

MICHAEL D. LORD

Babcock Graduate School of Management
Wake Forest University
P.O. Box 7659
Winston-Salem NC 27109-7659
Phone: 336-758-5031, Fax: 336-758-4514

4855 Tiffany Avenue
Winston-Salem NC 27104
Phone: 336-768-5617

Email: mike.lord@mba.wfu.edu

CURRENT POSITION

Wake Forest University, Babcock Graduate School of Management (1997-present)

- **Director, Flow Institute for International Studies (2003-present)**
- **Associate Professor of Strategy & Entrepreneurship (2003-present)**
- **Sisel Fellow in Strategy (2005-present)**
- **Director, China Program (1998-present)**

Administration: As director of the Flow Institute, responsibilities include oversight and administration for all international programs (e.g., China, India, Europe, Japan, Latin America). Work with deans to manage international relationships, including faculty and student exchanges, with global partner institutions. As director of the China Program, responsible for organizing and leading overseas management program focused on doing business in/with Greater China. Other activities include international programs committee (chair), research committee, curriculum committee, strategic planning task force, full-time program redesign task force, WFU joint business education task force.

Teaching: Babcock Educator of the Year. Teaching responsibilities include Global Strategic Management, Global Business, International Business, International Competitive Policy I & II, and Entrepreneurship for executive, evening, Charlotte, and full-time graduate (MBA & MA) students. Past director and current advisor for Management Consulting Practica. Faculty leader for special corporate and custom programs, including strategy, entrepreneurship, innovation, and family business seminars. Occasional adjunct faculty member for programs at CEIBS (Shanghai), The Washington Campus (D.C.), the Public Affairs Council, the Australia Centre for Corporate Public Affairs, and elsewhere.

Research: Cowan Faculty Research Prize for distinguished research contributions. Primary research areas of interest are innovation and globalization, including especially M&A and spinouts, and corporate political and public affairs strategy.

Other: Member of the Board of Trustees (chair of research committee), Foundation for Public Affairs. Member of the board or advisory board for various new ventures and start-ups. Occasional columnist, *The Business Journal*.

EDUCATION

Harvard University, Harvard College (1986-1990)

Bachelor of Arts with Honors. Concentration in government and international relations. Minor areas of history and sociology. Awarded Harvard College Scholarship award for academic excellence all four years.

Massachusetts Institute of Technology (1986-1990)

Cross-enrolled from Harvard for coursework in technical and social science subjects.

Baylor University, Hankamer School of Business (1990-1991)

Master of Business Administration. Concentration in international management. Thesis: "Impacts & Opportunities of Liberalized U.S.-Mexico Trade." Baylor full scholarship award & research fellowship. Texas Business Foundation academic fellowship award.

University of North Carolina at Chapel Hill, Kenan-Flagler Business School (1993-1997)

Ph.D. in Strategic Management. Minor areas of international business and technology and innovation management. Dissertation: "Transfer of Knowledge within the Firm and Entry into New International Markets," Committee: Rich Bettis (chair), Bill Fischer, Jack Kasarda, Hugh O'Neill, Carl Zeithaml. Two Cato Center for Applied Business Research funding awards; University Center for International Studies fellowship; two Center for Competitiveness & Employment Growth (Kenan Institute for Private Enterprise) research awards; Kenan-Flagler Business School Ph.D. research award; Foundation for Excellence in Consulting and Management research award.

Other: U.S. Army Corps of Engineers School (Distinguished Military Graduate, top graduate of engineer officer program). U.S. Army officer candidate program (Distinguished Military Graduate, top graduating officer candidate). Nuclear, Biological, and Chemical Defense School (NBC-qualified). Airborne School (Airborne-qualified).

PUBLICATIONS

Michael D. Lord, Annette L. Ranft, and Alexa Perryman. 2007. Knowledge Flows and International Expansion: Examining Local Market Knowledge Transfer Effects on Strategic Choice. *Research in Management: International Perspectives*, eds. Linda Neider & Chet Schriesheim.

