



# CURRICULUM VITAE

## PAULA UNGUREANU

Associate Professor  
Department of Sciences and Methods for Engineering - "DISMI", University  
of Modena and Reggio Emilia

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### PERSONAL INFORMATION

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Date of Birth: 21/03/1985  
Nationality: Romanian  
Residence: Parma, Italy  
Working Address: Via Amendola 2 - Pad. Morselli  
42122 Reggio Emilia, Italy  
e-mail: [paula.ungureanu@unimore.it](mailto:paula.ungureanu@unimore.it)

**Languages:** mother tongue Romanian, fluent in English and Italian, beginner-intermediate in Spanish and French

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### RESEARCH INTERESTS

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I am an Associate Professor in the Department of Sciences and Methods of Engineering at the University of Modena and Reggio Emilia. My research interests revolve around how collaboration takes place at the boundaries of new forms of organization such as ecosystems or partnerships occasioned by emerging technologies. My latest projects investigate the socio-material organization of blockchains, big data and AI and their impact on individuals' trust, collaboration, expertise, and resilience in the digital world.

Main research areas:

- Social organizing of blockchain, AI and big data: trust, collaboration, expertise, and resilience.
- Governance of technological partnerships, digital platforms and ecosystems
- Emerging technologies and institutional change
- Policymaking and public perceptions of emerging technologies
- Places and spaces of collaborative technologies, multimodality and sociomateriality

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### ACADEMIC POSITIONS

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|---------------|--|
| 2022- Present | Associate Professor of Management Engineering, Department of Sciences and Methods for Engineering, University of Modena and Reggio Emilia, Italy       |
| 2019-2022     | Assistant Professor Department of Sciences and Methods for Engineering, University of Modena and Reggio Emilia, Italy                                  |
| 2014-2019     | Research Associate Department of Sciences and Methods for Engineering and Postdoctoral Fellow INTERMECH, University of Modena and Reggio Emilia, Italy |
| 09-10/2015    | Visiting Scholar at the Département Master Sciences des Organisations (Management Department), University of Paris-Dauphine, France                    |
| 2012-2014     | Visiting Scholar, Communication School and Kellogg Business School, Northwestern University, U.S.  |

2010-2013    Doctoral Researcher, Department of Management, University of Bologna

## **OTHER APPOINTMENTS**

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2024-Present: Member of the Aston-Capgemini Centre of Excellence for Enterprise AI, Aston University.

2022-Present: Member of the Scientific Transdisciplinary Workplace Research (TWR) Network <https://www.twrnetwork.org/>

2020-Present: Member of the Scientific Committee of Positive Blockchain <https://positiveblockchain.io/>

2017 - 2020: Member of CLIO - Centre for Research in Leadership, Innovation, and Organisation, LUISS Guido Carli. <http://clio.luiss.it/>

2016 - Present: Coordinator of the Italian Chapter of the Research Group for Collaborative Spaces (RGCS)

## **EDUCATION**

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2010-2013    PhD in Management, University of Bologna, Italy

2004-2009    BSc in Business Administration (*cum laudae*)  
University of Modena & Reggio Emilia, Italy

2004-2008    BSc and MSc in General Psychology (Major in Social Psychology & Organizations)  
University Al. I. Cuza, Iasi, Romania and University of Florence, Italy

## **HONORS AND AWARDS**

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2025    *The Journal of Applied Behavioral Science* McGregor Runner Up Award for best paper published in 2024 for “Dynamic Stereotyping Across Occupations. How Management Academics and Practitioners Negotiate the Knower-Doer Stereotype in Interaction» with Fabiola Bertolotti

*Finalist of Academy of Management SIM Division Outstanding Paper Award for “From Crypto to Societal Change: Sensemaking, Institutional Boundaries and the Promise of Blockchain”, with Carlotta Cochis.*

2017    *Excellence Research Prize*, Department of Engineering Science and Methods, University of Modena and Reggio Emilia

2016    *Best Paper Award*, Management Education and Development (MED) Division, Academy of Management

*University of Modena and Reggio Emilia Award for Young Researchers* (20 awards granted by the University to researchers who made an important contribution to both national and international research)

2015    *ABCD (Above and Beyond the Call of Duty) Award*, Organization Management Theory (OMT) Division, Academy of Management

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*Outstanding Reviewer Award*, Organization Development and Change (ODC) Division, AOM

*Excellence Research Prize*, Department of Engineering Science, University of Modena and Reggio Emilia (3 awards)

2014 *Best Reviewer Award*, Organization Development and Change, Academy of Management

2012-2013 Winner of Emilia Romagna Regional Research Grant

2010-2013 Winner of *Marco Polo International Mobility Grant*

2006-2009 Winner of *Italian Government PhD Fellowship*

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### PEER REVIEWED PUBLICATIONS

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Ungureanu, P., (2025). Running Code or Better Code? Expertise De/centralization Tensions in the Ethereum Blockchain Ecosystem. *Research in The Sociology of Organizations*.

Ungureanu, P., Bellesia, F., & Cochis, C. (2025). Dealing with blame in digital ecosystems: The DAO failure in the Ethereum blockchain. *Technological Forecasting and Social Change*, 215, 124096.

