

## R. EDWARD FREEMAN

### *Office*

The Darden School  
University of Virginia  
P. O. Box 6550  
Charlottesville, VA 22906  
Office: +1 434 924 0935  
Fax: +1 434 924 6378  
[freemane@darden.virginia.edu](mailto:freemane@darden.virginia.edu)

### *Home*

2964 Mechum Banks Drive  
Charlottesville, VA 22901  
Home: +1 434 295 5817  
Mobile: +1 434 227 1555  
[edfreeman1218@gmail.com](mailto:edfreeman1218@gmail.com)  
Website: [REdwardFreeman.com](http://REdwardFreeman.com)

## PROFESSIONAL EXPERIENCE

- 2011-Present      ACADEMIC CO-DIRECTOR, INSTITUTE FOR BUSINESS IN SOCIETY,  
The Darden School, University of Virginia, Charlottesville, VA.
- 1987-Present      UNIVERSITY PROFESSOR (effective 2010); 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  
STUDIES (courtesy), 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.
- 2009-Present      VISITING PROFESSOR, Nyenrode Business Universiteit, Amsterdam,  
Netherlands.
- 2011-Present      ADJUNCT PROFESSOR OF MANAGEMENT, Faculty of Business and  
Economics, Monash University, Melbourne, Australia.
- 2011-Present      VISITING PROFESSOR, International Center for Corporate Social  
Responsibility, Nottingham University Business School, Nottingham, United  
Kingdom.
- 2008-Present      HONORARY MEMBER OF THE FACULTY, Comillas University, Madrid,  
Spain.

2013-Present HONORARY MEMBER OF THE FACULTY, Radbord University, Nijmegen, Netherlands.

2014-Present HONORARY MEMBER OF THE FACULTY, Hanken School of Economics, Helsinki, Finland.

2016-Present HONORARY MEMBER OF THE FACULTY, School of Administration, Sherbrooke University, Sherbrooke, Quebec, Canada.

2018-Present HONORARY MEMBER OF THE FACULTY, Tampere University, Tampere, Finland.

2019-Present HONORARY MEMBER OF THE FACULTY, School of Sustainability, Leuphana University, Luneburg, Germany.

2016-2020 CO-EDITOR-IN-CHIEF, *Journal of Business Ethics*, This journal is an FT 50 journal published by Springer Inc.

2004-2014 ACADEMIC DIRECTOR, BUSINESS ROUNDTABLE INSTITUTE FOR CORPORATE ETHICS, The Darden School, University of Virginia, Charlottesville, VA.

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), FOUNDING MEMBER (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/DEGREES**

- Doctor Honoris Causa, Leuphana University, Luneburg, Germany, 2019
- Doctor Honoris Causa, University of Tampere, Tampere, Finland, 2018.
- Docteur d'honneur en administration, Universite de Sherbrooke, Sherbrooke, Canada, 2016.
- Doctor Honoris Causa, Economics, Hanken School of Economics, Helsinki, 2014.
- Doctor Honoris Causa, Management Science, Radboud University, 2013.
- Doctor Honoris Causa, Economics, Comillas University, Madrid, 2008.
- 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 Mette Morsing (Copenhagen Business School) and Jeremy Moon (Nottingham) ***Business, Society and Value Creation***, Cambridge University Press. Volumes include:

- Megacorporation*, Glen Whelan, 2021
- Visible Hands*, Jette Steen and Jeremy Moon, 2019
- Business Ethics for a Material World*, Ryan Burg, 2018
- Business, Integrity and Peace*, Timothy Fort, 2007.
- Entrepreneurs and Democracy*, Pierre Yves-Gomez & Harry Korine, 2008.
- Corporations and Citizenship*, Andrew Crane, Dirk Matten and Jeremy Moon, 2008.

*Business Ethics as Practice*, Mollie Painter-Morland, 2008

*NGOs and Corporations* Michael Yaziji and Jonathan Doh, 2009

*Business and Public Policy*, Jorge Rivera, 2010.

*Stakeholders Matter: A New Paradigm for Strategy in Society*, Sybille Sachs and Edwin Ruhli, 2011.

*Capitalism, Corporations, and the Social Contract: A Critique of Stakeholder Theory*, Samuel Mansell, 2013.

*Virtue in Business: An Aristotelian Approach*, Edwin Hartman, 2013.

*Corporate Social Entrepreneurship: Integrity Within*, Christine A. Hemingway, 2013

*Ethics and the Global Financial Crisis*, Boudewijn de Bruin, 2015

*Managing Corporate Impacts*, Jennifer J. Griffin, 2016.

Editor, ***The Ruffin Series in Business Ethics***, Oxford University Press. 16 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

*Rethinking Business Ethics: A Pragmatic Approach*, Sandra B. Rosenthal and Rogene A. Buchholz

*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***

Co-Editor-in-Chief (with Michelle Greenwood), *The Journal of Business Ethics*, volumes 133-167, 2016-20.

