

## **Prof. Andrea Bernardi**

School of Advanced Defence Studies  
Centro Alti Studi per la Difesa  
Palazzo Salviati  
Piazza della Rovere, 83  
00165 Roma



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### **CURRENT AND PAST POSITIONS**

- 2023- School of Advanced Defence Studies, Associate Professor in Organization Studies and HR
- 2016-23 Oxford Brookes University, UK, Senior Lecturer (Associate Professor) in Employment and Organization Studies
- 2012-16 Manchester Metropolitan University, UK, Senior Lecturer (Associate Professor) in Organizational Behaviour
- 2009-12 The University of Nottingham, China, Lecturer (Assistant Professor) in Organizational Behaviour
- 2009-11 University of Helsinki, Finnish Government Visiting Scholar
- 2005-09 University of Rome (Roma Tre), adjunct professor in Organization Studies

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### **EDUCATION AND TRAINING**

- 2023 NATO School Oberammergau, Wargaming practitioner course
- 2016-18 Oxford Brookes University, Post Graduate Certificate in Teaching in Higher Education
- 2011 The Richard Ivey School of Business, Intensive workshop, 'Teaching with Cases'
- 2005-09 Università degli Studi di Milano Bicocca, Dottorato di Ricerca in Scienze Umane - Organizzazione Aziendale, supervisor Prof. Francesco Paoletti e Prof. Raoul Nacamulli
- 2004 Università degli Studi di Firenze, Summer School, 'Distretti Industriali e sviluppo locale'
- 2003 University of Helsinki, Summer School, 'The Neo-liberalism debate'
- 2002 Rotterdam Business School, Summer School, 'Change Management'
- 1999-00 Copenhagen Business School, Exchange Year, International Business, con borsa Erasmus
- 1996-01 Università degli Studi di Roma Tre, Laurea Vecchio Ordinamento in Economia Aziendale, tesi in Organizzazione Aziendale (110/110)
- 1991-96 Liceo Scientifico Statale 'S. Cannizzaro', Roma.

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## RESEARCH INTERESTS

Military procurement; Wargaming; Industrial relations and inequality; Employment relations in the HE and military sectors; China; The co-operatives firm; History and Organization Theory.

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## TEACHING

- 2023-pres. Organization Studies, HR and Leadership, Doctoral Programme, School of Advanced Defence Studies.
- 2022-2023 Lecturer of the UNESCO Chair in 'Economic Systems and Human Rights' Universidad Nacional de La Plata.
- 2019-pres. Scuola Nazionale dell'Amministrazione (The Italian National School of Government), Rome Italy  
-Management of the public sector (Principi di Management Pubblico);  
-HRM in the public sector (Gestire le persone: politiche e strumenti);  
-Managing groups at work (Organizzare e gestire gruppi di lavoro);  
-Motivating your team (Motivare i collaboratori).  
-HRM in the civil service (Gestione e Sviluppo delle RU nella PA).
- 2016-23 Senior Lecturer in Employment and Organization Studies at Oxford Brookes University  
PG International HRM (20 students)  
UG International HRM (80 students)  
UG Developing HR Strategies (25 students)  
PG Managing Employment Relations (50 students)  
PG Resourcing, Talent and Performance Management (50 students)
- 2012-16 Senior Lecturer in OB and HRM at Manchester Metropolitan Business School  
UG Critical organizational analysis and sustainability (40 students)  
UG Cross-cultural management (400 students)  
MBA and EMBA, Managing Human Performance (30 students)
- 2013-pres. Guest Lecturer, at University of Rome (Roma Tre), School of Economics  
Masters programme in Economics and Management of Co-operative firms  
Masters programme in Human Development and Food Security
- 2009-12 Lecturer in OB, Nottingham University Business School  
UG Studying organizations (450 students)  
UG Economics of Organizations (30 students)  
PG Managing People and Organizations (40 students)
- 2005-09 Lecturer in OB and HRM University of Rome (Roma Tre), School of Economics  
UG Organization Studies, (300 students)  
PG HRM, (150 students)
- 2006-08 Lecturer in Applied Economics, University of Rome (La Sapienza), School of Humanities  
PG Applied Economics (15 students)

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## PUBLICATIONS

### Journal articles

Bernardi, A., Giovannone M., 2024, Nuovi modelli organizzativi e prospettive di partecipazione e rappresentanza nelle Forze Armate, *Strategic Leadership Journal*, 2024 numero 1.

