

# Matteo Cristofaro

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## Current position and highlights

- March 2025: Associate Professor of Management at the University of Rome “Tor Vergata”, Department of Management and Law.
  - Included in the “World’s Top 2% Scientists” ranking by Stanford University for years 2022-2023 and 2023-2024.
  - Chair for the Management History Division of the *Academy of Management*, 2023-2027.
  - Vice-President for Education of the International Federation of Scholarly Associations of Management (IFSAM)
  - Representative for the University of Rome 'Tor Vergata' within the Italian Society of Management
  - Senior AE of the *European Management Journal*; AE for the following journals: *Business Strategy & the Environment*, *Journal of Small Business and Enterprise Development*, *Management Decision*, *Journal of Management History*
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## Education and prior roles in Academia

- **03/2022 – 03/2025:** Assistant Professor Tenure Track (RTDb) of Management at the University of Rome “Tor Vergata”, Department of Management and Law.
  - **09/2024-01/2025:** Visiting Scholar at the University of California Berkeley, Haas Business School (Berkeley, U.S.) – sponsored by Prof. David J. Teece
  - **12/2024:** *Academy of Management Review* Bridge Reviewer Programme
  - **09/2022:** Burns visiting scholar at the University of Lethbridge, Dillon School of Business (Lethbridge, Canada).
  - **01/2016-06/2021:** Post-doc in Management at the University of Rome ‘Tor Vergata’.
  - **01-2019:** *Narratives in Organizational Analysis* (ASSIOA Winter School 2019) – Rome, Sapienza University of Rome.
  - **12/2014-11/2016:** Ph.D. in ‘Management’ (XXIX cycle), University of Rome ‘Tor Vergata’. Supervisor: Prof. Gianpaolo Abatecola. Thesis: “Bounded Rationality. Addressing the ‘What’, ‘Why’, and ‘How’ Questions in Managerial Decision Making”. Valuation: Excellent cum laude.
  - **10/2016:** *Cross-cultural research methods* – Tilburg University (Tilburg, Netherlands).
  - **06-2016:** *Experimental design for behavioral science* – St. Gallen University (St. Gallen, Switzerland).
  - **11-2015:** *Decision making school* – Ministry of Defense (Rome, Italy).
  - **08-2015:** *Statistical methods for social research using SPSS* – London Business School of Economics (LSE) (London, United Kingdom).
  - **08-2014:** *Qualitative Research Methods* – London Business School of Economics (LSE) (London, United Kingdom).
  - **03-2014/05-2014:** *Course of business simulation* – Reply InEssence (Rome, Italy).
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## Research

**Research interests:** Behavioral strategy, Decision Making, Dynamic Capabilities, Unicorn Companies, Organizational Adaptation, Management History.

### Publications

#### *Scientific articles*

1. Abatecola, G., Allard-Poesi, F., Ataci, T., Cristofaro, M., Kosch, O., Lee, B., Schlaile, M. P., Secchi, D., Szarucki, M., Xian, H. (2025). Interactive Reflexivity: A Means to Addressing

- Methodological Challenges in International Research in Management. *Management Decision*, DOI: 10.1108/MD-11-2023-2107.
2. Camilli, R., Cristofaro, M., Hristov, I., Sargiacomo, M. (2025). Cognitive Biases in Accounting Judgment and Decision Making: A Review, a Typology, and a Future Research Agenda. *Accounting Forum*, DOI: 10.1080/01559982.2024.2434340.
  3. Cristofaro, M., Cucari, N., Yamak, S., Quiñones, P. G., Sassen, R., and Bao, Y.J. (2025). Guest editorial: Environmental, social and governance (ESG) assets: a path of lights and shadows for management. *Management Decision*, 63(2), 389-400.
  4. Cristofaro, M., Giardino, P.L. (2025). Surfing the AI Waves: The Historical Evolution of Artificial Intelligence in Management and Organizational Studies and Practices. *Journal of Management History*, DOI: 10.1108/JMH-01-2025-0002.
  5. Cristofaro, M., Giardino, P.L., Barboni, L. (2025). Growth hacking: A scientific approach for data-driven decision making. *Journal of Business Research*, Vol. 186, 115030.
  6. Cristofaro, M., Helfat, C.E., Teece, D.J. (2025). Adapting, shaping, evolving: Refocusing on the dynamic capabilities–environment nexus. *Academy of Management Collections*, Vol. 4, No. 1, pp. 20-46.
  7. Cristofaro, M., Hristov, I., Cimini, R., and Lovallo, D. (2025). From Start to Stardom: The Impact of Resource Allocation Strategies on New Venture Survival and Growth. *Long Range Planning*, Vol. 58, No. 2, 102513.
  8. Girma, L., Oduro, S., Cucari, N., Cristofaro, M. (2025). Venturing Green: The Impact of Sustainable Business Model Innovation on Corporate Environmental Performance in Social Enterprises. *Management Research Review*, Vol. 48 No. 13, pp. 20-44.
  9. Selivanovskikh, L., Giardino, P. L., Cristofaro, M., Bao, Y.J., Yuan, W., Wang, L. (2025). Strategic Ambiguity: A Systematic Review, A Typology, and a Dynamic Capability View. *Management Decision*, Vol. 63 No. 13, pp. 123-145.
  10. Cristofaro, M., Abatecola, G., Giannetti, F., Zannoni, A. (2024) Survival of the Fastest: Unveiling the Determinants of Unicorns and Gazelles' Early Success. *Scandinavian Journal of Management*, Vol. 40, No. 2, 101335.
  11. Cristofaro, M., Abatecola, G., Kask, J. (2024). Business network paradoxes: A literature review and co-evolutionary perspective. *Industrial Marketing Management*, 120, pp. 115-131.
  12. Cristofaro, M., Augier, M., Lovallo, D., Abatecola, G., Leoni, L. (2024). Behavioral strategy in evolution: A review and conceptual framework. *European Management Journal*, DOI: 10.1016/j.emj.2024.10.002.
  13. Cristofaro, M., Cucari, N., Zannoni, A., Laviola, F., Monda, A., Liberato Lo Conte, D., Schilleci, P., Girma Haylemariam, L., Mare, S. (2024). Micro-Municipal Administration: A Review and Network-based Framework. *International Journal of Public Sector Management*, DOI: 10.1108/IJPSM-02-2024-0041.
  14. Cristofaro, M., Giardino, P.L., Camilli, R., Hristov, I. (2024). Understanding behavioral strategy: a historical evolutionary perspective in "Management Decision". *Management Decision*, Vol. 62 No. 13, pp. 426-455.
  15. Cristofaro, M., Giardino, P.L., Camilli, R., Hristov, I. (2024). Unlocking the sustainability of medium enterprises: A framework for reducing cognitive biases in sustainable performance management. *Journal of Management & Organization*, Vol. 30, No. 3, pp. 490-520.
  16. Hristov, I., Cristofaro, M., Camilli, R., Leoni, L. (2024). A System Dynamics Approach to the Balanced Scorecard: A Review and Dynamic Strategy Map for Operations Management. *Journal of Manufacturing Technology Management*, Vol. 35 No. 4, pp. 705-743.
  17. Kulkarni, S., Cristofaro, M., Ramamoorthy, N. (2024). Evolutionary Sensemaking: A Managerial Metacognitive Dynamic Capability to Reduce Information Asymmetry. *Management Decision*, Vol. 62 No. 13, pp. 201-222.
  18. Muldoon, J., McDowell, W., Konopaske, R., Cristofaro, M. (2024). Honest incompetence: exploring the dark side of social entrepreneurship. *International Journal of Entrepreneurial Behavior & Research*, DOI: 10.1108/IJEER-05-2024-0509
  19. Olson, B.J., Parayitam, S., Cristofaro, M., Bao, Y. and Yuan, W. (2024), "CEO anger: a catalyst for error recognition and learning", *Management Decision*, Vol. 62 No. 13, pp. 1-25.
  20. Salvatore, F.P., Fanelli, S., Cristofaro, M., Milone, M. (2024). Enhancing the Performance of Healthcare Organizations: An Applied Analysis of Digital Technologies and Sustainability. *International Journal of Business and Management*, Vol. 19, No. 3, pp. 106-122.
  21. Cristofaro, M., Bachkirov, A., Burton, N., Fodor, O., Julmi, C., Loia, F. (2023). Beyond Rationality in Organizations' Choices: Exploring the Dark and the Bright Sides of Non-rational Decision-making. *International Journal of Organizational Analysis*, Vol. 31, No. 5, pp. 1165-1175.
  22. Cristofaro, M., Bao, Y.J., Chiu, S., Hernández-Lara, A.B., Perez-Calero, L. (2023). Editorial, Affect and Cognition in Upper Echelons' Strategic Decision Making: Empirical and

