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PROFESSIONAL EXPERIENCE

- 2004-Present ACADEMIC DIRECTOR, BUSINESS ROUNDTABLE INSTITUTE FOR CORPORATE ETHICS, The Darden School, University of Virginia, Charlottesville, VA.
- 1987-Present ELIS AND SIGNE OLSSON PROFESSOR OF BUSINESS ADMINISTRATION; SENIOR FELLOW (2009) [Director/co-director 1987-2009], THE OLSSON CENTER FOR APPLIED ETHICS, The Darden School, PROFESSOR OF RELIGIOUS ETHICS, Department of Religious Studies, University of Virginia, Charlottesville, VA.
- 2004-Present ADJUNCT PROFESSOR OF STAKEHOLDER MANAGEMENT, Copenhagen Business School, Copenhagen, Denmark
- 2008-Present HONORARY MEMBER OF THE FACULTY, Universidad Pontificia Comillas, Madrid, Spain. Honorary doctorate degree, Doctor Honoris Causa (DHC) awarded in 2008.
- 2009-Present VISITING PROFESSOR, Nyenrode Business Universiteit, Amsterdam, Netherlands.
- 2009-2010 GOURLAY PROFESSOR OF ETHICS, (Visiting appointment), Melbourne Business School and Trinity College, Melbourne, Australia.
- 2008-2010 WELLING PROFESSOR, (Honorary visiting appointment), George Washington University, Washington, D.C.
- 1993-1998 VISITING SCHOLAR; Institut Pengembangan Manajemen Indonesia, Jakarta, Indonesia
- 1986-1987 VISITING ASSOCIATE PROFESSOR OF BUSINESS ADMINISTRATION, The Darden School, University of Virginia, Charlottesville, VA.

- 1983-1987 ASSOCIATE PROFESSOR, Department of Strategic Management and Organization, The School of Management, University of Minnesota, Minneapolis, MN.
- 1981-1983 ASSISTANT PROFESSOR, Department of Management, The Wharton School, University of Pennsylvania, Philadelphia, PA.
- 1977-1981 SENIOR PROJECT MANAGER (1980), PROJECT MANAGER (1978), RESEARCH SPECIALIST (1977), The Wharton Applied Research Center, The Wharton School, University of Pennsylvania, Philadelphia, PA.
- 1979-1981 LECTURER, Department of Management, The Wharton School, University of Pennsylvania, Philadelphia, PA.
- 1977-1979 ADJUNCT ASSISTANT PROFESSOR OF BUSINESS, LaSalle College, Philadelphia, PA.
- 1976-1977 SENIOR MANAGEMENT RESEARCH ANALYST, The Busch Center, University of Pennsylvania, Philadelphia, PA.

EDUCATION

Ph.D., Philosophy, Graduate School of Arts and Sciences, Washington University, St.Louis, MO.,1978.

B.A., Mathematics and Philosophy, Duke University, Durham, NC., 1973.

PUBLICATIONS

Edited Book Series

Co-Editor with Stuart Hart (Cornell) and David Wheeler (York), ***Business, Society and Value Creation***, Cambridge University Press. Volumes include:

Business, Integrity and Peace, Timothy Fort, 2007.

Entrepreneurs, Corporate Governance and Democracy, Pierre Yves-Gomez & Harry Korine, 2008.

Corporations and Citizenship, Jeremy Moon, Andrew Crane & Dirk Matten, 2008

Ethics as the Everyday Business of Business, Mollie Painter-Morland, 2008

NGOs and Corporations Michael Yaziji & Jonathan Doh, 2009

Business and Public Policy: Responses to Environmental and Social Protection Policies, Jorge Rivera, forthcoming in 2010.

Stakeholders Matter: A Stakeholder-Based View of Strategy, Sachs/Ruhl/Kern, forthcoming.

Editor, ***The Ruffin Series in Business Ethics***, Oxford University Press. 15 books in the Series. Titles include:

Beyond Success: Corporations and Their Critics in the 1990s, James W. Kuhn and Donald W. Shriver

Business as a Humanity, Thomas J. Donaldson and R. Edward Freeman, editors

Business Ethics: The State of the Art, R. Edward Freeman, editor

Ethics and Agency Theory, Norman E. Bowie and R. Edward Freeman

Ethics and Excellence: Cooperation and Integrity in Business, Robert C. Solomon

Ethics and Governance: Business as Mediating Institution, Timothy L. Fort

The Ethics of International Business, Thomas J. Donaldson

Ethics Through Corporate Strategy, Daniel R. Gilbert, Jr.

Managers vs. Owners: The Struggle for Corporate Control in American Democracy, Allan Kaufman, Lawrence Zacharias, and Marvin Karson

Moral Imagination and Management Decision-Making, Patricia H. Werhane

Organizational Ethics and the Good Life, Edwin M. Hartman

The Politics of Ethics: Methods for Acting, Learning, and Sometimes Fighting with Others in Addressing Ethics Problems in Organizational Life, Richard P. Nielsen

The Twilight of Corporate Strategy: A Comparative Ethical Critique, Daniel R. Gilbert, Jr.

Values, Nature, and Culture in the American Corporation, William C. Frederick

Women's Studies and Business Ethics, Andrea L. Larson and R. Edward Freeman, editors

Editor, ***Ruffin Lecture Series in Business Ethics***, Society for Business Ethics and Philosophy Documentation Center. Volumes include:

Co-Editor (with P. Werhane), Volume 4, *Business Ethics and Science*, 2004.