Ungureanu, P. (2025) Between Cypherpunks and Commons. Navigating Blockchain's ideology of social change. *Journal of Openness, Commons & Organizing*, 3.

Mattarelli, E., Cochis, C., Bertolotti, F., & Ungureanu, P. (2024). How designed work environment and enacted work interactions impact creativity and work-life balance. *European Journal of Innovation Management*, 27(2), 648-672.

Ungureanu, P., & Bertolotti, F. (2024). Dynamic Stereotyping Across Occupations. How Management Academics and Practitioners Negotiate the Knower-Doer Stereotype in Interaction. *The Journal of Applied Behavioral Science*, 60(1), 113-148.

Ungureanu, P. (2023). Putting Space in Place. Multimodal Translation of the Grand Challenge of Regional Smart Specialization from Policy to Cross-sector Partnerships. *Journal of Business Ethics*, 184(4), 895-915.

Paula Ungureanu & Fabiola Bertolotti (2020) Backing up emergency teams in healthcare and law enforcement organizations: strategies to socialize newcomers in the time of COVID-19, *Journal of Risk Research*, DOI: 10.1080/13669877.2020.1765002

Ungureanu, P., Cochis, C., Bertolotti, F., Mattarelli, E., & Scapolan, A. C. (2021). Multiplex boundary work in innovation projects: the role of collaborative spaces for cross-functional and open innovation. *European Journal of Innovation Management*, 24(3), 984-1010.

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Ungureanu, P., & Bertolotti, F. (2020). From gaps to tangles: A relational framework for the future of the theory-practice debate. *Futures*, <https://doi.org/10.1016/j.futures.2020.102532>

Ungureanu, P., Bertolotti, F., Mattarelli, E., & Bellesia, F. (2020). Collaboration and identity formation in strategic interorganizational partnerships: An exploration of swift identity processes. *Strategic Organization*, 18(1), 171-211.

Ungureanu, P., Bertolotti, F., & Pilati, M. (2019). What drives alignment between offered and perceived well-being initiatives in organizations? A cross-case analysis of employer–employee shared strategic intentionality. *European Management Journal*, 37(6), 742-759.

Ungureanu, P., Bertolotti, F., Mattarelli, E., & Bellesia, F. (2019). Making matters worse by trying to make them better? Exploring vicious circles of decision in hybrid partnerships. *Organization Studies*, 40(9), 1331-1359.

Ungureanu, P., Bertolotti, F., Macrì, D.M. (2018) Brokers or Platforms? A Longitudinal Study of How Hybrid Interorganizational Partnerships for Regional Innovation Deal with VUCA Environments, *European Journal of Innovation Management*, 21(4), 636-671.

Ungureanu, P., Bertolotti, F. (2018) Building and Breaching Boundaries at Once. An Exploration of How Management Academics and Practitioners Perform Boundary Work in Executive Classrooms, *Academy of Management Learning and Education* 17(4), 425-452 ISSN:1537-260X; DOI: 10.5465/amle.2016.0095

Ungureanu, P., Cochis, C., Rodighiero, S., Bertolotti, F., Mattarelli, E., Montanari, F., Scapolan, A. C. (2018). Innovating onsite or coordinating online? An exploration of how knowledge practices shape the onsite and online collaboration interplay across the lifecycle of collaborative communities. *CERN IdeaSquare Journal of Experimental Innovation*, 2(1), 22-29.

Ungureanu, P., Rietti, D., Giustiniano, L. (2018). How does organizational space help organizations cope with the challenges of ambidexterity and continue to innovate? A space reorganization experiment in a transitioning organization. *CERN IdeaSquare Journal of Experimental Innovation*, 2(1), 38-45.

Carton, G., Ungureanu, P. (2017) Bridging the Research–Practice Divide A Study of Scholar-Practitioners’ Multiple Role Management Strategies and Knowledge Spillovers Across Roles – *Journal of Management Inquiry*, 27(4), 436-453 ISSN: 10564926; DOI: 10.1177/1056492617696890

Ungureanu, P., Bertolotti, F. (2016) Beyond Boundaries. A Relational Study of Knowledge Exchanges between Management Scholars and Business Practitioners in Executive Classrooms, *2016 Academy of Management Best Paper Proceedings* ISSN: 2151-6561; DOI: 10.5465/AMBPP.2016.110

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#### **OTHER PUBLICATIONS (EDITORIALS, BOOK CHAPTERS, DISSERTATION)**

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de Vaujany, F. X., Haefliger, S., & Ungureanu, P. (2023). The Future of Work as Time, Space and Place: What is at stake for managers and policy-makers?. *Journal of Openness, Commons & Organizing*, 2(1), 1. -Editorial

Haefliger, S., Ungureanu, P., & de Vaujany, F. X. (2023). Societal and Political Dimensions of Openness: Innovation, Strategy, Organization. *Journal of Openness, Commons & Organizing*, 2(2). -Editorial