- Theoretical Studies for Advancing Corporate. *Frontiers in Psychology*, DOI: 10.3389/fpsyg.2022.1081095.
23. Cristofaro, M., Giannetti, F., Abatecola, G. (2023). The Initial Survival of the Unicorns. A Behavioral Perspective of Snapchat. *Journal of Management History*, Vol. 29 No. 4, pp. 456-480.
  24. Cristofaro, M., Giardino, P.L., Misra, S., Pham, Q.T. and Hiep Phan, H. (2023), “Behavior or culture? Investigating the use of cryptocurrencies for electronic commerce across the USA and China”, *Management Research Review*, Vol. 46 No. 3, pp. 340-368.
  25. Cristofaro, M., Kask, J., Muldoon, J. (2023). Exploring the Entrepreneurial Jungle: Unicorns, Gazelles, Zebras, and Other Venture Species. *Journal of Small Business and Enterprise Development*, Vol. 30, No. 6, pp. 1065-1087.
  26. Cristofaro, M., Neck, C., Giardino, P.L., Neck, B. (2023), “Self and Shared Leadership in Decision Quality: A Tale of Two Sides”, *Management Decision*, Vol. 61 No. 9, pp. 2541-2563.
  27. Dehkordi, M.R., Cristofaro, M. Chan, D.W.M., Banaitienè, N., Sarvari, H. (2023). Factors affecting suppliers’ capacity in outsourcing: a study of the Water and Wastewater Company of Iran. *International Journal of Operational Research*, Vol. 47, No. 2, 173-197.
  28. Eisenbart, B., Lovallo, D., Garbuio, M., Cristofaro, M., Dong, A. (2023). Future thinking and managers’ innovative behavior: An experimental study. *Journal of Knowledge Management*, Vol. 27 No. 6, pp. 1660-1679.
  29. Golestanizadeh, M., Sarvari, H., Cristofaro, M., Chan, D.W.M. (2023). Effect of Applying Business Intelligence on Export Development and Brand Internationalization in Large Industrial Firms. *Administrative Sciences*, Vol. 13 No. 2, 27.
  30. Hristov, I., Cristofaro, M., Cimini, R. (2023). Non-Financial Resources to Enhance Companies’ Profitability: A Stakeholder Perspective. *Management Research Review*, Vol. 47 No. 13, pp. 22-50.
  31. Khan, H. S., Cristofaro, M., Chughtai, M. S., & Baiocco, S. (2023). Understanding the psychology of workplace bullies: the impact of Dark Tetrad and how to mitigate it. *Management Research Review*, Vol. 46 No. 12, pp. 1748-1768.
  32. Khan, H., Guangsheng, Y., Chughtai, M.S., Cristofaro, M. (2023). Effect of supervisor-subordinate Guanxi on employees work behavior: An empirical dynamic framework. *Journal of Innovation & Knowledge*, Vol. 8, No. 2, pp. 1-11.
  33. Lovallo, D., Cristofaro, M., Flyvbjerg, B. (2023). Governing Large Projects: A Three-Stage Process to Get it Right. *Academy of Management Perspectives*, Vol. 37 No. 2, pp. 138-156.
  34. Mukupa, S. A. K., Cristofaro, M., Giardino, P.L. (2023). Workplace Inclusivity from a Strategy-as-Practice Perspective: A Systematic Literature Review. *Corporate Governance and Research & Development Studies*, Vol. 1., pp. 61-85.
  35. Abatecola, G., Cristofaro, M., Giannetti, F., Kask, J. (2022), How Can Biases Affect Entrepreneurial Decision Making? Toward a Behavioral Approach to Unicorns, *International Entrepreneurship and Management Journal*, Vol. 18, pp. 693–711.
  36. Chan, D.W.M., Dher, A.S.H., Fadhil, M.A., Cristofaro, M., Sarvari, H., (2022). Barriers and Solutions in Adopting Public-Private Partnerships in Road Transportation Infrastructure Projects for Developing Countries: Results of a Delphi survey in Iran. *Journal of Facilities Management*, Vol. 22 No. 4, pp. 683-708.
  37. Chan, D.W.M., Sarvari, H., Jalil, A.A., Mubarak, K., Golestanizadeh, M., Cristofaro, M. (2023). Barriers to Attracting Private Sector Investment in Public Road Infrastructure Projects in Developing Country. *Sustainability*, Vol. 15, No. 2, article number 1452.
  38. Abatecola, G., Cristofaro, M., Giannetti, F. (2022). A Co-Evolutionary Analysis of Corporate Performance: From Fiat to Fiat Chrysler Automobiles. *Technology Analysis & Strategic Management*, Vol. 36 No. 10, pp. 2446–2461
  39. Cristofaro, M. (2022). Organizational Sensemaking: A Systematic Review and a Co-evolutionary Model. *European Management Journal*, Vol. 40, No. 3, pp. 393-405.
  40. Cristofaro, M., Butler, F., Neck, C., Parayitam, S., & Tangpong, C. (2022). Guest editorial: Behavioral strategy:(re-) affirming foundations. *Management Research Review*, Vol. 45 No. 9, pp. 1101-1109.
  41. Cristofaro, M., Giardino, P.L., Patricelli Malizia, A., Mastrogiorgio, A. (2022), “Affect and Cognition in Managerial Decision Making: A Systematic Literature Review of Neuroscience Evidence”, *Frontiers in Psychology*, 13, DOI: 10.3389/fpsyg.2022.762993.
  42. Cristofaro, M., Hayek, M., Williams, A.W., Hartt, C., Heames, J. (2022), “Honoring the Scientific Endeavor of James March”, *Journal of Management History*, Vol. 28 No. 1, pp. 1-9.
  43. Cristofaro, M., Leoni, L., Giardino, P.L. (2022), Cognitive biases’ influence on employees’ product creativity and product performance: Evidences from Italian manufacturing

- technology firms, *Journal of Manufacturing Technology Management*, Vol. 33 No. 4, pp. 675-695.
44. Cristofaro, M., Lovallo, D. (2022), "From Framework to Theory: An Evolutionary View of Dynamic Capabilities and Their Microfoundations", *Journal of Management & Organization*, Vol. 28, No. 3, pp. 429-450.
  45. Giardino, P.L., Cristofaro, M., Marullo, C. (2022). Managing Open Innovation Projects: An Evidence-based Framework for SMEs and Large Companies Cooperation. *Management Research Review*, Vol. 46, No. 8, pp. 1163-1183.
  46. Hristov, I., Cimini, R., Cristofaro, M. (2022), "Assessing Stakeholders' Perception Influence on Companies' Profitability: Evidence from Italian Companies", *Production Planning & Control*, DOI: 10.1080/09537287.2022.2078247.
  47. Leoni, L., Cristofaro, M. (2022). To adopt or not to adopt? A Co-evolutionary Framework and Paradox of Technology Adoption by Small Museums. *Current Issues in Tourism*, Vol. 25, No. 8, pp. 2969-2990.
  48. Leoni, L., Cristofaro, M., Chirumalla, K. and Dobson, S. (2022), "Guest editorial: Creativity management and manufacturing firms' performance", *Journal of Manufacturing Technology Management*, Vol. 33, No. 4, pp. 645-655.
  49. Ricciotti, F., Cristofaro, M., Abatecola, G, Mari, M. (2022). Executive profiles and performance of real estate services: Evidence of reverse causality from Europe. *Cities*, Vol. 130, No. 103854.
  50. Chan, D. W.M., Cristofaro, M., Nassereddine, H., Yiu, N.S.N., and Sarvari, H. (2021). Perceptions of Safety Climate in Construction Projects between Workers and Managers/Supervisors in the Developing Country of Iran. *Sustainability*, Vol 13, No. 18, 10398.
  51. Cristofaro, M. (2021). Unfolding Irrationality: How do meaningful coincidences influence management decisions? *International Journal of Organizational Analysis*, Vol. 29 No. 2, pp. 301-321.
  52. Cristofaro, M., Giannetti, F. (2021). Heuristics in Entrepreneurial Decisions: A Review, an Ecological Rationality Model, and a Research Agenda. *Scandinavian Journal of Management*, Vol. 37, No. 3, 101170.
  53. Cristofaro, M., Giardino, P.G., Leoni, L. (2021), Reflective and intuitive thinking: How do they influence learning and performance in simulation gaming?, *International Journal of Information and Operations Management Education*, Vol. 7, No. 1, pp.45-65.
  54. Cristofaro, M., Giardino, P.G., Leoni, L. (2021), Strengths, Weaknesses, Opportunities, and Threats of Online Teaching during the COVID-19 Pandemic: Results of a Delphi Survey, *International Journal of Information and Operations Management Education*, Vol. 7 No. 2, pp. 93-112.
  55. Cristofaro, M., Giardino, P.L., Leoni, L. (2021). Back to the Future: A Review and Editorial Agenda of the International Journal of Business Research and Management. *International Journal of Business Research and Management*, Vol. 12, No. 1, pp. 16-33.
  56. Cristofaro, M., Sousa, M.J., Sánchez-García, J.C., Larsson, A. (2021). Contextualized Behavior for Improving Managerial and Entrepreneurial Decision-Making. *Administrative Sciences*, Vol. 11, No. 1, pp. 14.
  57. Leoni, L., Cristofaro, M. (2021). Technology Adoption in Small Italian Museums: an Empirical Investigation. *Il Capitale Culturale: Studies on the Value of Cultural Heritage*. Vol. 23, pp. 57-87.
  58. Pham, Q.T., Ngo, M.K., Cristofaro, M., Misra, S. (2021). Barriers in adopting IT and data analytics for internal auditing: Findings from Vietnam's banking sector, *International Journal of Management and Decision Making*, Vol. 20, No. 2, pp. 198-219.
  59. Pham, Q.C., Phan, H.H., Cristofaro, M., Misra, S., Giardino, P.L. (2021). Examining the Intention to Invest in Cryptocurrencies: An Extended Application of the Theory of Planned Behavior on Italian Independent Investors. *International Journal of Applied Behavioral Economics*, Vol. 10, No. 3, 59-79.
  60. Sarvari, H., Mehrabi, A., Chan, D.W.M., Cristofaro, M. (2021). Evaluating urban housing development patterns in developing countries: Case study of Worn-out Urban Fabrics in Iran. *Sustainable Cities and Society*, Vol. 70, 102941.
  61. Tamošaitienė, J., Khosravi, M., Cristofaro, M., Chan, D.W.M., Sarvari, H. (2021). Identifying and Evaluating the Critical Risk Factors of Commercial and Recreational Complex Building Projects. *Applied Sciences*, Vol. 11, No. 17, pp. 7906.
  62. Tamošaitienė, J., Sarvari, H., Chan, D.W.M., Cristofaro, M. (2021). Identifying and Prioritising the Selection Criteria of Appropriate Repair and Maintenance Methods of Commercial Buildings. *International Journal of Strategic Property Management*, forthcoming.

