

THOMAS MORGAN JONES  
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#### EDUCATION

Ph.D.	1977	University of California, Berkeley
M.B.A.	1970	University of Washington
B.S.E.	1964	University of Michigan

#### ACADEMIC EMPLOYMENT

Chairman, Management and Organization Department, 2001-present  
Interim Chairman, Management and Organization Department, 2000-01  
Connelly Visiting Scholar, Georgetown University, Spring Semester, 1999  
Professor, University of Washington, 1991-present  
Chairman, Business, Government and Society Department, 1983-85  
Associate Professor, University of Washington, 1981-91  
Director of Faculty Publications and Editor, Journal of Contemporary Business,  
University of Washington, 1981-82  
Assistant Professor, University of Washington, 1978-81

#### BUSINESS EMPLOYMENT

Financial Consultant, Levi Strauss & Company, 1973  
Financial Analyst, Ford Tractor Operations, 1970-72  
Survey Researcher, Pacific Northwest Bell Telephone, 1969  
Stress Analyst, The Boeing Company, 1967-68  
Designer/Stress Analyst, Pratt & Whitney Aircraft, 1965-67

## FELLOWSHIPS AND AWARDS

Boeing Professor of Business Administration - July 2003-present

University of Washington Dean's Citizenship Award - 2003

University of Washington Dean's Faculty Research Award - 2000

Who's Who in the Management Sciences - 2000

Academy of Management Publications Honor Roll - Honorable Mention - 2000

Connelly Endowment Visiting Scholar - Georgetown University - 1999

Kirby L. Cramer Scholar in Business Ethics - 1998-2003

1990 Fritz Roethlisberger Memorial Award Finalist (for OBTR article, 1988-89)

Beta Gamma Sigma Business Honorary

## PUBLICATIONS -- 100% Contribution Except as Noted

Jones, Thomas M., Review of Redefining the Corporation - Stakeholder Management and Organizational Wealth by James E. Post, Lee E. Preston, and Sybille Sachs (Stanford, CA: Stanford University Press, 2002) in Business & Society, Vol. 41, No. 4 (December 2002).

Jones, Thomas M., Freeman, R. Edward, & Wicks, Andrew C., "Stakeholder Theory: The State of the Art" in Bowie, N.E. (Ed.), The Blackwell Guide to Business Ethics (Oxford, U.K.: Blackwell Publishers Limited, 2002: 19-37).

Jones, Thomas M. & Ryan, Lori V., "The Effect of Organizational Forces on Individual Morality: Judgment, Moral Approbation, and Behavior" in Dienhart, John, Moberg, Dennis, & Duska, Ronald (Guest Editors), Research in Ethical Issues in Organizations, Vol. 3 (2001): 285-300. (First appeared in Business Ethics Quarterly, Vol. 8, No. 3 (July, 1998), pp. 431-445.)

Jones, Thomas M., "Instrumental Stakeholder Theory: A Synthesis of Ethics and Economics" in Keasey, Kevin (Ed.), Corporate Governance (Cheltenham, U.K.: Edward Elgar Publishing Limited, 2001). (First appeared in the Academy of Management Review, Vol. 20: 404-437 (1995).

Frankforter, Steven A., Berman, Shawn L., & Jones, Thomas M., "Boards of Directors and Shark Repellents: Assessing the Value of an Agency Theory Perspective," Journal of Management Studies, Vol. 37, No. 3 (May 2000): 321-348.

Berman, Shawn L., Wicks, Andrew C., Kotha, Suresh, & Jones, Thomas M., "Does Stakeholder Orientation Matter? The Relationship Between Stakeholder Management Models and Firm Financial Performance," Academy of Management Journal, Vol. 42, No. 5 (October 1999), pp. 488-506.

Jones, Thomas M. & Wicks, Andrew C., "Letter to AMR Regarding 'Convergent Stakeholder Theory'" (in "Dialogue" section), Academy of Management Review, Vol. 24, No. 4 (October 1999), pp. 621-623.

