

## **R. EDWARD FREEMAN**

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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; CO-DIRECTOR, THE OLSSON CENTER FOR APPLIED ETHICS, The Darden School, PROFESSOR OF RELIGIOUS ETHICS, Department of Religious Studies, University of Virginia, Charlottesville, VA.
- 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

### Books and Journals

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

Guest Co-Editor (with S. Venkataraman), Ruffin Lectures Volume 3, *Ethics and  
Entrepreneurship*, published by the Society for Business Ethics, 2002.

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

Guest Editor, Ruffin Lectures Volume 1, *New Directions in Business Ethics*, published by the  
Society for Business Ethics,1998.

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

Editor, The Ruffin Series in Business Ethics, Oxford University Press. 15 books currently in the  
Series.

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

*Environmentalism and the New Logic of Business*, with R. Dodd and J. Pierce, Oxford  
University Press, 2000.

*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.

*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). Portions reprinted in M. Beer and B. Spector (eds.) *Readings in Human Resource Management*, New York: Free Press, 1985; and, in L. Baird, C. Schneier and R. Beatty (eds.) *The Strategic Human Resource Management Sourcebook*, Amherst: HRD Press, 1988. Portions translated into Hungarian in L. Zsolnai (ed.) *Etika: a gazdasagban* Budapest: Keraban Kiadore.

## Articles

"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*, 5<sup>th</sup> edition and 6<sup>th</sup> edition, Englewood Cliffs: Prentice Hall, 1997. Reprinted in T. Donaldson and P. Werhane, *Business Ethics*, 5<sup>th</sup> edition, 6<sup>th</sup> edition, 7<sup>th</sup> 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. Prodhan, *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**

*New Essays on Management.*

*Managing for Stakeholders*, with Robert Phillips and Jeffrey Harrison.

*Stakeholder Theory: The State of the Art*, with Robert Phillips and Jeffrey Harrison.

*Leadership and Ethics*, with Patricia Werhane.

*Business Ethics: A Textbook*, with Andrew Wicks and Patricia Werhane

### **RECENT PRESENTATIONS**

Distinguished Lecturer in Business Ethics, presentations made to Emory University, University of Florida, Washington and Lee University, Sherbrooke University, Shawnee State University, Temple University, University of Texas, Arlington, Texas Christian University, University of South Florida, St. Petersburg.

Four appearances on “Ethically Speaking” A PBS show developed by WHTJ in Charlottesville, Virginia. “Leading in Turbulent Times” Webcast for Darden Executive Education, 2002.

Workshops on Business Ethics and Teaching Business Ethics, presentations made to Arthur Anderson and Company; Dresdner Bank University; The FBI Academy; Radford University; Old Dominion University; Norwegian School of Economics, Norwegian School of Management, Social Issues in Management Junior Faculty Workshop, Academy of Management; University of Tennessee; Trenton State College, Wayne State University, West Virginia Council for the Humanities; and a variety of civic and UVA organizations.

“Stakeholder Management and Corporate Responsibility” presentation to Norwegian School of Management, 2002, Oslo.

“Value Creation and Trade: A Stakeholder Approach” Presentation to Reason in Practice Conference, St. Anne’s College, Oxford, 2002.

“Focusing on Value: Reconciling Corporate Social Responsibility, Sustainability and a Stakeholder Approach in a Network World” with D. Wheeler and B. Colbert, Academy of Management, 2002

“Stakeholder Theory: A Libertarian Defense” with R. Phillips, Society for Business Ethics, Chicago, 1999.

“Stakeholders and Activists” with M. Bezold, International Association of Business and Society, Hawaii, 1998.

“The Possibility of Capitalism”, The Ethics of Capitalism Seminar, Central European University, Budapest, 1998.

“Are the Ethics of Business Good Enough for Health Care, Conference on Organizational Ethics and Health Care, University of Virginia, 1998.

“Stakeholder Capitalism”, Loyola University, New Orleans, 1998.

“A Puzzle About Business Ethics”, Social Issues in Management Doctoral Consortium, Academy of Management, Boston, 1997.

“Ethics and American Intercollegiate Athletics” Symposium on Rethinking the Role of Athletics in the University, Academy of Management, Boston, 1997.

“The Soft Underbelly of Stakeholder Theory: Community”, Society for Business Ethics, Boston, 1997.

“A Commentary on Russell Hardin”, Society for Business Ethics, Boston, 1997.

“Connecting Organizational Studies and Business Ethics” to London Business School, London, 1997.