63. Abatecola, G., Cristofaro, M. (2020). Hambrick and Mason's "Upper Echelons Theory": Evolution and Open Avenues. *Journal of Management History*, Vol. 26 No. 1, pp. 116-136.
64. Cristofaro, M. (2020). "I feel and think, therefore I am": An Affect-Cognitive Theory of management decisions. *European Management Journal*, Vol. 38 No. 2, pp. 344-355.
65. Cristofaro, M. (2020). E-business evolution: An analysis of mobile applications' business models. *Technology Analysis & Strategic Management*, Vol. 32, No. 1, pp. 88-103.
66. Cristofaro, M., Caterini, G. (2020). Internationalisation strategies and firms' performance. A co-evolutionary study on Italian SMEs. *International Journal of Globalisation and Small Business*, Vol. 11, No. 2, pp. 178-199.
67. Cristofaro, M., Giardino, P. (2020). Core Self-Evaluations, Self-Leadership, and the Self-Serving Bias in Managerial Decision Making: A Laboratory Experiment. *Administrative Sciences*, Vol. 10, No. 3, pp. 64-87.
68. Cristofaro, M., Giardino, P.L., Leoni, L. (2020). The influence of Core Self-Evaluations on group decision making processes: A laboratory experiment. *Administrative Sciences*, Vol. 10, pp. 29.
69. Khosravi, M., Sarvari, H., Chan, D.W.M., Cristofaro, M., Chen, Z. (2020). Determining and assessing the risks of commercial and recreational complex building projects in developing countries: A survey of experts in Iran", *Journal of Facilities Management*, Vol. 18 No. 3, pp. 259-282.
70. Mingione, M., Cristofaro, M., Mondì, D. (2020). "If I give you my emotions, what do I get?". Conceptualizing and measuring the co-created emotional value of the brand", *Journal of Business Research*, Vol. 109, pp. 310-320.
71. Sarvari, H., Cristofaro, M., Chan, D.W.M., Noor, N.M. and Amini, M. (2020). Completing abandoned public facility projects by the private sector: results of a Delphi survey in the Iranian Water and Wastewater Company. *Journal of Facilities Management*, Vol. 18, No. 5, pp. 547-566.
72. Abatecola, G., Cristofaro, M. (2019). Ingredients of Sustainable CEO behavior: Theory and practice. *Sustainability*, Vol. 11, No. 7, pp. 1950.
73. Cristofaro, M. (2019). The role of affect in management decisions: A systematic review. *European Management Journal*, Vol. 37, No. 1, 6-17.
74. Cristofaro, M., Leoni, L., Baiocco S. (2019). Promoting co-evolutionary adaptations for sustainable tourism: The "Alpine Convention". *Tourism Planning & Development*, Vol. 17, No. 3, pp. 275-294.
75. Abatecola, G., Caputo, A., Cristofaro, M. (2018). Reviewing Cognitive Distortions in Managerial Decision Making. Towards an Integrative Co-Evolutionary Framework. *Journal of Management Development*, Vol. 37, No. 5, 409-424.
76. Paniccia, P.M.A., Cristofaro, M., Baiocco S., Leoni, L. (2018). L'approccio co-evolutivo alla sostenibilità delle destinazioni turistiche: Evidenze dalla "Convenzione delle Alpi". *Impresa Progetto*, Vol. 3, pp. 1-24.
77. Cristofaro, M. (2017). Candidates' Attractiveness in Selection Decisions: A Laboratory Experiment. *Baltic Journal of Management*, Vol. 12, No. 4, pp. 390-407.
78. Cristofaro, M. (2017). Countervailing the Liability of Newness by Bringing in Active Initial Investors: The Case of Facebook. *Strategic Direction*, Vol. 33, No.8, pp. 1-3.
79. Cristofaro, M. (2017). Herbert Simon's Bounded Rationality: its Evolution in Management and Cross-fertilizing Contribution. *Journal of Management History*, Vol. 23, No. 2, pp. 170-190.
80. Cristofaro, M. (2017). Reducing Biases of Decision-Making Processes in Complex Organizations. *Management Research Review*, Vol. 40, No. 3, pp. 270-291.
81. Cristofaro, M. (2016). Cognitive Styles in Dynamic Decision Making. A Laboratory Experiment. *International Journal of Management and Decision Making*, Vol. 15, No. 1, pp. 53-82.
82. Abatecola, G., Cristofaro, M. (2015). Upper Echelons and Executive Profiles in the Construction Value Chain. Evidence from Italy. *Project Management Journal*, Vol. 47, No. 1, pp. 13-26.
83. Cristofaro, M. (2015). Il miglioramento qualitativo delle decisioni nelle organizzazioni complesse. Il caso Consorzio ELIS. *Sviluppo&Organizzazione*, Vol. 267, Issue Nov/Dic, pp. 72-82.

#### Books

- Cristofaro, M. (2018). *Processi cognitivi e decisioni aziendali. Evidenze di razionalità limitata*. Aracne, Roma.

### Edited Books

- Cristofaro, M., Salvatore, F.P., Antonucci, G., Frondizi, R., Jiménez Estévez, P., Broncano, S.G., Palomino P.R., (a cura di) (2022). *Conference Proceedings of the 2nd Conference in Business Research and Management*, Aracne, Roma (ISBN 979-12-218-0878-0).
- Cristofaro, M., Palomino, P.R., Frondizi, R., Jiménez Estévez, P., Gutiérrez Broncano, S., Salvatore, F.P., Antonucci, G. (Eds.) (2022). *Conference Proceedings of the 1st Conference in Business Research and Management*, Aracne, Rome (ISBN 979-12-218-0135-4).
- Cristofaro, M. (Ed.) (2021). *Emotion, Cognition, and Their Marvellous Interplay in Managerial Decision-Making*. Cambridge Scholars Publishing, Newcastle upon Tyne (ISBN 978-1-5275-6720-7).
- Cristofaro, M., Sousa, M.J., Sánchez-García, J.C., Larsson, A. (2021). *Managerial and Entrepreneurial Decision Making: Emerging Issues*. MDPI, Basel (ISBN 978-3-0365-0815-3).

