

## Publications

### Johanna Mair

Updated: March, 2017

#### Book

Seelos, C. and Mair, J. 2017. Innovation and Scaling for Impact – How effective Social Enterprises do it. Stanford University Press.

#### Journal Articles

Mair, J., Wolf, M., and Seelos, C. 2016. Scaffolding: A Process of Transforming Patterns of Inequality in Small-scale Societies. 2016. *Academy of Management Journal*, 59: 2021-2044.

Moschieri, C. and Mair, J. 2016. Corporate Entrepreneurship: Partial Divestitures as Real Option *European Management Review*: doi: [10.1111/emre.12099](https://doi.org/10.1111/emre.12099)

Markman, G. D., Russo, M., Lumpkin, G. T., Jennings, D., and Mair, J. 2016. Entrepreneurship as a Platform for Pursuing Multiple Goals: A Special Issue on Sustainability, Ethics, and Entrepreneurship *Journal of Management Studies*, 53(5): 673-694.

Stephan, U., Patterson, M., Kelly, C., and Mair, J. 2016. Organizations driving positive social change: a review and an integrative framework of change processes. *Journal of Management*, 42(5): 1250–1281.

Venkataraman, H., Vermeulen, P., Raaijmakers, A. and Mair, J. 2016. Market Meets Family: The Interplay between Institutional Logics in Rural India. *Organizations Studies*, 37(5): 709-733

Mair, J., Mayer, J., and Lutz, E. 2015. Navigating Institutional Plurality: Organizational Governance in Hybrid Organizations. *Organization Studies*, 36(6): 713-739.

Daskalaki, M., Hjorth, D., and Mair, J. 2015. Are Entrepreneurship, Communities, and Social Transformation Related? *Journal of Management Inquiry*, 24(4):419-423.

Ebrahim, A., Battilana, J., and Mair, J. 2014. The Governance of Social Enterprises: Mission drift and accountability challenges in hybrid organizations. *Research in Organizational Behavior*, 34: 81–100.

Mair, J. and Hehenberger, L. 2014. Front-Stage and Backstage Convening: The Transition from Opposition to Mutualistic Coexistence in Organizational Philanthropy. *Academy of Management Journal*, 57(4): 1174-1200.

*Featured in Stanford Social Innovation Review Fall 2012*

*Best Paper Award 2016 by the Organizational Theory section of the German Business Research Association*

Uzo, U. and Mair, J. 2014. Source and Patterns of Organizational Defiance of Formal Institutions: Insights from Nollywood, the Nigerian Movie Industry. *Strategic Entrepreneurship Journal*. 8:56-74.

Tobias, J. M., Mair, J., and Barbosa-Leiker, C. 2013. Toward a theory of transformative entrepreneuring: Poverty reduction and conflict resolution in Rwanda's entrepreneurial coffee sector. *Journal of Business Venturing*, 28(6): 728–742.

Moschieri, C. and Mair, J. 2012. Managing divestitures through time – expanding current knowledge. ***Academy of Management Perspectives***, 26 (4): 35-50.

Mair, J., Battilana, J., and Cárdenas J. 2012. Organizing for Society: A Typology of Social Entrepreneurial Models. ***Journal of Business Ethics***, 111(3): 353-373.

Mair J., Martí I., and Ventresca M. 2012. Building Inclusive Markets in Rural Bangladesh: How Intermediaries Work Institutional Voids. ***Academy of Management Journal***, 55(4): 819-850.

*Featured in Stanford Social Innovation Review Fall 2012*

*Nominated for Best AMJ Paper Award 2012*

Seelos, C., Mair, J., Battilana, J. and Dacin, T. 2011. The embeddedness of social entrepreneurship: Understanding variation across geographic communities. In C. Marquis, M. Lounsbury, & R. Greenwood (Eds.), ***Research in the Sociology of Organizations***. Communities and Organizations. 33: 333 – 363.

Moschieri, C. and Mair, J. 2011. Adapting for innovation: including divestitures in the debate. ***Long Range Planning***, 44(1): 4-25.

