

Thomas Donaldson

The Mark O. Winkelman Professor
The Wharton School
University of Pennsylvania
Department of Legal Studies and Business Ethics

1996- present: The Mark O. Winkelman Professor of Legal Studies, The Wharton School, University of Pennsylvania.

2010-2013: Director, the Zicklin Center for Business Ethics Research, The Wharton School, University of Pennsylvania.

1990-1996: The John F. Connelly Professor of Business Ethics, School of Business, Georgetown University*

1988-1989: The C. Stewart Sheppard Professor of Business Administration, Darden Graduate School of Business, University of Virginia

1984-1988: The Henry J. Wirtenberger Professor of Ethics, Department of Philosophy, Loyola University of Chicago; 1981-84, Assoc. Professor; 1976-1981, Asst. Professor.

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EDUCATION

Ph.D. University of Kansas (Philosophy), 1976

B.S. University of Kansas (Business), 1967

United States Naval Academy, Annapolis, MD., 1963-1965

PUBLICATIONS

Books:

Authored Books:

Ties that Bind: A Social Contracts Approach to Business Ethics, with Thomas W. Dunfee

*Three named professorships were awarded at Georgetown during this period, the third of which was the John Connelly Professorship (from 92-96). Prior to 1992 were the John Carroll Professorship and the John A Largay Scholar positions.

(Cambridge, MA: Harvard University Business School Press, 1999).

---[Chinese translation, 2002].

Business Ethics: Corporate Competitiveness and Ethics Compliance Management Systems, co-authored with Iwao Taka (Tokyo: Bunshindo Publishing, 1999.) [Language: Japanese]

The Ethics of International Business (New York: Oxford University Press, 1989).

Corporations and Morality, (Prentice-Hall, 1982). [Korean translation in 1985]

Edited Books and Special Journal Issues:

Co-Editor, Special Issue: *Academy of Management Review*. Topic: Management Theory and Social Welfare. Forthcoming, 2016.

Co-Editor, Special Issue: Festschrift on Richard T. De George, *Journal of Business Ethics*, Vol. 127, Issue 4, April 2015

Ethical Issues in Business: A Philosophical Approach, co-edited with Patricia Werhane (Englewood Cliffs: Prentice-Hall, first edition-1979; second edition-1983; third edition-1988; fourth edition-1993; fifth edition-1996; sixth edition – 1999; seventh edition, 2002; eighth edition, 2008).

Uncompromising Integrity: Motorola's Global Challenge: 24 Global Case Studies with Commentaries. Co-edited with Moorthy, RS; Solomon, R; DeGeorge, R.; Ellos, W.; and Textor, R. (Shaumburg, Illinois: Motorola University Press, 1998).

Ethics in Business and Economics-2 Volume Set, co-edited with Thomas W. Dunfee, (Aldershot: Ashgate Publishing Ltd., 1997).

Business as a Humanity, co-edited with F. Edward Freeman, (New York: Oxford University Press, 1995).

Case Studies in Business Ethics, co-edited with Al Gini (Prentice-Hall, first edition-1983; second edition-1988; third edition-1992; fourth edition-1995).

Issues in Moral Philosophy, ed. (McGraw-Hill Inc., 1985).

Articles and Book Chapters:

Forthcoming:

“Groundwork of the Metaphysics of CSR” in *Handbook On the Economics of Social Responsibility: Individuals, Corporations and Institutions*, eds. Lorenzo Sacconi and Giacomo Degli Antoni. Edward Elgar Press, forthcoming.

"Rethinking Right: Moral Epistemology in Management Research" *Journal of Business Ethics*. 2016. With Tae Wan Kim. Forthcoming

“Ethical Lessons from the Financial Crisis,” in *Business Ethics after the Financial Crisis*. Oxford University Press. edited by Dempsey, James; Sorell, Tom; Cowton, Chris: 2016. forthcoming.