Michael D. Lord, J. Donald deBethizy, and Jeffrey D. Wager. 2005. *Innovation that Fits: Moving Beyond the Fads to Choose the Right Innovation Strategy for Your Business*. Financial Times/Prentice-Hall.

Charles Kennedy, Rick Harris, and Michael D. Lord. 2004. Integrating Public Policy and Public Affairs in a Pharmaceutical Marketing Program: The AIDS Pandemic. *Journal of Public Policy & Marketing*, 23:2, 128-139.

Michael D. Lord. 2003. Constituency Building as the Foundation for Corporate Political Strategy. *Academy of Management Executive*, 17:1, 112-124.

- Annette L. Ranft and Michael D. Lord. 2002. Acquiring New Technologies and Capabilities: A Grounded Model of Acquisition Implementation. *Organization Science*, 13(4): 420-441.
- Michael D. Lord, Stanley W. Mandel, and Jeffrey D. Wager. 2002. Spinning Out a Star. *Harvard Business Review*, 80(6): 115-121.
- Michael D. Lord. 2001. *Growing Broad and Deep Grassroots: Competitive Advantage in the Political Marketplace*. Washington, DC: Public Affairs Council.
- Michael D. Lord and Annette L. Ranft. 2000. Organizational Learning about New International Markets: Exploring the Transfer of Local Market Knowledge within the Firm. *Journal of International Business Studies*, 31(4): 1-17.
- Annette L. Ranft and Michael D. Lord. 2000. Acquiring New Knowledge: The Role of Retaining Human Capital in Acquisitions of High-Tech Firms. *Journal of High Technology Management Research*, 11(2): 295-319.
- Michael D. Lord. 2000. Constituency-Based Lobbying as Corporate Political Strategy: Testing an Agency Theory Perspective. *Business and Politics*, 2(3): 289-308.
- Michael D. Lord. 2000. Corporate Political Strategy & Legislative Decision Making: The Impact of Corporate Legislative Influence Activities. *Business & Society*, 39(1): 76-93.
- Michael D. Lord. 2000. Grassroots Strategy and Tactics: What Works, What Doesn't, and Why. In Tony Kramer (ed.), *Winning at the Grassroots: 237-245*. Washington, D.C.: Public Affairs Council.
- Michael D. Lord and Annette L. Ranft. 1999. Flows of Local Market Knowledge within the Firm: An Expanded View of Entry into New International Markets. *Academy of Management Best Papers Proceedings*, 59: J1-J6.
- Sally W. Fowler and Michael D. Lord. 1998. Decision Processes and Uncertainty: Corporate Strategy in China. In Michael A. Hitt, Joan E. Ricart, and Robert D. Nixon (eds.), *Managing Strategically in an Interconnected World: 79-99*. New York: John Wiley & Sons Ltd.
- Annette L. Ranft and Michael D. Lord. 1998. Acquiring Knowledge-Based Resources through Retention of Human Capital: Evidence from High-Tech Acquisitions. *Academy of Management Best Papers Proceedings*, 58: H1-H7.
- Michael D. Lord and Annette L. Ranft. 1998. Transfer and Sharing of Local Knowledge within the Firm & Entry into New International Markets. *Academy of Management Best Papers Proceedings*, 58: G1-G7.
- Michael D. Lord. 1995. An Agency Theory Assessment of the Influence of Corporate Grassroots Political Activism. *Academy of Management Best Papers Proceedings*, 55: 396-400.

Case Studies, Working Papers, Proceedings, Other:

- Michael D. Lord. 2005. Replacements Unlimited versus eBay: Displacing the Irreplaceable? Babcock Graduate School of Management, Wake Forest University.

