

Robert A. Phillips
Ruffin Professor of Business Ethics
Professor of Business Administration
Darden School of Business
University of Virginia
[Google Scholar](#)

Academic Employment History:

University of Virginia (Darden)
Ruffin Professor of Business Ethics, 2025-present

York University (Schulich)
George R. Gardiner Professor in Business Ethics, 2018-2025
Director – Centre of Excellence in Responsible Business, 2021-2025

University of Richmond (Robins)
David Meade White, Jr. Chair in Business, 2016-2018
Professor, 2014-2018
Joint Appointment – PPEL Program (Philosophy, Politics, Economics & Law), 2011-2018
Associate Professor, 2005-2014

University of Melbourne - [Gourlay Visiting Professor of Ethics in Business](#), 2016-17; 2022

Cheung Kong Graduate School of Business, Shanghai - Adjunct Professor, 2007 & 2008

University of San Diego
Associate Professor, 2004-2005
Assistant Professor, 2001-2004

University of Pennsylvania (Wharton)
Visiting Professor, 1999

Georgetown University (McDonough)
Visiting Assistant Professor, 1997-2001

Scholarship (Peer Reviewed):

R. Phillips, J. Schrempf-Stirling & H. Van Buren, (forthcoming), “Stakeholder Theory and Human Rights,” *Philosophy of Management*.

J. Harrison, V. Ho, R. Phillips, (2025) “Forgiving Stakeholders,” *Academy of Management Perspectives*, 39(2): 205-26.

M. Johnson-Cramer, R. Phillips, H. Fadlallah, S. Berman, H. Elms, (2022) “What We Talk About When We Talk About Stakeholders,” *Business & Society* 61(5), 1083-1135.

K. Martin & R. Phillips, (2022) “Stakeholder Friction,” *Journal of Business Ethics*, 177: 519–531.

R. Phillips & J. Schrempf-Stirling, (2022) “Young’s Social Connection Model of Responsibility and Organizational Ethics,” *Philosophy of Management*.

- R.E. Freeman, S.D. Dmytriiev, R. Phillips, (2021) “Stakeholder Theory and the Resource-Based View of the Firm,” *Journal of Management*.
- R. Phillips, J. Schrempf-Stirling, C. Stutz, (2020) “The Past, History, and Corporate Social Responsibility,” *Journal of Business Ethics*. 166 (Oct), 203–213.
- B. Arora, A. Kourula, R. Phillips. (2020). “Emerging Paradigms of Corporate Social Responsibility, Regulation, and Governance: Introduction to the Thematic Symposium,” *Journal of Business Ethics*. 162(2), 265-268.
- J.S. Harrison, J.B. Barney, R.E. Freeman & R.A. Phillips (eds.), (2019), *The Cambridge Handbook of Stakeholder Theory*, (Cambridge, UK: Cambridge University Press).
- J.S. Harrison, R. Phillips, R.E. Freeman, (2019), “On the 2019 Business Roundtable “Statement on the Purpose of a Corporation”,” *Journal of Management*, 46(7), 1223-1237.
- J. Schrempf-Stirling, G. Palazzo & R.A. Phillips, (2016) “Historic Corporate Social Responsibility,” *Academy of Management Review*, 41(4), pp. 700-19.
- D.A. Bosse, R.A. Phillips, (2016) “Agency Theory and Bounded Self Interest,” *Academy of Management Review*, 41(2), pp. 276-97.
- R. Phillips (ed.), (2011) *Stakeholder Theory: Impact and Prospects*, (Cheltenham, UK: Edward Elgar Publishing).
- R. Phillips, S. Berman, H. Elms & M. Johnson-Cramer, (2010) “Strategy, Stakeholders and Managerial Discretion,” *Strategic Organization*, 8(2), pp. 176-83.
- R. Phillips, “Ethics and Network Organizations,” (2010) *Business Ethics Quarterly*, 20(3), pp. 533-44.
- J. Noland & R. Phillips, (2010) “Stakeholder Engagement, Discourse Ethics and Strategic Management,” *International Journal of Management Reviews*, 12(1), pp. 39-49.
Translated as: “Engajamento dos Stakeholders, Ética do Discurso e Gestão Estratégica” by Petrobras (Brazil)
- J. Harrison, D. Bosse & R. Phillips, (2010) “Managing for Stakeholders, Stakeholder Utility Functions and Competitive Advantage,” *Strategic Management Journal*, 31(1), pp. 58–74.
Selected Best Paper of 2010 by the International Association of Business & Society
Reprinted in *New Directions in Business Ethics*, Andrew Crane and Dirk Matten (eds.) (London: Sage), 2012.
Reprinted as ‘Research Insight’ by the Network for Business Sustainability.
- H. Elms & R. Phillips, (2009) “Private Security Companies and Institutional Legitimacy: Corporate and Stakeholder Responsibility,” *Business Ethics Quarterly*, 19(3), pp. 403-32.
Reprinted in Dirk Matten and Jeremy Moon (eds.) *Corporate Citizenship*, (Cheltenham, UK: Edward Elgar Publishing, 2013).
- D. Bosse, R. Phillips & J. Harrison, (2009) “Stakeholders, Reciprocity, and Firm Performance,” *Strategic Management Journal*, 30(4), pp. 447-56.
Selected Best Paper of 2009 by the International Association of Business & Society
Translated as: “Stakeholders, Reciprocidad y Resultados de las Empresa.”
- D. Bosse, R. Phillips & J. Harrison, (2008) “Creating Value By Giving It Away: The Influence of Reciprocation on Firm Performance,” *Best Paper Proceedings of the Academy of Management*, Anaheim, CA.
- R. Phillips, S. Berman, M. Johnson-Cramer & H. Elms, (2007) “Stakeholder Theory and Managerial Discretion,” *Best Paper Proceedings of the Academy of Management*, Philadelphia, PA.