Published

- “Management Theory and Social Welfare: Contributions, Extensions, and Challenges.” 2016. With Jones, T., Freeman, R. E., Harrison, J., Leana, C., Mahoney, J. T., & Pearce., J. *Academy of Management Review*, 41(2): 216-228.
- “Toward a Theory of Business,” with Walsh, J. P. 2016. *Research in Organizational Behavior*, 35: 181-207.
- “Where the Facts End: Richard De George and the rise of business ethics,” *Journal of Business Ethics* Volume 127, Issue 4, April 2015: 783-787
- “Positive Economics and The Normativistic Fallacy: Bridging the Two Sides of CSR," (with Schreck, P. and van Aaken, D.) *Business Ethics Quarterly*, Volume 23, Number 2 - 2013. (This article was identified by the editorial award panel of the *Business Ethics Quarterly* as one of the “Three Best Articles of 2013.”)
- “International Business Ethics,” *Wiley-Blackwell Encyclopedia of Management*, Edition III.
- "Business Ethics," *The Palgrave Encyclopedia of Strategic Management*
- “Self-Inflicted Industry Wounds: Early Warning Signals and Pelican Gambits (with Paul Schoemaker) *California Management Review* 55, No. 2. 2013: 24-35
- “The Epistemic Fault Line in Corporate Governance,” *Academy of Management Review* Volume 37, Number 2 April 2012: 256-271.
- “Personalizing Corporate Ontology: The French Way” in *Business Ethics* (Second Edition), Boylan, Michael (ed) Chichester, Wiley Blackwell, 2014. ISBN 978-1-118-49474-5. [This is a reprinted version of an article I wrote much earlier, namely, "Personalizing Corporate Ontology" in *Shame, Responsibility, and the Corporation*, edited by Hugh Curtler (New York: Haven Publishing, Inc., 1986), pp. 99-113.]
- “Three Ethical Roots of the Economic Crisis.” 2012. *Journal of Business Ethics*, 106(1): 5-8.
- "Corporate Governance." *The International Encyclopedia of Ethics*. Hugh LaFollette (Editor-in-Chief), Wiley-Blackwell.
- "Executive Compensation." *The International Encyclopedia of Ethics*. Hugh LaFollette (Editor-in-Chief), Wiley-Blackwell.
- "The Inescapability of a Minimal Version of Normative Stakeholder Theory." 2011. *Stakeholder Theory: Impact and Prospects*. Ed. Robert Phillips, Edward Elgar Publishers: 30-39.
- Review Essay: Brenkert, George G., and Beauchamp, Tom L., Editors. *The Oxford Handbook of Business Ethics*. *Ethics*, Vol. 121, No. 1, October, 2010: 187-193.
- “The Values Realignment of Modern Industrial Society,” *Business Ethics Quarterly* October 2010 Vol. 20, No. 4, pp. 728-29.
- “An Economic and Ethical Approach to Charity and to Charity Endowments.”; with J. Core. *Review of Social Economy*, 2010. LXVIII: 261-284.
- “Hedge Funds.” In J. Boatright (Ed.), *Finance Ethics: Critical Issues in Theory and Practice*

- (*Robert W. Kolb Series*): 2010. 239-252. Hoboken, NJ: John Wiley & Sons.
- “Steps for Global Transformation: The 2008-9 Crisis.” In M. McIntosh, & S. Waddock (Eds.), *The UN Global Compact: Looking Forward Ten Years After*. 2010. Brisbane, Australia: Griffiths University.
- "Compass and Dead Reckoning: The Dynamic Implications of ISCT." *Journal of Business Ethics* 2009. v. 88, No. 4 pp. 659-664.
- “Dialogo: a traves de la teoria de los 'stakeholders' superior" with, Agle, B; Jensen, M., Mitchell, and Wood, D." *Aurkilan Spanish Annual*, 2009, 91-136.
- "Les racines etiques de la crise economique," *Le Soir*, October 15, 2009.
- "A frustrated quest for community." *Journal of the Academy of Marketing Science*. 37.1 (2009): 44-48.
- “Hedge Fund Ethics.” *Business Ethics Quarterly*, 2008, 18(3): 405-416.
- “The Transatlantic Paradox: How outdated concepts confuse the American/European debate about corporate governance,” in the *Oxford Handbook of Corporate Social Responsibility*, Ed: Crane, A.; McWilliams, A., Matten, D; Moon, J.; and Siegel, D. (Oxford University Press, Oxford, UK, 2008. Pp. 1-15.
- “Social Blowback: The Achilles’ Heel of Modern Corporate Governance,” *Corporate Governance Journal*, (special edition on Corporate Governance, Eds, Francesco Perrini and Antonio Tencati, 2008.
- “Dialogue: Toward Superior Stakeholder Theory.” *Business Ethics Quarterly*. Chicago: Apr 2008. Vol. 18, Iss. 2; p. 153 with Bradley R Agle, R Edward Freeman, Michael C Jensen, et al.
- "Ethical blowback": the missing piece in the corporate governance puzzle - the risks to a company which fails to understand and respect its social contract," *Corporate Governance* 7. 4 (2007): 534-541.
- “Should Business be Moral?” *Zeitschrift für Wirtschafts- und Unternehmensethik*. Mering: 2007. Vol. 8, Issue 3; p. 270-275.
- "Defining the value of doing good business" *Financial Times*. London (UK): Jun 3, 2005. p. 4
- “Business Ethics” In D. M. Borchert (Ed.), *Encyclopedia of Philosophy*. Ed. 2nd ed. New York: Macmillan Reference, 2005
- "International Business Ethics." *Blackwell Encyclopedia of Management*, 2nd Edition. Ed. P Werhane, and Freeman, R. Oxford, UK: Blackwell Publishing, 2005. 254-257,
- Wempe, J. and T. Donaldson (2004). The Practicality of Pluralism: Redrawing the Simple Picture of Bipolarism and Compliance in Business Ethics. *Corporate Integrity & Accountability*. G. G. Brenkert. London, Sage Publications: 24-37.
- “Taking Ethics Seriously: A Mission Now More Possible,” *Academy of Management Review* 2003, Vol. 28, No. 3, 363–366.
- “Dangerous Currents,” *Directors & Boards*, Winter, 2004.