Co-Editor (with S. Venkataraman), Volume 3, *Ethics and Entrepreneurship*, 2002.

Co-edited by P. Werhane and J. Reichart, Volume 2, *Business, Ethics and the Environment*, 2000.

Editor, Volume 1, *New Directions in Business Ethics*, 1998.

Edited Journals

Guest Co-Editor (with Grant Savage and Salme Nasi), *The Journal of Business Ethics*, “Stakeholder Thinking: A Tribute to Juha Nasi”, forthcoming.

Guest Co-Editor (with Jeffrey Harrison), *Academy of Management Executive*, “Special Forum on Corporate Democracy”, 2004.

Guest Co-Editor (with P. Werhane), *Business and Society Review*, Volume 106, Number 3, “Scholars in Business Ethics”, Fall 2001.

Guest Co-Editor (with Jeffrey Harrison), *Academy of Management Journal*, “Special Research Forum on Stakeholders and Corporate Responsibility”, 1999.

Books

Business Ethics: A Managerial Approach, with A. Wicks, P. Werhane, and K. Martin, Prentice Hall, 2010.

Readings in Stakeholder Theory, with R. Phillips, Edward Elgar Press, forthcoming in 2009.

Stakeholder Theory: The State of the Art, with J. Harrison, A. Wicks, B. Parmar, and S. de Colle, Cambridge University Press, 2010 in press.

Managing for Stakeholders: Survival, Reputation, and Success, with J. Harrison and A. Wicks, New Haven: Yale University Press, 2007. (Wachovia Award Winner, The Darden School). Japanese translation with a new preface forthcoming in 2010.

Teoria Degli Stakeholder, edited with G. Rusconi and M. Dorigatti, Milano: ACLI, 2007.

Strategic Management: A Stakeholder Approach, translated into Chinese with a new preface, Shanghai: Shanghai Academy of Social Sciences, 2007.

The Portable MBA, Fourth Edition, with Bruner, Eaker, Spekman, Teisberg and Venkataraman, John Wiley and Sons, 2003.

The Blackwell's Handbook of Strategic Management, (edited with M. Hitt and J. Harrison), Oxford: Basil Blackwell Inc., 2001.

Environmentalism and the New Logic of Business, with R. Dodd and J. Pierce, Oxford University Press, 2000. (Wachovia Award Winner, The Darden School)

The Portable MBA, 3rd Edition, with Robert Bruner, Mark Eaker, Robert Spekman, and Elizabeth Teisberg, New York: John Wiley and Sons, 1997. Translated into Japanese, Portuguese, and Chinese 1999.

The Encyclopedic Dictionary of Business Ethics, (edited with Patricia Werhane), Oxford: Blackwells, 1997. This volume also appears as Volume 11 in C. Cooper and C. Argyris (eds.) *The Blackwells' Encyclopedia of Management*, Oxford: Blackwells, 1997. An edited version of this dictionary appears as "Business Ethics" in a one volume encyclopedia of management by the same editors and publishers. 2nd Edition, 2005.

Business Ethics and Women's Studies, (edited with Andrea Larson), New York: Oxford University Press, 1997.

Business as a Humanity, (edited with Tom Donaldson), New York: Oxford University Press, 1995.

Ethics and Agency Theory (edited with Norman Bowie), Oxford University Press, 1991.

Business Ethics: The State of the Art, edited, New York: Oxford University Press, 1991.

Management, Fourth Edition, with James Stoner, Englewood Cliffs, NJ: Prentice-Hall, 1989. Translated into Spanish and Bahasa Indonesian.

Management, Fifth Edition, with James Stoner, Englewood Cliffs, NJ: Prentice Hall, 1992. Translated into Spanish and Bahasa Indonesian.

Management, Sixth Edition with James Stoner and Daniel Gilbert, Englewood Cliffs, NJ: Prentice Hall, 1995. Translated into Spanish, Portuguese, Dutch, Bahasa Indonesian, and Polish.

A Logic for Strategy, with Daniel Gilbert, Edwin Hartman and John Mauriel, New York: Harper and Row, 1988.

Corporate Strategy and the Search for Ethics, with Daniel Gilbert, Englewood Cliffs, NJ: Prentice-Hall, 1988. Translated into German as *Unternehmens-strategie, Ethick und personliche Verantwortung*, Frankfurt: Campus Verlag.

Strategic Management: A Stakeholder Approach, Boston: Pitman (Harper and Row), 1984.

Articles

“Related debates in ethics and entrepreneurship: Values, opportunities and contingency,” with S. Harmeling and S. Sarasvathy, *Journal of Business Ethics*, 2009, 84 (3) 341-365.

“Developing and Sustaining an Ethical and Moral Tone in Organizations”, with D. Krehmeyer and B. Moriarty in *Peak Performing Organizations*, edited by C. Cooper and R. Burke, New York: Routledge, 2009, 217-233.

“Stakeholder Theory as a Basis for Capitalism” with A. Wicks, and B. Parmar, in L. Saccone, M. Blair, and R. Edward Freeman (eds.) IEA Palgrave volume on Corporate Social Responsibility forthcoming in 2009.

“Ethical Leadership,” with B. Moriarty and L. Stewart, in R. Burke and C. Cooper, (eds.) *Research companion to crime and corruption in organizations*, Edward Elgar Press, forthcoming in 2009

“Corporate Communications, Value Creation, and Trust—A Stakeholder Approach” with J. Rubin and B. Moriarty to appear in translation (not in English) in H. Merckelsen (ed.) *The Danish Handbook of Public Relations*, forthcoming in 2009.