- Annette L. Ranft and Michael D. Lord. 1998. An Empirically Grounded Model of Knowledge Transfer in Acquisitions: Evidence from a Multiple Case Study. *Southern Management Association Proceedings*.
- Michael D. Lord. 1997. PAC Contributions and Variation in Corporate Political Strategies. Published working paper, Center for Competitiveness and Employment Growth, Kenan-Flagler Business School, UNC-CH.
- Michael D. Lord. 1997. A Model of Interdivisional Organizational Learning: Transfer and Sharing of New Market Knowledge within the Firm. *Academy of International Business-SE Proceedings*.
- Michael D. Lord. 1996. Corporate Grassroots Political Strategies: An Empirical Assessment of Corporate Constituency Building Activities. Published working paper, Center for Competitiveness and Employment Growth, Kenan-Flagler Business School, UNC-CH.
- Richard A. Bettis and Michael D. Lord. 1996. Risks and Rewards: Amoco Ponders Its Global Future. Kenan-Flagler Business School, University of North Carolina at Chapel Hill.
- Michael D. Lord. 1995. The Effectiveness of Corporate Political Strategies at Influencing Legislative Decision Making. Published working paper, Center for Competitiveness and Employment Growth, Kenan-Flagler Business School, UNC-CH.
- Michael D. Lord and Ivan Cimbalo. 1995. The Challenge of Cognitive and Behavioral Reform in Transition Economies: Unlearning Dominant Logics in the Russian Firm. *Southern Management Association Proceedings*.

Selected Works in Progress:

- Michael D. Lord and Carol Strohecker. Innovation = Integration: Moving Beyond Either Invention or Openness Toward an Integrated Model.
- Michael D. Lord. The Illusion of Open Innovation: The Paradox of Profitability.
- Michael D. Lord. Exploring New Models for Technology Commercialization.
- Michael D. Lord and Annette L. Ranft. Unlock the Golden Handcuffs: Managing Paradox in Strategic Talent Acquisition and Retention.
- Michael D. Lord and Annette L. Ranft. Knowledge Flows, Strategic Choice, and Performance during International Expansion.
- Sally W. Fowler and Michael D. Lord. Strategic Investments in Emerging Markets: Risks, Prospects, and Reference Points.
- Sally W. Fowler and Michael D. Lord. Strategic and Organizational Influences on Investment Decisions during International Expansion.

SELECTED ACADEMIC & PROFESSIONAL PRESENTATIONS

- Mark Kramer and Michael D. Lord. 2007. Corporate Stakeholder Strategy and Social Integration: From Corporate Social Responsibility to Strategic Innovation and Advantage.

2007. Strategic Management Society (keynote plenary presentation).
- Michael D. Lord, Don deBethizy, Carol Strohecker, and Jeff Wager. 2007. Innovation = Integration: Moving Beyond Either Invention or Openness Toward an Integrated Model. Strategic Management Society.
- Michael D. Lord. 2006. Corporate Public Affairs and Organizational Change: Toward a New Positive Model. Australia Centre for Corporate Public Affairs.
- Michael D. Lord. 2006. Stakeholder Relations: The Nexus of Strategy. New Zealand Public Affairs Institute.
- Michael D. Lord. 2006. Strategy for small businesses. Minority Executive Education Institute.
- Michael D. Lord. 2006. Innovation in private and family firms. Family Business Institute.
- James Flynn and Michael D. Lord. 2005. The Strategy Concept: A Critical Review and Future Prospects. Decision Sciences Institute.
- Michael D. Lord. 2005. Innovation That Fits. Global Innovation Conference. Sun City, South Africa.
- Michael D. Lord. 2005. Making Sense of Innovation Fads and Fashions. Innovation South Africa. Johannesburg, South Africa.
- Jeffrey D. Wager and Michael D. Lord. 2004. Implementation Strategies for Corporate Ventures. Corporate Venturing & Corporate Venture Capital conference, Boston, MA.
- J. Donald deBethizy and Michael D. Lord. 2004. Spinning Out New Ventures. Corporate Venturing & Corporate Venture Capital (NVCA) conference, Boston, MA.
- Michael D. Lord. 2003. Business Public Affairs and Government Relations: Developing Actionable Knowledge. Academy of Management.
- Michael D. Lord and Annette L. Ranft. 2003. Who Should Lead?: Leadership Challenges in Knowledge Intensive, High-Technology Firms. Strategic Management Society.
- James Flynn and Michael D. Lord. 2003. The Future of Corporate Governance: Issues and Challenges. Decision Sciences Institute.
- Michael D. Lord. 2003. Rethinking Corporate Political Strategy. Academy of Management.
- Michael D. Lord. 2003. Strategies to Maximize Policy Impact. National Association of Children's Hospitals.
- Michael D. Lord. 2003. Improving the Effectiveness of Grassroots Strategy. National Association of Realtors.
- Michael D. Lord. 2003. Political Strategy: Maximizing Influence and Impact. National Association of Business Political Action Committees.
- Michael D. Lord. 2003. The Effectiveness of Stakeholder Strategy: Beyond the Numbers. Public Affairs Council.
- Michael D. Lord. 2002. Public Affairs, Public Policy, and Performance: Linking Stakeholders, Strategy, and the Bottom Line. Showcase Symposium, Academy of Management.

