

MARY-HUNTER (“MAE”) MCDONNELL

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Citizenship: USA

Last Updated:

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ACADEMIC POSITIONS

The Wharton School, The University of Pennsylvania, Philadelphia, PA

2020 - Associate Professor of Management (with tenure)

2019 - 2020 Clarence Nickman Assistant Professor of Management

2015 - 2019 Assistant Professor of Management

McDonough School of Business, Georgetown University, Washington, DC

2013 - 2015 Assistant Professor of Strategy, Economics and Public Policy

Northwestern University School of Law, Northwestern University, Chicago, IL

2011 - 2013 Visiting Assistant Professor of Law and (by courtesy) Business

EDUCATION

2013 Ph.D. **Kellogg School of Management**. Northwestern University, Evanston, IL
Management & Organizations

2011 J.D. **Harvard Law School**. Harvard University, Cambridge, MA

2006 B.A. **The University of North Carolina at Chapel Hill**. Chapel Hill, NC
Philosophy, *Highest Honors*, *Phi Beta Kappa*, *National Merit Scholar*

RESEARCH INTERESTS

Organizational Theory; Political Sociology; Corporate Governance; Non-market Strategy; Corporate Social and Political Activity; Misconduct and Punishment

REFEREED JOURNAL PUBLICATIONS

[15] Ishva Minefee, Mary-Hunter McDonnell and Timothy Werner, 2021. “Reexamining investor reaction to corporate political activity: A replication and extension of Werner (2017)” *Strategic Management Journal*, Forthcoming.

[14] Mary-Hunter McDonnell, Kate Odziemkowska and Elizabeth Pontikes, 2021. “Bad company: Shifts in Social Activists’ Tactics and Resources after Industry Scandals.” *Organization Science*, Forthcoming.

- [13] Mary-Hunter McDonnell and J. Adam Cobb. 2020. "Take a stand or keep your seat: Board turnover after social movement boycotts." *Academy of Management Journal*, 63:4, 1028-1053.
- [12] Mary-Hunter McDonnell and Brayden G King. 2018. "Order in the Court: The Influence of Firm Status and Reputation on the Outcomes of Employment Discrimination Suits." *American Sociological Review*, 83(1): 61-87.
- [11] Mary-Hunter McDonnell & Timothy Werner, 2016. "Blacklisted Businesses: Social Activists' Challenges and the Disruption of Corporate Political Activity." *Administrative Science Quarterly*, 61: 584-620.
- [10] Mary-Hunter McDonnell. 2016. "Radical Repertoires: The Incidence and Impact of Corporate-Sponsored Social Activism." *Organization Science*, 27: 53-71.
- [9] Mary-Hunter McDonnell, Brayden King, & Sarah Soule. 2015. "A Dynamic Process Model of Contentious Politics: Activist Targeting and Corporate Receptivity to Social Challenges." *American Sociological Review*, 80(3): 654-78.
*Web of Science Highly Cited Paper
- [8] Rachel Ruttan, Mary-Hunter McDonnell & Loran Nordgren. 2015. "Having 'Been There' Doesn't Mean I Care: When Shared Experience Reduces Compassion for Emotional Distress." *Journal of Personality and Social Psychology*, 108(4): 610-622.
- [7] John Joseph, William Ocasio & Mary-Hunter McDonnell. 2014. "The Structural Elaboration of Board Independence: Executive Power, Institutional Logics, and the Adoption of CEO-only Board Structures in U.S. Corporate Governance." *Academy of Management Journal*, 57: 1536-1543.
- [6] Mary-Hunter McDonnell & Brayden King. 2013. "Keeping up Appearances: Reputational Threats and Impression Management after Social Movement Boycotts." *Administrative Science Quarterly*, 58: 387-419.
*Web of Science Highly Cited Paper
- [5] Janice Nadler & Mary-Hunter McDonnell. 2012. "Moral Character, Motive, and the Psychology of Blame." *Cornell Law Review*, 97: 257-304.
- [4] Loran Nordgren & Mary-Hunter Morris McDonnell. 2011. "The Scope-Severity Paradox: Why Doing More Harm is judged to be Less Harmful." *Social Psychological and Personality Science*. 2:97-102.
- [3] Loran Nordgren, Mary-Hunter Morris McDonnell & George Loewenstein. 2011. "What Constitutes Torture? Psychological Impediments to an Objective Evaluation of Interrogation Tactics." *Psychological Science*, 22: 689-694.