“The Impossibility of the Separation Thesis”, with J. Harris *Business Ethics Quarterly*, Vol. 18 No.4, pp. 541-548, 2008.

“Business As a Human Activity” with D. Newkirk, in *Rethinking Business Management*, edited by the Witherspoon Institute at Princeton University, 2008, 131-148.

“Corporate Citizenship and Community Stakeholders”, with R. Phillips, in Guido Palazzo and Andreas Scherer (eds.) *The Edward Elgar Handbook of Corporate Citizenship*, 2008.

“Entrepreneurial Wisdom: Incorporating the ethical and strategic dimensions of entrepreneurial decision making”, with L. Dunham and J. McVea, *International Journal of Entrepreneurship and Small Business*, 2008, 6 (1): 8-19.

“Towards Superior Stakeholder Theory”, with B. Agle, D. Wood, T. Donaldson, R. Mitchell, and M. Jensen, *Business Ethics Quarterly*, 2008, 18 (2): 153-190.

“Global business in a Stakeholder Society: Stakeholder Capitalism” with K. Martin and B. Parmar, in press 2008 in a volume edited by Sabine Gerhardt.

"Stakeholder Theory," in *The A-Z of Corporate Social Responsibility*, (eds.) Wayne Visser, Dirk Matten, Manfred Pohl, and Nick Tolhurst, UK: Wiley, 2008, 29-32.

"Stakeholder Capitalism," with K. Martin and B. Parmar, *Journal of Business Ethics*, Vol. 74, No. 4, September 2007, 303-314. Portions also published in *Business and Poverty: Innovative Strategies for Global CSR*, Sabine Gerhardt, ed., Vienna: ICEP, 2008: 29-32.

"Managing for Stakeholders," in *Ethical Theory and Business*, N. Bowie, T. Beauchamp, and D. Arnold, (eds.) 8th Edition, Prentice Hall, 2009, 56-67.

"Connected Moral Agency in Organizational Ethics," with G. Watson and B. Parmar, *Journal of Business Ethics*, 2008, 81 (2): 323-341.

"The Wal-Mart Effect and Business, Ethics, and Society," *Academy of Management Perspectives*, Vol. 20, No. 3, August 2006, 38-40.

"Managerial Wisdom and Stakeholder Theory: A Pragmatic and Entrepreneurial View of Stakeholder Strategy" with J. McVea and L. Dunham, in Eric Kessler and James Bailey (eds.), *Handbook of Management Wisdom*, Sage Publishers, 2006.

"Leading Through Values and Ethical Principles" with K. Martin, B. Parmar, P. Werhane, and M. Cording, in C. Cooper and R. Burke (eds) *Inspiring Leaders*, Blackwell's, 2006.

"A New Approach to CSR: Company Stakeholder Responsibility" with R. Velamuri, in A. Kakabadse and M. Morsing (eds.) *Corporate Social Responsibility*, Hampshire: Palgrave Macmillan, pp. 9-23, 2006.

"Promoting an Ethical Culture", *Abbot Laboratories Social Report*, p. 36, 2006.

"Enhancing Stakeholder Practice: A Particularized Exploration of Community", with L. Dunham and J. Liedtka, *Business Ethics Quarterly*, Volume 16, No. 1, pp. 23-42, 2006.

"The Development of Stakeholder Theory: An Idiosyncratic Approach" in M.Hitt and K. Smith (ed.), *Great Minds in Management*, Oxford University Press, pp. 418-435, 2006.

"Ethics and Capitalism" with K. Martin and B. Parmar, in M. Epstein and K. Hanson (ed.) *The Accountable Corporation, Volume 2: Business Ethics*, Westport: Praeger, pp. 193-208, 2006.

"Create a New Story About Business," *Directors and Boards*, Spring, 2005, pp. 22-27.

"Interview with R. Edward Freeman", *PREA Quarterly*, Fall 2005, pp. 23-26.

"Stakeholder Theory: The State of the Art and Future Perspectives", with A. Wicks, B. Parmar, and J. McVea, *Politeia*, Number 74, 2004, 9-22.

"The Stakeholder Approach Revisited", *Zeitschrift für Wirtschafts- und Unternehmensethik*, Volume 5 Number 3, pp. 228-241, 2004.

“Is Organizational Democracy Worth the Trouble”, with J. Harrison, *Academy of Management Executive*, Volume 18, No. 3, pp. 48-53, 2004.

"The Separation of Technology and Ethics in Business Ethics," with K. Martin, *Journal of Business Ethics*, Volume 53, Issue 4, September 2004

“Stakeholder Theory: A Names and Faces Approach,” with J. McVea, *Journal of Management Inquiry*, volume 14, Number 1, pp. 57-69, 2005.

“Ethical Leadership and Creating Value for Stakeholders”, in R. Peterson and O. Ferrell, *Business Ethics: New Challenges for Business Schools and Corporate Leaders*, M.E. Sharpe, 2005.

“Stakeholder Theory: The State of the Art” with J. McVea, *Tijdschrift voor Economie en Management*, in press. Translated into Dutch in *Ethische Perspectieven*, in press.

“Stakeholder Theory: The State of the Art and Future Perspectives”, with A. Wicks, B. Parmar, and J. McVea, *Politeia*, Vol. 20, pp. 9-22, 2004

“Stakeholder Theory and ‘The Corporate Objective Revisited’”, with A. Wicks and B. Parmar, *Organization Science*, Vol. 15, No. 3, pp. 364-369.