- "Integrative Social Contracts Theory." with Dunfee, Thomas. *Blackwell Encyclopedia of Management, 2nd Edition*. Ed. P Werhane, and Freeman, R. Oxford, UK: Blackwell Publishing, 2005. 243-247,
- "Avoiding Global Fault Lines: Why Corporate America's Scandal-Fixers Must Look Abroad," co-authored with Mark Rowe, *Ethics Matters*, Bentley College (July 2003).
- "Morally Privileged Relationships," [excerpt of "Equim" thought experiment] in *Collected Thought Experiments in Philosophy*, Pearson Longman, 2004; excerpted from "Morally Privileged Relationships" *The Journal of Value Inquiry* 24: 1-15, 1990.
- De-Compacting the Global Compact," in *Learning To Talk: The Early Years of the UN Global Compact*, edited by Malcolm McIntosh, Sandra Waddock and Georg Kell, Foreword by Kofi Annan, Greenleaf Publishing, Sheffield, UK, June 2004. (This same article appeared in 2003 in the *Journal of Corporate Citizenship*, i.e., "De-Compacting the Global Compact" *The Journal of Corporate Citizenship*. Autumn, 2003, 11:69-72.)
- "Social Contracts, *Sic Et Non*," with Thomas Dunfee, *The social institutions of capitalism Evolution and design of social contracts*, ed, Pursey Heugens, Hans van Oosterhout og Jack Vromen, Edward Elgar 2004, 168 s.
- "Connecting Enron to Indonesia—and Beyond" in *ISBEE Newsletter, International Society of Business, Economics, and Ethics*. Vol 1, No. 3, October 2002.
- "Preface" to Chinese edition of *Ties That Bind: A Social Contracts Approach to Business Ethics* (See "books" above.). With T. Dunfee, 2002.
- "Stakeholder theory." Editor, Special Edition of the Journal, *Business Ethics Quarterly*, Vol. 12, 2, 2002.
- "The Stakeholder Revolution And The Clarkson Principles," *Business Ethics Quarterly*, Vol. 12, 2, 2002, . pp. 107–111.
- "Ties that bind in business ethics: Social contracts and why they matter," Thomas W Dunfee. *Journal of Banking & Finance*. Amsterdam: Sep 2002. Vol. 26, Iss. 9; p. 1853.
- "Untangling the Corruption Knot: Global Bribery Viewed Through The Lens Of Integrative Social Contract Theory " with Dunfee, T. W. in N. Bowie (Ed.), *Guide to Business Ethics*: Blackwell, 2002.
- "Negotiated Integrity: The Social Contracts Of Business," with Thomas W. Dunfee, in *The Ethics of Contract and Other Promises*, ed. Robin Lovin, forthcoming.
- "Ethics In Cyberspace: Have We Seen This Movie Before?" (2001). *Business & Society* **106**(4): 273–291.
- "Tightening the Ties That Bind--defending a contractarian approach to business ethics." Book review dialogue with Dunfee, T. W. 2000. : *American Business Law Journal*, 37(3): 579-585.
- "The Business Ethics of Bioethics Consulting" *Hastings Center Report*, 31(2): 12-14.
- "The Ethical Wealth of Nations." *Journal Of Business Ethics* **31** (1):25-36, May 2001.
- "Précis for: Ties That Bind"; with Thomas W. Dunfee; *Business and Society Review*, New York;