- J. Harrison, D. Bosse & R. Phillips, (2007) "Stakeholder Theory and Competitive Advantage," *Best Paper Proceedings of the Academy of Management*, Philadelphia, PA.
- R.A. Phillips & M. Johnson-Cramer, (2006) "Ties that Unwind: Dynamism in Integrative Social Contracts Theory," *Journal of Business Ethics*, 68(3), pp. 283-302.
- R.A. Phillips & C. Caldwell, (2005) "Value Chain Responsibility: A Farewell to Arm's Length," *Business & Society Review*, 110(4), pp. 345-70.
Reprinted (abridged) in *Honest Work: A Business Ethics Reader (2nd ed.)*, Joanne Ciulla, Clancy Martin & Robert C. Solomon (eds.), (New York: Oxford University Press), 2010.
- S.L. Berman, R.A. Phillips & A.C. Wicks, (2005) "Resource Dependence, Managerial Discretion and Stakeholder Performance," *Best Paper Proceedings of the Academy of Management and Best Paper Finalist*. Honolulu, HI.
- R.A. Phillips, (2003) *Stakeholder Theory and Organizational Ethics*, (San Francisco: Berrett-Koehler Publishers).
Reviewed by James P. Walsh, 2005, "Taking Stock of Stakeholder Management," *Academy of Management Review*, 30(2), pp. 426-38.
Reviewed by Jeffery Smith, 2005, "Fairness, Communication and Engagement: New Developments in Stakeholder Theory," *Business Ethics Quarterly*, 15(4), pp. 711-21.
Reviewed by John Kaler, 2004, "Arriving at an Acceptable Formulation of Stakeholder Theory," *Business Ethics: A European Review* 13(1), p. 73.
Reviewed by Jeff Frooman, 2004, *Business & Society*, 43(2), pp. 221.
Reviewed by Robert G. Jones, 2004, *Personnel Psychology*, 57(4), pp. 1068-71
Reviewed by R.F White, 2004, *Choice: Current Reviews for Academic Libraries*, 41(8), p. 1518.
- R.A. Phillips, R.E. Freeman & A.C. Wicks, (2003) "What Stakeholder Theory is Not," *Business Ethics Quarterly*, 13(4), pp. 479-502.
Reprinted in *Corporate Social Responsibility*, Wesley Cragg, Mark S. Schwartz & David Weitzner (eds.) (Surry, UK: Ashgate Publishing), 2009.
Reprinted in *Stakeholder Theory: Essential Readings in Ethical Leadership and Management*, Abe J. Zakheim, Daniel E. Palmer and Mary Lyn Stoll (eds.) (Amherst, NY: Prometheus Books), 2008.
Reprinted in *Sage Major Works: Corporate Social Responsibility*, A. Crane & D. Matten, (eds.) (London: Sage Publications), 2007.
Translated and reprinted as "Che cosa non è la teoria degli stakeholder," in *Teoria Degli Stakeholder*, R. E. Freeman, Gianfranco Rusconi, e Michele Dorigatti (eds.) (Milan: Fondazione Acli Milanese), 2007.
- R.A. Phillips, (2003) "Stakeholder Legitimacy," *Business Ethics Quarterly*, 13(1), pp. 25-41.
Reprinted as "La legittimità degli stakeholder," in *Teoria Degli Stakeholder*, R. E. Freeman, Gianfranco Rusconi, e Michele Dorigatti (eds.) (Milan: Fondazione Acli Milanese), 2007.
- R.E. Freeman & R.A. Phillips, (2002) "Stakeholder Theory: A Libertarian Defense," *Business Ethics Quarterly*, 12(3), pp. 331-49.
- R. A. Phillips & J. Reichart, (2000) "The Environment as a Stakeholder? A Fairness-Based Approach," *Journal of Business Ethics*, 23, pp. 185-97.
- R.A. Phillips & J. D. Margolis, (1999) "Toward an Ethics of Organizations," *Business Ethics Quarterly*, 9(4), pp. 619-38.
- R.A. Phillips, (1998) "Normative Stakeholder Theory: Toward a Conception of Stakeholder Legitimacy," *Best Paper Proceedings of the Academy of Management and Best Paper Finalist*. San Diego, CA.
- R.A. Phillips & J.G. Clawson, (1998) "Current Events Periodicals in the Management Classroom," *Teaching Business Ethics*, Vol. 2, pp. 165-74.

