

Curriculum Vitae et Studiorum
Paola Maria Anna Paniccia

Personal details

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Current Position: Full Professor of Management

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PROFILE SUMMARY

Paola M.A. Paniccia is a Full Professor of Management at the Tor Vergata University of Rome, School of Economics where she currently teaches General Management (undergraduate level), Knowledge Management (graduate level) and Economics and Management of Tourist and Cultural Activities (graduate level). In this University she also taught Organizational Behavior (academic years 2004/2005 – 2005/2006) and Management of Cultural and Tourist Activities (academic years 2011/2012 – 2012-2013) at undergraduate level. Prior to joining Tor Vergata, she has taught in the Universities of Cassino and Florence.

She is an Ordinary Member of the Italian Academy of Business Administration and Management (AIDEA) and a Member of the Italian Society of Management (SIMA). She seats in the Editorial Board of and she is Reviewer for the following journals: *Essays on Management, Economics and Ethics*, McGraw-Hill, Italy (since 2009); *Impresa Progetto-Electronic Journal of Management* (since 2010); *Il Capitale Culturale. Studies on the Value of Cultural Heritage* (since 2011); *Sinergie Italian Journal of Management* (since 2013); and, *The European Journal of Tourism Research* (since 2011). Moreover, she is an *ad hoc* Reviewer for the following journal: *Tourism Management*; *Journal of Sustainable Tourism*; and, *Sustainability*.

P. Paniccia is part of international research networks and co-organizer of several Conferences around the topics of General Management, Knowledge Management, Sustainability and CSR, Cultural and Tourism Management, these including: European Academy of Management (EURAM), European Academy of Management and Business Economics (AEDEM), European Academy of Bozen/Bolzano (EURAC), International Association of Scientific Experts in Tourism (AIEST). She has also co-authored research with scholars from the University of Eichstaett-Ingolstadt. Since 2016, she is the Italian representative for the Agreement of Cultural and Scientific Collaboration between the University of Ghana “GU” and the Tor Vergata University of Rome, in which she is Director of two projects (i.e. research and training) on tourism and enhancement of cultural heritage in Ghana. Moreover, she participated to numerous research promoted by the Italian Academy of Business Administration and Management (i.e., GSA-AIDEA). She is member of the National Cluster in Tourism promoted by CUEIM (Italian University Consortium of industrial and

managerial economics). Since 2015 she is member of the Scientific Committee of *EcceItalia* – the National Association of the Most Beautiful Villages in Italy. Since December 2017, she is member of the Scientific Committee of the Central Training School “*Livio Labor*”, established by the Christian Associations of Italian Workers (ACLI).

At Tor Vergata University of Rome, she was Coordinator of the Course in “Economics and Management” (CLEM), Undergraduate and Graduate Modules (academic years 2012/13 – 2014/15) and she is member of the University Council of the Course in Management – CLEM (Master’s Degree). Moreover, she promoted the signing of the collaboration agreement between the Association *ManagerItalia* Roma, Catholic University of Eichstaett-Inglostad and the Tor Vergata University aimed at activating (from ay.2005 / 2006) a teaching in Economics and Management of Tourist and Cultural activities. The course, was held, for the first three years, by Harald Pechlaner (professor of Tourism Management at the Catholic University of Eichstaett-Inglostadt), and was entirely financed by the Association. A further result of this agreement was the institution, in the a.y. 2006-2007, of the 1st level Master in "Economics and Management of Tourist and Cultural Activities. She has also promoted and coordinated the advanced training course in “Management Techniques for Creative Industries and Contemporary Arts” (MICART), in collaboration with SKY, MAXXI Foundation and the Tor Vergata INUIT Foundation, which involved 35 students and was entirely financed by the Lazio Region. Moreover, she is a member of the Scientific Council of the Interdepartmental Center for TeleInFrastructures (CTIF) (since 2014) and member of the Scientific Council of the NAST Research Centre for Nanoscience, Nanotechnology and Innovative Instrumentation (since 2016). She was also a member of the Laboratory about Responsible and Sustainable Firms (Covision) (2013-2015).

As delegate by the Rector, she is member of the Boards of Directors of the Italian Association of University Incubators and Business Plan Competition (PNICube), for the three-year period 2017-2019, and Coordinator of the Start Cup Lazio - a competition for the creation of innovative companies in the Lazio region, as part of the National Award for Innovation promoted by PNICube (since 2014). In this regard, she has assumed the presidency of the Evaluation Committee and the responsibility of the mentorship program. Previously, she was a member of the Organizing Commission and the Rome Start-Cup Jury (academic years 2006/2007 - 2010/2011). From 1.12.2016 she is a member of the Board of Directors of the PNICube for the three-year period 2017-2019, delegated by the Rector of the Tor Vergata University of Rome.

Moreover, she is also a member of the University Committee entitled “Research Promotion for Knowledge Transfer – Patents and Spin-offs” (CVRTT). In this regard, she also represents her University within the Board of Directors of the Association for University Incubators (AIU) for 2007. Further, she was a component of the Scientific Committee for the IUnet Project (years 2006 and 2007), a pilot project financed by the Ministry for Productive Activities and aimed at developing knowledge about high-tech entrepreneurship in the various partnering Universities, these including: Polytechnic of Milan, Federico II University of Naples, Polytechnic of Turin. By delegation of the Rector, she is in charge, in collaboration with the universities and research centres operating in the Lazio Region, for the organization of the Start Cup Lazio (academic years 2014/2015-2017/2018): a competition for the creation of innovative companies in the region Lazio, as part of the National Award for Innovation promoted by PNICube (the Italian Association of University Incubators and Local Business Plan Competition).

In the Department of “Management and Law “of Tor Vergata University of Rome, she is: Director of the Master in “Economics and Management of Tourist and Cultural Activities” (since the academic year 2007/2008); Director of the Master in “Management of the Organizations and Social Doctrine of the Church” (since the academic year 2016/17); Vice-Director of the Master in “Real Estate Economics and Management” (MEGIM) (since the academic year 2006/2007). Moreover, she has coordinated the Specialization Course in “Social Doctrine of the Church for Economic and Social Development” (academic year 2015/16) and the Master in “Projecting Community Programmes and International Cooperation” – IAD School (academic years 2008/2009 – 2010/2011).