“The Relevance of Richard Rorty to Management Research: A Book Review Essay”, *Academy of Management Review*, Volume 29, No.1, pp. 127-130.

“What Stakeholder Theory is Not” with R. Phillips and A. Wicks, *Business Ethics Quarterly*, Vol. 13, No.4, 2003, pp. 479-501.

“Some Problems with Employee Monitoring” with K. Martin, *Journal of Business Ethics*, Vol. 43, No. 4, 2003, pp. 353ff.

“Focusing on Value: Reconciling Corporate Social Responsibility, Sustainability and a Stakeholder Approach in a Network World” with D. Wheeler and B. Colbert, *Journal of General Management*, Vol. 28, No. 3, 2003, pp. 1-28.

"Corporate Responsibility" with P. Werhane, in H. LaFollette, (ed.) *The Oxford Handbook of Practical Ethics*, Oxford: Oxford University Press, 2003, pp. 514-531..

"Business Ethics" with P. Werhane, in C. Wellman and R. Frey (eds.) *The Blackwell Handbook of Applied Ethics*, Oxford: Basil Blackwell, Inc., 2003, pp. 537-551.

"Corporate Social Responsibility" with P. Werhane, in C. Wellman and R. Frey (eds.) *The Blackwell Handbook of Applied Ethics*, Oxford: Basil Blackwell, Inc., 2003, pp. 552-269.

“Fixing the Ethics Crisis in Corporate America”, *Miller Center Report*, Volume 18, No. 4, 2002, pp. 13-17.

“Toward a New Vision of Management Research” *Journal of Management Inquiry*, Vol. 11, No. 2, 2002, pp. 186-191.

"Stakeholder Theory: The State of the Art", with T. Jones and A. Wicks, in N. Bowie (ed.) *The Oxford Guidebook to Business Ethics*, Oxford: Oxford University Press, 2002, pp. 19-37.

"Business Ethics and Health Care: A Stakeholder Perspective" with M. Gilmartin, *Health Care Management Review*, Vol. 27, No. 2, 2002, pp. 52-66.

"Stakeholder Theory: A Libertarian Defense" with R. Phillips, *Business Ethics Quarterly*, Vol. 12, No. 3, 2002, pp. 331ff.

"A Stakeholder Approach to Strategic Management" with J. McVea, in M. Hitt, E. Freeman, and J. Harrison (eds.), *The Blackwell Handbook of Strategic Management*, Oxford: Basil Blackwell Inc. 2001, pp.189-207.

“Sagoff’s Environmentalism: An Economic and Ethical Critique”, with Gordon Sollars, *The Ruffin Series*, The Society for Business Ethics, Volume 2, 2000, pp. 101-114.

“Business Ethics: Pragmatism and Postmodernism”, with Robert Phillips, in R. Frederick and J. Petrick (eds.) *The Blackwell’s Companion to Business Ethics*, Oxford: Blackwells, 1999, pp. 128-138.

“Toward a Life Centered Ethic for Business”, with Joel Reichart, *The Ruffin Series*, The Society for Business Ethics, Volume 2, 2000, pp. 143-158.

“Business Ethics at the Millennium”, *Business Ethics Quarterly*, Vol. 10, No. 1., 2000.

“Business Ethics: The State of the Art”, with Patricia Werhane, *International Journal of Management Reviews*, Vol. 1 No. 1, pp. 1-16, 1999.

“Stakeholders, Social Responsibility, and Performance: Empirical Evidence and Theoretical Perspectives”, with Jeffrey Harrison, *Academy of Management Journal*, Vol. 42, No. 5, October 1999, pp. 479-487.

“Divergent Stakeholder Theory”, *Academy of Management Review*, 24: 233-236, 1999.

“Poverty and the Politics of Capitalism” *Business Ethics Quarterly*, The Ruffin Series, Special Issue No. 1, pp. 31-35.

“Shades of Green”, with R. Dodd and J. Pierce, in L. Westra and P. Werhane, *The Business of Consumption*, Lanham: Rowman and Littlefield, 1998, pp. 339-353.

“Organization Studies and the New Pragmatism: Positivism, Anti-positivism, and the Search for Ethics”, with Andrew Wicks, *Organizational Science*, Vol. 9, No. 2, 1998, 123-140.

“Stakeholder Capitalism and the Value Chain”, with Jeanne Liedtka, *European Management Journal*, Vol. 15, No. 3, 1997, 286-296.

“A Stakeholder Theory of the Corporation”, in T. Beauchamp and N. Bowie, *Ethical Theory and Business*, 5th edition and 6th edition, Englewood Cliffs: Prentice Hall, 1997. Reprinted in T. Donaldson and P. Werhane, *Business Ethics*, 5th edition, 6th edition, 7th edition Englewood Cliffs: Prentice Hall, 1997; and in M. Clarkson, *Readings in Stakeholder Theory*, Toronto: University of Toronto Press, 1998.

“Stakeholder Thinking: The State of the Art”, in Juha Nasi (ed.), *Understanding Stakeholder Thinking*, Helsinki: LSR-Julkaisut Oy, 35-46.

“Managing in a Global Economy: From Relativism to Multiculturalism”, in B. Toyne and D. Nigh(eds.) *International Business: An Emerging Vision*. Columbia: University of South Carolina Press, 1997, 131-139.

“A Profile of Richard DeGeorge” with Martin Calkins, *Business Ethics: A European Review*, Vol. 5, No. 1, 1996, 47-51.

“Stakeholder Capitalism”, *Financial Times*, July 19, 1996.

