

Curriculum Vitae Marika Arena

General information

Birthplace and Date: December, 9th, 1979 Gallarate, Varese (Italy)

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Academic positions

From November 2007: Assistant Professor (full time) at Politecnico di Milano, Dipartimento di Ingegneria Gestionale.

March 2007–November 2007: Research assistant at Politecnico di Milano, Dipartimento di Ingegneria Gestionale.

March 2004–March 2007: Doctoral researcher Politecnico di Milano, Dipartimento di Ingegneria Gestionale. Ph.D. supervisor: Professor Giovanni Azzone.

Teaching experience

Internal control systems (Graduate/ Master level / Advanced Master level)

Management accounting system (Graduate/ Master level/ Advanced Master level)

Advanced Cost Management (Graduate/ Master level/ Advanced Master level)

Business information and processes analysis (Graduate level)

Economic and Business Administration (Graduate/Master level)

Publications

Publications on international journals

1. Arena, M., Arnaboldi, M., (2013) "Risk and budget in an uncertain world", *International Journal of Business Performance Management*, Vol. 14, pp. 166-180 (SCOPUS).
2. Arena, M., Arnaboldi, M. (2013) "Dealing with spending reviews – Italy", *Public Money and Management*, Vol. 33, No. 1, pp. 4-6 (ABS 2, ISI IF 0.598; 0.821).
3. Arena, M., Azzone, G., Conte, A. (2013) "A streamlined LCA framework to support early decision making in vehicle development", *Journal of Cleaner Production*, Vol. 41, pp. 105-113 (ISI IF 2.72; 2.71).
4. Arena, M., Azzone, G., Ferretti, G., Cagno, E., Prunotto, E., Silvestri, A., Trucco, P., (2013) "Integrated Risk Management through dynamic capabilities within project-based organizations: the Company Dynamic Response Map", *Risk Management*, Vol. 15, pp 50-77 (ISI IF 0.280)
5. Agostino, D., Arena, M., Azzone, G., Dal Molin M., Masella, C. (2012) "Developing a performance measurement system for public research centres", *International Journal of Business Science and Applied Management*, Vol. 7, No. 1, pp. 43-60 (SCOPUS).
6. Arena, M., Azzone, G., "A process-based operational framework for sustainability reporting in SMEs", *Journal of Small Business Enterprise Development*, Vol. 19, No. 4, pp.669 - 686. (ABS 2, SCOPUS)
7. Arena, M., Arnaboldi, M., Azzone, G., (2011) "Is Enterprise Risk Management real?", *Journal of Risk Research*, 17, 4: 779-797. (ABS 2, IF: 0,946; 1.124)
8. Arena, M., Arnaboldi, M., Azzone, G., (2011) "Enterprise Risk Management: Challenges and Aspirations in Managerial Control" *Risk & Regulation*, 21, 8-9.
9. Arena, M., Arnaboldi, M., Azzone, G. (2010), "The organizational dynamics of Enterprise Risk Management", *Accounting Organization and Society*, 35, 7: 659-675. (ABS 4*, IF: 2.337; 2.963)
10. Arena, M., Azzone, G. (2010), "A process-based approach to select key sustainability indicators for steel companies", *Ironmaking and steelmaking: processes, products and applications*, 37, 6: 437-444. (ISI, IF: 0.433; 0.571).
11. Arena, M., Arnaboldi, M., Azzone, G. (2010), "Student Perception and Central Administrative Services: the case of higher education in Italy", *Studies in Higher Education*, 35, 8. (ABS 3; 0.922; 1.691)

12. Arena M, Jeppesen K K. (2010) The jurisdiction of internal auditing and the quest for professionalization: the Danish case. *International Journal of Auditing*, 14, 2: 111-129. (ABS 2, SCOPUS)
13. Arena, M., Ciceri, N.D., Terzi S., Bengo, I., Azzone, G., Garetti, M. (2009), "A State-of-the-art of Industrial Sustainability: Definitions, Tools and Metrics", *International Journal of Product Lifecycle Management*, 4, 1-3: 207-251. (SCOPUS)
14. Arena, M., Azzone, G. (2009), Identifying Organizational Drivers of Internal Audit Effectiveness. *International Journal of Auditing*, 13, pp. 43-60. (ABS 2, SCOPUS)
15. Arena, M., Arnaboldi, M., Azzone, G., Carlucci, P. (2009), Developing a Performance Measurement System for University Central Administrative Services. *Higher Education Quarterly*, 63, 3: 237-263. (ABS 2, SCOPUS)
16. Arena, M., Azzone, G., (2007), Internal audit departments: adoption and characteristics in Italian companies. *International Journal of Auditing*, 11/2, pp. 91-114. (ABS 2, SCOPUS)
17. Arena, M., Arnaboldi, M., Azzone, G., (2006), Internal audit in Italian organizations: a multiple case study. *Managerial Auditing Journal*, 21/3, pp. 275-292. (ABS 1, SCOPUS)
18. Arena, M., Klarskov Jeppesen, K., (2006), Intern revision i danske virksomheder: karakteristika og konsekvenser. *INFO*.
19. Arena, M., Azzone, G., (2005), ABC, Balanced Scorecard, EVATM: an empirical study on the adoption of innovative management accounting techniques. *International Journal of Accounting, Auditing and Performance Evaluation*, 2/3, pp. 206-225. (ABS 1, SCOPUS)

