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## Rosana SILVEIRA REIS

Department: Economics, Market and Society  
Professor in Human Resource Management  
Faculty Position: Associate Professor

- Elected Country Representative to represent France in the EURAM Council of Country Representatives (2021 to 2024)
- French Coordinator at MIG.EN.CUBE Project – International Research Consortium sponsored by Erasmus+

A brief about me, born in Brazil, I have been living in Europe since July 2004. I have spent six years in Italy, where I defended my Ph.D. at the University of Bologna, and the last eleven years in France where I'm currently Associate Professor at ISG - Paris. I have 35 years of experience in Human Resources, 15 of them as a manager in large companies in Brazil. As a manager, due to my strategic position in the market, I was invited to give seminars in MBA courses, and over five years I accumulated (in parallel) both experiences when I opted for an academic career in 1999. In 2000 I received my Scientific Master's in Business Administration from the Federal University of Santa Catarina (Brazil) and in 2010, my Ph.D. in Management (Italy).

Since 2000 I have been teaching Human Resource Management, International HRM, Organization Behaviour, Management of Innovation, and Doing Business in America. Following the International Partnership Program at ISG, I am also a visiting professor at Fundação Dom Cabral – FDC in Brazil (one of the most renowned business schools in Executive Education in the world) and Invited Professor in MBA and master's programs at IMPS Business School in Brno (Czech Republic), and in Italy at University of Bologna and at University Cattolica del Sacro Cuore in Rome and Milano.

In my research, I am working in the cross-border of Organization Behaviour, Innovation, and Entrepreneurship. My focus is on Ecosystems of Innovation, Culture, Creativity in Global Teams, and Leadership. My research has appeared in books and international journals published in English, Portuguese, and Chinese languages. Nowadays I'm France Coordinator of the project "*Fostering MIGrant Entrepreneurship inCUBation in Europe*" which is centrally coordinated in Italy by Unibo. The project is financed by Erasmus+ and our aim here is to investigate barriers and limitations found for the immigrants to open their own business. In the end, we will also propose a mapping of the incubators in France, Italy, and the Netherlands, and develop MOOCs that can upgrade the knowledge of the incubator operators who work directly with these immigrants.

### Teaching Areas

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Course 1: Human Resource Management and Organization Behavior

Course 2: International Human Resource Management

Course 3: Cross-Cultural Management

Course 4: Doing Business in America

## Research Interests

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Interest 1: Immigration, startups, and Innovation Culture

Interest 2: Identity, authenticity, platform work, and HRM

Interest 3: Creative process, leadership, and global teams

## Education

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2010: PhD in Management Sciences, University of Bologna, Italy

2000: MSc in Business Administration, University of Santa Catarina, Brazil

1996: Specialization: Coordinator for Interpersonal Development Groups and Specialist in Group Dynamics, Associação Brasileira de Dinâmica de Grupo, Brazil

1994: MBA, Amana Key Group, Brazil

1992: Policy and Strategy, ADESG - Escola Superior de Guerra, Brazil

1985: Master (post graduate) in Marketing, FAE Centro Universitário, Brazil

1984: Master (post graduate) in Human Resources, FAE Centro Universitário, Brazil

1981: Graduation in Pedagogy, Tuiuti University, Brazil

## Teaching Experiences

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### **2010 (to now) Permanent professor at ISG International Business School, Paris - France**

January 2015 to now - Associate Professor of Human Resource Management

September 2010 to December 2014 - Assistant Professor

### **Invited professor:**

January 2019 to 2022: Invited Professor for the Master's in Pharmacy Management (*Organizzazione e gestione della farmacia*) to teach the course "HRM for Healthcare" (in Italian language) at Università Cattolica del Sacro Cuore, Roma-Italy.

May 2021 to 2022: Invited Professor for the Master's in International Business to teach the course "International People Management" (in English) at Università Cattolica del Sacro Cuore, Milan-Italy.

September 2018 to 2021: Invited Professor for the Master's in Healthcare Management, to teach the course "Management and Innovation in Health & Social Services" (in English) at Università Cattolica del Sacro Cuore, Roma-Italy.

May 2015 to 2021: Invited Professor for the Master in-Service Management to teach the course "Human Resource Management and Leadership (in English) at University of Bologna – Campus Rimini, Italy.

May 2015 to 2020: Invited Professor for the Master's in Tourism Degree Program to teach the course "Organization Behavior" (in English) at University of Bologna – Campus Rimini, Italy.