Berkowitz, H., Brakel-Ahmed, F., Bussy-Socrate, H., Carton, S., Glaser, A., Irrmann, O., ... & De Vaujany, F. X. (2023). Organizing Commons in Time and Space with Framapads: Feedback from an Open Community. *Journal of Openness, Commons & Organizing [Open access Review]*, 2(1), 6-11. - Editorial

de Vaujany, F. X., Haefliger, S., & Ungureanu, P. (2022). From Collaborative Spaces to New Modes of Organizing: Society, Democracy and Commons on the Way to Novelty. *Journal of Openness, Commons & Organizing*, 1(1), 1-4. - Editorial

Ungureanu, P., Haefliger, S., & De Vaujany, F. X. (2021). Seizing the Potentialities of Open Science: From a Community to a Platform Journal. *Journal of Openness, Commons & Organizing*, 1(1), 1-7. - Editorial

Incerti, V., Bellesia, F., Bertolotti, F., Chudoba, K., Fadel, K., Mattarelli, E., Ungureanu, P. (2021). Working in the era of multiple virtual team membership. A study on the effects of variety of communication rules on individual management of knowledge resources. In *Proceedings of the International Conference on Information Systems-Making Digital Inclusive: Blending the Local and the Global, ICIS 2020*. Association for Information Systems. ISBN: 978-173363255-3.

Cochis, C., Mattarelli, E., Bertolotti, F., Scapolan, A.C., Montanari, F., Ungureanu, P. (2021). How Perceptions of Work-Life Balance and Technology Use Impact upon Creativity in Collaborative Spaces. In: Metallo, C., Ferrara, M., Lazazzara, A., Za S. (eds) *Digital Transformation and Human Behavior. Lecture Notes in Information Systems and Organisation*, vol 37. Springer, Cham.  
[https://doi.org/10.1007/978-3-030-47539-0\\_16](https://doi.org/10.1007/978-3-030-47539-0_16)

Ungureanu, P., Cochis, C., Bertolotti, F., Scapolan, A.C. (2020) Explaining Path Dependence in Boundary Work for Internal and External Innovation. The Role of Corporate Collaborative Spaces –in Montanari, F., Eikhof, D.R., Mattarelli, E., Scapolan, A. *The Collaborative Turn. How Collaborative Spaces Foster Collaboration and Creativity*, Routledge

Bertolotti F., Mattarelli E., Ungureanu P. (2019) The Dynamics of Inter-organizational Hybrid Partnerships in Technology Transfer. In: Granieri M., Basso A. (Eds) *Capacity Building in Technology Transfer*. SxI -Springer for Innovation, vol 14, Springer, Cham, pp. 47-70

Ungureanu, P., Macrì, D. M. (2018) From Brokering to Platform Models. A Case Study of Best Practices for the Enactment of Hybrid Partnerships between Public Institutions”, in Alves, H., Correia Leitão, J.C., Kruger, N., *Entrepreneurial*,

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Innovative and Sustainable (EIS) Ecosystems: Best Practices and Implications for Quality of Life, Springer ISSN: 978-3-319-71013-6  
978-3-319-71014-3; DOI: 978-3-319-71013-6, 432327\_1\_En, (14)

Bertolotti, F., Mattarelli, E., Mizzau, L., Montanari, F., Scapolan, A.C., Ungureanu, P. (2016) Spazi collaborativi, interazione online e innovazione, in *Laboratori aperti: Organizzare i luoghi dell'innovazione aperta*, a cura di Fabrizio Montanari e Lorenzo Mizzau, edito da Fondazione G. Brodolini, Roma, pp. 61-74, ISBN: 9788895380377; DOI: 9788895380377

Ungureanu, P. (2013) *When the Practice of Theorizing Meets the Theorizing of Practice. Social Knowledge Making in Organization Science Academia and Managerial Communities*, [Dissertation thesis], Alma Mater Studiorum University of Bologna. DOI: 10.6092/unibo/amsdottorato/5555

Ungureanu, P. (2009) The Concept of Motivational Persistence- definitions, development and research arguments, in *Factors of Work Motivation, from Theory to Analysis of Organizational Realities*, coordinated by T. Constantin, Editura Universitatii Al. I. Cuza, Iasi, pp 45-76, ISBN 978-973-703-404-5

Ungureanu, P. (2009) Empowerment and Motivational Persistence in Organizations (Italy vs Romania) in *Factors of Work Motivation, from Theory to Analysis of Organizational Realities*, coordinated by T. Constantin, Editura Universitatii Al. I. Cuza, Iasi, pp. 356-383, ISBN 978-973-703-404-5

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## CONFERENCES, PROCEEDINGS AND WORKSHOPS

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- 2025 Ungureanu P., Cochis C. Constructing a Technology Logic: Multimodal Prefiguration and Hype in Blockchain for Good, Symposium on The Socio-Cultural Dynamics of Blockchain Platforms: Beyond Decentralization and Algorithms, 85th Annual Meeting of the Academy of Management, 25 July - 29 July 2025, in Copenhagen, Denmark
- Cochis C., Ungureanu P. From Crypto to Societal Change: Sensemaking, Institutional Boundaries and the Promise of Blockchain 85th Annual Meeting of the Academy of Management, 25 July - 29 July 2025, in Copenhagen, Denmark
- Renzi, G., Ungureanu, P., Hadjidimitriou, S. Navigating the unintended path: Unpacking standardization-trust loops in data ecosystems, Sub-theme 64: Platform Organizations & Societal Change 41st EGOS Colloquium, Athens 2025
- Phillips, N. Ungureanu P., Villani E. Organizers of Sub-theme 33: Technologies of Transformation: Studying Emergent Digital Technologies as Ongoing Organizational and Institutional Experiments 41st EGOS Colloquium, Athens 2025
- 2024 Ungureanu P., Villani E., Pareschi R., Lemme G., Grimaldi R., Pilati M. TruMaN (Trust Machines for Trustlessness): The Impact of Distributed Trust on the Configuration of Blockchain Ecosystems, DLT Workshop 2024 Distributed Ledger Technology Working Group Meeting: Multidisciplinary Aspects 18-19 Nov 2024 Università di Bologna