Book Chapters

- Silvestri, A., Arena, M., Cagno, E., Trucco, P., Azzone, G. (2011). Enterprise Risk Management from Theory to Practice: The Role of Dynamic Capabilities Approach – the "Spring Model". In Desheng Dash Wu (Ed.). *Quantitative Financial Risk Management* (pp. 281-310). London: Springer.
- Arena M., Arnaboldi, M. (2008), Gli enti locali. In: Azzone G.. *Controllo di gestione nelle amministrazioni pubbliche*. ETAS
- Arena M. (2006). I sistemi informativi a supporto del controllo di gestione. In: Azzone G.. *Sistemi di controllo di gestione*. ETAS
- Arena M. (2006). I sistemi di controllo interno. In: Azzone G.. *Sistemi di controllo di gestione*. ETAS

Congress and conference proceedings

- Arena, M., Azzone, G., Conte, A. (2011). Can we really measure cars' environmental impacts?, *Sustainable Intelligent Manufacturing*, Leiria, Portugal, June 29-July 1, 2011, pp. 129-144.
- Arena, M., Azzone, G. (2011). Internal Audit effectiveness: Reactive or proactive?, *Ninth European Academic Conference on Internal Audit and Corporate Governance*, London, April 13-15, 2011
- Arena, M., Jeppesen, K. (2010). Changing the role of Public Sector Internal Auditing: the Case of Italian Regions, *6th International Conference On Accounting, Auditing And Management In Public Sector Reforms*, Copenhagen, September 1-3, 2010
- Agostino, D., Arena M., Arnaboldi M., Longoni, A. (2010). Reconstructing Organizational Identities In Tribunals: Don't Touch The Judge, *6th International Conference On Accounting, Auditing And Management In Public Sector Reforms*, Copenhagen, September 1-3, 2010.
- Arena M., Arnaboldi M., Azzone, G., Zanichelli, S. (2010). Do Risk Management Practices Impact On Sustainability Reporting? *APMS 2010 International Conference on Advances in Production Management Systems*, 11-13 October 2010, Cernobbio, Como, Italy.
- Arena M., Azzone G (2010). Towards a definition of Internal Audit effectiveness. In: *Seventh European Academic Conference on Internal Auditing and Corporate Governance*. Chios.
- Arena M., Azzone G (2009). Internal audit effectiveness: Relevant drivers of auditees satisfaction. In: *Sixth European Academic Conference on Internal Auditing and Corporate Governance*. London.
- Arena, M., Azzone, G. (2009). A process-based operational framework for standard sustainability reporting. *Corporate Responsibility Research Conference 2009: "Responsible Leadership"*. Vaasa.
- Arena M., Azzone G (2009). Risk in the process of budgeting. In: *32nd Annual Congress of the European Accounting Association*. Tampere.
- Arena M., Azzone G (2008). An operational framework to standard sustainability reporting in the metal sector. Workshop organized by SIQ. Novo Mesto.
- Arena M., Arnaboldi M, Azzone G (2007). Risk management and budgeting: the quest for integration. In: *4th Conference on performance measurement and management control*. Nice.

- Arena M., Arnaboldi M, Azzone G, Carlucci P (2007). Measuring and Managing Performances In Universities: Student Support Services. In: 30th Annual Congress of the European Accounting Association. Lisbon.
- Arena M., Azzone G (2006). Enterprise risk management and internal audit: a multiple case study. In: Fourth European Academic Conference on Internal Auditing and Corporate Governance. London.
- Arena M. (2005). Internal Audit in large Italian companies: a survey. In: Third European Auditing Research Network (EARNet) Symposium. Amsterdam.
- Arena M., Azzone G (2005). Internal Audit in large Italian companies: an empirical analysis of factors associated with activities and organizational effects. In: Workshop on performance auditing. Copenhagen.
- Arena M., Azzone G (2005). ABC, Balanced Scorecard, EVATM: a multiple case study. In: 28th Annual Congress of the European Accounting Association. Gothenburg.
- Arena, M., Azzone, G., (2005). Internal Audit in large Italian companies: adoption and development. In: Third European Academic Conference on Internal Auditing and Corporate Governance. London.
- Arena, M., Arnaboldi M., Azzone, G., (2004). Internal Audit in Italian large organizations: a multiple case study. In: EIASM Workshop on audit. Copenhagen.
- Arena, M., Azzone, G., (2004), ABC, Balanced Scorecard, EVATM: an empirical study. In: 27th Annual Congress of the European Accounting Association. Prague

