

# Governance E Management Delle Aziende Del Sistema Sport

*Le imprese familiari hanno dimostrato ovunque di conseguire performance superiori a quelle delle imprese non familiari anche in anni di crisi e grazie a peculiarità e risorse uniche. In troppi casi, tuttavia, il sistema di governance resta un anello debole, anche in presenza di alta complessità strategica e proprietaria. Ma lo scenario è profondamente cambiato e non ammette più debolezze. Dopo anni di rinvio di problemi rilevanti -*

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*come il persistere di un modello familistico, un accesso ai ruoli apicali poco pianificato, una loro copertura inadeguata, la chiusura ai terzi, la fragilità delle strutture, l'insufficiente attenzione alle performance, disagi e divergenze nella famiglia proprietaria - occorre trovare soluzioni al più presto. Perché i collaboratori di talento - familiari e non - chiedono un contesto equo e motivante; la fiducia tra soci può esaurirsi; banche e partner strategici valutano i loro contributi possibili e l'attrattività dell'azienda anche in base alla sua governance; intanto i concorrenti crescono velocemente e la situazione geopolitica rende instabili i*

*mercati. Per affrontare tutto questo occorre mettere a fuoco cosa tiene il sistema di governance un passo indietro rispetto alle tante sfide. Partendo dallo stato delle conoscenze, l'Autrice identifica quindici errori di aziende e famiglie proprietarie ancora presenti e radicati ma non più sostenibili, e propone altrettante decisioni su cui concentrarsi per superare gli errori e portare la governance un passo avanti, offrendo risposte ai dubbi possibili e indicazioni concrete per procedere, e mostrando che il lavoro da fare è meno faticoso di quanto si pensi ed è un investimento a elevato ritorno.*

*Chronology of Italian political events, 2009 / compiled by Rinaldo Vignati -- Introduction : managing uncertainty / Marco Giuliani and Erik Jones -- Berlusconi, sex, and the avoidance of a media scandal / Stephen Gundle -- The Partito Democratico : a troubled beginning / Chris Hanretty and Alex Wilson -- European elections in Italy and Europe / Enrico Calossi and Luciano Bardi -- The balance of the coalition / Elisabetta De Giorgi -- The G8 in Italy between politics and protest : a case of success? / Massimiliano Andretta and Nicola Chelotti -- Italian foreign policy and the Obama administration : between new opportunities and*

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*constraints / Emiliano Alessandri -- The same old film : the never-ending woes of Italy's justice system / Justin O. Frosini -- The "Brunetta effect" : evaluation and accountability in federal Italy / Mita Marra -- Recalibrating the Italian welfare state : a politics too weak for a "necessary" policy? / Matteo Jessoula -- Economic policy in a global crisis : did Italy get it right? / Riccardo Rovelli -- Immigration, Islam, and political discourse / Saskia van Genugten -- Eluana Englam's death and the debate over living wills / Nicola Pasini -- Documentary appendix / compiled by Debora Mantovani. This book provides a multilevel system analysis of performance in*

*the production of global public goods, as well as a tailored analysis of the specific features of performance management systems in international organizations. The book compares performance management systems across a number of international organizations, including the European Union and the Organization for Economic Cooperation and Development (OECD).*

*In the current economic scenario, the intangible assets contribute significantly to the construction of the competitive positioning of a company. It follows that this intangible information must be appropriately considered in the*

*internal rating system (IRSs). Currently key aspects of business risk and operational risk such as potential for growth, competitive capabilities, core competencies, role in the supply chain of membership, and governance are being considered as secondary in this system. Intangible factors such as the milieu of the company and the environment in which it operates, are not being appropriately considered. In this book, Vincenzo Formisano proposes new guidelines aimed to set desirable IRSs in which the weight of intangible assets is appropriately and properly valued. He addresses practical rules for achieving a rating system capable*

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*of understanding and enhancing the intangible assets of a company and for the assessment of creditworthiness. The first part of the book focuses on existing practices; the second part exposes a general model for the classification and interpretation of intangibles. The third part provides practical guidelines designed to configure desirable rating models in which the weight of intangible assets is correctly considered. This book offers theoretical and practical insights and an easy-to-read approach which provides a valuable source of information for teachers and students in Finance. It is also a useful reference point for the*



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*Banking, Accounting and Finance  
managerial communities.*

*Management and Valuation of  
Heritage Assets*

*Country Analyses*

*Il processo di trasformazione dei  
sistemi di controllo contabile e  
gestionale nelle aziende pubbliche*