Guest Co-Editor (with Tom Jones, Thomas Donaldson, Jeffrey Harrison, Carrie Leana, Joseph Mahoney, and Jone Pearce and others) *Academy of Management Review* Special Theory Forum, Management Theory and Social Welfare, volume 41 (2), 2016.

Guest Co-Editor (with Jeffrey Harrison and Monica Cavalcanti Sa de Abreu) *Brazilian Review of Business Management*. Special issue on Stakeholder theory in Multiple International Contexts. Volume 17, No. 55, 2015

Guest Co-Editor (with Michelle Greenwood, Harry van Buren and Ron Mitchell) *Journal of Management Studies* Special Issue on Accounting for Stakeholders, Volume 52 Number 7, 2015.

Guest Co-Editor (with Robert Strand and Kai Hocketts) *Journal of Business Ethics*, Symposium on Corporate Social Responsibility and Sustainability in Scandinavia, Volume 127, No. 1, 2015.

Guest Co-Editor (with Gianfranco Rusconi, Silvana Signori and Alan Strudler), *Journal of Business Ethics*, Issue on Stakeholder Theory(ies): Ethical Ideas and Managerial Action, Volume 109, No. 1, August 2012.

Guest Co-Editor (with Kristijan Krkac) *Croatian Journal of Ethics*, Inaugural Issue published in 2012.

Guest Co-Editor (with Maurizio Zollo) *European Management Review*, special issue on “Re-thinking the Firm”, Published in 2010-2011.

Guest Co-Editor (with Grant Savage and Salme Nasi), *The Journal of Business Ethics*, “Stakeholder Thinking: A Tribute to Juha Nasi”, Volume 96, No.1, 2010.

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

*Pragmatism, Psychoanalysis and Ordinary Language: Perspectives on Management*, in progress.

*Stakeholder Capitalism: A Definitive Guide*, with K. Tindell and T. Gardner, in progress.

*Battling Dengue: The Role of Stakeholder Engagement*, with A. Sell, in progress.

*Humanizing Business: What the Humanities Can Say to Business*, with M. Dion and S Dmytriiev, Springer, forthcoming in 2022.

*R Edward Freeman’s Selected Works on Stakeholder Theory and Business Ethics*, with S. Dmytriiev (eds.) Springer Nature, forthcoming in 2022.

*Models of Leadership From Plato and Others*, with Dominic Scott, Oxford University Press, 2021.

*Research Handbook of Responsible Management*, with O. Lasch, D. Jimali, and R. Suddaby, Edward Elgar Press, 2020.

*The Power of And: Responsible Business Without Tradeoffs*, with B Parmar and K Martin, Columbia University Press, 2020.

*A Handbook of Stakeholder Theory*, with Jeffrey Harrison, Jay Barney, Rob Phillips as co-editors. Cambridge: Cambridge University Press, 2019.

*Stakeholder Management: A Short Introduction*, with Stelios Zyglidopoulos and Jeffrey Harrison. Cambridge: Cambridge University Press, 2018.

*Research Methods in Business Ethics*, with Patricia Werhane and Sergiy Dmytriiev, Cambridge University Press, 2018.

*The Moral Imagination of Patricia Werhane: A Festschrift*, with Sergiy Dmytriev and Andrew Wicks, Springer, 2018.

*Case Studies in Stakeholder Engagement*, with Johanna Kujala and Sybille Sachs, Springer, 2017.

*Bridging the Values Gap*, with Ellen Auster, San Francisco: Barrett-Koehler, 2015.

*Corporate Social Responsibility and Corporate Governance: The Contribution of Economic Theory and Related Disciplines*, co-edited with Lorenzo Saccone, Margaret Blair, and Alessandro Vercelli, Cheltenham, U.K: International Economics Association and Palgrave Press, 2011.

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

*Stakeholders*, (edited with R. Phillips), Edward Elgar Press, 2010.

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

*Strategic Management: A Stakeholder Approach*, Boston: Pitman (Harper and Row), 1984. Chinese translation with a new preface, Shanghai: Shanghai Academy of Social Sciences, 2007. Re-issued with a new preface in 2010 by Cambridge University 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 2010. Korean translation 2010.

*Teoria Degli Stakeholder*, edited with G. Rusconi and M. Dorigatti, Milano: ACLI, 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. *2<sup>nd</sup> 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.

### **Articles**

"The Promise of Pragmatism: Richard Rorty and Business Ethics."with S. Pouryousefi, *Business Ethics Quarterly* forthcoming.

"The Relationship between Stakeholder Theory and Corporate Social Responsibility: Differences, Similarities, and Implications for Social Issues in Management." With Dmytriyev, S., and Horisch, J., *Journal of Management Studies*, 58(6), 1441-1470. 2021

"Cognitive change and consensus forming in facilitated modelling: A comparison of experienced and observed outcomes" with de Gooyert, V., Rouwette, E., van Kranenburg, H., van Breen, H., *European Journal of Operational Research*, forthcoming.



“Stakeholder Theory and the Resource-Based View of the Firm.” With Dmytriiev, S. D., Phillips, R. A., *Journal of Management*, 47(7), 1757-1770.