EDUCATION AND EMPLOYMENT HISTORY

- Senior Full Professor of Management, University of Rome Tor Vergata, School of Economics, since October 2007.

- Full Professor of Management, University of Rome Tor Vergata, School of Economics, since October 2004.
- Associate Professor of Management, University of Cassino, since October 2000. Since November 2003, she has been joining the University of Rome Tor Vergata, School of Economics.
- Senior Researcher in Management, University of Cassino, School of Economics, since October, 27th, 1993.
- Researcher in Management, University of Cassino, School of Economics, since October, 27th, 1990.
- Degree in Business Administration and Management, Università of Rome “La Sapienza”, July, 1983.

MAIN RESEARCH INTERESTS

Her research activity is mainly directed towards Governance and business management issues, in particular:

- Systemic and evolutionary Approaches to the Theory of the Firm
- Co-evolution, Corporate Social Responsibility and Sustainability with a focus on tourism, cultural and creative firms and tourism destinations.
- Knowledge Management and Time Management
- Ethics Management
- Start-ups and spin-off

ACADEMIC MEMBERSHIPS

- Accademia Italiana di Economia Aziendale (AIDEA – Italian Academy of Management)
- Società Italiana di Management (SIMA – The Italian Society of Management)

ARTICLES ON PEER-REVIEWED JOURNALS

- Paniccia P., Barile S., (2018), Convegno “Evoluzionismo sistemico: il fascino della precarietà”. Una breve presentazione, in *Impresa Progetto – Electronic Journal of Management*, n.2., pp.1-3, ISSN 1824-3576, Doi: 10.15167/1824-3576/IPEJM2018.2.1123.
- Paniccia P.M.A., Silvestrelli P., Leoni L., Baiocco S. (2017), Imprese agricole, territorio e turismo in sinergia per lo sviluppo sostenibile, in *Impresa Progetto – Electronic Journal of Management*, n.3, pp. 1-32, ISSN 1824-3576
- Paniccia P.M.A., Leoni L., Baiocco S. (2017), “Interpreting Sustainability through Co-Evolution: Evidence from Religious Accommodations in Rome”, *Sustainability*, 9(12), 2301, Doi:10.3390/su9122301
- Paniccia P. M.A., Leoni L. (2017), “Co-evolution in Tourism: the case of Albergo Diffuso”, *Current Issues in Tourism*, DOI: 10.1080/13683500.2017.1367763.
- Paniccia P., Formisano, V. (2016), “L’industria manifatturiera italiana: le sfide e il coraggio. Evidenze dal caso Fiat”, in *Sinergie Italian Journal of Management*, vol. 33, pp. 19-44, ISSN 0393-5108, DOI 10.7433/s98.2015, (<<http://sinergiejournal.eu/index.php/sinergie/article/view/1139>>).

- Paniccia P., Morelli G., Cicerchia A. (2015), “Le imprese creative: dall’approccio per classificazioni ai modelli di management”, in *Economia dei Servizi. Mercati Istituzioni, Management*, vol. 2, pp. 123-150, JEL:L22, L89,014, Z10.
- Paniccia P. (2012), “Nuovi fermenti di sviluppo sostenibile nel turismo: l’esempio dell’ “albergo diffuso”. Tra borghi storici, residenze d’epoca e antichi casali rurali”, in *Impresa Progetto – Electronic Journal of Management*, n. 1, pp. 1-26.
- Paniccia P., Valeri M. (2008), “Relazioni e cooperazione per la competitività delle tipicità rurali: il business del nocciolo viterbese”, in *Esperienze d’Impresa*, n.16 vol. 2, pp. 5-32.
- Paniccia P., Pechlaner H., Valeri M. (2007), “Da borgo ad albergo: il caso Sextantio”, in *La Rivista del Turismo*, vol. 4, pp. 16-23.
- Paniccia P. M.A., Pechlaner H., Valeri M. (2007), “L’albergo diffuso nella progettazione del valore di una destinazione turistica. Il caso Sextantio”, in *La Rivista del Turismo*, vol. 4, pp. 16-24.
- Paniccia P. (2000), “Il tempo nell’approccio sistemico al governo dell’impresa”, in *Esperienze d’Impresa*, vol. 8, pp. 93-134.
- Paniccia P. (1990), “L’integrazione tra portafoglio strategico e portafoglio tecnologico: nuovi modelli emergenti per il governo dell’impresa”, in *Sinergie*, vol. 23, pp. 111-142.
- Paniccia P. (1988), “Legge Prodi ed eterorisanamento aziendale”, in *Sinergie*, vol. 6, pp. 58-68.