*Lineamenti di governance e  
management delle aziende di  
spettacolo*

*A Framework to Understand  
Aspects and Directions of  
Integration*

*Strategic Management in Public  
Services Organizations*

*Concepts, Schools and  
Contemporary Issues*

This provocative appraisal unpacks  
commonly held beliefs about

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healthcare management and replaces them with practical strategies and realistic policy goals. Using Henry Mintzberg's "Myths of Healthcare" as a springboard, it reveals management practices that undermine care delivery, explores their cultural and corporate origins, and details how they may be reversed through changes in management strategy, organization, scale, and style. Tackling conventional wisdom about decision-making, cost-effectiveness, service quality, and equity, contributors fine-tune concepts of mission and vision by promoting collaboration, engagement, and common sense. The book's multidisciplinary panel

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of experts analyzes the most popular healthcare management “myths,” among them: · The healthcare system is failing. · The healthcare system can be fixed through social engineering. · Healthcare institutions can be fixed by bringing in the heroic leader. · The healthcare system can be fixed by treating it more as a business. · Healthcare is rightly left to the private sector, for the sake of efficiency. The Myths of Health Care speaks to a large, diverse audience: scholars of all levels interested in the research in health policy and management, graduate and under-graduate students attending courses in leadership and management of public sector

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organization, and practitioners in the field of health care.

The role of the Third Sector within European society is an extremely topical subject, as both governments and the EU continue to consider the role these organizations can play in providing essential public services. This book presents contemporary research into this emerging area, exploring the contribution of this important sector to European society as well as the key challenges that the sector and its component organizations face in making this contribution. This volume brings together for the first time a range of challenging perspectives upon the role and import of the Third Sector

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for European society from a variety of disciplines – including economics, sociology, political science, management and public policy. Areas covered include the Third Sector civil society and democracy, relationships with government, its impact on social and public policy, the growth of social enterprise and of hybrid organizations as key elements of the sector and the future challenges for the sector in Europe.

365.1093

In Italy, the debate about the reform process, that has involved the water sector for several years, cannot be considered concluded. It seems exclusively ideological and often it does not consider the

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business administration perspective, which certainly could make a contribution to the solution of different problems. Politicians and researchers, for example, show very little interest for the economic and financial performance of water utility firms, focusing almost exclusively on the different ways for providing the services or on the ownership structure. This work analyzes the variables characterizing the outsourcing process in the water sector. It also explores the connection of such variables with the performance of companies and local government authorities involved in the delivery process. Subsequently, the work explains the results of an

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exploratory analysis of different cases in the international context, making also a comparison about the performance. Lastly, the work verifies the existence of some best practices and evaluates the adaptability of these best practices in the Italian context.

Modelli di governance e processi di cambiamento nelle public utilities  
ICICKM

Management of International  
Institutions and NGOs

Frameworks, practices and  
challenges

Proceedings of the 16th Eurasia  
Business and Economics Society  
Conference

The Critical State of Corporate  
Social Responsibility in Europe

## Strategisches Management und wirkungsorientierte Steuerung in Kommunen

'Throughout the world there is conflict between the desire to reap wealth from strong corporate functioning and the imperative of preserving the integrity of the sovereign state.

Christine Mallin has assembled a collection of delightful essays describing the current circumstances of corporate governance in a variety of different countries. The volume reads like a story, fascinating, accessible and informative. The book can be read for information in each article or as a totality giving



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insight into the critical balancing of interests required in particular countries. Anyone buying this book - and you should - will have a fine experience.' - Robert Monks, Lens Governance Advisors, US

The second edition of this major Handbook provides a thoroughly revised and extensive analysis of the development of corporate governance across a broad range of countries including Australia, China, Germany, India, Italy, Japan, Poland, Russia, South Africa, Spain, Turkey and the UK.

Additional coverage in this second edition includes Brazil, Hungary, Malaysia,

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and Norway. The Handbook reveals that whilst the stage in the corporate governance life cycle may vary from country to country, there are certain core features that emerge such as the importance of transparency, disclosure, accountability of directors and protection of minority shareholders' rights. With contributions by leading academics and practitioners in the field of corporate governance, this important Handbook provides a comprehensive insight into the evolution of corporate governance in countries with diverse cultural, economic and legal systems.

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In recent decades, there has been a groundbreaking evolution in technology. Every year, technology not only advances, but it also spreads throughout industries. Many fields such as law, education, business, engineering, and more have adopted these advanced technologies into their toolset. These technologies have a vastly different effect ranging from these different industries. The Handbook of Research on Applying Emerging Technologies Across Multiple Disciplines examines how technologies impact many different areas of knowledge. This book

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combines a solid theoretical approach with many practical applications of new technologies within many disciplines. Covering topics such as computer-supported collaborative learning, machine learning algorithms, and blockchain, this text is essential for technologists, IT specialists, programmers, computer scientists, engineers, managers, administrators, academicians, students, policymakers, and researchers.