R.A. Phillips, (1997) "Stakeholder Theory and A Principle of Fairness," *Business Ethics Quarterly*, 7(1), pp. 51-66.

Reprinted in *Stakeholder Theory: Essential Readings in Ethical Leadership and Management*, Abe J. Zakhem, Daniel E. Palmer and Mary Lyn Stoll (eds.) (Amherst, NY: Prometheus Books), 2008.

Scholarship (Invited):

- R. Phillips, J. Schrempf-Stirling, C. Stutz, (2023) "The Past as Corporate Social Responsibility," in S. Decker, W.M. Foster, and E. Giovannoni (eds.) *Handbook of Historical Methods for Management*, (Cheltenham, UK: Edward Elgar), pp. 359-70.
- R. Kurdyukov, S.L. Berman, M.E. Johnson-Cramer, H. Elms, and R.A. Phillips, (2023) "Managerial Discretion: A Review and Future Directions," in T. Talaulicar, (ed.) *Research Handbook on Corporate Governance and Ethics* (Cheltenham, UK: Edward Elgar), pp. 244-262.
- J. Brown, G. Davis, R. Phillips, S. Waddock, (2022) "Can Shareholder-Owned Corporations Maximize Profits Without Harming Their Stakeholders?" *Rutgers Business Review*, 7(2), 102-119.
- R.E. Freeman, R. Phillips, R. Sisodia, (2020) "Tensions in Stakeholder Theory," *Business & Society*, 59(2): 213-31.
- J. Schrempf-Stirling, R.A. Phillips, (2018) "Agency and Responsibility: The Case of the Food Industry and Obesity," in R. Hinch & A. Gray (eds.) *A Handbook of Food Crime* (Bristol, UK, Policy Press).
- B.L. Parmar, R. Phillips, R.E. Freeman, (2017) "A Pragmatist Approach to Business Ethics Research" in P.H. Werhane, R.E. Freeman & S. Dmytriiev (eds.), *Cambridge Handbook of Research Approaches to Business Ethics and Corporate Responsibility*, (Cambridge, UK: Cambridge University Press), pp. 258-69.
- B.L. Parmar, R. Phillips, R.E. Freeman, (2015) "Pragmatism and Organization Studies," in R. Mir, H. Willmott & M. Greenwood (eds.), *The Routledge Companion to Philosophy in Organizational Studies*, (London: Routledge).
- M-C Ingerson, et al., (2015) "Normative Stakeholder Capitalism: Getting from Here to There," *Business & Professional Ethics Journal*, 34(3), pp. 377-406.
- R. Phillips, "Stakeholders, Ethics and Organizational Performance," (2014) in *Delivering Tomorrow*, Deutsche Post DHL.
- H. Elms & R.A. Phillips, "Stakeholders," (2013) in D.J. Teece & M. Augier (eds.), *Palgrave Encyclopedia of Strategic Management*, (London: Palgrave).