“The Politics of Stakeholder Theory: Some Future Directions”, *Business Ethics Quarterly*, Vol. 4, No. 4, 1994, 409-422.

“A Feminist Reinterpretation of the Stakeholder Concept”, with Andrew Wicks and Daniel Gilbert, *Business Ethics Quarterly*, Vol. 4, No. 4, 1994, 475-498.

“Promoting an Ethical Work Environment”, in K. Ambachtsheer (ed.) *Quality Management and Institutional Investing*, Charlottesville: AIMR, 1994, 104-107.

“Business, Ethics and Society: A Critical Agenda”, with Daniel Gilbert, *Business and Society*, Vol. 31, No. 1, 1992, 9-17.

“AIDS in the Workplace: A Critique from ‘Gay Theory’”, with Daniel Gilbert, *Proceedings of the International Association of Business and Society*, 1992, 366-373.

“Ethics and Affirmative Action--A Managerial Approach”, with Rosalyn Berne, in R. W. McGee (ed.) *Business Ethics and Common Sense*, Westport, CT: Quorum Books, 1992, 187-195.

"Corporate Social Responsibility: A Critical Approach," with Jeanne Liedtka, *Business Horizons*, Vol. 34, No. 4, 1991, 92-98.

"Industrial Policy, Full Employment Policy, and a Stakeholder Theory of the Firm", with William Evan, in J. Bryson and R. Einsweiler (eds.), *Shared Power*, Lanham: University Press of America, 251-268, 1991.

"Business Ethics: A Literary View", in Louis Hodges (ed.) *Social Responsibility: Business, Journalism, Law, Medicine*, Vol. 15, 5-13, 1990.

"Business Ethics: Recent Scholarship" in C. Cooper and I. Robinson (eds.) *International Review of Industrial Organizational Psychology*, 1990 edition, New York: John Wiley and Sons, 149-167, 1990.

"Corporate Governance: A Stakeholder Interpretation", with William Evan, *Journal of Behavioral Economics*, Vol. 19, No. 4, 337-359, 1990.

"Let's Disband the Academy of Management", *SIM Newsletter*, No. 3, 1989.

"Managing Stakeholders: A Question of Ethics" in J. Weiler (ed.) *Proceedings of the First International Symposium on Stakeholders*, Dayton: University of Dayton, 1989, 17-21.

"Review of Executive Integrity", *Academy of Management Executive*, Vol. 3, No. 1, 1989, 78-80.

"The Myth of Cowboy Capitalism", *The Darden Report*, Vol. 14, No. 3, 1988, 28-32.

"The Demise of Corporate Loyalty", *The Corporate Council on the Liberal Arts Occasional Papers*, New York, 1989.

"Values and the Foundations` of Strategic Management", with Daniel Gilbert and Edwin Hartman, *Journal of Business Ethics*, Volume 7, No. 12, (1988) 821-834

"Review of The Economic Institutions of Capitalism", *Academy of Management Review*, Volume 12, No. 2, 1987, 385-387.

"Managing Stakeholder Relationships", with Daniel Gilbert, in P. Sethi and C. Falbe (eds.), *Business and Public Policy: Dimensions of Conflict and Corporation*, Lexington: Lexington Press, 1987, 397-423.

"Stakeholder Management and the Modern Corporation: Kantian Capitalism", with William Evan, in T. Beauchamp and N. Bowie (eds.), *Ethical Theory and Business*, 3rd Edition and 4th Edition, Englewood Cliffs: Prentice Hall, 1989 and 1993, 97-106. Reprinted in M. Roszkowski, *Business Law: Principles, Cases, and Policy*, New York: Harper Collins, 1035-1038, 1992.

"The Ethics of Greenmail", with Daniel Gilbert and Carol Jacobson, *Journal of Business Ethics*, Volume 6, No. 2, 1987, 165-178. Reprinted in A. Prindl and B. Prodhon, *The ACT Guide to Ethical Conflicts in Finance*, Oxford: Basil Blackwell, 1994.

"Strategic Planning in the Public Sector: Approaches and Future Directions", with John Bryson and William Roering, in B. Checkoway (ed.), *Strategic Perspectives on Planning Practice*, Boston: Lexington Books, 1986, 65-85.

"Ethics and Economics: A Reply to the Bishops", with Ian Maitland, *Minnesota Management Review*, Vol. 4, No. 2, 1985.

"Theory Building in Strategic Management", with Peter Lorange, in R. Lamb and P. Shrivastava (eds.), *Advances in Strategic Management*, Volume 3, 1985, Greenwich: JAI Press, 9-38.

"Review of Corporate Views of the Public Interest", *Academy of Management Review*, Volume 9, No. 2, 1984, 366-368.

"Abusive Discharge Suits", in J. Chapman, *Critical Incidents in Management*, 6th Edition, Homewood: R.D. Irwin, 1984.

"Managing the Strategic Challenge in Telecommunications", *Columbia Journal of World Business*, Spring 1983.

"Strategic Management: A Stakeholder Approach", in R. Lamb (ed.), *Latest Advances in Strategic Management*, Greenwich: JAI Press, Vol. 1, 1983.

"Stockholders and Stakeholders: A New Perspective on Corporate Governance", with David Reed, in C. J. Huizinga (ed.), *Corporate Governance: A Definitive Exploration of the Issues*, Los Angeles: University Press, 1983; selected for inclusion in *California Management Review*, Spring 1983.

"A Stakeholder Approach to Health Care Planning", with Robert Banker and Hau Lee, in C. Tilquin (ed.), *Systems Science in Health Care*, Toronto: Pergamon Press, 1981, 909-918.

