

## *Michael Behnam*

### *Associate Dean, Dean of Graduate Programs & Academic Affairs Professor of Strategy & International Business*

#### **Education**

Diplom-Kaufmann, Johann Wolfgang-Goethe University, Frankfurt, Germany, Business Administration  
PhD, Johann Wolfgang-Goethe University, Frankfurt, Germany, Strategic Management and Business Ethics  
Habilitation (Dr. rer. pol. habil.), European Business School - International University, Wiesbaden, Germany,  
International Management

#### **Teaching Interests**

Strategy, International Business

#### **Research Interests**

International Business, Strategy, Ethics, Organizational Theory

#### **Honors/Awards**

##### **Scholarship/Research**

2004: Best Paper Award, Australia-New Zealand International Business Academy.

1997: Runner Up Best Overall Dissertation, Johann Wolfgang Goethe University, Frankfurt, Germany.

#### **ACADEMIC EXPERIENCE**

##### **Administrative Assignments**

Associate Dean, Dean of Graduate Programs and Academic Affairs (January 2012 - Present).

Director, Global Travel Programs, overseeing the strategic, academic, and administrative side of all undergraduate and graduate travel programs (July 2010 - Present).

##### **Courses Taught**

Intro to Global Business

Managing in Global Environment

Travel Seminar:Germany

##### **Business/Professional Experience**

Founder and CEO, Behnam & Gilbert Consulting, Wiesbaden, Germany (1999 - Present).

Board of Directors, Galileo Consulting Group, Ingelheim, Germany (2001 - 2007).

Acting Chair, Department of International Management, European Business School, Wiesbaden, Germany (2001 - 2004).

Assistant Professor, European Business School, Wiesbaden, Germany (1998 - 2001).

Postgraduate Research Assistant, Department of International Management, European Business School, Wiesbaden, Germany (1992 - 1997).

##### **Consulting**

2004: BMW, Strategic Management for International Dealerships.

2004: ebs Management Academy, Strategic Management Lecture Series.

2004: ebs Management Academy, Balanced Scorecard Lecture Series.

2004: Management Circle, Strategic Management and Balanced Scorecards.  
 2003: BMW, Strategic Management for International Dealerships.  
 2003: ebs Management Academy, Strategic Management Lecture Series.  
 2003: ebs Management Academy, Balanced Scorecard Lecture Series.  
 2002: Lenze, Strategic Management and Balanced Scorecards.  
 2001: Deutsche Post World Net, Strategic Management Concepts.  
 2001: EnBW, Management Concepts.  
 2001: German Association of Hospital Directors, What Can Hospitals Learn from Other Industries?.  
 2001: University Hospital Marburg, Introduction of Balanced Scorecards.  
 2000: BASF, Consulted on Corporate Level Ethics Guidelines.  
 2000: Deutsche Post World Net, Strategic Management Concepts.  
 2000: DG Bank, Internationalization of SMEs.  
 2000: ebs Health Management Academy, Strategic Management in the Health Sector.  
 2000: EnBW, Management Concepts.  
 2000: Siemens Medical Services, Introduction of Balanced Scorecards.

## **INTELLECTUAL CONTRIBUTIONS**

### **Refereed Journal Articles**

Lehrer, M., Asakawa, K., Behnam, M. (2011). Home Base-Compensating R&D: Indicators, Public Policy, and Ramifications for Multinational Firms. *Journal Of International Management*, 17(1), 42-53.

Gilbert, D. U., Behnam, M. (in press). Trust and the United Nations Global Compact: A Network Theory Perspective. *To appear in Business and Society*.

Behnam, M., MacLean, T. (2011). Where is the accountability in International Accountability Standards? A Decoupling perspective. *Business Ethics Quarterly*, 21(1), 45-72.

MacLean, T. L., Behnam, M. (2010). The Dangers of Decoupling: The Relationship between Compliance Programs, Legitimacy Perceptions, and Institutionalized Misconduct. *Academy Of Management Journal*, 53(6), 1499-1520.

Rasche, A., Behnam, M. (2009). As If It Were Relevant - A Systems Theoretical Perspective on the Relation Between Science and Practice. *Journal Of Management Inquiry*, 18(3), 243-255.