- J. Schrempf-Stirling, G. Palazzo, & R.A. Phillips, (2013) "Ever Expanding Responsibilities: Upstream and Downstream Corporate Social Responsibility," in A. Lindgreen, S. Sen, F. Maon, J. Vanhamme (eds.), *Sustainable Value Chain Management*, (London: Gower Publishing), pp. 353-368.
- R.A. Phillips (2013) "Sybille Sachs & Edwin Rühli, "Stakeholders Matter: A New Paradigm for Strategy in Society," *Business and Professional Ethics Journal*, 32(1-2), p. 129-134. Book review.
- R. Phillips, S. Berman, H. Elms & M. Johnson-Cramer, (2011) "Stakeholder Orientation, Managerial Discretion and Nexus Rents," in R. Phillips, (ed.), *Stakeholder Theory: Impact and Prospects*, (Cheltenham, UK: Edward Elgar Publishing).

- R. Phillips and R. E. Freeman (eds.), (2010) *Stakeholders*, (Cheltenham, UK: Edward Elgar Publishing).
- H. Elms, S. Brammer, J.D. Harris & R. Phillips, (2010) “New Directions in Strategic Management and Business Ethics,” *Business Ethics Quarterly*, 20(3), 401-26.
- R. Phillips & R. E. Freeman, (2008) “Corporate Citizenship and Community Stakeholders,” in A.G. Scherer & G. Palazzo (eds.) *Handbook of Research on Global Corporate Citizenship*. (Cheltenham, UK: Edward Elgar), pp. 99-115.
- R. Phillips, (2008) “European and American Perspectives on Corporate Social Responsibility,” *Business Ethics: A European Review*, 17(1), pp. 69-73.
- M. Johnson-Cramer & R.A. Phillips, (2007) “Not How Much But How? The Ethics of Cash Balance Pension Conversions,” Robert Kolb (ed.) *Private Retirement Security: Social and Ethical Issues*. (London: Blackwell).
- R.A. Phillips, (2007) “Book Notes: David Vogel, *The Market for Virtue*,” *Business Ethics Quarterly*, 17(2), p. 367. Book review.
- M. Johnson-Cramer & R.A. Phillips, (2005) “Stakeholders,” in Carl Mitcham (ed.), *Encyclopedia of Science, Technology, and Ethics*. (Detroit: Macmillan).
- R.A. Phillips, (2004) “Some Key Questions About Stakeholder Theory,” *Ivey Business Journal* (online).
- R.A. Phillips, (2004) “Brief Remarks on the Evolutionary Method,” *Ruffin Series No. 4, Business, Science & Ethics*, pp. 235-38.
- R.A. Phillips, (1999) “On Stakeholder Delimitation,” in Donna J. Wood, (ed.) “Living Stakeholder Theory: A Tribute to the Life and Works of Max Clarkson,” *Business & Society*, 38(1), pp. 32-34.
- R.E. Freeman & R.A. Phillips, (1999) “Business Ethics: Pragmatism and Postmodernism,” in R.E. Frederick (ed.), *A Companion to Business Ethics*, (Oxford: Blackwell), pp. 128-138.