CHAPTERS IN EDITED BOOKS

- Paniccia P., (2018). Conoscenza e impresa: prospettive di analisi, concetti di base e processi. In: Paniccia P. (Ed.), *Knowledge management per la competitività d’impresa. Modelli, strumenti, casi di studio*. Roma, Aracne. ISBN: 978-88-255-1370-7. Doi: 10.4399/97888255137076.
- Paniccia P., (2018). Gestire la conoscenza. In: Paniccia P. (Ed.), *Knowledge management per la competitività d’impresa. Modelli, strumenti, casi di studio*. Roma, Aracne. ISBN: 978-88-255-1370-7. Doi: 10.4399/97888255137076.
- Paniccia P., (2018). Il fattore tempo nella valorizzazione del sapere d’impresa: il caso Olivetti. In: Paniccia P. (Ed.), *Knowledge management per la competitività d’impresa. Modelli, strumenti, casi di studio*. Roma, Aracne. ISBN: 978-88-255-1370-7. Doi: 10.4399/97888255137076.
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- Leoni L., Silvestrelli P., Paniccia P. (2018). Modelli di general management e strumenti di knowledge management. In: (a cura di): Paniccia P, *Knowledge management per la competitività d’impresa. Modelli, strumenti, casi di studio*. Roma, Aracne. ISBN: 978-88-255-1370-7. Doi: 10.4399/97888255137076.
- Paniccia P., Baiocco S. (2018), “Turismo religioso e competitività: una prospettiva co-evolutiva dei servizi di ospitalità”, in S. Poggesi e P.M.A. Paniccia, “Evoluzione nei servizi – Evolution in services”, Cedam, Wolters Kluwer, Padova, ISBN: 978-88-13-365479.
- Paniccia P. (2018), “Tempo e conoscenza nella co-evoluzione tra impresa e ambiente”, in Cafferata R., *Management in adattamento. Tra razionalità economica, evoluzione e imperfezione dei sistemi*, Il Mulino, Bologna, pp. 294-299. ISBN: 9788815275110.
- Paniccia, P. (2015), “La virtù del coraggio nell’imprenditorialità: dal concetto etico cristiano al concetto imprenditoriale di coraggio”, in F. D’Ascenzo, G. Ferri, M. Risso (a cura di), *L’umanesimo nell’economia globalizzata*, Collana Nuovo Umanesimo, Economia, vol.12, Libreria Editrice Vaticana, Città del Vaticano, Roma.
- Paniccia, P., Leoni, L., Cicerchia, A. (2015), “Residenze e borghi storici in Italia: un’opportunità di crescita sinergica nell’ottica della sostenibilità per il management turistico e immobiliare”, in Cafferata R. (a cura di), *Real Estate. Tendenze evolutive del settore*. Il Mulino, Bologna, 301-335. ISBN: 978-88-15-25834-2.
- Paniccia P. (2014), “Tempo e conoscenza nella co-evoluzione tra impresa e ambiente”, in Cafferata R., *Management in adattamento. Tra razionalità economica, evoluzione e imperfezione dei sistemi*, Il Mulino, Bologna, pp. 294-299. ISBN: 978882043365.

- Paniccia P., Basciano M. (2013), “Roma cresce in Russia e in altre repubbliche ex-sovietiche”, in Roma Capitale (Ed.), *Roma cresce. Brasile, Cina e Russia: mercati strategici di un nuovo turismo per l'Italia e la Capitale*, Franco Angeli, Milan, pp. 157-219.
- Paniccia P., Silvestrelli P., Valeri M., Montella M.M., Rozera C. (2013), “Innovare nell’ottica della sostenibilità. L’esempio dell’albergo diffuso come progetto di valorizzazione per il territorio”, in Franch M. and Martini U. (Eds.), *Management per la sostenibilità dello sviluppo turistico e la competitività delle destinazioni*, AIDEA, Il Mulino, Bologna, pp. 273-324.
- Paniccia P., Vannini I. (2012), “Da impresa agricola a agriturismo: un percorso nell’ottica della sostenibilità”, in Ciappei C. and Padroni G. (Eds.), *Le imprese nel rilancio competitivo del Made e Service in Italy: settori a confronto*, Franco Angeli, Milan, pp. 72-97.
- Paniccia P. (2012), “Le evoluzioni nel turismo e i loro effetti sui metodi e sugli strumenti di analisi” in Basciano M., Cafferata R., Paniccia P., Russo G., *Caratteristiche e lineamenti evolutivi del turismo nella provincia di Frosinone. Analisi e proposte di sviluppo*, Edizioni Scientifiche Italiane, Naples, pp. 11-21.
- Pechlaner H., Paniccia P., Valeri M., Raich F. (2012), “Dal destination management al destination governance: problemi e prospettive”, in Pechlaner H., Paniccia P., Valeri M., Raich F. (Eds.), *Destination Governance. Teoria ed esperienze*, Giappichelli, Turin, pp. 3-17.
- Paniccia P., Minguzzi A., Valeri M. (2011), “Coevoluzione tra impresa e destinazione turistica. L’esperienza innovativa dell’«albergo diffuso»”, in Pilotti L. (Ed.), *Creatività, innovazione e territorio. Ecosistemi del valore per la competizione globale*, Il Mulino, Bologna, pp. 405-461.
- Paniccia P., Formisano V., Russo G. (2011), “Il ruolo delle Banche Popolari Cooperative nello sviluppo dei network locali di mutualità”, in Borgonovi E. and Mussari R. (Eds.), *Collaborare e competere per un mercato responsabile e solidale. Amministrazioni pubbliche, enti non profit, fondazioni, imprese cooperative, imprese sociali*, Il Mulino, Milan, pp. 297-318, ISBN 978-88-15-23407-0.
- Paniccia P., Valeri M. (2010), “Enhancing knowledge in tourist firms: between maintenance and change”, in Keller P. and Biegger T. (Eds.), *Managing Change in Tourism. Creating Opportunities – Overcoming Obstacle*, Erich Schmidt Verlag, Berlin, pp. 123-136.
- Paniccia P., Pechlaner H., Valeri M. (2010), “The importance of the time of experience in the innovation of tourism business - The Sextantio Albergo Diffuso”, in Weiermair K., Go F., Keller P., Pechlaner H. (Eds.), *Entrepreneurship and Innovation in Tourism*, Erich Schmidt Verlag, Berlin, pp. 97-116.
- Paniccia P., Silvestrelli P., Valeri M. (2010), “Innovazioni made in Italy nel management alberghiero. La realtà degli «alberghi diffusi»”, in Paniccia P., Silvestrelli P., Valeri M. (Eds.), *Economia e management delle attività turistiche e culturali. Destinazione, impresa, esperienza. Contributi di ricerca*, Giappichelli, Turin, pp. 91-130.
- Abatecola G., Cafferata R., Paniccia P., Poggesi S. (2010), “Le difficoltà del cambiamento dei sistemi di governance delle società italiane quotate”, in Fortuna F. (Ed.), *La corporate governance nell’esperienza internazionale: aspetti comparativi e profili evolutivi*, Il Mulino, Bologna, pp. 10-50.
- Paniccia P. (2009), “Approvvigionamenti sistemici e performance operative. Dall’acquisto alla gestione integrata dell’approvvigionamento delle facility aziendali”, in Ciappei C. and Pellegrini M. (Eds.), *Facility Management for Global Care. Economia e Gestione dell’Accudimento*, University Press, Florence, pp. 137-176.
- Paniccia P., Valeri M. (2008), “Destinazione turistica e impresa immobiliare”, in Centro studi TCI (Ed.), *L’annuario del turismo e della cultura*, Touring Club Italiano, Milan, pp. 267-268.
- Paniccia P., Pechlaner H., Valeri M. (2007), “Il tempo dell’esperienza nell’innovazione dell’impresa turistica. L’albergo diffuso Sextantio”, in Tavoletti E. (a cura di), *Il settore immobiliare visto attraverso la case study research methodology*, Giappichelli, Turin, pp. 55-77.
- Paniccia P. (2007), “Organizzazione che apprende, crea e valorizza la conoscenza”, in Cafferata R. (Ed.), *Direzione e organizzazione aziendale*, Aracne, Rome, pp. 115-140.
- Paniccia P. (2006), “Il knowledge management: tra formale e informale”, in Paniccia P. (Ed.), *Creazione e valorizzazione della conoscenza in impresa*, Aracne, Rome, pp. 87-113.
- Paniccia P. (2006), “Il tempo dell’esperienza in impresa: tra apprendimento e obsolescenza”, in Paniccia P. (Ed.), *Creazione e valorizzazione della conoscenza in impresa*, Aracne, Rome, pp. 119-142.
- Paniccia P. (2006), “Istituzioni e mercato nella gestione e nella competitività delle imprese rurali del Lazio: le imprese corilicole della Provincia di Viterbo”, in Ciappei C. (Ed.), *La produzione e la fruizione delle tipicità rurali*, University Press, Florence, pp. 267-360.