Behnam, M., Rasche, A. (2009). 'Are Strategists from Mars and Ethicists from Venus?' - Strategizing as Ethical Reflection. *Journal Of Business Ethics*, 84(1), 79-88.

Gilbert, D. U., Behnam, M. (2009). Advancing Integrative Social Contracts Theory: A Habermasian Perspective. *Journal Of Business Ethics*, 89(2), 215-234.

Lehrer, M., Schlegelmilch, B. B., Behnam, M. (2009). Competitive Advantage from Exposure to Multiple National Environments: The Induced Internationalization of Born-Multidomestic Firms. *European Journal of International Management*, 3(1), 92-110.

Lehrer, M., Behnam, M. (2009). Modularity vs. Programmability in Design of International Products: Beyond the Standardization-Adaptation Tradeoff? *European Management Journal*, 27(4), 281-292.

Gilbert, D. U., Behnam, M. (2009). Strategy Process Management in Multinational Companies: Status Quo, Deficits and Future Perspectives. *Problems and Perspectives in Management*, 7(1), 59-74.

Behnam, M., Gilbert, D. U., Luber, T., Hümmeler, H. G. (2006). Einsame Wölfe auf der Jagd nach neuen Produkten. *Pharma-Marketing Journal*, 31(2), 58-60.

Behnam, M., Gilbert, D. U., Kleinfeld, A., Luber, T. (2005). Die Risiken zwar sehen, aber nicht einbeziehen. *IO New Management*, 75(12), 33-38.

Behnam, M., Gilbert, D. U., Kleinfeld, A. (2004). Strategisches Management muss verjüngt werden. *IO New Management*, 73(10), 26-31.

- Behnam, M., Gilbert, D. U., Lubert, T., Hümmeler, H. G. (2003). Konzepte von gestern? In der Strategieentwicklung nutzen nur wenige Unternehmen das ganze Potenzial. *Absatzwirtschaft*(Special Issue), 128-131.
- Behnam, M., Gilbert, D. U. (2003). Mit der Dampflok in die Zukunft? Pharma Strategieentwicklung wenig marktorientiert. *Pharma-Marketing Journal*, 28(2), 42-45.
- Behnam, M., Gilbert, D. U. (2003). Wichtige Erfolgspotenziale liegen in deutschen Unternehmen brach. *Absatzwirtschaft Online*(February 2003).  
[http://www.absatzwirtschaft.de/Content/\\_pv/\\_p/1003300/\\_t/fthighlght/highlightkey/wichtige+erfolgspotential/\\_b/32690/default.aspx/wichtige-erfolgspotenziale-liegen-in-deutschen-unternehmen-brach.html](http://www.absatzwirtschaft.de/Content/_pv/_p/1003300/_t/fthighlght/highlightkey/wichtige+erfolgspotential/_b/32690/default.aspx/wichtige-erfolgspotenziale-liegen-in-deutschen-unternehmen-brach.html)
- Behnam, M., Gilbert, D. U. (2001). Internationalization Strategies of Medium-Sized German Companies: An Empirical Survey. *Journal of International Business and Economy*, 2(1), 95-109.
- Bassen, A., Behnam, M., Gilbert, D. U. (2001). Internationalisierung des Mittelstands. Ergebnisse einer empirischen Studie zum Internationalisierungsverhalten des deutschen Mittelstandes. *Zeitschrift für Betriebswirtschaft*, 71(4), 413-432.
- Behnam, M. (2001). Strategische Unternehmensplanung als geeigneter Ort ethischer Reflexion. *Die Unternehmung*, 55(3), 215-234.

### Books

- Kreikebaum, H., Gilbert, D. U., Behnam, M. (2011). *Strategic Management, 7th edition* (pp. 320). Stuttgart: Kohlhammer.
- Kreikebaum, H., Behnam, M., Gilbert, D. U. (2001). *Ethische Konflikte multinationaler Unternehmen* (pp. 242). Wiesbaden: Gabler.
- Behnam, M. (1998). *Strategische Unternehmensplanung und ethische Reflexion* (pp. 278). Berlin: Wissenschaft und Praxis.

