

**Behnam, Michael (Full Professor)**

**Refereed Journal Articles**

**Journal Article, Academic Journal**

- Behnam, M., Doegl, C. (2015). Environmentally Sustainable Development through Stakeholder Engagement in Developed and Emerging Countries. *Business Strategy and the Environment*, 24(6), 583-600.
- Gilbert, D. U., Behnam, M. (2013). Trust and the United Nations Global Compact: A Network Theory Perspective. *Business and Society*, 52(1), 135-169.
- 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.
- 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., 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 Global Products: Beyond the Standardization-Adaptation Tradeoff? *European Management Journal*, 27, 281-292.
- 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. (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.

### **Journal Article, Professional Journal**

Behnam, M., Gilbert, D. U., Lubert, 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., Lubert, 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/fthighlight/highlightkey/wichtig\\_e+erfolgspotential/\\_b/32690/default.aspx/wichtige-erfolgspotenziale-liegen-in-deutschen-unternehmen-brach.html](http://www.absatzwirtschaft.de/Content/_pv/_p/1003300/_t/fthighlight/highlightkey/wichtig_e+erfolgspotential/_b/32690/default.aspx/wichtige-erfolgspotenziale-liegen-in-deutschen-unternehmen-brach.html)

### **Books**

#### **Book, Scholarly-New**

Gilbert, D. U., Behnam, M. (in press). *Strategic Management* (8th Edition ed.). Stuttgart: Kohlhammer.

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**

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

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.

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

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 (Eds.), *Wertorientiertes Start-Up Management. Grundlagen - Instrumente - Strategien* (pp. 698-720). Munich: Vahlen.

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

Behnam, M. (1995). Ökologische Optimierung der Produktpolitik. In W.G. Faix, R. Kurz, F. Wichert (Eds.), *Innovation zwischen Ökonomie und Ökologie* (pp. 155-173). Landsberg: moderne industrie.

#### **Non-Refereed Journal Articles**

##### **Journal Article, Professional Journal**

Behnam, M., Gilbert, D., Luber, T., Hümmeler, H. (2006). Innovationsmanagement im Schneckenhaus. *Lebensmittelzeitung*, 59(17), 55.

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

##### **Journal Article, Public or Trade Journal**

Behnam, M., Gilbert, D. U., Luber, T., Hümmeler, H. G. (2006). Kein klares Bekenntnis zur Innovation. *Zeitschrift für die Energiewirtschaft*, 105(17-18), 70-73.

#### **Other Intellectual Contributions**

##### **Other**

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

#### **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>

MacLean, T., Litzky, B., Andersson, L., Behnam, M. (2016). In Brad Agle and Craig VanSandt (Eds.), *Minding the Gap(s): Unintended Consequences of Decoupling* (1st ed., vol. 27, pp. 158-166). International Association for Business and Society.

Behnam, M. (2014). Accountability Standards in a Global Economy. *Responsibility & Accountability in Managing Organizational Integrity* (vol. 9). Waltham, MA: Bentley Global Business Ethics Symposium.

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.

### **Presentations**

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).

MacLean, Tammy (Presenter & Author), Penn State Great Valley, Litzky Barrie (Author Only), Temple University, Anderssen Lynne (Author Only), Behnam, Michael (Author Only), International Association of Business & Society, "Minding the Gap(s): Unintended Consequences of Decoupling," IABs, Park City, UT. (June 2016).

Behnam, Michael, Global Business Ethics Symposium, "Accountability Standards in a Global Economy," Bentley University, Waltham, MA. (May 2013).

Roussin, Christopher J., Behnam, Michael, Academy of Management, "Change in the face of strategic isomorphism," Boston, MA. (August 2012).

Doegl, Corinna, Behnam, Michael, Academy of Management, "Corporate Environmental Responsibility (CER). Stakeholder influences, CER practices and business outcomes in developed and emerging countries," Boston, MA. (August 2012).

Behnam, Michael, Gilbert, Dirk U, Academy of Management, "The Interplay of Individual and Collective Knowledge in Multinational Corporations - An Integrative Framework from a Constructivist Perspective," Chicago, Illinois. (August 2009).

Behnam, Michael, MacLean, Tammy, Academy of Management, "Where is the accountability in International Accountability Standards? A Decoupling Perspective," Chicago, Illinois. (August 2009).

Rasche, Andreas, Behnam, Michael, Gilbert, Dirk U, "In Search of Global Governance - The Contribution of the United Nations Global Compact," Academy of Management, Anaheim, California. (August 2008).

Rasche, Andreas, Behnam, Michael, "Toward a Model to Compare and Evaluate Accountability Standards - The Case of the UN Global Compact," Academy of Management, Anaheim, California. (August 2008).

Rasche, Andreas, Behnam, Michael, Gilbert, Dirk U, "Governance in a Global Economy - The Contribution of the United Nations Global Compact," Academy of International Business, Milan, Italy. (July 2008).

