

# Beatrice Manzoni

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ASSOCIATE PROFESSOR OF PRACTICE  
**Human Resource Management**

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## Biography

Beatrice Manzoni is an Associate Professor of Practice in the Knowledge Area of 'Leadership, Human Resources, and Digital Technologies' at SDA Bocconi School of Management, where she serves as the Director of Executive Programs such as "Intensive HR Management", "Advanced HR Management", "The Leader Coach" and "Creativity at Work". She previously held the position of Coordinator for the Executive Master in Strategic HR Management from 2008 to 2014.

Her teaching activities cover custom, open market, and online education programs on topics such as creativity, innovation, and collaboration in teams; people management, coaching, and feedback; design of performance management systems, training and development, and HR analytics. Simultaneously, she brings over 15 years of experience in designing onsite, online, and blended programs at the graduate, post-experience, and executive levels. In the realm of research, her recent areas of interest include individual and team creativity and innovation, differences among generations in the workplace in terms of values, approaches, and work modalities, and the construction of valuable employee experiences.

Her works have been published in journals such as European Management Review, Scandinavian Journal of Management, International Journal of Arts Management, Harvard Business Review Italia, MIT Sloan Management Review Italia, and Economia & Management, as well as in volumes published by Routledge, Springer, Wiley, and Egea. She has also authored teaching cases published internationally by The Case Centre.

Beatrice earned a Bachelor's degree in Economics for Arts, Culture, and Communication from Bocconi University, a second Bachelor's degree in Architecture from Politecnico di Milano, and a Ph.D. in Construction and Project Management from University College London (UCL). She is a certified executive coach and is qualified to administer Hogan assessments. Beatrice has attended professional development courses at Kellogg School of Management and Harvard Business School. In 2018 she won the Teaching Innovation Award at Bocconi University.

## Teaching domains

Team Management

Leadership

HR Management Practices

## ARTICLES IN SCHOLARLY JOURNALS

MANZONI B., MAGNI F.

**Aspettative crescenti. La pandemia non ha cambiato le nostre priorità al lavoro. Ci ha reso però più esigenti in tutto**

Harvard Business Review Italia, December, 2023

MANZONI B., MAGNI F., CAPORARELLO L., TANG G.

**Separare vita privata e lavorativa nel post covid**

MIT Sloan Management Review Italia, 2023, vol.2, no. 2, pp.51-55

BAGDADLI S., CAPORARELLO L., CUOMO S., MAGNI M., MANZONI B., ONDOLI C., RAFFAGLIO M.

**Il group coaching: quando il metodo favorisce la creatività**

Harvard Business Review Italia, March, 2022

MANZONI B., MAGNI F., MANNUCCI P. V.

**Creatività in azienda tra falsi miti e buone pratiche manageriali**

Economia & Management, 2022, no. 1, pp.102-106

MAGNI F., MANZONI B.

**Generational Differences in Workers' Expectations: Millennials Want More of the Same Things**

European Management Review, 2020, vol.17, no. 4, pp.901-914

MAGNI F., MANZONI B.

**When Thinking inside the Box Is Good: The Nuanced Relationship between Conformity and Creativity**

European Management Review, 2020, vol.17, no. 4, pp.961-975

MAGNI F., MANZONI B.

**La Generazione Z in arrivo nel mercato del lavoro: a cosa dà importanza e cosa si aspetta dalle aziende?**

Harvard Business Review Italia, April, 2020

MAGNI F., MANZONI B., TANG G., CAPORARELLO L.

**Calmi o ansiosi? Vita e lavoro nell'era del lockdown**

Harvard Business Review Italia, December, 2020

MAGNI F., MANZONI B.

**L'enfasi sui Millennial ci fa trascurare gli altri**

Harvard Business Review Italia, April, 2019, pp.8-11

MANZONI B., CAPORARELLO L.

**The paradoxes of "teaming" in the creative events industry: the case of Balich Worldwide Shows**

International Journal of Arts Management, October, 2019, vol.22, no. 1, pp.86-98

MAGNI F., MANZONI B.