- Winter 2000; Vol. 105, Iss. 4; pg. 436, 8 pgs.
- “Securing the Ties that Bind: A response to commentators”; with Thomas W. Dunfee; *Business and Society Review*, New York; Winter 2000; Vol. 105, Iss. 4; pg. 480, 13 pgs.
- “Can Global Companies Conform to Code?” (2000) *Human Rights Dialogue*.
- "Adding Corporate Ethics To The Bottom Line," *Financial Times*, November 9, 2000, Financial Times Mastering Management Series: , 6-7. London.
- “Business Ethics,” (2000), Grolier *Encyclopedia* and *Encyclopedia Americana*
- "The Corporate Ethics Boom: Significant, or Just for Show?" *Future Magazine*, March, 2001.
- “A Brief Critique of Henk van Luijk’s Concept of Participatory Ethics,” with Thomas W. Dunfee, in Drieliujk: Godsdienst-Samenleving-Bedrijfsethiek Liber Amicorum voor Henk van Luijk, and. Eds. Kimman, Schilder, and Jacobs. (Thela-Thesis, Amsterdam, Netherlands: 2000)
- “Are Business Mangers "Professionals?" *Business Ethics Quarterly*. 2000, 10: 1; pp. 83-93.
- Stakeholder management and organizational wealth"; with Lee E Preston; *The Academy of Management Review*, 1999; Vol. 24, Iss. 4; pg. 619.
- “When Ethics Travel: The Promise and Peril of Global Business Ethics,” with Thomas W. Dunfee, *California Management Review*, Vol. 41, No. 4, Summer, 1999:45-63.
- “Values in Tension: Ethics Away from Home” in *Managing in the New Economy*. J. Magretta, (Cambridge, MA.: Harvard Business Review, 1999).
- “Making Stakeholder Theory Whole,” *Academy of Management Review*, Vol. 24, No. 2, April, 1999: 237-241.
- “Social Contract Approaches to Business Ethics: Bridging the "Is-Ought" Gap" with T. W. Dunfee *A Companion to Business Ethics*. ed. Robert E. Frederick. (London: Blackwell, 1999) Pp: 38-64.
- "Morally Informed Iconoclasm: A Response to Ferguson’s "Post Modernism, Feminism, and Organizational Ethics," in *Women's Studies and Business Ethics: Toward a New Conversation*. Andrea L. Larson and R. Edward Freeman, eds. New York: Oxford University Press, 1997
- "The Perils of Global Corporate Largess: A Reply to Professor Jackson," in *Ethics in Business*, ed. Michael Boylan (Harcourt Brace & Co, forthcoming).
- "International Business Ethics" *The Blackwell Encyclopedic Dictionary of Business Ethics*. P. H. Werhane and R. E. Freeman, eds. Oxford, Blackwell Business, 1997: 346-348.
- "Transnational Corporations," *The Blackwell Encyclopedic Dictionary of Business Ethics*. P. H. Werhane and R. E. Freeman, eds. Oxford, Blackwell Business, 1997: 632-633.
- “International Business Ethics,” in *The Concise Blackwell Encyclopedia of Management*, ed. Cary L. Cooper and Chris Argyris (Oxford: Blackwell Publishers, 1998) Pp. 314-315.
- “Values in Tension: Ethics away from Home,” *Harvard Business Review*, (September-October, 1996). Also appearing in *Managing in the New Economy* ed. J. Magretta, (Harvard

