

BRIANCE MASCARENHAS

14 Jersey Belle Drive
Moorestown N.J. 08077
Tel: 856/ 638-0042
mascaren@rutgers.edu

EDUCATION

UNIVERSITY OF CALIFORNIA, BERKELEY
Walter Haas School of Business
Ph.D. in Business Administration
Concentrations in International Business, Strategy

UNIVERSITY OF CALIFORNIA, BERKELEY
Master of Arts in Economics
Concentration in International Economics

UNIVERSITY OF SOUTH FLORIDA
Master of Business Administration
Concentration in Management.

WARREN WILSON COLLEGE, N.C.
B.A. Economics, Minor in French

POSITIONS

RUTGERS UNIVERSITY
School of Business – Camden
Head, Management Area – Includes Entrepreneurship, International Business, Management Information System, Operations Management, Strategy (2011-2019)
Coordinator of Entrepreneurship, International Business, and Strategy (2008-2010)
Professor of Management (1991-present)
Associate Dean (1996-1999)
Associate Professor of International Management (1989-1990)

NEW YORK UNIVERSITY
Stern School of Business
Associate Professor of International Business and Management (1986-1989)

RICE UNIVERSITY
Jesse H. Jones School of Administration
Assistant Professor of Administrative Science (1980-1985)

UNIVERSITY OF CALIFORNIA, BERKELEY
Walter Haas School of Business
Instructor of International Business (1980)

AWARDS/ RECOGNITION

Chancellor's Learning Abroad Course Development Grant – 2019
Silver Medal Award for substantive contributions to JIBS in first 50 Years - 2019
Bright Idea Award for research paper - 2015
Warren J. Susman Award for Teaching Excellence - 2015
Christian and Mary Lindback Foundation Distinguished Teaching Lifetime Award - 2014
Rutgers University (multi-campus) Faculty Scholar Teacher Award – 2013
School of Business Summer Research Grant
Rutgers University (multi-campus) Leader in Diversity Award - 2011
Ranked 9th most prolific researcher in International Business
Ranked 3rd most prolific researcher in the **Journal of International Business Studies**.
Ranked 9th most prolific researcher out of 517 in international strategic management
Ranked 88th out of 2495 international business researchers
School of Business Teaching Excellence Award – 2004
Harvard Business School Publishing, Bestseller reprint – 2001, 2002
Most valuable course in MBA program - 1998, 2000, 2001, 2002
Best of Management, **L'Expansion Management Review**, 1999
Rutgers University Global Advancement International Affairs Fellowship -2012/13
Provost Award for Teaching Excellence - 1994
School of Business Award for Teaching Excellence - 1992
Rutgers University Teaching Excellence Fellowship - 1996
First Place Award, Philip Morris National Marketing Competition
Citation of Excellence Award for Research, ANBAR
Citation of Excellence Award for Practice, ANBAR
Baker College Faculty-of-the-Year Award
Geraldine R. Dodge Foundation Grant
Citibank Research Grant
Young & Rubicam Research Grant
School of Business Microfinance Research Grant
Rutgers Chancellor Service Learning Course Development Grant
Rutgers Chancellor Entrepreneurship Consulting Course Development Grant
United States Dept. of Education Research Grant
United States Dept. of Education, Teaching Grant
Walter Rand Matching Research Grant
Research Contract – Liberty Family Healthcare Source - 2011
Who's Who in International Business
Who's Who in America

RESEARCH PROGRAMS

Sustaining profitable growth in entrepreneurial firms
Entrepreneurship and microfinance
Managing international uncertainty
International strategy
Market entry
International leadership
Infrastructure design and development

JOURNAL ISSUES EDITED

1. Mascarenhas, B. Special Issue: Emerging Challenges Confronting Multinational firms. **Journal of International Management**, 2009, 15, 3, 243-342.
2. Mascarenhas, B. Special Issue: Organizational Flexibility. **International Studies of Management and Organization**, 1984/5, Vol.14, 4.