[2] Paul Hirsch & Mary-Hunter Morris. 2010. “Immoral but not Illegal: Monies vs. Mores Amidst the Mortgage Meltdown.” *Strategic Organization* 8:60.

[1] Mary-Hunter Morris. 2010. “Babies and Bathwater: Seeking an Appropriate Standard of Review for the Asylum Applications of Former Child Soldiers.” *Harvard Human Rights Journal*, 21: 281-299.

WORKING PAPERS

[16] Kate Odziemkowska and Mary-Hunter McDonnell, “Ripple effects: How firm-activist collaborations reduce movement contention” (Under first-round review at *Strategic Management Journal*)

[17] Mary-Hunter McDonnell and Samantha Darnell, “Profiting from Protest: A Contingency Model of the Effects of Anti-corporate Activism” (Preparing for submission to *American Sociological Review*)

INVITED WORK AND WORK IN PROCEEDINGS OR EDITED VOLUMES

[21] Stephanie Creary, Mary-Hunter McDonnell, Sakshi Ghai, & Jared Scruggs 2019. When and why diversity improves your board’s performance. *Harvard Business Review*, March 27, 2019.

[22] Rachel Ruttan, Mary-Hunter McDonnell & Loran Nordgren. 2015. “It’s Harder to Empathize with People if You’ve Been in their Shoes.” *Harvard Business Review*, October 20, 2015

[23] Mary-Hunter McDonnell. 2015. Review of *Terrified: How Anti-Muslim Fringe Organizations Became Mainstream* by Christopher Bail. Princeton, NJ: Princeton University Press. *Administrative Science Quarterly*.

[24] Mary-Hunter McDonnell. 2015. Review of *From Social Movement to Moral Market: How the Circuit Riders Sparked an IT Revolution and Created a Technology Market* by Paul-Brian McInerney. Stanford, CA: Stanford University Press. *Administrative Science Quarterly*, 60:NP47-NP49.

[25] Mary-Hunter McDonnell. 2015. “Non-market strategy,” in *Encyclopedia of Corporate Reputation*, Sage.

[26] Brayden King & Mary-Hunter McDonnell. 2015. “Good firms, good targets: The Relationship between Corporate Social Responsibility, Reputation, and Activist Targeting.” In *Corporate Social Responsibility in a Globalizing World*, 430-454. Cambridge Univ. Press.

[27] Brayden G. King & Mary-Hunter McDonnell, 2012. “Social Movements,” in *Encyclopedia of Management Theory*, Sage.

COLUMNS AND CASE STUDIES

Why ‘woke’ NBA is struggling to balance its values with Chinese expansion. October 15, 2019. *The Conversation*. <https://theconversation.com/why-woke-nba-is-struggling-to-balance-its-values-with-chinese-expansion-125286>

Case Study – Delta Airlines Boycott. November 21, 2011. *Financial Times*
<http://www.ft.com/intl/cms/s/0/b0ef35ac-1206-11e1-8ab1-00144feabdc0.html#axzz20Kh972Um>

What the Breitbart-Kellogg Feud Says About the Next Era of American Politics. December 13, 2016.
Fortune. <http://fortune.com/2016/12/13/breitbart-kellogg-donald-trump/>

Why Google’s prestigious reputation could be a liability in its discrimination lawsuits. March 9, 2018.
Quartz.. <https://work.qz.com/1225090/google-discrimination-lawsuits-prestigious-companies-often-receive-harsher-punishment/>

GRANTS, HONORS AND AWARDS

2020. Wharton Teaching Excellence Award

2019. Wharton Teaching Excellence Award

2019. People’s Choice Best Presentation Award, Alliance for Research on Corporate Sustainability (ARCS) Annual Conference, Kenan-Flagler Business School, UNC-Chapel Hill

2018. Wharton Teaching Excellence Award

2018. *Organization Science* Outstanding Reviewer Award

2017. Winner of the Stakeholder Strategy Best Proposal Award at the SMS Annual Meeting in Houston, TX for “Co-opting Contention: Field-level Effects of Firm-NGO Alliances.”

2017. *Organization Science* Outstanding Reviewer Award

2017. *Academy of Management Journal* Best Reviewer Award

2015. *Organization Science* Outstanding Reviewer Award

2014. Winner of the Best Conference Paper Award at the SMS Annual Meeting in Madrid, Spain for “Blacklisted Benefactors: The Political Contestation of Nonmarket Strategy.”