Jones, Thomas M. & Wicks, Andrew C., "Convergent Stakeholder Theory," Academy of Management Review, Vol. 24, No. 2 (April 1999), pp. 206-221.

Jones, Thomas M., "Max Clarkson, the Toronto Conferences, and the Development of Stakeholder Theory," Business & Society, Vol. 38, No. 1 (March 1999), pp. 19-21.

Wicks, Andrew C., Berman, Shawn L., & Jones, Thomas M., "The Structure of Optimal Trust: Moral and Strategic Implications," Academy of Management Review, Vol. 24, No. 1 (January 1999), pp. 99-116.

Jones, Thomas M., "Instrumental Stakeholder Theory: A Synthesis of Ethics and Economics," in Clarkson, M.B.E. (Ed.), The Corporation and its Stakeholders: Classic and Contemporary Readings. (Toronto: University of Toronto Press, 1998), pp. 205-242. Reprinted from the Academy of Management Review, Vol. 20, No. 2: 404-437 (1995).

Jones, Thomas M. & Ryan, Lori V., "The Effect of Organizational Forces on Individual Morality: Judgment, Moral Approbation, and Behavior," Business Ethics Quarterly, Vol. 8, No. 3 (July, 1998), pp. 431-445.

Jones, Thomas M., Berman, Shawn L., & Wicks, Andrew C., "A Plan to Lend Theoretical Coherence and Conceptual Rigor to Research Relating Corporate Social Performance to Financial Performance," International Association for Business and Society - 1998 Proceedings (June, 1998) pp. 159-164.

Jones, Thomas M. & Bowie, Norman E., "Moral Hazards on the Road to the 'Virtual' Corporation," Business Ethics Quarterly, Vol. 8, No. 2 (April, 1998), pp. 273-292.

"Not Hopelessly Mired in Positivism," Business & Society, Vol. 37, No. 1 (March, 1998), pp. 76-77.

Gautschi, Frederick H. III & Jones, Thomas M., "Enhancing the Ability of Business Students to Recognize Ethical Issues: An Empirical Assessment of the Effectiveness of a Course in Business Ethics," Journal of Business Ethics, Vol. 17, No. 2 (January 11, 1998), pp. 205-216.

Jones, Thomas M. & Ryan, Lori V., "The Link Between Ethical Judgment and Action in Organizations: A Moral Approbation Approach," Organization Science, Vol. 8, No. 6 (November-December, 1997), pp. 663-680.

"Can Business Ethics be Taught? Empirical Evidence," in Donaldson, Thomas & Dunfee, Thomas W. (Eds.), Ethics in Business and Economics, Vol. II (Hampshire, England: Dartmouth Publishing, 1997). (First appeared in the Business and Professional Ethics Journal, Vol. 8, No. 2: 73-94.)

**“Ethical Decision Making by Individuals in Organizations: An Issue-Contingent Model,”** in Donaldson, Thomas & Dunfee, Thomas W. (Eds.), **Ethics in Business and Economics**, Vol. II (Hampshire, England: Dartmouth Publishing, 1997). (First appeared in the **Academy of Management Review**, Vol. 16, No. 2: 366-395.)

Jones, Thomas M. & Ryan, Lori V., “The Effect of Organizational Forces on Individual Morality: Judgment, Moral Approbation, and Behavior,” in Weber, Jim & Rehbein, Kathleen (Eds.), **International Association for Business and Society - 1997 Proceedings** (March, 1997) pp. 89-95.

**“Leveraged Buyouts”** in Werhane, P.H. & Freeman, R.E. (Eds.), **The Blackwell Encyclopedic Dictionary of Business Ethics** (Oxford, U.K.: Blackwell Publishers, 1997).

Jones, Thomas M. & Bowie, Norman E., “Moral Hazards on the Road to the Virtual Corporation,” in Logsdon, Jeanne M. & Rehbein, Kathleen (Eds.), **International Association for Business and Society - 1996 Proceedings** (March 1996) pp. 452-457.

**“Instrumental Stakeholder Theory and Paradigm Consensus in Business and Society: Advances on the Methodological Front,”** in Nigh, Douglas and Collins, Denis (Eds.), **Proceedings of the Sixth Annual Meeting of the International Association for Business and Society** (June 1995) pp. 637-641.