December (2018 and 2019): Invited professor for the Master's in Health Economics and Management, to teach the course "Fundamentals in Healthcare Management" (in English) at University of Bologna - Campus Bologna, Italy.

September to November (2018 and 2019): Invited professor at ESCP Europe, to teach the course "Human Resource Management", Paris, France.

2011 to 2016: Visiting Professor of IHRM at FDC – Fundação Dom Cabral, Belo Horizonte-Brazil  
According to the Financial Times, Fundação Dom Cabral is elected, for the 11th consecutive year, the best business school in Latin America. FDC, founded in 1976, in Belo Horizonte (MG-Brazil), occupies the 17th place in the overall ranking, in 2016 occupies the 10th place in the 'Open Programs' and 28th position in the 'Customized Programs'.

2010 to 2015: Invited Professor of Cross-Cultural Management and International Human Resource in MBA programs at IMPS Business School in Brno, Czech Republic

2009: Invited Professor of Organization Behavior at ESSEC, Cergy-France

2003 to 2005: Invited Professor in MBA program at UNICURITIBA, Brazil

1994 to 1999: Invited Professor in MBA program at FAE Centro Universitário, Brazil

### **1999 to 2004: Permanent Lecture Professor at Positivo University, Curitiba-BR**

#### Activities developed:

- Teaching: Human Resource Management (160 hours/year) and Organization Behavior (80 h/year)
- Consultation in the elaboration and execution of Managerial Development Programs
- Development and facilitation of courses in personnel administration, negotiation, and leadership
- Program consulting to develop new talents for the mobile company TIM (2001 and 2002)
- Supervising and administration of trainees (1999 to 2003)
- Supervising exchanging program between companies and universities (1999 to 2003)
- Teaching the disciplines: Human Resource management, Organization Behavior, Leadership and Negotiation for graduation and post-graduation courses.

#### *Keynote Speaker*

- February 2021 and 2022: Lions Clube Foundation - Scuola Superiore Maurizio Panti, Rimini, Italy  
Lecture: *Gestione delle Risorse Umane (Human Resource Management)*
- October 2019: Career Submit – Seminário na Câmara Municipal do Porto, Portugal.  
Lecture: *Gestão Internacional de Pessoas (International People Management)*
- September 2019: International Conference in Administration. Ponta Grossa, Brazil.  
Lecture: *Competences needed to compete in the 4th Industrial Revolution*
- April 2019: IX International Conference on Human Resources Research and Intervention. Porto, Portugal.  
Lecture: *Living the trends: the role of HRM in the digital age.*
- September 2015: Forum of City Halls from Rio de Janeiro State. Rio de Janeiro-RJ, Brazil.  
Lecture: *Leadership in Public Sector working in a global environment.*

- December 2013: 3o. Forum of Managers from Secretary of Administration of Goiás. Goiania-GO, Brazil.  
Lecture: *How to innovate: the commitment of the leaders*
- September 2013: Brazil National Forum of Secretaries of Administration State – 91° CONSAD, Belém-PA, Brazil. Lecture: *The Evolution of Leadership in the Public Sector.*
- August 2013: Forum “The scope of the law” for the Delegates of Federal Police of Brazil, Brasilia-DF, Brazil. Lecture: *Identity and Leadership.*
- June 2013: II International Congress of Management at FEEVALE University.  
Lecture: *Innovation and Human Behavior*, Novo Hamburgo-RS, Brazil.
- May 2013: MINAS Benchmarking Center of Innovation. Belo Horizonte-MG, Brazil  
Lecture: *Innovation & Organization Behavior*,
- July 2011: Social entrepreneurship: Broking knowledge in the future & Knowledge Management Conference. Valencia, Spain.  
Lecture: *Knowledge integration in globally distributed teams: the social side of the creativity.*

## Professional Experiences

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1997 – 1999: Branch Manager, Manpower, Brazil

Mainly activities:

- Settlement of the branch (physical, logistical and human aspects)
- In charge of Paraná and Santa Catarina States
- Market analysis, prospecting and follow-up
- Meaning find contracts with Chrysler, Brose, Vallourec, Robert Bosh, Sonae Group, Global Telecom, among others

1993 – 1997: Director, RReis & Associates – Business Consulting, Brazil

- Worked together with AMANA-KEY Group (Sao Paulo) in Executive Education, being in charge of Curitiba Branch;
- Coordination of national and international courses, workshops, congresses and seminars.