- Michael D. Lord. 2002. Reflecting on Grassroots Strategy: Past and Future. National Conference for Political Involvement Professionals.
- Michael D. Lord. 2002. International Experience: How It Supports and Enhances Business Curricula. Decision Sciences Institute (SE).
- Michael D. Lord. 2001. Knowledge Flows During International Expansion: Knowledge Transfer as a Mediator of the Experience-Performance Relationship. Academy of International Business.
- Sally W. Fowler and Michael D. Lord. 2001. Strategic Investments in Emerging International Markets: Managerial Perceptions of Risks and Rewards. Academy of International Business.
- Michael D. Lord, J. Donald deBethizy, Stan Mandel, and Jeffrey Wager. 2001. Divest a Rising Star?: Unlocking the Value of Corporate Innovation through High-Tech Spinouts. Strategic Management Society.
- Michael D. Lord. 2001. Strategy and Public Affairs in the New Economy. Public Affairs Council.
- Michael D. Lord. 2001. Evaluating Grassroots Program Effectiveness. National Grassroots Conference.
- Sally W. Fowler and Michael D. Lord. 2000. Strategic Decisions in Emerging Markets: Prospect Theory Revisited. Strategic Management Society (nominated for McKinsey best paper award).
- Michael D. Lord. 2000. Organizational Adaptation in Transitional Economies: The Challenge of Cognitive and Behavioral Change. Academy of Management.
- Michael D. Lord and The Honorable Louise Slaughter. 1999. Communicating Effectively with Congress. Grassroots Roundtable, U.S. Congress, Capitol Hill.
- Michael D. Lord and Annette L. Ranft. 1999. Innovation through Acquisition: Acquiring New Technologies and Capabilities. Strategic Management Society.
- Michael D. Lord and Annette L. Ranft. 1999. Reconciling Different Approaches to Organizational Integration during Post-Acquisition Implementation. Southern Management Association.
- Michael D. Lord and Annette L. Ranft. 1999. Flows of Local Market Knowledge within the Firm: An Expanded View of Entry into New International Markets. Academy of Management (nominated for International Management division best paper award).
- Annette L. Ranft and Michael D. Lord. 1998. An Empirically Grounded Model of Knowledge Transfer in Acquisitions: Evidence from a Multiple Case Study. Southern Management Association.
- Michael D. Lord. 1998. Enhancing the Effectiveness of Grassroots Political Strategies. Health Insurance Association of America.
- Michael D. Lord and Scott L. Merriner. 1998. Knowledge Flows Within the Firm and Corporate Strategy in Emerging Markets. Strategic Management Society (nominated for McKinsey best paper award).