Bernardi, A., Hilton B., 2023, 'Probity or Performance? 150 Years of Public Expenditure

Reform, UK Defence 1850- 2000', *Qualitative Research in Accounting and Management*, Vol. 20 No. 2, pp. 278-307. (ABS 2, Classe A)

A. Bernardi, Berranger, C., Mannella, A., Monni, S., Realini A., 2022, 'Sustainable but Not Spontaneous. Co-Operatives and the Solidarity Funds in Italy'. *Sustainability*, 2022, 14(8), 4516. (AIDEA B)

A. Bernardi, A. Cori, M. Granata, K. Lelo, S. Monni, 2022, 'Mapping Worker Buyouts in Italy', *Entrepreneurship and Sustainability Issues*, 10(1), 242-260.

A. Bernardi, P. Tridico, 2021, 'What is organizational inequality? Why is it increasing as macroeconomic inequality increases?' *Capital & Class*, Vol 45, Issue 3. (ABS 2, Classe A)

A. Bernardi 2020, 'A New History of Management, time to fix our teaching materials?' *Ephemera, Theory & Politics in Organisation*, 20(4), 345-357. (ABS 1\*, AIDEA C)

Bernardi A., 2019, 'Using the Capability Approach and Organizational Climate to study Occupational Health and Safety', *Insights into Regional Development*, Vol. 1, Issue 3.

A. Bernardi, M. Miani, 2014, 'The Long March of Chinese co-operatives: towards market economy, participation, and sustainable development', *Asia Pacific Business Review*, Volume 20, Issue 3 (ABS 2, AIDEA B)

A. Bernardi, A. Greenwood, 2014, 'Understanding the rift: the (still) uneasy bedfellows of History and Organization Studies', *Organization*, Vol 21 Issue 6 (ABS 3, Classe A)

A. Bernardi, A. Greenwood, 2014, 'Old and New Rural Co-Operative Medical Scheme In China: The Usefulness Of A Historical Comparative Perspective', *Asia Pacific Business Review*, Vol 20, Issue 3. (ABS 2, AIDEA B)

A. Bernardi, 2014, 'Le università britanniche osservate da un docente italiano', *Nuova Secondaria Ricerca* Vol 5. (Classe A).

A. Bernardi, T. Köppä, 2011, 'Co-operatives as better working place. The Finnish case in a comparative organizational climate analysis', *The International Journal of Co-operative Management*, 40pp., Vol 5, Issue 2.

A. Bernardi, P. Tridico, 2011, 'El mercado de trabajo y el sector cooperativo en Italia', CIRIEC-España, *Revista de economía pública, social y cooperativa*, 27pp. (English translation: Labour markets and the co-operative sector in Italy)

A. Bernardi, P. Tridico, 2009, 'Mercato del lavoro e settore cooperativo in Italia', *Argomenti*, n. 25, 34pp. (English translation: The labour market and the co-operative sector in Italy)

A. Bernardi, 2008, 'Organizzazione e Valutazione della Qualità nei corsi di studio', *Rivista Italiana della Qualità*, Gennaio e Febbraio 08, Anno XVII, n. 1. (English translation: Organization and quality management in academic institutions)

A. Bernardi, F. Lauria, 2008, 'Relazioni di lavoro e teorie dell'organizzazione', *Working Paper ADAPT*, Fondazione Marco Biagi, n. 61, 31pp. (English translation: Employment Relations and Organization Theory)

A. Bernardi, 2007, 'The Co-operative Difference. Economic, organizational and policy issues', *International Journal of Co-operative Management*, Vol 3, No 2, Aug 07

A. Bernardi, 2006, 'La diversidad de la Organización cooperativa. Ideas desde el debate italiano', in *Economía Solidária e Ação Cooperativa* - ESAC, V.01, No. 01, 06. (English translation: The diversity of the co-operative organization)

## Books

A. Bernardi, T. Treu, P. Tridico, 2011, *Lavoro e impresa cooperativa in Italia. Diversità, ruolo economico, relazioni industriali, sfide future*, pp.220, Passigli Editore. (English translation: Labour market, HRM and co-operatives in Italy)

A. Bernardi, P. Tridico, 2007, *Le risorse comunitarie a gestione diretta nell'Europa delle Regioni*, Presidenza Del Consiglio dei Ministri, Dipartimento degli Affari Regionali, pp. 127. (in Italian, European funds and local development in Italy)

### Edited Books

A. Bernardi, F. Angeli, B. Quacquarelli, edited by, 2024, *Organization Studies and Medical Humanities*, forthcoming.

A. Bernardi, M. Mazzanti, S. Monni, edited by, 2024, *Innovations for Circularity and Knowledge Creation: Participation and Cooperative Approaches for Sustainability*, Palgrave, London.