- Business Review, MA: 1999)
- “The Business Ethics of Social and Organizational Processes,” in *Codes of Conduct: Behavioral Research & Business Ethics*,” edited by David M. Messick and Ann E. Tenbrunsel, Russell Sage Press, 1996: 187-196.
- "Dialogue: Reply to Jacobs and Getz," *Academy of Management Review* (October 1995) co-authored with Lee Preston: pp. 795-796.
- "Contractarian Business Ethics: Current Status and Next Steps," *Business Ethics Quarterly*, co-authored with Thomas W. Dunfee, 5:2, 1995: pp. 173-186.
- “International Communitarianism and Economic Life,” in *Moral Education*, Volume 4 (1995): 71-84.
- “International Deontology Defended,” *Ethics and International Affairs*, 9, 1995: 147-155.
- "The Stakeholder Theory of the Corporation: Concepts, Evidence, Implications," *Academy of Management Review* (January, 1995) co-authored with Lee Preston: 65-91.
- "Integrative Social Contracts Theory: A Communitarian Conception of Economic Ethics." co-authored with Thomas W. Dunfee, 11:1 (Spring, 1995) in *Economics and Philosophy*, pp. 85-112.
- "The Perils of Multinationals' Largess," *Business Ethics Quarterly* 4:3, July, 1994. Pp. 367-371.
- "Toward a Unified Conception of Business Ethics: Integrative Social Contracts Theory," *Academy of Management Review*, co-authored with Thomas W. Dunfee, (April 1994) 19:2, 252-284. Reprinted in Crane, Andrew; and Matten, Dirk. 2012 *New Directions in Business Ethics: International Perspectives on Business Ethics*. Sage Library in Business and Management. London.
- "The Property Rights Justification for Stakeholder Theory," *Business and Society* 1994, co-authored with Lee Preston 33: 105-108.
- "When Integration Fails: The Logic of Prescription and Description in Business Ethics," *Business Ethics Quarterly* 4, 1994: 157-169.
- "Multinational Enterprises," (Multinationale Unternehmen), *Lexikon der Wirtschaftsethik*, edited by Georges Enderle, Karl Homann, Martin Honecker, Walter Kerber, and Horst Steinmann Freiburg: Verlag Herder, 1993, pp. 731-742.
- "Fundamental Rights and Multinational Duties, " in *Ethical Theory and Business*, 4th Edition, ed. Tom Beauchamp and Norman Bowie (Prentice-Hall, Inc., 1993), pp. 532-542.
- "The Language of International Corporate Ethics," *Business Ethics Quarterly*, 1992, pp. 271-282. Also in *Business Ethics: Japan and The Global Economy*, ed. Thomas Dunfee and Yukimasa Nagayasu, Kluwer Academic Press, Dordrecht, The Netherlands: 1993, pp. 115-132.
- "Kant's Global Rationalism," in *Traditions of International Ethics* (Cambridge Studies in International Relations: 17), ed. Terry Nardin and David R. Mapel (Cambridge: Cambridge University Press, 1992), pp. 136-157.
- "The Ethics of Conditionality in International Debt," in *Millennium: Journal of International*

- Studies* Vol. 20, 2 (Summer, 1991), pp. 155-169.
- "The Circumstances of Justice," for the Garland *Encyclopedia of Ethics*, (New York: Garland Publishing Co, 1992), edited by Lawrence C. Becker, Volume I, pp. 653-655.
- "Just Business Abroad," in *The Responsive Community*, 4 (Fall, 1991), pp. 48-56.
- "Rights in the Global Market," in *Business Ethics: The State of the Art* ed. Edward Freeman (Oxford University Press, 1991), pp. 139-162.
- "Social Contracts and Corporations: A Reply to Hodapp," *Journal of Business Ethics* 9 (February, 1990) pp. 133-139.
- "Morally Privileged Relationships," *The Journal of Value Inquiry*, 24 (Spring, 1990): 1-15. Also in *Kindred Matters*. Edited by Diana Tietjens Meyers, Kenneth Kipnis, Cornelius F. Murphy, Jr. Ithaca, NY: Cornell University Press, 1993, pp. 21-40.
- "Moral Minimums for Multinationals," *Ethics and International Affairs*, 3 (1989): pp. 163-182. This article also appears in *Business Ethics: Readings and Cases in Corporate Morality*, by W. Michael Hoffman, (McGraw-Hill), and in *International Affairs: A Reader-Second Edition* ed. Joel H. Rosenthal (Washington, D.C.: Georgetown University Press, 1999) pp. 455-480
- "Corporate Takeovers: The Moral Backdrop," in *Mergers, Takeovers and Corporate Restructuring*, eds. W. Michael Hoffman, Robert E. Frederick, and Edward Petty, Jr. (Westport, Conn.: Quorum Press, 1989), pp. 1-13.
- "The Ethics of Risk in the Global Economy," *Business and Professional Ethics Journal*, Volume 5, No. 3 Albert Flores (London: University Press of America, 1989), pp. 39-56.
- "Disinvestment," *Public Affairs Quarterly*, Volume 2, 2, (April, 1988): 37-56.
- "Fact, Fiction, and the Social Contract: A Reply to Kultgen," *Business and Professional Ethics Journal*, Vol. 4, (1988), pp. 31-49. Also in *Ethics and Risk Management in Engineering*, ed. V. No. 1, 1987, pp. 40-47.
- "Non-Strategic Nuclear Thinking," *Ethics* 97 (April, 1987): 638-653.
- "Personalizing Corporate Ontology" in *Shame, Responsibility, and the Corporation*, edited by Hugh Curtler (New York: Haven Publishing, Inc., 1986), pp. 99-113.
- "Multinational Decision-Making: Reconciling International Norms" in *Ethics and International Affairs: The Fulbright Papers*, edited by Antony Ellis (England: Manchester University Press, 1986), pp. 127-141. The same paper appeared in the United States in *The Journal of Business Ethics*. (1985) Vol. 4. No. 4., p. 354-367, and has been reprinted in anthologies, e.g., Milton Snoeyenbos et al., ed., *Business Ethics* (Buffalo, NY: Prometheus Books, 1992), pp. 518-530.
- "Nuclear Deterrence and Self-Defense," *Ethics* 95 (April, 1985): 537-549. The same paper appeared in *Nuclear Deterrence: Ethics and Strategy*, edited by R. Hardin, J. Mearsheimer, G. Dworkin, and R. Goodin (University of Chicago Press, 1985).
- "Trading Justice for Bread: A Reply to Professor Nickel," in *Economic Justice: Private Rights and Public Interests*, ed. Kenneth Kipnis and Diana T. Meyers (Rowman and Allanheld,

