

# Arnaldo Camuffo

## Curriculum Vitae

### Brief Bio

Arnaldo Camuffo is full professor of Business Organization at Bocconi University, Milan, Italy. Author of several books (the latest being *Lean Transformations for Small and Medium Enterprises*, New York, CRC-Productivity Press, 2016), his research has appeared in *Strategic Management Journal*, *Organization Science*, *Research Policy*, *Industrial and Corporate Change*, *MIT Sloan Management Review*, *IEEE Transactions in Engineering Management*, *Journal of Business Ethics*, *The International Journal of Operations and Production Management*, *Human Resource Management*, *European Management Review*, *Industrial Relations*, *The International Journal of Management Reviews*, *The International Journal of Human Resource Management*, *Industry and Innovation*, *Research in the Sociology of Organizations*, *Industrial Marketing Management*, *Entrepreneurship and Regional Development*.

### Current

Full Professor of Business Organization  
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web: <http://faculty.unibocconi.eu/arnaldocamuffo>

### Education

- 1990 - PhD in Management, Ca'Foscari University of Venice, Italy
- 1990 - Master of Business Administration, Sloan School of Management, Massachusetts Institute of Technology
- 1985 - Degree (cum laude) in Business Administration, Ca'Foscari University of Venice, Italy

### Research interests

- Topics: Modularity, lean operations and startups, strategic human capital and human resource management, industrial clusters.

### Citations (April 2018 2017)

Google Scholar: 2,600 - H-Index 28  
Web of Science: 350 - H-Index 12  
Scopus: 680 - H-Index 18

### Academic Positions

#### Full-time positions

- 2007- current  
Full Professor of Business Organization, Bocconi, University, Milan, Italy

- 2004-2007  
Full Professor of Business Organization, University of Padova, Italy
- 2000-2003  
Full Professor of Business Organization, Ca'Foscari University of Venice, Italy
- 1993-2000  
Associate Professor of Human Resource Management, Ca'Foscari University of Venice, Italy
- 1991-1993  
Assistant Professor of Business Organization, Ca'Foscari University of Venice, Italy

### **Visiting Positions**

- 1.9.2004 - 31.8.2005 Industrial Performance Center  
Massachusetts Institute of Technology – Cambridge, MA, USA  
Visiting Research Fellow
- 1.7.2003 – 31.8.2006 University of Michigan, Dearborn – Dearborn, MI, USA  
Short term Visiting Professor of Management (4 appointments)
- 1.9.2003 – 31.8.2005 University of Deusto, San Sebastian, Spain  
Short term Visiting Lecturer (2 appointments)
- 1989-1990 Sloan School of Management, Massachusetts Institute of Technology - Cambridge, MA, USA  
Research Assistant and Teaching assistant (Course 15.221 International Management)

### **Awards**

- 2012  
Distinguished track paper, Quality Management and Lean Operations track, Decision Science Institute Annual Meeting, San Francisco, USA (with F.Gerli).
- 2004  
Chris Voss Best Honourable Mention Paper Award at the EUROMA - European Operations Management Association 11<sup>th</sup> International Conference, INSEAD, Fontainebleau, France (with A. Furlan, P.Romano, A. Vinelli)
- 2002  
Best Paper Award for the knowledge and learning section at the British Academy of Management Annual Conference, Middlesex University, London, UK (with F.Gerli)

### **Editorial Appointments**

- Member Editorial Board of:
  - the International Journal of Innovation Management
  - European Management Review
  - the International Journal of Operation and Production Management
  - Human Resource Management

Ad hoc reviewer for: Strategic Management Journal, Organization Science, Management Science, Research Policy, Organization Studies, Industrial and Corporate Change, Journal of Management Studies, International Journal of Production Research.