Research In Progress:

With D. Bosse, “Modern Property Rights Theory and Responsibility” (under review)

With S. Clark-Hamel and R.E. Freeman, “Three Conditions for Stakeholder Identification”

“Delimiting Stakeholder Theory: Some Boundary Considerations.”

Selected Presentations:

- 2024 Research Presentation, “Stakeholder Theory & Social Justice,” Institute for the Study of Corporate Social Responsibility, Ted Rogers School of Management, Toronto Metropolitan University.
- 2024 Research Presentation, “Stakeholder Theory: Some Boundary Considerations,” Darden School of Business, University of Virginia.
- 2024 **Keynote Address**, [Responsible Business Research Conference](#), Tampere University, Finland.

- 2024 Research Presentation, [R:ETRO Seminar Series](#) (Reputation: Ethics, Trust, and Relationships at Oxford), Oxford University Centre for Corporate Reputation - Saïd Business School.
- 2021 “Teaching Business Ethics” Invited seminar for University of New Mexico
- 2020 “Can Shareholder-owned Corporations Maximize Profits Without Harming Their Stakeholders?” [QUASI Seminar Series](#), Rutgers Institute for Corporate Social Innovation, Rutgers University.
- 2017 Seventeenth Annual James A. and Linda R. Mitchell/The American College Forum on Ethical Leadership in Financial Services.
- 2017 **Gourlay Lecture**, “Organizing for Responsibility,” University of Melbourne
- 2016 Invited Lectures, LM Thapar School of Management, Thapar University, Patiala, Punjab (India).
- 2013 **Keynote Address**, “Banking & Social Value,” 3rd Annual Lecture on Responsible Capitalism, Dublin City University, Ireland, May.
- 2012 Panel - “The Art of Teaching Business Ethics,” Plenary Session, Fifth ISBEE World Congress, International Society for Business, Ethics and Economics, Warsaw, Poland.
- 2010 **Keynote Address**, 4th International Conference on Corporate Social Responsibility, Humboldt-Universität zu Berlin, Germany, September.
- 2010 **Keynote Address**, Social Responsibility Division – Administrative Sciences Association of Canada, Regina, SK.
- 2010 **Master Teacher** - Master Class in Business Ethics - First Annual Conference on Teaching Ethics in Universities - Sponsored by the Wheatley Institution and the Society for Business Ethics, Brigham Young University, Utah, May.
- 2009 “Ethics in Network Organizations” **Presidential Address to Society for Business Ethics Annual Meeting.**
- 2008 with D. Bosse & J. Harrison, “Creating Value By Giving It Away: The Influence of Reciprocation on Firm Performance,” Academy of Management, Anaheim, CA. August. **Selected for Best Paper Proceedings**
- 2008 “Value Chain Responsibility” USAID Kazakhstan Corporate Social Responsibility Program, Washington, D.C., March 26.
- 2007 with S. Berman, M. Johnson-Cramer & H. Elms, “Stakeholder Theory and Managerial Discretion,” Academy of Management, Philadelphia, PA. **Selected for Best Paper Proceedings**
- 2006 “Stakeholder Management – The State of the Art,” Constance Academy of Business Ethics September, University of Applied Sciences, Konstanz, Germany
- 2006 “Stakeholder Theory and Network Ethics” invited presentation at Stakeholder Mini-conference, University of Washington, Seattle, WA.
- 2005 with S.L. Berman & A.C. Wicks, “Resource Dependence, Managerial Discretion and Stakeholder Performance,” Academy of Management, Honolulu, HI. **Selected for Best Paper Proceedings and Best Paper Finalist.**
- 2004 **Keynote Address** - 6th International Conference on Ethics Across the Curriculum, Oregon State University.
- 2003 **Prudential Lecturer**, “Supply Chain Ethics: A Farewell to Arm’s Length,” Rutgers University.

