

Maurizio Massaro, Ph.d.

Via Tomadini, 30A
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Curriculum Vitae

Maurizio Massaro, Ph. D.

University Address

Via Tomadini, 30A
33100, Udine
Italy
mail@mauriziomassaro.eu, maurizio.massaro@uniud.it

Education

- 2004 - Ph.D. in Business Science**
Udine University, Italy

- 2000 - Bachelor in Accounting – Grade 110/110**
Udine University, Italy

- 1997 - University Diploma in Accounting – Grade 70/70 magna cum laude**
Udine University, Italy

Academic Experience

Academic position

Udine University, Department of Economic Science and Statistic, Udine, UD, Italy

Director of the Master Degree in Hospitality management (2015-present)

Lecturer of accounting (2008-present), with the aim to:

- Teach in BS, MBA, EMBA, and International Programs: Accounting (BS, MBA), Corporate Finance (BS, MBA), Entrepreneurship and Small Business Management (BS, MBA, EMBA)
- Develop multiple MBA courses for both classroom and online delivery; e.g., accounting, Corporate Finance, and management accounting issues.
- Co-organize and responsible for multiple economic development and economic impact studies in region and state; e.g., Entrepreneurship for the regional development; regional incubator networks, etc.
- Teach undergraduate/graduate, and executive seminars in multiple countries (Italy, USA, Australia, Iran)
- Develop international partnership arrangements with both academic and business community.
- Conduct research in entrepreneurship and small business management, accounting and corporate finance.

International Experience (2010-present)

- Florida Gulf Coast University, Lutgert College of Business, Fort Myers, FL USA (2010-2013)
Visiting Professor
- Leicester University, Leicester, UK (2012 - 2013)
Visiting Researcher
- Angelo State University, San Angelo TX USA (2013)

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Guest Lecturer

- Macquarie University, Sydney, Australia (2014)
Guest Lecturer
- Sharif University of Technology, Tehran, Iran (2015)
Lecturer at DBA Program, Lecturer at Knowledge Management Forum

Honors

- **2016** – Emerald Literati Award winner as highly commended for the paper: Knowledge management in the public sector. A structured literature review
- **2016** – Mini Track chair “Managing Intellectual Capital for a New Deal in the Public Sector” for the International Research Society for Public Management, Hong Kong 13 - 15 April 2016
- **2016** – Organizer and conference Chair of the 8th European Conference on Intellectual Capital, Venice 12-15 May 2016
- **2015** – Organizer and conference Chair of the 16th European Conference on Knowledge Management, Udine 1-3 September 2015
- **2014** – My last book got the endorsement of ambassador Andrew Young who wrote the “to the reader” section and Prof. Hafiz Mirza Chief, Investment Issues Research Section, UNCTAD, who wrote the “foreword” section and was presented in a “vernissage” at the U.N. in Geneva.
- **2013** – Third as best Best Conference Proposal Award at the conference “Strategy in Complex Settings”, organized by Strategic Management Society, Glasgow for the paper “ Strategy map as visual artifact for strategy-making in complex settings”.
- **2012** - Finalist as best thematic paper at the Academy of International Business - South East USA, Fort Lauderdale.

Teaching

More than 3.500 hours of frontal lessons in the last 10 years both in Italian and English

Graduate and Undergraduate courses at University

- IFSR advanced course AA 2013/2014 (48 hours of frontal teaching per year – language: English).
- Performance Measurement from AA 2007/2008 to 2015/2016 (72+72 hours of frontal teaching per year – language: Italian).
- Accounting from AA 2005/2006 to 2007/2008 (72 hours of frontal teaching per year – language: Italian).
- Company Valuation Case of Study from AA 2002/2003 to 2004/2005 (20 hours of frontal teaching per year – language: Italian).

Post graduate courses at University

- Hospitality Management from AA 2014/2015 (18 hours of frontal teaching per year – language: Italian)
- Venice Ca’ Foscari University Master for Public Management (12 hours of frontal teaching per year – language: Italian)
- Performance Measurement from AA 2003/2004 to 2005/2005 (12 hours of frontal teaching per year – language: Italian).

Post graduate courses at private schools

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- Unicredit Bank: Fundamentals of Performance measurement AA2012/2013, AA2013/2014 (21 hours of frontal teaching per year –language: English).
- IAL: Performance measurement from 2001/2002 to 2014/2015 (45 hours of frontal teaching per year – language: Italian).
- Friuli Formazione: Entrepreneurship from 2010/2011 to 2011/2012 (10 hours of frontal teaching per year –language: English).
- Friuli Formazione: Supply Chain Management 2011/2012 (10 hours of frontal teaching per year – language: English).
- Friuli Formazione: Credit Management 2011/2012 (10 hours of frontal teaching per year –language: English).
- CUOA: Management Control System 2005/2006 (16 hours of frontal teaching –language: Italian).