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Ungureanu P., Futuring Blockchain for Good. Institutional Work and Prospected Technological Affordances for Societal Change, Symposium on Infusing Democratic Values into Science and Society, Society for the Advancement of Socio-Economics (SASE), University of Limerick 27-29 September

Ungureanu P., Rough Consensus and Running Code: Understanding Tensions of Expertise De/centralization in Blockchain Platform Ecosystems. Invited Presidential Panel on Data and Models Society for the Advancement of Socio-Economics (SASE), University of Limerick 27-29 September

La fiducia ai tempi della blockchain. Il Progetto TruMaN (Trust Machines for Trustlessness), EthMilan 2024

Ungureanu P. Trust machines for trustlessness: The impact of distributed trust on the configuration of blockchain ecosystems EGOS, 4-6 July 2024, University of Milano-Bicocca, Milan.

Cochis C., Ungureanu P. Making Sense of Blockchain: Exploring Institutional Logics in Emerging Technologies XXXV Annual Scientific Meeting of the Italian Association of Management AIIG

Cochis C., Ungureanu P. Navigating the Future: Media's Role in the Sensemaking of Blockchain Technology 40th EGOS Colloquium, Università Milano-Bicocca Milano

Renzi, G., Ungureanu, P., Hadjidimitriou, S. Collaborative Data Sharing Partnership in Mobility: Transformations, Sustainability, and Hidden Challenges". ITAIS 2024, XXI Conference of the Italian Chapter of AIS – Growing in a Digital and Sustainable Society, 11-12 October 2024, Catholic University of the Sacred Heart, Piacenza.

Renzi, G., Ungureanu, P., Hadjidimitriou, S. Motivation and Risk-Opportunity Dynamics in Big Data Ecosystems: Discovering Willingness to Share". ITAIS 2024, XXI Conference of the Italian Chapter of AIS – Growing in a Digital and Sustainable Society, 11-12 October 2024, Catholic University of the Sacred Heart, Piacenza

Renzi, G., Ungureanu, P. Big Data Sharing in Cross-Sectoral Partnerships: The Cognitive and Social Grounds of Willingness to Share. Presented at the Cross Sector Social Interactions, CSSI 2024, Power and Inclusion in Cross-Sector Social Interactions, University of Cape Town, Graduate School of Business, Cape Town, 3-6 April 2024, online.

Renzi, G., Ungureanu, P., Hadjidimitriou, S. Unpacking Sharing Dilemmas in Big Data Ecosystems: Big Data as Boundary Objects in MobiDataLab, a data sharing ecosystem for integrated Mobility". EGOS, 4-6 July 2024, University of Milano-Bicocca, Milan.

Willing to Share? Unpacking the Relation Between Motivation, Risk-Opportunity Evaluations, and Willingness to Share in the MobiDataLab Project. Renzi, G., Ungureanu, P., Hadjidimitriou, S. EGOS, 4-6 July 2024, University of Milano-

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Bicocca, Milan.

- 2023 Renzi, G., Ungureanu, P. How new forms of autonomous vehicles are forcing society to rethink notions of inclusion, fairness, justice, and equality, presented at the seminar: Algorithms that make the difference: Unpacking how new technologies are reshaping diversity and (in)equality at work diversity and (in)equality at work, Hasselt University, May 2023.

Cochis C., Ungureanu P. Blockchain for good and the making of hype. How digital ventures and the media engage in technological prefiguration to co-construct hypes around emergent digital markets XX Conference of the Italian Chapter of AIS – Torino

Renzi, G., Ungureanu, P., Hadjidimitriou, S. Data Sharing Partnerships in the Mobility Sector. The Bright and Dark Sides of Collaborative Data Sharing for Transformation and Sustainability. Presented at the EURAM Conference 2023 - Transforming Business for Good 14-16 June 2023, Trinity Business School Dublin, Ireland.

- 2022 Renzi, G., Ungureanu, P. The Measurement Problem in Policy Regulated Cross-sector Partnerships. Promises and Results in European Projects”. presented at the Cross-Sector Social Interactions (CSSI) Symposium on “Partnering for Resilience and Transformation”, Wageningen University, The Netherlands, 22-24 June 2022.