ARTICLES

3. Moyer, Reed and B.Mascarenhas. Advertising in Developing Economies, **Foreign Trade Review**, April- June, 1979, 14, 1, 23-33.
4. Mascarenhas, B. Planning for Flexibility. **Long Range Planning**, October 1981, 14, 5, 78-83.
5. Mascarenhas, B. Firm Responses to Environmental Instability, **Journal of General Management**, Winter 1981/1982, 7, 2, 54-61.
6. Mascarenhas, B. Meeting the Challenge of Secured Employment, **Journal of Business Strategy**, Fall 1982, 3, 2, 34-39.
7. Mascarenhas, B. Coping with Uncertainty in International Business, **Journal of International Business Studies**, Fall 1982, p.87-98.

8. Mascarenhas, B. and C. Atherton. Problems in Political Risk Management. **Management International Review**, Vol. 23, No. 2, 1983, 22-32.
9. Aaker, D. and B. Mascarenhas. The Need for Strategic Flexibility, **Journal of Business Strategy**, Vol. 5, 2, Fall 1984, 74-82.
10. Mascarenhas, B. The Coordination of Manufacturing Interdependence in Multinational Companies, **Journal of International Business Studies**, Winter 1984, 91-106.
11. Mascarenhas, B. Flexibility: Its Relationship to Environmental Dynamism and Complexity, **International Studies of Management and Organization**, Vol.14, Winter, 1984-5, 4, p.107-124.
12. Mascarenhas, B. International Strategies of Non-Dominant, **Journal of International Business Studies**, Spring 1986, Vol. 17, No. 1, 1-25. Appeared as the leadarticle.
13. Mascarenhas, B. and O. Sand. Country-Risk Assessment Systems in Banks: Patterns and Performance, **Journal of International Business Studies**, Spring 1985, Vol. 16,1, p. 19-36.
14. Mascarenhas, B. and D. Aaker. Strategy over the Business Cycle, **Strategic Management Journal**. Vol. 10, 3, May-June 1989, 199-210. Appeared as the leadarticle.
15. Mascarenhas, B. Strategic Group Dynamics, **Academy of Management Journal**, Vol. 32, 2, June 1989, 333-352.
16. Mascarenhas, B. and Ole Sand. Combination of Forecasts in the International Context: Predicting Debt Reschedulings, **Journal of International Business Studies**, Fall 1989, 539-552.
17. Sand, Ole and B. Mascarenhas. Eurocredit Pricing in Sovereign Lending, **Journal of International Financial Management and Accounting**, Vol.1, No.3, Autumn 1989, 244-259.
18. Mascarenhas, B. Transnational Linkages and Strategy, Negandhi, A. and A. Savara, eds., **Handbook of International Strategic Management**, Lexington, MA:D.C. Heath, 1989, p.53-68.
19. Mascarenhas, B. and D. Aaker. Mobility Barriers and Strategic Groups, **Strategic Management Journal**, Vol. 10, 3, September-October, 1989, 475-486.

20. Mascarenhas, B. Domains of State-Owned, Publicly Traded, and Privately Held Firms in International Competition, **Administrative Science Quarterly**, December 1989, 582-598.
21. Mascarenhas, B. Adoption, Discontinuation, and Retention of a Capital Good Innovation, **Journal of Management Studies**, Vol.28, No. 1, January 1991, 91-101.
22. Mascarenhas, B. International Distribution Structure and Strategy, **Advances in Strategic Management**, 1991, Vol. 7, 209- 224.
23. Dharan,B. and B. Mascarenhas. Determinants of accounting change: an industry analysis of depreciation change, **Journal of Accounting, Auditing, and Finance**,1992, Vol.7, No.1, 1-29. Appeared as the lead article.
24. Mascarenhas, B. Research Note: First-Mover Effects in Multiple Dynamic Markets, **Strategic Management Journal**, March 1992, Vol. 13, No. 3. 237-243.
25. Mascarenhas, B. The Order of Entry and Performance in International Markets, **Strategic Management Journal**, 1992, Vol.13, 499-510.
26. Mascarenhas, B. Four perspectives on international competition and industry evolution. in **International Business: An Emerging Vision**. Columbia, S.C.:University of South Carolina Press, 1995.
27. Mascarenhas, B. New Technology Adoption and Multinational Market Expansion.**Review of International Strategic Management**, 1994, Vol.5, 71-82.
28. Mascarenhas, B. and J. Y. Park. The Sources of Invention and Their Market Consequences, **Journal of Strategic Change**, June 1994, Vol.3, 155, 1-15.
29. Mascarenhas, B. International Industry Evolution Patterns, **International Business Review**, 1995, Vol.4, 2, 233-246.
30. Mascarenhas, B. Specialist Foundings in a Fragmenting International Industry,**Journal of International Business Studies**, 1996, Vol.27,1, First quarter, 27-42.
31. Mascarenhas, B. and R. Sambharya. The Pattern of Density Dependence in Two Global Industries, **Management International Review**, 1996, 4, 315-330.
32. Mascarenhas, B. The Order and Size of Entry into International Markets, **Journal of Business Venturing**, July 1997, Vol.12, 4, p. 287-299.

