

# Giulia Cappellaro

Associate Professor



**Knowledge Group:** Government, Health and Not for Profit

**Research Domains:** Business Government Relations

**Teaching Domains:**

[giulia.cappellaro@unibocconi.it](mailto:giulia.cappellaro@unibocconi.it)

---

## Biography

Giulia Cappellaro è Professoressa Associata presso il Dipartimento di Social and Political Sciences dell'Università Bocconi. È anche affiliata al Centro di Ricerca su Gestione Sanitaria e Sociale (CERGAS), ricercatrice associata senior onoraria presso la UCL School of Management e membro affiliato presso il Research Center for Work, Technology and Organization presso Emlyon Business School.

È una scienziata sociale con un interesse interdisciplinare nella teoria dell'organizzazione, nella politica e amministrazione pubblica e nella ricerca sanitaria. Studia le dinamiche della collaborazione e del cambiamento nei settori di interesse pubblico, in contesti caratterizzati da pressioni ambigue o concorrenti. In particolare, si concentra su tre ambiti di ricerca: (i) governance collaborativa e collaborazione pubblico-privato; (ii) ambiguità nelle organizzazioni e intorno ad esse; (iii) dinamiche istituzionali, nuove tecnologie e professioni. Molti dei suoi articoli sono stati pubblicati su riviste come l'Academy of Management Journal e JMIR Research Protocols.

Ha conseguito il Dottorato in Management presso la Cambridge Judge Business School e un MSc in Management of Public Administrations and International Institutions presso l'Università Bocconi.

---

## Articles in Scholarly Journals

### **Bridging Global Mandates and Local Realities: Intermediary Clusters and Interorganizational Collaboration for International Development**

CAPPELLARO, G., V. MELE, S. ANSARI, "Bridging Global Mandates and Local Realities: Intermediary Clusters and Interorganizational Collaboration for International Development", *Organization Studies*, 2025, vol. 46, no. 2, pp. 157–185

**Conceptualisation and measurement of healthy ageing: Insights from a systematic literature review**

PIRIU, A. A., M. V. BUFALI, G. CAPPELLARO, A. COMPAGNI, A. TORBICA, "Conceptualisation and measurement of healthy ageing: Insights from a systematic literature review", *Social Science & Medicine*, 2025, vol. 374, pp. 117933

**Adoption of artificial intelligence applications in clinical practice: Insights from a Survey of Healthcare Organizations in Lombardy, Italy**

ARDITO, V., G. CAPPELLARO, A. COMPAGNI, F. PETRACCA, L. M. PRETI, "Adoption of artificial intelligence applications in clinical practice: Insights from a Survey of Healthcare Organizations in Lombardy, Italy", *Digital Health*, 2025, vol. 11

**Trajectories of Value Generation and Capturing by Public–Private Hybrids: Mechanisms of multi-level governance in healthcare**

CAPPELLARO, G., A. COMPAGNI, M. T. DACIN, "Trajectories of Value Generation and Capturing by Public–Private Hybrids: Mechanisms of multi-level governance in healthcare", *Organization Studies*, 2024, vol. 45, no. 2, pp. 247-273

**Responding to Professional Knowledge Disruptions of Unmitigable Uncertainty: The Role of Emotions, Practices, and Moral Duty among COVID-19 Physicians**

COMPAGNI, A., G. CAPPELLARO, A. NIGAM, "Responding to Professional Knowledge Disruptions of Unmitigable Uncertainty: The Role of Emotions, Practices, and Moral Duty among COVID-19 Physicians", *Academy of Management Journal*, 2024, vol. 67, no. 3, pp. 829–861

**Public–private hybrid organisations in the public sector: Evidence and future directions from a systematic literature review**

PEROBELLI, E., G. CAPPELLARO, R. SAPORITO, "Public–private hybrid organisations in the public sector: Evidence and future directions from a systematic literature review", *Public Management Review*, 2024, vol. 27, no. 11, pp. 2615-2642