“Stakeholder Management & The Value of Human-Centred Corporate Objectives” with Parmar, B. and A. Wicks. *Journal of Management Studies*, 2021

“A puzzle about business ethics” with G. Sollars. *Business Ethics, the Environment & Responsibility*, 2021

“Some Reflections on My Role as Co-EIC at JBE”. *Journal of Business Ethics* ( vol. 168, No. 1) 2021.

“Injecting New Meaning into Stakeholder Capitalism”, in Clarke, T., Benn, S. and Edwards, M.(Ed.), *The Routledge Companion to Corporate Sustainability*. Routledge, forthcoming in 2022.

“Forward.” *Encyclopedia of Sustainable Management*. Springer Nature, forthcoming.

“Forward.” In E. Ivanova and I. Rimanoczy (Ed.), *Sustainability in Management Education*. Routledge, 2021.

“Managing Stakeholders in the Age of Sustainability” With Dmytriiev, S. D., Strand, R. G., Wainwright, L. R. In M. Morsing, J. Moon, A. Rasche, and A. Kourula (Ed.), *Corporate Sustainability, 2nd Edition*. Cambridge University Press. forthcoming.

“Viewing Giving Voice to Values Through a Pragmatic Lens” with B. Moriarty. In Mary Gentile and Jerry Goodstein (Ed.), *Giving Voice to Values: An Innovation and Impact Agenda*. Routledge, 2021

“Three Generations, One Voice” with J. Burton and B. Freeman in David Cooperider (ed.) *The business of building a better world*, Berret Koehler, 2021.

“Forward to World Business Council on Sustainable Development”. *Boards and their stakeholders: The state of play*. World Business Council for Sustainable Development.

“Interview With R. Edward Freeman- Business Ethics Pioneers”. *Ethikos*, and *Business and Professional Ethics*, forthcoming in 2022.

“Stakeholders expect more from Corporate America,” *Directors and Boards*, forthcoming in 2021.

“Integrating stakeholder theory and sustainability accounting: A conceptual synthesis.” With Hörisch, J., Schaltegger, S. *Journal of Cleaner Production*, 275, 2020

“Circular Economy and Relationship-Based View.” With Casalegno, C., Civera, C., *Symphonya*.

*Emerging Issues in Management*, 2020(1), 149-164.

“Stakeholder Accounting: Hacia un Modelo Ampliado de Contabilidad (Stakeholder Accounting: Towards an Extended Accounting Model)”. With Retolaza, J. L., San-Jose, L., *CIRIEC, Espana*, 100, 2020

“On the 2019 Business Roundtable “Statement on the Purpose of a Corporation”. With Harrison, J., Phillips, R., *Journal of Management*, 46(7), 1223-1237, 2020.

“Deepening Methods in Business Ethics”. With M. Greenwood, *Journal of Business Ethics*, 161, 1-3, 2020.

“Tensions in Stakeholder Theory”. With Phillips, R., Sisodia, R. *Business & Society*, 59(2), 213-231, 2020.

“Viewing Giving Voice to Values Through a Pragmatic Lens.” With B. Moriarty. In Mary Gentile and Jerry Goodstein (Ed.), *Giving Voice to Values: An Innovation and Impact Agenda*. Routledge, 2020.

“A New Perspective on Stakeholder Relationships and Responsibilities: Antecedents and Implications “ with C. Civera, *Symphonya. Emerging Issues in Management* in press.

“Business Cases for Sustainability: A Stakeholder Theory Perspective”. With Schaltegger, S., Horisch, J., *Organizations and Environment*, 32(3), 191-212.

“Unethical, neurotic, or both? A psychoanalytic account of ethical failures within organizations.” With Simone de Colle. *Business Ethics: A European Review*, 29(1), 167-179, 2020.

“Stakeholder Capitalist: Professor R. Edward Freeman Q&A”. With Zhang, L., *Global Finance magazine online*, 2020.

“Business Ethics in the Time of Covid-19.” In Adriana Grigorescu and colleagues (Ed.), *Proceedings of 1st International Conference on Global Ethics—Key of Sustainability*, 2020.

“The Old Story of Business: Towards a Better Capitalism.” With B. Freeman, *Economic Times of India*. 2020.

“Is There a Generation Gap in Business”. With B. Freeman, *MIT Sloan Management Review Online*. 2020.

“Rethinking Business Ethics”. With B. Freeman *The Smart Manager* 1st ed., vol. 19, pp. 12-14, 2020.

“Herding cats and other epic challenges: Creating meaningful stakeholder engagement in

community mental health research.” With Seithikurippu, Pandi-Perumal, Zellerb, Parthasaraathy, Narairlan *Asian Journal of Psychiatry*, 42, 19-21. 2019.

“American Pragmatism and Responsible Management: The Role of John Dewey.” With S. Dmitrieva, Dmytriyev, S. N. In Oliver Lasch, Roy Suddaby, R. Edward Freeman, and Dima Jimali (Ed.), *Research Handbook of Responsible Management*. Edward Elgar Publishing, 2020.

