

Robert A. Phillips

Associate Professor
Robins School of Business
University of Richmond
804-289-8623
rphilli3@richmond.edu

Academic Employment History:

University of Richmond (Robins School of Business)
Associate Professor, 2005-present

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

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

University of Pennsylvania (Wharton School)
Visiting Assistant Professor, 1999

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

University of Virginia
Instructor, 1996 (McIntire School of Commerce)
Ph.D. Seminars (1998-present) (Darden Graduate School of Business)

Education:

PhD Management/Business Ethics, Darden Graduate School of Business
Administration, University of Virginia, 1997

MBA University of South Carolina, 1994

BSBA Marketing major, Philosophy & Religion minor, Appalachian State University,
1991

Published Scholarship:

- 2011 R. Phillips (ed.), *Stakeholder Theory: Impact and Prospects*, (Cheltenham Glos, UK: Edward Elgar Publishing).
Collection of original essays in honor of the 25th anniversary of R. Edward Freeman's *Strategic Management: A Stakeholder Approach*.
- 2011 R. Phillips, S. Berman, H. Elms & M. Johnson-Cramer, "Stakeholder Orientation, Managerial Discretion and Nexus Rents," in R. Phillips, (ed.), *Stakeholder Theory: Impact and Prospects*, (Cheltenham Glos, UK: Edward Elgar Publishing).
- 2010 R. Phillips and R. E. Freeman (eds.), *Stakeholders*, (Cheltenham Glos, UK: Edward Elgar Publishing).
- 2010 H. Elms, S. Brammer, J.D. Harris & R. Phillips, "New Directions in Strategic Management and Business Ethics," *Business Ethics Quarterly*, 20(3), 401-26.
- 2010 R. Phillips, S. Berman, H. Elms & M. Johnson-Cramer, "Strategy, Stakeholders and Managerial Discretion," *Strategic Organization*, 8(2), pp. 176-83.
- 2010 R. Phillips, "Ethics in Network Organizations," *Business Ethics Quarterly*, 20(3), pp. 533-44.
- 2010 J. Noland & R. Phillips, "Stakeholder Engagement, Discourse Ethics and Strategic Management," *International Journal of Management Reviews*, 12(1), pp. 39-49.
- 2010 J. Harrison, D. Bosse & R. Phillips, "Managing for Stakeholders, Stakeholder Utility Functions and Competitive Advantage," *Strategic Management Journal*, 31(1), pp. 58-74.
- 2009 H. Elms & R. Phillips, "Private Security Companies and Institutional Legitimacy: Corporate and Stakeholder Responsibility," *Business Ethics Quarterly*, 19(3), pp. 403-32.
- 2009 D. Bosse, R. Phillips & J. Harrison, "Stakeholders, Reciprocity, and Firm Performance," *Strategic Management Journal*, 30(4), pp. 447-56.
- 2008 D. Bosse, R. Phillips & J. Harrison, "Creating Value By Giving It Away: The Influence of Reciprocation on Firm Performance," *Best Paper Proceedings of the Academy of Management*, Anaheim, CA.