33. Mascarenhas, B. Small International Specialists, **Journal of International Management**, Fall 1997, Vol. 3, 3, p.169-186. Appeared as the lead article.
34. Mascarenhas, B. The Strategies of Small and Large Specialists in International Business. **Journal of World Business**, Fall 1999, Vol.34, 3, 252-266.
35. Hagigi, M., G. Manzon, and B. Mascarenhas. Increase Asset Efficiency of Gain Multinational Market Share, **Management International Review**, Fall 1999, 3, 205-222. Appeared as the lead article.
36. Mascarenhas, B., A. Baveja, and M. Jamil. Dynamics of Core Competencies in Leading Multinational Companies **California Management Review**, Summer 1998, Vol. 40, 4, 117-132.
37. Copublished by Harvard Business School Publishing, 2001/2002, Case CMR128, bestseller reprint.
38. Copublished in A.A. Thompson and A.J. Strickland, **Crafting and Executing Strategy with Powerweb**, 2001, McGraw Hill, Irwin, 12th Edition
39. Copublished in L'Expansion Management Review, Le meilleur des revues de management. No. 92, Mars, 1999. Best of Management, Comment Naissent les Competences. Translated into French.
40. Mascarenhas, B. and R. Sambharya. Sources of International Competitiveness and What They Mean for Business Strategy and Public Policy. **Global Focus: An International Journal of Business, Economics, and Public Policy**, Spring 2000
41. Mascarenhas, B., A. Kumaraswamy, D. Day, and A. Baveja, Five Strategies of Rapid Firm Growth and How to Implement Them, **Managerial and Decision Economics**, 2002, Vol.23, No.4-5, p.317-330.
42. Mascarenhas, B. and D. L. Day. 2005. Overcome Management Bias and Win the Innovation and Globalization Races: A Four-Step International Expansion Strategy, **International Journal of Learning and Intellectual Capital**, Vol. 2, no.2, p.1-14. Appeared as the lead article.
43. Mascarenhas, B. and M. Koza. Manage Alliances Over Their Life Cycle, **Peking University Business Review**, 2007, Vol. 31, 2, p.74-78. Published in Mandarin.