2014. Winner of the Best Dissertation Award, Oxford University Centre for Corporate Reputation

2014. *Organization Science* Outstanding Reviewer Award

2014. People’s Choice Best Presentation Award, Alliance for Research on Corporate Sustainability (ARCS) Annual Conference, Johnson School of Management, Cornell University

2013. Honorable Mention, Art Stinchcombe Dissertation Prize in Organization Studies

2012. Winner of the Best Paper Award at the Alliance for Research on Corporate Sustainability (ARCS) PhD Academy for “If You Can’t Beat them, Join Them: Corporate Sponsorship of Social Movement Boycotts”

2012. Finalist in INFORMS/Organization Science Dissertation Proposal Competition. Institute for Operations Research and Management Science (INFORMS)

2008. Winner of the Williston Contract Drafting and Negotiation Competition (Annual competition open to all first year students at Harvard Law School)

TEACHING EXPERIENCE

- **Negotiations** (MBA): 2021, The Wharton School
- **Sociological Foundations of Management** (PhD): 2016-2020, The Wharton School
- **Organization Theory** (PhD): 2017-18, The Wharton School
- **Corporate Governance** (MBA/BS): 2015-20, The Wharton School
- **Strategic Management** (BS): 2014-15, Georgetown's McDonough School of Business
- **Business Law** (JD/MBA): 2012-2013, Northwestern Law School and Kellogg
- **Corporate Governance and Stakeholder Activism** (JD): 2012-2013, Northwestern Law School

INVITED RESEARCH SEMINARS

- * Bocconi (Milan, Italy), 2021 (*scheduled*)
- * University of Michigan, Ross School of Business, Strategy Dept. (Ann Arbor, MI), 2020
- * Harvard Business School, Strategy Unit (Cambridge, MA), 2019
- * Stanford Graduate School of Business, Organizational Behavior Dept (Palo Alto, CA) 2019
- * London Business School, Strategy and Entrepreneurship Dept. (London, UK), 2019
- * Columbia University, Columbia Business School, Management Division (New York, NY), 2018
- * Northwestern, Kellogg School of Management, Social Movements Seminar (Evanston, IL), 2018
- * MIT, Sloan School of Business, Economic Sociology Group (Cambridge, MA), 2018
- * University of Michigan, Ross School of Business, Strategy Dept. (Ann Arbor, MI), 2018
- * University of Pennsylvania, Sociology Department (Philadelphia, PA), 2018
- * Temple University, Fox School of Business, HR & OB Department (Philadelphia, PA), 2017
- * Rotterdam School of Management, Strategic Mgmt & Ent. Dept (Rotterdam, ND), 2017
- * Univ. of Illinois at Urbana-Champaign, Strategy & Entrepreneurship Dept. (Champaign, IL), 2017
- * Emory Goizueta Business School, Organization & Management Dept. (Atlanta, GA), 2017
- * University of Pennsylvania, Wharton School, Legal Studies & Ethics Dept. (Philadelphia, PA), 2016
- * INSEAD, Organisational Behaviour Dept. (Fontainebleau, France), 2016
- * The University of California, Haas School of Business, M&O Dept. (Berkeley, CA), 2015
- * George Washington University School of Business, Strategy Dept. (Washington, DC), 2015
- * New York University, Stern School of Business, Management Dept. (New York, NY), 2015
- * Cornell University, Johnson School of Management, M&O Dept. (Ithaca, NY), 2015
- * University of Pennsylvania, Wharton School, Management Dept. (Philadelphia, PA), 2014
- * U. Chicago, Booth School of Business, Organizations & Strategy Dept. (Chicago, IL), 2014
- * University of Michigan, Ross School of Business, M&O Dept. (Ann Arbor, MI), 2014
- * Columbia University, Columbia Business School, Management Dept. (New York, NY), 2014
- * Yale University, Yale School of Management, OB Dept. (New Haven, CT), 2014
- * Georgetown Law Center, Law & Economics Workshop (Washington, DC), 2014
- * University of Maryland, Robert H. Smith School of Business (College Park, MD), 2014
- * University of Texas, McCombs School of Business, Management Dept. (Austin, TX), 2014
- * University of Texas, McCombs School of Business, BG&S Dept. (Austin, TX), 2013
- * University of Southern California, Marshall School of Business, M&O Dept. (Los Angeles, CA), 2013
- * Harvard University, Harvard Business School, OB Dept. (Cambridge, MA), 2012
- * Georgetown University, McDonough School of Business, Strategy Dept. (Washington, DC), 2012
- * University of Pennsylvania, Wharton School, Legal Studies & Ethics Dept. (Philadelphia, PA), 2012
- * McGill University, Desautels Faculty of Management, Strategy Dept. (Montreal, Canada), 2012
- * Pennsylvania State University, Smeal College of Business, M&O Dept. (State College, PA), 2012
- * University of Georgia, Terry College of Business, Management Dept. (Athens, GA), 2012
- * University of Missouri, Trulaske College of Business, Management Dept. (Columbia, MO), 2012
- * University of Virginia, School of Law (Charlottesville, VA), 2012
- * University of Illinois, School of Law (Urbana-Champaign, IL), 2012