“Forward.” *Intrinsic CSR and Competition: Doing Well among European SMEs*. Stephanie Looser, Palgrave MacMillan, 2019.

“From ‘Management Sucks’ to ‘Responsible Management Rocks!’”. With Oliver Lasch In Oliver Lasch, Roy Suddaby, R. Edward Freeman, and Dima Jimali (Ed.), *Research Handbook of Responsible Management*. Edward Elgar Publishing 2020.

“Mapping the Emerging Field of Responsible Management: Domains, Spheres, Themes, and Future Research.” With Lasch, O., Suddaby, R., Jamali, D., In Oliver Lasch, Roy Suddaby, R. Edward Freeman, and Dima Jimali (Ed.), *Research Handbook of Responsible Management*. Edward Elgar Publishing, 2020.

“What ‘are’ Responsible Management? A conceptual potluck.” With Carroll, A. B., Adler, N., Mintzberg, H. In Oliver Lasch, Roy Suddaby, R. Edward Freeman, and Dima Jimali (Ed.), *Research Handbook of Responsible Management*. Edward Elgar Publishing, 2020.

“A Stakeholder Approach to Value Creation and Leadership.” With Kujala, J. and Lehtimäki, In Anni Kangas, Johanna Kujala, Anna Heikkinen, Antti Lönnqvist, Harri Laihonen and Julia Bethwaite (Ed.), *Leading Change in a Complex World: Transdisciplinary Perspectives*. Tampere University Press, in press.

“Manifesto for the Middle.” With Burton, J., *MIT Sloan Management Review Online*. MIT Sloan Management Review. 2019.

“Should Businesses Fight For Democracy?” With Burton, J. *MIT Sloan Management Review Online*, 2019.

“The False Choice Between Business and Ethics”. With B. Parmar. *MIT Sloan Management Review*. MIT Sloan Management Review.

“Ethics As Conversation: A Process for Progress”. With B. Parmar. *MIT Sloan Management Review online*.

“Business, Technology and Ethics: The Need for Better Conversations” with S. Lashley. *MIT Sloan Management Review*, 2018

“Strategising Stakeholder Empowerment for Effective Co-management within Fishery-based Commons” with Civera, C. and Cortese, D., *British Food Journal* 2018 in press.

*Case Studies in Stakeholder Engagement*, with Johanna Kujala and Sybille Sachs, Springer, 2017.

“The Business Sucks Story”. *Journal of Humanistic Management*, 2018.

“An Essay in Honor of Patricia Werhane”. With J. Freeland and A. Wicks in Freeman, Wicks and Dmytriiev (eds.) *The Moral Imagination of Patricia Werhane: A Festschrift*. Springer, 2018.

“Governments as Facilitators of Value Creation”. With J. Burton, *MIT Sloan Management Review*. 2018.

“Shake Your Stakeholder: Firms leading engagement to cocreate sustainable value.” With Sulkowski, A., Edwards, M. *Organizations and Environment*, 31(3), 223-241.

“The Time for Retraining is Now”. *MIT Sloan Management Review*. 2018.

“Responsible Disruption: Which Rules Are Worth Breaking?” *MIT Sloan Management Review* 59(3). 2018.

“Deepening Ethical Analysis in Business Ethics.” With M. Greenwood, *Journal of Business Ethics*, Volume 147(Issue 1), 1-4.

“The Social Responsibility of Business is to Create Value for Stakeholders.” With H. Elms *MIT Sloan Management Review*.

“The New Story of Business: Towards a More Responsible Capitalism”, *Business and Society Review*, 2017, 122:3, 449-465.

“Business Cases for Sustainability: A Stakeholder Theory Perspective.” *Organizations and Environment* with Schaltegger, S., Horisch, J., forthcoming

“Corporate Social Responsibility and Stakeholder Theory: Learning From Each Other.” With Dmytriiev, S. *Symphonya. Emerging Issues in Management*, 1 - Integrated Corporate Social Responsibility, 2017 (1), 7-15.

“Responsible Disruption: Which Rules Are Worth Breaking?” With B. L. Parmar. *Sloan Management Review*. 2017.

“Reviewing the role of stakeholders in operational research: A stakeholder theory perspective.” With de Gooyert, V., Rouwette, E., van Kranenburg, H. *European Journal of Operational Research.*, 2017 forthcoming.

“Intra-Stakeholder Alliances in Plant-Closing Decisions: A Stakeholder Theory Approach.” With Fassin, Y., de Colle, S. *Business Ethics: A European Review*, 26(2), 97-111.

“Deepening Ethical Analysis in Business Ethics.” With M. Greenwood. *Journal of Business Ethics*, 2018, 147.1, 1-4.

“A Pragmatist Approach to Business Ethics Research.” With Parmar, B. L., Phillips, R. In P. Werhane, E. Freeman, and S. Dmytriiev (eds.) (Ed.), *Research Approaches to Business Ethics and Corporate Responsibility* Cambridge University Press, pp. 258-269.