"Stakeholder Management: A Case Study of the U.S. Brewers and the Container Issue", with James Emshoff, in R. Schultz (ed.), *Applications of Management Science*, Greenwich: JAI Press, Vol. 1, 1981, 57-90.

"Planning for The Business Environment of the 1980s", with Ram Charan, *The Journal of Business Strategy*, Vol. 1, 1980, 9-19. Reprinted in *Management Digest*, a publication of Gulf Oil Co. Reprinted in McCarthy et al, *Business Policy and Strategy*, 3rd Edition, Homewood: Irwin and Co.

"Who's Butting Into Your Business", with James Emshoff, *The Wharton Magazine*, Fall 1979, 44-48, 58-59.

"Stakeholder Negotiations: Building Bridges with Corporate Constituents", with Ram Charan, *Management Review*, November 1979, 8-13.

"Managing the External Environment", with James Emshoff, *New Jersey Bell Journal*, Volume 2, Spring 1979, 12-18.

"Technology Assessment and Idealized Design: An Application to Telecommunications", with Peter Davis, in M. C. J. Elton, W. A. Lucas and D. W. Conrath (eds.), *Evaluating New Telecommunications Services*, New York: Plenum Press, 1978, 325-344.

"Redesigning the Future Graduate Business School", with Robert Graham, *Proceedings of the American Institute of Decision Sciences*, (AIDS, 1978), and Special Invited Seminar 1978 AIDS Convention, St. Louis.

"Review of Anatol Rapoport's The 2x2 Game", *Philosophy and Phenomenological Research*, Vol. 34, No. 2, 1978, 292-293.

"A Critical Study of H. Skala's Non Archimedean Utility Theory", *Nous*, Vol. 12, 1978, 68-72.

"McClennen, Harsanyi and the General Theory of Games", *Philosophical Studies*, Volume 31, 1977, 123-131.

Other research reports, short reviews, and newspaper columns, not included. Available upon request.

WORKS IN PROGRESS

Authentic Change, with Ellen Auster.

Building an Ethical America, with Benjamin Freeman and Jenny Mead.

RECENT PRESENTATIONS

Presentations, workshops, or lectures at The Wharton School, Harvard Business School, Copenhagen Business School, London Business School, Nyenrode Business School, Nottingham University, Humboldt University, Bergamo University, University of Catania, Sherbrooke University, Norwegian School of Management, Norwegian School of Economics, University of Jyväskylä (Finland), University of Tampere (Finland), Oxford University, Pantheon University (Athens), Central European University (Budapest), Aarhus Business School (Denmark), IPMI (Jakarta), Dalhousie University, York University, University of Toronto, Emory, University of

Florida, Duke, Fairfield, Georgetown, George Washington, University of Washington, Hampden-Sydney College, College of William and Mary, St. Louis University, Virginia Tech, James Madison, Old Dominion, Washington and Lee, Shawnee State, Temple, University of Texas, Arlington, Texas Christian University, University of South Florida, St. Petersburg, Appalachian State, Loyola, Radford, University of Tennessee, Trenton State College, Wayne State, DePaul, University of Arkansas, University of Virginia, UCLA, University of Minnesota, Dartmouth College, Medical College of Virginia, University of Southern California, University of California, Berkeley, Baruch College, Arizona State University, University of Pittsburgh, Rutgers, RPI, and others.

Media mentions in *Business Week*, *USA Today*, *Washington Post*, *Financial Times*, *Wall Street Journal*, *ABC Evening News*, and others.

CASE STUDIES & OTHER TEACHING MATERIALS (Partial Listing)

Copies of the following material are available upon request:

“Turning Gears” an Ethics Simulation with B. Parmar. Available from Darden Business Publishing.

"Eric Bishchoff and World Championship Wrestling", with L. Houser et al. UVA E-0205.

"Electronic Redlining of the Information Superhighway". UVA E-118.

"Genetic Testing and the Puzzles We Are Left to Solve (A)-(M)," with S. Pierce et al. UVA E-0191—0203.

"A Note on the Human Genome Project," with S. Pierce et al. UVA E-0204.

"Ben and Jerry's (A) and (B)", with P. Werhane, R. Sack, et al. UVA E-0224-0226.

“Seafood America (A),” UVA-E-0054.

“Ivan Rogers”, with M. Stern, UVA-E-0061.

“The Record Rating Wrangle (A) & (B)”, with L. Alkire and R. Villa, UVA-E-0062 and UVA-E-0063.

“The Red Cross Ethics Program (A) and (B)” with R. Villa, UVA-E- 0066 and 0067.

“A Note on the Ethic of Caring” with R. Villa and A. Wicks, UVA-E-0068.

“A Note on Insider Trading” with A. Wicks, UVA-E-0069.

“A Note On Obedience To Authority”, with R. Villa and A. Wicks, UVA-E-0070.

“A Note on Ethics and Business,” UVA-E-0071.

“A Note on Islam,” with R. Berne, UVA-E-0072.

“Davis Press and Meccan Madness,” with R. Berne, UVA-E-0073

“Some Questions in Business Ethics,” UVA-E-0077.

“Erika Zhang”, with R. DiMacali, UVA-E-0078.

“A Note On Sexual Harassment”, with R. Villa and A. Wicks, UVA-E-0079.

“A Note on Sexual Harassment Policy,” with R. Villa and A. Wicks, UVA-E-0080.

“Brighton Manufacturing (A) and (B)”, UVA-E-0081 and 0082.

