

Luca ZAN - CV (luca.zan@unibo.it)

Professor of Management, University of Bologna. Past Director of GIOCA (Graduate degree in Innovation and Organization of Cultural and the Arts), University of Bologna, where he teaches "Ethnography of arts organizations", and "Heritage, history and the issue of organizing". Adjunct faculty at the Heinz College until 2020, Carnegie Mellon University, Pittsburgh, where he thought "International Perspectives in Arts Management" within the Master of Arts Management Program. Adjunct faculty at CAFA, Beijing, teaching "Management and arts organizations".

Research interests:

- Management and accounting history, both in terms of theories, and practices (especially in pre-industrial settings, such the Venice Arsenal 16th century).
- Management of heritage and arts organizations, with a focus on field research, an international comparison (recently with extensive research in China).
- Strategic change processes, within strategic management, management accounting and organization theory traditions.

Main publications

a) Arts Management and Museums

- "Managing Bologna university museums and collections (1970–2015)", *Museum Management and Curatorship*, DOI: 10.1080/09647775.2021.1891562, 2021 [co-authors Paolo Ferri, Anna Guagnini, Maria Elena Santagati]
- "Understanding decentralization: deconcentration and devolution processes in the French and Italian cultural sectors", 2020, *International Journal of Public Sector Management*, Vol. 33 No. 4, pp. 435-460 (co-authors Maria Elena Santagati, Sara Bonini).
- "History of management and stratigraphy of organizing. The Venice Arsenal between tangible and intangible heritage", in Zendri E., Calao D., Moropoulou A. (eds.), Special Issue focuses on Sustainability in the conservation and management of built and archaeological heritage, *Heritage*, 2019, https://www.mdpi.com/journal/heritage/special_issues/bah: 1176-1190
- "Making Sense of Site Management", in Makuva Sam, *Aspects of Site Management Planning for Cultural World Heritage Sites: Principles, Approaches and Practices*, Springer, 2018, 227-239 (co-authors Lusiani M. e Ferri P.)
- "Missing HRM: the original sin of museum reforms in Italy", *Museum Management and Curatorship*, 2018, Vol. 33, No. 6, 530-545. DOI 10.1108/IJPSM-02-2019-0050 (co-authors Bonini Baraldi S & Santagati M.E.)
- "Accountability and patronage in extraordinary administrations: evidence from Pompeii", *Financial Accountability & Management*, February 2019, Volume 35, Issue 1, Pages: 1-117 [co-author Paolo Ferri]
- (a cura di), *Per un futuro dell'Arsenale di Venezia*, Cafoscarina, 2018.
- "When megaprojects meet archeology: a research framework and case study from Yenikapı, Istanbul", *The International Journal of Cultural Policy*, 2019, vol. 25 no. 4, 423-444. doi.org/10.1080/10286632.2017.1343307 (co-author S. Bonini Baraldi & D. Shoup).
- "Professional Utopianism and Administrative Naiveté. Uncertainty and Archaeology in the Shipwrecks of Pisa (1998-20??)", in A.M. Labrador, N.A. Silberman (eds.), *The Oxford Handbook of Public Heritage Theory and Practice*, Oxford University Press, 2018 (co-author Daniel David Shoup). Online version DOI:10.1093/oxfordhb/9780190676315.013.5.
- "Life and death in audience development. The exhibition on Pompeii at the British Museum, 2013", *Museum Management & Curatorship*, 2017, 32 (3) pp. 213-231 [co-author M. Pegoraro].
- "Partnerships for heritage conservation: evidence from the archeological site of Herculaneum", *Journal of Management & Governance*, 2015, DOI 10.1007/s10997-015-9332-2 (trad. it. "Economia