**“Instrumental Stakeholder Theory: A Synthesis of Ethics and Economics,”** **Academy of Management Review**, Vol. 20, No. 2 (April 1995) pp. 404-437.

Quinn, Dennis P. & Jones, Thomas M., “An Agent Morality View of Business Policy,” **Academy of Management Review**, Vol. 20, No. 1 (January 1995) pp. 22-42.

**“Is There Theory in Stakeholder Theory?”** **Business and Society: The Journal of the International Association for Business and Society**, Vol. 33, No. 1 (April, 1994), pp. 98-101.

**“The Toronto Conference: Reflections on Stakeholder Theory,”** **Business and Society: The Journal of the International Association for Business and Society**, Vol. 33, No. 1 (April 1994) pp. 82-83.

**“From the Editor,”** **Business and Society: The Journal of the International Association for Business and Society**, Vol. 33, No. 1 (April 1994) pp. 3-4.

Jones, Thomas M. & Quinn, Dennis P., “Taking Ethics Seriously: The Competitive Advantage of Intrinsic Morality,” **Proceedings of a Workshop on the Stakeholder Theory of the Firm and The Management of Ethics in the Workplace** (Toronto, Ont.) Vol. 2.

**“Is There Theory in Stakeholder Theory?”** **Proceedings of a Workshop on the Stakeholder Theory of the Firm and The Management of Ethics in the Workplace** (Toronto, Ont.) Vol. 1.

**“Two Cheers for Meritocracy,”** **Proceedings of the Fifth Annual Meeting of the International Association for Business and Society** (Hilton Head, SC, March 1994) pp. 26-31.

Jones, Thomas M. & Hunt, Reed O. III., "Ethics of Leveraged Management Buyouts Revisited," in Wright, M., Management Buy-Outs, (Aldershot, England: Dartmouth Publishing, 1994) pp. 259-266. (reprint)

Jones, Thomas M. & Quinn, Dennis P., "Taking Ethics Seriously: The Competitive Advantage of Intrinsic Morality" International Association for Business and Society - 1993 Proceedings, (San Diego, CA, March 18-21, 1993) pp. 262-266.

Jones, Thomas M. & Gautschi, Frederick H. III, "Moral Commitment and the Ethical Attorney," Business Ethics Quarterly, Vol. 2, No. 4 (October 1992), pp. 391-404.

Jones, Thomas M. & Huber, Vandra L., "Issue Contingency in Ethical Decision Making," International Association for Business and Society - 1992 Proceedings, (Leuven, Belgium, June 14-16, 1992), pp. 156-166.

Hill, Charles W.L. & Jones, Thomas M., "Stakeholder Agency Theory," Journal of Management Studies, Vol. 29, No. 2 (March 1992), pp. 131-154.

"The Work of Nations: Preparing Ourselves for 21<sup>st</sup> Century Capitalism" review of book by Robert B. Reich (New York: Knopf, 1991) Society, (Jan/Feb 1992), pp. 78-81.

Jones, Thomas M. & Hunt, Reed O. III, "The Ethics of Leveraged Management Buyouts Revisited" Journal of Business Ethics, Vol. 10, No. 11 (November 1991) pp. 833-840.

Thomas, Tom E., Jones, Thomas M. & Agle, Bradley, R., "Gauging the Impact of Business Education on the Moral Development of Students" International Association for Business and Society 1991 Proceedings, pp. 587-601.

Jones, Thomas M. & Frankforter, Steven A., "Boards of Directors and Shark Repellents: A Test of Agency Theory," International Association for Business and Society 1991 Proceedings, pp. 103-112.

Jones, Thomas M., Thomas, Tom E., Agle, Bradley R. & Ehreth, Jennifer, "Does Business Education Diminish Moral Development?" in Paul, Karen (Ed.) Contemporary Issues in Business Ethics and Politics (Buffalo, NY: Edwin Mellen Press, 1991) pp. 27-50.