- Michael D. Lord and Annette L. Ranft. 1998. Variations in Successful Acquisition Implementation: Evidence from Hi-Tech Acquisitions. Strategic Management Society.
- Michael D. Lord and Annette L. Ranft. 1998. Transfer and Sharing of Local Knowledge within the Firm & Entry into New International Markets. Academy of Management (nominated for International Management division best paper award).
- Annette L. Ranft and Michael D. Lord. 1998. Acquiring Knowledge-Based Resources through Retention of Human Capital: Evidence from High-Tech Acquisitions. Academy of Management (nominated for Technology and Innovation Management division best paper award).
- Michael D. Lord. 1997. The Effectiveness of Grassroots Political Activism as Corporate Political Strategy. Public Affairs Council.
- Michael D. Lord. 1997. Corporate Constituency Building and Political Strategy. U.S. Chamber of Commerce.
- Michael D. Lord. 1997. A Model of Interdivisional Organizational Learning: Transfer and Sharing of New Market Knowledge in the Firm. Academy of International Business (SE).
- Sally W. Fowler and Michael D. Lord. 1997. Strategy Making, Uncertainty, and Complexity: The Case of China. Strategic Management Society.
- Michael D. Lord. 1997. Current Issues in Corporate Political Strategy Research. International Association for Business & Society.
- Richard A. Bettis, Sally W. Fowler, and Michael D. Lord. 1996. The Politics and Economics of Emerging Market Strategies. Strategic Management Society.
- Michael D. Lord. 1996. Integrating Management of Non-Market & Market Environments: Designing and Implementing Effective Corporate Political Strategies. Strategic Management Society.
- Michael D. Lord. 1996. PAC Contributions & Variation in Corporate Political Strategies. Academy of Management.
- Michael D. Lord and Ivan Cimbalo. 1995. The Challenge of Cognitive and Behavioral Reform in Transition Economies: Unlearning Dominant Logics in the Russian Firm. Southern Management Association.
- Michael D. Lord. 1995. An Agency Theory Assessment of the Influence of Corporate Grassroots Political Activism. Academy of Management 1995 (nominated for Social Issues in Management division best paper award).
- Michael D. Lord. 1995. The Effectiveness of Corporate Political Activities at Influencing Legislative Decision Making. Academy of Management.
- Michael D. Lord and Patricia Norman. 1995. Organizational Memory and Unlearning: The Missing Links in the Organizational Learning Process. Organizational Studies Conference.
- Joseph McKinney and Michael D. Lord. 1991. Impacts and Outcomes of Post-NAFTA Integration. U.S.-Canada Studies Association.

TEACHING EXPERIENCE

Wake Forest University, Babcock Graduate School of Management (1997-present)

Babcock Educator of the Year. Teaching responsibilities include Global Strategic Management, Global Business, International Business, International Competitive Policy I & II, and Entrepreneurship for executive, evening, Charlotte, and full-time graduate (MBA & MA) students. Past director and current advisor for Management Consulting Practica. Faculty leader for special corporate and custom programs, including strategy, entrepreneurship, innovation, and family and minority business seminars. Occasional adjunct faculty member for programs at CEIBS (Shanghai), The Washington Campus (D.C.), the Public Affairs Council, the Australia Centre for Corporate Public Affairs, and elsewhere.

China-Europe International Business School (CEIBS) – Shanghai, China

Designed and taught strategy, innovation, and general management modules for corporate clients' custom executive programs.

Public Affairs Council & The Washington Campus (Washington, D.C.)

Designed and led management seminars on business-government relations, public affairs strategy, and stakeholder and issues management strategy.

University of North Carolina at Chapel Hill, Kenan-Flagler Business School (1993-1997)

Taught Strategic Management core undergraduate courses. Received highest teaching evaluations among all faculty, including two commendations for teaching excellence. Panelist and facilitator for teaching effectiveness workshops.