- 2008 R. Phillips & R. E. Freeman, "Corporate Citizenship and Community Stakeholders," in A.G. Scherer & G. Palazzo (eds.) *Handbook of Research on Global Corporate Citizenship*. (Cheltenham Glos, UK: Edward Elgar Publishing), pp. 99-115.
- 2008 R. Phillips, "European and American Perspectives on Corporate Social Responsibility," *Business Ethics: A European Review*, 17(1), pp. 69-73.
- 2007 M. Johnson-Cramer & R.A. Phillips, "Not How Much But How? The Ethics of Cash Balance Pension Conversions," Robert Kolb (ed.) *Private Retirement Security: Social and Ethical Issues*. (London: Blackwell).
- 2007 R.A. Phillips, "Book Notes: David Vogel, *The Market for Virtue*," *Business Ethics Quarterly*, 17(2), p. 367. Book review.
- 2007 R. Phillips, S. Berman, M. Johnson-Cramer & H. Elms, "Stakeholder Theory and Managerial Discretion," *Best Paper Proceedings of the Academy of Management*, Philadelphia, PA.
- 2007 J. Harrison, D. Bosse & R. Phillips "Stakeholder Theory and Competitive Advantage," *Best Paper Proceedings of the Academy of Management*, Philadelphia, PA.
- 2006 R.A. Phillips & M. Johnson-Cramer, "Ties that Unwind: Dynamism in Integrative Social Contracts Theory," *Journal of Business Ethics*, 68(3), pp. 283-302.
- 2005 M. Johnson-Cramer & R.A. Phillips, "Stakeholders," in Carl Mitcham (ed.), *Encyclopedia of Science, Technology, and Ethics*. (Detroit: Macmillan Reference).
- 2005 R.A. Phillips & C. Caldwell, "Value Chain Responsibility: A Farewell to Arm's Length," *Business & Society Review*, 110(4), pp. 345-70.
- Reprinted in abridged form in *Honest Work: A Business Ethics Reader*, Joanne Ciulla and Clancy Martin (eds.), (New York: Oxford University Press).
- 2005 S.L. Berman, R.A. Phillips & A.C. Wicks, "Resource Dependence, Managerial Discretion and Stakeholder Performance," *Best Paper Proceedings of the Academy of Management and Best Paper Finalist*. Honolulu, HI.
- 2004 R.A. Phillips, "Some Key Questions About Stakeholder Theory," *Ivey Business Journal*; <http://www.iveybusinessjournal.com/>
- 2004 R.A. Phillips, "Brief Remarks on the Evolutionary Method," *Ruffin Series No. 4, Business, Science & Ethics*, pp. 235-38.

2003 R.A. Phillips, *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.

2003 R.A. Phillips, R.E. Freeman & A.C. Wicks, "What Stakeholder Theory is Not," *Business Ethics Quarterly*, 13(4), pp. 479-502.

Reprinted in *Stakeholders*, R. Phillips and R. E. Freeman (eds.), (Edward Elgar Publishing), 2010.

Reprinted in *Corporate Social Responsibility*, Wesley Cragg, Mark S. Schwartz & David Weitzner (eds.) (Surrey, UK: Ashgate Publishing), 2009.

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.

Reprinted in *Sage Major Works: Corporate Social Responsibility*, A. Crane & D. Matten, (eds.) (London: Sage Publications), 2007.

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.

2003 R.A. Phillips, "Stakeholder Legitimacy," *Business Ethics Quarterly*, 13(1), pp. 25-41.

Reprinted in *Stakeholders*, R. Phillips and R. E. Freeman (eds.), (Edward Elgar Publishing), 2010.

Reprinted as "La legittimità degli stakeholder," in *Teoria Degli Stakeholder*, R. E. Freeman, Gianfranco Rusconi, e Michele Dorigatti (eds.) (Milan: Fondazione Acli Milanese), 2007.

2002 R.E. Freeman & R.A. Phillips, "Stakeholder Theory: A Libertarian Defense," *Business Ethics Quarterly*, 12(3), pp. 331-49.

Reprinted in *Stakeholders*, R. Phillips and R. E. Freeman (eds.), (Edward Elgar Publishing), 2010.

2000 R. A. Phillips & J. Reichart, "The Environment as a Stakeholder? A Fairness-Based Approach," *Journal of Business Ethics*, 23, pp. 185-97.

2000 R.A. Phillips, "A Reply to Marcoux," Joseph R. DesJardins & John McCall (eds.) *Contemporary Issues in Business Ethics, 4th Ed.*, (Belmont, CA: Wadsworth Publishing).

1999 R.A. Phillips, "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.

1999 R.E. Freeman & R.A. Phillips, "Business Ethics: Pragmatism and Postmodernism," in R.E. Frederick (ed.), *A Companion to Business Ethics*, (Oxford: Blackwell), pp. 128-138.

1999 R.A. Phillips & J. D. Margolis, "Toward an Ethics of Organizations," *Business Ethics Quarterly*, 9(4), pp. 619-38.

1998 R.A. Phillips, "Normative Stakeholder Theory: Toward a Conception of Stakeholder Legitimacy," *Best Paper Proceedings of the Academy of Management and Best Paper Finalist*. San Diego, CA.

1998 R.A. Phillips & J.G. Clawson, "Current Events Periodicals in the Management Classroom," *Teaching Business Ethics*, Vol. 2, pp. 165-74.

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

Reprinted in *Stakeholders*, R. Phillips and R. E. Freeman (eds.), (Edward Elgar Publishing), 2010

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.