“The Exxon Valdez Oil Spill”, with P. Bennett, UVA-E-0085.

“What’s Your Ethics Score”, UVA-E-0093.

“Maxus and the Huaoranis”, with T. Radin and G. Harris, UVA-E-0095.

“Michael Fay”, with T. Radin and G. Harris, UVA-E-0096.

“Global Bank (A) and (B)” with M. Protano, UVA-E-0102 and 0103.

“The River Road African American Museum and Gallery”, with L. Dunham,
UVA-E-0111.

“The Lost Exam (A), (B), and (C)”, with G. Sollars, UVA-E-0115, 0116, and 0117.

“The Field Project,” with M. Baldwin, UVA-E-0119.

“Note on Tobacco Companies,” with K. Severance, A. Li, and P. Werhane, UVA-E-0144.

“Initiation”, with T. McMains and R. Villa, available from R. Edward Freeman.

“The Rainforest Negotiation Exercise”, with The Management Institute for Business and the Environment in Beckenstein et al, (eds.) *Stakeholder Negotiations: Exercises in Sustainable Development*, Chicago: Richard Irwin, 1996, 137-170.

TEACHING

Courses developed or taught include:

University of Virginia

First-Year Ethics
First-Year Strategy
First-Year Organization Behavior
Ethics and Managerial Decision-Making
Business Ethics Through Literature
Leadership, Values and Ethics
Leadership, Ethics and Theater
Business Ethics and Science
Business Ethics and Pragmatism
The Foundations of Value Creation and Trade
The Social, Moral, Economic and Religious Foundations of Business
Foundations of Management
Research Methods in Business Ethics
Environmental Ethics
Leadership
Emerging Political Leaders
Managing Critical Resources
Power and Leadership
Young Managers' Program
The Darden Partnership Program
Strategic Management for Line Managers
Strategy, Leadership and Change

University of Minnesota

Business Policy
Seminar in Strategic Management
Seminar in Ethics and Strategic Management
Seminar in the Theory of the Firm
Business, Government and Society

The Wharton School

Business Policy
Introduction to Management
Organizational Behavior and Management Theory
Seminar in Human Resources Management: Models of the Person
Seminar in Political Concepts in Strategic Management
Stakeholder Theory and the Modern Corporation
Managerial Philosophy
Mathematical Models in Operations Research

LaSalle College
Business and Society

Washington University
Game Theory

PROFESSIONAL, UNIVERSITY, AND COMMUNITY SERVICE

University of Virginia

Faculty Advisory Committee, The Institute for Practical Ethics.
Chair, Darden School Appointments Committee.
Area Coordinator, Strategy, Organization and Management.
Associate Dean for Academic Affairs (1989-90).
Courtesy appointment as Professor of Religious Studies.
Committee for the Comparative Study of Individual and Society, Center for Advanced Study.
Admissions, Appointments, MBA Policy, Required Curriculum, and Academic Standards Committees, The Darden School.
Community seminars and speeches on ethics through the Olsson Center for Applied Ethics.

Academy of Management, Social Issues in Management Division

Division Chair, 1988-89.
Division Chair-elect, 1987-88.
Program Chairperson, 1986-87.
Research Committee: Chair, 1984-85; Co-chair, 1983-84; Member 1982-83.
Doctoral Consortium: Chair, 1985-86; Faculty Member, 1983-current.

Society for Business Ethics

President, 1995.
Program Chair, 1994.
Executive Committee, 1993-95.

University of Minnesota

Recipient of research grant from AT&T to study stakeholder management issues in telecommunications deregulation.
McKnight Foundation grant to study a game theoretic approach to strategic management.
Ph.D. Program Coordinator, Department of Strategic Management and Organization.
Ph.D. Committee, School of Management.
SOM Sub-committee to revise Ph.D. program. Revision completed and accepted by SOM faculty in May 1984.
SOM IBM Proposal Committee, Summer 1984.
Departmental committee to revise undergraduate curriculum, hiring committees, review committees, etc.
Faculty Advisor, Business Day 1986.

The Wharton School

Recipient of research grant from AT&T to study social issues in telecommunications deregulation.

Hiring Sub-committee, Strategy and General Management, 1981-1983.

Wharton Executive MBA Advisory Committee, 1981-1983.

A Founding Member of Wharton Applied Research Center, an outreach research organization to the business and government community, 1977-1981. Served on Senior Management Committee, Hiring and Evaluation Committee, Research Funding Committee, Research Evaluation Committee, Working Papers Committee, etc. Led or participated in research projects and contracts to assist organizations such as AT&T and the Associated Bell Companies, Blue Cross and Blue Shield of Delaware, Gulf Oil Corporation, Philadelphia Veterans Administration Medical Center, Metropolitan, Cervecería Cuahtemoc S.A., Chester Economic Development Group, National Health Care Management Center, Naval Air Systems Command, Office of Naval Research, etc., 1977-1981. Supervisor for 20+ Advanced Study Projects in business strategy and ethics, MBA and EXMBA program, 1980-1983.

Other Professional and Community Service

Advisory Board, The Center for Ethics and Financial Services, The American College.
Governing Circle, Conscious Capitalism Movement.

Advisory Board, Shelter for Help and Emergency, Charlottesville, VA.

National Fellow, The Business Enterprise Trust, Palo Alto, CA.

National Endowment for the Humanities, Outside Member of Review Panel for Philosophy and Religion Section, Fellowships for College Teachers, 1982, 1983.