### **Scientific Committees' membership**

Swiss Confederation (Schweizerische Eidgenossenschaft)  
Federal Department of Economy, Education and Research DEFR, State Secretary for Education, research and Innovation SEFRI: Member of the Advisory Board of the Swiss Leading House on "Economics of Education, Firm Behaviour and Training Policies" (since 2013)

Università Ca'Foscari, Venice, Italy  
Member of the Scientific Committee of CAMI – Center for Automotive Mobility and Innovation (since 2012)  
Member of the Scientific Committee of CFCC - Ca' Foscari Competency Centre

### **Other scholarly memberships**

- Academy of Management BPS, HRM and OMT Divisions  
(from 1993 to 1996 served as Italian Representative of the Technology & Innovation Management Division)
- Strategic Management Society
- EGOS – European Group of Organization Studies

### **Recent conference organization activities**

March 2017 Strategic Management Society Conference: Strategic Human Capital, Management Practices and Performance, Milan: member of the Advisory Board.

June 2015 EGOS Colloquium, Athens: co-convenor of the track on “Organizational evolution towards the sustainable enterprise: re-thinking and reshaping the enterprise model for economic, social and environmental sustainability” (with K.Neumann and S. Brusoni)

June 2014 EGOS Colloquium, Rotterdam: co-convenor of the track on “Organizational evolution towards the sustainable enterprise: re-thinking and reshaping the enterprise model for economic, social and environmental sustainability” (with K.Neumann and S. Brusoni)

July 2013 EGOS Colloquium, Montreal: co-convenor of the track on “Organizational evolution towards the sustainable enterprise: bridging individual-, firm- and systemlevel perspectives” (with K.Neumann and M. Zollo).

## Arnaldo Camuffo

### Publications

#### Publications in English

##### Books

1. Camuffo A. (2016), *Lean Transformations for small and medium enterprises*, New York, Taylor & Francis, CRC-Productivity Press,.
2. Camuffo, A., Comacchio, A., Volpato, G. (eds.) (1999), *Automation in Automotive Industries. Recent developments*, Berlin-Heidelberg, Springer Verlag .

##### Journal Articles (refereed journals only)

1. Camuffo, A., & Gerli, F. (2018). Modeling management behaviors in lean production environments. *International Journal of Operations & Production Management*, 38(2), 403-423.
2. Cabigiosu, A., & Camuffo, A. (2017). Measuring Modularity: Engineering and Management Effects of Different Approaches. *IEEE Transactions on Engineering Management*, 64(1), 103-114.
3. Camuffo, A., De Stefano, F., & Paolino, C. (2017). Safety reloaded: Lean operations and high involvement work practices for sustainable workplaces. *Journal of Business Ethics*, 143(2), 245-259.
4. Camuffo, A., & Wilhelm, M. (2016). Complementarities and organizational (Mis) fit: a retrospective analysis of the Toyota recall crisis. *Journal of Organization Design*, 5(1), 1-13.
5. Camuffo, A., Secchi, R. (2016) "Rolling out lean production systems: a knowledge-based perspective", *International Journal of Operations and Production Management*. (36)1.
6. Furlan, A., Cabigiosu, A., Camuffo, A. (2014) "When the mirror gets misted up: Modularity and technological change." *Strategic Management Journal* 35.6 (2014): 789-807.
7. Cabigiosu, A., Zirpoli, F., Camuffo A. (2013), Modularity, interfaces definition and the integration of external sources of innovation in the automotive industry, *Research Policy*, 2013, 42(3): 662-675.
8. 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) 48-66.
9. Camuffo, A., Cabigiosu, A., (2012), Beyond the "Mirroring" Hypothesis: Product Modularity and Interorganizational Relations in the Air Conditioning Industry, *Organization Science*, 23(3) 686-703.
10. Camuffo A., Grandinetti, R. (2011), Italian industrial districts as cognitive systems: are they still reproducible?, *Entrepreneurship and Regional Development*, 23 (9-10): 815-852.
11. Campagnolo, D., Camuffo A. (2010). The Concept of Modularity In Management Studies: A Literature Review. *International Journal of Management Reviews*, 12(3) 259-283.
12. Camuffo A., Furlan A, Grandinetti R. (2009). Business Relationship Portfolios And Subcontractors' Capabilities. *Industrial Marketing Management*, 38(8) 937- 945.
13. Camuffo, A., Weber D.R. (2009). Crisis And Solutions In The Automotive Market: The Italian Case. *International Labor Brief*, (7)2 33- 43.
14. Zirpoli, F., Camuffo A. (2009). Product Architecture, Inter-Firm Vertical Coordination And Knowledge Partitioning In The Auto Industry. *European Management Review* , 6(4) 250- 264.
15. Camuffo, A., Gerli, F., Borgo S. Somia' (2009). The Effects Of Management Education On Careers And Compensation: A Competency-Based Study Of An Italian Mba Programme. *The Journal Of Management Development* , 28 (9) 839-858.
16. Campagnolo, D., Camuffo A. (2009). What Really Drives The Adoption Of Modular Organizational Forms? An Institutional Perspective From Italian Industry-Level Data. *Industry And Innovation*, 16(3) 291- 314.
17. Camuffo, A., Furlan, A., Romano, P., Vinelli, A. (2008), "Breathing Shoes and Complementarities: Strategic Innovation in a Mature Industry, *International Journal of Innovation Management*, 12 (2) 139-160.
18. Camuffo, A., Furlan, A., Rettore, E. (2007), "Risk sharing in supplier relations: an agency model for the Italian Air Conditioning Industry", *Strategic Management Journal*, 28 (12) 1257-1266.
19. Camuffo, A., Gerli, F. (2007), Competent Production Supervisors, *Industrial Relations*, 46(4) 728-737.