Professional courses for entrepreneurs, top and middle managers at private schools

- IAL: Management Control Systems from 2001/2002 to 2015/2016 (45 hours of frontal teaching per year –language: Italian).
- IAL: Budgeting and Financial Analysis from 2001/2002 to 2015/2016 (45 hours of frontal teaching per year –language: Italian).
- IAL: Basics on accounting from 2001/2002 to 2015/2016 (60 hours of frontal teaching per year – language: Italian).
- Friuli Formazione: Performance Measurement from 2010/2011 to 2012/2013 10 hours of frontal teaching per year –language: English).

Training (Workshops and Seminars)

- I have developed, conducted, and coordinated multiple executive training programs, professional development workshops, executive seminars, and comprehensive training programs for corporate and community customers
- I have been part of the scientific committee of Imprenderò 3.0 (years 2011 – 2012) and Imprenderò 4.0 (years 2014 – 2015) for the development of business plans for start-up companies. My team and I developed almost 80 business plans, and 250 business plans were analyzed.
- Workshops, seminars, etc. have been conducted throughout the U.S., Europe and Iran
- Training and programs audience range from corporate board members, to executive and leadership teams, to mid-level managers, to line staff employees.
- Programs are conducted as single day consultative workshop, or multiple mini-courses/seminars as part of a larger organizational training program (6 months to a year).
- Clients include small and large public and private organizations and agencies.
- Programs and seminars frequently included development of multiple type of support material; e.g., training manuals, pre and post workshops readings, assessments, etc.

Selected examples of executive workshop and seminar topics:

- Process Management/Mapping
- Management Control
- Corporate Finance
- Real Option Theory
- International Accounting
- Project Management

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- Investment Valuation
- Strategic Management
- Hospitality Management
- Risk Management
- Research Methods
- Entrepreneurship in the welfare sector

Master and Ph.D. supervision

Supervision of 5 master thesis per year since 2011

Supervision of 2 Ph.D. students since 2014

Supervision of the Ph.D. session for the 16th European Conference on Knowledge Management, 2015

Supervision of the Ph.D. session for the 8th European Conference on Intellectual Capital, 2016

Publications

Journal articles

MASSARO M., HANDLEY K., BAGNOLI C. DUMAY J., (2016), " Knowledge Management in Small and Medium Enterprises. A structured literature review", *Journal of knowledge management*, Vol. 20, N. 3, pp. forthcoming.

MASSARO M., DUMAY J., GUTHRIE J. (2016), "Standing on the shoulders of Giants. Undertaking a structured literature review", *Accounting Auditing and Accountability Journal*, Vol. 29, N. 5, 767-801.

GARLATTI A., MASSARO M., (2016), Is Knowledge Management Declining? *Electronic Journal of Knowledge Management*, Vol 14, N. 1

MASSARO M., DUMAY J., BAGNOLI C. (2015), "Where there is a will there is a way: IC, strategic intent, diversification and firm performance", *Journal of Intellectual Capital*, Vol. 16, N. 3, 490-517.

MASSARO M., DUMAY J., GARLATTI A. (2015), "Knowledge Management within the public sector: A structured literature review", *Journal of Knowledge Management*, Vol. 19, N. 3, 530-558.

MASSARO M., ROSSI G., BAGNOLI C., (2015), "Linking Market Orientation and Service relatedness to New Service Development. The Case of Italian Small Accounting Firms", *International Journal of Management Science and Information Technology*, Vol. 16.

MORO A, ASCHAUER E., MASSARO M., (2015), "The auditor as a change agent for SMEs: The role of confidence, trust and personal attachment", *Review of Managerial Science*, Vol. 9. N. 2., 339-360.

BARDY R., RUBENS A., MASSARO M., (2015), "The Systemic Dimension of Sustainable Development in Developing Countries", *Journal of Organisational Transformation & Social Change*, Vol. 12, N.1, pp.22-41.

MASSARO M., ZANIN F., BARDY R. (2014), "Levers of control and knowledge sharing in alliances among Large Firms and Small Firms in the pharmaceutical industry", *Management Control*, Vol. 4, N.2, pp.121-142.

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MASSARO M., PITTS M., ZANIN F., BARDY R. (2014), "Knowledge Sharing, Control Mechanisms and Intellectual Liabilities in knowledge-intensive firms", *Electronic Journal of Knowledge Management*, Vol. 12, N. 2, pp.117-127.