### Book chapters/articles in book series

- Cristofaro, M., Antonucci, G., Salvatore, F.P., Jiménez Estévez, P., Frondizi, R., Broncano, S.G., Palomino P.R., (2023). Preface. In Cristofaro, M., Antonucci, G., Salvatore, F.P., Jiménez Estévez, P., Frondizi, R., Broncano, S.G., Palomino P.R., *Conference Proceedings of the 2nd Conference in Business Research and Management*, Aracne, Roma (ISBN 979-12-218-0878-0), pp. 11-15.
- Cristofaro, M., Palomino, P.R., Frondizi, R., Jiménez Estévez, P., Gutiérrez Broncano, S., Salvatore, F.P., Antonucci, G. (2022). Preface. In Cristofaro, M., Palomino, P.R., Frondizi, R., Jiménez Estévez, P., Gutiérrez Broncano, S., Salvatore, F.P., Antonucci, G. (Eds.) *Conference Proceedings of the 1st Conference in Business Research and Management*, Aracne, Roma, pp. 13-16.
- Cristofaro, M. (Ed.) (2021). Preface. In Cristofaro, Matteo (Ed.) *Emotion, Cognition, and Their Marvellous Interplay in Managerial Decision-Making*. Cambridge Scholars Publishing, Newcastle upon Tyne (ISBN 978-1-5275-6720-7), pp. vi-xi.
- Cristofaro, M. (2021). Dancing between behavioral strategy and neurostrategy. Towards an affect-cognitive theory of management decisions. In Cristofaro, Matteo (Ed.) *Emotion, Cognition, and Their Marvellous Interplay in Managerial Decision-Making*. Cambridge Scholars Publishing, Newcastle upon Tyne (ISBN 978-1-5275-6720-7), pp. 239-262.
- Paniccia, P.M.A., Cristofaro, M., Leoni, L., Baiocco, S. (2019). Istituzioni e competitività delle destinazioni turistiche in una prospettiva co-evolutiva: evidenze dal “Trattato Antartico”. In: (a cura di): Barile, S., Paniccia, P.M.A., *Il fascino della precarietà. Studi sull'evoluzionismo sistemico*. ManOTec, Vol. 8, pp. 93-117, Edizioni Nuova Cultura, ISBN: 9788833652481, ISSN: 2611-3260.
- Cristofaro, M. (2019). Studying the influence of candidates' attractiveness and perceived personality in selection decisions: Experimental approach. In *SAGE Research Methods Cases Part 2*, pp. 1-14, SAGE, London.
- Cristofaro, M., Ricciotti, F. (2018). *Governance e performance d'impresa. Uno studio longitudinale del settore dei servizi in Italia*. In Poggesi, S., Paniccia, P.M.A. (a cura di), *Evoluzione nei servizi*, pp. 183-208, Wolters Kluwer Italia, Roma.
- Abatecola, G., Cristofaro, M. (2015). Caratteristiche socio-demografiche e competenze distintive nella governance dei player immobiliari in Italia. In: Cafferata, R. (a cura di), *Tendenze evolutive del management nel settore immobiliare: continuità e cambiamento*, pp. 71-101, Il Mulino, Bologna.

### Conference Proceedings

- Cristofaro, M., Lovallo, D., Augier, M., Abatecola, G., Leoni, L. (2023). Quo Vadis, Behavioral Strategy? A Conceptual Framework, Review, and Research Agenda. In *Academy of Management Proceedings* (Vol. 2023, No. 1, pp. 14800). Briarcliff Manor, NY 10510: Academy of Management.
- Cristofaro, M., Giannetti, F., Abatecola, G., (2023). Revising the ‘Liability of Newness’? A Review on How Hot-growth Start-ups (HGSUs) Overcome it. In *Academy of Management*

- Proceedings* (Vol. 2023, No. 1, pp. 13947). Briarcliff Manor, NY 10510: Academy of Management.
- Mukupa, S., Cristofaro, M., Giardino, P.L. (2023), A study on the link between shared leadership and decision quality. *Conference Proceedings of the 2nd Conference in Business Research and Management*. In Cristofaro, M., Antonucci, G., Salvatore, F.P., Jiménez Estévez, P., Frondizi, R., Broncano, S.G., Palomino P.R (Eds.), pp. 61-72, Aracne, Roma, ISBN 979-12-218-0878-0, DOI: 10.53136/97912218087807.
  - Cristofaro, M., Neck, C.P., Giardino, P.L., Neck, C.B. (2022), A study on the link between shared leadership and decision quality. *Referred Electronic Conference Proceedings of Sinergie - Sima Management Conference*. Castaldo, S., Ugolini, M., Verona, G. (Eds.), pp. 441-446, Fondazione CUEIM: Verona, ISBN 97888947136-0-2, DOI: 10.7433/SRECP.EA.2022.01.
  - Hristov, I., Camilli, R., and Cristofaro, M. (2022). The Key Value Drivers of the Company's Sustainable Development Strategy: An Integrated Framework. In *Academy of Management Proceedings* (Vol. 2022, No. 1, p. 14945). Briarcliff Manor, NY 10510: Academy of Management.
  - Cristofaro, M., Neck, C.P., Giardino, P.L., Neck, C.B. (2022), A study on the link between shared leadership and decision quality. *Conference Proceedings of the 1st Conference in Business Research and Management*. Cristofaro, M., Palomino, P.R., Frondizi, R., Jiménez Estévez, P., Gutiérrez Broncano, S., Salvatore, F.P., Antonucci, G. (Eds.), pp. 17-23, Aracne, Roma, ISBN 979-12-218-0135-4, DOI: 10.53136/97912218013542.
  - Leoni L., Cristofaro M. (2021). Small museums digitalisation: evidence from Italy. *Proceeding of 30th RESER International Congress*. RESER, ISBN: 978-84-88754-92-9.
  - Cristofaro, M., Giannetti, F. (2021). The (ecologically) biased entrepreneurial decision process: a review. *Referred Electronic Conference Proceedings of Sinergie - Sima Management Conference*. Castaldo, S., Li Destri, A. M.; Penco, L.; Ugolini, M. (a cura di), pp. 223-228, Fondazione CUEIM: Verona, ISBN: 97888943937-9-8, DOI: 10.7433/SRECP.EA.2021.01.
  - Cristofaro M., Leoni, L. (2020). Core Self-Evaluations, Dual Mind Processing, and Overconfidence: A Laboratory Experiment. *Referred Electronic Conference Proceedings of Sinergie - Sima Management Conference*. Castaldo, S., Giuliani, E., Frey, M., Ugolini, M. (a cura di), pp. 223-228, Fondazione CUEIM: Verona, ISBN: 97888943937-6-7, DOI: 10.7433/SRECP.EA.2020.01.
  - Cristofaro M., (2019). Synchronistic events and management decisions. A conceptual framework toward an Affect-Cognitive Theory. *Conference Proceedings of XXXIX Convegno nazionale Accademia Italiana di Economia Aziendale*, Turin, 12<sup>nd</sup> e 13<sup>rd</sup> September 2019, pp. 45-53, ISBN: 9788875901387, Università di Torino - Dipartimento di Management: Turin.
  - Mingione, M., Cristofaro M., Mondì, D. (2019). Emotions in users-brand co-creation of value. Evidence from a sentiment analysis on Twitter. *Referred Electronic Conference Proceedings of Sinergie - SIMA Management Conference Management and sustainability: Creating shared value in the digital era*. Pastore, A., Testa, F., Iasevoli, G., Ugolini, M. (Eds.), pp. 513-517, ISBN: 97888943937-1-2, DOI: 10.7433/SRECP.EA.2019.89, Fondazione CUEIM: Verona.
  - Cristofaro, M., Leoni, L., Baiocco S., Cinque, A. (2018). L'approccio co-evolutivo per lo sviluppo locale: Il caso "Convenzione delle Alpi", *HERITY Wizard's Days 2018*, Quagliolo, M, Paniccia, P.M.A (Eds.), Rome, 15th April 2018, pp. 65-73. ISBN 978-88-903829-7-0, Herity International: Rome.
  - Leoni, L., Cristofaro, M., Baiocco S. (2018). Dinamiche co-evolutive nel turismo: il caso "Convenzione delle Alpi", *Referred Electronic Conference Proceeding Sinergie - Sima 2018 Conference*, pp. 495-499. ISBN 97888943937-2-9, DOI: 10.7433/SRECP.EA.2018.79, Fondazione CUEIM: Verona.
  - Paniccia, P.M.A., Cristofaro, M., Leoni, L., Baiocco, S. (2018), Dinamiche Co-evolutive nel Turismo: Il Caso "Convenzione delle Alpi", *Evoluzionismo sistemico Il fascino della precarietà*, Paniccia, P.M.A e Barile, S. (Eds.), pp. 29-37, ISBN 978-88-255-1664-7, DOI 10.4399/97888255166474, Aracne: Rome.

## Conferences

- Cristofaro, M., Giardino, P.L., (2025). Waves of progress: The cyclical history of artificial intelligence in management and organizations. Copenhagen (Denmark), July 25-29, *Academy of Management Conference 2025*.