International Institutions (IIs), International NGOs (INGOs) and Transnational Hybrid Organizations (THOs) play a hugely important role

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in the modern world economy. Despite having been studied by scholars from a range of disciplines, these organizations have never before been approached from a management perspective. This ambitious book analyzes the management challenges associated with international cooperation and sheds light on how these organizations have evolved as the political, economic and business environments have changed around them. Covering an admirably broad canvas, the authors pursue two main objectives. Firstly, they explore the main management frameworks developed in the context of

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the corporate and national public/non-profit organizations and adapt them to the specificity of IIs and INGOs. This leads to the identification of a "tailored" approach to IO management based on their institutional and operational settings, stakeholder groups, core business, staff profile, and financial arrangements. Secondly, they "bring theory into practice" by linking frameworks to several case studies and best practices of organizations currently experimenting with management systems and tools, with case studies including the World Bank and

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the Gates Foundation. This comprehensive textbook is a must-own resource for students and academics involved with studying and working with international organizations.

This book critically examines the implementation and adoption of integrated reporting (IR) in organizations and corporations. A relatively new area of policy and practice, IR has rapidly gained considerable prominence since the formation of the International Integrated Reporting Committee in 2010. The book analyzes the outcomes and benefits as

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well as the shortfalls of integrated reporting. It offers an introduction to the foundations of IR and a comprehensive overview of its use through a number of detailed case studies.

Lastly, it discusses the outlook for further developments in sustainability accounting and reporting.

Managing Uncertainty

Budgeting and Performance

Management in the Public

Sector

Integrated Reporting

A Critical Reflection on

Arts Management

Towards New Models of

Leadership and Management in

the Healthcare Sector



## **Concepts and Cases**

### **Hybridity in the Governance and Delivery of Public Services**

This book addresses the nexus of issues exploring governance structures and mechanisms in public service organizations, thus contributing to the development of disciplines that focus on public management. It goes beyond the state of the art by addressing a number of specific issues in a more systematic fashion. The book's interdisciplinary focus is a particularly valuable asset, as its topic is situated at the crossroads of a number of fields, including public management, business administration, corporate governance, policy studies, political science, sociology, and third sector studies, all of which offer important perspectives and are important for the development of public management and

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public services. The book covers more than Italy and Norway and focuses specifically on public service organizations, addressing more aspects of their governance structures and mechanisms than any other book available today. The unique presentation of features related to the governance and management of different actors (state-owned enterprises, local public utilities, ministries, municipalities, citizens, etc.), involved at different levels in the production and provision of public services, makes it possible to compare and contrast these different perspectives and opens new avenues of theoretical collaboration and development. Enterprise Risk Management in Europe advances understanding of ERM in Europe, providing a novel and unique set of perspectives on the ongoing dynamics between ERM and corporate processes.

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This is an essential guide for researchers, practitioners and policy makers both in and beyond European borders.

This volume focuses on the latest findings concerning financial environment research and the effects on business. Major topics addressed range from finance-driven globalization, contagion risk transmission, financial sustainability, and bank efficiency, to oil price shocks and spot prices research. Further topics include family business, business valuation, public sector development and business organization in the globalized environment. This book features selected peer-reviewed articles from the 16th EBES conference in Istanbul, where over 270 papers were presented by 478 researchers from 56 countries.

Digitalization is changing the world of work. Technology is shifting the relationship between workers and

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machines and how work is organized; new skills are becoming increasingly relevant in the workplace where workers no longer work for a single company, in 9-to-5 jobs, five days a week. Industry 4.0, also known as the Fourth Industrial Revolution, is revolutionizing the way managers can design, control and improve their activities. While the nature of the tasks and the interdependences between individuals are changing, the impact of intelligent technologies is severely questioning the span of control of leaders and the effectiveness of their leadership styles. The authors sketch out the main changes occurring in the business landscape and identify the new expectations that organizations are formulating for leaders across several industries. In an age in which new leadership models are about to emerge, they describe how the relevant changes

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impact and shape the managerial arena. This book sets the stage for a new way of thinking on the nature of the relationship between HR and technology. It examines the influence of Industry 4.0 and Innovation 4.0, (i.e. the connection between physical and digital processes in industrial production, where human competencies and machine potential are strictly interconnected throughout the entire value chain), from a myriad of viewpoints: namely in terms of structures, practices, influences (learning, training and communication), competencies and roles. A chapter is also dedicated to the understanding of the impact of Innovation 4.0, in the context of European Universities through E-learning Experiences where a multiple-case study analysis is provided.