MASSARO M., DIMASTROMATTEO F. (2014), "Spunti di riflessione sulle attestazioni ex art. 67 L.F. Un esempio di applicazione del metodo Monte Carlo", *Contabilità Finanza e Controllo*, Vol. XXXVII, N. 4, pp. 70-80

BARDY R., MASSARO M. (2013), "Shifting the paradigm of return on investment: a composite index to measure overall corporate performance", *Corporate Governance*, Vol.13, N.5, pp. 498 - 510.

MASSARO M., BARDY R., ZANIN F. (2013), "Organizing Innovation: Do Management Control Systems Contribute to Knowledge Management?", *Business Systems Review*, Vol 2, Issue 1, pp. 47-58, May 2013. Available at SSRN: <http://ssrn.com/abstract=2272911>.

MASSARO M., PITTS M.,BAGNOLI C. (2013),Diversification and entrepreneurial intention: The role of relatedness in italian small and medium Accounting practices, *Journal of Strategic and International Studies*, Vol. VIII, N.3, pp. 18-30.

BAGNOLI C., MASSARO M., ZANIN F. (2013), The "triangular" coherence between business and knowledge management strategy configurations in small firms, *Journal of Strategic and International Studies*, vol. VIII, N.3, pp. 6-31 (ISSN 2326-3636)

MASSARO M., BARDY R., PITTS M. (2012), "Supporting creativity through knowledge integration during the creative processes. A management control system perspective", *Electronic Journal of Knowledge Management*, Vol. 10, N.3, pp.254-263.

BARDY R., MASSARO M. (2012), "A Stimulus for Sustainable Growth and Development Construing a Composite Index to Measure Overall Corporate Performance", *Journal of Organisational Transformation & Social Change*, Vol. 8, N.2, pp.155-174.

MASSARO M., MORO A., LUCAS M. (2012), "Approcci formali e informali al controllo negli innovation network. La relazione tra Leve del Controllo e Fattori della Fiducia", *Management Control*, Vol. 2, N.1, pp.22-50.

MASSARO M. (2007), "Modelli di iperconoscenza e processi metacognitivi per la misurazione della performance in condizioni di complessità", *BUDGET*, vol. 49; p. 45-69, ISSN: 1974-8086.

MASSARO M. (2006), "Vantaggi competitivi, complessità e capitale relazionale. La rete di creazione del valore e gestione della complessità", *BUDGET*, vol. 47; p. 70-95, ISSN: 1974-8086.

MASSARO M. (2006), "Performance e capitale relazionale. Una proposta di metodo per la misurazione del capitale relazionale", *BUDGET*, vol. 48; p. 19-46, ISSN: 1974-8086.

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Books and book chapters

GARLATTI A., MASSARO M., (Edit), (2016), "Proceedings of the 16th European Conference on Knowledge Management, Academic Publishing, Reading, UK.

MIO C., BAGNOLI C., GARLATTI A., MASSARO M. (Edit), (2016), Proceedings of the 8th European Conference on Intellectual Capital, Academic Publishing, Reading, UK.

MASSARO M., BARDY R., GARLATTI A. (2016), "A Soft Skills Training Model for Executive Education", IN LEPELEY M T, VON KIMAKOWITZ E., BARDY R., Human Centered Management in Executive Education. Global Imperatives, Innovation and New Directions., Palgrave.

BARDY R., MASSARO M., RUBENS A., (2013), "Sustainable Development in the Developing World: A Holistic Approach to Decode the Complexity of a Multi-Dimensional Topic", Business System Book Series, ISBN:978-1494325190

BARDY R., MASSARO M. (2013), "Stakeholder Dialogues in Transition Economies: Educating and Training Leaders to Build Relations Between Investors and Local Communities", in Alon,I., Jones,V. and McIntyre,J. (Eds.), *Innovation in Business Education in Emerging Countries*, Palgrave Macmillan, New York, USA, ISBN: 978-1-137-29295-7

BARDY R., MASSARO M. (2013), "Eco-Social Business in Developing Countries: The Case for Sustainable Use of Resources in Unstable Environments", in John R. McIntyre, Silvester Ivanaj & Vera Ivanaj (Edits), *Strategies for Sustainable Technologies and Innovations*, Edward Elgar, Northampton, Massachusset, USA, ISBN: 978 1 78100 683 2

ZANIN F., MASSARO M., BAGNOLI C. (2013), "Towards a Competitive Knowledge Management Strategy Approach in the University Setting", in Yousif Al-Bastaki and Amani Shajera, "Building a Competitive Public Sector with Knowledge Management Strategy", IGI Global, ISBN: 9781466644342

MASSARO M. (2011), *Creatività e Management Control System*, Franco Angeli Editore, Milano, Italia.