- Paniccia P. (2004), “Coevoluzione nel rapporto impresa-ambiente: il caso Olivetti”, in Cafferata R. and Gatti C. (Eds.), *Casi di economia e gestione delle imprese*, Cedam, Padua, pp. 185-236.
- Scafarto T., Paniccia P. (2000), “Imprenditorialità e relazioni tra le imprese industriali del Frusinate. Nuove prospettive di ricerca”, in Various Authors, *Relazioni interaziendali e dinamica competitiva*, McGraw-Hill, Milan, pp. 741-761.
- Paniccia P. (1994), “L’ambiguità del termine impresa minore” (pp. 19-28); “Specificità delle aree economiche di riferimento” (pp. 165-174); “Richiamo ai principali approcci teorici sugli assetti imprenditoriali” (pp.175-179), in Scafarto T., *L’impresa minore del Frusinate. Caratteristiche strutturali, ambiente operativo e profili imprenditoriali*, Edizioni Scientifiche Italiane, Naples.

MONOGRAPHS

- Paniccia, P.M.A., Baiocco, S. (2018), *Management delle Attività Turistiche. Impresa, Destinazione, Esperienza. Approfondimenti e applicazioni*, Rome, TEXmat, pp. 3-114. ISBN: 978-88-94982-01-5.
- Paniccia, P.M.A., Leoni, L. (2016), *Knowledge Management. Approfondimenti, casi di studio, strumenti e tecniche*, Rome, TEXmat, pp. 3-104. ISBN: 978-88-88748-76-4.
- Paniccia, P.M.A., Leoni, L. (2014), *Knowledge Management. Approfondimenti e casi di studio*, Rome, TEXmat, pp. 3-104. ISBN: 978-88-88748-68-9.
- Paniccia P., Basciano M. (2014), *Modelli e tecniche di management applicati all'impresa turistica*, Giappichelli, Turin.
- Paniccia P. (2002), *Dinamiche temporali e cognitive nell'approccio sistemico al governo dell'impresa*, Cedam, Padua.
- Paniccia P. (1999), *Il tempo nel governo dell'impresa. Tempo e conoscenza nell'economia delle imprese*, Giappichelli, Turin.
- Paniccia P. M.A. (1995), *Approvvigionamenti sistemici e performance operative*, Essays Series n. 3, Department of Business and Employment, University of Cassino, pp. 9-187.
- Paniccia P. (1989), *Strumenti conoscitivi per la pianificazione strategica aziendale. I modelli di portafoglio prodotti, di portafoglio tecnologico e di definizione del business*, Giappichelli, Turin.

EDITED BOOKS

- Paniccia P., Barile S. (Ed.,2018), *Evoluzionismo sistemico:Il fascino della precarietà*. Atti di Convegno, Aracne, Rome, ISBN: 978-88-255-1664-7.
- Paniccia P. (Ed., 2018), *Knowledge management per la competitività d'impresa*, Aracne, Rome, ISBN: 978-88-255-1370-7. Doi: 10.4399/97888255137076.
- Poggesi S., Paniccia P.M.A. (Eds. 2018), *Evoluzione nei servizi: Modelli ed Esperienze– Evolution in services, Models and Experiences*, Wolters Kluwer, Italy, ISBN: 978-88-13-36547-9.
- Pechlaner H., Paniccia P. M.A., Valeri M., Raich F. (Eds., 2012), *Destination Governance. Teoria ed esperienze*, Giappichelli, Turin, pp. 1-479.
- Paniccia P.M.A., Silvestrelli P., Valeri M. (Eds., 2010), *Economia e management delle attività turistiche e culturali. Destinazioni, imprese, esperienza. Contributi di ricerca*, Giappichelli, Turin, pp. 1-310.
- Paniccia P.M.A. (Ed., 2006), *Creazione e valorizzazione della conoscenza in impresa*, Aracne, Rome, pp. 1-281.

CONFERENCE PROCEEDINGS

- Paniccia P., Poggesi S., Abatecola G. (2018), *Il ruolo della conoscenza nello sviluppo dei territori in una prospettiva co-evolutiva (HERITY Wizard’s Days – 3, Conference: “Knowledge Management per lo*