“Introduction.” With P. Werhane, R.E. Freeman and Dmytriiev. in Werhane, Freeman and Dmytriiev (eds.) *Research Approaches to Business Ethics and Corporate Responsibility*, Cambridge University Press, 2017, pp. 1-7

“The Use of Historical Figures as a Research Approach.” With P. Werhane and SDmytriiev in Werhane, Freeman and Dmytriiev (eds.) *Research Approaches to Business Ethics and Corporate Responsibility*, Cambridge University Press, 2017, pp. 12-24.

“Stakeholder Engagement: Practicing the Ideas of Stakeholder Theory”. With J. Kujala, S. Sachs and Stutz, C. in Freeman, Kujala and Sachs (eds) *Stakeholder Engagement: Clinical Research Studies* (vol. IBET Vol 46, pp. 1-12). Springer.

“When David Beats Goliath: Two Case-Studies in the Brewery Sector”. With S. deColle, Y Fassin. In Freeman, Kujala and Sachs (eds) *Stakeholder Engagement: Clinical Research Studies* (vol. IBET Vol 46, pp. 311-338). Springer.

“A Pragmatist Perspective on Management Scholarship and on Stakeholder Engagement in Particular”. With Dmytriiev, S., Kujala, J., Sachs, S. in Freeman, Kujala and Sachs (eds) *Stakeholder Engagement: Clinical Research Studies* (vol. IBET Vol 46, pp. 391-400). Springer.

“Preface” to L.Spence, J Frynas, J. Muthuri and Navare, J. (eds) *Small Business and Social Responsibility*, Elgar, 2017, p. xi.

“Shake Your Shtakeholder: Firms Leading Engagement to Ccreate Sustainable Value”. With A Sulkowski, M. Edwards. *Organization and Environment*, 2017 in press

“Ethics and the Algorithm” with B. L. Parmar. *Sloan Management Review*, 58(1), 16-17, 2016.

“Short term vs. long term.... a skeptical view and an alternative”. *Boards and Directors, Annual Review*, 2016, 84-3.

“Theorie des parties Prenantes: Entretien avec Freeman”. *La Revue Des Affaires*, 5, 121-123.

“Profit and Other Values: Thick Evaluation as Basis for Decision Making” with B. van der Linden, *Business Ethics Quarterly*, 2017, 27:3, 353-379.

“Illustrating the new story of business: The Case of Extanobe”, with San-Jose, L., Retolaza, J. in Freeman, R. E., Kujala, J., and S. Sachs *Stakeholder Engagement: Clinical Research Cases*. Springer, 2017, 285-310.

“Five Challenges to Stakeholder Theory: A Report on Research in Progress”. In D. Wasieleski and J. Weber (eds) *Stakeholder Management, Business and Society* 360, 1-20.

“Managing for Stakeholders in the Digital Age” with S. Dmytryiev and R. Strand, in A. Rasche and M. Morsing (eds.) *Corporate Social Responsibility: Strategy, Communication, Governance*, Cambridge University Press, 2017, 110-135.

“Stakeholders Everywhere”, *Annual Review of Social Partnerships*, 2016, p. 80.

“A Collaborative Stakeholder Approach Through Conversation” with C. Manno and M. Morse, *Annual Review of Social Partnerships*, 2016, p. 81-84.

“Bridging the Values Gap: How Authentic Organizations Bring Values to Life”, with E. Auster and C. Manno, *Developing Leaders Quarterly*, Issue 22, 18-26, 2016.

“Pragmatism and Organization Studies”. With B. Parmar, and R. Phillips, in R. Mir, H. Wilmott and M. Greenwood (eds.) *The Routledge Companion to Philosophy in Organization Studies*, Routledge, 199-211, 2016.

“Transforming Disagreements into Opportunities to Enhance Learning, Decision Making and Trust” with Mark Haskins and Sergiy Dmytrivev, *Strategy and Leadership*, 44.(2), 31-38.

“Management Theory and Social Welfare: Contributions, Extensions, and Challenges” with T. Jones, T. Donaldson, J. Harrison, C Leana, J. Mahoney, and J. Pearce, *Academy of Management Review*, 41(2), 216-228.

“Practicing Human Dignity: Ethical Lessons from Commedia dell’Arte and Theater”, with Simone de Colle, Bidhan Parmar, and Leonardo de Colle, *Journal of Business Ethics*, forthcoming.

“Responsible Capitalism: Business for the 21st Century”. With B. Parmar, and K. Martin, in M. Kipping, D. Horvath and D. Barton (eds.), *Re-Imagining Capitalism*. Oxford University Press, 2016.

“Stakeholder Theory as an Ethical Approach to Effective Management.” With J.Harrison, M. Cavalcanti *Revista Brasileira de Gestao de Negocios*, , 17(55), 858-869, 2015.

“Can Stakeholder Theorists Seize the Moment with 2015 Update” in M. McIntosh (ed.) *Business, Capitalism and Corporate Citizenship: A Collection of Seminal Essays*, Greenleaf Publishing, 2015.

“Project stakeholder management in the clinical research environment: How to do it right.” With S.Pandi-Perumal, S. Akhter, F. Zizi, G. JeanLouis, C. Ramasubramanian, and M. Narasimhan *Frontiers in Psychiatry*. 2015.