Mair, J. 2011. Social entrepreneurship: On origins and future of a concept. ***Planning Administration***, 34(3): 31-37.

Mair, J., and Martí, I. 2009. Entrepreneurship in and around institutional voids: A case study from Bangladesh. ***Journal of Business Venturing***, 24(5): 419-435.

Ganly, K. and Mair, J. 2009. Small Steps toward Institutional Change – social entrepreneurship in rural India. ***Ökologisches Wirtschaften***, Special Issue, December: 5-10.

Ganly, K. and Mair, J. 2009. Kleine Schritte zum institutionellen Wandel. ***Ökologisches Wirtschaften***, 2: 15–17.

Mair, J. and Ganly, K. 2008. Social Entrepreneurship as Dynamic Innovation. ***Innovations: Technology, Governance, Globalization***, Fall 2008, 3 (4): 79–84.

Moschieri, C. and Mair, J. 2008. Research on Corporate Divestitures: A Synthesis. ***Journal of Management & Organization***, 14(4): 399-422.

Mair, J. and Thurner, C. 2008. Going global: how middle managers approach the process in medium-sized firms. ***Strategic Change***, 17 (3-4): 83-99.

Mair, J., and Mitchell, J. 2008. Waste Concern: Turning a Problem into a Resource. ***Journal of Business Ethics Education*** 5: 223-246.

Seelos, C. and Mair, J. 2007. Profitable business models and market creation in the context of deep poverty: A strategic view. ***Academy of Management Perspectives***, 21 (4): 49-63.

*Gold Prize “IFC - Financial Times Essay Competition” on Private Sector Development – Creating Markets, Transforming Lives*

*“SMS Best Conference Paper for Practice Implication Award”. Strategic Management Society Conference 2007*

Mair, J., Martí, I. and Ganly, K. 2007. Social entrepreneurship: Seeing institutional voids as spaces of opportunity. ***European Business Forum***, 31: 34-39.

Translated into Chinese <http://www.sinaworld.cn/znp/2008/7/t2b4tdso8u.asp>

Mair, J. and Martí, I. 2007. Entrepreneurship for social impact: Encouraging market access in rural Bangladesh. *Corporate Governance: An International Journal*, 7 (4): 493-501.

Mair, J. and Schoen, O. 2007. Social entrepreneurial business models in the context of developing economies: An exploratory study. *International Journal of Emerging Markets*, 2(1): 54-68.

Mair, J. and Seelos, C. 2006. Digital democracy. *European Business Forum*, 26: 59-61.

Mair, J. and Martí, I. 2006. Social entrepreneurship research: A source of explanation, prediction, and delight. *Journal of World Business*, 41(1): 36-44.

Seelos, C. and Mair, J. 2006. Social entrepreneurship. The contribution of individual entrepreneurs to sustainable development. *The ICFAI Journal for Entrepreneurship Development*, March 2006: 30-46.

Mair, J. 2005. Exploring the determinants of unit performance: The role of middle managers in stimulating profit growth. *Group & Organization Management*, 30(3): 263-88.

Mair, J., Seelos, C. and Borwankar, A. 2005. Social entrepreneurial initiatives within the sustainable development landscape. *Journal of Entrepreneurship Education*, 2(4): 431-52.

Seelos, C. and Mair, J. 2005. Sustainable development, sustainable profit. *European Business Forum*, 20: 49-53.

Translated into Chinese <http://www.sinaworld.cn/znp/2008/4/i84zevhuzs.asp>

Seelos, C. and Mair, J. 2005. Social Entrepreneurship: Creating new business models to serve the poor. *Business Horizons*, 48(3): 241-46.

Translated into Arabic

## Edited Books

Hockerts, K., Mair, J. and Robinson, J. 2010. *Values and Opportunities in Social Entrepreneurship*. Palgrave Macmillan: Basingstoke, UK and New York.

Robinson J., Mair, J. and Hockerts, K. 2009. *International Perspectives on Social Entrepreneurship Research*. Palgrave Macmillan: Basingstoke, UK and New York.

