

Robert A. Phillips

George R. Gardiner Professor in Business Ethics
Professor of Strategic Management and Public Policy
Schulich School of Business
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[Google Scholar page](#)

Academic Employment History:

York University (Schulich School of Business)
George R. Gardiner Professor in Business Ethics, 2018-present
University of Richmond (Robins School of Business)
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
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, Fall 1999
Georgetown University (McDonough School of Business)
Visiting Assistant Professor, 1997-2001
University of Virginia
Instructor, 1996 (McIntire School of Commerce)

Published Scholarship:

R.E. Freeman, R. Phillips, R. Sisodia, (2019) “Tensions in Stakeholder Theory,” *Business & Society*.
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. 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

- 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.
- M-C Ingerson, et al., (2015) "Normative Stakeholder Capitalism: Getting from Here to There," *Business & Professional Ethics Journal*, 34(3), pp. 377-406.
- 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).
- R. Phillips, "Stakeholders, Ethics and Organizational Performance," (2014) in *Delivering Tomorrow*, invited essay for 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: Analyzing, Designing, Implementing, and Monitoring for Social and Environmental Responsibility* (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 (ed.), (2011) *Stakeholder Theory: Impact and Prospects*, (Cheltenham, UK: Edward Elgar Publishing).
- 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, 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 & 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 Publishing), 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.
- 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.
- M. Johnson-Cramer & R.A. Phillips, (2005) "Stakeholders," in Carl Mitcham (ed.), *Encyclopedia of Science, Technology, and Ethics*. (Detroit: Macmillan).
- R.A. Phillips & C. Caldwell, (2005) "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 (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, (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, (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 *Stakeholders*, R. Phillips and R. E. Freeman (eds.), (Cheltenham, UK: 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.
- 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 in *Stakeholders*, R. Phillips and R. E. Freeman (eds.), (Cheltenham, UK: 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.
- R.E. Freeman & R.A. Phillips, (2002) "Stakeholder Theory: A Libertarian Defense," *Business Ethics Quarterly*, 12(3), pp. 331-49.
- Reprinted in *Stakeholders*, R. Phillips and R. E. Freeman (eds.), (Cheltenham, UK: Edward Elgar Publishing), 2010.
- 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, (2000) "A Reply to Marcoux," Joseph R. DesJardins & John McCall (eds.) *Contemporary Issues in Business Ethics*, 4th Ed., (Belmont, CA: Wadsworth Publishing).

- 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.
- 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 *Stakeholders*, R. Phillips and R. E. Freeman (eds.), (Cheltenham, UK: 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.
- R. E. Freeman & R.A. Phillips, (1996) "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.
- J. Logan, R.A. Phillips & S. Logan, (1994) "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

Selected Presentations:

- 2017 "Stakeholders, Uncertainty & Value Creation", Academy of Management, Atlanta
- 2017 "Organizing for Responsibility", Gourlay Lecture, Trinity College, University of Melbourne
- 2016 "Stakeholder Theory and Ethics", Strategic Management Society, Berlin.
- 2016 Invited Lectures, (public lectures & research seminars), 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 "Agency Theory and Bounded Self-Interest," Social Innovation Center, INSEAD, Fontainebleau, France, November.
- 2012 "A Stakeholder Theory of the Firm," 4th Stakeholder Conference, The Darden School, University of Virginia, October.
- 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 **Keynote Address**, Conference on “Teaching Business Ethics in the Age of Crisis” sponsored by EconomEtica consortium at Milano-Bicocca University (Italy), November.
- 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](#).**
- 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 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
- 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.
- 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 “Response to Hartman” **invited response** at the Ruffin Lectures on Business Ethics, The Darden School, University of Virginia, April 2002.
- 2001 “Future Directions in Business Ethics,” Markkula Center, Santa Clara University.

- 1998 with J.D. Margolis, "Toward an Ethics of Organizations," Society for Business Ethics, August 1998.
Best Conference 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.
- 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
MBA	University of South Carolina
BSBA	Appalachian State University

Honors & Recognition:

- Senior Fellow - Olsson Center for Applied Ethics, Darden School of Business, University of Virginia
- Master Teacher in Ethics - The Wheatley Institution at Brigham Young University
- Robins School Scholarly Activity Award (2009-10)
- Gourlay Professorship of Ethics in Business, Trinity College, University of Melbourne (2016-17)

Professional Organizations and Service:

- *Journal of Business Ethics*
 - Section Editor (Corporate Responsibility), 2015-17
 - Special Issues Editor, 2017-present
- Society for Business Ethics
 - Emerging Scholars Program Co-Chair, 2013-16
 - Society President, 2009
 - Annual Meeting Program Chair, 2008
 - Board of Directors, 2006-2010
- Associate Editor - *Business & Society*, 2009-2012, 2014-2015
- 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
- External Dissertation Advisor
 - Judith Schrempf – University of Lausanne (Switzerland) – 2010
 - Sergiy Dmytriyev – University of Virginia, Darden
- Associate Professorship Evaluation (Hiring) Committee, Copenhagen Business School
- *Business & Professional Ethics Journal*
- 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 – 2011-2015
 - Speaker/Mentor – Doctoral Consortium – 2009-2016
 - Associate Editor for Annual Meeting – 2010-2012, 2014-2015
 - 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)
 - Research Committee Chair, 2007
 - Research Roundtable Coordinator, 2006
 - Membership Committee, 2005
- International Association of Business and Society
 - Representative-at-Large – 2015-2018
 - 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*
 - *Journal of Management Studies*
 - Oxford University Press
 - Cambridge University Press
 - Edward Elgar Publishing Inc.
 - Berrett-Koehler Publishers