- Sviluppo Locale Integrato Geoparchi, MAB, Patrimonio Materiale e Immateriale”, Roma, Università degli Studi di Roma “Tor Vergata”, 13 April),
- Paniccia P., Barile S., (2018) “Introduzione ” (Confernce: “Evoluzionismo sistemico: il fascino della precarietà”, Roma, Università degli Studi di Roma “Tor Vergata”, 6 July), pp11-12. ISBN: 978-88-255-1664-7.
 - Paniccia P., Cristofaro M., Leoni L., Baiocco S. (2018), L’approccio co-evolutivo nel settore turistico: evidenze dalla “Convenzione delle Alpi” (Confernce: “Evoluzionismo sistemico: Il fascino della precarietà”, Roma, Università degli Studi di Roma “Tor Vergata”, 6 July), pp 29-37.
 - Paniccia P., Baiocco S., Scafarto F. (2018), TTOs and Successful University Spin-offs: A Co-Evolutionary Perspective, 25th Annual EurOMA Conference, 24-26 June 2018, Budapest (Hungary) Track: Entrepreneurial University, p. 63, ISBN 978-615-5270-43-7.
 - Paniccia P., Leoni L. (2015), “Alberghi diffusi in contesti storici: dalle suggestioni dell’innovazione alla reale esigenza della sostenibilità” (XXVII Sinergie Annual Conference: “Heritage, management e impresa: quali sinergie?”, Termoli, University of Molise, July. 9th-10th 2015), *Sinergie Referred Electronic Conference Proceeding*, ISSN: 0393-5108.
 - Paniccia P., Formisano V. (2014), “L’industria manifatturiera italiana: le sfide e il coraggio. Evidenze dal caso Fiat”, (XXV Sinergie Annual Conference entitled “Manufacturing: what future?”, Cassino University, November 13th -14th .
 - Paniccia P., Silvestrelli P., Valeri M. (2013) «Hotel innovation and coevolution toward sustainability: The Albergo diffuso» (XXXVI AIDEA Conference entitled: *The firm’s role in the economy: Does a growth-oriented business model exist?*, September, 19th-21st, 2013, Lecce, Cacucci (CD-ROM format).
 - Paniccia P., Formisano V., Russo G. (2010), «Il ruolo delle Banche Popolari Cooperative nello sviluppo dei *network* locali di mutualità» (XXXIII AIDEA Annual Conference entitled: *Public & non profit for a responsible and sustainable market*).
 - Paniccia P., Valeri M. (2010), «Innovazioni *made in Italy*: da borgo ad albergo» , in Mibac-Contributi, pp. 186-190, MP MIRABILIA Editions (Proceedings of the BIT - Borsa Internazionale del Turismo – Conference entitled: *Cultural tourism: New trends of socio-economic development*, Milan, February, 18th-21st, 2010.
 - Paniccia P. (2010), «Coevoluzione impresa turistica-ambiente e innovazione. Il contributo dei fattori tempo e conoscenza», in *Tourism and psychology: Cross-disciplinary journal of studies, research, and education*, ISSN: 2240-0443 (Proceeding of the V Conference entitled: *Psychology, environment and health for quality tourism*, Association for Cross-Disciplinary Researches into Tourism Psychology, Viterbo-Tarquini, 2009).
 - Paniccia P. (2009), “The Time of Experience in the innovation of hotel firm. Customer experience and systemic co-evolution”, in Celant A. *Creativity and Survival of the Firm Under Uncertainty*. Rome, September, 10th-11th, 2009, *European Academic Publishers*, Madrid: ISBN: 978-84-692-5174-4.
 - Scafarto T., Paniccia P. (2000), «Imprenditorialità e relazioni tra le imprese industriali del Frusinate. Nuove prospettive di ricerca» in Various Authors, *Relazioni interaziendali e dinamica competitiva*, Parma, October, 28th-30th, 1999, McGraw-Hill, Milan, pp. 741-761, ISBN: 88-386-0886-5.

OTHER PUBLICATIONS

- Paniccia P. (2014), Evoluzioni nel management ricettivo. Modelli, prospettive e proposte di azioni per la competitività dell’ospitalità del frusinate, Research Report for ASPIN (Special Agency for the Internationalization Process, Frosinone Chamber of Commerce): Project entitled “Spot – Sportello del Turismo”, ISNART (National Institute for Tourism Research) and Unioncamere (with Basciano M., Abatecola G. and David G.), pp. 11-107.
- Paniccia P. (2010), *Indagine sull’andamento degli arrivi e delle presenze di turisti presso gli Istituti religiosi nella città di Roma*, Research Report for Roma Capitale – Tourism Department – Department of Business Studies, University of Rome Tor Vergata (with Mattei S., Head of the Human Resources – Opera Romana Pellegrinaggi), pp.1-41.

- Paniccia P. (2008), “Dall’acquisto all’approvvigionamento sistemico in impresa”, in *L’Ufficio Acquisti*, vol. 29.
- Paniccia P. (2003), Piano di rilancio del settore industriale del Frusinate con particolare riferimento al comparto della componentistica auto, Research Report for the Frosinone Province (with Studi Strategici d’Impresa), pp. 1-248.
- Paniccia P. (1993), *Marketing d’acquisto e valore nel processo tecnico-economico dell’impresa industriale*, Essays Series n. 1, Department of Business and Employment, University of Cassino, pp. 7-64.