44. Mascarenhas, B. and M. Koza. Develop an International Alliance Capability, **Thunderbird International Business Review**, Vol.50, 2, February 2008, 121-128.
45. Mascarenhas, B. Introduction to the Special Issue, **Journal of International Management**, Special Issue on the Emerging CEO Agenda in Multinational Companies, Vol. 15, 3, 2009, 243-244.
46. Mascarenhas, B. The Emerging CEO Agenda, **Journal of International Management**, Special Issue on the Emerging CEO Agenda in Multinational Companies, Vol. 15, 3, 2009, 245-250.
47. Mascarenhas, B. Developing a Global Brand Strategy, in Wankel, C. editor, **Encyclopedia of Business in Today's World**. Sage Publishing, Thousand Oaks, CA, 2009.
48. Mascarenhas, B. The International Specialist Strategy: Financial Funding and Deployment, **Multinational Finance Journal**, 2012, 16, 1/2, 87-103.
49. David Vance and B. Mascarenhas, Are There Simple Indicators as to Which IPOs Outperform the Market over the Long Term? **British Journal of Economics, Management, and Trade**, 2013, 4(2):183-196.
50. Mascarenhas, B. Industry-Focused International Firms: Prevalence and Profile, **Management International Review**, 2013, 53, 251-267.
51. Britto, P. and B. Mascarenhas. Alternating Current: Developing Transformative Leaders in a Multi-Polar World, **Yale Journal of International Affairs**, Winter 2014, 12-24.
52. Keebler, D., P. Albertelli, and B. Mascarenhas. 2017. A Multi-Criteria Strategic Decision Making Model to Assess Renewable Energy Forms. **International Journal of Strategic Decision Sciences**, 8(2), p. 1-10, Appeared as the lead article.
53. Mascarenhas, B. and L. Ruiz. 2019. Realign Current Management Initiatives by Relearning Historic Innovations. **International Journal of Management and Decision Making**. Vol. 18, 1, p.1-14.
54. Mascarenhas, B. & Mascarenhas, M. 2019. Strategic Groups in Business. In **Oxford Research Encyclopedia of Business and Management**, Oxford University Press, accepted for publication.

BOOK REVIEWS

55. Mascarenhas, B. Y. Aharoni: The Evolution and Management of State-Owned Enterprises, **Administrative Science Quarterly**, 1988, Vol. 33, 1, March, 165-167.
56. Mascarenhas, B. R.B. Stobaugh: Innovation and Competition, in **Journal of International Business Studies**, Fall 1989.

CASES

57. Mascarenhas, B. The International Airline Industry, in P.Shrivastava, **Strategic Management: Concepts and Practices**, Southwestern, 1994.
58. Mascarenhas, B. The World Tire Industry, in P.Shrivastava, **Strategic Management: Concepts and Practices**, Southwestern, 1994.
59. Mascarenhas, B. American Airlines in P.Shrivastava, **Strategic Management: Concepts and Practices**, Southwestern, 1994.
60. Copublished in H. Schroeder, **Readings and Cases in Strategic Management**, Nelson Canada, 1995.

RESEARCH IN PROGRESS

61. Mascarenhas, B. Pre-IPO Imprinting and Extended Return.(co-authored)

62. Mascarenhas, B., A. Baveja, M. Jamil, and A. Kumaraswamy, Knowledge development, exchange, and use: how large multinational firms create sustained value.
63. Mascarenhas, B. and A. Kumaraswamy. The Contexts of Low Growth and High Growth Firms.
64. Mascarenhas, B. Misreading the Four Statistical Moments and International Business Blunders.
65. Mascarenhas, B. Strategies to Reach the Bottom of the Pyramid.
66. Mascarenhas, B. Management Bias in International Business.
67. Mascarenhas, B. An Empirical Analysis of 100 High Growth Inner City Firms.
68. Coratolo, A., B. Mascarenhas, A. Baveja, D. Lun, A Theoretical and Practical Framework for Introducing Sustainable Biofuel Ventures.
69. Mascarenhas, B. The Five-E Sustainable Competitive Advantage (co-authored).
70. Mascarenhas, B. and E. Kozar. Netflix growth strategy.
71. Mascarenhas, B. International Infrastructure patterns.

EDITORIAL

Editorial Review Boards:

Journal of International Business Studies, 1995 – 2002

Journal of International Management, 2000 – present

Management International Review – present

Thunderbird International Business Review, 2007 - 2016

Reviewer for:

Academy of Management Journal

Administrative Science Quarterly

Austrian Science Foundation

International Business Review

Management International Review
National Science Foundation
Organization Science
Strategic Management Journal

National Meetings Program Reviewer:
Academy of International Business
Academy of Management

CONFERENCE
PRESENTATIONS

Country-Risk Assessment Systems in Banks, Academy
Of International Business Regional Meeting,
Boston, March 25, 1985.