MASSARO M. (2009), "Creatività e capitale relazionale. Metodi e strumenti per il governo della complessità", In: E.Comuzzi, S. Marasca , L. Olivotto (Edit.), *Intangibles. Profili di gestione e di misurazione*, Franco Angeli, Milano, ISBN: 978-88-568-1277-0

Published conference Proceedings

MASSARO M., DAL MAS F., GARLATTI A., PASCHETTO M. (2015), "The Effect of Entrepreneurial Intention on new Service Development", in *Proceedings of The 3rd International Conference on Innovation and Entrepreneurship*, Academic Publishing Limited, Reading

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MASSARO M., DAL MAS F., GARLATTI A., (2014) "Intellectual Capital and Strategic Positioning Within Italian Small and Medium Accounting Practices", in J. Rooney and V. Murthy, 11th International Conference on Intellectual Capital, Knowledge Management And Organisational Learning (ICICKM 2014), *Academic Publishing Limited, Reading, UK, ISBN: 978-1-910309-73-5* (Acceptance rate: 59%)

GARLATTI A., MASSARO M., DUMAY J., ZANIN L. (2014) "Intellectual Capital and Knowledge Management Within the Public Sector. A Systematic Literature Review and Future Developments", in J. Rooney and V. Murthy, 11th International Conference on Intellectual Capital, Knowledge Management And Organisational Learning (ICICKM 2014), *Academic Publishing Limited, Reading, UK, ISBN: 978-1-910309-73-5* (Acceptance rate: 59%)

MASSARO M., ROSSI G. (2014), Linking Market Orientation and Service relatedness to New Service Development. The Case of Italian Small Accounting Firms, In Vincent Ribi re, Lugkana Worasinchai, *Proceedings of The 2nd International Conference on Innovation and Entrepreneurship, Academic Publishing Limited, Reading, UK, ISBN: 9781909507937*

MASSARO M., BARDY R., PITTS M. (2013), "Knowledge Sharing and Intellectual Liabilities in a Global Perspective", In: A. Green, *Proceedings of the International Conference on Intellectual Capital and Knowledge Management ICICKM 2013, Academic Publishing Limited, Reading, UK, ISBN: 978-1-909507-77-7*

MASSARO M., BARDY R., LEPELEY M.T., DAL MAS F. (2013), "Intellectual Capital Development in Business Schools. The role of "Soft Skills" in Italian Business Schools", *Proceedings of the 5th European Conference on Intellectual Capital, Academic Publishing Limited, Reading, UK, ISBN: 978-1-909507-13-5* (Acceptance rate: 42%).

MASSARO M. et al., (2013), "New Service Development in Small and Medium Accounting Practice Firms", in: R. Kharabsheh "Proceedings of the International Conference on Innovation and Entrepreneurship", *Academic Publishing Limited, Reading, UK, ISBN: 978-1-909507-03-6*.

MASSARO M., BARDY R., PITTS M. (2012), "Can creativity be learned? The knowledge integration role of Management Control Systems during the creative process", In: J. Suracca (Edit.), *Proceedings of the 4rd European Conference on Intellectual Capital, Academic Publishing Limited, Reading, UK, ISBN: 978-1-908272-31-7* (Acceptance rate: 53%).

MASSARO M., DAL MAS F., BARDY R., MAZZOLA D.G. (2012), "Knowledge Management In Alliances Between MNCs And SMEs. Evidence From The Pharmaceutical Field", in Cegarra J. G., (Edit.), *Proceedings of the 14th European Conference on Knowledge Management, Academic Publishing Limited, Reading, UK, ISBN: 978-1-908272-63-8* (Acceptance rate: 56%).

MASSARO M., MORO A. (2011), "Knowledge Leadership in Value Networks: The Joint Effect of Trustworthiness Factors and Levers of Control", V. Ribi re, L. Worasinchai (Edit.), *Proceedings of the 8th International conference on Intellectual Capital, Knowledge Management and Organisational Learning, Academic Publishing Limited, Reading, UK, ISBN: 978-1-908272-20-1* (Acceptance rate: 36%).

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MASSARO M., BARDY R. (2011), "Buzz network strategies and their impact on knowledge management process", In: F. Lehner, K. Bredl (Edit.), *Proceedings of the 12th European Conference on Knowledge Management*, Academic Publishing Limited, Reading, UK, ISBN: 978-1-908272-09-6 (Acceptance rate: 45%).

