Edited by
Franca Cantoni - Gianluigi Mangia

Human Resource Management and Digitalization
# CONTENTS

List of Illustrations xi
Foreword xiii

## Part I

**OVERVIEW**

1. **Unlocking the IoT Potential in Manufacturing: an Organizational Analysis and Research Agenda**  
   Cristiano Ghiringhelli-Francesco Virili
   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**  
   Federico Moretti-Stefano Denicolai-Aurelio Ravarini
   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
<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.3. Research design</td>
<td>36</td>
</tr>
<tr>
<td>2.4. Case studies description</td>
<td>38</td>
</tr>
<tr>
<td>2.4.1. FacilityLive</td>
<td>38</td>
</tr>
<tr>
<td>2.4.2. 7Pixel</td>
<td>38</td>
</tr>
<tr>
<td>2.5. Findings</td>
<td>39</td>
</tr>
<tr>
<td>2.5.1. FacilityLive</td>
<td>39</td>
</tr>
<tr>
<td>2.5.1.1. Intrapreneurship</td>
<td>39</td>
</tr>
<tr>
<td>2.5.1.2. Risk propensity and failure tolerance</td>
<td>39</td>
</tr>
<tr>
<td>2.5.1.3. HRM practices</td>
<td>40</td>
</tr>
<tr>
<td>2.5.1.3.1. Recruitment and selection</td>
<td>40</td>
</tr>
<tr>
<td>2.5.1.3.2. Retention mechanisms</td>
<td>40</td>
</tr>
<tr>
<td>2.5.1.3.3. Four models framework</td>
<td>40</td>
</tr>
<tr>
<td>2.5.2. 7Pixel</td>
<td>42</td>
</tr>
<tr>
<td>2.5.2.1. Intrapreneurship</td>
<td>42</td>
</tr>
<tr>
<td>2.5.2.2. HRM practices</td>
<td>43</td>
</tr>
<tr>
<td>2.5.2.2.1. Risk propensity and failure tolerance</td>
<td>44</td>
</tr>
<tr>
<td>2.5.2.2.2. Performance evaluation</td>
<td>44</td>
</tr>
<tr>
<td>2.5.2.2.3. Training and development</td>
<td>44</td>
</tr>
<tr>
<td>2.5.2.2.4. Four models framework</td>
<td>45</td>
</tr>
<tr>
<td>2.6. Discussion and conclusions</td>
<td>46</td>
</tr>
<tr>
<td>References</td>
<td>47</td>
</tr>
</tbody>
</table>

3. **HRM 4.0: the Digital Transformation of the HR Department**

*Rita Bissola-Barbara Imperatori*

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1. Introduction</td>
<td>51</td>
</tr>
<tr>
<td>3.2. Work and Industry 4.0</td>
<td>53</td>
</tr>
<tr>
<td>3.2.1. New spaces and time</td>
<td>54</td>
</tr>
<tr>
<td>3.2.2. New stakeholders</td>
<td>55</td>
</tr>
<tr>
<td>3.2.3. Big data analytics</td>
<td>56</td>
</tr>
<tr>
<td>3.3. HRM department and industry 4.0: the HR competences</td>
<td>58</td>
</tr>
<tr>
<td>3.3.1. New HR role: an old tale or a new chance?</td>
<td>59</td>
</tr>
<tr>
<td>3.4. HRM department, organization and industry 4.0: the design thinking approach</td>
<td>62</td>
</tr>
<tr>
<td>3.5. Conclusion</td>
<td>64</td>
</tr>
<tr>
<td>References</td>
<td>66</td>
</tr>
</tbody>
</table>

**Part II**

**PRACTICES**


*Stefano Forte-Pietro Previtali-Danila Scarozza*

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1. Introduction</td>
<td>73</td>
</tr>
</tbody>
</table>
Contents vii

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
Roberto Albano-Ylenia Curzi-Tommaso Fabbri
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
Andrea Carugati-Aurélie Leclercq-Vandelannoitte-Joao Vieira da Cunha
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
Roberto Bernazzani-Franca Cantoni-Mariacristina Piva
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

Paolino Fierro-Paola Briganti-Luisa Varriale

8.1. Introduction 153
8.2. Individual learning versus organizational learning in the traditional era 154
8.3. Organizational learning in the digital era
   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

Roberta Virtuani-Alessandro Bottazzi

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

Francesca Di Virgilio-Mónica Valderrama Santomé-Alba López Bolás

10.1. Introduction 207
10.2. Social media definitions and research topics 209
10.3. Social media practice and user behavior 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
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 Expect For Workers’ Competencies in Industry 4.0 231
Martina Gianecchini-Caterina Muzzi-Diego Campagnolo
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
Tommaso Fabbri-Anna Chiara Scapolan
12.1. Introduction 243
12.2. The digitalization of the enterprise: an organizational perspective 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
Alessio Paris-Luca Giustiniano
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

Davide Bizjak-Teresa Anna Rita Gentile-Ernesto De Nito-Paolo Canonico

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


Federico Cesche-Alessandro Hinna-Alessandro Pastorelli

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” 291
15.6. “ARCO Data Analysis” 291
   15.6.1. Predictive analytics 293
15.7. Conclusion 295
References 297

Authors 301