**Implementation of Machine Learning Applications in Health Care Organizations: Systematic Review of Empirical Studies**

PRETI, L. M., V. ARDITO, A. COMPAGNI, F. PETRACCA, G. CAPPELLARO, "Implementation of Machine Learning Applications in Health Care Organizations: Systematic Review of Empirical Studies", *Journal of Medical Internet Research*, 2024, vol. 26, pp. e55897

**Implementation of Machine Learning Applications in Healthcare Organizations: Protocol for a Systematic Review of Empirical Studies**

ARDITO, V., G. CAPPELLARO, A. COMPAGNI, F. PETRACCA, L. M. PRETI, "Implementation of Machine Learning Applications in Healthcare Organizations: Protocol for a Systematic Review of Empirical Studies", *JMIR Research Protocols*, 2023, vol. 12, no. 1, pp. e47971

**Protocol for a qualitative study to explore acceptability, barriers and facilitators of the implementation of new teleophthalmology technologies between community optometry practices and hospital eye services**

BLANDFORD, A., S. ABDI, A. ARISTIDOU, J. CARMICHAEL, G. CAPPELLARO, R. HUSSAIN, K. BALASKAS, "Protocol for a qualitative study to explore acceptability, barriers and facilitators of the implementation of new teleophthalmology technologies between community optometry practices and hospital eye services", *BMJ Open*, 2022, vol. 12, no. 7, pp. e060810

### **Maintaining Strategic Ambiguity for Protection: Struggles over Opacity, Equivocality, and Absurdity around the Sicilian Mafia**

CAPPELLARO, G., A. COMPAGNI, E. VAARA, "Maintaining Strategic Ambiguity for Protection: Struggles over Opacity, Equivocality, and Absurdity around the Sicilian Mafia", *Academy of Management Journal*, 2021, vol. 64, no. 1, pp. 1-37

### **Enhancing Methodological Reporting in Public Administration: The Functional Equivalents Framework**

MELE, V., M. ESTEVE, S. LEE, G. BEL, G. CAPPELLARO, N. PETROVSKY, S. M. OSPINA, "Enhancing Methodological Reporting in Public Administration: The Functional Equivalents Framework", *The American Review of Public Administration*, 2020, vol. 50, no. 8, pp. 811-824

### **From Logic Acceptance to Logic Rejection: The Process of Destabilization in Hybrid Organizations**

CAPPELLARO, G., P. TRACEY, R. GREENWOOD, "From Logic Acceptance to Logic Rejection: The Process of Destabilization in Hybrid Organizations", *Organization Science*, 2020, vol. 31, no. 2, pp. 415-438

### **Cross-level coordination among international organizations: Dilemmas and practices**

MELE, V., G. CAPPELLARO, "Cross-level coordination among international organizations: Dilemmas and practices", *Public Administration*, December 2018, vol. 96, no. 4, pp. 736-752

### **Life beyond emergence: Institutional intermediaries and the persistence of hybrid forms**

CAPPELLARO, G., A. COMPAGNI, "Life beyond emergence: Institutional intermediaries and the persistence of hybrid forms", *Academy of Management Proceedings*, 2018, vol. 2018, no. 1, pp. 12074

### **PPPs in health and social services: a performance measurement perspective**

CAPPELLARO, G., A. RICCI, "PPPs in health and social services: a performance measurement perspective", *Public Money & Management*, 2017, vol. 37, no. 6, pp. 417-424

### **Ethnography in Public Management Research: A Systematic Review and Future Directions**

CAPPELLARO, G., "Ethnography in Public Management Research: A Systematic Review and Future Directions", *International Public Management Journal*, 2017, vol. 20, no. 1, pp. 14-48