"Ethical Decision Making by Individuals in Organizations: An Issue Contingent Model," Academy of Management Review, Vol. 16, No. 2 (April 1991) pp. 366-395.

Jones, Thomas M., Thomas, Tom E., Agle, Bradley R. & Ehreth, Jennifer, "Graduate Business Education and the Moral Development of MBA Students: Theory and Preliminary Findings," International Association for Business and Society 1990 Proceedings pp. 43-53.

"Can Business Ethics be Taught? Empirical Evidence" Business and Professional Ethics Journal, Vol. 8, No. 2 (Spring 1990) pp. 73-94.

"Ethics and Agency Theory," in Meadow, H. Lee and Sirgy, M. Joseph, Quality of Life Studies in Marketing and Management (Blacksburg, VA: Omni Press, 1990) pp. 86-99.

“Ethics Education in Business: Theoretical Considerations,” Organizational Behavior Teaching Review, Vol. 13, No. 4 (1988-89) pp. 1-18. [1990 Fritz Roethlisberger Memorial Award Finalist].

“Ethical Theory and Business Decision Making,” Pacific Northwest Executive, Vol. 4, No. 4 (October 1988) pp. 2-4 (invited article).

Jones, Thomas M. & Gautschi, Frederick H. III, “Will The Ethics of Business Change? A Survey of Future Executives,” Journal of Business Ethics, Vol. 7, No. 4 (April 1988) pp. 231-248.

Gautschi, Frederick H. III & Jones, Thomas M., “Illegal Corporate Behavior and Corporate Board Structure,” in Frederick, William C. (Ed.), Research in Corporate Social Performance and Policy, Vol. 9 (Greenwich, Connecticut: JAI Press, 1987) pp. 93-106.

“Corporate Board Structure and Performance: Variations in the Incidence of Shareholder Suits,” in Post, James E. (Ed.), Research in Corporate Social Performance and Policy, Vol. 8 (Greenwich, Connecticut: JAI Press, 1986) pp. 345-359.

“Corporate Control and the Limits to Managerial Power,” Business Forum, Vol. 10, No. 1 (Winter 1985) pp. 16-21.

“The Shareholder Litigation Threat,” in Mattar, Edward Paul, III (Ed.), Handbook for Corporate Directors (New York: McGraw-Hill, 1985) pp. 27.3-27.17.

“An Integrating Framework for Research in Business and Society: A Step Toward the Elusive Paradigm?” Academy of Management Review, Vol. 8, No. 4 (October 1983) pp. 559-564.

Jones, Thomas M. & Goldberg, Leonard D., “Governing the Large Corporation: More Arguments for Public Directors,” Academy of Management Review, Vol. 7, No. 4 (October 1982) pp. 603-611.

The above article also appears in Gibbs, Manton C., Dimensions of Business and Society (Lexington, Mass: Ginn Custom Publishing, 1983) pp. 137-144.

Drexler, John A., Jr. & Jones, Thomas M., “Productivity Improvement Programs: An Overview,” Journal of Contemporary Business, Vol. 11, No. 2 (Spring 1982) (Editorial Introduction) pp. 1-3.

“Industrial Policy: Political ‘Hot Potato’ of the 1980’s?” Journal of Contemporary Business, Vol. 11, No. 1 (Winter 1982) (Editorial Introduction) pp. 1-3.

“Shareholder Suits: Good News and Bad News for Corporate Executives,” California Management Review, Vol. 23, No. 4 (Summer 1981) pp. 77-86.

“What’s Bothering Those Shareholder Plaintiffs?” California Management Review, Vol. 22, No. 4 (Summer 1980) pp. 5-19.

The previous article is abstracted in the C.F.A. Digest, Vol. II, No. 3 (Summer 1981).

“Corporate Social Responsibility Revisited, Redefined,” California Management Review, Vol. 22, No. 3 (Spring 1980) pp. 59-67.

The above article also appears in Paine, Frank; Taylor, Marilyn L.; and Tate, Curtis (Eds.), Contemporary Readings in Business Policy and Strategic Management (Business Publications, Inc., 1984).