- 1998 with J.D. Margolis, "Toward an Ethics of Organizations," Society for Business Ethics, August 1998.
Best Conference Paper.
- 1998 "Normative Stakeholder Theory: Toward a Conception of Stakeholder Legitimacy," Academy of Management.
Selected for Best Paper Proceedings and Best Paper Finalist
- 1996 "Stakeholder Theory and a Principle of Fairness," Society for Business Ethics.
- 1996 with Maureen Bezold, "Organizations as the Object of Stakeholder Activism," International Association of Business & Society.

Education:

PhD	Darden Graduate School of Business Administration, University of Virginia, 1997
MBA	University of South Carolina, 1994
BSBA	Appalachian State University, 1991

Professional Organizations and Service:

- *Journal of Business Ethics*
 - Consulting Editor, 2020-2021; 2023-2025
 - Moderator: Reviewer Masterclass (June & October, 2024)
 - Special Issues Editor, 2017-2020
 - Section Editor (Strategy and Business Ethics), 2022-Present
 - Section Editor (Corporate Responsibility), 2015-17
- Associate Editor - *Business & Society*, 2009-2012, 2014-2015
- Executive Board - *Philosophy of Management*, 2023-present
- PhD Committees
 - Judith Schrempf (-Stirling) – University of Lausanne (Switzerland)
 - Divya Bhutani – University of Twente (Netherlands)
 - Katinka Quintelier – University of Amsterdam (Netherlands)
 - Sergiy Dmytriiev – University of Virginia (Darden)
 - Hussein Fadlallah – York University (Co-Chair)
- Convener (w/ R.E. Freeman & B. Parmar) - Summer Seminar on Stakeholder Theory
 - University of Virginia (2022 & 2023)
 - University of Sao Paulo (Brazil) (2024)
 - University of Tampere (Finland) (2025)
- Editorial Review Board
 - *Business Ethics Quarterly*, 2006-2011
 - *Business & Society*, 2008-2015
- Strategic Management Society
 - Representative-at-Large, 2012-2014
 - Launch Committee – Stakeholder Strategy Interest Group
 - Manuscript Development Workshop Coordinator, 2011

- Society for Business Ethics
 - Society President, 2009
 - Annual Meeting Program Chair, 2008
 - Board of Directors, 2006-2010
 - Emerging Scholars Program Co-Chair, 2013-16
- Social Issues in Management Division – Academy of Management
 - Best Student Paper Committee – 2012-2014 (2014 Chairman)
 - Manuscript Development Workshops – 2011-2015
 - Speaker/Mentor – Junior Faculty Consortium – 2011-2020
 - Speaker/Mentor – Doctoral Consortium – 2009-2020
 - Society for Business Ethics Liaison – 2007-2010
 - Keynote Speech Coordinator
 - 2006 (Ray Anderson – Interface, Inc.)
 - 2007 (Robert Frank – Cornell University & *New York Times*)
 - 2008 (Rakesh Khurana – Harvard Business School)
- International Association of Business and Society
 - Representative-at-Large – 2015-2018
 - Best Paper Committee - 2005, 2009-2010
- *Ad Hoc* Reviewer:
 - *Academy of Management Review*
 - *Strategic Management Journal*
 - *Journal of Business Ethics*
 - *Business Ethics Quarterly*
 - *Business & Society*
 - *Organization Studies*
 - *Journal of Management Studies*
 - Oxford University Press
 - Cambridge University Press
 - Edward Elgar Publishing Inc.
 - Berrett-Koehler Publishers