Mair, J., Robinson J. and Hockerts, K. 2006. *Social Entrepreneurship*. Palgrave Macmillan: Basingstoke, UK and New York.

*Nominated for "Most Promising Forthcoming Management Book" by the European Academy of Management*

## Book Chapters / Chapters in Edited Volumes

Amis, J., Munir, K. and Mair, J. 2017. Institutions and Economic Inequality. In R. Greenwood (Ed.), *The SAGE Handbook of Organizational Institutionalism*. SAGE: Forthcoming.

Mair, J. 2017. Middle Managers and Corporate Entrepreneurship: Unpacking Strategic Roles and Assessing Performance Implications. In S. W. Floyd and B. Woolridge (Eds.) *Handbook of Strategy Process Research from a Middle Management Perspective*. Edward Elgar: Forthcoming.



- Seelos, C. and Mair, J. 2014. Organizational closure competencies and scaling: A realist approach to theorizing social enterprise. In J. C. Short (Ed.), **Research Methods in Social Entrepreneurship**. Emerald: 147-188.
- Mair, J. and Ganly, K. 2014. Social Entrepreneurship: Innovation on dual frontiers. In **Wiley Encyclopedia of Management**, 3rd edition. Wiley: Volume 6.
- Moschieri, C. and Mair, J. 2014. Successful Divestitures Need Proper Cultivation. In A. A. Thompson, Jr., M.A. Peteraf, J. E. Gamble, and A.J. Strickland III (Eds.) **Crafting & Executing Strategy: The Quest for Competitive Advantage, Concepts and Cases**. 19th Edition. McGraw-Hill: Reading 16.
- Mair, J. and Sharma, S. 2012. Performance Measurement and Social Entrepreneurship. In C.K.Volkman, Tokarski, K.O. and Ernst, K. (Eds.) **Social Entrepreneurship and Social Business: An Introduction and Discussion with Case Studies**. Wiesbaden: Springer Gabler: 175-189.
- Rimac, T., Mair, J. and Battilana, J. 2012. When Social Entrepreneurs Act as Institutional Entrepreneurs: The Case of Sekem. In K. Golden-Biddle and Dutton, J. E. (Eds.) **Using a Positive Lens to Explore Social Change and Organizations: Building a Theoretical and Research Foundation**. Routledge, Taylor and Francis Group: 71-89.
- Mair, J. 2010. Social entrepreneurship: taking stock and looking ahead. In A. Fayolle and Matlay H. (Eds.), **Handbook of Research on Social Entrepreneurship**. Cheltenham: Edward Elgar: 16-33.
- Sezgi, F. and Mair, J. 2010. To Control or Not Control: A Coordination Perspective to Scaling . In Bloom, P., Dees, J. G., Skolot, E. (Eds.) **Scaling Social Impact: New Thinking**. New York: Palgrave Macmillan: 29-44.
- Mair, J., & Ganly, K. 2010. Social Entrepreneurs: Innovating towards sustainability. In E. Assadourian (Ed.), **State of the World 2010**, Vol. Transforming Cultures: From Consumerism to Sustainability. Washington DC, Worldwatch Institute: 103-109.
- Martí, I. and Mair, J. 2009. Bringing change into the lives of the poor: Entrepreneurship outside traditional boundaries. In Lawrence, T., Suddaby, R. and Leca B. (Eds.), **Institutional Work**. Cambridge University Press: 92-119.
- Seelos, C. and Mair, J., 2009. Hope for Sustainable Development: How Social Entrepreneurs Make it Happen. In Rafael Ziegler (Ed.), **An Introduction to Social Entrepreneurship: Voices, Preconditions and Contexts**. Edward Elgar, Cheltenham: 228-246.
- Mair, J. and Martí, I., 2009. Social entrepreneurship as institution building. In Robinson J., Mair, J. and Hockerts, K. (Eds.), **International Perspectives on Social Entrepreneurship Research**. Palgrave Macmillan: Basingstoke, UK and New York: 144-159.
- Mair, J. and Mitchell, J. 2009. Waste Concern: Turning a Problem into a Resource. In Smith, C. and Lensen, G. (Eds.), **Mainstreaming Corporate Responsibility** . Wiley: p. 332-351.
- Seelos, C. and Mair, J. 2007. How social entrepreneurs enable human, social, and economic development. In Rangan, V., Quelch, J., Herrero, G. and Barton, B. (Eds.), **Business Solutions for the Global Poor: Creating Social and Economic Value**. Jossey-Bass: San Francisco: 271-294.
- Translated into Chinese <http://www.sinaworld.cn/znp/2008/11/ptmeax5d2u.asp>
- Mair, J. and Seelos, C. 2006. The Sekem initiative: a holistic vision to develop people. In F. Perrini (Ed.), **New Social Entrepreneurship: What awaits social entrepreneurship ventures?** Edward Elgar: Cheltenham, UK: 210-223.