A. Bernardi, S. Monni, 2019, *Parole Chiave per l'impresa cooperativa del futuro*, Il Mulino, Bologna.

A. Bernardi, S. Monni, 2016, *Co-operative Firms: Keywords*, Roma, Roma Tre University Press.

G. Eminente, L. Bennati, A. Bernardi, 2002, *Casi Esemplari di Strategia Globale: strategia, struttura, cultura di 15 imprese eccellenti*, Franco Angeli, pp.125. (Strategy, structure and culture in global firms)

### Book chapters

A. Bernardi, S. Monni, 2019, 'Un dizionario per il mondo cooperativo', in A. Bernardi, S. Monni, 2019, *Parole Chiave per l'impresa cooperativa del futuro*, Il Mulino, Bologna.

A. Bernardi, 2019, 'Gung Ho, Cina. La storia del movimento cooperativo cinese', in A. Bernardi, S. Monni, 2019, *Parole Chiave per l'impresa cooperativa del futuro*, Il Mulino, Bologna.

A. Bernardi, 2019, 'Occupy Wall Street. La mancata collaborazione tra movimenti di protesta e movimento cooperativo', in A. Bernardi, S. Monni, 2019, *Parole Chiave per l'impresa cooperativa del futuro*, Il Mulino, Bologna.

A. Bernardi, S. Monni, 2019, 'Zeitgeist. La cooperazione del futuro e lo spirito del tempo' in A. Bernardi, S. Monni, 2019, *Parole Chiave per l'impresa cooperativa del futuro*, Il Mulino, Bologna.

A. Bernardi, M. Miani, 2017, 'The Long March of Chinese co-operatives: towards market economy, participation, and sustainable development', in *Mutual, Cooperative and Employee-Owned Businesses in the Asia Pacific, Diversity, Resilience and Sustainable Growth*, edited by Chris Rowley and Jonathan Michie, Routledge.

A. Bernardi, A. Greenwood, 2017, 'Old And New Rural Co-Operative Medical Scheme In China: The Usefulness Of A Historical Comparative Perspective', in *Mutual, Cooperative and Employee-Owned Businesses in the Asia Pacific, Diversity, Resilience and Sustainable Growth*, edited by Chris Rowley and Jonathan Michie, Routledge.

A. Bernardi, 2016, A Dictionary of the Multifaceted Co-operative World, in Bernardi A., Monni S., eds., (2016), *The Co-operative firm – Keywords*, Roma: RomaTrE-Press.

A. Bernardi, 2016, Gung Ho, The Chinese Co-operative Movement, in Bernardi A., Monni S., eds., (2016), *The Co-operative firm – Keywords*, Roma: RomaTrE-Press.

A. Bernardi, 2016, Occupy Wall Street and the Co-operative Movement, in Bernardi A., Monni S., eds., (2016), *The Co-operative firm – Keywords*, Roma: RomaTrE-Press.

A. Bernardi, 2016, Zeitgeist, Educating Diversity, in Bernardi A., Monni S., eds., (2016), *The Co-operative firm – Keywords*, Roma: RomaTrE-Press.

A. Bernardi, A. Greenwood, 2014, 'The co-operative firm: a non-capitalist model for the Occupy Movement', in *Economic Policy and The Financial Crisis*, edited by Lukasz Mamica and Pasquale Tridico, Routledge.

A. Bernardi, 2011, "Applying the capability approach in occupational health and safety",

in *Vulnerable Workers*, edited by Malcom Sargeant and Maria Giovannone, Gower.  
A. Bernardi, 2009, 'Le trasformazioni organizzative', pp. 23-87, in A. Accornero, T. Treu, *La grande trasformazione nel settore elettrico. Le relazioni industriali in Enel e nelle aziende locali (1987-2007)*, Franco Angeli, Milano, 2009. (English translation: Labour Relations, HRM and Organization in the Italian energy industry 1987-2007)

A. Bernardi, 2008, 'La diversidad de la Organización cooperativa. Ideas desde el debate italiano', pp. 1-28, in *Ensayos sobre economía*. Bogotá, Ecoe Ediciones, Colombia.