“Rethinking the Purpose of the Corporation: Challenges From Stakeholder Theory”, with Karim Ginena, *notizie di Politeia*, XXXI, 117, 9-18, 2015.

“Stakeholder Inclusion and Accounting for Stakeholders” with Ron Mitchell, Harry Van Buren III, and Michelle Greenwood. *Journal of Management Studies*, 52(7), 851-877, 2015.

“Leveraging the Creative Arts in Business Ethics Teaching”, with L. Dunham G. Fairchild, and B. Parmar, *Journal of Business Ethics*, 131 (3), 519-526, 2015.

“Scandinavian Cooperative Advantage: Theory & Practice of Stakeholder Engagement in Scandinavia,” with Robert Strand, *Journal of Business Ethics*, 127 (1), 65-87, 2015.

“Corporate Social Responsibility and Sustainability in Scandinavia: An Overview” with Robert Strand and Kai Hockerts, *Journal of Business Ethics*, 127 (1), 1-15, 2015.

“What a Manager Should Never Want to Hear: Silence.” With Mark Haskins, *Management Decision*, 53(6), 2015.

“Applying Stakeholder Theory in Sustainability Management”, with J Hoerisch and S. Schaltegger, *Organizations and Environment*, 2014.

“ A step-by-step process for transforming contentious disagreements into creative collaboration. *Strategy & Leadership*, 42(3), 15-22, 2014.

“Review of *Management Ethics* by Dominic Mele”, *Business Ethics Quarterly*, 2014.

“Capitalism has a bright future full of innovation and hope” in *The Guardian* online at <http://www.theguardian.com/business/economics-blog/2014/jan/06/capitalism-bright-future-innovation-hope> as of 1/28/14.

“Stakeholders and the Future of Business”, in *Delivering Tomorrow*. Bonn: Deutsches Post DHL, pp. 96-101, 2014.

“Business is about innovation. So why do we teach it the same old way?” *Forbes* online at

<http://www.forbes.com/sites/darden/2013/10/11/business-is-about-innovation-so-why-do-we-teach-it-in-the-same-old-way/#> as of 1/28/14.

“The Freeman Theory” Interview with Joost Bulsma in Dutch in *Leren Van*, Number 1, November 2013.

“Stakeholder Management and CSR: Questions and Answers”, with Alexander Moutchnik, *UmweltWirtschaftsForum*, forthcoming in 2013 (1), Vol. 21.

“Business should be driven by Purpose”, *Forbes India*, 2012 Annual Review Issue.

“Values and Poetic Organizations: Beyond Value Fit Toward Values Through Conversation”, with Ellen R. Auster, *Journal of Business Ethics*, in press, 2012.

“Stakeholder Theory, Fact/Value Dichotomy & the Normative Core: How Wall Street Stops the Ethics Conversation,” with Lauren Purnell, *Journal of Business Ethics*, Vol. 109, No. 1 pp. 1009-116, 2012.

“The importance of the Journal of Business Ethics” in A. Michalos and D. Poff (eds) *Citation Classics from the Journal of Business Ethics*, Springer, 721-722, 2012,.

“Stakeholder Theory(ies): Ethical Ideas and Managerial Action”, with G. Rusconi, S. Signori, A. Strudler, *Journal of Business Ethics*, volume 109, No.1, 2012, pp. 1-2.

“Interview: My experience with business ethics” *Multidisciplinary Journal of Applied Ethics*, Volume 1 No. 1, 2012, pp. 2-5.

”Consulting and Ethics”, with Dean Krehmeyer in *The Oxford Handbook of Management Consulting*, 2012.

“Bowie’s Ethics: A Pragmatist Perspective” in Arnold and Harris (eds.) *Kantian Business Ethics: A Critical Perspective*, Cheltenham: Edward Elgar, 2012, pp. 35-47.

“Values, Authenticity and Responsible Leadership” with Ellen A. Auster, *Journal of Business Ethics*, Supplement 98, pp. 15-23, 2011.

“Stakeholder Management and Reputation” in *Values and Ethics in the 21<sup>st</sup> Century*, pp. 433-457, Madrid: BBVA Foundation, 2011. Published simultaneously in English and Spanish.

“Ethics and HRM: The Contribution of Stakeholder Theory”, with Michelle Greenwood, *Business & Professional Ethics Journal*, Vol. 30, Nos. 3-4, 2011.

“Poor People and the Politics of Capitalism” with Adrian Keevil and Lauren Purnell, *Business & Professional Ethics Journal*, Vol. 30, Nos. 3-4, 2011.



“Stakeholder Theory as a Basis for Capitalism” with A. Wicks, and B. Parmar, in L. Saccone, M. Blair, R. Edward Freeman and Alessandro Vercelli (eds.) *Corporate Social Responsibility and Corporate Governance*, London: International Economic Association and Palgrave Press, 2011.

“Some Thoughts on the Development of Stakeholder Theory” in R. Phillips (ed.) *Stakeholder Theory: 25 Years Later*, Cheltenham, U.K.: Edward Elgar Publishing, 2011, pp. 212-233.

