

**Lehrer, Mark (Full Professor)**

**Refereed Journal Articles**

**Journal Article, Academic Journal**

- Lehrer, M., Segal, L. G. (in press). The stewardship organization: Essential characteristics and conditions of feasibility. *American Journal of Business*.
- Lehrer, M., Schmid, S. (2020). Strategic Discipline: Inconspicuous Lessons from Germanic Mittelstand Firms. *Journal of Business Strategy*, 41(4), 3-9.
- Lehrer, M., Schmid, S. (2019). Family firms taking surprising risks: Building success on conservative values. *Journal of Business Strategy*, 40(5), 21-27.
- Fernandez, W. D., Thams, Y., Lehrer, M. (2019). What does board capital really bring to the table? *American Journal of Business*, 34(3/4), 134-147.
- Lehrer, M., Celo, S. (2017). Boundary-Spanning and Boundary-Buffering in Global Markets: A German Perspective on the Internationalization of Family Firms. *Review of International Business and Strategy*, 27(2), 161-179.
- Lehrer, M., Banerjee, P. M., Wang, I.-C. (2017). When the Sky is the Limit on Scale: From Temporal to Multiplicative Scaling in Process-Based Technologies. *Technological Forecasting & Social Change*, 117, 151-159.
- Wang, I.-C., Qian, L., Lehrer, M. (2017). From technology race to technology marathon: A behavioral explanation of technology advancement. *European Management Journal*, 35(2), 187-197.
- Lehrer, M., Celo, S. (2016). German Family Capitalism in the 21st Century: Patient Capital Between Bifurcation and Symbiosis. *Socioeconomic Review*, 14(4), 729-750.
- Lehrer, M., Banerjee, P. M., Wang, I.-C. (2016). The Improvement Trajectory of PCR DNA Replication and ERP Software as General Purpose Technologies: An Exploratory Study of "Anchor Technologies". *Technology Analysis & Strategic Management*, 28(3), 290-304.
- Lehrer, M., Schmid, S. (2015). Germany's Industrial Family Firms: Prospering Islands of Social Capital in Financialized World? *Competition and Change*, 19(4), 301-316.
- Schmid, S., Dzedek, L. R., Lehrer, M. (2014). From Rocking the Boat to Wagging the Dog: A Literature Review of Subsidiary Initiative Research and Integrative Framework. *Journal of International Management*, 20, 201-218.
- Kasper, H., Lehrer, M., Mühlbacher, J., Müller, B. (2013). On the Different "Worlds" of Intra-Organizational Knowledge Management: Understanding Idiosyncratic Variation in MNC Cross-Site Knowledge-Sharing Practices. *International Business Review*, 22(326-338).
- Segal, L. G., Lehrer, M. (2013). The Conflict of Ethos and Ethics: A Sociological Theory of Business People's Ethical Values. *Journal of Business Ethics*, 114(3), 513-528.
- Lehrer, M., Ordanini, A., DeFillippi, R., Miozzo, M., Grimshaw, D. (2012). Challenging the Orthodoxy of Co-Production Theory: A Contingent View of Service Co-Production in Knowledge-Intensive Business Services. *European Management Journal*, 30, 499– 509.