1986 – 1993: Manager of Human Resources, SERPRO – Brazil

Managerial performances:

- Human Resource Manager Department
- Counselor for the President - Director (Brasília - DF)
- Vice Manager of Human Resources Department
- Manager for Personnel Hiring and Development Sector

1985 – 1986: Human Resource Analyst, Banestado Informatica, Brazil

Activities developed: Responsible for the implementation of Career Plan.

1984 – 1985: In charge of Personnel Development, Automaton Industria e Comercio, Brazil

Activities developed: Responsible for the implementation of Salary Plan

## Publications

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### **Journals**

2021: Reis, R.S., Quental, C. & Van-Heck, E. "When three is better than two: How culture can bridge collaboration in globally distributed teams". *M@n@gement* (CNRS =2; FNEGE = 2; HCERES = A)

2021: Vicentini, M., Reis, R.S., Cappiello, G. & Casoli, D. Sensing the virus: How social capital enhances the hotels' ability to cope with the pandemic. *International Journal of Hospitality Management*, 94. ref: 102820 (Impact Factor =5,410; ESSEC= 1; FNEGE =3)

2015: Reis, R.S. Creative process within globally distributed teams: Brazil, Sweden, France, and India. *Management and Organization Studies Journal*, 2(1).

2015: Spinosa, L.M., Schlemm, M.M & Reis, R.S. Brazilian Innovation Ecosystems in perspective: Some challenges for stakeholders. – *REBRAE – Revista Brasileira de Estrategia (Brazilian Strategy Journal)*, 8 (3): 386- 400. <http://www2.pucpr.br/reol/pb/index.php/rebrae?dd1=15894&dd99=view&dd98=pb>

2012: Curzi, Y. & Reis, R.S. Bridging rigor and relevance: Weber's research approach to understand knowledge integration in creative processes spanning over time and space. *International Journal of Organization Analysis*, 20(1): 82-94.

### Under Review

2021: Reis, R.S., Curzi, Y. & Bolzano, D. Managing and resisting precarity: Multi-level evidence from Brazilian digital content creators". Special issue – Social Diversity and Precarity Organizations – *Organization Studies*

### Working papers

2022: Curzi, Y., Reis, R.S. & Bolzano, D. The (in)authentic BookTubers: Constructing identities in platform work (target: *Journal of Management Studies*; paper accepted & presented at JMS Special Issue Virtual Workshop "Extending to work": February 2022)

2021: Bolzano, D., Curzi, Y & Reis, R.S. Managing and resisting precarity: A multi-level framework (target: *Academy of Management Review*; paper accept & presented at AMR Idea Development Workshop on "Developing Theories Informed by Latin American and Caribbean Experiences", November 2021).

### **Book**

2019: Reis, R.S. *Valores organizacionais e políticas de RH: Uma dimensão interativa (Organizational values and HR policies: An interactive dimension)* Novas Edições Acadêmicas.

### **Chapters**

2021: Spinosa, L.M., Reis, R.S. & Schlemm, M.M. Brazil's innovation ecosystems: The role of cultural factors. In McMurray, Muenjohn & Weerakoon (Eds.), *Workplace Innovation across Developed and Developing Countries*. Palgrave Handbook.

2020: Baniski, G.M., Reis, R.S., Fernandes, B.H.R. & Pupo, F.P., High Performance Work Systems in a cross-cultural context: Comparing multinational plants in Sweden and Brazil. In R. Brunet-Thornton (Ed.), *Examining Cultural Perspectives in a Globalised World*. ICI Global.

2016: Salum, F., Reis, R.S. & Tadeu, H. Innovation management reflexions: A Brazilian market perspective. In A. Brem & E. Viardot (Ed.), *Evolution of Innovation Management – Trends in an international context*. Book translated and published in China for Tsinghua University Press.  
[http://www.tup.tsinghua.edu.cn/bookscenter/book\\_06281901.html](http://www.tup.tsinghua.edu.cn/bookscenter/book_06281901.html)

2016: Spinosa, L.M., Schlemm, M.M & Reis, R.S. A process-based approach to support entrepreneurship and innovation ecosystem management – A Brazilian Trial. In Fini R., Grimaldi R. 2016. "Process approach to academic entrepreneurship: evidence from the globe", *World Scientific Publishing*, ISBN 978-981-4733-42-7 (v4).