- Cristofaro, M., Giardino, P.L., Muldoon, J. (2025). AI and prior sector knowledge: effects on opportunity recognition, assessment, and exploitation. Copenhagen (Denmark), July 25-29, *Academy of Management Conference 2025*.
- Cristofaro, M., Augier, M., Giardino, P.L. (2025). AI in Strategic Decision-Making: Mitigating or Amplifying Cognitive Biases? Copenhagen (Denmark), July 25-29, *Academy of Management Conference 2025*.
- Cristofaro, M., Augier, M., Giardino, P.L. (2025). Advancing Research Methods for Understanding AI's Paradoxical Role in Strategic Decision-Making. Florence (Italy), June 22-25, *European Academy of Management Conference 2025*.
- Cristofaro, M., Cucari, N., Lo Conte, D., Girma, L., Palumbo, R. (2025). From Stagnation to Success: Dynamic Capabilities and Leadership in Micro-Municipality Transformation. Florence (Italy), June 22-25, *European Academy of Management Conference 2025*.
- Cristofaro, M., Giardino, P.L. (2025). The Historical (and Controversial) Journey of Artificial Intelligence in Management and Organizations. Florence (Italy), June 22-25, *European Academy of Management Conference 2025*.
- Allard-Poesi, F., Kosch, O., Szarucki, M., Huiping, X., Schlaile, M., Secchi, D., Abatecola, G., Cristofaro, M., (2025). In search for management research impact: A preliminary integrative review. Florence (Italy), June 22-25, *European Academy of Management Conference 2025*.
- Cristofaro, M., Muldoon, J., Deal, N. (2024). The Historical Case Method in Management and Organization Studies. Bath (U.K.), June 25-28, *European Academy of Management Conference 2024*.
- Cristofaro, M., Augier, M., Leoni, L., Schilleci, P. (2024), Strategic Foresight and Artificial Intelligence: Evidence of a Paradoxical Relationship, Parma (Italy), 13-14 June, *Conferenza Sinergie-SIMA 2024*.
- Girma, L., Cucari, N., Cristofaro, M., Laviola, F., Lo Conte, D., Monda, A., Zannoni, A., Schilleci, P., Mare, S. (2024). Good Governance for Smart Villages: A Bibliometric Review. Parma (Italy), 13-14 June, *Conferenza Sinergie-SIMA 2024*.
- Cristofaro, M., Zannoni, A., Poggesi, S., Mari, M. (2024). Fouders heterogeneity and the Time to Unicorn Status. Rome (Italy), May 17, *2<sup>nd</sup> Conference Knowledge Management for the Development of a Global Community*.
- Cristofaro, M., Cucari, N., Monda, A., Girma, L., Zannoni, A., Laviola, F., Schilleci, P., Lo Conte, D., Mare, S. (2024). Governing Small Villages: Review and A Multi-Level Perspective. Rome (Italy), March 21, *EMAN Conference 2024*.
- Cristofaro, M., Cucari, N., Mare, S., Girma, L., Schilleci, P., Laviola, F., Zannoni, A., Lo Conte, D., Monda, A. (2024). Governing Small Villages: Review and A Multi-Level Perspective. Bath (U.K.), June 25-28, *European Academy of Management Conference 2024*.
- Cristofaro, M., Cucari, N., Mare, S., Girma, L., Schilleci, P., Laviola, F., Zannoni, A., Lo Conte, D., Monda, A. (2024). The Historical Case Method in Management and Organization Studies. Bath (U.K.), June 25-28, *European Academy of Management Conference 2024*.
- Cristofaro, M., Muldoon, J., Deal, N. (2024). The Historical Case Method in Management and Organization Studies. Bath (U.K.), June 25-28, *European Academy of Management Conference 2024*.
- Chughtai, M.S., Khan, H., Cristofaro, M. (2024). Environmental stewardship: The role of Environmental Commitment and Eco-centric leadership in the Nature connectedness and Environmental Citizenship Behavior Relationship. Bath (U.K.), June 25-28, *European Academy of Management Conference 2024*.
- Mari, M., Abatecola, G., Cristofaro, M., Mattarocci, G., Callegari, M. (2024). Real Estate, ESG Criteria and Organizational Adaptation: The Case of DeA Capital Real Estate SGR. *2024 Regional Studies Association Annual Conference 2024*, June 11<sup>th</sup>, Florence.
- McDowell, W., Muldoon, J., Cristofaro, M., Konopaske, R. Honest incompetence: Exploring the dark side of social entrepreneurship. ACIEK Conference, June 4<sup>th</sup>-6<sup>th</sup> Paris.
- Camilli, R., Hristov, I., Mechelli, A., Coronella, L., Cristofaro, M. (2023). Accounting disciplines in their half-century battle against cognitive biases. 6-7 October, Salerno (Italy), *AIDEA Conference 2023*.
- Cristofaro, M., Lovallo, D., Augier, M., Abatecola, G., Leoni, L. (2023). Quo Vadis, Behavioral Strategy? A Conceptual Framework, Review, and Research Agenda. 4-9 August, Boston, *Academy of Management 83<sup>rd</sup> Annual Meeting*.
- Cristofaro, M., Augier, M., Abatecola, G., and Lovallo, D. (2023), Quo Vadis, Behavioral Strategy? A Conceptual Framework, Review, and Research Agenda, Bari (Italy), 29-30 June, *Conferenza Sinergie-SIMA 2023*.

- Cristofaro, M., Giannetti, F., Abatecola, G., (2023). Revising the ‘Liability of Newness’? A Review on How Hot-growth Start-ups (HGSUs) Overcome it. 4-9 August, Boston, *Academy of Management 83<sup>rd</sup> Annual Meeting*.
- Mukupa, S., Cristofaro, M., Giardino, P.L. (2023), Inclusivity as a strategic practice. An original review, Tirana (Albania), May 25<sup>th</sup>-26<sup>th</sup>, *2nd Conference in Business Research & Management (BRM): Business Research in the New Normal*.
- Cristofaro, M., Breslin, D., Kask, J., Abatecola, G. (2022), Industrial Marketing & Purchasing Research in Networks: A Review and a Co-evolutionary Lens to Reinterpret its Paradoxes, Florence (Italy), August 31-September 2, *Industrial Marketing and Purchasing Conference 2022*.
- Hristov, I., Camilli, R., and Cristofaro, M. (2022), The Key Value Drivers of the Company’s Sustainable Development Strategy: An Integrated Framework, 4-9 August, Seattle, *Academy of Management 82<sup>nd</sup> Annual Meeting*.
- Cristofaro, M., Neck, C., Giardino, P., Neck, B. (2022), An investigation on leadership and decision quality, Milan (Italy), June 30-July 1, *Sinergie-SIMA Conference*.
- Cristofaro, M., Hristov, I., Giardino, P., Camilli, R. (2022), Cognitive biases in the Sustainable Performance Measurement System: An Analysis and a De-Biasing Funnel for Effective Development, Trento (Italy), July 11-13, *R&D Management*.
- Cristofaro, M., Giannetti, F., Abatecola G. (2022), How Do Hot-growth Start-ups (HGSUs) Survive the Liability of Newness? A Systematic Review and Conceptual Synthesis to Forecast HGSUs trajectories, Rome (Italy), June 22-24, *7th International Conference on New Business Models*.
- Cristofaro, M. (2021), The Survival of the Most Capable: Una visione co-evolutiva delle dynamic capabilities, Rome (Italy), September 24, “Gestione, governo ed economia delle organizzazioni imprenditoriali: passato, presente e futuro” Conference.
- Cristofaro, M, Leoni, L., Giardino, P.L. (2021), Cognitive biases, employees' product creativity, and product performance in manufacturing technology firms, April 21-24, *Western Academy of Management Conference 2021* (virtual).
- Leoni L., Cristofaro M. (2021). Small museums digitalisation: evidence from Italy, University of Alcalá (Spain), January 21-22, *30th RESER International Congress*.
- Cristofaro, M, Leoni, L. (2020), Organizational Sensemaking: A Systematic Review and a Co-evolutionary Model, Dublin (Ireland), December 4-6, *European Academy of Management Conference 2020*.
- Cristofaro, M., Leoni, L. (2020), Core self-evaluations, dual mind processing, and overconfidence: A laboratory experiment, Pisa (Italy), September 7-8, *Sinergie-SIMA Conference 2020*.
- Abatecola, G., Cristofaro, M., Giannetti, F. (2019), Organizational Evolution. How Much Does Bounded Rationality Matter?, Lisboa (Portugal), June 26-28, *European Academy of Management Conference 2019*.
- Cristofaro, M. (2019), Synchronistic events and management decisions. A conceptual framework toward an Affect-Cognitive Theory, AIDEA, Turin (Italy), September 12-13, *AIDEA Conference*.
- Mingione, M., Cristofaro, M., Mondì, D. (2019), Emotions in users-brand co-creation of value. Evidence from a sentiment analysis on Twitter, Rome (Italy), June 20-21, *Sinergie-SIMA Conference 2019*.
- Mingione, M., Cristofaro, M., Mondì, D. (2019), ‘If i give you my emotion, what do i get?’. The co-created emotional value of brand-consumer interactions, Berlin, May 8-10, *XIV Global Brand Conference*.
- Cristofaro, M., Leoni, L., Cinque, A., Baiocco, S. (2018), *L’approccio co-evolutivo per lo sviluppo locale*, Rome (Italy), April 13, *Knowledge Management per lo Sviluppo Locale Integrato – Herity Wizdays 3*.
- Leoni, L., Cristofaro, M., Baiocco, S. (2018), Dinamiche co-evolutive nel turismo: Il Caso “Convenzione delle Alpi”, Venice (Italy), June 14-15, *Sinergie-SIMA Conference 2018*.
- Paniccia, P.M.A., Cristofaro, M., Leoni, L., Baiocco, S. (2018), Dinamiche co-evolutive nel turismo: Il Caso “Convenzione delle Alpi”, Rome (Italy), July 6, *Systemness and Evolution Conference*.
- Cristofaro, M. (2017), The role of the istitutional environment in executive profiling. evidences from the real estate industry, Rome (Italy), September 14, *AIDEA Emerging Scholar Colloquium*.
- Abatecola, G., Cristofaro, M., (2016), How do organizations adapt? Reviewing the evolving contribution of upper echelons theory, Paris (France), May 31- June 5, *European Academy of Management Conference 2016*.