### **Institutional public private partnerships for core health services: Evidence from Italy**

CAPPELLARO, G., F. LONGO, "Institutional public private partnerships for core health services: Evidence from Italy", *BMC Health Services Research*, 2011, vol. 11, pp. 82-90

### **The Intellectual Structure of Research into PPPs**

MARSILIO, M., G. CAPPELLARO, C. CUCCURULLO, "The Intellectual Structure of Research into PPPs", *Public Management Review*, 2011, vol. 13, no. 6, pp. 763-782

### **Diffusion of medical technology: The role of financing**

CAPPELLARO, G., S. GHISLANDI, E. ANESSI-PESSINA, "Diffusion of medical technology: The role of financing", Health Policy, 2011, vol. 100, no. 1, pp. 51-59

### **Uptake and diffusion of medical technology innovation in Europe: What role for funding and procurement policies?**

TORBICA, A., G. CAPPELLARO, "Uptake and diffusion of medical technology innovation in Europe: What role for funding and procurement policies?", Journal of Medical Marketing, 2010, vol. 10, no. 1, pp. 61-69

### **Funding health technologies in decentralized systems: A comparison between Italy and Spain**

CAPPELLARO, G., G. FATTORE, A. TORBICA, "Funding health technologies in decentralized systems: A comparison between Italy and Spain", Health Policy, 2009, vol. 92, no. 2-3, pp. 313-321

### **Public private partnership: un'analisi bibliometrica**

CAPPELLARO, G., C. CUCCURULLO, M. MARSILIO, "Public private partnership: un'analisi bibliometrica", Azienda Pubblica, 2009, no. 2, pp. 357-382

### **Relazioni pubblico-privato nel settore dell'ortopedia e della riabilitazione: evidenze dalla Regione Veneto**

CAPPELLARO, G., M. MARSILIO, "Relazioni pubblico-privato nel settore dell'ortopedia e della riabilitazione: evidenze dalla Regione Veneto", Mecosan, 2009, no. 18, pp. 87-111

### **Financing medical devices: The case of implantable cardioverter defibrillators and coronary stents in Italy**

CAPPELLARO, G., A. TORBICA, "Financing medical devices: The case of implantable cardioverter defibrillators and coronary stents in Italy", Eurohealth, 2008, vol. 14, no. 3, pp. 7-9

### **Le collaborazioni pubblico-privato per la gestione dei servizi sanitari: riflessioni alla luce della ricognizione delle esperienze internazionali e nazionali**

CAPPELLARO, G., M. MARSILIO, "Le collaborazioni pubblico-privato per la gestione dei servizi sanitari: riflessioni alla luce della ricognizione delle esperienze internazionali e nazionali", Mecosan, 2007, vol. 16, no. 63, pp. 9-35

---

## **Other**

### **Artificial intelligence in the ward: Two paths to adoption in clinical practice - Intelligenza artificiale in corsia: due vie per l'adozione nella pratica clinica**

CAPPELLARO, G., V. ARDITO, A. COMPAGNI, F. PETRACCA, L. M. PRETI, "Artificial intelligence in the ward: Two paths to adoption in clinical practice - Intelligenza artificiale in corsia: due vie per l'adozione nella pratica clinica", SDA Bocconi Insight, 29 September 2025

### **AI e dati sintetici cambieranno la Sanità, ma solo con le giuste regole**

CAPPELLARO, G., M. GERVASI, "AI e dati sintetici cambieranno la Sanità, ma solo con le giuste regole", Agenda Digitale, 22 November 2023

## **Book Review: Institutional Theory and Organizational Change**

CAPPELLARO, G., "Book Review: Institutional Theory and Organizational Change", *Organization Studies*, 2014, vol. 35, no. 12, pp. 1893-1896

---

## **Other in Journals**

### **Advancing the understanding, measurement and monitoring of healthy ageing: A systematically derived framework and dataset mapping associated constructs, measures and measurement approaches**