1985): 226-229.

"Deriving Employee Rights from the Right to Behave Responsibly," in *Beyond Whistleblowing: Defining Engineers' Responsibilities*, ed., Vivian Weil, (Chicago: IIT-Center for the Study of Ethics in the Professions, 1984), .pp 33-40.

"A Response to James M. Gustafson," *Criterion*, Vol 23, No 2 (Spring 1984):1-13. (A special issue on the Bishops' Letter on War and Peace).

"What Justice Demands," *Review of Social Economy* Vol. XL (December, 1982), No. 3.

"Accountability and the Bureaucratization of the Corporation," in *Profits and Professions: Essays in Business and Professional Ethics*, ed. J. Ellin, M. Pritchard, and W. Robison, (Clifton,N.J.: Humana Press, Inc., 1982), .pp 215-225.

"What is Business in America?" *Journal of Business Ethics* (1982),.pp 259-266.

"Moral Agency and Corporations," *Philosophy in Context*, Vol. 10 (Fall, 1980), pp. 54-70.

"Moral Change and the Corporation," *Proceedings of the Second Annual Conference on Business Ethics* (Waltham, Mass: Bentley, 1979), .pp 83-91.

"A Mistake in Anscombe's Account of Voluntary Action," *The Journal of Value Inquiry*, Vol. XII, (1978), .pp 317-320.

"Psychoanalysis and the Practical Inference Model," *Philosophy Research Archives*, (1978), .pp 1-23.

"Acquired Skills: Knowing How at an Intuitive Level," *Eros*, Vol. 5, (1977).

"Connecting Nature and Freedom in Kant's *Third Critique*," *Auslegung*, Vol. II, .pp 98-107, (1975).

Non-peer-reviewed Publications:

"Shared Values that are Lost in Translation," *Financial Times*, April 23, 2014.

"The Deep Libor Lesson," Ethisphere Magazine, 2014. <http://ethisphere.com/magazine-articles/the-deep-libor-lesson/>

"Chiquita and the U.S. Department Of Justice" (*UVA-BRI-1006*) 2012. with White, H.; Stewart, L.; & Krehmeyer, D..Washington, DC: Business Roundtable Institute for Corporate Ethics. (Case Study)

"Business Ethics: the Academic Renaissance." *Entrepreneurship Insights e-Bulletin*, Moscow, Russia, 2012

"Global Business Must Mind its Morals," *New York Times*, Sunday, February 13, 1994. Page F-11. (An article in the "Viewpoints" section of the Sunday *Times* Business section.)

"Ethics in Business: A New Look," in *Corporate Ethics* ed. Theophane A. Mathias (New Delhi, India: Allied Publishers Limited, 1994), pp. 9-23.