“Political Philosophy as if Business Mattered”, 25<sup>th</sup> Conference on Value Inquiry, Appalachian State University, 1997.

“Toward a Life Centered Ethic for Business” 5<sup>th</sup> Ruffin Lectures, The Darden School, U. Va., 1997.

“The Stakeholder Research Program” to Ph.D. Seminar, The Wharton School, U. Pa., 1997.

“Business Ethics Ancient and Modern: Lessons from Plato and Aristotle”, to Young Presidents Organization Athens University, Athens, Greece, 1996.

“Lessons from Antigone” to Young Presidents Organization Athens University, Athens, Greece, 1996.

“Managing for Stakeholders” to Association of Science and Technology Museums, Annual Conference, Pittsburgh, 1996.

“Managing By Values” to P.T. Bakrie Brothers Inc., Jakarta, Indonesia, 1996.

“A Conversation about Research in Business Ethics” Doctoral Student Consortium, Society for Business Ethics Annual Meeting, Quebec City, 1996.

“Recent Research in Business Ethics”, to Social Issues in Management Doctoral Consortium, Academy of Management Annual Meeting, Cincinnati, 1996.

“Business in the United States” to Aarhus University, Aarhus, Denmark, 1995.

“Stakeholder Management and Museums”, to African American Museum Society, Tampa, 1995.

“Poverty and the Politics of Capitalism”, Society for Philosophy and Public Affairs, American Philosophical Association, Chicago, 1995.

“Shades of Green” to Conference on Environmental Ethics, Fairfield University, 1995.

“Capitalism and Ethics”, to Virginia Tech Graduate Assembly, Blacksburg, 1995.

“The Stakeholder Research Program”, presented to School of Management, University of Washington, Seattle, 1994.

“AIDS in the Workplace: A Critique from Gay Theory”, with D. Gilbert, presented to Academy of Management, Dallas, 1994.

“Stakeholder Thinking: The State of the Art”, presented to University of Jyvaskyla, Finland, 1994.

“Ethics and Quality”, presented to Institute for Chartered Financial Analysts, Toronto, 1993.

"Business Ethics in the Multinational Company", IPMI Alumni Association Conference, Jakarta, Indonesia, 1993.

The Politics of Stakeholder Theory, presented to University of Toronto Stakeholder Theory Workshop, Toronto, 1993; presented to Society for Business Ethics, Atlanta, 1993; presented to Copenhagen Business School, Workshop on Business Ethics and Stakeholder Theory, Copenhagen, 1993.

Turning Museums Inside Out, presented to American Association of Art Educators, Chicago, 1993.

Shades of Green: Business, Ethics and the Environment, presented to the School of Business, University of Texas, 1993.

Managing for Stakeholders, presented to Georgetown University, 1992.

The Ethics of Capitalism, the First Henrietta Frankel Distinguished Lecture in Business Ethics, Temple University, 1992.

The Ethics Crisis in American Business, The Ring Lecture in Ethics, University of Florida, 1991; and presented to the Hobby Program in Business Ethics, Hampden-Sydney College.

The Moral Basis of Capitalism presented to Students for Individual Liberty, College of William and Mary, Williamsburg, 1991.

Managing for Stakeholders, presented to the Emerson Center for Business Ethics Inauguration, St. Louis University, St. Louis, 1991.

"Let's Disband the Academy of Management", Chairperson's Address, Social Issues in Management Division, Academy of Management, Washington, DC, 1989.

"Using Literature to Teach Business Ethics", presented to Harvard Business School, Boston, 1988.

"Stakeholder Management and the Modern Corporation", presented to The Dartmouth Institute, Dartmouth College, Hanover, 1988.

"Corporations and Capitalism", presented to The Society for Business Ethics, American Philosophical Association, New York, 1987.

"Is Corporate Loyalty Passe?", presented to The Corporate Council on Liberal Arts Program on Corporate Loyalty, William and Mary College, Williamsburg, 1987.

"Is the Ethics of Business Good Enough for Health Care?", presented to The Williamson Institute, Medical College of Virginia, Richmond, 1987.

"Business Ethics: Oxymoron or Pleonasm", presented at Sponsor's Day, The Darden School, University of Virginia, Charlottesville, 1987.

"Ethics and Leadership in Telecommunications", presented to The Center for Telecommunications Management, Advanced Management Program, University of Southern California, Los Angeles, 1987.

"Corporate Strategy and Corporate Governance", presented to the SIM Doctoral Consortium, Academy of Management, New Orleans, 1987.

"Ethics and Culture in American Business", presented to Ten Days at Princeton, Princeton University, Princeton, 1987.