1996 R. E. Freeman & R.A. Phillips, "Efficiency, Effectiveness and Ethics: A Stakeholder View" in Wojciech, Gasparski & Ryan (eds.), *Human Action in Business: Praxiological and Ethical Dimensions*, (Warsaw: The Learned Society of Praxiology), pp. 65-81.

1994 J. Logan, R.A. Phillips & S. Logan, "IBM: Is This an Ethical Issue or Just Good, Aggressive Accounting?" in John A. Pearce, II & Richard B. Robinson, Jr. *Instructor's Manual: Strategic Management*, 5th ed. (Burr Ridge, IL: Irwin), pp. 500-505. **Written as MBA Graduate Assistant at U. of South Carolina**

Projects in Progress:

- (with Doug Bosse) Agency Theory and Bounded Self Interest: The Moderating Role of Fairness – under review by *Journal of Management Studies*
- Ethics in Network Organizations
- (with Heather Elms) Professionalism and Private Security Contractors
- (with Judith Schrepf & Guido Palazzo) Upstream and Downstream Corporate Social Responsibility
- Rationalizations in Organizational Ethics (or, What You'll Be Saying to Yourself Right Before You Screw Up)

Presentations:

- 2010 Discussant – 3rd Stakeholder Theory Workshop, Solitude Resort, Utah, December.
- 2010 **Keynote Address**, 4th International Conference on Corporate Social Responsibility, Humboldt-Universität zu Berlin, Germany, September.
- 2010 Panel - "Agency Theory: Re-tooling and Re-tasking," Academy of Management, Montreal, Quebec, August.
- 2010 with H. Elms and R. Lacey, "Professionals vs. Profiteers: An Empirical Analysis of Moral Legitimization Strategy in the PMSI," Academy of Management, Montreal, Quebec, August.
- 2010 Discussant - "Stakeholder Management: Taking Stock and Looking Ahead," Academy of Management, Montreal, Quebec, August.
- 2010 Panel – "Master Teacher - Reprise," Society for Business Ethics, Montreal, Quebec, August.
- 2010 with D. Bosse and J. Harrison, "Stakeholder Theory and Reciprocity," Society for Business Ethics, Montreal, Quebec, August.
- 2010 with H. Elms, "Professionalism and Private Security," European Group for Organizational Studies Annual Meetings, Lisbon, Portugal, July.
- 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.
- 2010 Symposium – “Who Speaks for the Trees? Deliberative Business Ethics and Environmental Norms,” International Association of Business & Society, Banff, Calgary, March.
- 2009 Panel – “Trading Places: Risks and Challenges of the Private Provision of Public Goods in Emerging Markets,” Academy of International Business Conference on Emerging Research Frontiers, Charleston, SC, December.
- 2009 ***Keynote Address***, Conference on “Teaching Business Ethics in the Age of Crisis” sponsored by EconomEtica consortium at Milano-Bicocca University (Italy), November.
- 2009 with D. Bosse, “Toward a new stream of stakeholder research: Assuming bounded self interest,” GW Institute for Corporate Responsibility, October.
- 2009 “Ethics in Network Organizations” ***Presidential Address to Society for Business Ethics Annual Meeting.***
- 2009 Panel Discussion - “Stakeholder Theory's Silver Anniversary: Freeman '84 @ 25.” Academy of Management, Chicago, IL. August. ***Selected for [podcast recording](#).***
- 2009 with H. Elms, “The Corporation as Political Actor: Security,” European Group for Organizational Studies Annual Meetings, July. GW Institute for Corporate Responsibility, October. Academy of International Business Conference on Research Frontiers in International Business, December
- 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 with H. Elms & R. Lacey, “Professionals versus Profiteers: Legitimacy and Private Security Contractors.” European Group for Organizational Studies Annual Meetings, July & Academy of Management, Anaheim, CA. August.
- 2008 “Value Chain Responsibility” USAID Kazakhstan Corporate Social Responsibility Program, Washington, D.C., March 26.
- 2007 with H. Elms, “Private Security Companies: Issues in Corporate and Stakeholder Responsibility,” Academy of International Business Conference on Emerging Research Frontiers, Miami, FL & European Group for Organization Studies, Vienna, Austria & International Association of Business & Society, Tampere, Finland, June, 2008.