20. Camuffo, A., Furlan, A. Grandinetti, R. (2007), How do subcontractors evolve?, *International Journal of Operations & Production Management*, 27 (1) 69-89.
21. Camuffo, A., Furlan, A., Romano, P., Vinelli, A. (2007), Routes Towards Supplier and Production Network Internationalisation, *International Journal of Operations & Production Management*, 27(4) 371-387.
22. Camuffo, A., Furlan, A., Romano, P., (2006), Customer-supplier integration forms in the air-conditioning industry, *Journal of Manufacturing and Technology Management*, 17(5) 633-655.
23. Camuffo, A., Furlan, A., Romano, P., Vinelli, A. (2006), The process of supply network internationalisation, *Journal of Purchasing & Supply Management*, 12(3): 135-147.
24. Camuffo, A., Comacchio A., (2005), Linking Intellectual Capital and Competitive Advantage: A Cross-Firm Competence Model for North-East Italian SMEs in Manufacturing Industry, *Human Resource Development International*, 8(3) 361-377.
25. Camuffo, A., (2004). Rolling out a "world car": globalization, outsourcing and modularity in the auto industry, *Korean Journal of Political Economy*. 2(1) 183-224.
26. Camuffo, A. Comacchio A. (2004). The competent middle manager: framing individual knowledge in north-east Italian SMEs. *International Journal of Innovation and Learning*. 1(4) 330-350.
27. Camuffo, A., F. Gerli, (2004). An integrated competency-based approach to management education: an Italian MBA case study, *International Journal of Training and Development*. 8 (4) 240-257.
28. Camuffo, A., (2002), The Changing Nature of Internal Labor Markets, *Journal of Management and Governance*, 6(4) 281-294.
29. Camuffo, A., G.Volpato, (2002), "Partnering in the global auto industry: the FIAT-GM strategic alliance", *International Journal of Automotive Technology and Management*, 2(3) 335-354.
30. Camuffo, A., P. Romano, A. Vinelli, (2001), "Back to the Future: Benetton Transforms its Global network", *MIT Sloan Management Review*, 43(1) 46-54.
31. Camuffo, A., S. Micelli, (1997), Mediterranean Lean Production? teamwork, supervisors and new forms of work organization in three european car makers, *Journal of Management and Governance*, Vol.1, n.1.
32. Camuffo, A., G.Volpato, (1996), "Dynamic capabilities and assembly automation in the Italian Automobile Industry: a study of FIAT Auto plants", *Industrial and Corporate Change*, 5 (3) 813-838.
33. Camuffo, A., G.Volpato, (1995), "The labor relations heritage and lean manufacturing at FIAT", *The International Journal of Human Resource Management*, 6(4) 795-824.
34. Camuffo, A., G.Costa (1993), "Strategic Human Resource Management: the Italian Style", *MIT Sloan Management Review*, 34(2) 59-67.