- Miozzo, M., Lehrer, M., DeFillippi, R., Grimshaw, D., Ordanini, A. (2012). Economies of Scope Through Multi-Unit Skill Systems: The Organisation of Large Design Firms. *British Journal of Management*, 23(2), 145-164.
- Güttel, W. H., Konlechner, S. W., Müller, B., Trede, J. K., Lehrer, M. (2012). Facilitating Ambidexterity in Replicator Organizations: Artifacts in their Role as Routine-Recreators. *Schmalenbach Business Review*, 64(July), 198-214.
- Segal, L. G., Lehrer, M. (2012). The institutionalization of stewardship: Theory, propositions, and insights from change in the Edmonton Public Schools. *Organization Studies*, 33(2), 169-201.
- DeFillippi, R., Lehrer, M. (2011). Temporary Modes of Project-Based Organization within Evolving Organizational Forms: Insights from Oticon's Experiment with the Spaghetti Organization. *Advances in Strategic Management*, 28, 61-82.
- 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.
- Kasper, H., Lehrer, M., Mühlbacher, J., Müller, B. (2010). Thinning Knowledge: An Interpretive Field Study of Knowledge-Sharing Practices in Three Multinational Contexts. *Journal Of Management Inquiry*, 19(4), 367-381.
- Lehrer, M., Delaunay, C. (2009). Multinational Enterprises and the Promotion of Civil Society: The Challenge for 21st-Century Capitalism. *California Management Review*, 51(4), 126-147.
- Lehrer, M., Nell, P., Gärber, L. (2009). A National Systems View of University Development: Towards a Broadened Perspective on the Entrepreneurial University Based on the German and US Experience. *Research Policy*, 38(2), 268-280.
- Lehrer, M., Schlegelmilch, B. B., Behnam, M. (2009). Competitive Advantage from Embeddedness in Multiple National Environments?: The Induced Internationalization of 'Born-Multidomestic' Firms. *European Journal of International Management*, 3(1), 92-110.
- Kasper, H., Lehrer, M., Mühlbacher, J., Müller, B. (2009). Integration-Responsiveness and Knowledge-Management Perspectives on the MNC: A Typology and Field Study of Cross-Site Knowledge-Sharing Practices. *Journal of Leadership and Organizational Studies*, 15(3), 287-303.
- Lehrer, M., Behnam, M. (2009). Modularity vs. Programmability in Design of Global Products: Beyond the Standardization-Adaptation Tradeoff? *European Management Journal*, 27, 281-292.
- Kasper, H., Lehrer, M., Mühlbacher, J., Müller, B. (2008). Cross-Site Knowledge-Sharing Patterns in Multinational Corporations: The Disparate Effects of Contingency and Globalization. *Journal of Knowledge Globalization*, 1(1), 9-28.
- Lehrer, M. (2007). Organizing knowledge spillovers when basic and applied research are interdependent: German biotechnology policy in historical perspective. *Journal of Technology Transfer*, 32, 277-296.

- Lehrer, M. (2005). Science-driven vs. market-pioneering high tech: Comparative German technology sectors in the late 19th and late 20th century. *Industrial and Corporate Change*, 14, 251-278.
- Lehrer, M. (2004). National lead markets and the design competition for 3G network applications. *Journal Of Business Research*, 57, 1397-1401.
- Lehrer, M., Asakawa, K. (2004). Pushing scientists into the marketplace: Promoting science entrepreneurship. *California Management Review*, 46(3), 55-76.
- Lehrer, M., Asakawa, K. (2004). Rethinking the public sector: Recent German and Japanese biotechnology policies as motors of institutional reform. *Research Policy*, 33(6/7), 921-938.
- Lehrer, M., Asakawa, K. (2003). Managing intersecting R&D social communities: A comparative study of European 'knowledge incubators' in Japanese and American firms. *Organization Studies*, 24(5), 771-792.
- Asakawa, K., Lehrer, M. (2003). Managing local knowledge assets globally: The role of regional innovation relays. *Journal Of World Business*, 38, 31-42.
- Lehrer, M., Asakawa, K. (2002). Offshore knowledge incubation: The "third path" for embedding R&D labs in foreign systems of innovation. *Journal Of World Business*, 37, 297-306.
- Lehrer, M. (2000). From factor of production to autonomous industry. The transformation of Germany's software sector. *DIW Quarterly Journal of Economic Research*, 2000(4), 587-600.
- Lehrer, M. (2000). Has Germany finally fixed its high-tech problem? The recent boom in German technology-based entrepreneurship. *California Management Review*, 42(4), 89-107.
- Lehrer, M. (2000). The organizational choice between evolutionary and revolutionary capability regimes: Theory and evidence from European air transport. *Industrial and Corporate Change*, 9(3), 489-520.
- Casper, S., Lehrer, M., Soskice, D. (1999). Can High-Technology Industries Prosper in Germany? Institutional Frameworks and the Evolution of the German Software and Biotechnology Industries. *Industry and Innovation*, 6(1), 5-24.
- Lehrer, M. (1999). Unbundling European operations: Regional management and corporate flexibility in American and Japanese MNCs. *Columbia Journal Of World Business*, 34(3), 267-286.
- Lehrer, M. (1997). German industrial strategy in turbulence: Corporate governance and managerial hierarchies in Lufthansa. *Industry and Innovation*, 4(1), 115-140.