A. Bernardi, 2005, 'Cooperative europee e sudamericane, l'indagine empirica', pp. 105-300, in F. Battaglia (ed.), *Teoria dell'Organizzazione e Imprese Cooperative, esperienze a confronto tra Europa e America Latina*, Guerini e Associati, Milano. (English translation: Organization theory and co-operative firms in Europe and Latin America)

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## PEER REVIEW AND EDITORIAL BOARDS

Associate Editor: Review of Evolutionary Political Economy (2019-).

Member of the Editorial Board: SINAPPSI, review of INAPP (2022-); Industrial and Commercial Training Journal (2020-2024); Review of Evolutionary Political Economy (2019-2022); Review of Social Economy (2012-2017); RomaTre Press, editorial series 'Corporate Governance e scenari di settore delle imprese' (2016-).

Reviewer: Academy of Management Review; Organization Studies; Organization; Human Relations; Socio-Economic Review; Business History; Asia Pacific Business Review; Qualitative Research in Organizations and Management; International Journal of Co-operative Management; Critical Perspectives on Accounting; British Journal of Industrial Relations; Land Use Policy; Journal of Evolutionary Economics; Journal of Economic Surveys; Forum for Social Economics; PSL Quarterly Review, UK Medical Research Council.

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## RESEARCH AFFILIATIONS AND NETWORK

2022-23	Lecturer of the UNESCO Chair in 'Economic Systems and Human Rights', Universidad Nacional de La Plata
2017-22	Elected Member of the Council, European Association for Evolutionary Political Economy
2017-23	Member, Oxford Brookes Centre for Medical Humanities
2016-17	Co-opted Member of the Council, European Association for Evolutionary Political Economy
2014-pres	Research Area Coordinator: EAEPE, Co-operative economy, collective ownership and urban inequalities.
2013-16	Research Fellow, University of Bergamo, Doctoral School in Labour Law and Industrial Relations.
2009-12	Member, International Centre for Behavioural Business Research, University of Nottingham UK.
2003-06	Local coordinator, EU-Alfa project, Euro-Latin American network "Social Economy and sustainable development", led by Universidad de Deusto, Spain.
2002-05	Local coordinator, EU-Alfa project, Euro-Latin American network "Estudios Asociativos y Cooperativos", led by Universidad de Chile, Santiago, Chile.
2001-08	Research Assistant in Organization Theory: Dep. of Management,

University of Rome, Roma Tre.

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## **SUPERVISION**

- 2023-pres. Centro Alti Studi della Difesa-Università di Torino, member of the doctoral programme in 'Defence and Security Studies', supervisor and co-supervisor of three students.
- 2020-23 Oxford Brookes University, member of the team of the doctoral programme, supervising three candidates.
- 2012-16 Manchester Metropolitan University, member of the team of the doctoral programme. Completion: Dr Malcom Harper, research project, *The understanding of leadership by professional service managers in UK Higher Education*. Co-supervisor prof. Carol Atkinson.
- 2010-14 University of Nottingham, member of the team of the doctoral programme. Completion: Dr Maria Luo, research project, *Dysfunctional Customer Behaviour, motivation and organizational performance*. Co-supervisor, prof Christine Ennew.
- 2005-pres. University of Rome, University of Nottingham, Manchester Metropolitan University, Oxford Brookes: Undergraduate and masters Dissertations supervisor.

