
Dr. Michael Behnam

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Intellectual Contributions:

Refereed Articles

- Rasche, A. & Behnam, M. (in press, 2009). As If It Were Relevant – A Social Systems Perspective on the Relation Between Theory and Practice, *Journal of Management Inquiry*.
- Gilbert, D.U. & Behnam, M. (in press, 2009). Advancing Integrative Social Contracts Theory: A Habermasian Perspective, *Journal of Business Ethics*.
- 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). Strategy Process Management in Multinational Companies: Status Quo, Deficits and Future Perspectives. *Problems and Perspectives in Management*, 7 (1), 59-74.
- 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.
- Lehrer, M., Schlegelmilch, 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.
- Bassen, A., Behnam, M., & Gilbert, D. U. (2001). Internationalisierung des Mittelstands. Ergebnisse einer empirischen Studie zum Internationalisierungsverhalten deutscher mittelständischer Unternehmen (English: Internationalization of Medium-Sized German Companies: Results of an Empirical Study). *Zeitschrift für Betriebswirtschaft*, 71 (4), 413-432.
- Behnam, M. (2001). Strategische Unternehmensplanung als geeigneter Ort ethischer Reflexion (English: Strategic Management as a Suitable Place of Ethical Reflection). *Die Unternehmung*, 55 (3), 215-234.
- Behnam, M. & Gilbert, D. U. (2001). Internationalization Strategies of Medium-Sized German Companies: An Empirical Survey. *Journal of International Business and Economy*, 2, 95-109.

Editor-Refereed Practitioner Articles

- Behnam, M., Gilbert, D. U., Luber, T., & Hümmeler, H. G. (2006). Einsame Wölfe auf der Jagd nach neuen Produkten (English: Lonely Wolves hunting for new products. Empirical Study on Pharmaceutical and Medical Technology firms). *Pharma-Marketing Journal*, 31 (2), 58-60.
- Behnam, M., Gilbert, D. U., Kleinfeld, A., & Luber, T. (2005). Die Risiken zwar sehen, aber nicht einbeziehen (English: Deficits of Risk-Assessment of Internationalization Strategies). *IO New Management*, 75 (12), 33-38.
- Behnam, M., Gilbert, D. U., & Kleinfeld, A. (2004). Strategisches Management muss verjüngt werden (English: Rejuvenating Strategic Management). *IO New Management*, 73 (10), 26-31.
- Behnam, M. & Gilbert, D. U. (2003). Wichtige Erfolgspotenziale liegen in deutschen Unternehmen brach (Important Success Factors in German Companies). *Absatzwirtschaft Online*, February 2003
<http://www.absatzwirtschaft.de/Content/pv/p/1003300/tfhighlight/highlightkey/wichtige+erfolgspotential/b/32690/default.aspx/wichtige-erfolgspotenziale-liegen-in-deutschen-unternehmen-brach.html>.
- Behnam, M. & Gilbert, D. U. (2003). Mit der Dampflok in die Zukunft? Pharma Strategieentwicklung wenig marktorientiert (English: Strategic Management for Pharmaceutical Companies: Problems and Solutions). *Pharma-Marketing Journal*, 28 (2), 42-45.
- Behnam, M., Gilbert, D. U., Luber, T., & Hümmeler, H. G. (2003). Konzepte von gestern? In der Strategieentwicklung nutzen nur wenige Unternehmen das ganze Potenzial erfolgssteigernder Ansätze (English: Yesterday's Concepts? Companies Do Not Use the Full Potential of New Strategy Development Approaches). *Absatzwirtschaft*, Special Issue, 128-131.

Books

- Behnam, M. (2010). *Organization and Change – A Social Systems Theory Perspective*, Wiesbaden: Gabler (forthcoming).

Kreikebaum, H., Gilbert, D. U., & Behnam, M. (2009). *Strategic Management, 7th edition*, Stuttgart: Kohlhammer (forthcoming).

Kreikebaum, H., Behnam, M., & Gilbert, D. U. (2001). *Ethische Konflikte multinationaler Unternehmen* (English: Ethical Conflicts of Multinational Companies), Wiesbaden: Gabler.

