

CONTENTS

	<i>pag.</i>
<i>List of Illustrations</i>	xi
<i>Preface</i>	xiii

Part I OVERVIEW

1. Unlocking the IoT Potential in Manufacturing: an Organizational Analysis and Research Agenda	3
<i>Cristiano Ghiringhelli-Francesco Virili</i>	
1.1. Introduction	3
1.2. Background	4
1.3. Exploring the potential of IoT: from data to action, via decisions	7
1.4. Unlocking the potential of IoT: the organizational perspective	11
1.5. A suggested research agenda	16
References	22
2. The Case of Corporate Entrepreneurship within Italian SMEs	25
<i>Federico Moretti-Stefano Denicolai-Aurelio Ravarini</i>	
2.1. Introduction	25
2.2. Literature review	27
2.2.1. Dimensions of corporate entrepreneurship	27
2.2.2. A competence-based framework	29
2.2.2.1. Individual factors for entrepreneurial development	29
2.2.2.2. Organizational factors: four entrepreneurial competencies	30
2.2.3. Human Resource Management (HRM)	31
2.2.3.1. HRM architecture	31
2.2.3.2. HRM practices	32
2.2.3.3. Incentive mechanisms	34
2.2.3.4. Organizational culture conducive to entrepreneurial development	35

	<i>pag.</i>
2.3. Research design	36
2.4. Case studies description	38
2.4.1. FacilityLive	38
2.4.2. 7Pixel	38
2.5. Findings	39
2.5.1. FacilityLive	39
2.5.1.1. Intrapreneurship	39
2.5.1.2. Risk propensity and failure tolerance	39
2.5.1.3. HRM practices	40
2.5.1.3.1. Recruitment and selection	40
2.5.1.3.2. Retention mechanisms	40
2.5.1.3.3. Four models framework	40
2.5.2. 7Pixel	42
2.5.2.1. Intrapreneurship	42
2.5.2.2. HRM practices	43
2.5.2.2.1. Risk propensity and failure tolerance	44
2.5.2.2.2. Performance evaluation	44
2.5.2.2.3. Training and development	44
2.5.2.2.4. Four models framework	45
2.6. Discussion and conclusions	46
References	47
 3. HRM 4.0: the Digital Transformation of the HR Department	 51
<i>Rita Bissola-Barbara Imperatori</i>	
3.1. Introduction	51
3.2. Work and Industry 4.0	53
3.2.1. New spaces and time	54
3.2.2. New stakeholders	55
3.2.3. Big data analytics	56
3.3. HRM Department and industry 4.0: the HR competences	58
3.3.1. New HR role: an old tale or a new chance?	59
3.4. HRM department, organization and industry 4.0: the design thinking approach	62
3.5. Conclusion	64
References	66
 Part II	
 PRACTICES	
 4. How Technology Has Redefined Human Resource Practices? Understanding the Use of Smart Working	 73
<i>Stefano Forte-Pietro Previtali-Danila Scarozza</i>	
4.1. Introduction	73

	<i>pag.</i>
4.2. Conceptualizing smart working	74
4.3. Method	79
4.4. The case study of the TIM Group: findings and discussion	81
4.5. Conclusions and limitations	88
References	90
5. Work Autonomy, Control and Discretion in Industry 4.0	95
<i>Roberto Albano-Ylenia Curzi-Tommaso Fabbri</i>	
5.1. Introduction	95
5.2. Digital Taylorism and Electronic Panopticon	97
5.3. Digital Taylorism and Electronic Panopticon: empirical evidence	101
5.4. An alternative approach: “Living Labouring Capacity” and “Joint Regulation”	105
5.5. Implications and future research directions	109
References	111
6. Work Control and Surveillance in the Age of Digital	115
<i>Andrea Carugati-Aurélie Leclercq-Vandelannoitte-Joao Viera da Cunha</i>	
6.1. Introduction	115
6.2. Foundations for a dramaturgical model of control	116
6.2.1. Personal control	118
6.2.2. Bureaucratic control	122
6.2.3. Social control	126
6.3. A dramaturgical model of control	130
6.4. Conclusion	134
References	135
7. The Future Role of Machine Learning in HR Development	141
<i>Roberto Bernazzani-Franca Cantoni-Mariacristina Piva</i>	
7.1. Introduction	141
7.2. Managerial decision making applied to performance measurement and potential evaluation	141
7.3. About machine learning	143
7.3.1. How machine learning works	144
7.3.2. Machine learning tools	146
7.4. Possible scenarios and critical considerations	147
7.5. Conclusions	148
Acknowledgements	149
References	149