**What different generations want from employers**

Economia & Management, 2019, no. 3, pp.22-26

MANZONI B., CAPORARELLO L.

**Creatività ed esecuzione nei team: le buone pratiche**

Economia & Management, 2018, no. 5, pp.86-90

MANZONI B., CAPORARELLO L.

**Managing creative firms by adopting a paradox framework: The case of studio Libeskind**

International Journal of Arts Management, 2017, vol.20, no. 1, pp.54-62

MANZONI B., VOLKER L.

**Paradoxes and management approaches of competing of work in creative professional service firms**

Scandinavian Journal of Management, 2017

CAPORARELLO L., GIOVANAZZI A., MANZONI B.

**Reimagine E-learning: a proposal for a 21st learning framework**

Eai Endorsed Transactions on e-Learning, 2017, vol.4, no. 16

INVERSINI M., MANZONI B., SALVEMINI S.

**Daniel Boulud: The Making of a Successful Creative Individual Business Model**

International Journal of Arts Management, 2014, vol.16, no. 2, pp.55-62

SAVIOZZI F., CAPORARELLO L., MANZONI B.

**Design e Management: affinità elettive, relazioni pericolose o c'eravamo tanto amati?**

Economia & Management, 2014, no. 4, pp.39-45

MANZONI B., CAPORARELLO L., SAVIOZZI F.

**Focus forum. Design & management**

Economia & Management, 2014, no. 4, pp.39-45

ONDOLI C., MANZONI B.

**Back to school: evoluzione manageriale e ruolo dei programmi executive MBA**

Economia & Management, 2013, no. 3, pp.23-30

MANZONI B., CAPORARELLO L., SALVEMINI S.

**Negli studi di architettura, c'è spazio per il manager? Parliamone con professionisti ed esperti di settore**

Economia & Management, 2012, no. 5, pp.33-46

CAPPETTA R., MANZONI B., SALVEMINI S.

**Value drivers for cultural events: empirical evidence from Italy**

International Journal of Arts Management, 2010, vol.12, no. 2, pp.4-16

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## PRACTICE-ORIENTED BOOKS

MANZONI B., MAGNI F., MANNUCCI P. V.

**Creatività in Azienda. Strategie e tecniche per produrre idee originali e utili**

Egea, Milano, Italy, 2021

CAPORARELLO L., MANZONI B., SAVIOZZI F.

**L'architetto. Sette sfide manageriali per la crescita professionale - II edizione,**

Egea, Milano, Italy, 2019

CAPORARELLO L., MANZONI B., SAVIOZZI F.

**L'architetto. Sette sfide manageriali per la crescita professionale**

Egea, Milano, Italy, 2014

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## EDITED BOOKS

MANZONI B., RAFFAGLIO M. (EDS.)

**HR management. Far crescere le persone per far crescere il business**

Egea, Milano, Italy, 2014

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## CONTRIBUTION TO CHAPTERS, BOOKS OR RESEARCH MONOGRAPHS

CAPORARELLO L., MANZONI B., PANARIELLO B.

**The Evolution of (Digital) Learning Models and Methods: What Will Organizations and Their Employees Adopt in 2025?** in *Digital Transformation and Human Behavior*

Concetta Metallo, Maria Ferrara, Alessandra Lazazzara, Stefano Za (Eds), Springer International Publishing, pp.11-19, 2021

MANZONI B., CAPORARELLO L., CIRULLI F., MAGNI F.

**The Preferred Learning Styles of Generation Z: Do They Differ from the Ones of Previous Generations?** in *Digital Transformation and Human Behavior*

Concetta Metallo, Maria Ferrara, Alessandra Lazazzara, Stefano Za (Eds), Springer International Publishing, pp.55-67, 2021

CAPORARELLO L., MANZONI B., TRABELSI L.

**(Digital) Learning Models and Organizational Learning Mechanisms: Should Organizations Adopt a Single Learning Model or Multiple Ones?** in *Exploring digital ecosystems: Organizational and human challenges*

Lazazzara A., Ricciardi F., Za S. (Eds), Springer, pp.179-191, 2020

CAPORARELLO L., CIRULLI F., MANZONI B.