CONFERENCE PRESENTATIONS

- * Strategic Management Society Annual Meeting (Minneapolis, MN), 2019
- * University of Chicago Harris School of Public Policy, Private Politics Conference (Chicago, IL), 2019
- * Economic Sociology Conference, Emory University (Atlanta, GA), 2019
- * Oxford Reputation Symposium (Oxford, UK), 2019
- * Academy of Management Annual Meeting (Boston, MA), 2019
- * 4th Lugano Conference on Organizations, Università della Svizzera italiana (Lugano, Switzerland), 2019
- * Alliance for Research on Corporate Sustainability, Kenan-Flagler Business School (Chapel Hill, NC), 2019
- * Strategy and the Business Environment Conference, Stanford GSB (Palo Alto, CA), 2019.
- * Strategic Management Society Special Conference on Strategic Leadership (Las Vegas, NV), 2019
- * Organization Science Winter Conference (Phoenix, AZ), 2019
- * Strategy Research Foundation Annual Meeting (Paris, France), 2018
- * Economic Sociology Conference, Kenan-Flagler Business School (Chapel Hill, NC), 2018
- * Harvard Kennedy School, Rethinking Cross-Sector Social Innovation Conference (Cambridge, MA), 2018
- * Strategic Management Society Annual Meeting, (Houston, TX), 2017
- * Duke Strategy Conference (Durham, NC), 2017
- * Oxford Reputation Symposium (Oxford, UK), 2017
- * Academy of Management Annual Meeting (Atlanta, GA), 2017
- * European Group of Organization Studies Annual Meeting (Copenhagen, Denmark), 2017
- * INFORMS College of Organization Science Annual Conference (Nashville, TN), 2016
- * Junior Faculty Organization Theory Conference, Carnegie Mellon (Pittsburgh, PA), 2016
- * Academy of Management Annual Meeting (Anaheim, CA), 2016
- * Academy of Management Annual Meeting (Vancouver, Canada), 2015
- * Strategy and the Business Environment Conference, Harvard Business School (Cambridge, MA), 2015.
- * Strategic Management Society Annual Meeting (Madrid, Spain), 2014
- * American Sociological Association Annual Meeting (San Francisco, CA), 2014
- * Academy of Management Annual Meeting (Philadelphia, PA), 2014
- * NGOs and Reputation Workshop, Oxford Centre for Corporate Reputation (Oxford, UK), 2014
- * European Group of Organization Studies Annual Meeting, Erasmus University (Rotterdam, NL), 2014
- * Alliance for Research on Corporate Sustainability, Johnson School of Management (Ithaca, NY), 2014
- * Strategy and the Business Environment Conference, Kellogg School of Management (Evanston, IL), 2014
- * Sustainability and the Corporation: Big Ideas, Harvard Business School (Cambridge, MA), 2013
- * Academy of Management Annual Meeting (Orlando, FL), 2013
- * Strategic Management Society Annual Meeting (Prague, Czech Republic), 2012
- * Academy of Management Annual Meeting, (Boston, MA), 2012
- * Academy of Management Annual Meeting (San Antonio, TX), 2011
- * Strategic Management Society Annual Meeting, (Rome, Italy), 2010
- * American Sociological Association Annual Meeting (Atlanta, GA), 2010
- * Academy of Management Annual Meeting, (Montreal, QC), 2010
- * Trans-Atlantic Doctoral Conference, London Business School (London, UK), 2010
- * Israel Strategy Conference, (Be'er Sheva, Israel), 2009
- * Strategic Management Society Annual Meeting (Washington, DC), 2009

PROFESSIONAL SERVICE AND AFFILIATIONS

Committee Service:

- Wharton Management Seminar Committee (co-chair), 2020-2021
- Committee on Academic Freedom and Responsibility, 2020-2021
- Wharton Dean's Advisory Committee, 2019-2020
- Management Department Internal Q-Review Committee, 2019-2021