2015: Schlemm, M.M.; Spinosa, L.M. & Reis, R.S. [Report] *New paradigms of innovation: Leading practices and policies for the new stage* (Novos Paradigmas de Inovação: Conduzindo Práticas e Políticas para o Novo Estágio). Order of the Brazilian Ministry of Science, Technology, and Innovation.

2014: Reis, R.S. & Quental, C. Global Talent Management in Brazil: *Jeitinho* as a managerial talent. In Ariss, A.A. (Ed.), *Global Talent Management – Challenges, Strategies and Opportunities*. Switzerland: Springer International Publishing: pp 123-140.

2013: Salum, F., Reis, R.S. & Tadeu, H. Innovation management reflexions: a Brazilian market perspective. In Brem, A. & Viardot, E. (Ed.), *Evolution of Innovation Management - New ways for innovations in an international context*. Basingstoke, UK : Palgrave Macmillan.

2011: Reis, R.S. & Curzi, Y. Knowledge integration in creative process of globally distributed teams. In Al-Shammari, M. (Ed.), *Knowledge Management in Emerging Economies: Social, Organizational and Cultural Implementation*. Hershey, PA: IGI Global Press.

### **Case study**

2020: Sassi, N., Reis, R.S., & Lelebina, O. Meubles du Plexin: The forgotten RH dimensions. Centrale de Cas et de Médias Pédagogiques – CCMP, in *Management of Human Resources*, Ref : H0667(GB).

### Under Review

2021: Reis, R.S. & Casoli, D. "Managing Riviera Romagnola hotels in COVID-19 times: A case study of Misano Adriatico, Italy". The Case Centre.

### **News paper**

2005: Pires, P., Bastos, A.P., Reis, R.S. & Yamamoto, C. *Entrepreneurial Life* (Empreendedorismo - 1 - Vida Empreendedora). Vol. 1 ; Curitiba: 13 de Junho 2005, Special supplement to the *Journal Gazeta do Povo*.

2005: Reis, R.S., Bastos, A.P., Pires, P., Prates, R.P. & Yamamoto, C.S. *The use of Creativity* (Empreendedorismo - 2 - O uso da criatividade). Vol. 2; Curitiba: 14 de Junho 2005, Special supplement to the *Journal Gazeta do Povo*.

2005: Bastos, A.P., Pires, P., Prates, R.P., Reis, R.S. & Yamamoto, C. *Survive and Grow* (Empreendedorismo – 5 – Sobreviver e crescer). Vol. 5; Curitiba: 17 de Junho 2005, Special supplement to the *Journal Gazeta do Povo*.

### **Didatic Editions**

2002: Didatic Folder: Appraising job positions through the Point-Scoring Methodology (Avaliação de cargos através do Método de Pontos). [Fernandes, B. & Reis, R. S.] - Didatic Folder:



2003: Video Lesson: *Evaluation of Performance (Avaliação de Desempenho)*, realized by DTCOM – Educação e Comunicação Corporativa (<http://www.dtcom.com.br>), 2003.

### **Conference Presentations**

#### **EURAM – European Academy of Management**

EURAM 2021 – European Academy of Management, online

Track: Team Performance Management

Reis, R.S. “Trust as output of collaboration in globally distribute teams”

EURAM 2020 – European Academy of Management, Dublin, IR

Track: Research Methods

Reis, R.S. & Curzi, Y. “Evidence on routine dynamics in a Brazilian Franchising Brand”

EURAM 2019 - European Academy of Management, Lisbon, PT

Track: Organization Behavior

Reis, R.S., Spinosa, L.M., & Schlemm, M.M. “Globally distributed teams as a collaborative practice towards innovation”

EURAM 2017 – European Academy of Management, Glasgow, UK

Chair of Track – T 03\_13 Entrepreneurship and Intrapreneurship: Developing Innovation Culture through Managers and Academic Actions

Track: Organization Behavior

Reis, R.S., Sant’Anna, A. & Quental, C. “Global leader: managing in a cross-cultural environment”

EURAM 2016 – European Academy of Management, Paris, FR

Chair of DWG – Entrepreneurship and Intrapreneurship: developing innovation culture

EURAM 2015 – European Academy of Management, Warsaw, PO

Track: Organization Behavior

Reis, R.S. Sant’Anna, A. & Quental, C. “National culture and global leadership: A cross cultural study”

EURAM 2014 – European Academy of Management, Valencia, SP

Track: Organizational Behavior

Reis, R.S. & Schlemm, M.M. “Understanding the trust dynamics in creative process of globally distributed teams”

EURAM 2013 – European Academy of Management, Istanbul, TU

Vice-chair Track: Identity in organizations: Challenges and opportunities

EURAM 2012 – European Academy of Management, Rotterdam, NL

Vice-chair Track: Identity in organizations: Challenges and opportunities

EURAM 2011 – European Academy of Management, Tallin, EN

Track: Organizational behavior: new frontiers in the 21st century

Reis, R.S. & Chevalier, F. “Managing creativity in a cross-cultural context”

EURAM 2009 – European Academy of Management, Liverpool, UK

Track: International Management, Leadership and HRM. Reis, R.S.