**Designing a Self-regulated Online Learning Course Using Innovative Methods: A Case Study** in *Methodologies and Intelligent Systems for Technology Enhanced Learning, 9th International Conference*

Rosella Gennari, Pierpaolo Vittorini, Fernando De la Prieta, Tania Di Mascio, Marco Temperini, Ricardo Azambuja Silveira, Demetrio Arturo Ovalle Carranza (Eds), Springer International Publishing, pp.121-128, 2020

CAPORARELLO L., MANZONI B., MOSCARDI C., TRABELSI L.

**How Do We Learn Today and How Will We Learn in the Future Within Organizations? Digitally-Enhanced and Personalized Learning Win** in *Exploring digital ecosystems: Organizational and human challenges*

Lazazzara A., Ricciardi F., Za S. (Eds), Springer, pp.135-149, 2020

CAPORARELLO L., MANZONI B., PANARIELLO B.

**Learning and Development Is the Key. How Well Are Companies Doing to Facilitate Employees' Learning?** in *Methodologies and Intelligent Systems for Technology Enhanced Learning, 9th International Conference*

Rosella Gennari, Pierpaolo Vittorini, Fernando De la Prieta, Tania Di Mascio, Marco Temperini, Ricardo Azambuja Silveira, Demetrio Arturo Ovalle Carranza (Eds), Springer International Publishing, pp.80-88, 2020

CAPORARELLO L., MANZONI B.

**The Role of Business Schools and Their Challenges in Educating Future Leaders: Looking Back to Move Forward** in *New leadership in strategy and communication*

Pfeffermann N. (Eds), Springer, pp.209-226, 2020

CAPORARELLO L., MANZONI B., PANARIELLO B.

**The evolution of (digital) learning models and methods: what will organizations and their employees adopt in 2025?** in *Digital Transformation and Human Behavior. Innovation for People and Organisations*

Metallo C., Ferrara M., Lazazzara A., Za S. (Eds), Springer, chap. 2, pp.11-19, 2020

MANZONI B., CAPORARELLO L., CIRULLI F., MAGNI F.

**The preferred learning styles of Generation Z: do they differ from the ones of previous generations?** in *Digital Transformation and Human Behavior. Innovation for People and Organisations*

Metallo C., Ferrara M., Lazazzara A., Za S. (Eds), Springer, chap. 5, pp.55-67, 2020

CAPORARELLO L., GIOVANAZZI A., MANZONI B.

**(E)Learning and What Else? Looking Back to Move Forwards** in *Organizing for Digital Innovation*

Alessandra Lazazzara, Raoul C.D. Nacamulli, Cecilia Rossignoli, Stefano Za (Eds), Springer International Publishing, pp.165-178, 2019

CAPORARELLO L., MANZONI B., BIGI M.

**E-learning effectiveness from a students' perspective: an empirical study** in *Digital technology and organizational change: Reshaping technology, people, and organizations towards a global society*

C. Rossignoli, F. Virili, S. Za (Eds), Springer, pp.163-172, 2018

RUTA D., MANZONI B.

**City Capacity Building - Preparing to Exploit the Legacy of a large-scale Sports Event: The case of Valencia and the 2007 America's Cup** in *The Routledge Handbook of Sport and Legacy: Meeting the challenge of major sports events*

Holt Richard, Ruta Cataldo (Eds), Routledge, chap. 16, pp.231-244, 2015

MANZONI B.

**Una leva per far crescere individui e organizzazioni: la formazione** in *HR management. Far crescere le persone per far crescere il business*

B. Manzoni, M. Raffaglio (Ed), Egea, pp.79-96, 2014

MANZONI B.

**Flessibilità e office layout: progettare e implementare una workspace strategy** in *La Flessibilità Paga. Perché Misurare i Risultati e non il Tempo*

Cuomo Simona, Mapelli Adele (Ed), Egea, pp.199-212, 2012

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## CASES IN INTERNATIONAL CASE COLLECTIONS

BAGDADLI S., CAPORARELLO L., CUOMO S., MAGNI M., MANZONI B., ONDOLI C., RAFFAGLIO M.