### Book Chapters

- Gilbert, D. U., Behnam, M. (2006). Putting Discourse Ethics into Practice: The Case of Multinational Corporations. In Thomas Bschorner (Ed.), *Schriftenreihe für Wirtschafts- und Unternehmensethik (sfwu)* (pp. 41-69). Munich: Rainer Hampp.
- Behnam, M., Gilbert, D. (2002). Globale strategische Netzwerke. In Ulrich Hommel, Thomas Knecht (Ed.), *Wertorientiertes Start-Up Management. Grundlagen - Instrumente - Strategien* (pp. 698-720). Munich: Vahlen.
- Behnam, M. (1998). Strategische Kooperation zur Förderung der Internationalisierung des Mittelstandes. In DG Bank (Ed.), *Internationalisierung: Chance für den Mittelstand* (pp. 64-91). Frankfurt: DG Consult.
- Behnam, M. (1998). Strategische Wahl der Internationalisierungsform. In DG Bank (Ed.), *Internationalisierung: Chance für den Mittelstand* (pp. 28-49). Frankfurt: DG Consult.
- Behnam, M. (1995). Ökologische Optimierung der Produktpolitik. In W.G. Faix, R. Kurz, F. Wichert (Ed.), *Innovation zwischen Ökonomie und Ökologie* (pp. 155-173). Landsberg: moderne industrie.

### Conference Proceedings

- Gilbert, D. U., Behnam, M. (2004). *A Habermasian Approach to Manage Business Ethics in Multinational Corporations*. Australia-New Zealand International Business Academy.
- Behnam, M., Gilbert, D. U. (2002). *Strategic Management and Uncertainty: An Entrepreneurial Approach for M-Commerce Companies*. 3rd Annual Conference of the National Business and Economics Society, 3rd Annual Conference of the National Business and Economics Society.

### Journal Articles

- Behnam, M., Gilbert, D., Lubert, T., Hümmeler, H. (2006). Innovationsmanagement im Schneckenhaus. *Lebensmittelzeitung*, 59(17), 55.
- Behnam, M., Gilbert, D. U., Lubert, T., Hümmeler, H. G. (2006). Kein klares Bekenntnis zur Innovation. *Zeitschrift für die Energiewirtschaft*, 105(17-18), 70-73.

Behnam, M., Gilbert, D. U., Lubert, T., Hümmeler, H. G. (2003). Bedingt zukunftsfähig: Ergebnisse einer Studie zum Thema „Strategic Issues in German Industries“. *vdi-Nachrichten*, 57(March 2003), 24.

#### Other

Behnam, M. (2000). In Joern-Axel Meyer and Markus G Schwering (Ed.), *Lexikon für kleine und mittlere Unternehmen* (pp. 2). Munich: Vahlen.