### **Book chapters**

1. Camuffo, A. (2018), "Risk Allocation, Supplier Development and Product Innovation in Automotive Supply Chains: A Study of Nissan Europe" in *Innovation and Supply Chain Management Relationship, Collaboration and Strategies*, Moreira, .C., Ferreira, L-M-D., Zimmermann, R.A. (Eds.), Springer, Berlin.
2. Camuffo, A., & De Stefano, F. (2016). Work as commons: Internal labor markets, blended workforces and management. In *Research in the Sociology of Organizations: The structuring of work in organizations* Vol. 47 (pp. 363-382), Emerald Group Publishing Limited.
3. Camuffo, A., Gerli, F. (2016), "The Complex Determinants of Financial Results in a Lean Transformation Process: The Case of Italian SMEs", Berger, E.S.C., Kuckertz, A. (eds.), *Complexity in Entrepreneurship, Innovation and Technology Research*, Berlin, Springer.
4. Camuffo, A., Secchi, R., & Paolino, C. (2014). The Diffusion of Lean Operations Practices in MNCs: A Knowledge-Based, Plant Level, Cross-Firm Study. *Orchestration of the Global Network Organization (Advances in International Management, Volume 27)* Emerald Group Publishing Limited, 27, 43-74.
5. Camuffo A., Costa G., 2014, "The evolution of Human Resource Management in Italy: a historical-institutional perspective", in Kauffman, B., (ed.), *The Development of Human Resource Management Across Nations*. Edward Elgar, Aldershot, 269-298.
6. Camuffo, A., Weber D.R. (2012). *The Toyota Way and the Crisis: a New Industrial Divide*, Ciravegna L. (ed.) *Sustaining Industrial Competitiveness after the Crisis. Lessons from the Automotive Industry*, Palgrave MacMillan, London, UK.
7. Bagdadli S., Camuffo, A., 2011, "Luxottica: changing Italian labour relations and HR practices to drive sustainable performance", in *Global HRM Casebook*, J.Hayton, M.Biron, B.Kuvaas & L.Castro-Christiansen (eds), New York NY: Routledge.