Main publications in Italian journals

- Arena, M., Azzone G. (2009), I sistemi ERM nelle società italiane. Internal Audit, forthcoming
- Arena, M., Azzone, G., (2008). Il Bilancio sociale. Linee guida per il settore metallurgico, www.igq.it
- Arena, M., Azzone G., Mirabelli, G., (2006), "Scelte metodologiche eterogenee", Internal Audit, 54, pp. 8-10.
- Arena, M., Azzone, G., Caimi, N., (2005), "L'uso di ABC/ABM, Balanced Scorecard, EVA: uno studio a livello italiano", *Budget*, 43, pp. 4-15.
- Arena, M., Azzone, G., Caimi, N., (2005), "ABC, Balanced Scorecard, EVA: uno studio empirico", *Sviluppo & Organizzazione*, Marzo 2005, pp. 51-58.
- Arena, M., Azzone, G., Caimi, N., (2004), "I sistemi di controllo di gestione nelle imprese italiane: diffusione e determinanti", *Budget*, 38, pp. 47-57.
- Arena, M., Azzone, G., Caimi, N., (2004), "Diffusione e successo dei sistemi di controllo di gestione innovativi: processi di adozione e competenze critiche", *XV*

Riunione Scientifica Annuale dell'Associazione italiana di Ingegneria Gestionale, Napoli, 15-16 Ottobre, 2004.

Other research related activities

Reviewer for International Journal of Auditing, Studies in Higher Education, Journal of Accounting Research.

Member of the Business Game committee.

Member of the Italian association of management engineering (Aiig).

Main Collaborations to Financed Research Projects

- 2011 Green Move. The project aims at designing an electric vehicle sharing service
- 2010 "Innova-Giustizia". The project aimed to re-engineer the administrative processes of Milan City Court and design the performance measurement system to monitor the above processes - DIG, Politecnico di Milano.
- 2009 "Esercizi di cooperazione". The project aimed to analyse coordination mechanisms and governance structure that can be implemented to ensure higher efficiency and effectiveness in the public transport sector - Politecnico di Milano.
- 2009: "Civicum 2008". The project aimed to analyse and compare financial and non-financial performances of 25 main Italian local entities, with specific attention to public transport policies – DIG, Politecnico di Milano.
- 2008: "La valutazione di efficienza e di efficacia della spesa del Ministero dei Trasporti: il caso della Motorizzazione Civile". The project aimed to identify efficiency and effectiveness indicators for measuring vehicle licensing offices' performances – Politecnico di Milano.
- 2008: "Civicum 2007". The project aimed to analyse and compare financial and non-financial performances of 20 main Italian local entities– DIG, Politecnico di Milano. (Research report available at: <http://blog.civicum.it/>)
- 2007: "Civicum 2006". The project aimed to analyse and compare financial and non-financial performances of 4 main Italian local entities (Milano, Roma, Torino, Napoli) – DIG, Politecnico di Milano. (Research report available at: <http://blog.civicum.it/>)
- 2007: "Social reporting in the metal industry". The project aimed to provide detailed

guidelines for supporting companies of the metal industry to report their environmental and social performances– DIG, Politecnico di Milano. (Research report available at: <http://www.igg.it/formazione/convegni.html>)

- 2007: "Good Practice 2007". The project aimed to analyse and compare financial and non-financial performances of 24 Italian universities, based on an ABM system – MIP, Politecnico di Milano.
- 2006: "Good Practice 2005". The project aimed to analyse and compare financial and non-financial performances of 21 Italian universities, based on an ABM system – MIP, Politecnico di Milano.
- 2005: "Le prestazioni dei servizi di supporto nelle Scuole Superiori". The project aimed to analyse and compare financial and non-financial performances of 3 High Schools, based on an ABM system – DIG, Politecnico di Milano;
- 2004: "Good Practice: Enti per il Diritto allo Studio Universitario" – MIP, Politecnico di Milano.
- 2004: "Good Practice 2003" – MIP, Politecnico di Milano.

Milano, June 2013