- Cristofaro, M., (2015), Controlling the quality of decision making processes in complex organizations. A qualitative research approach. EURAM, Warsaw (Poland), June 17-20, *European Academy of Management Conference 2015*.
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## Service activities at the University

### *Memberships and Roles*

- **March 2025-May 2025:** Member of the George R. Terry Committee Award of the Academy of Management.
- **January 2025 – December 2026:** VP for Education – of the International Federation of Scholarly Associations of Management (IFSAM)
- **March 2023 – December 2024:** VP Deputy for Education of the International Federation of Scholarly Associations of Management (IFSAM)
- **February 2024-May 2024:** Member of the George R. Terry Committee Award of the Academy of Management.
- **February 2023-May 2023:** Member of the George R. Terry Committee Award of the Academy of Management.
- **August 2022 – 2027:** Chair for the Management History Division of the Academy of Management, 2023-2027.
- **July 2022 - present:** Representative for the University of Rome 'Tor Vergata' within the Italian Society of Management (SIMA)
- **2022 - present:** British Academy of Management (BAM)
- **2021 – 2022:** Western Academy of Management (WAM)
- **2019 – present:** Regional Studies Association (RSA)
- **2018:** Accademia Italiana di Economia Aziendale (AIDEA)
- **2015 – present:** European Academy of Management (EURAM)
- **2015 – present:** Società Italiana di Management (SIMA)
- **2014 – present:** Academy of Management – (AOM)
- **2014 – 2015:** Accademia Italiana di Economia Aziendale Giovani – AIDEA Giovani

### *Editorial roles*

- Business Strategy and the Environment, Associate Editor
- European Management Journal, Associate Editor
- Management Decision, Associate Editor
- Journal of Management History, Associate Editor
- Journal of Small Business and Enterprise Development, Associate Editor
- Frontiers in Psychology, Associate Editor for the Organizational Psychology section)
- Frontiers in Communication, Associate Editor for the Organizational Psychology section)
- International Journal of Information and Operations Management Education, Executive Editor
- International Journal of Business Research and Management (Editor in Chief from September 2021 to June 2024)
- Management Research Review, Editorial board member
- International Journal of Organizational Analysis, Editorial board member
- Cambridge Scholars Publishing – Decision Science Division, Editorial board member
- Palgrave Macmillan Debates in Business History Series, Editorial board member
- Editor of the edited book “Emotion, Cognition and Their Marvellous Interplay in Managerial Decision Making” for Cambridge Scholars Publishing.
- Guest editor of the Special Issue “Environmental, social and governance (ESG) assets: A path of lights and shadows for management” for Management Decision.
- Guest editor of the Special Issue “Strategic Management in the new normal: Investigating practical approaches for an adapting governance” for Corporate Governance and Research & Development Studies.
- Guest editor of the Special Issue “Fantastic Ventures and Where to Find Them: Gazelles, Unicorns, and other Evolutionary Entrepreneurial Species” for the Journal of Small Business and Enterprise Development.
- Guest editor of the Special Issue “Beyond Rationality in Organizations’ Choices: Exploring the Dark and the Bright Sides of Non-rational Decision-making” for International Journal of Organizational Analysis.
- Guest editor of the Special Issue “Behavioral Strategy: (Re-) Affirming Foundations” for Management Research Review.

- Guest editor of the Special Issue “Affect and Cognition in Upper Echelons’ Strategic Decision Making: Empirical and Theoretical Studies for Advancing Corporate Governance” for *Frontiers in Psychology*.
- Guest editor of the Special Issue “Rising Stars in Organizational Psychology”, for *Frontiers in Psychology*.
- Guest editor of the Special Issue “Creativity Management and Manufacturing Firm's Performance” for the *Journal of Manufacturing Technology Management*
- Guest editor of the Special Issue “Honoring the Scientific Endeavor of James March” for the *Journal of Management History*

### *Conference roles*

- EURAM 2023, Chair of the Track “Challenging perception and redefining limits in modern management education”.
- EURAM 2023, Chair of the Track “Accounting and management innovations in historical and contemporary perspectives”.
- Chair and leading organizer of the “2nd Conference in Business Research & Management (BRM): Business Research in the New Normal” co-organized by the University of New York Tirana, the University of Rome “Tor Vergata”, and Universidad de Castilla-La Mancha.
- Leading organizer of the *2nd Journal Conference of Management Decision*. Ireland, Dublin.
- 2nd Conference in Business Research & Management, Chair of the track “Redefining Human Resources Management in VUCA Times I”.
- IIAS-Euromena 2022, Chair of the track “Pandemic Public Governance and their Implications on Public Organizations for a New Normal”.
- EURAM 2023-2024, Research Methods and Research Practice (RM&RP), track 12\_04 “Historical Research in Management Studies” (corresponding proponent).
- EURAM 2018-2023, Research Methods and Research Practice (RM&RP), track 12\_01 “Developing an Evolutionary Epistemology? Evolutionary Approaches in Management Research” (corresponding proponent).
- Technical Program Committee member of the *2nd International Conference on Artificial Intelligence and Computer Engineering (ICAICE2021)*, November 5-7 in Fuzhou, China.
- Chair and leading organizer of the “1st Conference in Business Research & Management (BRM): Emerging issues after COVID-19 time” co-organized by Universidad de Castilla-La Mancha and University of Rome “Tor Vergata”.
- Conference “Evoluzionismo sistemico: Il fascino della precarietà”, Member of the organizational committee of the – July 6, University of Rome “Tor Vergata”.
- NFF, Nordic Academy of Management Conference, track 11\_3 “Track 11.3 – Why is Business Administration Still Not an Evolutionary Science?” (co-chair).
- Leading organizer of the virtual Submission Development Workshop for the Special Issue “Fantastic Ventures and Where to Find Them: Gazelles, Unicorns, and other Evolutionary Entrepreneurial Species” for the *Journal of Small Business and Enterprise Development*.
- Leading organizer of the virtual Submission Development Workshop for the Special Issue “Beyond Rationality in Organizations’ Choices: Exploring the Dark and the Bright Sides of Non-rational Decision-making” for the *International Journal of Organizational Analysis*
- Leading organizer of the virtual Submission Development Workshop for the Special Issue “Behavioral Strategy: (Re-) Affirming Foundations” for *Management Research Review*.
- Leading organizer of the virtual Submission Development Workshop for the Special Issue “Honouring the Scientific Endeavor of James March” for *Journal of Management History*.

### *Ad-hoc reviewing for journals, book publishers, and conferences*

Academy of Management Review; Technovation; British Journal of Management; International Journal of Management Reviews; Journal of Management & Organization; European Management Review; Current Issues in Tourism; Production Planning & Control; Industrial Marketing Management; Technology in Society; European Management Journal; Journal of Intellectual Capital; Management Decision; Journal of Manufacturing Technology & Management; Review of Managerial Science; Business Process Management Journal; Management Research Review; Journal of Management History; Journal of Management & Governance; Journal of Small Business and Enterprise Development; Evidence-based HRM; Cogent Psychology; Baltic Journal of Management; Journal of Innovation Economics & Management; Journal of the International Council for Small Business; International Journal of Organization Theory & Behavior; Journal of Facilities Management; Relations Industrielles/Industrial Relations; Frontiers in Psychology; Sustainability;

Journal of Management Development; Corporate Governance (Emerald); Corporate Governance: An International Review; Journal of Behavioral and Experimental Economics; Journal of Strategy and Management; European Business Review; International Journal of Organizational Analysis; Journal of Small Business and Entrepreneurship; SAGE Open; International Journal of Innovation and Technology Management; International Journal of Operations Management and Education; International Journal of Business Research and Management; Administrative Sciences; Springer Nature; Cambridge Scholars Publishing.

Academy of Management; European Academy of Management; Nordic Academy of Management; Western Academy of Management Conference; IMP Conference; Accademia Italiana di Economia Aziendale (AIDEA); Business Research & Management Conference; International Conference on Information and Communication Technology and Applications (ICTA 2020).

#### *Reviewing for grants and applications*

Expert reviewer for the Call for Junior and Senior Research Projects of the Research Foundation Flanders (FWO) by the European Science Foundation – Science Connect ([www.esf.org](http://www.esf.org)). I assessed two projects, one in 2022 and one in 2025.

#### *Internationalization facilitation*

I have invited the following foreign professors to give Guest Lectures within the Ph.D. course in Management: Mathew Hayward, Full Professor of Management, Monash University (Australia); Pablo Ruiz Palomino, Full Professor of Management, University of Castilla-La Mancha (Spain). In the said period he also facilitated Erasmus agreements with the University of Castilla-La Mancha (Spain) and with the Georgian Technical University within the Erasmus+ KA 17 program.