### **Book Chapters**

#### **Book, Chapter in Scholarly Book-New**

- Lehrer, M., Schmid, S. (2020). Personalizing Perceptions of the Mittelstand Business. *Firms, Institutions, and the State: A Festschrift in Honour of Werner Pascha*. Weimar bei Marburg: Metropolis.

- Lehrer, M., Schmid, S. (2020). La longévité multigénérationnelle, la touche personnelle et l'effet de la famille d'origine: une étude contextualisée de la société Hipp typique du Mittelstand allemand. In François Goxe, Nathalie Prime, Michael Viegas-Pires (Ed.), *La recherche en management international: continuité et ruptures* (pp. 229-251). Paris: Magnard-Vuibert.
- Kasper, H., Lehrer, M., Mühlbacher, J., Müller, B. (2011). Wissensbasierte Steuerung multinationaler Unternehmen -- Eine empirische Studie über den Zusammenhang von Strategie, Organisationsstruktur und Wissenstransfer unterschiedlicher MNU-Typen. In Stefan Schmid (Ed.), *Internationale Unternehmungen und das Management ausländischer Tochtergesellschaften* (vol. January, pp. 115-147). Wiesbaden: Gabler-Verlag.
- Casper, S., Lehrer, M., Soskice, D. (2009). Can High-Technology Industries Prosper in Germany? Institutional Frameworks and the Evolution of the German Software and Biotechnology Industries. In Bob Hanck (Ed.), *Debating Varieties of Capitalism*. Oxford: Oxford University Press.
- Lehrer, M. (2007). Knowledge spillovers and organizational heterogeneity: An historical overview of German technology sectors. In Jordi Suriach, Rosina Moreno, and Esther Vay (Eds.), *Knowledge Externalities, Innovation Clusters and Regional Development* (pp. 42-60). Cheltenham, UK: Edward Elgar.
- Lehrer, M. (2006). Two types of organizational modularity: SAP, ERP product architecture and the German tipping point in the make/buy decision for IT services. In Marcela Miozzo and Damian Grimshaw (Eds.), *Knowledge Intensive Business Services: Organizational Forms and National Institutions* (pp. 187-204). Cheltenham: Edward Elgar.
- Dholakia, N., Dholakia, R. R., Lehrer, M., Kshetri, N. (2003). Global heterogeneity in the emerging M-commerce landscape. In Shi Nansi (Ed.), *Wireless Communications and Mobile Commerce* (pp. 1-11). Singapore & Hershey, PA: Idea Group Publishing.
- Lehrer, M. (2001). Macro-varieties of capitalism and micro-varieties of strategic management in European air transport. In Peter Hall and David Soskice (Eds.), *Varieties of Capitalism: The Challenges Facing Contemporary Political Economies* (pp. 361-386). Oxford: Oxford University Press.
- Lehrer, M., Darbishire, O. (2000). Comparative managerial learning in Germany and Britain: Techno-organizational innovation in network industries. In Sigrid Quack, Glenn Morgan, and Richard Whitley (Eds.), *National Capitalisms, Global Competition and Economic Performance* (pp. 79-104). Amsterdam: John Benjamins.

## **Conference Proceedings**

### **Conference Proceeding**

- Wang, I.-C., Lehrer, M., Behnam, M. (2019). *Technology "Dropout Races": Theory And Evidence From OLED Flat-Panel Displays*. Academy of Management Global Proceedings.  
<https://journals.aom.org/toc/amgbproc/Tel+Aviv/2018?pageStart=2&pageSize=20>
- Lehrer, M. (2006). *MNC learning on the demand side: Lead markets, design innovation, and internationalization*. Academy of International Business.