8. Campagnolo, D., Camuffo A. 2011, "Globalization and low-technology industries: the case of Italian eyewear", in Robertson P., Jacobson D. (eds) 2011, Knowledge Transfer and Technological Diffusion, Edward Elgar, Aldershot.
9. Camuffo, A., Furlan, A., Romano P. (2011), Understanding how Formal and Informal Communication affect Purchasing, Manufacturing and Logistics Integration, *Advances in Management*, 4(7).
10. Camuffo, A., Furlan, A., Grandinetti, R., 2007, Knowledge and capabilities in subcontractors' evolution, the Italian case, in Susman, G., (ed.), *Small and Medium-Sized Enterprises and the Global Economy*, Edward Elgar, Aldershot.
11. Camuffo, A., Gerli, F., Chiara, F., 2006, Tracking Careers to Improve Competency-Based Management Education: A Longitudinal Study of Italian MBA's, in Wankel, C., Defilippi R., (eds.), *New Visions of Graduate Management Education, The Research in Management Education and Development Series, Vol.5*, Greenwich: Information Age Publishing
12. Camuffo, A., F. Gerli, P. Romano, A. Vinelli (2004). *New Perspectives in Industrial Relocation from West to East Europe: The North-East Italy - Romania Case*. In M. Faust, U. Voskamp, V. Wittke (eds.). *European Industrial Restructuring in a Global Economy: Fragmentation and Relocation of Value Chains.*, Goettingen: SOFI Berichte (Germany).
13. Camuffo, A., P. Romano, A. Vinelli (2003). *Benetton Group: the evolution of a network to face global competition*. In Johnston R., Cambers S., Harland C., Harrison A., Slack N. *Cases in operations management*, 3rd edition. London: Pearson Education Prentice Hall Financial Times (United Kingdom).
14. Camuffo, A., G. Volpato, 2000, "Le passage du FIAT a la fabrication "au plus juste"", in M.Freyssenet, A.Mair, K.Shimizu, G. Volpato, (eds.), *Quel modèle productif? Trajectoires et modèles industriels des constructeurs automobiles mondiaux*, Paris, Editions La Découverte.
15. Camuffo, A., A. Comacchio, 1999, "Diffusion patterns of lean practices: lessons from the European auto industry" in Comacchio A., Volpato G., Camuffo A., *Automation in automotive industries. Recent developments*, Springer Verlag, Berlin.
16. Camuffo, A., S.Micelli, (1999), *Teamwork and new forms of work organization in Fiat's "integrated factory"*, in J.P.Durand, P.Stewart, J.J.Castillo (eds.), *teamwork in the automobile industry. Radical Change or Passing Fashion?*, London, MacMillan Business.
17. Camuffo, A., G.Volpato, (1998), *Making manufacturing Lean in the Italian Automobile Industry: the Trajectory of FIAT*", in M.Freyssenet, A.Mair, K.Shimizu, G.Volpato, (eds.), *One best Way? Trajectories and Industrial Models of the World's Automobile Producers*, New York, Oxford University Press.
18. Camuffo, A., S.Micelli, (1998), *Les nouvelles formes d'organisation du travail chez FIAT*, in J.P.Durand, P.Stewart, J.J.Castillo (eds.), *L'avenir du travail à la chain. Une comparaison internationale dans l'industrie automobile*, Paris, La Découverte.
19. Camuffo, A., G.Volpato (1997), "Italy: changing the workplace in the auto industry", in T.A.Kochan, R.D.Lansbury, J.P. MacDuffie (eds.), *After lean production: evolving employment practices in the world auto industry*, Cornell University Press, Itacha.
20. Camuffo, A., S.Micelli, (1997), "Spain, France and Italy: Mediterranean Lean Production" in T.A.Kochan, R.D.Lansbury, J.P. MacDuffie (eds.), *After lean production: evolving employment practices in the world auto industry*, Itacha, Cornell University Press.
21. Camuffo, A., G.Volpato, (1997), "Building capabilities in assembly automation: Fiat experiences from Robogate to the Melfi plant" in K.Shimokawa, U.Juergens, T.Fujimoto (eds). (1997), *Transforming Automobile assembly: Experience in automation and work organization*, Berlin-Heidelberg, Springer-Verlag.
22. Camuffo, A., G.Costa (1993), "Human resource management and strategic change: the Italian case", in A.Pettigrew, L.Zan, and S.Zambon (eds.), *Perspectives on Strategic Change*, Dordrecht, Kluwer.

## Publications in Italian

### Books

1. Camuffo, A., 2014, L'arte di migliorare. Ritornare competitivi con il Made in LeanItaly. Marsilio, Venezia
2. Camuffo, A., G. Brunetti, 2000, Del Vecchio e Luxottica. Come si diventa leader mondiali, ISEDI-Utet Libreria, Torino.
3. Camuffo, A., (1998), Piccoli Grandi capi. Competenze per la produzione flessibile, Milano, ETAS RCS.
4. Camuffo, A., R. Cappellari, (1997), Forall - Pal Zileri. Strategia e tradizione, Torino, UTET Isedi.
5. Camuffo, A., G. Volpato (1997), Nuove forme di integrazione operativa: il caso della componentistica automobilistica, Milano, Franco Angeli
6. Camuffo, A., G. Costa (1995) Banca & Organizzazione, Milano, Edibank.
7. Camuffo, A., G. Brunetti, (1994), Marzotto. Continuità e sviluppo, Torino, UTET-ISEDI.
8. Camuffo, A., (1993), Management delle risorse umane. Materiali e Casi didattici, Giappichelli, Torino.
9. Camuffo, A., G. Costa (1990), Strategia d'impresa e gestione delle risorse umane, Padova, CEDAM.
10. Camuffo, A., A. Comacchio (1990), Strategia e Organizzazione del tessile-abbigliamento, Padova, CEDAM.