- 2021 Ungureanu, P. Place Elasticity and Institutional Translation of Grand Challenges in Cross-Sector Partnerships. 81<sup>st</sup> Annual Virtual Meeting of the Academy of Management, AOM 2020, *Academy of Management Proceedings* (Vol. 2021, No. 1, p. 11837). <https://doi.org/10.5465/AMBPP.2021.11837abstract>

Untangling the Sociomateriality of Decentralized Technology: Blockchain Ecosystems as Trust Machines for Trustlessness, PDW1 Opening up Inclusion, Participation and Democracy in Stakeholder Engagement: Theories and Methods, European Group of Organization Studies (EGOS) Pre-Colloquium, 2021 (virtual edition).

Ungureanu, P. From space to place. How place mediates the societal translation of grand challenges across institutional levels, Sub-Theme 67 Spaces, Places, and Institutions, European Group of Organization Studies (EGOS) 2021 (virtual edition).

Bertolotti, F., Cochis C., & Ungureanu, P. Collaborative spaces, emotions and need for change in the wake of the Covid-19 crisis. How emotions mediate change between sociomaterial practices of emplacement and virtuality. Sub-theme 60: Organizing Inclusive Spaces: Processual Approaches to Space in Organizations, European Group of Organization Studies (EGOS) 2021 (virtual edition).

Ungureanu, P., Cochis, C. Framing organizational scandals during emergencies. Evidence from retirement homes scandals in Italy during COVID-19, Subtheme 25 Social Evaluations in an Age of Disruption: Processes of Creation, Maintenance, and Destruction of Social Evaluations, European Group of Organization Studies (EGOS) 2021, (virtual edition).

- 2020 Incerti, V., Bellesia, F., Bertolotti, F., Chudoba, K., Fadel, K., Mattarelli, E., &

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Ungureanu, P. Working in the era of multiple virtual team membership. A study on the effects of variety of communication rules on individual management of knowledge resources. In *2020 International Conference on Information Systems-Making Digital Inclusive: Blending the Local and the Global, ICIS 2020*. Association for Information Systems (virtual edition).

Ungureanu, P., Bertolotti, F. (2020). Can Stereotypes Be Facilitators? Dynamic Stereotype Use in Knowledge Exchanges Across Occupations. *80<sup>th</sup> Annual Virtual Meeting of the Academy of Management, AOM 2020*, <https://doi.org/10.5465/AMBPP.2020.21998abstract>.

Bellesia, F., Mattarelli, E., Bertolotti, F., & Ungureanu, P. "Being Controlled or Taking Control? How Workers Deal with Reputation Signals in Online Labor Markets" *Journal of Management Studies Conference 2020 'The Future of Work'* (virtual edition).

How Place Expectations Translate Grand Challenges from Policy(making) to Cross-Sector Partnerships, Cross-sector Social Interactions (CSSI) Biennial Conference, 2020 (virtual edition).

Paper Development Workshop Business Ethics Quarterly Special Issue PDW "Socio-Technological Conditions of Organized Immaturity in the 21st Century (competitive, only 8 papers selected), virtual edition.

Participation Riunione Scientifica Associazione Italiana Ingegneria Gestionale (RSA AiIG) "The Future of Teaching and Research in Business and Management Engineering" (virtual edition).

Ungureanu, P., and Fabiola B. Can Stereotypes Be Facilitators? Dynamic Stereotype Use in Knowledge Exchanges Across Occupations." *Academy of Management Annual Meeting 2020* (virtual edition)

Development Workshop *Journal of Business Ethics* Special Issue "Putting Partnerships in their Place: Moral and Material Processes of Place-based Respect, Repair, and Renewal" (competitive)

Ungureanu, P., Bertolotti, F. Doing Well, Doing Good and Doing it for Real: How Place Expectations Translate Grand Challenges from Policy(making) to Cross-Sector Partnerships, Cross-sector Social Interactions (CSSI) Biennial Conference, 23-26 June 2020.

2019 Incerti, V., Bellesia, F., Bertolotti, F. Chudoba, K., Fadel, K., Mattarelli, E., Ungureanu, P. Walking with different shoes. An experimental study on organizational context variety in a Multiple Team Membership environment, XXX Riunione Scientifica Annuale (RSA. AiIG), 18-18 October, Torino, Italy

Organizing Board, Conference on Co-working spaces and collaborative spaces: New frontiers in the realms of creativity and social innovation, Reggio Emilia, 28 February 2019

Scientific Board of 3<sup>rd</sup> RGCS Conference Creativity and (Co-) Creation in Changing Cities: collectively organizing for new modes of production and

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innovation, Barcelona, 14-15 January 2019

- 2018 Ungureanu, P., Bertolotti, F. Can inter-occupational stereotypes foster knowledge exchanges? An investigation of how academics and practitioners use the ‘knower-doer’ stereotype to engage in knowledge exchanges about innovation management, General Track - Knowledge Management & Sharing Economy, XXIX Riunione Scientifica Annuale Associazione Italiana di Ingegneria Gestionale (RSA AiIG), Castellanza, Ottobre, 2018

Ungureanu, P., Bertolotti, F., Pilati, M. Organizational Context, Employer-Employee Shared Intentionality, and Well-Being Perceptions. Academy of Management Annual Meeting, Chicago, August 10-14 In Academy of Management Proceedings (Vol. 2018, No. 1, p. 15731). Briarcliff Manor, NY 10510: Academy of Management.