Part III
LEVERAGES

8. Individual Versus Organizational Learning for Knowledge in Innovation 4.0 Era	153
<i>Paolino Fierro-Paola Briganti-Luisa Varriale</i>	
8.1. Introduction	153
8.2. Individual learning versus organizational learning in the traditional era	154
8.3. Organizational learning in the digital era	164
8.3.1. Organizational learning for innovation: applications and techniques	167
8.4. Organization learning for innovation: managerial implications and final remarks	172
References	175
9. The Digital Transformation of Learning. Implications for Organizational Training	177
<i>Roberta Virtuani-Alessandro Bottazzi</i>	
Introduction	177
9.1. Trends driving the change of organizations toward a digital transformation	179
9.2. The employee learning experience	181
9.3. The role of managers and company training	184
9.4. The value of different ways of learning for and at work	185
9.5. Digital workplace solutions supporting the learning process	187
9.6. Case study: How Cisco Services up-skilled 14,400 employees and transformed into a consultative, solutions-selling organization	189
9.7. Case study: Digital transformation of training in ENEL. From “Training” to “Open Power Learning”	194
9.8. Conclusion	202
References	203
10. Social Media Strategy within Organizational Communication Major Open Issues and Challenges	207
<i>Francesca Di Virgilio-Mónica Valderrama Santomé-Alba López Bolás</i>	
10.1. Introduction	207
10.2. Social media definitions and research topics	209
10.3. Social media practice and user behaviour	213
10.4. Social media strategy within organizational communication	214
10.5. Social media security and the impact on the organizational communication: some scientific enquiries	216

	<i>pag.</i>
10.5.1. Various attacks on social media	218
10.6. Future research directions	220
10.7. Conclusion	222
References	223
Part IV	
COMPETENCIES AND ROLES	
 11. Digital Revolution Equals Digital Competencies? What We For Workers' Competencies in Industry 4.0	 231
<i>Martina Gianecchini-Caterina Muzzi-Diego Campagnolo</i>	
11.1. Introduction	231
11.2. Industry 4.0: jobs, workers and skills	232
11.3. Implications for stakeholders	235
11.4. Conclusion	241
References	241
 12. Digitalization and HR Analytics: a Big Game for an HR Manager	 243
<i>Tommaso Fabbri-Anna Chiara Scapolan</i>	
12.1. Introduction	243
12.2. The digitalization of the enterprise: an organizational per- spective	244
12.3. The digitalization of HRM	245
12.4. The transformation of HRM in the digital enterprise	247
12.4.1. HR as a managerial function: the design of the digital workplace	247
12.4.2. HR as a set of practices: data-driven HRM	248
12.5. Implications for practice and research	251
References	253
 13. Industry 4.0 and the Emerging Challenges to Leadership	 255
<i>Alessio Paris-Luca Giustiniano</i>	
13.1. Human dimensions of industry 4.0	256
13.2. The robotic workforce's deep learning	257
13.3. Non replaceable practices human leaders need to foster	257
13.4. Organizational "ambidexterity"	258
13.5. Conclusion	259

Part V
INSTITUTIONS

14. E-Learning Experiences in European Universities: a Multiple Case Study Analysis	263
<i>Davide Bizjak-Teresa Anna Rita Gentile-Ernesto De Nito-Paolo Canonico</i>	
14.1. Introduction	263
14.2. E-learning tools	264
14.3. Methodology	265
14.4. Case studies	267
14.4.1. Pilot-case: University of Naples Federico II (Italy)	267
14.4.2. Case Study 1: University of Dresden (Germany)	267
14.4.3. Case Study 2: Queen's University Belfast (United Kingdom)	268
14.4.4. Case Study 3: University of Bologna (Italy)	269
14.5. Results and discussion	269
14.6. Conclusions	274
References	275
15. Strategic Decision-Making Process in RM Practicies: Data Analysis as Innovative Tool to Prevent Corruption	277
<i>Federico Ceschel-Alessandro Hinna-Alessandro Pastorelli</i>	
15.1. Introduction	277
15.2. Theoretical background	278
15.3. Research Methodology	280
15.4. Case study background	281
15.4.1. Regulatory background	281
15.4.2. The National Anti-corruption Plan and the standard ISO 31000:2010	283
15.4.3. The state of implementation of anti-corruption strategy	285
15.4.4. The National Institute for insurance against Accident at Work	286
15.5. Empirical evidence of the case study	287
15.5.1. “ARCO processes” e “ARCO risks”	288
15.5.2. “ARCO compliance”	289
15.5.3. “ARCO operational audit”	290
15.5.4. “ARCO transparency”	290
15.6. “ARCO Data Analysis”	292
15.6.1. Predictive analytics	294
15.7. Conclusion	295
References	297
<i>Authors</i>	301