"The Ethics of Conditionality in International Debt," in *Ethical Theory and Business*, 4th Edition, ed. Tom Beauchamp and Norman Bowie (Prentice-Hall, Inc., 1993), pp. 630-

638.

- "When in Rome, Do ... What?: International Business and Cultural Relativism" in *Ethics of Business in a Global Economy*, (Dordrecht, The Netherlands: Kluwer Press, 1993), p. 67-78. Also appears in *Qualeimpresa*, September 1992, as "Quando ?via a Roma? spesso non sai pi? come comportarti", pp. 14-22.
- "International Principles of Business Ethics: Opportunities and Limits." Edited by Lucy V. Katz, J.D., *The Fairfield Business Review*, Fairfield University School of Business, Fairfield, CT: 1993, pp. 18-23. Also published in *Proceedings of the Conference on Corporate Visions and Values: The Contribution of the Humanities to the Understanding of Corporate Codes of Ethics*. (Connecticut Humanities Council, 1992).
- "Individual Rights and Multinational Corporate Responsibilities," *National Forum*, (Winter, 1992) 72: 7-10. The same article appears as "Can Multinationals Stage a Universal Morality Play," *Business and Society Review* (20th Anniversary Issue), (Spring, 1992) 81: 51-56.
- "Ethics in Japanese and U.S. Financial Markets," in the *Shinkoso Forum* (published in Japanese), 4, (1991), pp 6-9.
- "De sociaal contract benadering binnen de bedrijfsethiek," coauthored with Thomas Dunfee (translated from English into Dutch) in *Dilemma* 4 (1991), pp. 4-6.
- "Multinational Corporate Ethics: Rights and Norms," in *Scaling the Corporate Wall: Readings in Social Issues of the Nineties*, ed. S. Prakash Sethi, Paul Steidlmeier, and Cecilia M. Falbe, (Prentice-Hall, 1991), pp. 328-343.
- "Business Ethics: The Maturation of a Fad," in *Social Responsibility*, edited by Louis W. Hodges (Lexington, VA.: Washington and Lee University, 1989), pp. 16-24.
- "Insider Trading's Widespread Harm," editorial in the *Chicago Tribune*, February 20, 1987.
- "The Ethics of Global Risk" *Technology and Society: Special Issue on The Value Dimensions of Controlling Hazardous Technology* Vol. 5, No. 2 (June 1986); also appears in *Social, Ethical, and Policy Implications of Engineering: Selected Readings*, ed. Herkert, Joe (IEEE Press, 1999).
- "Tangled Accountability," *SIM Newsletter* (1986); (The Newsletter for the Social Issues Division of the Academy of Management.)
- "A Conversation with Thomas Donaldson," *U. S. News and World Report* (September, 1982), p. 31.
- "Logic," editorial in the *Chicago Tribune* (August, 1982).
- "Ethics and the Business Schools: A Proposal," *The National Forum*, (Summer, 1978), pp 11-15.

SELECTED PRESENTATIONS

Recent selected examples:

Keynote speaker, World Economic Forum event in South Africa: My presentation: "A New Social Covenant: A Philosophical Perspective" August 27, 2014 Stellenbosch University, South Africa. Audience: Invited academic and political leaders. Afterwards, interview by CNBC.

"Managing Global Ethics," Walmart Board of Directors Meeting, Bentonville, Arkansas, February 7, 2014. Audience: members of the Walmart Board of Directors.

"Navigating Ethics in the Global Economy," Presentation to the President of the World Bank, James Kim, and executives reporting to the President. The World Bank, Washington, DC, October 25, 2012

"The Epistemic Fault Line in Corporate Governance," keynote speech at the ICCSR 10th Anniversary Conference CSR Futures: Knowledge & Practice on 26th & 27th April 2012 in Nottingham, UK.

"Is maximizing shareholder value endangering Americas great companies? Aspen Ideas Festival, The Aspen Institute, Aspen, CO., July 1, 2012.

"The 2012 Erasmus Distinguished Lectures," a series of four lectures presented at The Erasmus School, Rotterdam University, the Netherlands, June 4 and 5, 2012.

"Sustainability from all Sides: An Impossible Dream?," Plenary presentation for the opening of the new Center for Sustainability at the Stockholm School of Economics, Riga Latvia. May 17, 2012. Funded by a Fulbright Grant.