Business & Management Institute, Volga Region, Saratov, Russia (1994)

Lectured on business and corporate strategy to Russian management and economics students.

Other: Teaching experience also includes special seminars and custom executive programs for a number and variety of small and large companies, industry associations, and non-profit organizations, in the U.S. and globally (Southeast Asia, Central Europe, Southern Africa, etc.).

OTHER EXPERIENCE

U.S. Army Corps of Engineers (1990-1999, including active and reserve duty)

Commissioned Officer. Served in numerous leadership and administrative positions, on both active and reserve duty, in engineer units and training units. Served as planning and operations officer at company and brigade levels. Served on general staff of division headquarters. Airborne and NBC qualified. Top graduate of Army Corps of Engineers School, achieved highest ever recorded score on selected skills testing. Distinguished Military Graduate, top graduate, and commander of U.S. Army officer candidate training program. Full merit ROTC scholarship recipient, Harvard University/Massachusetts Institute of Technology, 1987-1990.

The Leadership Institute (1991-1992)

Director of International Programs and Career Services. Designed and developed international political and economic management training programs and international student and internship exchange programs. Reorganized and directed professional services office that advised and matched client organizations and personnel seeking professional employment, especially in public affairs and public policy-related fields.

Harvard University, Summer School Division (1990)

Assistant Dean of Students. Designed, planned, and budgeted non-curricular operations of large University division consisting of more than 5000 students enrolled and more than half international students. Supervised and managed 24 assistants and 120 resident advisors who were involved in operating and maintaining various physical facilities, designing and implementing extracurricular programs, and advising summer program students. Set new records for profitable financial performance, number of program offerings, and levels of student participation.

National Security Program, JFK School of Government, Harvard University (1988-1990)

Research Associate & Program Assistant. Researched, edited, and otherwise assisted in producing national security research projects with senior Department of Defense officers and civilian government officials. Assisted in the planning and administration of executive development programs for senior civilian and military managers.

Other: Various other employers.

PROFESSIONAL SERVICE & ACTIVITIES

Selected University, Business School Service & Activities

Director: Flow Institute for International Studies; director, China program; past faculty director, Management Consulting Practicum program; Sisel Fellow in Strategy.

Leader: Various extracurricular seminars and events, including FastTrac Tech, entrepreneurship, family business, minority business/executive development, Wake Forest University School of Medicine women's leadership and career development seminars; etc.

Member: Joint WFU business education task force; Babcock strategic planning task force, core committee, research committee, curriculum committee, international programs committee (chair), full-time and evening MBA programs redesign task forces, *ad hoc* diversity committee, various faculty (strategy, IT, OB, etc.) search committees.

Adviser: Strategy and consulting club; full-time MBA program study groups; full-time and executive management consulting practicum projects; numerous independent study courses.

Speaker/Contributor: Various University and Babcock Board of Visitors and Alumni Council meetings; various alumni magazine articles; other student recruiting, enrichment, alumni, community, public affairs and public relations efforts.

Selected Professional Service & Activities

Member of Board of Trustees, Foundation for Public Affairs (chair of research committee)

Advisory board or board member, various corporate and new ventures

Ad hoc reviewer: *Strategic Management Journal*, *Academy of Management Journal*, *Academy of Management Review*, *IEEE Transactions on Engineering Management*, *Business & Society*, *Business and Politics*, *Journal of International Business Studies*, etc.

Academy of Management: Member, presenter, reviewer, session chairperson, discussant for various annual meetings, including for Business Policy & Strategy division, International Management division (best reviewer award 1999), Technology & Innovation Management division, Social Issues in Management division, Public & Non-profit Sector division.

Strategic Management Society, Academy of International Business, Southern Management Association, International Association for Business & Society, Decision Sciences Institute: Member, presenter, reviewer, session chairperson, discussant for various annual meetings.

Former co-director, The Future of Management Consulting project.

Occasional columnist, *The Business Journal*.