The above article also has been translated into Dutch and appears in The Handbook voor Managers.

The above article also appears in Allen, William R. and Louis K. Bragaw, Jr., Social Forces and the Manager (New York: John Wiley & Sons, 1982) pp. 36-45.

“An Empirical Examination of the Resolution of Shareholder Derivative and Class Action Lawsuits,” Boston University Law Review, Vol. 60, No. 3 (May 1980) pp. 542-573.

“An Empirical Examination of the Incidence of Shareholder Derivative and Class Action Lawsuits, 1971-1978,” Boston University Law Review, Vol. 60, No. 2 (March 1980) pp. 306-330.

“Shareholders Are Getting Back Into Corporate Governance -- As Plaintiffs in Shareholder Lawsuits,” Journal of Contemporary Business, Vol. 8, No. 1 (1979) pp. 93-102.

“Corporate Governance: Who Controls the Large Corporation?” The Hastings Law Journal, Vol. 30, No. 5 (May 1979) pp. 1261-1286.

#### ACADEMIC CONFERENCE ACTIVITIES

I have presented papers, organized sessions, served as a session chair, or served as a discussant at dozens of conferences, including those of the Academy of Management, the Society for Business Ethics, the International Association for Business and Society, and the Society for the Advancement of Socio-Economics. I have also arranged and/or participated in several doctoral student consortia and junior faculty workshops at the Academy of Management annual meetings.

#### EDITORSHIPS - SCHOLARLY JOURNALS

Nominated to be Editor of the Academy of Management Review - November 1998 (declined for lack of institutional support)

Editorial Board - Academy of Management Review (three terms - 1991-99) [Rated “Outstanding” by the Editor for each of the 1997, 1998, 1999]

Editorial Board - Academy of Management Review - 2002-present (current term)

Special Consulting Editor - Academy of Management Review - June 1999; January, 1998; August 1995; February 1995; August 1994

Chair of the 1997 Best Paper Award Selection Committee - Academy of Management Review

Chair of the 1996 Best Paper Award Selection Committee - Academy of Management Review

1993 Best Paper Award Selection Committee - Academy of Management Review

Nominated for board membership of the Academy of Management Journal (declined - AMR board members cannot concurrently serve on the board of AMJ.)

Editorial Review Board - Business Ethics Quarterly

Editorial Board - Business and the Contemporary World [other board members include Kenneth Arrow, Richard DeGeorge, Tom Donaldson, Lee Preston, David Reisman, Nobel Laureate Amartya Sen, Lester Thurow, & Murray Weidenbaum]

Founding Editor - Business & Society (The Journal of the International Association for Business and Society) 1992-93; Co-Editor 1993-94

Editorial Review Board - Business Forum

Ad Hoc Reviewer

Academy of Management Journal

Business Ethics Quarterly

Business and Society

California Management Review

Human Relations

Journal of Business Ethics

Organizational Behavior and Human Decision Processes

Organizational Behavior Teaching Review

Journal of Management Studies

Journal of Business Research

Journal of Applied Social Psychology

Business and Professional Ethics Journal

International Journal of Public Administration

Journal of International Management

Research on Accounting Ethics

Psychological Reports - Perceptual and Motor Skills

## **PROFESSIONAL AFFILIATIONS**

**Academy of Management - Social Issues Division**  
**Governance Committee (most recently 1996-99)**  
**Research Committee**  
**Best Paper Award Selection Committee**  
**Faculty Development Workshop Co-Coordinator**  
**Chair - Best Paper Award Committee**  
**Howard Chase Book Award Committee**  
**Nominating Committee**

**International Association for Business and Society**  
**Founding Member**  
**Executive Committee**  
**Co-Chair - Journal Establishment Committee**  
**Board of Directors - Representative at Large**  
**Chair - Publications Committee**  
**Best Article Award Committee**

**Society for Business Ethics**

**Society for the Advancement of Socio-Economics**

**Note: Although I do not engage in consulting, I have served as an expert witness on matters of business ethics in civil litigation on a number of occasions.**