MASSARO M., BARDY R., ZANIN F. (2011), "Innovation Strategy and Management Control. The Link Between Knowledge Management and Management Control Systems", In: G. Turner, C. Minonne (Edit.), *Proceedings of the 3rd European Conference on Intellectual Capital*, Academic Publishing Limited, Reading, UK, ISBN:97-1-906638-94-8 (Acceptance rate: 46%).

Published abstract Proceedings

MASSARO M., BARDY R., RUBENS A (2014), What fosters SME internationalization? A cross-border study on Italian and Slovenian manufacturing of SMEs entering foreign markets, *Advances in Business Management Towards Systemic Approach*, Third Business System Laboratory Simposium, 21-23 January, 2014, Perugia.

Conference Proceedings (not published)

MASSARO, M., DUMAY, J., GUTHRIE, J. (2015), "On the shoulders of the giants: Undertaking a structured literature review", *Interdisciplinary Perspective on Accounting Conference*, Stockholm, Sweden, 08-10 July 2015.

MASSARO, M., DUMAY, J., GUTHRIE, J. (2014), "On the shoulders of the giants: Undertaking a structured literature review", PhD workshop, department of Accounting, University of Waikato, New Zealand, 19 November, 2014.

BARDY R., MASSARO M. (2012), "Regional cultural differences within European countries: evidence from multi-country surveys", *European International Business Academy (EIBA) Annual Conference*, 7-9 December, Brighton, UK.

RUBENS A., BARDY R., MASSARO M. (2012), "Social Sustainability in Emerging Markets and the Business Case for Equitable Economics: Can the Poorest Countries be Rescued", *Accademy of International Business - Southeast USA*.

MASSARO M, MORO A, FINK M, (2012) "The Interplay of Trust and Levers of Control in Promoting Knowledge Transfer in Small Business Networks: Towards a Conceptual Framework", *British Academy of Management Annual Conference*, Cardiff, 11-13 September 2012.

MASSARO M, MORO A, FINK M, (2012) "The Role of Trustworthiness Factors and the Levers of Control in Knowledge Leadership Development. The Case of Value Networks", *6th Workshop on Trust Within and Between Organisations*, Milan, 14-15 June 2012.

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BARDY R, MASSARO M. (2012), "Towards a Composite Index of Measuring Overall Corporate Performance: The Cost-of-Capital-Approach Expanded", European Academy of Business in Society, Lousanne, 2-4 July, 2012.

BARDY R, MASSARO M. (2012), "Multi-stakeholder dialogues in transition economies for connecting investors and local communities", in: 2th Symposium on Global Business & Management Education Innovation in Emerging and Developing Countries, Atlanta 10-11 February 2012.

BARDY R, MASSARO M. (2011), "Eco-Social Business in Developing Countries: The Case for Sustainable Use of Resources in Unstable Environments", in: 37th European International Business Academy Annual Conference, Bucharest, 8-10 December 2011.

BARDY R, MASSARO M. (2011), "A Stimulus for Sustainable Growth and Development: Construing a Composite Index to Measure Overall Corporate Performance", In: 6TH Conference on Performance Measurement and Management Control, Nice, 7-9 September 2011.

MASSARO M., ZANIN F (2009), "The link between Knowledge Management and MCS use in Product Innovation Strategy", In: 5TH Conference on Performance Measurement and Management Control, Nice, 23-25 September 2009.

COMUZZI E., MASSARO M. (2009), "Complessità, risorse immateriali e imprese. Il ruolo delle risorse immateriali nel governo dei fenomeni complessi", In: XXXII Convegno AIDEA, Ancona, 24-25 Settembre 2009.

Academic committees

- Member of the European Conference on Intellectual Capital.
- Member of the European Conference on Knowledge Management.
- Member of the International Conference on Entrepreneurship and Innovation.
- Reviewer for Management Decision, Journal of Intellectual Capital, the Electronic Journal of Knowledge Management, Electronic Journal of E-Learning and European Journal of International Management.

Languages

- Italian, native speaker.
- Friulano (Italian Linguist minority), native speaker.
- English, C2.
- German, basics.

Software programming abilities

- Visual Basic
- VB.NET
- VBA
- Html

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Personal information

I was born in Spilimbergo (PN), northeast of Italy in March 12th, 1975. In 2008 I married Francesca who is an Entrepreneur with a master degree in Business and a degree in Law, Ph.D. student since 2015. We have a son, Lorenzo, who is 7 years hold. I lived both in Europe and in the USA. I have worked mainly in Europe but I have travelled extensively in the USA, in Europe and Asia both for business and leisure.

I love swimming, cycling and new challenges.