**Making Hybrid Teams Work in a Phygital World: The Case of the Bank of Italy (A, B)**

2022, The Case Centre, Great Britain

CIRRINCIONE A., MANZONI B.

**Designing the Employee Experience in Edison**

2021, The Case Centre, Great Britain

MANZONI B., CAPORARELLO L., SAVIOZZI F.

**Managerial challenges in professional service firms. The experience of Lombardini22**

2016, The Case Centre, Great Britain

MANZONI B.

**Performance Evaluation and Coaching Feedback in Autogrill. Role: Employee (Andrew Jones)**

2016, The Case Centre, Great Britain

MANZONI B.

**Performance Evaluation and Coaching Feedback in Autogrill. Role: Manager (Samuel Smith)**

2016, The Case Centre, Great Britain

MANZONI B.

**Performance Evaluation and Coaching Feedback in Autogrill. Role: Observer**

2016, The Case Centre, Great Britain

MANZONI B., RAFFAGLIO M., BIFFI I.

**The Performance Management System of Autoguidovie (A): 'Pay and Use' - A Cultural Change and Its Strategic-organizational Implications**

2016, The Case Centre, Great Britain

MANZONI B., RAFFAGLIO M., BIFFI I.

**The Performance Management System of Autoguidovie (B): System Design: From Pilot to Full Implementation**

2016, The Case Centre, Great Britain

MANZONI B., RAFFAGLIO M., BIFFI I.

**The Performance Management System of Autoguidovie (C): From Evaluation to Incentive**

2016, The Case Centre, Great Britain

MANZONI B., CAPORARELLO L., MAGNI M., PAOLINO E.

**The Business Relationship Manager in UBIS: An Integration Role?**

2015, The Case Centre, Great Britain

INVERSINI M., MANZONI B., SALVEMINI S.

**Daniel Boulud: from chef to CEO. Managing paradoxes for a growing haute cuisine business**

2012, The Case Centre, Great Britain

CAPORARELLO L., MANZONI B.

**The Paradox of Project Performance: Team and Project Dynamics in the New Scottish Parliament's Case**

2012, The Case Centre, Great Britain

MANZONI B.

**Santa & Cole (A): Growing with Design, Designing Growth**

2010, The Case Centre, Great Britain

MANZONI B.

**Santa & Cole (B): Growing with Design, Designing Growth**

2010, The Case Centre, Great Britain

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## OTHER

BAGDADLI S., CAPORARELLO L., CUOMO S., MAGNI M., MANZONI B., ONDOLI C., RAFFAGLIO M.

**A new organization of work after Covid-19: the Bank of Italy case - Una nuova organizzazione del lavoro dopo il Covid-19: il caso Banca d'Italia**

2023, SDA Bocconi Insight, Milano, Italy

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## PREFACES, POSTFACES, SHORT INTRODUCTIONS

MANZONI B.

**Postfazione** in *L'Amministratore Saggio. Pensare il Condominio con Schemi nuovi*

L. Rinzivillo(Ed), Egea, 2023

MANZONI B.

**Prefazione** in *C'era una volta la ricerca e selezione. Storia di Teresa e dell'evoluzione del suo ruolo di HR Manager*

D. Bacchi(Ed), Edizioni ESTE, 2022

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## PROCEEDINGS/PRESENTATIONS

MAGNI F., TANG G., MANZONI B., CAPORARELLO L.

**Managing Boundaries while Working Remotely: The Interactive Effect of Temporal and Physical Tactics**

*82nd Annual Meeting of the Academy of Management - August 5-9, 2022, Seattle, WA, United States of America*

MAGNI F., TANG G., MANZONI B., CAPORARELLO L.

**Managing Boundaries while Working Remotely: The Interactive Impact of Temporal and Physical Tactics**

*EURAM 2022 Conference, June 15-17, 2022, Winterthur, Switzerland*

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# Grants & Honors

Teaching Innovation Award - Università Commerciale Luigi Bocconi , 2018

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