Bertolotti F., Mattarelli E., Incerti V., Chudoba K., Fadel K., Ungureanu P. The Interplay between Communication Norms and Multiple Team Memberships in Distributed Teams, in the symposium ‘Unpacking the Conundrum of Teams with Dynamic Boundaries’, Academy of Management Annual Meeting, Chicago, August 10-14 2018

Bertolotti F., Cochis C., Catalano G., Mattarelli E., Ungureanu P. How Formal and Emergent Organizational Configurations Impact Upon Creativity and Work Life Balance, R&D Management conference, Milan, Italy, June 30-July 4 2018

Ungureanu P., Bertolotti F., Mattarelli E., Bellesia F. The journey of great expectations: a study on how institutional expectations impact collaboration expectations and collaboration enactment in hybrid interorganizational partnerships, EURAM (European Academy of Management) Conference, Reykjavik, Iceland, June 19-22 2018

Ungureanu P., Bertolotti F. Are academics and practitioners that different after all? An entanglement perspective for the theory-practice debate in management EURAM (European Academy of Management) Conference, Reykjavik, Iceland, June 19-22 2018

- 2017 Organizer of RGCS (Research Group on Collaborative Spaces) Sharing Day 2017, New Places for Innovation & Entrepreneurship in Rome And Milan

F. Montanari et al., A Multidisciplinary Study of Physical and On-line Collaborative Spaces and Their Implications for Creativity and Innovation” RGCS (Research Group on Collaborative Spaces) Sharing Day 2017, New Places for Innovation & Entrepreneurship in Rome and Milan, Rome, December 2017

Ungureanu, P., Bertolotti, F., Bellesia, F. Mattarelli, E. Interrelating Collaboration Practices and Identity Formation in Interorganizational Partnerships, Academy of Management Conference, Atlanta, August 2017 ISSN:2151-6561; DOI: 10.5465/AMBPP.2017.16117abstract

Ungureanu, P., Bertolotti, F., Bellesia, F. Mattarelli, E. Swift Identities for Small Wins? An Exploration of the Interplay between Collaboration Practices and

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Identity Formation in Interorganizational Partnerships XXVIII Riunione Scientifica Annuale Associazione Italiana di Ingegneria Gestionale (RSA AiIG 2017), Bari, October 2017

Ungureanu, P., Bertolotti, F., Mattarelli, E., Bellesia, F. Swift Identities for Small Wins? An Exploration of the Interplay between Collaboration Practices and Identity Formation in Interorganizational Innovation Partnerships, MOC-TIM Conference, ETH, Zürich, 29-30 June 2017

Ungureanu, P., Bertolotti F. Can Different Professionals Talk and not Talk to Each Other at Once? Provisional Relations as Boundary Spanning Strategies between Management Academics and Practitioners, 30th IBIMA Conference Proceedings, 8-9 November 2017, Madrid, Spain, ISBN: 978-0-9860419-9-0

Ungureanu, P., Bertolotti, F., Pilati, M. Well-Being or Well-Appearing? A Multi-case Analysis of Employees' Perceptions of Organizational Well-being Initiatives, 30th IBIMA Conference Proceedings, 8-9 November 2017, Madrid, Spain, ISBN: 978-0-9860419-9-0

2016 Carton, G., Ungureanu, P. Bridging the Rigor/Relevance Gap: A Study of Role Management Strategies among Scholar-Practitioner Professionals, presented at the 2016 Academy of Management Conference, Anaheim, U.S. DOI: 10.5465/AMBPP.2016.17124abstract

Ungureanu, P., Bertolotti, F., Bellesia, F. Macrì, D.M., Mattarelli, E. Institutional Frames and Collaboration Expectations in Hybrid Interorganizational Partnerships, presented at the 2016 Academy of Management Conference, Anaheim, U.S., DOI: 10.5465/AMBPP.2016.15769abstract

Ungureanu, P., Bertolotti, F., Bellesia, F. Macrì, D.M., Mattarelli, E. Great Expectations, Towering Promises, Empty Spaces. Hybrid Interorganizational Collaborations for the Realization of Science Parks, invited to PDW #5 Language, Visuals, Materiality and Beyond: Multimodal Research in Organization and Management Studies, 2016 Egos Colloquium, Naples, Italy

Ungureanu, P., Bertolotti, F., Bellesia, F. Macrì, D.M., Mattarelli, E. Great Expectations, Towering Promises, Empty Spaces. Hybrid Interorganizational Collaborations for the Realization of Science Parks invited to Paper Development and Publication Workshop organized by *Academy of Management Discoveries Journal* Editorial Board, Barcelona, Spain

Ungureanu, P., Bertolotti, F. The Role of Executive Programs in Bridging Conversations between Academics and Practitioners, presented at the 2016 Academy of Management Conference, Anaheim, U.S., DOI: 10.5465/AMBPP.2016.110

Ungureanu, P., Bertolotti, F., Bellesia, F. Macrì, D.M., Mattarelli, E. Science Parks as Boundary Spaces for Interorganizational Collaboration. The Interplay between Collaboration and Collective Identity Processes, presented at the 2016 Egos Colloquium, Naples, Italy