Lehrer, M. (2006). *Standardization, modularity and "generalization": Using design innovation to solve the basic dilemma of multinational corporations*. Annual conference of the Academy of International Business, UK chapter.

Lehrer, M., Asakawa, K. (2003). *Managing institutional reform in biotechnology industry: The role of the public sector in Germany and Japan*. Academy of International Business.

Lehrer, M. (2001). *Global, continental, or still national innovation systems in mobile Internet applications? The nexus between innovation in M-commerce, UMTS auctions, and market leadership in Western Europe*. COTIM (Conference on Telecommunications and Information Markets).

### **Presentations**

Lehrer, Mark, Faculty Research Seminar, "Social Capital Enterprises vs. Capital Market Enterprises: The German Mittelstand and its Relevance to Israel," College of Management, Rishon Lezion, Israel (online). (May 26, 2020).

Lehrer, Mark, U of A Center for the Philosophy of Freedom, "Bringing Knowledge to Market: The Evolution and Broader Significance of Israeli Economic and Scientific Policies Spanning the Civilian and Military Sectors," University of Arizona, Tucson, Arizona. (February 19, 2019).

Lehrer, Mark (Presenter & Author), Wang, I-Chen, Behnam, Michael, AOM Specialized Conference: From Start-up To Scale-up, "Technology "Dropout Races": Theory And Evidence From OLED Flat-Panel Displays," Academy of Management, Tel Aviv. (December 19, 2018).

Lehrer, Mark, Schmid, Stefan, 8th Atlas-AFMI Conference in International Management, "Values particularism and the family-of-origin effect: A contextualized study of Hipp," Paris. (May 23, 2018).

Lehrer, Mark, Celo, Sokol, Annual Conference of the Academy of International Business, "Boundary-spanning and boundary-buffering in global markets: A German perspective on the internationalization of family firms," Academy of International Business, Dubai. (June 3, 2017).

Mazen, A. Magid, Lehrer, Mark, 12th Organization Studies Workshop, "Food, fear, and hidden organization: A study in the subjectivity of organization," Organization Studies, Chania, Crete. (May 19, 2017).

Lehrer, Mark, Segal, Lydia G., 11th Organization Studies Workshop, "Organization in the image of the steward: The stewardship organization as the contingently realistic embodiment of a management system built upon a shared higher calling and intrinsic motivation," Organization Studies, Mykonos, Greece. (May 21, 2016).

Lehrer, Mark, Celo, Sokol, Workshop: "What is Patient Capital, and Where Does it Exist?", "Towards a Basic Theory of Capitalist Bifurcation: Familial and Financialized Varieties of Capitalism in the German Political Economy," Socio-Economic Review, Freie Universität Berlin. (February 19, 2016).

Lehrer, Mark, Colloquium on International Business, "From Rocking the Boat to Wagging the Dog: Bringing Entrepreneurship into Subsidiary Initiative Research," Vienna University of Economics and Business, Vienna, Austria. (June 10, 2015).