Mair, J. and Noboa, E. 2006. Social entrepreneurship: How intentions to create a social venture are formed. In Mair, J., Robinson, J. and Hockerts, K. (Eds), ***Social Entrepreneurship***. Palgrave Macmillan: Basingstoke, UK and New York: 121-135.

Seelos, C., Ganly, K. and Mair, J. 2006. Social entrepreneurs directly contribute to global development goals. In Mair, J., Robinson, J. and Hockerts, K. (Eds), ***Social Entrepreneurship***. Palgrave Macmillan: Basingstoke, UK and New York: 235-254.

Mair, J. 2005. Entrepreneurial behavior in a large traditional firm: Exploring key drivers. In T. Elfring (Ed.), ***Series on International Studies in Entrepreneurship Research: Corporate entrepreneurship and venturing: Vol. 10***. Springer: New York: 49-72.

Mair, J. 2005. How much do middle managers really matter? In K. Cool, J. Henderson and R. Abate (Eds), ***Strategic Management Series: Restructuring Strategy***. Blackwell Publishing: Oxford, UK: 236-250.

*Nominated for "SMS Best Conference Paper Award". Strategic Management Society Conference 2002*

### Articles in Practitioner Journals, Reports, Magazines and Newspapers

Huysentruyt, M., Mair, J., & Stephan, U. 2016. Market-Oriented and Mission-Focused: Social Enterprises around the Globe ***Stanford Social Innovation Review***. Online October 19<sup>th</sup>.

Seelos, C. and Mair, J. 2016. When Innovation Goes Wrong. ***Stanford Social Innovation Review***, Fall 2016: 27-33.

Seelos, C., and Mair, J. 2015. Eine lohnende Investition mit ungewissem Ausgang. ***Neue Caritas***, 17: 9-13.

Seelos, C. and Mair, J. Innovate and Scale: A Tough Balancing Act. ***Stanford Social Innovation Review*** (Special Supplement: Innovation for a Complex World), Spring 2013: 12-14.

Seelos C. and Mair, J. Innovation Is Not the Holy Grail. ***Stanford Social Innovation Review***, Fall 2012: 45-49.

Seelos, C. and Mair, J. Quand le *business* devient un outil contre la pauvreté, ***Business Digest***, French edition. February 2009.

Seelos C. and Mair, J. When business becomes a tool for fighting poverty. ***Business Digest***, UK Edition. February 2009.

Mair, J. and Seelos, C. El negocio de beneficiar los pobres. ***Liderazgo, Estrategia & Actualidad*** (Bolivia), 3rd of June, 2008.

Mair, J. Kein Hype von Champagnersozialisten. ***Handelsblatt***, 14<sup>th</sup> of January 2008.

Mair, J. and Ganly, K. Freeplay. ***Executive Digest***, 2008.

Mair, J. and Martí, I. Must social-entrepreneurship be nonprofit? ***Business Week***, 24<sup>th</sup> of August 2007.

Mair, J. and Moschieri, C. 'Unbundling' incentiva a ascensão de novos negócios. ***Diário Econômico***, 4th of December 2006.

Mair, J. and Moschieri, C. Unbundling frees business for take off. *Financial Times*, Special Series on Mastering Transactions, 20<sup>th</sup> of October 2006.