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## **ADMINISTRATIVE ROLES**

- 2024-pres. Erice International School on Science Diplomacy, organizing committee.
- 2024 EGOS Colloquium, Milano Bicocca, sub-theme convener (Medical humanities and the social construction of health and well-being) with Federica Angeli and Christian Delorenzo.
- 2024 EGOS Colloquium, Milano Bicocca, Local organizing committee.
- 2022 EGOS Colloquium, WU Vienna university of economics and business, sub-theme convener (Organization Studies and Medical Humanities) with Barbara Quacquarelli and Federica Angeli.
- 2019-pres. Co-Chair, Peking University – Oxford Brookes annual research workshops on Healthcare in China.
- 2017-pres. Data Management Committee, Oxford Brookes University
- 2016 Chair, 28<sup>th</sup> EAEPE Conference (275 papers presented, 315 participants, at MMU)
- 2012-16 International Relations and Exchange Programme coordinator, MMU Business School
- 2012-pres. Scientific Committee, Masters programme in Economics and Management of the co-operative firm, Roma Tre University, Italy.
- 2011-12 Occupational Health and Safety Committee, University of Nottingham
- 2011 Organizing committee, ICA research Conference, University of Helsinki
- 2009-12 Project Leader, Nottingham Technologies Asia, Business Incubator
- 2008 Organizing committee, EAEPE Conference, University of Rome, Roma Tre
- 2003-05 Quality Management Committee (CRUI-CampusOne), University of Rome, Roma Tre



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## GRANTS

- 2022 Oxford Brookes University, Internal grants, (800 GBP)
- 2020 EAEPE, Special Session conference Grant (1000 GBP)
- 2018 Erasmus+, teaching mobility grant (1,400 GBP)
- 2016 Royal Economic Society (2.000 GBP)
- 2015 Manchester City Council, Manchester European City of Science 2016 (5.000 GBP)
- 2015 Italian Association of Co-operatives (AGCI) 3.500 Euros
- 2014 Italian Confederation of Co-operatives (Legacoop), research grant (10.000 Euros)
- 2014 Manchester Metropolitan University small research-grants (2.000 GBP)
- 2014 Erasmus+ Organization of Mobility grants (1.350 GBP)
- 2014 FP7-PEOPLE-2012-IRSES International research staff exchange (2.000 Euros)
- 2011 Italian Confederation of Co-operatives (Confcooperative), research grant (4.000 Euros)
- 2009 Centro di Formazione e Iniziativa sulla Cooperazione e l'Etica d'Impresa, research grant (5.000 Euros)
- 2009 Finnish Government - CIMO, University of Helsinki, research grant (18.000 Euros)
- 2006 Erasmus Teaching Staff Mobility Programme, visiting grant (3.000 Euros)
- 2003 EU *Alfa* network, local coordinator of the project (ID: ES II-0297-A) (120.000 Euros)
- 2002 EU *Alfa* network, local coordinator of the project (ID: CL II-0247-A) (120.000 Euros)
- 2001 Rome City Council (Municipio Roma XI) research scholarship (11.000 Euros)
- 1999 Erasmus Programme, scholarship (5.000 Euros)

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## CONFERENCE PRESENTATIONS

- A. Bernardi, F. Paoletti, Managing academics in a marketized HE. A qualitative account from Britain, 39<sup>th</sup> EGOS Colloquium, Cagliari.
- G. Huber, A. Bernardi, I. Iordanou, 2019, Critical discourse analysis: At the intersection of sociology and historiography, 35<sup>th</sup> EGOS Colloquium, Edinburgh, United Kingdom.
- A. Bernardi, D. Wang, F. Grillo, 2019, The Innovation Paradox Versus Innovation with Chinese Characteristics: Through The Lens Of Healthcare And Economic Policy, 31<sup>st</sup> EAEPE Conference, Warsaw, Poland.
- A. Bernardi, P. Tridico, 2018, Defining Inequality, 30<sup>th</sup> SASE Conference, Kyoto
- A. Bernardi, O. Kuznetsova, H Mathieson, 2017, Marketization of British higher education: repercussions for employee relations, 33<sup>rd</sup> EGOS Colloquium, Copenhagen
- A. Bernardi, P. Tridico, 2017, Organizational and Macro-Economic Inequality, 33<sup>rd</sup> EGOS Colloquium, Copenhagen
- A. Bernardi, S. Decker, 2015, Time and History: connections and differences. 31<sup>st</sup> EGOS

Colloquium, Athens

A. Bernardi, B. Hilton, 2015, "Spending well or spending properly? On the trade-off between form and performance in the history of British Ministry of Defence" 75th AOM Conference, Vancouver

A. Bernardi, M. Miani 2014, "The transition of Chinese Co-Operatives towards market economy, participation and sustainable development", 26th EAEPE Conference, University of Cyprus.