PIRIU, A. A., M. V. BUFALI, G. CAPPELLARO, A. COMPAGNI, A. TORBICA, "Advancing the understanding, measurement and monitoring of healthy ageing: A systematically derived framework and dataset mapping associated constructs, measures and measurement approaches", *Data in Brief*, 2025, vol. 62, pp. 111916

---

## **Contribution to Chapters, Books or Research Monographs**

### **Methods and Approaches in PA Research on Italy**

CAPPELLARO, G., G. M. MALLARINO, "Methods and Approaches in PA Research on Italy" in *Public Administration in Italy: The Science and the Profession.*, Edoardo Ongaro, Carla Barbati, Fabrizio Di Mascio, Francesco Longo, Alessandro Natalini (Eds.), Palgrave Macmillan, pp. 219-275, 2025

### **Steering or Drifting? Reviving Social Equity Through Performance Measurement in Hybrid Organizations: A Case from Italy**

PEROBELLI, E., G. GIACOMELLI, G. CAPPELLARO, R. SAPORITO, "Steering or Drifting? Reviving Social Equity Through Performance Measurement in Hybrid Organizations: A Case from Italy" in *Social Equity and Public Management Theory. A Global Outlook.*, Kimberly Wiley, Sarah Young, Denita Cepiku (Eds.), Routledge, Taylor and Francis Group, chap. 4, pp. 57-78, 2024

### **Social Control Agents and the Evolving Definition of Wrongdoing: The Case of the Gray Area Around the Mafia**

CAPPELLARO, G., A. COMPAGNI, E. VAARA, "Social Control Agents and the Evolving Definition of Wrongdoing: The Case of the Gray Area Around the Mafia" in *Organizational Wrongdoing as the "Foundational" Grand Challenge: Definitions and Antecedents.*, Claudia Gabbioneta, Marco Clemente, Royston Greenwood (Eds.), Emerald Publishing Limited, vol. 84, pp. 13-30, 2023

### **In the Land of Sand and Oil: How the Macrofoundations of a Tribal Society Shape the Implementation of Public–Private Partnerships**

BIYGAUTANE, M., E. MICELOTTA, C. GABBIONETA, G. CAPPELLARO, "In the Land of Sand and Oil: How the Macrofoundations of a Tribal Society Shape the Implementation of Public–Private Partnerships" in *Macrofoundations: Exploring the Institutionally Situated Nature of Activity.*, Christopher W. J. Steele, Timothy R. Hannigan, Vern L. Glaser, Madeline Toubiana, Joel Gehman (Eds.), Emerald Publishing Limited,

**Gli impatti del PPP nel ridisegno dell'offerta ospedaliera: esiti, determinanti, prospettive**

VECCHI, V., G. CAPPELLARO, F. LONGO, A. RICCI, "Gli impatti del PPP nel ridisegno dell'offerta ospedaliera: esiti, determinanti, prospettive" in Rapporto OASI 2015. Osservatorio sulle aziende e sul sistema sanitario italiano., CERGAS (Ed.), Egea, chap. 8, pp. 279-307, 2015

**Le Sperimentazioni Gestionali nel SSN: rilevazione nazionale e analisi dei modelli emergenti**

CAPPELLARO, G., F. LONGO, A. RICCI, "Le Sperimentazioni Gestionali nel SSN: rilevazione nazionale e analisi dei modelli emergenti" in Rapporto OASI 2012. L'aziendalizzazione della sanità in Italia., E. Cantù (Ed.), Egea, chap. 12, pp. 393-438, 2012

**Processi di accentrimento degli approvvigionamenti in sanità: una prima analisi di impatto**

BRUSONI, M., G. CAPPELLARO, M. MARSILIO, "Processi di accentrimento degli approvvigionamenti in sanità: una prima analisi di impatto" in L'aziendalizzazione della sanità in Italia. Rapporto Oasi 2008., E. Anessi Pessina, E. Cantù (Eds.), Egea, chap. 6, pp. 203-234, 2008