## **ACADEMY OF MANAGEMENT CONFERENCE**

AOM 2018 – Chicago, USA

International Management Division Paper Session (oral presentation)

Reis, R.S., Quental, C. Van Heck, E. "Creative process of globally distributed teams: The shades of flexibility"

AOM 2013 - Orlando, FL

Finalists for the prize "The Robert H. Schaffer Award for the Best Paper in Applied International Management"

Reis, R.S. & Salum, F.A. "Organizational structure improving the relations in a global context"

AOM 2011 – Texas, USA

Chair of PDW: "Global competencies: East and West, the pursuit of the complementarities"

AOM 2010 - Montreal, CA

Divisional Paper Session (oral presentation)

Reis, R.S. & Curzi, Y. "Understanding knowledge integration over time and space"

[Chair of PDW: Competences and Organizational Learning;](#)

Critical Management Studies Workshop

Reis, R.S. & Curzi, Y. "Bridging rigor and relevance: Weber's research approach to understand knowledge integration in creative processes spanning over time and space"

AOM 2009 – Chicago, USA

Critical Management Studies Division

Reis, R.S. "Unfolding creative process in GDT"

## **EGOS CONFERENCE**

EGOS 2018 – Tallinn, EN

Sub-theme: Managers and Managerial Behavior in countries in transition

Kakarika, M., Mascia, D. & Reis, R.S. "Am I scientist or a founder? An identity reconstruction model of professionals becoming entrepreneurs"

Sub-theme: Global Forms of Work and Multinational Enterprises

Baniski, G.M., Reis, R.S. & Bulgacov, S. "Global Work and Dynamic Capabilities: How Cultural Differences enable Dynamic Capabilities in Project teams in MNE"

EGOS 2015 – Athens, GR

[Sub-theme: Organizing Organizations: Dynamics and Variation](#)

Reis, R.S., Curzi, Y. & Righi, H.M. "An Organizational Innovation in a Franchise Company"

EGOS 2014 – Rotterdam, NL

Sub-theme: Language and Leadership

Reis, R.S.; Sant'Anna, A. & Quental, C. "Global leader: The interplay between traits of Brazilian national culture and transformational leadership"

EGOS 2012 – Helsinki, FI

Sub-theme: Design for Global organization



Reis, R.S. & Salum, F.A. "The redesign of global structure of innovation: the case study of Vallourec Group"

EGOS 2011 – Gothenburg, SE

Sub-theme/workshop: The Challenges of Organizing in Emerging Economies

Reis, R.S.; Heck, E. & Quental, C. "Creativity and innovation in reassembling organization's context: The case study of VM line in Brazil"

EGOS 2010 – Lisbon, PO

Sub-theme: Assembling Global and Local: Practice-Based Studies of Globalization in Organization.

Reis, R.S. & Curzi, Y. "Assembling knowledge and people over time and space"

Sub-theme: Practices of Coordination and the Coordination of Organizational Practices

Reis, R.S. "The actual ongoing process of coordinating cooperation in globally distributed teams"

EGOS 2009 – Barcelona, SP

Sub theme: New ways to work: Organizing work and working practices.

Reis, R.S. & Salum, F.A.

EGOS 2008 – Amsterdam, NL

Sub theme: Breakdown of Trust Relations in Organizations

Reis, R.S. & Schlemm, M.M.

EGOS 2007 – Vienna, AU

Sub theme: Professional service organizations and knowledge-intensive work

Mattarelli, E.; Reis, R.S. & Tagliaventi, M.