Student Advising:

Kate Odziemkowska, Committee Member, 2016-2019, Placement: Rice University
Brian Hathaway, Committee Member, 2018-present
Samantha Darnell, Primary Advisor, 2018-present
Anna McKean (Kellogg PhD), Committee Member, 2019-present

Editorial Positions:

Senior Editor, *Organization Science*, 2020-present
Editorial Board, *Organization Science*, 2015-2020
Editorial Board, *Administrative Science Quarterly*, 2016-present
Editorial Board, *Academy of Management Journal*, 2016-present
Associate Editor, *Management Science* Special Issue on Business and Climate Change, 2019-20

Ad Hoc Reviewer (Last Three Years):

American Sociological Review, *American Journal of Sociology*, *Strategic Management Journal*,
Management Science

Leadership:

Academy of Management, OMT Research Committee, 2018-present (Chair, 2019-present)
Strategic Management Society, Stakeholder Strategy Interest Group, 2018-present (Associate
Program Chair, 2019-present)
Executive Committee of the INFORMS Organization Theory Section, 2015-19 (Chair 2018-19)
Program Committee for the Strategy and the Business Environment conference, 2017, 2019.
Program Committee for the Society for Institutional and Organizational Economics Conference,
2019-present

Memberships:

Academy of Management, American Sociological Association, Strategic Management Society,
and the European Group of Organization Studies

Other:

Judge of the 2014 INFORMS Organization Science Dissertation Proposal Competition

PROFESSIONAL EXPERIENCE

MAYER BROWN, LLP, Chicago, IL

Summer Associate, Summer 2007, Summer 2008.

OFFICE OF THE PRESIDENT OF THE SUPREME COURT OF THAILAND, Bangkok, Thailand

Research Clerk to Chief Judge Thammanoon Phitayaporn, Summer 2006

SENATE FOREIGN RELATIONS COMMITTEE, Washington, DC

Research Assistant, Spring 2006

PROFESSIONAL APPEARANCES

* Organization for International Investment 2019 CEO Circle – Presentation on “Changing Landscape of Social and Political Risk in the US”

* Wharton Lifelong Learning – Joe Talks: Empowering Women Alumnae Event (New York, NY), 2017

* Family Office Exchange – Panel on “Navigating the Family Business Brand and Culture in a Chaotic

World,” (Chicago, IL), 2017

* Brown-Forman Annual Meeting – Panel on the Changing Social and Political Landscape, (Louisville, KY), 2017

SELECTED MEDIA MENTIONS

What will Amazon CEO Jeff Bezos do as executive chair? February 3, 2021. *National Public Radio (Marketplace)*

[What will Amazon CEO Jeff Bezos do as executive chair? - Marketplace](#)

The Trump business backlash: Corporate ‘woke-washing’ or new era? January 19, 2021. *Al Jazeera English*.

[The Trump business backlash: Corporate ‘woke-washing’ or new era? | Business and Economy News | Al Jazeera](#)

Chesapeake doughnut shop finds itself at center of Capitol social media fire. January 13, 2021. *The Virginian-Pilot*

[Chesapeake doughnut shop finds itself at center of Capitol coup social media fire - The Virginian-Pilot \(pilotonline.com\)](#)

Due to “stigma,” companies are pulling money from Trump and the GOP. January 11, 2021. *National Public Radio (Marketplace)*

[Due to "stigma," companies are pulling money from Trump and the GOP - Marketplace](#)

‘Social Movements are Contagious’: Protests within Mass. Companies are part of a Growing Trend. August 4, 2020. *National Public Radio (Bostonmix)*.

<https://www.wbur.org/bostonmix/2020/08/04/company-protests-black-lives-matter-whole-foods?fbclid=IwAR1UIrbYWUDjUtu5orZrS9LvjboSjdWs-SHZfPJfvZdqmcos-UF9aKBLgw>

Corporate Activism Gets its Day. Ben & Jerry’s has been at it for Years. June 5, 2020. *Wall Street Journal*.

<https://www.wsj.com/articles/corporate-activism-gets-its-day-ben-jerrys-has-been-at-it-for-decades-11591365921>

Tech Companies Denounce Racism. Will Silicon Valley Change? June 2, 2020. *Wired*.

https://www.wired.com/story/tech-companies-denounce-racism-will-silicon-valley-change/?fbclid=IwAR0max8_WMWIA2LQdiHPZZjHXtsEt5GAR2T5j5XkdQVZDMf4V9T9xk0nbA

Shareholders vs. Stakeholders. September 9, 2019. *American Enterprise Institute*.