---

## Proceedings/Presentations

**Conceptualisation and Measurement of Healthy Ageing: Insights from a Systematic Literature Review**

PIRIU, A. A., M. V. BUFALI, G. CAPPELLARO, A. COMPAGNI, A. TORBICA, "Conceptualisation and Measurement of Healthy Ageing: Insights from a Systematic Literature Review" in General Meeting Age-It, May 20-22, 2024, Venezia, Italy

**Steering or drifting? Reviving social equity through information use in public-private hybrid organizations**

PEROBELLI, E., G. GIACOMELLI, G. CAPPELLARO, R. SAPORITO, "Steering or drifting? Reviving social equity through information use in public-private hybrid organizations" in IRSPM Conference 2023 - April 3-5, 2023, Budapest, Hungary

**The Appropriation of Public Space: Anti-Restriction Protests during the COVID-19 Pandemic**

CAPPELLARO, G., A. COMPAGNI, "The Appropriation of Public Space: Anti-Restriction Protests during the COVID-19 Pandemic" in 82nd Annual Meeting of the Academy of Management - August 5-9, 2022, Seattle, WA, United States of America

**Fixing or managing hybrids? A systematic literature review**

PEROBELLI, E., G. CAPPELLARO, R. SAPORITO, "Fixing or managing hybrids? A systematic literature review" in IRSPM Conference 'Facing the future: Evolving social-political-administrative relations and the future of administrative systems', 19-22 April, 2022, (online)

**Temporary and Permanent Organizing in Systemic Crises: A Study of Professional Responses to Covid-19**

COMPAGNI, A., G. CAPPELLARO, "Temporary and Permanent Organizing in Systemic Crises: A Study of Professional Responses to Covid-19" in 81th Annual Meeting of the Academy of Management - July 30-August 3, 2021, (online), United States of America

**Life beyond emergence: Institutional intermediaries and the persistence of hybrid forms**

CAPPELLARO, G., A. COMPAGNI, "Life beyond emergence: Institutional intermediaries and the persistence of hybrid forms" in 78th Annual Meeting of the Academy of Management, August 10-14, 2018, Chicago IL, United States of America

**Performance Measurement of Hybrid Organizations: Public Private Partnerships in the Italian Health Care**

RICCI, A., G. CAPPELLARO, "Performance Measurement of Hybrid Organizations: Public Private Partnerships in the Italian Health Care" in X Trans Atlantic Dialogue - 5-7 June, 2014, Lugano, Switzerland

**Performance Measurement of Hybrid Organizations: Insights From Contingency Theory**

RICCI, A., G. CAPPELLARO, "Performance Measurement of Hybrid Organizations: Insights From Contingency Theory" in XVIII IRSPM Conference - 9-11 April, 2014, Ottawa, Canada

**Rilevazione nazionale delle Sperimentazioni Gestionali: analisi di cluster e valutazione dei modelli emergenti in ottica di politica sanitaria regionale**

RICCI, A., G. CAPPELLARO, "Rilevazione nazionale delle Sperimentazioni Gestionali: analisi di cluster e valutazione dei modelli emergenti in ottica di politica sanitaria regionale" in XVII Congresso Associazione Italiana Economia Sanitaria – 15-16 Novembre, 2012, Roma, Italy

---

## Research Monographs

**Ambiguity in Organization Theory: From Intrinsic to Strategic Perspectives**

CAPPELLARO, G., A. COMPAGNI, E. VAARA - "Ambiguity in Organization Theory: From Intrinsic to Strategic Perspectives" - 2023, Cambridge University Press, Cambridge, Great Britain

---

## Articles in national/international newspapers

**Organizzazioni sanitarie, dal gap alle leve di sviluppo**

CAPPELLARO, G., "Organizzazioni sanitarie, dal gap alle leve di sviluppo", Il Sole 24 Ore, 25 July 2023