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Ungureanu, P., Bertolotti, F., Bellesia, F. Macrì, D.M., Mattarelli, E. From Small Wins to Swift Trust, selected for the advanced paper development session of the 2016 Academy of Management PDW on “Trust between Individuals and Organizations”

The Role of Materiality in Hybrid Interorganizational Collaborations. Boundary Work for the Design, Realization and Use of Collaborative Spaces—Invited talk at the Management Department, Paris-Dauphine

- 2015 From Gaps to Tangles. A Relational Framework for the Theory-Practice Debate Vancouver, invited for presentation at the 2015 Academy of Management Conference, Vancouver, Canada 10.5465/AMBPP.2015.15282abstract

Ungureanu, P., Bertolotti, F., Bellesia, F. Mattarelli, E. The Role of Expectations in Hybrid Inter-organizational Collaboration: Opportunity, Necessity and Materiality of Science Parks, presented at the 2015 Workshop on Economics and Management of Private-Public Partnerships, Venice, Italy

Ungureanu, P., Bertolotti, F., Bellesia, F. Macrì, D.M., Mattarelli, E. Vignoli, M. Science Parks as Boundary Spaces for Interorganizational Collaboration. The Role of Space Imagery in Emplacement Processes, presented at 2015 Egos Colloquium, Athens, Greece

Ungureanu, P., Bertolotti, F. The art of changing to stay the same. Provisional Relations as Exchange Mechanisms between Management Academics and Practitioners, presented at the 2015 Egos Colloquium, Athens, Greece

- 2014 Ungureanu, P. Beyond Boundaries. Reconceptualizing Exchanges between Occupational Communities. The Case of Management Scholars and Practitioners, 2014 Academy of Management Annual Meeting, Philadelphia, U.S. DOI: 10.5465/AMBPP.2014.17180abstract

Garud, R., Gehman, J., Ungureanu, P., Symposium on Management and Managerial Performativity at the 2014 Academy of Management Annual Meeting, Philadelphia, U.S. (presenter and organizer)

- 2013 Ungureanu, P. The Theory-Practice Debate in Organization Studies. State of the field and possible directions- invited for presentation at the 2013 Egos Colloquium in Montreal, Canada

Ungureanu, P. From Gaps to Tangles. How Academics and Practitioners Exchange Knowledge Across Boundaries, presented at the Fifth International Symposium on Process Organization Studies, Crete, Greece

Invitation to participate in the 2013 Egos-OMT Paper Development Colloquium Montreal, Canada

2013 Kellogg-Booth PhD Symposium, Chicago, U.S.

- 2010-2012 Invitation to participate in the Organizational Behavior Doctoral Consortium, 2012 Academy of Management Annual Meeting, Boston, U.S.

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Narrating Organizations Conference, School of Sociology, University of Trento, Italy

## **PARTICIPATION IN FINANCED RESEARCH PROJECTS**

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- 2023-2026 Principal Investigator of the national-interest research project “*Trust Machines for TrustlessNess (TruMaN): The Impact of Distributed Trust on the Configuration of Blockchain Ecosystems*” - cod. Progetto 2022F5CLN2 – CUP E53D23006250006 – PIANO NAZIONALE DI RIPRESA E RESILIENZA (PNRR) –Progetti di Ricerca di Rilevante Interesse Nazionale (PRIN)”, finanziato dall’Unione europea – NextGenerationEU - rif. D.D. N. n. 104 del 02/02/2022. The project brings together expertise in organization studies, information systems, and law to investigate trust dynamics in blockchain ecosystems and provides design and policy recommendations based on multiple case studies of blockchain adoption in the public and private sectors.
- 2023-2024 Principal Investigator “*Blockchain For Change: From Fields of Technology Application and Ecosystem Emergence To Social Impact And New Forms of Organization*”, Grant recipient FAR Sviluppo Dipartimentale
- 2022-2023 Principal Investigator “*Simulation of Decision-Making Processes in Organizations for New Product Development: Digital Twins for Supporting Business Decision-Making and Innovation*” - Research Contract funded by HAIKU. The project aimed at providing the company research tools and insights to deliver prototypes of AI Digital Assistants that encourage human-centric-AI by developing guidance procedures, and by exploring Human-AI Teaming through prototypes.
- 2017-2019 Participation in the research project “*A Multidisciplinary Study of Physical and Online Collaborative Spaces and Their Implications for Creativity and Innovation*”, funded by FAR, University of Modena and Reggio Emilia (Principal Investigator: Fabrizio Montanari). The project brought together expertise in management and computer engineering, organization studies, linguistics, sociology, and semiotics to examine the relationship between face-to-face and remote interactions in collaborative spaces (e.g., coworking spaces, social innovation hubs, science parks).
- 2015-2016 Involvement in the coordination of the research project “*Designing Services for Well-being*”, commissioned and funded by H2H Facility Solutions S.p.A., a national leader in Facility Management (Principal Investigator: Fabiola Bertolotti). The project aimed to explore the connections between service design and employee well-being, focusing on how both work-related and non-work-related factors impact workers' well-being.

Participation in the management of the research project “*Research and Analysis of Enterprise Needs*”, commissioned by the ITS MAKER Foundation (Principal Investigator: Prof. Fabiola Bertolotti). The project aimed to identify the technical and managerial skill needs of a sample of mechatronics companies, in order to improve the training offer and facilitate recruitment processes.