Behnam, M. (1998). *Strategisches Management und ethische Reflexion* (English: Strategic Management and Ethical Reflection), Berlin: Wissenschaft und Praxis.

Refereed Book Chapters

Gilbert, D. U. & Behnam, M. (2006). Putting Discourse Ethics into Practice: The Case of Multinational Corporations. In T. Bschorner & M. Schmidt (Eds.) *Unternehmerische Verantwortung in Zeiten kulturellen Wandels (sfwu)*, (pp. 41-69). Munich: Rainer Hampp.

Behnam, M. & Gilbert, D. (2002). Globale strategische Netzwerke (English: Global Strategic Networks). In U. Hommel & T. Knecht (Eds.) *Wertorientiertes Start-Up Management. Grundlagen - Instrumente - Strategien*, (pp. 698-720). Munich: Vahlen.

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

Refereed Proceedings

Gilbert, D. U. & Behnam, M. (2004). A Habermasian Approach to Manage Business Ethics in Multinational Corporations. *Australia-New Zealand International Business Academy*. Awarded Best Competitive Paper

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, National Business and Economics Society*.

Compilation of Articles and Readings

Behnam, M. (2000). *Lexikon für kleine und mittlere Unternehmen*, (various articles); Munich: Vahlen.

Non-Refereed Articles and Book Chapters

Behnam, M., Gilbert, D. U., Luber, T., & Hümmeler, H. G. (2006). Kein klares Bekenntnis zur Innovation (English: No Clear Commitment to Innovation). *Zeitschrift für die Energiewirtschaft*, 105 (17-18), 70-73.

Behnam, M., Gilbert, D. U., Luber, T., & Hümmeler, H. (2006). Innovationsmanagement im Schneckenhaus (English: Innovation Management in the Snail-Shell). *Lebensmittelzeitung*, 59 (17), 55.

Behnam, M., Gilbert, D. U., Luber, T., & Hümmeler, H. (2003). Bedingt zukunftsfähig: Ergebnisse einer Studie zum Thema „Strategic Issues in German Industries“ (English: Results of an Empirical Study: Strategic Issues in German Industries). *vdi-Nachrichten*, 57 (March 2003), 24.

Behnam, M. (1998). Strategische Wahl der Internationalisierungsform (English: Strategic Choice of the Form of Internationalization). In DG Bank (Ed.), *Internationalisierung: Chance für den Mittelstand*, (pp. 28-49). Frankfurt: DG Consult.

Behnam, M. (1998). Strategische Kooperation zur Förderung der Internationalisierung des Mittelstandes (English: Strategic Cooperation to Support the Internationalization of SMEs). In DG Bank (Ed.), *Internationalisierung: Chance für den Mittelstand*, (pp. 64-91). Frankfurt: DG Consult.

Presentation of Refereed Papers

International

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, August). *In Search of Global Governance - The Contribution of the United Nations Global Compact*. Presented at Academy of Management, Anaheim, California.

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.

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.

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.

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. (2007, August). *Advancing Integrative Social Contracts Theory: A Habermasian Perspective*. Presented at Academy of Management, Philadelphia, Pennsylvania.
- 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., & Schedel, I. (2006, August). *Investigating Deficits in the Strategy Process of Multinational Companies*. Accepted for Academy of Management, Atlanta, Georgia.
- Gilbert, D., Behnam, M., & Schedel, I. (2006, August). *Implementing Discourse Ethics in Multinational Corporations*. Accepted for Academy of Management, Atlanta, Georgia.
- Gilbert, D. U. & Behnam, M. (2005, August). *Strategy Processes in Multinational Companies: Results of an Empirical Survey*. Accepted for Academy of Management annual conference, Honolulu, Hawaii.
- Gilbert, D. U. & Behnam, M. (2005, August). *Business Ethics in MNCs: Integrating Compliance and Integrity through Discourse Ethics*. Accepted for 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. , & 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. , & 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. (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. , & 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, December). *Knowledge Transfer in the Integrated Network A Constructivist Perspective*. 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.

Research Reports

Behnam, M. & Gilbert, D.U., "Strategic Issues in German Industries" .

Behnam, M. & Gilbert, D.U., "Internationalization Strategies of German Medium-Sized Enterprises"

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