“Business School Research” with David Newkirk, in W. Amann, M. Pirson, C. Dierksmeier, E Von Kimakowitz and H. Spitzack (eds.), *Business Schools Under Fire*, London: Palgrave, 273-290, 2011.

“Rethinking the Firm in a Post-Crisis World”, with M. Zollo, *European Management Review*, Vol 7, No. 4, 191-194, 2010.

“Introduction” with G. Savage and S. Nasi, in *Journal of Business Ethics, Special issue on Professor Juha Nasi and his contributions to stakeholder theory*. Vol. 96.1, 1, 2010.

“Stakeholder Theory: The State of the Art”, with Parmar, Bidhan L. , Freeman, R. Edward , Harrison, Jeffrey S. , Wicks, Andrew C. , Purnell, Lauren and de Colle, Simone. *The Academy of Management Annals*, 4: 1, 403-445, 2010.

“Remoralizing the Debate”, *IESE Insight*, 2010 No. 1, p. 6.

“Managing for Stakeholders: Tradeoffs or Value Creation”, *Journal of Business Ethics*, Vol. 96.1, 7-9, 2010.

“Corporate Communications, Value Creation, and Trust—A Stakeholder Approach”, with James Rubin and Brian Moriarty, in H. Merckelsen, *Danish Handbook of Public Relations*, in press 2010, to be published in Danish only.

“Building a More Ethical World,” *IESI Business Insight*, 1st Quarter, 2010, p. 6.

“Introduction,” with Robert Phillips, in Phillips and Freeman (eds.) *Stakeholders*, Cheltenham, U.K.: Edward Elgar , 2010.

“Assessing Business Ethics Education—From Where and For What,” with Lisa Stewart, in Diane Swanson and Dann Fisher (eds.) *Toward Assessing Business Ethics Education*, Diane L. Swanson and Dann G. Fisher, Charlotte: Information Age Publishing, 2010.

“Creating Ties That Bind”, with Jared Harris, *Journal of Business Ethics*, Vol. 88, Supplement 4, October 2009, 685-692.

“Stakeholder Theory: 25 Years Later”, forthcoming in *Philosophy of Management*, Special issue on Freeman’s *Strategic Management: A Stakeholder Approach*, Vol. 8.3, 97-107, 2009.

“Can Stakeholder Theorists Seize the Moment?” *Journal of Corporate Citizenship*, Issue 26, Winter 2009, pp. 21-24.

“Ethical Leadership,” with Brian Moriarty and Lisa A. Stewart, in Ron Burke and Cary Cooper (eds.) *Research companion to crime and corruption in organizations*, London: Edward Elgar, 2009, pp. 192-205.

“Really Getting Out of the Mess”, with Brian Moriarty, *Darden Alumni e-report*, June 2009. Also published in Trinity College, Melbourne magazine, *In the Black*, September 2009.

“Teaching Business Ethics in the Age of Madoff”, with Lisa Stewart and Brian Moriarty, *Change*, November-December 2009. Available at: <http://www.changemag.org/Archives/Back%20Issues/November-December%202009/full-teaching-business-ethics.html>

“Nurture Your Money Plant Towards Sustainability”, with Jeffrey York and Lisa Stewart, *The Human Factor* (India), June 2009, pp. 62-65.

“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.

“Ethical Leadership,” with B. Moriarty and L. Stewart, in R. Burke and C. Cooper, (eds.) *Research Companion To Crime And Corruption In Organizations*, Northampton, MA: Edward Elgar Publishing, Inc., 192-206.

“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, *Handbook of Research On Global Corporate Citizenship*, Andreas Georg Scherer and Guido Palazzo, eds., Northampton, MA: Edward Elgar Publishing, Inc., 2008, 99-115.

“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.
- "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.
- "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*. Translated into Dutch in *Ethische Perspectieven*, 2004.

"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*, 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.
- “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
- “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. Proshan, *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 case studies, research reports, short reviews, and newspaper columns, not included. Available upon request.

## PRESENTATIONS (partial listing)

Presentations, workshops, or lectures at The Wharton School, Harvard Business School, Copenhagen Business School, London Business School, Nyenrode Business School, Nottingham University, Monash University, RMIT, Melbourne 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, Sabanci University (Istanbul), 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, Fundacao Dom Cabral (Brazil), Bentley University, and others.