International Strategies of Non-Dominant Firms,
Academy of International Business Meeting, New
York, October 19, 1985.

Strategic Group Dynamics, Academy of International
Business Meeting, London, November 23, 1986.

Chair, Session on Cooperative Ventures in
International Business, Academy of Management
National Meeting, August 8, 1988.

International Pioneering Strategy, Academy of International Business Meeting, San
Diego, October 22, 1988.

Chair, Session on Topics in International Strategy, Academy of International
Business Meeting, San Diego, October 21, 1988.

Chair, Session on Management Issues in International Strategic Alliances, Academy
of Management Meeting, Washington, D.C., August 14, 1989.

Leader of workshop on internationalizing the business policy course, Academy of
Management Regional Meeting, Hartford, May 1991.

Leader of workshop on internationalizing the business policy course, Academy of

Management National Meeting, Miami, August 1991.

Chair, Session on International Strategy, Academy of Management National Meeting, Miami, August 1991.

Discussant, Session on International Licensing and other Inter-Firm Agreements, Academy of International Business Meeting, Miami, October 18, 1991.

Invited paper, The status of research on international strategic management, Conference on Perspectives of International Business Theory, Research, and Institutional Arrangements, University of South Carolina, May 1992.

Chair, Session on Empirical Studies of International Competition and Strategy, Academy of Management Meeting, Las Vegas, August, 1992.

Chair, Session on Empirical Tests of Alternative Global Strategy Models, Academy of Management Meeting, Atlanta, August 9, 1993.

Invited Speaker, Junior Faculty Consortium, International Division, Academy of Management, Dallas, August 13, 1994.

Chair, Session on Behavior, Performance, and Structure of Foreign Affiliates, Academy of Management, Dallas, August 13, 1994.

Understanding Global Industry Evolution: Integrating the International Product Cycle and Population Ecology Perspectives, Academy of Management, Dallas, August 17, 1994.

Invited Discussant, International Conference on Global Competition, University of Illinois at Urbana-Champaign, October 8, 1994.

Invited Discussant, International Conference on Longitudinal Aspects of Foreign Direct Investment, University of Illinois at Urbana-Champaign, April, 1996.

Chair, Session on International Corporate Governance, Academy of Management National Meeting, Cincinnati, August 12, 1996.

Chair, Session on International Entry Modes, Academy of Management National Meeting, Boston, August 11, 1997.

The Power and Virtual Specialist Strategies in International Business, Academy of Management National Meeting, Boston, August 11, 1997.

Invited Speaker. Teaching New Teachers How to Teach, Academy of Management Meeting, San Diego, August 1998.

Invited Keynote Address, How to Strategically Transform a Multinational Firm? Academy of International Business Northeast Meeting, Maryland, 2002.

Invited Discussant, World Bank Conference on Asset Management and Business Process Outsourcing, Rome, 2005.

Keynote Address, The Future of World Business, World Headquarters, The Campbell Soup Company, 2006.(with R. Sambharya).

Complementary Strategic Orientations that Create Value, Strategic Management Society Meeting, Catania, May 2007.

Manage Strategic Alliances Over their Life Cycle, Strategic Management Society Meeting, Catania, May 2007.

Complementary Strategic Orientations that Create Value, Academy of International Business Meeting, Indianapolis, June 2007.

Complementary Strategic Orientations that Create Value, Academy of Management Meeting, Philadelphia, August 2007.

Invited speaker, The Emerging CEO Agenda, Audencia Business School, Nantes, France, June 2008.

Invited speaker, Strategies and Skills for an Economic Downturn, The Wharton School, University of Pennsylvania, February 2009.

Invited speaker, Encouraging Grassroots and Social Entrepreneurship in Community Engagement, Symposium on Civic Engagement, Rutgers University, January 2010.

Keynote Speaker, Developing Two-Way Avenues Between Entrepreneurs and the University, Nex-Level Entrepreneurs, Camden, June 6, 2010.

The Industry Focused International Strategy, Academy of Management Meeting,

Montreal, August 10, 2010.