- 2007 with J. Harrison & D. Bosse, “Stakeholder Theory and Competitive Advantage,” Academy of Management, Philadelphia, PA
Selected for Best Paper Proceedings
- 2007 with S. Berman, M. Johnson-Cramer & H. Elms, “Stakeholder Theory and Managerial Discretion,” Academy of Management, Philadelphia, PA.
Selected for Best Paper Proceedings
- 2007 Panel Discussion – “Bringing discussions of corporate responsibility into non-CSR classes,” International Association of Business & Society, Florence, Italy.
- 2006 “Stakeholder Management – The State of the Art,” Constance Academy of Business Ethics September, University of Applied Sciences, Konstanz, Germany
- 2006 “Beyond Rawls: Organizational Ethics and Political Philosophy,” Society for Business Ethics, Atlanta, GA
- 2006 “Stakeholder Theory and Network Ethics” invited presentation at Stakeholder Mini-conference, University of Washington, Seattle, WA.
- 2005 “Responsibility in Networked Organizations,” presented at Rotterdam School of Management, Erasmus University, Rotterdam, The Netherlands.
- 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.
- 2005 with C. Caldwell, “Value Chain Ethics: A Farewell to Arm’s Length,” International Association of Business & Society, Sonoma, CA.
- 2004 with M. Johnson-Cramer, “Dynamism in Social Contracts,” The Zicklin Center for Business Ethics, The Wharton School – University of Pennsylvania.
- 2004 Invited Discussant, The Japha Symposium on Business and Professional Ethics, Leeds School of Business, University of Colorado – Boulder.
- 2004 **Keynote Address** - 6th International Conference on Ethics Across the Curriculum, Oregon State University.
- 2004 with S.L. Berman & A.C. Wicks, “Resource Dependence, Managerial Discretion and Stakeholder Performance,” Society for Business Ethics, New Orleans, LA.
- 2004 with R. Derry, M. Johnson-Cramer, “The Status of Activist Stakeholders,” International Association of Business & Society, Jackson Hole, WY.

- 2004 Panel - "Twenty Years of Stakeholder Research: Where Have We Been? Where Are We Going?" International Association of Business & Society, Jackson Hole, WY.
- 2004 "A Principle of Stakeholder Fairness," American Philosophical Association – Pacific Division, Pasadena, CA.
- 2003 with S.L. Berman, "A Resource Dependence Perspective on Stakeholder Performance," International Association of Business & Society, Rotterdam, The Netherlands.
- 2003 *Prudential Lecturer*, "Supply Chain Ethics: A Farewell to Arm's Length," Rutgers University.
- 2002 "What Stakeholder Theory is Not," Society for Business Ethics, Denver, CO.
- 2002 "Response to Hartman" *invited response* at the Ruffin Lectures on Business Ethics, The Darden School, University of Virginia, April 2002.
- 2001 with S. Berman & J. Margolis, "Distinctions that Make a Difference - Questioning the Central Premises of Business Ethics," Society for Business Ethics, Washington, DC.
- 2001 "Future Directions in Business Ethics," Markkula Center, Santa Clara University.
- 2001 with R.E. Freeman, "What Stakeholder Theory is NOT," International Association of Business and Society.
- 1999 "Stakeholder Legitimacy," Society for Business Ethics, Chicago.
- 1999 with R.E. Freeman, "Stakeholder Theory: Libertarian Defenses," Society for Business Ethics, Chicago.
- 1998 with J.D. Margolis, "Toward an Ethics of Organizations," Society for Business Ethics, August 1998.
Selected as Conference Best Paper.
Also invited presentation at the National Conference on Ethics in Health Care Organizations at the University of Virginia, September 1998.
- 1998 "Normative Stakeholder Theory: Toward a Conception of Stakeholder Legitimacy," Academy of Management.
Selected for Best Paper Proceedings and Best Paper Finalist.
- 1997 "Fairness as an Alternative to Social Contracts," Zicklin Center for Business Ethics Research at the Wharton School, University of Pennsylvania.
- 1997 "The Environment as a Stakeholder," International Association of Business & Society.

- 1996 “Concepts and Controversies in Business, Ethics and Society,” Academy of Management, August 1996.
- 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.