#### *Other roles*

- **April 2022 - present:** member of the teaching faculty of the Master in Management of the Organisations and Social Doctrine of the Church (MODSC), University of Rome “Tor Vergata”.
- **April 2022 - present:** member of the teaching faculty of the Master in Management of Cultural and Tourist Activities (MEMATIC), University of Rome “Tor Vergata”.
- **February 2022:** member of the scientific committee of the Center for TeleInFrastructures at University of Rome ‘Tor Vergata’
- **June 2021-December 2021:** member of the organizational committee National Award for Innovation 2021
- **October 2020-present:** member of the organizational and research committee of the Center for TeleInFrastructures at University of Rome ‘Tor Vergata’
- **February 2019-present:** member of the organizational committee Start Cup Lazio.
- **November 2017:** Participant in the International Staff Week at VIVES University College.
- **2015-2017:** Member of the organization committee of ‘Master in Economia e Gestione delle Imprese immobiliari’ (Real Estate Management), at the University of Rome ‘Tor Vergata’. Activities: marketing and assistance in administrative and teaching planning tasks.
- **2018-present:** Programme manager of ‘Master in Real Estate Management’, at the University of Rome ‘Tor Vergata’. Activities: marketing and assistance in administrative and teaching planning tasks.

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## **Projects and Public Engagement**

### *Projects*

- "Small and Smart Villages Governance: development and validation of a model from one of the most beautiful villages in Italy". The project aims to investigate successful governance models for small villages. Principal Investigator: Matteo Cristofaro (University of Rome Tor Vergata); Co-Principal Investigator: Nicola Cucari (Sapienza University of Rome). The Project was the winner of the PRIN 2022 tender for a total funding of €292,784 (Prot. 2022FZJ4L7).
- “Understanding the non-academic impacts of academic research in their national and international contexts”. The project aims to investigate the perceived practical impact of scientific literature in the managerial field by European academics. Coordinators: Bill Lee (Sheffield University, School of Management), Gianpaolo Abatecola (University of Rome Tor Vergata, Faculty of Economics). The Project won the EURAM 2021 Grant Scheme for a total financing of 5.000€.



- Navigator: Nuovi “Caronte” o innocenti “Schettino”? Published on 07/04/2021 → [https://www.romasportspettacolo.it/navigator-problemi-soluzioni/?fbclid=IwAR2\\_5NCdTCxSgaL7w0RtQaSBr\\_IzPX4HAJ-q4VsHU7PF5oyBFtmiH-qbEnc](https://www.romasportspettacolo.it/navigator-problemi-soluzioni/?fbclid=IwAR2_5NCdTCxSgaL7w0RtQaSBr_IzPX4HAJ-q4VsHU7PF5oyBFtmiH-qbEnc)
- Superlega: l’occasione persa per il (vero) calcio romantico. Published on 19/05/2021 → <https://www.romasportspettacolo.it/superlega-e-calcio-romantico/>

I have organized the following cycles of seminars where companies and students meet and exchange knowledge, evidenced by the public engagement office of the Faculty of Economics of the University of Rome Tor Vergata:

- “D.E.C.I.D.E. – Driving Effective Choices through Insights and Decision-making Experiences” (2025); <https://economia.uniroma2.it/in-evidenza/655-5268/decolla-decide->
- “Intraprendere il Retail” (2024); <https://economia.uniroma2.it/economia/186-5130/intraprendere-il-retail-2024>
- “Sfide e Soluzioni nel Service Marketing” (2024); <https://economia.uniroma2.it/economia/186-5119/sfide-e-soluzioni-nel-service-marketing>
- “Intraprendere il Retail” (2023); <https://economia.uniroma2.it/in-evidenza/655-4705/a-lezione-di-retail-con-top-manager-del-settore-il-ciclo-di-incontri-2023-organizzato-da-matteo-cristofaro>

The public engagement office of the Faculty of Economics of the University of Rome Tor Vergata evidenced my research in the pages of the Faculty here:

- “Startup: sopravvivere o fallire? Riccardo Cimini, Matteo Cristofaro e Ivo Hristov spiegano il dilemma su Markup” (2025); <https://economia.uniroma2.it/in-evidenza/655-5285/startup-sopravvivere-o-fallire-riccardo-cimini-matteo-cristofaro-e-ivo-hristov-spiegano-il-dilemma-su-markup>
- “Perché i mega progetti si bloccano? Cause e rimedi spiegati da Matteo Cristofaro sul Corriere della Sera” (2023); <https://economia.uniroma2.it/in-evidenza/655-4842/perche-i-mega-progetti-si-bloccano-cause-e-rimedi-spiegati-da-matteo-cristofaro-sul-corriere-della-sera->
- “Growth Hacking per strategie aziendali vincenti: ne parla Matteo Cristofaro su Mark Up” (2025); <https://economia.uniroma2.it/in-evidenza/655-5264/growth-hacking-per-strategie-aziendali-vincenti-ne-parla-matteo-cristofaro-su-mark-up>

From March 2023 to March 2024, I participated in the project “Orientamento – Next Generation EU” of the University of Rome Tor Vergata, visiting about 15 high schools in the Latium Region and speaking to more than 800 high school students to guide them toward their educational and/or job future and the scientific method.

Since 2021, I have been presented with the educational offer of the University of Rome Tor Vergata to high school students, also via simulations of university lectures. See this initiative-> <https://economia.uniroma2.it/cal/2284?display=all>

#### *Keynote speeches and interviews*

- “Higher education in the New Normal” for the “2nd Conference in Business Research & Management (BRM): Business Research in the New Normal”, 26/05/2023 at the University of New York in Tirana.
- “Il virus della recessione” for the association “Collevento”, 30/12/2020 → <https://www.facebook.com/collevento.cz/videos/1054181455050802>
- “Le decisioni aziendali” for “Aracne TV”, 05/06/2020 → <https://www.youtube.com/watch?v=DMCSAEgZ8a8>
- “Come impostare una tesi di laurea” for the association “Tor Vergata: Rinascimento Culturale”, 18/03/2021 → <https://www.facebook.com/torvergata.rinascimentoculturale/videos/740160873528327>

## Teaching experience

### *Full courses*

A.Y.	Subject	Degree	Institution	hours-year	Language

2024-25	Managerial Decision Making	Bachelor of Science in Business Administration & Economics	University of Rome 'Tor Vergata'	36	English
2022-23/23-24	Retail Management	Bachelor of Science in Business Administration & Economics	University of Rome 'Tor Vergata'	36	Italian
2020-21/21-22/ 22-23/23-24	Service Marketing	Bachelor of Science in Business Administration & Economics	University of Rome 'Tor Vergata'	36	English
2017-18/18-19/19-20/20-21/21-22/22-23	Decision making and techniques of quantitative business	Master in Business Administration ( <i>post lauream</i> )	University Niccolò Cusano	6	Italian
2017-18	General Management pre-course	Master of Science in Business Administration	University of Rome 'Tor Vergata'	20	English
2017-18	Strategic Planning	Bachelor of Arts in Business Management	VIVES University (Belgium)	8	English
2017-18/18-19/19-20/21-22/22-23/23-24	Managerial Decision Making	Master of Science in Business Administration	University of Rome 'Tor Vergata'	6	Italian
2018-19/20	Decision Making Processes in the Corporate Value Chain: Theory & Applications Through Software Simulations	Bachelor of Science in Business Management	University of Rome 'Tor Vergata'	12	English
2019-20	Strategic problem solving in the service industry	Bachelor of Science in Business Administration & Economics	University of Rome 'Tor Vergata'	12	English
2021-22/ 22-23/23-24	General Management	Bachelor of Science in Business Administration & Economics	University of Rome 'Tor Vergata'	6	Italian

### Teaching in post-graduate courses

A.Y.	Subject	Degree	Institution	hours-year	Language
2022-23	Cognitive biases and decision making	Master in Governance and Management of Organizations of the Healthcare sector	University of Salerno	4	Italian
2020-21 2021-22	Cognitive biases and decision making	Master in Human Resource Management in Public Administration	University of Salerno	4	Italian
2020-21	Cognitive biases and decision making	Master in Communication for Public Administration Course Valore	University of Salerno	3	Italian
2021-22	Business planning in Real Estate Management	Master in Real Estate Management	University of Rome 'Tor Vergata'	7	Italian
2018-19/22-23	Problem Solving e Decision Making in Real Estate Management	Master in Real Estate Management	University of Rome 'Tor Vergata'	14	Italian
2019-20	Problem Solving e Decision Making in Real Estate Management	Master in "ReUHREF Recovery of Urban Heritage and Real Estate Finance"	University of Roma Tre	8	Italiano
2019-20	Problem Solving e Decision Making	Course Valore P.A. "Sburocrazizzazione ed efficienza"	University of Salerno	4	Italiano
2016-17/17-18/18-19/19-20/20-21/21-22	Problem solving techniques for cultural and tourism activities	Master in Economics and Management of Cultural and Tourism Activities	University of Rome 'Tor Vergata'	7	Italian
2016-17	Problem solving techniques for data science	Master in Data Science	University of Rome 'Tor Vergata'	4	Italian

### Teaching Assistance

A.Y.	Subject	Professor	Degree	Language	Topic
2016-17/17-18/20-21	General Management	Prof. G. Abatecola	Bachelor in Business Administration	English	Strategic Decision Making, Problem Solving, Productivity, Software Simulation.