Invited Speaker, Graduation Ceremony, Business Fundamentals Youth Summer Program, Camden Dream Center, August 19, 2010.

Invited Speaker, Using Guest Speakers to Develop Entrepreneurship in the Community and University, Camden Dream Center, September 24, 2010.

Invited Speaker, Developing Youth Entrepreneurs, Nex-Level Entrepreneurs Meeting, Camden, December 10, 2010

Invited Speaker, International Entrepreneurship, BIZ-ED Program, School of Business, Rutgers-Camden, July, 2011.

Invited Speaker, Entrepreneurship Insights from Research, BIZ-ED Program, School of Business, Rutgers-Camden, July, 2012.

David F. Vance and B. Mascarenhas, Long-Term Post IPO Success, American Accounting Association Northeast Regional Meeting, Providence, RI, October 2012.

David F. Vance and B. Mascarenhas, Do IPOs Underperform the Market because it's a rigged game? Or is the Under-performance the Triumph of Hope over Analysis. American Accounting Association, Mid-Atlantic Conference, Parsippany, NJ April 2013.

Ellina, P., B. Mascarenhas, and P. Theodossiou. Clarifying Managerial Biases Through a Probability Analysis. . Hellenic Finance and Accounting Association (HFAA) 15-16 December, 2017, Athens, Greece

Ellina, P., B. Mascarenhas, and P. Theodossiou. Clarifying Managerial Biases Through a Probability Analysis. Conference in Banking and Finance, 5-6 July 2018, Essex, UK (*poster presentation*)

Ellina, P., B. Mascarenhas, and P. Theodossiou. Clarifying Managerial Biases Through a Probability Analysis. 1st Pancyprian Conference in Statistics, 1 June, 2018, UCLAN, Cyprus

Ellina, P., B. Mascarenhas, and P. Theodossiou. Clarifying Managerial Biases Through a Probability Analysis. Research in Behavioral Finance Conference, Amsterdam, September 20-21, 2018.

Ellina, P., B. Mascarenhas, and P. Theodossiou. Clarifying Managerial Biases Through a Probability Analysis. Financial Management And Accounting

Research Conference, Limmasol, April 14-16, 2019.

Ellina, P., B. Mascarenhas, and P. Theodossiou. Clarifying Managerial Biases Through a Probability Analysis. The Third Israel Behavioral Finance Conference, 4 - 5 June 2019, Israel, Tel Aviv.

B, Mascarenhas . Perceptions of Algorithmic Bias – The case of medical student matching market. INFORMS conference, Seattle, October 2019. (co-authored)

COURSES

Entrepreneurship
Political Risk Management
Strategic Management
Business Policy
International Management
Introduction to
International Business
Learning abroad courses –
South Africa, France, and
France and the EU, Brazil,
Costa Rica, Panama, and
Portugal.

COMMITTEES

Chancellor Search, 2008/2009
Dean Search, 2009/2010; 1988/1989
Provost Search, 1996/7, 2007/8
Dean's Cabinet, multiple years
Chair, Promotion and Tenure, multiple years
Merit Review, multiple years
Intellectual Contributions
Policy
Strategic Planning for International Programs
International Business Program
Entrepreneurship Minor Development
Rand Center Advisory Board
Honors Program Advisory
Board Chair, Appointments
Chair, Resource Allocation
Chair, Teaching Awards
Chair, Research Awards
Undergraduate Program Task Force
Academy of Management, Business Policy, Teaching

INVITED UNIVERSITY PRESENTATIONS

Dartmouth College
Duke University
Massachusetts Institute of Technology
Northwestern University
San Diego State University
Southern Methodist University
Temple University
Tulane University
University of Houston

University of Michigan
University of Minnesota
University of Pennsylvania
University of South Carolina
University of Southern California
University of Washington
Vanderbilt University

MEDIA COVERAGE

The Philadelphia Inquirer
New Jersey Biz
NJN TV News Hour
Asbury Park Press
The Courier Post
TheStreet.com
NJBIZ