Participation in the launch, design, and management of the research project “*Pursuing Excellence and Efficiency in the Courts*”, commissioned and funded by the Modena Justice Foundation. Project leaders: Diego Maria Macri, Fabiola

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Bertolotti, and Elisa Mattarelli (University of Modena and Reggio Emilia). The project analyzed the main processes of the Modena Courthouse using process mapping, semi-structured interviews, and network analysis, with a focus—consistent with our research topics—on organizational aspects and practices related to goal-setting, performance evaluation, and coordination.

- 2012 Participation in the management of the research project “*Buyers’ Perceptions of Italy as a Touristic Destination*”, Principal Investigators: Massimo Bergami and Gabriele Morandin. The project was commissioned and funded by the Department for Competitiveness and Tourism Development, Presidency of the Council of Ministers, Rome. It aimed to investigate the attitudes of international tourism professionals toward Italy as a destination. My role involved data collection and analysis, as well as reporting to the commissioning body.

## TEACHING

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2023-Present *Organizing for Digital Transformation*, Masters’ Degree in Digital Automation Engineering DAE-018 (taught in English), University of Modena and Reggio Emilia (6 CFU)

2024-Present *Innovation and Project Management*, Masters’ Degree in Management Engineering, LM-31, University of Modena and Reggio Emilia (9 CFU)

2022-2023 *Management of Organizational Processes and Change* Masters’ Degree in Management Engineering LM-31, University of Modena and Reggio Emilia (9 CFU)

2017-Present *Foundations of Business Administration* (Fondamenti di Economia Aziendale), University of Modena and Reggio Emilia, L-9 Classe delle Lauree in Ingegneria Industriale & L-8 Classe delle Lauree in Ingegneria Informatica (9 CFU)

*Project Based Organization, Design and HRM*

Luiss Guido Carli, Class: LM-77 Science of Economics and Business (English Program) (6 CFU)

2010-2014 University of Bologna, School of Business and Economics:  
Teaching Assistant of Organizational Behavior (undergrad.) -Instr. Massimo Bergami  
Instructor and Teaching Assistant of Marketing (Strategic and Consumer Behavior) (undergrad. & grad.) – Instr. Angelo Manaresi & Sara Valentini  
Instructor and Teaching Assistant Competitive Analysis (grad.) – Instr. Cristina Boari  
Teaching Assistant Corporate Strategy (New Markets, International Management, Diversification & Acquisition) (grad., CLAMDA program, in English) – Instr. Roberto Ragozzino, Gianvito Lanzolla, Simone Ferriani

## DOCTORATE AND EXECUTIVE LEVEL EDUCATION

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2019-2023: *Qualitative Research Methods*, PhD Programme in Management, University of Bologna, with Fabiola Bertolotti (Università di Modena e Reggio Emilia) and Elisa Mattarelli (University of San Jose State, U.S.).

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2022-Present: *How to Build and Manage Virtual Teams*, International Executive Master's in Project Management, Politecnico di Milano, Graduate School of Business.

2022-Present: *Managing Hybrid Organizations*, Hybrid MBA English Edition, Bologna Business School.

2020-2021: *Virtual Team Management*, Master's in Project Management (MPM), Politecnico di Milano, Graduate School of Business

## **PHD SUPERVISION**

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- 2024-Present Member of the Committee of the Doctorate School in Industrial Innovation Engineering, Università di Modena e Reggio Emilia
- 2021-2025 Giulia Renzi, Doctorate School in Industrial Innovation Engineering, Università di Modena e Reggio Emilia. Thesis: *Addressing Grand Societal Challenges through Data Sharing: Essays on Data Ecosystems in the Context of Integrated Mobility in Europe*
- 2018-2022 Carlotta Cochis, Corso di Dottorato in Ingegneria dell'Innovazione Industriale, Università di Modena e Reggio Emilia, (XXXIII cycle, 2018-2022) Thesis: *“Future of work: new ways of working to foster creativity and innovation”*.

## **PROFESSIONAL SERVICE**

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Editorial Board of *Academy of Management Learning and Education*  
Co-Editor in Chief *Journal of Open and Common Organizing (JOCO)*, with Francois de Vaujany (University Paris Dauphine) and Stefan Haefliger (Cass Business School)  
Member of Associazione Italiana Ingegneria Gestionale (AiIG), Academy of Management (AOM), European Group for Organization Studies (EGOS), Society For the Advancement of Socio-Economic Studies (SASE)  
Ad-hoc reviewer for *Organization Studies*, *Journal of Management Studies*, *Strategic Organization*, *Human Relations*, *Strategic Entrepreneurship*, *Journal of Management Inquiry*, Academy of Management (AOM) Annual Conference, European Association of Management (EURAM) Annual Conference  
Curator of the *Administration Science Quarterly Blog*  
Session Chair at the OMT Division, *Academy of Management*

Dichiaro che quanto dichiarato corrisponde al vero ai sensi del DPR 445/2000/ I hereby confirm that the information provided is true, complete and accurate according to DPR 445/2000

Parma, 11/06/2025,

Paula Ungureanu