- Lehrer, Mark, Duisburg-Frankfurt Workshop on Institutions in East Asian Development, "Globalization but not convergence: The differing role of family firms in the German and US varieties of capitalism," Duisburg, Germany. (March 13, 2013).
- Kasper, Helmut, Lehrer, Mark, Mühlbacher, Jürgen, Müller, Barbara, Academy of Management, "On the different "worlds" of intra-organizational knowledge management: Understanding idiosyncratic variation in MNC cross-site knowledge-sharing practices," Boston. (August 7, 2012).
- Lehrer, Mark, Segal, Lydia G., 7th Organization Studies Workshop, "Towards a theory of stewardship institutionalization: Conceptual components for building organizations upon intrinsic motivation rather than control," Rhodes, Greece. (May 24, 2012).
- Müller, Wolfgang H. (Presenter & Author), Konlechner, Stefan W. (Presenter & Author), Müller, Barbara (Presenter & Author), Lehrer, Mark (Author Only), Trede, Julia K. (Author Only), European Group for Organizational Studies (EGOS), "Facilitating Ambidexterity in Replicator Organizations: Artifacts in their Role as Routine-Recreators," Gothenburg, Sweden. (July 7, 2011).
- Lehrer, Mark, Banerjee, Preeta, International conference on "Understanding the emergence of new industries", "From complex processes to new industries via general purpose technologies: Patterned waves of improvement in ERP software and PCR DNA analysis," University of Torino, Turin, Italy. (October 7, 2010).
- Lehrer, Mark, Banerjee, Preeta, Eastern Academy of Management, "From complex processes to real-time general purpose technologies: Patterns of development in ERP software and PCR DNA analysis," Portland, ME. (May 15, 2010).
- Miozzo, Marcela, Lehrer, Mark, Defillippi, Robert, Grimshaw, Damian, Ordanini, Andrea, EAEPE Conference, "Economies of skill scope: Competitive advantage in large creative knowledge-intensive business service firms," Amsterdam, Netherlands. (2009).
- Kasper, Helmut, Lehrer, Mark, Mühlbacher, Jürgen, Müller, Barbara, Knowledge Globalization Conference, "Thinning Knowledge: A Field Study of Cross-Site Knowledge-Sharing Practices in Three Industries," Boston, Massachusetts. (2009).
- Kasper, Helmut, Lehrer, Mark, Mühlbacher, Jürgen, Müller, Barbara, European Group for Organizational Studies (EGOS), "When Knowledge Management Systems Are 'Thin' Rather Than 'Thick': A Study of Cross-Site Knowledge-Sharing Practices in Three Industries," European Group for Organizational Studies (EGOS), Barcelona, Spain. (July 2009).
- Kasper, Helmut, Lehrer, Mark, Mühlbacher, Jürgen, Müller, Barbara, Academy of International Business, "Integration-Responsiveness and Knowledge Management Perspectives on the MNC: A Typology and Field Study of Cross-Site Knowledge-Sharing Practices," Milan, Italy. (July 2008).
- Lehrer, Mark, Nell, Phillip, Gärber, Lisa, European Group for Organizational Studies (EGOS), "A National Systems View of University Development: Towards a Broadened Perspective on the Entrepreneurial University Based on the German and US Experience," Amsterdam, Netherlands. (July 2008).
- Lehrer, Mark, "Innovating for global markets despite idiosyncratic home-country institutional patterns: Path dependency and the case of SAP," Int'l conference on 'path dependency and path plasticity: Innovation processes in the software sector', Berlin, Germany. (January 2008).

- Lehrer, Mark, "France's Revenge on Toqueville: The BRIC Countries and the New Statism in the 21st Century," Manchester Business School, Manchester, United Kingdom. (October 2007).
- Asakawa, Kazuhiro, Lehrer, Mark, "Home base-substituting R&D and national R&D reform: A coevolutionary model," Academy of Management, Philadelphia, Pennsylvania. (August 2007).
- Kasper, Helmut, Lehrer, Mark, Mühlbacher, Jürgen, Müller, Barbara, "Integration-responsiveness and knowledge management perspectives on MNCs," Academy of Management, Philadelphia, Pennsylvania. (August 2007).
- Asakawa, Kazuhiro, Lehrer, Mark, "EVLN applied to a macro level: Underlying conditions for national R&D reform in the transnational economy," Academy of International Business, Indianapolis, Indiana. (June 2007).
- Lehrer, Mark, "Knowledge spillovers and organizational heterogeneity: An historical overview of German technology sectors," IfW/MPI Workshop on Globalization and the Knowledge Economy, Kiel, Germany. (June 2007).
- Lehrer, Mark, Schlegelmilch, Bodo S., "Shaping product innovation through different internationalization trajectories," AMA Winter Educators Conference, San Diego, California. (February 2007).
- Lehrer, Mark, "National strategies to build comparative advantage in France and Germany," Woodrow Wilson International Center conference on National Strategies to Build Comparative Advantage, Washington, District of Columbia. (November 2006).
- Lehrer, Mark, Schlegelmilch, Bodo S., "MNC learning on the demand side: Lead markets, design innovation, and internationalization," Academy of International Business, Beijing, China. (June 2006).
- Lehrer, Mark, "Standardization, modularity and 'generalization': Using design innovation to solve the basic dilemma of multinational corporations," Annual conference of the Academy of International Business, UK chapter, Manchester, United Kingdom. (April 2006).
- Asakawa, Kazuhiro, Lehrer, Mark, "Placing big bets: Exit as a mechanism for national R&D reform in the transnational economy," Academy of International Business, Quebec City, Canada. (July 2005).
- Lehrer, Mark, "Science-driven vs. market-pioneering high tech: Comparative German technology sectors in the late 19th and late 20th century and consequences for economic geography," Conference on Knowledge and Regional Economic Development, Barcelona, Spain. (June 2005).
- Lehrer, Mark, "The challenge of facilitating patchwork innovations and emergent networks: German biotechnology policies from a comparative and longitudinal perspective," Presented at the biotechnology conference on Bringing Science to Life, Toronto, Canada. (April 2005).
- Lehrer, Mark, "Comparative German technology sectors of the late 19th and late 20th century," Workshop on Industry Evolution, Helsinki, Finland. (June 2004).