A. Bernardi, 2013, "The co-operative firm: a non-capitalist model for the Occupy Movement", 25th EAEPE Conference, Université Paris Nord, Paris.

A. Bernardi, A. Greenwood, 2012, "Understanding the rift: the (still) uneasy bedfellows of history and organization studies", 28th EGOS Colloquium, Helsinki.

A. Bernardi, A. Greenwood, 2011, "Rural Health Co-operatives in China, History and contemporary organizational models", 27th EGOS Colloquium, University of Gothenburg.

A. Bernardi, A. Greenwood, 2011, "History and Future of Chinese Co-operatives in the context of institutional transition of China", University of Helsinki, ICA Research Conference.

A. Bernardi, A. Greenwood, 2011, "Rural health co-operatives, barefoot doctors, contemporary organizational models and the lessons of history: China c. 1965-2010", 80th Anglo-American Conference of Historians: Health in History, SOAS, University of London

A. Bernardi, 2010, "Applying the capability approach at organisational level, Proceedings of Health and safety and vulnerable workers in a changing world of work", Middlesex University, London.

A. Bernardi, S. Monni, 2009, "Social Capital, Human Development and Co-operative Organizations in Italy: an empirical analysis", 25th EGOS Colloquium, ESADE, Barcelona.

A. Bernardi, 2005, "La valutazione dei Corsi di Studio, organizzare il C.d.S", Italian Annual Workshop of Organisation Studies, Università Cattolica di Milano.

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## **INVITED TALKS**

2023, Masters programme in Leadership and Digital Transformation, Università degli Studi di Salerno.

2023, Department of Education, Università Roma Tre, guest lecture 'Workers' participation and OHS'.

2023, Masters programme in Global economy and labour rights, Department of Economics, Università Roma Tre, guest lecture 'Employment relations and international labour standards in China: history and contemporary developments'.

2022, Masters programme in Global economy and labour rights, Department of Economics, Università Roma Tre, guest lecture 'The invention of a British 'cassa integrazione guadagni' and a revival of trade unionism in Britain?'

2019, INPS, Executive Education session with top management, Spoleto.

2017, Italian Co-operative Association, G7 thematic event on Labour and Innovation, Turin.

2017, New York University Shanghai, seminar on Ideology and Medicine in Rural China, Shanghai.

2016, Manchester Business School, ESRC seminar on Archive Method and



Autoethnography, Manchester.

2014, University of Tolima, Colombia, Keynote speech on the relationship between protest movements and co-operative sector, Ibagué.

2014, CASD, School of Advanced Defence Studies, guest lecture on Chinese contemporary history, economic and institutional transition, Rome.

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### **SERVICE OUTSIDE ACADEMIA**

- 2019-pres. Fondo Aristotele-INPS, Fabbrica Immobiliare, Comitato Consultivo.
- 2017-2023 New Books Network, Economics Channel, host.
- 2017-24 Trustee and Treasurer, Foundation for European Economic Development, Charity Commission n. 1001277.
- 2006-09 Italian National Youth Agency: External auditor
- 2006-07 Italian Ministry of Regional Affairs: Research project leader

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### **VISITING SCHOLARSHIPS**

- 2017 New York University Shanghai (China)
- 2013 University of Bergamo, Doctoral School on Employment Relations (Italy)
- 2009-11 University of Helsinki, Coop Studies Unit, Mikkeli (Finland)
- 2007 Université de Bretagne Occidentale, Atelier de Recherche Sociologique, Brest (France)
- 2006 and 14 Universidad del Tolima, Ibagué (Colombia)
- 2005 University of Helsinki, Coop Studies Unit, Mikkeli (Finland)

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### **ACADEMIC MEMBERSHIPS**

- EGOS, European Group for Organizational Studies, since 2009
- EAEPE, European Association for Evolutionary Political Economy, since 2008
- MIRS, Manchester Industrial Relations Society, since 2012
- ABH, Association of Business Historians, since 2012
- CIPD, Chartered Institute of Personnel and Development, Academic Member 41252207, since 2012
- Fellow of the Higher Education Academy in the United Kingdom, since 2018

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### **LANGUAGE SKILLS**

- Italian Mother tongue
- English Speaks, reads, and writes fluently
- Spanish Speaks, reads, and writes confidently
- French Reads and understands confidently, speaks at intermediate level
- Mandarin Beginner