- e gestione delle partnership nei Beni culturali. Riflessioni sull'esperienza di Ercolano", *Aedon*, 2014, n.3 <http://www.aedon.mulino.it/archivio/2014/3/zan.htm>) [coautore P. Ferri]
- "International Arts Management? Questioning isomorphism", paper presented at "The 7th Art of Management & Organization Conference" 28-31 August 2014, CBS (a preliminary version also paper presented at the International Forum on Arts & Brain: Arts Management Thinking, CAFA, Beijing, November 27, 2013)
 - *Managing Cultural Heritage. An International research Perspective*, Ashgate, London, 2015 (co-authors Bonini Baraldi S., Lusiani M., Shoup D., Ferri P., Onofri F.)
 - "I Beni Culturali italiani tra innovazione amministrativa e decentralizzazione", in *L'Italia e le sue regioni (1945-2011)*, a cura di Mariuccia Salvati e Loredana Sciolla, Volume I, Treccani, Roma
 - "Ten years after: The rise and fall of managerial autonomy in Pompeii", *Critical perspectives in Accounting*, 2014, 25: 368–387 (co-author P- Ferri). Trad. It. "Pompei dieci anni dopo. Ascesa e declino dell'autonomia gestionale", *Aedon*, 2012 n. 1-2
 - "Economic discourse and heritage conservation. Towards an ethnography of administrations", *Heritage & Society*, Vol. 6 No. 2, 2013, November, pp. 167–184
 - "Understanding Cultural Heritage in Turkey: Institutional Context and Organizational Issues", *International Journal of Heritage Studies*, 2013, Vol.19, n. 7, pp. 728-748. (co-authors Sara Bonini Baraldi & Daniel Shoup).
 - "Planning and Heritage", Introduction to the special issue on Planning and Heritage, *Journal of Cultural Heritage Management and Sustainable Development*, Volume 3 issue 2, 2013, pp.108-115 (co-author M. Lusiani).
 - "Byzantine Planning: Site Management in Istanbul", *Conservation and Management of Archaeological Sites*, Vol. 15 No. 2, May 2013, 169–94 (co-author D. Shoup)
 - "A centralized decentralization: outsourcing in the Turkish cultural heritage sector", *The International Journal of Cultural Policy*, 2012, DOI:10.1080/10286632.2012.731051 (co-authors Sara Bonini Baraldi & Daniel Shoup).
 - Special issue on Managing Arts Organizations, *International Studies of Management and Organization*, Vol. 42, No. 2, Summer 2012. Including the Guest Editor's Introduction, "Research on Arts Organizations and the Lazy Community of Management Scholars".
 - "The rhetoric of Cultural Policies and the issue of 'getting things done'. Bologna Cultural Capital ten years after", *City, Culture and Society*, Volume 2, Issue 4, December 2011, Pages 189-200, (co-authors Sara Bonini Baraldi, Federica Onofri). Trad. it. Capitali europee della cultura e politiche culturali, *Aedon*, 2013, 1, <http://www.aedon.mulino.it/archivio/2013/1/zan.htm>.
 - "Behind the scenes of public funding for performing arts in Italy: hidden phenomena beyond the rhetoric of legislation", *The International Journal of Cultural Policy*, 2012, Vol 18 No. 1, 76-92 (co-author Luca Zan, Bonini Baraldi S., Mariani M., Ferri P., Lusiani M.). Trad. It. "Il finanziamento pubblico allo spettacolo dal vivo: una ricerca empirica", *Aedon*, n2, 2008
 - "Managing Machu Picchu: institutional settings, business model and master plans", *Journal of Cultural Heritage Management and Sustainable Development*, Vol. 1 No. 2, 2011, pp. 157-176 (co-author Maria Lusiani)
 - "Managing change and master plans. Machu Picchu between conservation and exploitation", *Archaeologies*, 2011, vol 7, 2. pp.329-371 (co-author M. Lusiani)
 - "The economy of music programs and organizations. A micro analysis and typology", *European Accounting Review*, 2011, Vol. 20, No. 1, 113-148 (co-author M. Mariani).
 - "Institutional transformation and managerialism in cultural heritage: Heritage Malta", *Museum Management and Curatorship*, 2010, 25 (2), pp. 147-165 (co-authored with Maria Lusiani)
 - (a cura di), *Le risorse per lo spettacolo. Ricerca esplorativa su trasparenza, accountability e efficacia della spesa pubblica nello spettacolo*, il Mulino, Bologna 2009
 - "The Opificio delle Pietre Dure in Florence: between excellence and surviving", in Ayata B. (ed.), *Kulturekonomi. Konsten att fånga osynliga värden*, Studentlitteratur, Stockholm, 2007, 189-230 [co-author A. Narduzzo]
 - *Managerial Rhetoric and Arts Organizations*, Palgrave MacMillan, Basingstoke, 2006

- "Cultural Heritage between Centralisation and Decentralisation: Insights from the Italian context", *International Journal of Cultural Policy*, 2007, Vol. 13, No. 1, 49-70 (co-authors Bonini, S., Gordon, C.)
- "Much ado about management", *International Journal of Art Management*, 2005, volume 7, number 3, Spring, 46-64 (co-author L.M Sicca)
- "Renewing Pompeii, Year Zero. Promises and expectations from new approaches to museum management and accountability", *Critical Perspectives in Accounting*, 13, 2002 (pp. 89-137).
- "Management and the British Museum", *Museum Management and Curatorship*, Vol. 18, No. 3, 2000, (pp. 221-270).
- "Managerialisation processes and performance in arts organisations: The Archaeological Museum of Bologna", *Scandinavian Journal of Management*, Vol. 16, n. 4, 2000 (pp. 431-454).
- (ed), "Accounting for Art", *Scandinavian Journal of Management*, Vol. 16, n. 3, 2000 (335-347).
- "Piano, with harmony: analysing the Imola academy from a management study perspective", *Financial Accountability & Management*, Special Issues on Accountability in Non-Profit Organisations, Vol. 14, No. 3, 1998 (p. 215-231).