### Journal articles

1. Camuffo, A. (2015). Made in LeanItaly per ritornare a competere. *Quaderni di ricerca sull'artigianato*, 3(2), 169-202.
2. Secchi, R., & Camuffo, A. (2014). I sistemi Lean: come implementarli con successo. *Economia & management: la rivista della Scuola di Direzione Aziendale dell'Università L. Bocconi*, Vol. 25, n.6, 51-72.
3. Camuffo A., (2013), Made in LeanItaly. Cambiare mentalità per crescere e sopravvivere, *Economia & Management*, Vol. 25, n.4, 7-39.
4. Camuffo A., Salvemini, S., (2012), La nuova relazione sulle remunerazioni: un'occasione da non perdere, *Economia & Management*, Vol.24, n.1, 9-14.
5. Camuffo A., Weber, D. (2011), Le frontiere nello sviluppo dei nuovi prodotti, *Sviluppo & Organizzazione*, n.245, 18-28.
6. Camuffo, A., Weber D.R. (2011). Anatomia di un Recall. Lezioni dal Caso Toyota. *Economia & Management*, Vol.23, N.3, 93-115.
7. Camuffo, A., A. Cabigiosu, (2010), Modularità e outsourcing. Strategie sostitutive nel settore automobilistico, *Sviluppo & Organizzazione*, n. 237, 1-14.
8. Camuffo, A. (2009). La Retribuzione Dei CEO Delle Principali Società Italiane: Equità E Competitività. *Economia & Management*, Vol.21, N.6, Pp.1- 36
9. Camuffo, A., Weber D.R. (2009). Il Toyota Way E La Crisi. Tornare Alle Origini Del Lean Management Per Sopravvivere E Prosperare. *Economia & Management*, Vol.21, N.3, Pp.63- 82
10. Camuffo, A., R. Grandinetti, 2006, I distretti industriali come sistemi locali di innovazione, *Sinergie*, gennaio-aprile, n.69
11. Camuffo, A., A. Cabigiosu, Cappellari, R., 2005, Mix & Match? Opportunità e problemi nella modularizzazione di prodotti, processi e consumi, *Sviluppo & Organizzazione*, n.209, maggio-giugno
12. Camuffo, A., A. Grandinetti, R., 2005, Distretti industriali in evoluzione: il ruolo dei knowledge-intensive business services, *Quaderni di Management*, luglio-agosto - n° 16
13. Camuffo, A., A. Furlan, P. Romano, A. Vinelli. (2004). Crescere e creare valore nei settori maturi: il caso GEOX. *Economia & Management*. vol. 9 (6).
14. Camuffo, A., F. Gerli, G. Volpato, (2003). Decisioni di alleanza strategica: synergy savings nell'alleanza FIAT-GM. *Finanza Marketing e Produzione*. vol. 3
15. Camuffo, A., 2002, "Frantumi scomposti? Dicotomie, asimmetrie e sconfinamenti della modularità organizzativa", *Sviluppo & Organizzazione*, n.192, Luglio-Agosto 2002.
16. Camuffo, A., 2002, "Duelli Organizzativi. I Distretti e le Imprese nella Occhialeria Italiana", *Sviluppo & Organizzazione*, n.193, Settembre-Ottobre 2002.
17. Camuffo, A., P. Romano, A. Vinelli, 2002, "L'evoluzione di un network per la competizione globale", *Economia & Management*, n.1, GENNAIO-FEBBRAIO.

