for Executives on the following topics (English and Italian):  
**Leadership, People management, Team effectiveness, Organizational identity, Organizational design**  
Bologna Business School, University of Bologna

## INSTITUTIONAL SERVICE

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- Committee for Standards and Job Profiles in Human Resources Areas.  
UNI – Italian Institute for Standards.  
Milan, Italy (2015 – 2016).
- Committee for Implementation of National Strategic Plan on Tourism.  
Presidency of the Council of Ministers, Department for Regional Affairs, Tourism and Sport.  
Rome, Italy (2012).

## PROFESSIONAL SERVICE

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### Editorial Board Member

- Journal of Vocational Behavior (2016-now)

## CERTIFICATIONS

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2019    **Essentic** (UK)  
Essentic Positive Method Certification

2015    **Center for Creative Leadership** (NC, USA)  
Certification for 360-degree Assessments

## PROFESSIONAL RESEARCH COUNSULTING

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- 2021-now. **Carraro Group**. Padua, Italy. *Scientific Director of the Carraro Business School (internal academy for education and learning)* (2021-now). *New Corporate Values System* (2024).
- 2018-now. **Ferrarelle**. Rome, Milan, Caserta, Italy. *People Engagement Survey, HR and Strategic Objectives*.

- 2004-now. **Ferrari**. Modena, Italy. *Internal climate and organizational competitiveness survey* (2004). *Top-management team development* (2023-now).
- 2011-now. **Coesia Group**. Bologna, Italy. *Identity, vision, strategy and behaviors: alignment processes for the top management team* (2011). *Leadership approach survey* (2023-now).
- 2016-19. **MAST Foundation**. Bologna, Italy. *“Sherpa” (leading teacher) in Expedition, a school-job rotation project*.
- 2017-18. **Praxi SpA**. All the Italian branches. *Onboarding newcomers: a longitudinal exploration of future work selves*.
- 2017. **Confindustria Emilia, Young Entrepreneurs**. Bologna, Ferrara, and Modena, Italy. *Development of an educational program on leadership for undergraduate students*.
- 2015-16. **FAAC Group**. Bologna Italy. *Scientific Director of the FAAC Academy (internal center for education, learning and training)*.
- 2013-16. **MAST Foundation**. Bologna, Italy. *Evaluation of the kindergarten quality (in collaboration with Reggio Children, Italy)*.
- 2013-15. **Isabella Seràgnoli Foundation**. Bologna, Italy. *Identity and legitimization of the Hospice organizational model*.
- 2013-14. **Enel Group**. Rome, Italy. *Onboarding newcomers effectively: longitudinal analysis of over 4,500 candidates*.
- 2012-13. **Ferrarelle Spa**. Rome, Milan and Caserta, Italy. *Assessment of the strategic and organizational priorities*.
- 2012. **X Euro-China Forum**. Bologna, Italy. UNESCO, Foundation for World Wide Cooperation, China-Europe International Business School, Bologna Business School. *The Chinese renaissance: challenges and opportunities for a globalized world*.
- 2012. **Department for the Competitiveness of Tourism**. Rome, Italy. Presidency of the Council of Ministers. *Buying Italy as a touristic destination*.
- 2010-11. **Benetton Group**. Treviso, Italy. *The high school of excellence in Treviso. International benchmarking and strategic positioning*.
- 2009. **Lamborghini Auto**. Bologna, Italy. *Organizational identity co-design and processes of identification*.
- 2009. **Ministry for Agricultural Policy**. Rome, Italy. *Internalization of the “Made in Italy” products in the wine & food industry*.
- 2007-08. **Fiat Auto (now Stellantis)**. Turin, Italy. *Internal survey of employees’ satisfaction and competitiveness of national and international branches*.
- 2008. **Diocese of Treviso**. Treviso, Italy. *Representation of the diocese according with key actors and guidelines for designing the re-organization*.
- 2008. **UniCredit Group**. Bologna, Italy. *Branch managers: role self-perception and expectations from stakeholders*.
- 2008. **Telegate**. Paris, France. *Analysis of brand and products positioning following market liberalization of directory assistance*.
- 2006-08. **Seat Pagine Gialle**. Turin, Italy. *Internal climate and organizational behaviors (for*

*employees, sales force and call center operators).*

- 2007. **Casa dei Risvegli L. De Nigris**. Bologna, Italy. *Effectiveness analysis and KPI of the organizational model.*
- 2001-05. **San Patrignano Community**. Rimini, Italy. *The organizational code of the San Patrignano Community* (with Bocconi University).
- 2004. **Ferretti Group**. Forlì, Italy. *Organizational and climate implications of the managerial model.*
- 2002-04. **Confindustria Emilia–Romagna** | Association of entrepreneurs. Bologna, Italy. *Entrepreneurs' motivation on private equity and venture capital.*
- 2000-01. **Ministry of Industry**. Rome, Italy. *White book on entrepreneurship and innovation (“Velocità, semplicità, sviluppo: politiche per l'innovazione e le imprese nuove”).*
- 2000-01. **CASD** – Center for High Studies for the Defense. Rome, Italy. *Motivational processes for plateau careers.*
- 1999-2000. **CeMiSS** – Military Center for Strategic Studies. Rome, Italy. *Motivation and identity in the Italian Army Force.*

May 6<sup>th</sup>, 2025

Gabriele Morandin