CONFERENCES AND INVITED SEMINARS

- July, 6th, 2018: in partnership with Sapienza University of Roma, she organizes the Conference entitled “Evoluzionismo Sistemico: il fascino della precarietà. She introduces the Conference and presents a study entitled “Co-evolution in the tourism sector. Evidence from the Alpine Convention” (with Cristoforo M., Leoni L., Baiocco S.), Tor Vergata University of Rome, School of Economics.
- April, 8th, 2018: She takes part to the Conference “Education & Innovation – Universities”- Rome Startup Week. She presents a study entitled “La Start Cup nella creazione di reti di conoscenza e di start up innovative, Rome, 6th-14th .
- April, 13th, 2018: She organizes with Herity International the Conference entitled “Knowledge management for Integrated Local Development”. She presents a study entitled “The role of knowledge in the development of territories: a co-evolutionary perspective”, HERITY Wizard’s Days – 3, Tor Vergata University of Rome, School of Economics.
- March, 29th, 2018: She organizes and introduces the Sminar titled “Ambiente e sviluppo: l’ecologia integrale in pratica secondo il Ministero degli Affari Esteri e Cooperazione Internazionale. Guest speaker: Grammenos Mastrojeni (Consigliere al Coordinamento Cooperazione decentrata, interuniversitaria e ambiente - Ministry of Foreign Affairs and International Cooperation (MAECI), Tor Vergata University of Rome.
- December, 10th, 2017: she presents a study entitled “Religious lodging and sustainable development: the case of historic convents in Rome”, 4th World Research Summit for Tourism and Hospitality, UCF Rosen College of Hospitality Management, Orlando FL (USA), December 8th-11th, 2017 (with Baiocco S., Leoni L.).
- December, 1th, 2017: She organizes and introduces the workshop titled “L’imprenditore Cristiano”, Guest Speaker: Giancarlo Abete (Past President UCID Nazionale, Past President Unione Industriali di Roma, Past President Confindustria Lazio), Tor Vergata University of Rome.
- Novembre 18th 2017: She organizes, introduces and moderates the seminars titled “Ambiente, pace, economia e diritti umani: integrare gli orizzonti nel nuovo sviluppo”, Guest Speaker: Grammenos Mastrojeni (Consigliere al Coordinamento Cooperazione decentrata, interuniversitaria e ambiente – Ministry of Foreign Affairs and International Cooperation (MAECI), Tor Vergata University of Rome.
- May, 12th, 2017: She takes part to the organization of the Round Table entitled “Technological development, Firms and new professions”, during the Week of Management promoted by the Curacy of Rome. She presents a study entitled “Start-up and entrepreneurship in training. The role of the university”, Niccolò Cusano University of Rome.
- April, 11th, 2017: She organizes and introduces the Workshop titled “Creatività, design e architettura in Italia”, in collaborazione con la Fondazione MAXXI.
- March, 30th, 2017: She organizes, introduces and moderates, as Coordinator of the Master in Economics and Management of Tourists and Cultural Activities (MEMATIC), the workshop titled “Tourism, Culture and Sustainability”, Tor Vergata University of Rome.
- March, 23th, 2017: She organizes, introduces and moderates, as Coordinator of the Master in Management of the Organizations and Social Doctrine of the Church (MODSC), the Conference titled “Management, Organizations and Sustainability: challenges for the Common Good, promoted by the Curacy of Rome, Tor Vergata University of Rome.
- March, 13th, 2017, she organizes and introduces the Seminar titled “Hotels chains and real estate companies”, with the collaboration of tthe Horwath HTL and Gruppo Toscano.
- March, 7th, 2017: in partnership with Symbola, she organizes and introduces the Seminar titled “Models of creative enterprise in Europe and in Italy, Tor Vergata University of Rome.
- February, 27th, 2017: She takes part to the organization of the workshop titled “US Market Access”, INUIT Foundation, Tor Vergata University of Rome. She presents a study entitled “*Start up, SMEs and Internazionalization*”, Tor Vergata University of Rome.
- October, 24th, 2016: She organizes, introduces and moderates, as Delegates of “Start Cup Lazio 2016”, the Round Table entitled “*Start Cup in the third mission and knowledge transfer processes*”, Tor Vergata University of Rome.
- September, 27th, 2016: she participates to the Conference titled “Startup and Innovation: Youth, Institutions and Territory”. She presents a study entitled “Start Cup and the role of Tor Vergata University”, Tor Vergata University of Rome.

- September, 8th, 2016: Lecturer for the XIII International Symposium of Academics entitled “Knowledge and Mercy”, promoted by the Curacy of Rome., she presents a study entitled “*Entrepreneurial Mercy and the Sustainability of the Firm*” (with Prof. C. Ciappei) within the Management session, entitled: “Sharing values for a global and sustainable business”, 4th Step: *Evolving managerial profiles: competence models, values and business ethics*, University Roma Tre, Rome.
- July, 18th, 2016: She takes part to the organization and open the Round Table titled “Sharing resources for the development of innovation”, organized for the Start Cup Lazio 2016, Niccolò Cusano University of Rome.
- April, 13th, 2016: She takes part, as a member of the Tor Vergata University Delegation, to the official meeting between the University of Ghana “GU” and the University of Rome “Tor Vergata”, during which the *Agreement of Cultural and Scientific Collaboration* between these Universities is signed. In the same occasion, she presents her study entitled: “*Creating community based sustainable tourism in Ghana: network of small hospitality business as knowledge generators*”; she also presents the project of creating a Research and Training Center on “Tourism Management and Enhancement of Cultural Heritage” in the University of Ghana “UG”, which is part of the signed agreement.
- March, 1st, 2016: Lecturer for the Seminar entitled “Tourism: Doing Business in the Light of New Market Trends and Reforms”, where she presents a study entitled “Tourist Firm and Territory”, during the session “Tourist Firm, Security and Legality”, Regional Institute of Legal Studies of the Lazio Arturo Carlo Jemolo.
- February, 29th, 2016: She takes part to the organization and introduces the Conference titled “Tourism, Culture and new professions”, for the Open Day of the Master in Economics and Management of Tourists and Cultural Activities (MEMATIC), Tor Vergata University of Rome.
- October, 28th, 2015: She takes part to the organization and she participates, as Delegate of the Start Cup Lazio 2015, to the Round Table titled “*Start Cup in the third mission and knowledge transfer processes*”, Tor Vergata University of Rome.
- July, 9th-10th, 2015: She serves as referee the XXVII Sinergie Annual Conference entitled “Heritage, Management e Firm: What Synergies?” (University of Molise), together with Dr. L. Leoni, she presents in the same conference a study entitled: “The *Alberghi diffusi* in historical contexts, from the suggestions of innovation to the real need for sustainability”.
- June, 26th, 2015: Lecturer for the XII International Symposium of Academics entitled “A Culture for a New Humanism”, promoted by the Curacy of Rome, where she presents a study entitled “The Virtue of Courage in Entrepreneurship”, within the Economic Session “The Globalized Economy Humanism: Utopia or Future Project? (vision, tools, responsibility)”, Pontificia Università Lateranense, Rome.
- May, 20th, 2015: She takes part, as member of the Tor Vergata University Delegation, to the official meeting between the Bahcesehir University and the University of Rome Tor Vergata, during which the *Agreement of Cultural and Scientific Collaboration* between these Universities is signed (Villa Mondragone, Convention Center of the University of Rome Tor Vergata).
- November, 13-14th, 2014: She is Guest Editor for the XXV Annual Conference of Sinergie titled “Manufacturing: what future?”, Cassino University. She presents a study entitled “Italian manufacturing industry: challenges and courage”, Cassino University.
- April, 10th, 2014: She coordinates and performs the opening speech at the Workshop entitled “The Great Beauty: Tourism and Culture”, as part of the Master in “Culture and Tourism Economics” of the University of Rome Tor Vergata, in partnership with the National Museum of the XXI Century Arts - MAXXI.
- March, 27th, 2014: She coordinates the works of the Conference entitled “Russia and China: Strategic Markets for a New Tourism”, University of Rome Tor Vergata; Speakers: Vitaly Fadeev, Counselor of the Embassy of the Russian Federation and Li Xiaoyong, First Secretary and Head of the Political Office Embassy of the Chinese Republic.
- March, 17th, 2014: She concludes the works of the Conference entitled “Italian Female Firms: What Challenges for the Future?”, University of Rome Tor Vergata.
- March, 13th, 2014: She takes part to the official ceremony for the award of the brand “Italian Hospitality 2014” at the Chamber of Commerce of Frosinone and exhibits the results of the research entitled “The Evolution of Hospitality Management. Models, Perspectives and Action Plans for the Competitiveness of Hospitality in Frosinone”. This research was carried out on behalf of ASPIN (Special Agency of the Frosinone Chamber of Commerce for the Internationalization Process) within the project “Spot – Sportello del Turismo”, in partnership with ISNART (National Institute for Tourism Research). Research report published in the Equalisation Fund 2011/2012, Unioncamere.
- September, 3rd, 2013: She concludes the works of the Programme “School of Future Leaders, Summer 2013”, Consel (Elis Consortium for Higher Education), Rome.
- April, 4th, 2013: She coordinates the workshop entitled “Between Crisis and Future: Emerging and New Tourist Markets in Italy”, University of Rome Tor Vergata, and exhibits the results of the research entitled “Brazil, China and Russia: Strategic Markets of a New Tourism”, research assigned by Roma Capitale to the Universities of Rome Tor Vergata, Luiss and Roma Tre.
- October, 5th-6th, 2012: Lecturer for the Conference entitled “General States of Tourism”, first session “Positioning and Markets”, Roma Capitale, about “Rome grows in Russia and in other Post-Soviet Republics”.