18. Camuffo, A., L. Massone, 2001, "Relazioni industriali e globalizzazione: la strategia di FIAT Auto", *Economia & Management*, n.1, GENNAIO-FEBBRAIO.
19. Camuffo, A., 2000, "Il valore delle competenze", *Sviluppo e Organizzazione* n° 178 (Marzo e Aprile).
20. Camuffo, A., L. Gobbo (1997), *Partnership organizzative nel settore turistico*, *Sviluppo & Organizzazione*, n.164, novembre-dicembre.
21. Camuffo, A., (1997). *Risorse umane e lean production: il caso dell'industria automobilistica internazionale*, *Diritto delle Relazioni Industriali*, n.3/VII.
22. Camuffo, A., (1997), "La natura delle competenze manageriali", *Economia & Management*, n.3.
23. Camuffo, A., (1996), *Contrattazione Aziendale e flessibilità retributiva*, *Sviluppo & Organizzazione*, n.158, novembre-dicembre
24. Camuffo, A., G. Brunello, (1996), "Velo o Vincolo? Note sui sistemi di inquadramento contrattuale in Italia", *Lavoro e Relazioni industriali*, n.1.
25. Camuffo, A., (1996), "Competenze: la gestione delle risorse umane tra conoscenza individuale e conoscenza organizzativa", *Economia e Management*, n.2.
26. Camuffo, A., (1995), *Organizzazione e risorse umane per la nuova pubblica amministrazione*, *Lavoro e Diritto*, anno IX, n.4, autunno.
27. Camuffo, A., A. Comacchio (1994), "L'organizzazione per processi dei concorsi nella Pubblica Amministrazione", *Azienda Pubblica*, Anno VII, n.3, dicembre.
28. Camuffo, A., (1994), "System Dynamics: l'organizzazione come rappresentazione e come apprendimento", *Economia e Politica industriale*, n.81.
29. Camuffo, A., (1994), "Conoscenze allargate per guidare l'organizzazione", *L'Impresa. Rivista italiana di Management*, n.2.
30. Camuffo, A., (1992), "Le indagini retributive: benchmarking, politiche di compensation e costruzione cognitiva del mercato", *Rassegna di Statistiche del Lavoro*, n.3-4.
31. Camuffo, A., (1991), "Organizzazione e risorse umane: le chiavi del successo giapponese", *Personale e Lavoro*, n.340.
32. Camuffo, A., (1991), "Alla ricerca della flessibilità", *Spazio Impresa*, Anno V, n.19.
33. Camuffo, A., G. Volpato (1990), "Cosa gli americani hanno imparato dai giapponesi: il caso dell'automobile", *L'Impresa. Rivista Italiana di Management*, n.4.
34. Camuffo, A., (1989), "Incertezza, processi decisionali e sistema di Budget", *Sviluppo e organizzazione*, n.113, Maggio-Giugno.
35. Camuffo, A., (1987), "Le indagini retributive. La retribuzione tra organizzazione e mercato", *Impresa e Società*, n.19.
36. Camuffo, A., (1987), "Ricerca sulla direzione del personale", *Personale e Lavoro*, n.294-295 e n. 298-299.
37. Camuffo, A., (1985), "Le nuove relazioni industriali tra modello IRI e modello Federmeccanica", *Economia e Politica Industriale*, n.47.

### Book chapters

1. Cabigiosu, A., Furlan, A., Camuffo, A., (2010). Modularità di prodotto e relazioni di fornitura nell'industria italiana del condizionamento, in Costa G., Gubitta, P., (a cura di) *Globalizzazione, modularità e nuove forme di organizzazione*, Milano, Franco Angeli.
2. Camuffo, A., A. Campagnolo, (2007). The use of modular organizational forms in Italy: an industry level analysis. In: Fabbri T.M., Golzio L.E., *Relazioni di lavoro e forme organizzative*. (pp. 39-57). Roma: Carocci.
3. Camuffo, A., (2003). Il modello di coordinamento dell'agenzia. In ISOTTA F. A CURA DI. *Organizzazione Aziendale. Teorie, modelli e tecniche di progettazione*. (pp. 111-130). Padova: CEDAM
4. Camuffo, A., A. Scapolan (2003). Il campo dell'azione organizzativa. In ISOTTA F. A CURA DI. *Organizzazione Aziendale. Teorie, modelli e tecniche di progettazione*. (pp. 161-178). Padova: CEDAM
5. Camuffo, A., A. Scapolan (2003). L'analisi e la progettazione della microstruttura. In ISOTTA F. A CURA DI. *Organizzazione Aziendale. Teorie, modelli e tecniche di progettazione*. (pp. 211-232). Padova: CEDAM
6. Camuffo, A., (2002). Modelli di gestione delle risorse umane basata sulle competenze. In AJELLO A.A. A CURA DI. *La competenza*. (pp. 125-154). BOLOGNA: Il Mulino
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