## **OTHERS CONGRESS**

- IRBAM 2017 – Nice, FR  
8<sup>th</sup> International Research Meeting in Business and Management  
Baniski, G.M., Reis, R.S., Fernandes, B.H.R. & Pupo, F.P., "High Performance Work Systems in a cross-cultural context: Comparing multinational plants in Sweden and Brazil"
- IAMOT 2013 – Porto Alegre, BR  
22<sup>nd</sup> International Conference for Management of Technology  
Righi, H.; Salum, F.A. & Reis, R.S. "*The Barriers to Innovate in Brazil*"
- ENANPAD 2012 – Rio de Janeiro, BR  
XXXVI Encontro – Tema: Gestão de Ciência, Tecnologia e Inovação  
Reis, R.S. & Van Heck, E. "Demystifying the Creative Process by Globally New Product Development Teams"
- CCC 2012 – Berlin, DE  
Culture, Communication and Creativity Conference  
Reis, R.S.; Van Heck, E. & Quental, C. "Creativity performance of globally distributed engineering team in Brazil, France and Sweden"
- INBAM 2010 – Valencia, SP  
International Network of Business & Management Journals - "Creativity and Innovation in an International Context"; Track: Human Resources Management  
Paper: Unfolding creative process in development of new products within globally distributed teams

## Responsible for the organization of:

INTERNATIONAL WORKSHOP OFFSHORING OF INTANGIBLES, 2007  
Alma Mater Studium, Bologna (IT)

ORGANIZATION ACTION THEORY WORKSHOP, 2007  
Responsible for organization of the Seminars in Brazil for groups of teachers and MBA students in August 2007. Universidade Positivo, Curitiba (BR)

VI and VII CONPARH  
Paraná Congress of Human Resources, 1996 and 1997, Curitiba (BR)

ABTD CONGRESS  
Brazilian Association of Training & Development, 1993, Curitiba (BR)

## Languages

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- Portuguese (native language)
- English (fluent)
- Italian (fluent)
- French (intermediate) and
- Spanish (reading).

## Professional Associations

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Member of :  
AGRH - Association Francophone de Gestion des Ressources Humaines  
EURAM - European Academy of Management  
EGOS - European Group of Organisation Studies  
AOM - Academy of Management

## Participant in the Research Groups:

### **MIG.EN.CUBE**

*Financed by Erasmus+*

Project: *Fostering MIGrant Entrepreneurship inCUBation in Europe*

Partnership with Università Cattolica del Sacro Cuore, Italy (Coordination); Universiteit Van Amsterdam, The Netherlands; ISG - Institut Supérieur de Gestion, France; and the startups: Make a Cube (Italy), IHUB – Impact Hub Amsterdam (The Netherlands), and HUBCOM – Impact Hub Company (Austria)

### **The FROG (French Research Organization Group)**

Coordinator: Susan Schneider

<http://frog-research.org/category/about-us/#sthash.DQocBx9W.dpuf>

### **ISG's interdisciplinary research group - ISG@Lab**

Members of Scientific Council: Gerard Koenig, Philippe Desbrières, Bernard Pras, Emmanuel Coblence  
<https://www.isg.fr/recherche/laboratoire>

## Tutor Thesis

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### Master tutor thesis:

2021: Leadership in times of COVID-19 (in progress) – Dario Andolina (Master Degree in Service Management, University of Bologna, Rimini-Italy).

2020: *The role of Human Resources in healthcare organization* – Monireh Rajabi (Master degree in Health Economics and Management, University of Bologna, Italy).

### Undergraduate thesis:

2020: Creating the future's e-olympia: The role of esports for tourism - Gökberk Doğan (Degree in Tourism Economics, University of Bologna, Italy)

2020: *The response of the local tourism to COVID-19: The case of Danang city* – Vietnam – Thi Thu Thao Nguyen (Degree in Tourism Economics, University of Bologna, Italy)

2020: *Training & development in healthcare: Making a comparison between Italy and Canada* – Giuseppe Ranno (Master Degree in Economics & Economic Policy, University of Bologna, Italy).

2020: *Challenges of standardization and patient service department in improving quality of care at Baku health centre* – Araz Ibrahimov (Master Degree in Economics & Economic Policy, University of Bologna, Italy).

### Co-tutor for the Ph.D. thesis:

2017: *Gestão intercultural do conhecimento e capacidades dinâmicas em projetos interculturais* (Intercultural management of knowledge and dynamic capabilities in intercultural projects) – Gislaine Baniski, Positivo University (Brazil)

2014: *Práticas de gestão e pessoas, alinhamento pessoa-ambiente de trabalho e performance organizacional* (*Management of people practices, person-work environment alignment and organizational performance*) -Jucelia Appio Tibola, Positivo University (Brazil).