- June, 22nd, 2012: Lecturer for the IX International Symposium of University Professors entitled “Young, Education, University”, sponsored by the Office for the University Pastoral of the Vicariate of Rome in collaboration with the Italian Ministry of Education, University and Research (MIUR), where she presents a study entitled “The value of entrepreneurship in the current education of students”, as part of the workshop entitled “Investing on Young”, second session: “From University to Job”, Rome.
- May, 15th-16th, 2012: She introduced Member of the Scientific Committee of the 4th E-LAB International Symposium of Entrepreneurship, “Entrepreneurship for the future”, University of Rome Tor Vergata, School of Economics.
- December, 2nd, 2011: Lecturer for the Conference entitled “Sustainability of the Tourist Development and Territory Competitiveness”, AIDEA Study and Focus Group on “Management for the Sustainability of the Tourist Development and the Competitiveness of Destinations”, where she presents a study entitled “The *albergo diffuso*: An Innovation for Sustainability”, University of Genoa, School of Economics.
- September, 21st-23rd, 2011: She presents the paper “The «albergo diffuso»: Innovation and Co-evolution toward Sustainability”, ATLAS Annual Conference, Valmiera – Latvia (with A. Minguzzi e M. Valeri).
- September, 16th, 2011: She presents the study entitled “Hotel Innovation and Coevolution toward Sustainability: The «albergo diffuso»”, during the presentation of the results of the AIDEA Study and Focus Group entitled “Management for the sustainability of the tourist development and of the competitiveness of destinations”, Olbia (with con P. Silvestrelli e M. Valeri).
- May, 19th, 2011: She presents the study entitled “The value of ethics for students of economics” during the workshop entitled “Ethics in the socio-economic education of University students”, University of Rome Tor Vergata, School of Economics.
- November, 19th, 2010: She presents the study entitled “Co-evolution between firms and tourist destinations. The innovative experience of the «albergo diffuso»” during the presentation of the results of the AIDEA Study and Focus Group entitled “Creativity and Innovation”, University of Naples (with A. Minguzzi e M. Valeri).
- October, 21st-22nd, 2010: She presents the study entitled “The role of cooperative popular banks for the development of mutuality local networks” (with V. Formisano e G. Russo) during the XXXIII AIDEA Conference “Public & Non Profit for a Responsible Market”, Milan.
- May, 6th, 2010: She presents the study “The touristic flow size in Rome: The role of religious institutes” during the workshop entitled “Rome opens up to a new touristic system”, LUISS University, during which she reports the results of the research entitled “Survey on the trend of arrivals and the number of visitors in the religious institutes of the city of Rome”. The project was commissioned to the Department of Business Government Philosophy Studies, Tor Vergata University, Scientific coordinator: Prof. Paola Paniccia.
- March, 24th, 2010: She concludes the XV International Conference on “Marketing and Sports Tourism”, Tor Vergata University of Rome, School of Economics.
- October, 15th-17th, 2009: Lecturer at the V Conference entitled “Psychology, Environment and Health for Quality Tourism”, where she presents a study entitled “The value of knowledge management in tourism. Customer experience, systemness and co-evolution”.
- September, 10th-11th, 2009: She presents the study entitled “The time of experience in the innovation of hotel firms. Customer experience and systemic co-evolution”, XVII International Conference entitled “Creativity and Firm Survival Under Uncertainty”, organized by the European Academy of Management and Business Economics (ADEM) in partnership with the Italian Academy of Business Administration and Management (AIDEA), Sapienza University of Rome, School of Economics.
- August, 23rd -27th, 2009: She presents the study entitled “Enhancing knowledge in tourist firm: Between maintenance and change”, 59th AIEST Conference entitled “Change Management in Tourism: Creating Opportunities – Overcoming Obstacles”, Sanvolinna – Finland (with M. Valeri).
- May, 20th, 2009: She presents the study entitled “Public museums and tourist flows in the relationship between museums and sustainable tourism”, Round Table entitled “Museums and Sustainable Tourism” organized by ICOM (International Council of Museums) and the Italian Touring Club for the International Museum Day, Rome.
- December, 4th, 2008: She coordinates the Conference entitled “Church and religious tourism”, Guest Speaker S.Ecc.za Mons. Agostino Marchetto, Secretary of the Pontifical Council for the Pastoral Care of Migrants and Itinerant People, Tor Vergata University, School of Economics, in partnership with the Tor Vergata University’s Chapel “San Tommaso D’Aquino”.
- November, 20th, 2008: She coordinates the Conference entitled “Religious tourism and pilgrimage”, Guest Speaker: Padre Caesar Atuire, CEO of Opera Romana Pellegrinaggi, Tor Vergata University, School of Economics, in partnership with the Tor Vergata University’s Chapel “San Tommaso D’Aquino”.
- May, 28th, 2008: in partnership with the Antonio Segni Foundation, she organizes the workshop entitled “Problems and prospects of tourism in Sardinia”, as part of the seminars entitled “MEMATIC Meets Regions”, Tor Vergata University, School of Economics.
- February, 26th, 2008: She organizes the conference “Destination Italy: What Prospects for the Future?”, associated with the launch of the first edition of the Master in *Culture and Tourism Economics* (MEMATIC), Tor Vergata University, School of Economics, in partnership with Peter Keller – President of the International Association of