<https://www.aei.org/economics/shareholders-vs-stakeholders/>

Why SoulCycle and Equinox could be especially vulnerable to boycotts. August 13, 2019. *Washington Post*.

<https://www.washingtonpost.com/business/2019/08/13/why-soulcycle-equinox-could-be-especially-vulnerable-boycotts/>

Hollywood invested big in Georgia. A new abortion law is causing some tensions. May 23, 2019. *New York Times*.

<https://www.nytimes.com/2019/05/23/arts/hollywood-georgia-abortion.html>

- Travel and hotel companies break ties to the NRA amid anger over Florida school shooting. February 24, 2018. *Los Angeles Times*.
<http://www.latimes.com/nation/la-na-school-shooting-nra-sponsors-20180224-story.html>
- Companies cut ties with NRA after Florida school shooting. February 23, 2018. *CBS News*.
<https://www.cbsnews.com/news/companies-cutting-ties-with-nra-after-florida-school-shooting/>
- Boycott Politics. Summer 2017. *Stanford Social Innovation Review*.
https://ssir.org/articles/entry/boycott_politics
- Gap's sinking stock wipes billions from Fisher family wealth. June 10, 2017. *San Francisco Chronicle*.
<http://www.sfchronicle.com/business/article/Gap-s-sinking-stock-wipes-billions-from-Fisher-11209435.php>
- Women Held to Higher Ethical Standard than Men, Study Shows. June 2, 2016. *National Public Radio*. (All Things Considered)
<http://www.npr.org/2016/06/02/480487259/women-held-to-higher-ethical-standard-than-men-study-shows>
- Social Media Shaming: Can Outrage be Effective? November 20, 2015. *Knowledge@Wharton*.
<http://knowledge.wharton.upenn.edu/article/social-media-shaming-can-outrage-be-effective/>
- Do We Have Less Sympathy for People Facing Things We've Overcome? October 20, 2015. *National Public Radio*. (Morning Edition)
<http://www.npr.org/2015/10/20/450175865/do-we-have-less-sympathy-for-people-facing-things-weve-overcome?>
- Human Rights Campaign says Barilla has turned around its policies on LGBT. November 19, 2014. *Washington Post*
http://www.washingtonpost.com/politics/human-rights-campaign-says-barilla-has-turned-around-its-policies-on-lgbt/2014/11/18/9866efde-6e92-11e4-8808-afaa1e3a33ef_story.html
- Women at Business School – Mae McDonnell, Professor. January 12, 2014. *Financial Times*
<http://www.ft.com/intl/cms/s/2/9b332060-61b0-11e3-916e-00144feabdc0.html#axzz2qIwovSCK>
- The Russian Vodka Boycott is Working, whether you Like It or Not. August 8, 2013. *The Atlantic*
<http://www.theatlanticwire.com/global/2013/08/russian-vodka-boycott-working-whether-you-it-or-not/68136/>
- Morning Risk Report: Donating to Charities in Face of Boycott. August 7, 2013. *Wall Street Journal*
<http://blogs.wsj.com/riskandcompliance/2013/08/07/morning-risk-report-donating-to-charities-in-face-of-boycott/>
- Charity Might Not Protect Your Company from a Boycott – But it could lessen the Blow. August 6, 2013. *Forbes*
<http://www.forbes.com/sites/kathryndill/2013/08/06/charity-might-not-protect-your-company-from-a-boycott-but-it-could-lessen-the-blow/>
- No Good Deed Unpunished for US Corporate Citizens. September 13, 2012. *Reuters*
<https://research.tdwaterhouse.ca/research/public/Markets/NewsArticle/1314-L1E8KD62H-1>

Water Boarding isn't Torture? Try it. *CNN.com*

<http://www.cnn.com/2011/11/16/opinion/nordgren-waterboarding/index.html>

Empathy and Torture. April 14, 2011. *The Economist*

http://www.economist.com/blogs/democracyinamerica/2011/04/interrogation_techniques

Does the 'Empathy Gap' Encourage Torture? April 20, 2011. *The Huffington Post*

http://www.huffingtonpost.com/wray-herbert/empathy-gap-torture_b_844996.html

The More Victims, the Less Severe the Judgment. September 13, 2010. *Wired*

<http://www.wired.com/wiredscience/2010/09/scope-severity-paradox/>