"Ethics and Public Relations", presented to The Arthur Page Society, New York, 1987.

"Insider Trading: An Ethical Analysis", presented to Hampden-Sydney College, Hampden-Sydney, 1987.

Invited and funded participant in Liberty Fund Series Conference, "The Individual, the Organization, and the State", Center for the Study of Public Choice, George Mason University, Fairfax, 1986.

"What is Business Ethics?", presented to Business Day, School of Management, University of Minnesota, Minneapolis, 1986.

"Corporate Strategy and Corporate Responsibility: A Game Theoretic Analysis", presented to the School of Management, University of California, Berkeley, 1986.

"Corporate Governance: A Stakeholder Approach", presented to School of Management, University of Southern California, Los Angeles, 1985.

"Stakeholder Management and Public Affairs", presented to the Reginald Jones Center Conference on Public Affairs, The Wharton School, University of Pennsylvania, Philadelphia, 1985.

"The Catholic Bishop's Letter on the Economy: A Debate with Gregory Baum", University of Minnesota, Minneapolis, 1985.

"The Flight From Meaning", presented to Critical Perspectives in Organizations, Baruch College, New York, 1985.

"The Ethics of Greenmail", presented to the Eastern Academy of Management, Albany, 1985; and, The Colgate Darden Graduate Business School, University of Virginia, Charlottesville, 1985.

"Stockholders and Stakeholders", presented to the Strategic Management Society, Philadelphia, 1984.

"A Theoretically Based Evaluation of Portfolio Models", presented to the Strategic Management Society, Philadelphia, 1984.

"Ethics and Corporate Strategy", presented to the Center for Public and Private Ethics, Arizona State University, Tempe, 1984.

"Stakeholder Management and the Modern Corporation", presented to the Graduate School of Management, University of Pittsburgh, Pittsburgh, 1984.

Invited and funded participant in the Public Choice Institute, Dalhousie University, Halifax, Nova Scotia, sponsored by the Council for Philosophical Studies and the National Science Foundation, 1984.

"Multiple Principal-Agent Problems in the Modern Corporation", presented to the Midwest Academy of Political Science, Chicago, 1984.

"Full Employment Policy, Industrial Policy and a Stakeholder Theory of the Firm", presented to the Humphrey Institute Conference on Shared Power, Minneapolis, 1984.

"Organizational Ethics", presented to the Strategic Management Research Center Colloquium, University of Minnesota, Minneapolis, 1983.

"Enterprise Strategy: What Do You Stand For", presented to Strategic Management Faculty, School of Management, University of Minnesota, Minneapolis, 1983; and, Environmental Analysis Group, School of Business, University of Pittsburgh, Pittsburgh, 1983.

"Strategic Management: A Stakeholder Approach", presented to Management Faculty, Graduate School of Management, Rutgers University, Newark, 1982.

"A Heuristic for Research in Strategic Management", present to the Second Global Meeting of the Strategic Management Society, Montreal, 1982.

"Managing Stakeholders: One Key to Successful Adaptation", presented to the Academy of Management, New York, 1982.

"Public Relations in the 1980s: Issues and Stakeholders", presented to the annual meeting of International Association of Business Communicators, Chicago, 1982.

"Stakeholder Management and Strategic Planning", presented to the Strategic Management Institute, University of Pittsburgh, Pittsburgh, 1982.

"Stakeholder Theory: Its Implications for Corporate Governance", presented to the UCLA Conference on Corporate Governance, Los Angeles, 1981.

"Stakeholder Analysis, Environmental Scanning and Corporate Planning", presented to the Academy of Management, Detroit, 1980.

"A Stakeholder Approach to Health Care Planning", presented to the International Conference on Health Care, Montreal, 1980.

"Stakeholder Analysis: A Paradigm for the Corporation of the Future", presented to the World Futures Congress, Toronto, 1980.

"The Engineer as Manager: Some Moral Questions", presented to the National Conference on Engineering Ethics, Rensselaer Polytechnic Institute, Troy, 1980.

"Some Questions in Philosophy of Management" with G. Sollars, presented to The Institute of Management Science, Washington, D.C., 1980.

### **CASE STUDIES & OTHER TEACHING MATERIALS (Partial Listing)**

Copies of the following material are available upon request:

"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 Huaorani”, 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
- 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

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, Cerveceria 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, 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:

*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*

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:

*Reason In Practice: The Journal of Philosophy of Management*  
*Organizations and Environment*  
*Business Ethics Quarterly*  
*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

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 03/02