#### Presentation of Refereed Papers

##### International

- Behnam, M., Gilbert, D. U. (2009, August). *The Interplay of Individual and Collective Knowledge in Multinational Corporations - An Integrative Framework from a Constructivist Perspective*. Chicago, Illinois. Academy of Management
- Behnam, M., MacLean, T. (2009, August). *Where is the accountability in International Accountability Standards? A Decoupling Perspective*. Chicago, Illinois. Academy of Management
- Rasche, A., Behnam, M., Gilbert, D. U. (2008, August). *In Search of Global Governance - The Contribution of the United Nations Global Compact*. Presented at Academy of Management, Anaheim, California.
- Rasche, A., Behnam, M. (2008, August). *Toward a Model to Compare and Evaluate Accountability Standards - The Case of the UN Global Compact*. Presented at Academy of Management, Anaheim, California.
- Rasche, A., Behnam, M., Gilbert, D. U. (2008, July). *Governance in a Global Economy - The Contribution of the United Nations Global Compact*. Presented at Academy of International Business, Milan, Italy.
- Rasche, A., Behnam, M., Gilbert, D. U. (2008, July). *The Case of a Global Public Policy Network - What the United Nations Global Compact is (Not)*. Presented at Academy of International Business, Milan, Italy.
- Behnam, M., Gilbert, D. U., Rasche, A. (2008, July). *The Interplay of Individual and Collective Knowledge in Multinational Corporations - An Integrative Framework from a Constructivist Perspective*. Presented at Academy of International Business, Milan, Italy.
- Gilbert, D., Rasche, A., Behnam, M., Schedel, I. (2007, August). *A Critical Perspective on Social Accounting: The Case of the Global Eight'*. Presented at Academy of Management, Philadelphia, Pennsylvania.
- Gilbert, D., Behnam, M. (2007, August). *Advancing Integrative Social Contracts Theory: A Habermasian Perspective*. Presented at Academy of Management, Philadelphia, Pennsylvania.
- Gilbert, D., Behnam, M., Rasche, A. (2007, August). *Opportunities and Problems of Standardized Ethics Initiatives - A Stakeholder Theory Perspective*. Presented at Academy of Management, Philadelphia, Pennsylvania.
- Gilbert, D., Behnam, M., Schedel, I. (2006, August). *Implementing Discourse Ethics in Multinational Corporations*. Presented at Academy of Management, Atlanta, Georgia.
- Gilbert, D., Behnam, M., Schedel, I. (2006, August). *Investigating Deficits in the Strategy Process of Multinational Companies*. Presented at Academy of Management, Atlanta, Georgia.
- Gilbert, D. U., Behnam, M. (2005, August). *Business Ethics in MNCs: Integrating Compliance and Integrity through Discourse Ethics*. Presented at Academy of Management annual conference, Honolulu, Hawaii.
- Gilbert, D. U., Behnam, M. (2005, August). *Strategy Processes in Multinational Companies: Results of an Empirical Survey*. Presented at Academy of Management annual conference, Honolulu, Hawaii.
- Gilbert, D. U., Behnam, M. (2005, July). *Business Ethics in Multinational Corporations: A New Approach to Balance Compliance and Integrity*. Presented at Academy of International Business, Quebec, Canada.
- Gilbert, D. U., Behnam, M. (2005, July). *Strategic Management in German Multinational Companies: Linking Strategy Process and Performance*. Presented at Academy of International Business, Quebec, Canada.
- Behnam, M., Rasche, A. (2005, May). *A Conceptual Framework for Discussing the Interrelatedness of Strategy Formation and Ethical Reflection*. Presented at European Academy of Management, Munich, Germany.

- Gilbert, D. U., Behnam, M. (2005, March). *An Underinvestigated Relationship: Strategy Process and Performance in German Multinational Companies*. Presented at Corporate Strategy - Annual Conference, Koblenz, Germany.
- Gilbert, D. U., Behnam, M. (2004, November). *A Habermasian Approach to "Manage" Business Ethics in Multinational Corporations*. Presented at Australia-New Zealand International Business Academy, Canberra, Australia.
- Behnam, M., Gilbert, D. U., Herzog, J. (2004, August). *Creating Inter-Subjectivity Through Real Option Valuation – A Structurationist Perspective*. Presented at Academy of Management annual conference, New Orleans, Louisiana.
- Behnam, M., Gilbert, D. U., Schürhoff, V. (2004, July). *Creating and Transferring Collective Knowledge Patterns – A Constructivist Perspective on Interaction and Communication*. Presented at Academy of International Business, Stockholm, Sweden.
- Behnam, M., Gilbert, D. U., Herzog, J. (2004, July). *Real Options and Organizational Embeddedness – A Structurationist Perspective*. Presented at Academy of International Business, Stockholm, Sweden.
- Behnam, M., Gilbert, D. U. (2003, December). *"Quasi-Regulation": A Conceptual Framework for Analyzing the Relation Between Compliance and Integrity-Management in International Companies*. Presented at European International Business Academy, Copenhagen, Denmark.
- Behnam, M., Gilbert, D. U., Schürhoff, V. (2003, December). *Knowledge Transfer in the Integrated Network – A Constructivist Perspective*. Presented at European International Business Academy, Copenhagen, Denmark.
- Behnam, M., Gilbert, D. U., Herzog, J. (2003, December). *Real Option Valuation as a Process of Structuration – Managers as Socially Embedded Agents in International Companies*. Presented at European International Business Academy, Copenhagen, Denmark.
- Behnam, M., Gilbert, D. U., Schürhoff, V. (2003, August). *A Constructivist Perspective on Knowledge Transfer – Consequences for the Management of an Integrated Network*. Presented at Academy of Management annual conference, Seattle, Washington.
- Behnam, M., Gilbert, D. U., Rasche, A. (2003, August). *Assessing the Impact of Social Standards on Compliance and Integrity-Management in Organizations*. Presented at Academy of Management annual conference, Seattle, Washington.
- Behnam, M., Gilbert, D. U., Rasche, A. (2003, July). *Assessing the Impact of Social Standards on Compliance and Integrity-Management in International Companies*. Presented at Academy of International Business, Monterey, California.
- Behnam, M., Gilbert, D. U., Herzog, J. (2003, July). *Real Option Valuation in International Companies: Actors, Flexibility, and Structure from a Structuration Theory Perspective*. Presented at Academy of International Business, Monterey, California.
- Behnam, M. (2002, August). *Stakeholders and Strategic Management - Developing an Instrument for Involving External and Internal Stakeholders into the Processes of Strategic Management*. Presented at Academy of Management annual conference, Denver, Colorado.
- Behnam, M., Gilbert, D. U. (2002, February). *A New Concept of Strategic Management for M-Commerce Companies*. Presented at National Business and Economics Society - Annual Conference, Wailea, Hawaii.
- Behnam, M., Gilbert, D. U. (2000, November). *Internationalization of German Medium-Sized Enterprises. Results of an Empirical Study*. Presented at Academy of International Business, Phoenix, Arizona.