Mair, J. and Thurner, C. The view from the middle. *Economist.com*, 13<sup>th</sup> of February 2006.

Mair, J. and Noboa, E. Emprendedores sociales: Cómo se forma la intención para crear una iniciativa de carácter social iniciativa. *Emprendedora*, 48, 2005: 23-39.

Seelos, C. and Mair, J. Crear espirales de desarrollo. *Iniciativa Emprendedora*, 48, 2005: 99-108.

Mair, J. and Noboa, E. A new kind of company. *Strategy+Business*, 35, 2004: 138-139

Mair, J., Seelos, C., and Borwankar A. Emprendedores sociales y desarrollo sostenible. *Iniciativa Emprendedora*, 43, 2004: 7-13.

Mair, J. El comportamiento emprendedor en las grandes empresas: Explorando los factores clave. *Iniciativa Emprendedora*, 37, 2002, 21-37

Mair, J. Mandos intermedios con iniciativa. Un estudio empírico de su comportamiento emprendedor. *Iniciativa Emprendedora y Empresa Familiar*, 36, 2002: 37-43

### Commentaries in Newspapers and Magazines

Commentaries, opinion pieces and special features on my research and educational efforts appeared in a range of international magazines and newspapers including Stanford Social Innovation Review, Business Week, The Financial Times, The Herald Tribune, The Economist, Die Zeit, Euro, Sueddeutsche Zeitung, Die Presse, Der Standard, Wirtschaftswoche, Handelsblatt, Wirtschaftsblatt, Die Furche, and Wirtschaftskurier.

### Teaching Cases and Technical Notes

#### Case Studies

Mair, J. and Hehenberger L. 2010. Escuela Nueva Foundation (ENF): Scaling a model of education.

Mair, J. and Shortall J. 2010. Population and Community Development Association (PDA) – Thailand. *In Manuscript Form*.

Mair, J. and Fruechtnicht, M. 2008. A Puma vs. Giants. IESE Case Study. DG-1519-E.

Mair, J. 2006. Waste Concern. IESE Case Study: DG-1502-E

Mair, J. 2005. The Bertelsmann Reinhard Mohn Fellowship: CSR as cultural exchange. IESE Case Study: DG-1491-E

Mair, J. 2005. A new model for the pharmaceutical industry: The Institute of OneWorld Health. IESE Case Study: DG-1480-E

Mair, J. 2005. The Freeplay Energy Group and Foundation. IESE Case Study: DG-1467-E

Mair, J. 2005. Project Impact: The affordable hearing aid project. IESE Case Study: DG-1472-E

Mair, J. and Seelos C. 2005. The Sekem Initiative. In: ***Improving Management: A selection of the Best Cases from IESE Business School***: 269-97. McGrawHill: Madrid.

Mair, J. and Seelos C. 2005. La Iniciativa Sekem. In: ***Mejorar la gestión de empresas: Algunos de los mejores casos del IESE***: 280-309. McGrawHill: Madrid.

Mair, J. 2004. Citigroup: Targeting leadership in global growth. IESE Case Study: DG-1439-E

Mair, J. 2004. Committee for Democracy in Information Technology (CDI). IESE Case Study: DG-1453-E

Mair, J. 2004. Entropy International: Enabling businesses to make a contribution to sustainable development. IESE Case Study: DG-1454-E

Mair, J. 2004. The Sekem Initiative. IESE Case Study: DG-1466-E

Mair, J. 2004. Zurich Financial Services (UKISA) India Programme. IESE Case Study: DG-1447-E

Mair, J. 2003. Merger of three. The Integration of Allianz, AGF and Athena in Spain. IESE Case Study: DG-1404-E

## Technical Notes

Mair, J. and Sharma, S. 2010. Social Impact Measurement.

Mair, J. and Hehenberger, L. 2006. Venture Philanthropy DGDN-656-E

Mair, J. and Blahnik, H. 2005. Microfinance. IESE Note: DGN-467-E

Mair, J., Seelos, C. and Borwankar A. 2004. Social entrepreneurial initiatives within the sustainable development landscape. IESE Note: DGN-638-E