- Rasche, Andreas, Behnam, Michael, Gilbert, Dirk U, "The Case of a Global Public Policy Network - What the United Nations Global Compact is (Not)," Academy of International Business, Milan, Italy. (July 2008).
- Behnam, Michael, Gilbert, Dirk U, Rasche, Andreas, "The Interplay of Individual and Collective Knowledge in Multinational Corporations - An Integrative Framework from a Constructivist Perspective," Academy of International Business, Milan, Italy. (July 2008).
- Gilbert, Dirk, Rasche, Andreas, Behnam, Michael, Schedel, Ingo, "A Critical Perspective on Social Accounting: The Case of the Global Eight'.,," Academy of Management, Philadelphia, Pennsylvania. (August 2007).
- Gilbert, Dirk, Behnam, Michael, "Advancing Integrative Social Contracts Theory: A Habermasian Perspective," Academy of Management, Philadelphia, Pennsylvania. (August 2007).
- Gilbert, Dirk, Behnam, Michael, Rasche, Andreas, "Opportunities and Problems of Standardized Ethics Initiatives A Stakeholder Theory Perspective," Academy of Management, Philadelphia, Pennsylvania. (August 2007).
- Gilbert, Dirk, Behnam, Michael, Schedel, Ingo, "Implementing Discourse Ethics in Multinational Corporations," Academy of Management, Atlanta, Georgia. (August 2006).
- Gilbert, Dirk, Behnam, Michael, Schedel, Ingo, "Investigating Deficits in the Strategy Process of Multinational Companies," Academy of Management, Atlanta, Georgia. (August 2006).
- Gilbert, Dirk U, Behnam, Michael, "Business Ethics in MNCs: Integrating Compliance and Integrity through Discourse Ethics," Academy of Management annual conference, Honolulu, Hawaii. (August 2005).
- Gilbert, Dirk U, Behnam, Michael, "Strategy Processes in Multinational Companies: Results of an Empirical Survey," Academy of Management annual conference, Honolulu, Hawaii. (August 2005).
- Gilbert, Dirk U, Behnam, Michael, "Business Ethics in Multinational Corporations: A New Approach to Balance Compliance and Integrity," Academy of International Business, Quebec, Canada. (July 2005).
- Gilbert, Dirk U, Behnam, Michael, "Strategic Management in German Multinational Companies: Linking Strategy Process and Performance," Academy of International Business, Quebec, Canada. (July 2005).
- Behnam, Michael, Rasche, Andreas, "A Conceptual Framework for Discussing the Interrelatedness of Strategy Formation and Ethical Reflection," European Academy of Management, Munich, Germany. (May 2005).
- Gilbert, Dirk U, Behnam, Michael, "An Underinvestigated Relationship: Strategy Process and Performance in German Multinational Companies," Corporate Strategy - Annual Conference, Koblenz, Germany. (March 2005).
- Gilbert, Dirk U, Behnam, Michael, "A Habermasian Approach to "Manage" Business Ethics in Multinational Corporations," Australia-New Zealand International Business Academy, Canberra, Australia. (November 2004).

- Behnam, Michael, Gilbert, Dirk U, Herzog, Jan, "Creating Inter-Subjectivity Through Real Option Valuation – A Structurationist Perspective," Academy of Management annual conference, New Orleans, Louisiana. (August 2004).
- Behnam, Michael, Gilbert, Dirk U, Schüerhoff, Vera, "Creating and Transferring Collective Knowledge Patterns – A Constructivist Perspective on Interaction and Communication," Academy of International Business, Stockholm, Sweden. (July 2004).
- Behnam, Michael, Gilbert, Dirk U, Herzog, Jan, "Real Options and Organizational Embeddedness – A Structurationist Perspective," Academy of International Business, Stockholm, Sweden. (July 2004).
- Behnam, Michael, Gilbert, Dirk U, ""Quasi-Regulation": A Conceptual Framework for Analyzing the Relation Between Compliance and Integrity-Management in International Companies," European International Business Academy, Copenhagen, Denmark. (December 2003).
- Behnam, Michael, Gilbert, Dirk U, Schüerhoff, Vera, "Knowledge Transfer in the Integrated Network – A Constructivist Perspective," European International Business Academy, Copenhagen, Denmark. (December 2003).
- Behnam, Michael, Gilbert, Dirk U, Herzog, Jan, "Real Option Valuation as a Process of Structuration – Managers as Socially Embedded Agents in International Companies," European International Business Academy, Copenhagen, Denmark. (December 2003).
- Behnam, Michael, Gilbert, Dirk U, Schüerhoff, Vera, "A Constructivist Perspective on Knowledge Transfer – Consequences for the Management of an Integrated Network," Academy of Management annual conference, Seattle, Washington. (August 2003).
- Behnam, Michael, Gilbert, Dirk U, Rasche, Andreas, "Assessing the Impact of Social Standards on Compliance and Integrity-Management in Organizations," Academy of Management annual conference, Seattle, Washington. (August 2003).
- Behnam, Michael, Gilbert, Dirk U, Rasche, Andreas, "Assessing the Impact of Social Standards on Compliance and Integrity-Management in International Companies," Academy of International Business, Monterey, California. (July 2003).
- Behnam, Michael, Gilbert, Dirk U, Herzog, Jan, "Real Option Valuation in International Companies: Actors, Flexibility, and Structure from a Structuration Theory Perspective," Academy of International Business, Monterey, California. (July 2003).
- Behnam, Michael (Discussant), Academy of Management, Denver, Colorado. (2002).
- Behnam, Michael, "Stakeholders and Strategic Management - Developing an Instrument for Involving External and Internal Stakeholders into the Processes of Strategic Management," Academy of Management annual conference, Denver, Colorado. (August 2002).
- Behnam, Michael, Gilbert, Dirk U, "A New Concept of Strategic Management for M-Commerce Companies," National Business and Economics Society - Annual Conference, Wailea, Hawaii. (February 2002).
- Behnam, Michael, Gilbert, Dirk U, "Internationalization of German Medium-Sized Enterprises. Results of an Empirical Study," Academy of International Business, Phoenix, Arizona. (November 2000).