Referee for:

Strategic Management Journal
Organization Studies
Management Science
NOUS
Business and Professional Ethics
Academy of Management: Social Issues Division
California Management Review
Academy of Management Journal
Academy of Management Review
Journal of Business Ethics
Business Ethics Quarterly
Organization Science
Corporate Governance: The International Journal of Business in Society

Manuscript Reviewer for:

Cambridge University Press
Harvard Business School Press
University of California Press
Stanford University Press
McGraw Hill
McMillan
SRI International
Jossey-Bass
Pitman Publishing, Inc.
Little, Brown and Co.
West Publishing Co.
Business Publications, Inc.
Ballinger Press
Oxford University Press
Prentice-Hall

Editorial Boards:

Current

Journal of Organizational Moral Psychology
Journal of Business Ethics
Turkish Journal of Business Ethics
Issues in Social and Environmental Accounting
Strategic Management Journal
Corporate Governance: The International Journal of Business in Society
Philosophy of Management
Business Ethics Quarterly
Journal of Strategic Management Education

Past

Organizations and Environment
Business and Society
Research in Corporate Social Performance and Policy
Employee Rights and Responsibility 1992-4
Academy of Management Executive 1993-4

PROFESSIONAL SOCIETIES

The Society for Business Ethics
The Academy of Management
American Philosophical Association
International Association for Business and Society: Founding Member

HONORS

Doctor Honoris Causa, Comillas University, Madrid.

Welling Professor, George Washington University.

Ethisphere Magazine, 100 Most Influential People in Business Ethics, 2008.

Elected Faculty Marshall by the Class of 2008, The Darden School.

Ethisphere Magazine, 100 Most Influential People in Business Ethics, 2007.

Elected Faculty Marshall by the Class of 2007, The Darden School.

SCHEV Outstanding Faculty Award, 2005.

Elected Faculty Marshall by the Class of 2004, The Darden School.

All-University Teaching Award, University of Virginia, 2004.

Green Visiting Honors Professor, Texas Christian University, 2002.

Faculty Pioneer Award for Lifetime Achievement, World Resources Institute and the Aspen Initiative on Social Responsibility, 2001.

Wachovia Award for Research Excellence, The Darden School, 2000.

Elected Faculty Marshall by the Class of 2002, The Darden School.

Sumner Marcus Award for Outstanding Achievement, Social Issues in Management Division, Academy of Management, 1999.

Elected Faculty Marshall by the Class of 1998, The Darden School.

The Raven Society, University of Virginia, elected 1995.

Outstanding Faculty Award, The Darden School, 1993.

Elected Faculty Marshall by the Class of 1991, The Darden School.

Social Issues in Management Book Award for *Strategic Management: A Stakeholder Approach*, 1991.

Outstanding Teacher Award, School of Management, University of Minnesota, 1986.

Outstanding Service Award, University of Minnesota Student Alumni Association, 1986.

"Top Ten Teachers Award", The Wharton School, MBA Program, 1984.

Wharton Advisory Board: 6th Annual Outstanding Teaching Award, 1981.

Nominee for The Lindback Award for Distinguished Teaching, 1983. (Nominated by The Department of Management, The Wharton School.)

Cum Laude, Duke University

University Fellow and Scholar, Washington University

EPDA Part E Fellow, Duke University, 1972-1974

PERSONAL VITAE

Birthdate: 18 December 1951

Birthplace: Columbus, Georgia, U.S.A.

REF 08/09

R. EDWARD FREEMAN

R. Edward Freeman is the Elis and Signe Olsson Professor of Business Administration at The Darden School, Academic Director of the Business Roundtable Institute for Corporate Ethics, and a Senior Fellow of Darden's Olsson Center for Applied Ethics. Freeman is also Professor of Religious Studies and a Faculty Advisor to the University's Institute for Practical Ethics and Adjunct Professor of Stakeholder Management at the Copenhagen Business School in Denmark. Currently he holds honorary professorships, as the Welling Professor at George Washington University and the Gurlay Visiting Professor of Ethics at Melbourne Business School in Australia. Prior to coming to The Darden School Mr. Freeman taught at the University of Minnesota and The Wharton School, University of Pennsylvania.

Freeman's book, *Managing for Stakeholders: Survival, Reputation and Success*, was published in 2007 by Yale University Press. He is also writing *Stakeholder Theory: The State of the Art*, which will be published by Cambridge University Press in early 2010. He is the author or editor of over twenty volumes in the areas of stakeholder management, business strategy and business ethics as well as more than one hundred articles in a wide variety of publications. Freeman is perhaps best known for his award-winning book: *Strategic Management: A Stakeholder Approach*, published in 1984, in which he suggested that businesses build their strategy around their relationships with key stakeholders.

Freeman has a Ph.D. in Philosophy from Washington University and a B.A. in Mathematics and Philosophy from Duke University. In 2008 he received an honorary doctorate (Doctor Honoris Causa) from Universidad Pontificia Comillas in Spain for his work on stakeholder theory and business ethics. He has received a number of awards for teaching excellence from The Wharton School, the Carlson School of Management at the University of Minnesota, and The Darden School. In 1993 he was chosen for the Outstanding Faculty Award by the Darden student body, in 2001 he was honored by the World Resources Institute and the Aspen Institute with a Pioneer Award for Lifetime Achievement, and in 2005 he received the Outstanding Faculty Award from the Virginia State Council on Higher Education. In 1991, 1998, 2002, 2004, 2007, and 2008 he was selected by the graduating class of The Darden School to be a Faculty Marshall. Mr. Freeman is a lifelong student of philosophy, martial arts, and the blues.

REF 08/09