Le scelte improrogabili delle imprese familiari

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The Myths of Health Care

Enterprise Risk Management in Europe

Ethics and Integrity in Public  
Administration

Emerging and Potential Trends in Public  
Management

Reshaping Opera

A Comparative Analysis Between Italy  
and USA

*The first volume of the series aims to give an outline of the state of the art and the most recent research being done on public and non profit governance at the international level (with particular emphasis in Europe).*

*The valuation of Heritage Assets (HA), which are a vital resource for the non-profit public or private organizations operating in the heritage sector is on the one hand*

*sometimes difficult to do, and on the other, can be excessively costly with respect to the correlated disclosure benefits. The growing application of the (full or modified) accrual basis of accounting in the public and non-profit sectors has extended and reanimated this issue. This book applies the comparative method, in order to provide new information on the analyzed subject. Specifically, after having investigated the different theoretical and technical proposals, it compares the reporting behavior of significant cases of Italian and American public and private organizations, coming from different cultural and management approaches. Proposing a link*

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*between the managerial and reporting issues of the organizations involved in the management and maintenance of heritage assets, this book is crucial in the task to optimize the performance of organizations in this sector. This book seeks to answer the unsolved questions related to hybrid organisations, adopting a multifaceted approach focussing on different national contexts, including the UK, Italy, Australia, and Sweden, as well as global organisations. Authors consider policy sectors including humanitarian aid, local transport, healthcare, and welfare services. Public sector management and accounting scholarship has*



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*witnessed enormous change over the last four decades. Several reform paradigms have become well-known and disseminated worldwide, under acronyms such as NPM – New Public Management, NPG – New Public Governance, and PV – Public Value. At the start of a new decade, questions arise as to what will come next. This book reviews and investigates the key components of NPM, NPM and PV, and discusses what lies beyond these acronyms. It analyses the claimed benefits and drawbacks of each of the three paradigms, using reviews of the pertinent literature, as well as a raft of case studies. The integration of theoretical and empirical insights contributes to a*

*better understanding of what has changed and what has remained the same over the years.*

*Specifically, this book stands out in its use of performance measurement and budgetary lenses to explore the multidimensional processes of reform and change in the public sector. By focusing on the crucially important transformations that have occurred in the field, reviewing several paradigms and analysing different practices from a longitudinal and comparative perspective, the book will be essential in guiding students and scholars of public management and accounting.*

*ICICKM2010-Proceedings of the 7th International Conference on*

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*Intellectual Capital, knowledge  
Management and Organisational  
Learning*

*Strategie di sviluppo aziendale,  
processi di corporate governance e  
creazione di valore. Teorie, analisi  
empiriche ed esperienze a  
confronto*

*Financial Environment and  
Business Development*

*Human Resource Management and  
Digitalization*

*New Rules, New Opportunities,  
New Trends*

*Antecedents and Perspectives for  
Organizations and Stakeholders*

*The Role of Intangibles in Rating  
Models*

365.875

365.794

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*This volume presents and discusses evidence on collaboration between government, businesses and non-profits, focusing on an inter-organizational perspective of managing at the boundaries between sectors.*

*This book presents a collection of original research papers addressing the relationship between information systems (IS) and innovation. “Open”, “Smart” and “Network” are three keywords that*

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are currently guiding information systems (IS) innovation, enhancing IS potentialities and their ability to support decision-making processes. The book discusses the relevance of these three new concepts in connection with technological and organizational innovations (i.e. cloud, smart technologies and networking), and the role they play in the development of accounting and management information

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*systems. The book's primary aim is to investigate how these innovations could influence information systems (with a particular focus on accounting and management information systems) by enhancing their information potentialities and improving accounting methodologies, performance measurement systems, data management, information systems architectures, and external and*

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*internal reporting. The book is based on a selection of the best papers—original double-blind reviewed contributions—presented at the 2016 Annual Conference of the Italian Chapter of the Association for Information Systems (AIS).*

*Governance e trasparenza nelle aziende di servizi di pubblica utilità  
Gli strumenti finanziari derivati nell'economia delle aziende. Risk management, aspetti*

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*operativi e principi  
contabili internazionali*

*Three Keywords for  
Information Systems*

*Innovation*

*Non-Knowledge Risk and  
Bank-Company Management  
Prospects and Challenges*

*Network, Smart and Open  
The Third Sector in  
Europe*

**Challenging some of the established practices of public policy and administration, which have been called into question by the financial and banking crises of 2008, this title investigates public sector management and the public managers acting in the interests of**



civil society to get to the heart of best practice.