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

Master's Seminar in Business Ethics on YouTube at:

[http://www.youtube.com/results?search\\_query=R.+Edward+Freeman&aq=f](http://www.youtube.com/results?search_query=R.+Edward+Freeman&aq=f)

## TEACHING

### *University of Virginia*

- Leadership and Innovation in Education
- The Adam Smith Seminar
- Stakeholder Management and Smart Regulation
- Critical and Creative Thinking
- Giving Voice to Values: MBA Seminar
- New Models of Business in Society (MOOC)
- Philosophy and Business
- Economic Inequality and Opportunity
- Business in Society: Stakeholder Management and Regulation
- Pedagogy: Teaching Management
- Leadership, Ethics and Theater
- First-Year Ethics

First-Year Strategy  
First-Year Organization Behavior  
Business and Success  
True Leadership: Leading with Meaning  
Ethics and Managerial Decision-Making  
Workshop on Creative Capitalism  
Business Fundamentals for Engineers  
Foundations of Management: Stakeholder Theory and Pragmatism  
Business Ethics Through Literature  
Leadership, Values and Ethics  
Business Ethics and Science  
Business Fundamentals for Engineers  
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 (partial listing)**

***University of Virginia***

President's Committee on Academic Integrity in Athletics (2015)  
Search Committee for Vice Provost for Research. (2018)  
Faculty Advisory Committee, The Institute for Practical Ethics. (Current)  
Chair, Darden School Appointments Committee, (1999-2003).  
Area Coordinator, Strategy, Organization and Management (2005-2008).  
Associate Dean for Academic Affairs (1989-90).  
Courtesy appointment as Professor of Religious Studies.  
Past service includes 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.

***Strategic Mangement Society***

Founding Member and President, Stakeholder Strategy Interest Group, 2011.

***International Association for Business and Society***

Founding Member, 1987.  
Fellow, (Elected in 2011.)

***Society for Business Ethics***

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

***Other Professional and Community Service***

Board Member, Music Resource Center 2015-2018.  
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 Professional Journals***

*Strategic Management Journal*  
*Organization Studies*  
*Management Science*  
NOUS  
*Business and Professional Ethics*  
*California Management Review*  
*Academy of Management Journal*  
*Academy of Management Review*  
*Journal of Business Ethics*  
*Business Ethics Quarterly*  
*Organization Science*  
*Corporate Governance*  
*Organizations*  
*Ethics and Behavior*

***Reviewer for Publishers***

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***

Co Editor in Chief *Journal of Business Ethics* (2016-2020)  
*Humanistic Management Journal* (2016+)  
*Business Ethics: A European Review* (Current)  
*Journal of Corporate Citizenship* (Current)  
*Sustainability Accounting, Management and Policy Journal* (Current)  
*Management et Sciences Sociales (France)*  
*Multidisciplinary Journal of Applied Ethics (Croatia)*  
*Journal of Organizational Moral Psychology* (Current)

*Ethics and Behavior* (Current)  
*Turkish Journal of Business Ethics* (Current)  
*Issues in Social and Environmental Accounting* (Current)  
*Corporate Governance* (Current)  
*Journal of Strategic Management Education* (Current)  
*Business Ethics Quarterly* (Ended in 2015)  
*The Governance Mentor* (Current)  
*Strategic Management Journal* (Ended in 2015)  
*Philosophy of Management* (Executive Editor, 2010-2015)  
*Business and Professional Ethics* (North American Editor, 2010-2015)  
*Organizations and Environment* (Past)  
*Business and Society* (Past)  
*Research in Corporate Social Performance and Policy* (Past)  
*Employee Rights and Responsibility* (Past)  
*Academy of Management Executive* (Past)

## **PROFESSIONAL SOCIETIES**

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

## **HONORS**

Doctor Honoris Causa, Leuphana University, Luneburg, Germany, 2019.  
Doctor Honoris Causa, Tampere University, Tampere, Finland, 2018.  
Distinguished Researcher Award, Academy of Management, 2018.  
Docteur d'honneur en administration, Universite de Sherbrooke, Sherbrooke, Canada, 2016.  
Verizon Professor, Bentley University, 2016.  
Lifetime Achievement Award, Humboldt University Conference on Corporate Sustainability and Responsibility, 2014.  
The Humanist Management Network Award for Leadership in Humanist Management, 2014.

Doctor Honoris Causa. Hanken School of Economics, 2014.

Fellow of the Academy of Management, elected in 2013.

Educator of the Year, Academy of Management, 2013.

Doctor Honoris Causa. Radbord University, 2013.

University Professor, University of Virginia.

Darden Multiyear Teaching Award, 2011, 2015 and 2019.

Darden Multiyear Research Award, 2011, 2015 and 2019.

Elected to Hall of Fame of the Reputation Institute, for scholarly contributions to field, 2011.

Elected as Fellow of the International Association of Business and Society, 2011

Lifetime Achievement Award for Scholarly Contributions, Society for Business Ethics, 2010.

Doctor Honoris Causa, Comillas University, Madrid, 2008.

Member of Honor, Aurkilan Business Ethics Institute, Bilbao, Spain.

Welling Professor, George Washington University.

*Ethisphere* Magazine, 100 Most Influential People in Business Ethics, 2007, 2008, 2009.

Top 100 Thought Leaders in Trustworthy Business Behavior. Trust Across America, 2011, 2012.

Elected Faculty Marshall by the classes of 1991, 1998, 2002, 2004, 2007, 2008. The Darden School.

SCHEV Outstanding Faculty Award, 2005.

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.

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

The Raven Society, University of Virginia, elected 1995.

Outstanding Faculty Award, The Darden School, 1993.

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 01/2021