Scientific Experts in Tourism – and Harald Pechlaner – Scientific Director of the Institute for Regional Development and Location Management, EURAC.

- June, 26th, 2008: She teaches a module on “Knowledge Management: Methods and firms’ knowledge management tools” within the PhD Programme in Business Management and Organizational Behavior (Coordinator Prof. R. Cafferata, Tor Vergata University, School of Economics).
- March, 6th, 2008: She presents the study entitled “The relationship between real estate and tourism” at the Workshop entitled “Problems and prospects of real estate and financial markets”, Master in Real Estate Economics (MEGIM), Tor Vergata University, School of Economics.
- 2007: She presents the study entitled “Time, knowledge and innovation in the hotel firm”, IX Tourism Summit entitled “Property: From Boom to Unbalance in Tourist Location”, Chamonix-Mont-Blanc – France (with H. Pechlaner).
- May, 9th, 2006: She teaches a module entitled “Co-evolution between supply and production in industrial firms” within the PhD Programme in Business Management and Organizational Behavior (Coordinator Prof. R. Cafferata, Tor Vergata University, School of Economics).
- October, 16th, 2003: She teaches a module entitled “Co-evolving time between competitive advantage and evolution of the firm’s systemness” within the PhD Programme in Economics and Finance for the Governance of the Firm, Sapienza University of Rome.
- April, 17th, 2003: She presents the results of the research entitled “Plan to revitalize the industrial sector in Frusinate with particular focus on the automotive supply chain” (pp. 1-248), Frosinone Province.
- October, 16th-17th, 1999: Lecturer within the seminar entitled “Systemic approach and governance of the firm”, organized by Prof. G. Golinelli, where she presents the study entitled “Time in the systemic approach to the governance of the firm”, Gaeta.

DIRECTION OF RESEARCH PROJECTS

- PRIN MIUR, *Governance and management for a sustainable competitiveness of the Italian UNESCO World Heritage Sites*. Principal Investigator: P. Paniccia - Tor Vergata University; Associate investigator: Martini U. - Trento University; Rossato C. – Verona University, P. Paniccia - Tor Vergata University 2017; Sepe M. – CNR, 2017.
- POR FESR 2014-2020 Lazio “ SMART MICE PLATFORM” - Piattaforma Digitale Integrata per i Servizi del Convention Bureau di Roma e Lazio, in collaborazione con Università Link Campus, Società CB di Roma e Lazio e varie imprese, 2017.
- POR FESR 2014-2020 Lazio “ MULTIMEDIA TOUR”, in collaborazione con Università della Tuscia, CNR e varie imprese, finalizzato alla valorizzazione delle specifiche identità territoriali delle aree o dei Castelli Romani e della Tuscia, 2017
- UNIVERSITY OF GHANA “UG”, *Creating community-based sustainable tourism in Ghana: network of small hospitality business as knowledge generators*”, within the Agreement of Cultural and Scientific Collaboration between the University of Ghana “UG” and the Tor Vergata University of Rome, 2016.
- UNIVERSITY OF GHANA “UG”, project of creating a Research and training Center on “Tourism Management and Enhancement of Cultural Heritage” in the University of Ghana “UG, within the Agreement of Cultural and Scientific Collaboration between the University of Ghana “UG” and the Tor Vergata University of Rome, 2016.
- UNIVERSITY OF CASSINO, *Peculiarities and evolutionary features of the province of Frosinone. Analysis and development proposal*, Ass. FORMAT Cassino, 2012.
- UNIVERSITY RESEARCH PROJECT (EX 60%), *Agribusiness firms, tourist firms and environmental development in light of the current economic crisis*, University of Rome Tor Vergata, 2009.
- UNIVERSITY RESEARCH PROJECT (EX 60%), *The relationship between tourism and real estate for the competitiveness of Italy*, University of Rome Tor Vergata, 2009.
- ROMA CAPITALE, TOURISM DEPARTMENT, *Survey on the trend of tourists’ arrivals at religious institutes in the city of Rome*. Research project entrusted by, Roma Capitale to the Department of Business Government Philosophy Studies, Tor Vergata University, 2009.

- PRIN MIUR, *The Made in Italy agribusiness*, Research Project of the Tor Vergata University Unit, within the National research about “Problems and prospects of the development of the agribusiness firms: between Made in Italy and Service in Italy”, 2008.
- UNIVERSITY RESEARCH PROJECT (EX 60%), *Knowledge management and intangible assets*, , University of Rome Tor Vergata, 2008.
- UNIVERSITY RESEARCH PROJECT (EX 60%), *The «albergo diffuso» in the value design of the tourist destination*, University of Rome Tor Vergata, 2007.
- UNIVERSITY RESEARCH PROJECT (EX 60%), *The local public services in light of the recent reforms*, University of Rome Tor Vergata, 2005.
- PRIN MIUR, *Institutions and markets in the management of rural firms in Lazio*, Research project of the Tor Vergata University Unit, within the National research about “The firm-user relationship between localism and globalization of the rural typicalities”, 2004.