b) China Cultural Heritage

- *Heritage Sites in Contemporary China: Cultural Policies and Management Practices*, Routledge, 2018 [co-authors Yu B., Yu J., Yan H.]
- Chinese "Big Archaeological sites" (Da Yi Zhi). From policy to practices: the case of Sui & Tang city, Luoyang [co-author Bing Yu], working paper, 2014
- Cultural Nationalism and China. Stateholder approach and administrative legacy, working paper, University of Bologna, June 2014
- "Cultural Heritage in China between policies, development, professional discourse and the issue of managing", *Public Archaeology Journal*, special issue on Archaeology and Economic Development, Vol. 13, Nos 1-3, 2014, pp. 99-112.
- "Conservation & exploitation. Governance and sustainability issues in Lijiang cases", in Pereira A.R., Bandarin F., *Historic Urban Landscape: Five Years, Twenty-five cities, Hundred lessons*, Springer, Singapore, 2019, pp. 329-340 [co-author Wang Tao].
- "Managing heritage sites in China. The case of the Guan Lin Temple". In Brol, R. and Sztando, A. (eds.) "Local Economy in Theory and Practice. Planning and Evaluation Aspects. N.282". Wroclaw: Publishing House of Wroclaw University of Economics. 2013, pp.90-103. [co-author: S. Bonini Baraldi]
- "New Approaches to Heritage Administration in China", in *Encyclopaedia of Global Archaeology: Cultural Heritage Management Section*, Springer, 2013, p. 1437-1441.
- "The Heritage Chain. General issues and a case study, China", *Journal of Cultural Heritage*, 14 (2013) 211-218 (co-author Bonini Baraldi S.)
- "Opening the door to accounting change. Transformations in Chinese public sector accounting", *Accounting History Review*, 2012, 22:3, 269-299 (co-author Qingmei Xue).
- "Managing Cultural Heritage in China. A View from the Outside", *China Quarterly*, 210, June 2012, pp. 456-481 (co-author Sara Bonini). Trad. It. "La gestione del patrimonio culturale in Cina: uno sguardo dall'esterno", Aedon, 2014, n.1
- "Management and Presentation of Chinese sites for UNESCO World Heritage List", in Special Issue: World Heritage cities management Guest editor(s): Ana Pereira Roders and Ron van Oers, *Facilities*, Vol. 29 No. 7/8, 2011, pp. 313-325 (co-author Wang Tao)
- "Budgeting China: macro policies and micro practices in public sector changes", *Accounting, Auditing and Accountability Journal*, 2011, 24, 1, pp. 38-62 (co-author Qingmei Xue).
- *The Management of Cultural Heritage in China. General trends and a micro-focus on the Luoyang municipality*, Egea, Milano, 2008 (co-author Y.Guo & S.Liu) (available as print-on-demand at <http://www.egeaonline.it/>
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- "Managing the archaeological chain in China. Between happy ending and organizational challenges." in Amoeda et al. (eds), *Heritage 2008. World Heritage and Sustainable Development*, Green Lines Institute Pub, Barcelos, Portugal. (co-author Bonini, S.)
- "Managerial Transformation in Chinese Museums. The Shaanxi History Museum in Xi'an", *Museum Management and Curatorship*, June 2007, Vol. 22, No. 2, 151-182

c) Management and Accounting History

- "The Chinese accounting profession: a preliminary understanding from an Oral History perspective", under review, *Critical Perspectives on Accounting* (co-author Qingmei Xue).
- "Micro foundations in the Great Divergence Debate: opening up the perspective", *Accounting History*, 2017, Vol. 22(4) 530–553 [co-author Kent Deng]
<http://journals.sagepub.com/doi/abs/10.1177/1032373217729865>.
- "Complexity, anachronism and time-parochialism. Doing historical research from a (strategic) management background", *Business History*, 58 (4), 2016.
- "Change and continuity in managerialism: 100 years of administrative history at the International Museum of Ceramics in Faenza", *Management and Organization History*, 2011, 6 (1), pp. 59-80 (co-author Maria Lusiani).
- "Controlling expenditure, or the slow emergence of costing at the Venice Arsenal (1586-1633)", Special Issue on "Accounting History in Italy", *Accounting, Business & Financial History*, 2007, Vol. 17, No. 1, 105–128 (Co-author S. Zambon).
- *Il "discorso del maneggio". Pratiche gestionali e contabili all'Arsenale di Venezia, 1580-1643*, il Mulino, 2006 (co-authors F. Rossi & S. Zambon).
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- "Toward a history of accounting histories", *European Accounting Review*, vol. 3, n. 2, 1994 (p. 255-307).