## **SERVICE ACTIVITIES**

### **College/School Assignments**

#### **Committee Chair**

May 2010 - December 2011: Research Committee.

2006 - 2010: Course Coordinator for MBA 780; Created new and unified syllabus and teaching schedule for MBA 780 (Managing in a Global Environment). Supervising and advising all faculty teaching this course..

#### **Committee Member**

2010 - Present: NEASC Accreditation for Standard 8.

2005: MBA Learning Assurance Adhoc Team; Setting standards and developing forms for continuing learning assurance within the MBA program.

#### **Faculty Advisor**

2005 - Present: GMBA Internships; Advising for GMBA internship

Organized internships with Volkswagen in UK through my contacts at Volkswagen Headquarters in Wolfsburg, Germany.

#### **Other**

January 2012 - Present: College Research Coordinator; Serve as central coordination point of research activities within the business school.

### **Directed Student Learning**

#### **Directed Individual/Independent Study**

2006: Internationalization Strategies of Born Globals

Do Born Globals differ regarding pace and structure of their internationalization strategies within the same industry.

2005: Are Born Globals Really Different?

Comparison of internationalization strategies of Born Globals in High-Tech Industries with established large-scale competitors.

#### **Internship Advisor**

2006: Internship Research Project for GMBA-Student on Internationalization Strategies and Feasibility for Welch's Carbonated Beverages.

### **University Assignments**

#### **Committee Member**

September 2010 - Present: University Research Council; Coordinate research efforts across the university together with representatives from the other schools.

December 2010 - February 2012: Presidential Search Committee; Appointed by the Chairman of the University's Board of Trustees as delegate of the Business School. We are charged with the search of the successor of President Sargent.

2005 - 2008: Classroom Committee; Member of the Classroom Committee for the University (Provost Meservey), advising on the design of new classrooms to be built for Sawyer and CAS..

### **Professional Service**

#### **Discussant**

2002: Academy of Management.

#### **Reviewer, Conference Paper**

2003 - 2006: Academy of Management; Reviewing manuscripts.

2002 - 2006: AIB; Academy of International Business; Reviewing manuscripts.

#### **Reviewer, Journal Article**

2006: IFSAM; International Federation of Scholarly Associations of Management; Reviewed several manuscripts.

2006: IJMR; International Journal of Management Reviews; Reviewed submitted articles.

**Professional Memberships**

Academy of International Business.

Academy of Management.

Deutscher Hochschulverband.

Deutsches Netzwerk Wirtschaftsethik.

European Business Ethics Network.

German Association of University Professors of Management.