2018-19/19-20/20-21	General Management	Prof. G. Abatecola	MSc. in Business Administration	English	Strategic Decision Making, Problem Solving, Supervision of team works
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*Teaching in Ph.D. courses/Conferences/Workshops/Other Universities*

A.A.	Lecture	Event	Institution	Horus	Language
2024-25	Conceptual Article Design in Management	Ph.D. in Management	University of Rome 'Tor Vergata'	6	English
2024-25	The Psychology of Strategy: Past, Present, and Future Research Directions	Ph.D. in Management (Business and Administration and Accounting track)	University of Rome 'Tor Vergata'	3	English
2024-25	The Psychology of Strategy: Past, Present, and Future Research Directions	Ph.D. in Management (Business and Administration and Accounting track)	University of Rome 'Tor Vergata'	3	English
2024-25	Foundations of Dynamic Capabilities: Adapting, Sensing, and Shaping for Success	Business Strategy course	Saint Mary's College of California	2	English
2023-24	Conceptual Article Design in Management	Ph.D. in Management	University of Rome 'Tor Vergata'	6	English
2023-24/24-25	Strategic problem solving: Theory and practice	Máster Universitario en Estrategia y Marketing de la Empresa	University of Castilla-La Mancha	6	English
2024-25	Tips for publishing in top-tier Journals	Ph.D. in Management	University of Castilla-La Mancha	2	English
2023-24	Scientific writing	Ph.D. in Management	University of Castilla-La Mancha	2	English
2022-23	Behavioral strategy: theory and practice	Corporate strategy course	University of Trento	1	English
2022-23	Bounded rationality in managerial decision-making	Organizational design course	University of Lethbridge	1	English
2022-23	Bounded entrepreneurial decision-making. An affect-cognitive model	Entrepreneurship course	University of Lethbridge	1	English
2022-23	Affect and cognition in managerial decision-making. A model and a first empirical test	Faculty presentation, University of Lethbridge	University of Lethbridge	1	English
2020-21	Academic writing	International Doctoral Research e-Conference 2021	Guru Gobind Singh Indraprastha University	1	English
2018/19-20/21	Scientific writing: Insights from (and for) decision making studies	Ph.D. in Management (Business and Administration and Accounting track)	University of Rome 'Tor Vergata'	3	English
2019/20	From bounded rationality to behavioral strategy: An evolutionary endeavour	Ph.D. in Management (Business and Administration and Accounting track)	University of Rome 'Tor Vergata'	1,5	English
2021/22	Behavioral Strategy: What's hot and what is not	Ph.D. in Management (Business and Administration and Accounting track)	University of Rome 'Tor Vergata'	3	English
2022/23	Writing Behavioral Strategy Research	Ph.D. in Management (Business and Administration and Accounting track)	University of Rome 'Tor Vergata'	3	English
2022-23	<u>Publishing social sciences research: Best Practices and AI Tools</u>	Programa de Pós-Graduação em Administração (PPGA UCS - Mestrado e Doutorado)	Universidade de Caxias do Sul, Brazil	3	English
2020-21	Small museums and digital technologies	Cultural Heritage Management course	University of Macerata	2	Italian
2020-21	Candidates' attractiveness and intentions to hire	Human Resource Management course	New York University in Tirana	2	English

*Other teaching experience*

Since March 2014, I have done integrative teaching for the following subjects:

A.Y.	Subject	Professor	Degree	Hours	Language	Topic
2013-14/15-16/16-17/17-18/18-19/20-21	Managerial Decision Making	Prof. G. Abatecola	MSc.Ba.	8	Italian	Problem Solving

2016-17/17-18/18-19	Entrepreneurship	Prof. F. Scafarto	MSc.Ba.	6	Italian	Business Modelling
2013-14/15-16/16-17	International Management	Prof. C. Pepe-Prof. H. Banihashemi	MSc.Ba.	4	Italian	Decision making for internationalization
2014-15/15-16/16-17/17-18/18-19	Service Management	Prof.ssa M. Mari	MSc.Ba.	2	Italian	Service quality
2014-15/15-16/18-19	Management & Organization*	Prof. G. Abatecola	MSc.Ba.	10	English	Strategy; Operations Management (1)
2014-15/15-16/16-17/17-18/18-19	International Marketing	Prof. Sara Poggesi	MSc.Ba.	3	English	Social Media Marketing
2014-2015	General Management-Module I	Prof. G. Abatecola	MSc.Ba.	7	English	Strategy planning and case studies
2016-2017/17-18/18-19	General Management-Module II	Prof. C. Cerruti	MSc.Ba.	2	English	Business Modelling
2014-2015	Impresa Creativa	Prof. L. Leoni	MSc.Ba.	3	Italian	Creative techniques
2018-19	Service Management	Prof. S. Poggesi	MSc.Ba.	2	English	Service Quality
2015-2016/16-17/17-18/18-19	SAP ByDesign	Prof. C. Cerruti	MSc.Ba.	8	English	Operations Management
2018-19	Tacit/explicit knowledge and learning organizations	Prof. L. Leoni	Ba.Ba. and Economics	3	English	Knowledge Management
2018-19	Knowledge Management tools	Prof. P.M.A. Paniccia	MSc.Ba.	6	Italian	Knowledge Management

## Awards and certificates

- **09/2024:** Listed within the “World’s Top 2% Scientists” ranking by Stanford University for the period 2023-2024.
- **02/2024:** Winner of the Visiting Professor call at the University of Castilla-La Mancha. Visiting period: February 2024.
- **10/2023:** Listed within the “World’s Top 2% Scientists” ranking by Stanford University for the period 2022-2023.
- **11/2023:** Listed as ‘Innovation manager’ from the Ministry of Business and Made in Italy.
- **07/2023:** Winner of the “Lazio Region PR FSE 2021-2027” tender relating to “Reward contributions for researchers and research fellows to strengthen their professional condition and strengthen the research system of Lazio 2022” - Priority 2 “Education and Training” ob. Spec. F Determination G05411 dated 05.05.22.
- **06/2023:** Listed as ‘Innovator’ from the General Office of Innovative Defense (UGID) (Italian Ministry of Defense)
- **05/2023:** Mukupa, S., Cristofaro, M., Giardino, P.L. (2023). Inclusivity as a strategic practice. An original review. “Best Paper Award” within the “2nd Conference in Business Research & Management (BRM): Business Research in the New Normal”.
- **11/2022:** “Best Reviewer Award” for *Management Decision* within the Emerald Literati Awards 2022.
- **09/2022:** Cristofaro, M. (2021). Unfolding Irrationality: How do meaningful coincidences influence management decisions?. *International Journal of Organizational Analysis*, Vol. 29 No. 2, pp. 301-321. “Best Paper Award” for *International Journal of Organizational Analysis* within the Emerald Literati Awards 2022.
- **06/2022:** Winner of the Burns visiting fellow scholarship of the University of Lethbridge, Dillon School of Business. Visiting period: Fall 2022.
- **05/2022:** “Best Reviewer Award” for the 1<sup>st</sup> Conference in Business Research and Management, Toledo (Spain).
- **06/2021:** Abatecola, G. and Cristofaro, M. (2020), "Hambrick and Mason’s “Upper Echelons Theory”: evolution and open avenues", *Journal of Management History*, Vol. 26 No. 1, pp. 116-136. “Best Paper Award” for *Journal of Management History* within the Emerald Literati Awards 2020.

(\*) In 2014-15 and 2016-2017 the “Operations management” topic has been taught also through a *simulation software* Mc/Graw Hill Education ‘Practice Operations’. In 2015-16 this software has been used within the General Management course (Ms.Ba.).

- **06/2021:** “Best Reviewer Award” for *Management Research Review* within the Emerald Literati Awards 2020.
- **07/2018:** Paniccia, P.M.A., Cristofaro, M., Leoni, L., Baiocco, S. (2018), *Dinamiche Co-evolutive nel Turismo: Il Caso “Convenzione delle Alpi”*, Rome (Italy), July 6, *best paper* of the Conference *Systemness and Evolution*.
- **01/2017:** Best 10 university start-up of the programme “Bioupper” and winners of the acceleration program – Milan.
- **12/2016:** Among the four best Industrial start-up in “Premio Nazionale dell’Innovazione” – BTeam.
- **10/2016:** Special award Lazio Innova “Meet in Italy for Life Sciences” (bootcamp) – BTeam.
- **10/2016:** Special award Intesa San Paolo “StartUp Initiative” (bootcamp) – BTeam.
- **10/2016:** First prize “Start Cup Lazio 2016”, cash prize and acceleration programme – BTeam.
- **7/2016:** European Junior Achievement Alumnus.
- **7/2016:** Best 10 university start-up in Europe, European final of Junior Achievement - BTeam.
- **6/2016:** Best university Italian start-up and winners of the acceleration program, Italian final of Junior Achievement – BTeam.
- **5/2016:** Best university start-up at the University of Rome ‘Tor Vergata’, Faculty final of Junior Achievement – BTeam.
- **05-2014:** SAP Business By Design Certificate (SAP Italy).

Rome, April 1<sup>st</sup>, 2025