373.4

Ethics and Integrity in Public Administration presents cutting-edge perspectives on the role of ethics in public sector management--what it is and where it is going. The contributors include a cross-section of authoritative authors from around the globe, and from both the academy and government. They cover a wide range of topics, diverse theoretical and conceptual paradigms, and global examples, and provide a broader view than what is typically offered in other books. The book includes both theoretical insights

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and commentaries grounded in practice. Chapters are divided into three parts: Ethical Foundations and Perspectives, Ethical Management and Ethical Leadership, and International and Comparative Perspectives.

This title is a part of the series [Schwung]; Critical Curating and Aesthetic Management for Art, Business and Politics. Conventional wisdom holds that the performing arts, due to the economic nature of the sector, are condemned to a state of permanent financial crisis.

However, increasingly frequent information about the fiscal troubles of several opera houses has also led to questions about the soundness of

the strategies adopted by these organizations, and about the administrative abilities of their general managers. The case narrated here (La Fenice, Venice's main opera theater), represents a successful case in which, still inside the borders of a subsidized cultural production, a managerial turn led to substantial improvements in efficiency and productivity levels. However, the success of a case such as La Fenice in terms of bottom-line fiscal indicators does not imply immunity to critiques. The description and analysis of the case, far from being presented as a best practice with any claim of generalization, allows for a critical

reflection on arts management, starting from the tension between art and commerce discussed initially by the Frankfurt School. Critiques not only challenge the dominant meaning of what is considered good and what is not: they also contribute to the reshaping of a new social order. Only by looking at the whole picture, at both dominant and critical voices, can we come to a greater understanding of current ideological stances in the arts world and contextualize them within existing discourses on art, management studies, and arts management.

Emerging Evidence and Future  
Agenda

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aziende del «sistema sport»

Improving Business Reporting

Il governo delle aziende sanitarie ed ospedaliere. Problematiche di programmazione, rendicontazione e controllo

Problematiche di programmazione, rendicontazione e controllo

Governance Structures and Mechanisms in Public Service Organizations

Integrating Performance and Risk in a Management Control System

**This book presents a theoretical and empirical framework to interpret the possible configurations of the integration between performance management and risk management systems as part of management control**

**systems. The book provides an overview of the development paths of these three systems, outlining the evolution and the current development of these disciplines, highlighting emerging issues and providing some original considerations. The author uses both an inductive and deductive approach in shaping the proposed framework, and includes the perspective of practitioners and academics on the topic. Based on a multiple case study in listed companies and a survey administered to small and medium enterprises, this book provides readers with valuable insights to adapt the proposed framework in different business contexts. This edited volume aims at exploring the uniqueness and**

**complexity of European CSR approaches, perspectives, and practices through a critical lens.**

**Die Beiträge des Bandes stellen Grundlagen aus den Bereichen Verwaltungsmanagement und Verwaltungsinformatik sowie Ergebnisse der empirischen Forschung zum strategischen Management in kleinen und mittleren Kommunen dar.**

**Fallbeispiele aus Kommunen in Österreich, Italien, der Schweiz, der Slowakei und Deutschland zeigen praktizierte Managementsysteme, Einführungsprozesse und Aspekte der informationstechnischen Unterstützung.**

**Strategic Management in Public Services Organizations sets out to connect the two traditionally disparate academic literatures of**

**public management and strategic management. The authors argue that some models of strategic management are now of enhanced relevance for contemporary public services organizations, especially when considering successive New Public Management reforms. This observation has important consequences for the requisite work practices, skills and knowledge bases of current public managers, as they are increasingly being asked to act as strategic as well as operational managers. Strategic Management in Public Services Organizations takes a strongly comparative and international perspective in addressing the fundamental issue of strategic management within diverse public administrative**



**traditions. The impact of strategic management on the performance of public agencies is examined and it is argued that the appropriate use of strategic management models depends on the politico-administrative and cultural contexts of the public services organization in question, concluding that there is no single best way to strategically lead public organisations. This is an advanced textbook aimed at the postgraduate level, particularly students on MPAs and MBAs with a public sector option or MScs in Public Policy and Public Management. Come affrontare le sfide della governance di aziende e famiglie proprietarie in un mondo cambiato**  
**Theories, Evidence and Future Directions**

**Public Administration in the  
Balkans from Weberian  
Bureaucracy to New Public  
Management  
Hybridity and Cross-Sectoral  
Relations in the Delivery of Public  
Services  
An Age of Austerity  
Governance and Performance of  
Water Utility Firms  
Conceptualizing and Researching  
Governance in Public and Non-  
Profit Organizations**