- Lehrer, Mark, "The impact of global distribution systems on the civil aviation industry: A historical window on the economics of e-commerce," DIW Workshop on E-Commerce Impacts Revisited, Berlin, Germany. (January 2004).
- Lehrer, Mark, "The outsourcing of the German software function in comparative and historical perspective," Workshop on Knowledge Intensive Services and Changing Organizational Forms, Manchester, United Kingdom. (November 2003).
- Lehrer, Mark, Asakawa, Kazuhiro, "Scientists and industrial policy: Science entrepreneurship in German and Japanese biotechnology," Academy of Management annual conference, Seattle, Washington. (August 2003).
- Lehrer, Mark, Asakawa, Kazuhiro, "Managing institutional reform in biotechnology industry: The role of the public sector in Germany and Japan," Academy of International Business, Monterey, California. (July 2003).
- Lehrer, Mark, "Dilemmas of high-tech industrial policy: An analysis of stuck-in-the-middle governments," Academy of Management annual conference, Denver, Colorado. (August 2002).
- Lehrer, Mark, Dholakia, Nik, Kshetri, Nir, "National sources of leadership in 3G M-Business Applications: A framework and evidence from three global regions," Annual meeting of Americas Conference on Information Systems, Dallas, Texas. (August 2002).
- Asakawa, Kazuhiro, Lehrer, Mark, "Opportunity perception at intermediate geographical levels of MNCs: Beyond the local-global dichotomy," Academy of Management annual conference, Denver, Colorado. (August 2002).
- Asakawa, Kazuhiro, Lehrer, Mark, "Managing local knowledge assets globally: The role of regional innovation relays," Academy of Management annual conference, Washington, District of Columbia. (August 2001).
- Lehrer, Mark, "Global, continental, or still national innovation systems in mobile Internet applications? The nexus between innovation in M-commerce, UMTS auctions, and market leadership in Western Europe," COTIM (Conference on Telecommunications and Information Markets), Karlsruhe, Germany. (July 2001).
- Lehrer, Mark, Asakawa, Kazuhiro, "Knowledge incubation: An exploratory study into the embeddedness of MNCs in multiple national systems of innovation," Academy of International Business, Phoenix, Arizona. (November 2000).
- Asakawa, Kazuhiro, Lehrer, Mark, "Linking local knowledge to global operations: The role of regional offices of MNCs," Academy of International Business, Phoenix, Arizona. (November 2000).
- Casper, Steve, Lehrer, Mark, Soskice, David, "Can high-technology industries prosper in Germany? Institutional frameworks and the evolution of the German software and biotechnology industries," Academy of International Business, Charleston, South Carolina. (November 1999).
- Lehrer, Mark, "Toward a third industrial order in Germany?: Political institutions and institutional barriers in the building of high-technology industries," Annual meeting of the New England Political Science Association, Providence, Rhode Island. (April 1999).