"Pelican's Gambit: Counter-intuitive Advice for Industry Leaders," World Economic Forum, Davos, Switzerland, Jan 27, 2011. Audience consisted of attendees at the World Economic Forum in Davos.

"The Impossibility Theorem for Corporate Governance," presentation at Saint-Petersburg State University of Economics and Finance (FINEC), St. Petersburg, Russia, June 13, 2011. Academic audience.

"Making Family Values Count," Plenary Address, The Owners Forum, Muscat, Oman, October 22, 2011. Audience: academics and owners of family businesses in Germany and the Middle East

"What Plato and Aristotle have to teach us about Contemporary Theories of Corporate Governance," Conference on Ancient Philosophical Traditions and Management, Athens, Greece, June, 2011. Academic audience.

"Business Ethics in North America and Western Europe," June 28, 2011, Moscow State University, Moscow, Russia. Academic audience.

"Can management theory find a purpose? Andrews still elusive idea," at the Concept of Strategy

Forum (an all-Academy event) at the Academy of Management Meeting, San Antonio, Texas, August, 2011. Academic audience.

"What do we teach about corporate purpose? Plenary session at the Aspen Conference on Corporate Governance, UCLA School of Law, September 30, 2011. Academic audience.

Prior (selected examples):

"Ethics and the UN's Reform Initiative," to the Secretary General of the United Nations, Kofi Anan, and the other Assistant Secretary Generals regarding the UN's reform initiative. October, 2006, United Nations Building, NY., NY.

"Business Ethics in the Current Crisis," (expert witness testimony) to the US Senate Judiciary Committee, Summer 2002, regarding the pending Sarbanes-Oxley corporate reform legislation.

"What is missing in the business school curriculum," World Economic Forum in Davos, Switzerland, January, 2003.

SELECTED EDITORIAL AND PROFESSIONAL POSITIONS

Associate Editor, *Business Ethics Quarterly*, 2015-

Member, Advisory Committee, FTSE ESG, 2002-

Director, Carol and Lawrence Zicklin Center for Research in Business Ethics, Wharton School, University of Pennsylvania, July, 2010-2013.

Chair, Social Issues in Management Division (SIM), Academy of Management, 2007-2008

Associate Editor, *Academy of Management Review* (2002- 2007)

Appointed member of the National Adjudicatory Council (NAC) of the Financial Industry Regulatory Authority (FINRA, formerly the NASD): 2005-2010.

Chair, PhD Program in Ethics and Legal Studies, Wharton School, 2002-2007.

Member, Editorial Board, *Philosophy of Management*

Member, Editorial Board, *Academy of Management Review* (1996-2002)

Member, Committee on Toward Improved International Labor Standards: Data, Monitoring, and Compliance, National Academy of Sciences (2002-2003)

Member, Executive Committee, International Society for Economics, Business and Ethics, 1993-2001.

Trustee, Carnegie Council on Ethics and International Affairs, 1993-2010

Member, International Program Committee, Society for the Advancement of Socio-Economics; 1991-92.

President, Society for Business Ethics, 1985-86; 1984-85 and 1981-1982. Officer, Society of Business Ethics, 1983-86. (Chairman of the Organizing Committee, Society for Business Ethics, 1978-1980).

Member, Advisory Board for the Center for Bioethics, University of Pennsylvania Health System, 1996-2006.

SELECTED AWARDS

2009: Presented with the Aspen Institute's Pioneer Award for Lifetime Achievement, 2009. Ceremony, New York City, November, 2009.

2009: "Most influential 'thought leader'" in *Ethisphere Magazine's* ranking of the 100 Most Influential People in Business Ethics

Award for Outstanding Book of 2005, SIM Division of the Academy of Management (Given for *Ties that Bind: A Social Contracts Approach to Business Ethics*, Oxford University Press, coauthored with Thomas W. Dunfee.).

Wharton Outstanding Teacher of the Year award, 2005 (The Class of 1984 MBA Teaching Award).

Award for Outstanding Book of 1998, SIM Division of the Academy of Management (Given for *Ethics in International Business*, Oxford University Press).

Wharton Outstanding Teacher of the Year award, 1998 (The Class of 1984 MBA Teaching Award).

Outstanding Teacher of the Year, 1991, Georgetown University Graduate School of Business.

Distinguished Researcher of the Year, Georgetown University School of Business, 1995.