Professional Organizations & Service:

- Society for Business Ethics
 - Board of Directors, 2006-2010
 - Society President, 2009
 - Annual Meeting Program Chair, 2008
- Associate Editor - *Business & Society*, 2009-present
- Editorial Review Board
 - *Business Ethics Quarterly*, 2006-present
 - *Business & Society*, 2008-present
- Strategic Management Society
 - Launch Committee – Stakeholder Strategy Interest Group
- External Dissertation Committee – Judith Schrempf – University of Lausanne (Switzerland) - 2010
- Special Issue Editor
 - *Business Ethics Quarterly*
 - *Business & Professional Ethics Journal*
- Social Issues in Management Division – Academy of Management:
 - ‘Associate Editor’ for Annual Meeting – 2010
 - Society for Business Ethics Liaison – 2007-2010
 - Keynote Speech Coordinator
 - 2006 (Ray Anderson)
 - 2007 (Robert Frank)
 - 2008 (Rakesh Khurana)
 - Research Committee Chair, 2007
 - Research Roundtable Coordinator, 2006
 - Membership Committee, 2005
- International Association of Business and Society
 - Best Paper Committee - 2005, 2009-2010
- *Ad Hoc* Reviewer:
 - *Business Ethics Quarterly*
 - *Business & Society*
 - *Academy of Management Review*
 - *Academy of Management Executive*
 - *Strategic Management Journal*
 - *Journal of Business Ethics*
 - *Journal of Corporate Citizenship*
 - *Business & Professional Ethics Journal*

- *Journal of Business Venturing*
- *Organization Studies*
- *Journal of Business Ethics Education*
- Oxford University Press
- Cambridge University Press
- Berrett-Koehler Publishers
- Academy of Management
- Society for Business Ethics
- International Association of Business and Society
- The British Academy (UK's National Academy for the Humanities and Social Sciences)

University Service:

University of Richmond

2010-present	Faculty Advisor to Program in Philosophy, Politics, Economics and Law (PPEL)
2010-present	Faculty Athletics Committee
2010-present	Athletics Council
2010-present	Athletics Strategic Plan Steering Committee
2009-present	Graduate Council
2009-present	International Business Committee
2010	Donchian Ethics Symposium Organizing Committee
2010	Chair – Business Ethics Assistant Professor search committee
2010	Invited Speaker – Business School Senior Dinner
2010	AACSB Sustainability Conference – Denver, CO
2006-2010	Judge – McWick Strategy Case Competition
2009-2010	Judge – Mid-Atlantic Regional Ethics Bowl
2008-2009	Independent Study Supervisor – Will Kent (2008), Erica Wang (2009)
2007-2009	Faculty Advisor - MBA Capstone Projects
2007	Undergraduate Thesis Advisor – Lana DelliCarpini
2006	Coach – Ethics Case Competition Team

University of San Diego

2004-2005	School of Business (SB) Appointment, Reappointment, Rank & Tenure Committee
2001-2005	SBA Long Range Planning Committee
2003-2004	<i>Ad Hoc</i> Academic Integrity Committees
2001-2003	University Honor Council
2003-2005	SBA Graduate Studies Committee
2002-2005	University Faculty Grievance Committee
2002	Faculty Hiring Committee

2002-2005 Resident Faculty Program – Lived in student housing and worked closely with residential staff and students

Courses Taught:

University of Richmond

BUAD 392 - Ethical, Social and Legal Responsibilities of Business
Fall 2008 (4.77/5.00)
Spring 2009 (4.70/5.00)
Fall 2009 (4.81/5.00)
Spring 2010 (4.71/5.00)

MBA 508 - Social, Legal & Ethical Issues of Business (Fall Only)
Fall 2008 (4.36/5.00)
Fall 2009 (4.81/5.00)

Mini-MBA (Executive Education)

University of San Diego

MSEL 503 Organizational Ethics (Executive Education)
MAFM 501 Ethics and Communications for Financial Professionals
BUS 142 Business & Society
BUS 101 Organization Theory
GBA 583 International Law & Ethics
GBA 501 Organization Concepts & Techniques
GBA 533 Organization Design and Change

University of Pennsylvania

LGST 210 Corporate Responsibility and Ethics

Georgetown University

MGMT 282 Social Responsibilities of Business
MGMT 583 Business Ethics

University of Virginia (McIntire)

COMM 381 Business Ethics

References available upon request