

# *N. Craig Smith*

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## EMPLOYMENT

**INSEAD** (2007-date)  
Fontainebleau, France

INSEAD Chaired Professor of Ethics and Social Responsibility (2007-date)  
Academic Director of ESRI (the Ethics & Social Responsibility Initiative) as part of the Hoffmann Global Institute for Business and Society.

**University of Pennsylvania: The Wharton School** (2016)  
Philadelphia, Pennsylvania, USA

Visiting Professor of Legal Studies and Business Ethics

**London Business School**  
(2000-2007)  
London, U.K.

Senior Associate Dean, Full-Time MBA Programme (2005-2006)  
Associate Dean, Full-Time MBA Programme (2003-2005)  
Senior Fellow in Marketing and Ethics (2004-2007)  
Associate Professor of Marketing and Ethics (2000-2004)

**Georgetown University: McDonough School of Business**  
(1991-2000)  
Washington, D.C., U.S.A.

Associate Professor (tenured 1997)  
Senior Research Fellow, Joseph and Rose Kennedy Institute of Ethics (1997-2000)

**University of California, Berkeley: Haas School of Business** (1990)  
Berkeley, California, U.S.A.

Visiting Associate Professor (1990)

**Harvard University: Harvard Business School** (1988-1990)  
Boston, Massachusetts, U.S.A.

Visiting Assistant Professor (1988-1990)

**Cranfield Institute of Technology: Cranfield School of Management**  
(1985-1989)  
Cranfield, U.K.

Lecturer in Marketing (1985-1989)

## RESEARCH & TEACHING SPECIALISMS

[business ethics](#) - [marketing ethics](#) - [corporate social responsibility](#) - [sustainability](#) - [stakeholder theory](#)

## EDUCATION

- Ph.D. **Management** (Marketing and Consumer Behavior)  
Cranfield School of Management, Cranfield  
Institute of Technology, U.K. 1986.  
Thesis Title: “Ethical Purchase Behavior and Social  
Responsibility in Business.” Supervisor: Gordon Foxall.
- B.A. (First Class Honours) **Marketing** (with Engineering minor)  
Huddersfield Polytechnic, U.K. 1981.

## PUBLISHED BOOKS & JOURNAL ARTICLES

### Books

1. Managing the Sustainable Business (with Gilbert Lenssen) (Springer; 2019).
2. The Moral Responsibility of Firms (with Eric W. Orts) (Oxford University Press; 2017).
3. Marketing Ethics (with Patrick E. Murphy) (London: Sage, 2012).
4. Global Challenges in Responsible Business (with C.B. Bhattacharya, David Vogel, and David Levine) (Cambridge, U.K.: Cambridge University Press; 2010).
5. Mainstreaming Corporate Responsibility (with Gilbert Lenssen) (Chichester: Wiley, 2009).  
Published in Polish as Odpowiedzialnosc biznesu: Teoria i praktyka (Corporate Social Responsibility: Theory and Practice) (Warsaw: Studio EMKA, 2009).
6. Ethics in Marketing (with John A. Quelch) (Homewood, IL: Richard D. Irwin, 1993/1996).
7. The Management Research Handbook (with Paul Dainty) (London: Routledge, 1991).
8. Morality and the Market: Consumer Pressure for Corporate Accountability (London: Routledge, 1990 and 2014). Republished as part of Routledge Revivals series.

### Refereed Journal Articles

1. “Boards and Sustainability: From Aspirations to Action” (with Ron Sooneus), Management and Business Review 1 (1) 2020 (forthcoming).
2. “The Enduring Potential of Justified Hypernorms” (with Markus Schölz and Gaston de los Reyes, Jr.), Business Ethics Quarterly 29 (3) (July), 2019, 317-342. Available online via Cambridge University Press (first published March 2019):  
<https://doi.org/10.1017/beq.2018.42>
3. “Finding the Middle Ground in a Politically Polarized World” (with Daniel Korschun), MIT Sloan Management Review, 60 (1) (Fall) 2018.
4. “Alternative Objective Functions for Firms” (with Leena Lankoski), Organization & Environment 31 (3), 2018, 242-262. Available via OnlineFirst (first published September 2017): <https://doi.org/10.1177/1086026617722883>
5. “Beyond the Win-Win: Creating Shared Value Requires Ethical Frameworks” (with Markus Schölz and Gaston de los Reyes, Jr.), California Management Review 59 (2), 2017, 142-167.

6. "Stakeholder Judgments of Value" (with Leena Lankoski and Luk Van Wassenhove), Business Ethics Quarterly 26 (2), 2016, 227-256. (Named runner-up in the *Business Ethics Quarterly* Best Article award selection process for 2016/volume 26.)
7. "Shareholder Primacy, Corporate Social Responsibility and the Role of Business Schools" (with David Ronnegard), Journal of Business Ethics 134 (3), 2016, 463-478 (DOI 10.1007/s10551-014-2427-x).
8. "Shareholders vs. Stakeholders: How Liberal and Libertarian Political Philosophy Frames the Basic Debate in Business Ethics" (with David Ronnegard), Business and Professional Ethics Journal 32 (3-4), 2013, 183-220.
9. "Choice Without Awareness: Ethical and Policy Implications of Defaults" (with Daniel G. Goldstein & Eric J. Johnson), Journal of Public Policy & Marketing 32 (2), 2013, 159-172.
10. "How Gap Inc. Engaged with its Stakeholders" (with Sean Ansett and Lior Erez), MIT Sloan Management Review 52 (Summer), 2011, 69-76.
11. "Ethical Decision Making and Research Deception in the Behavioral Sciences: An Application of Social Contract Theory" (with Allan J. Kimmel and Jill G. Klein), Ethics & Behavior 21 (3), 2011, 222-251.
12. "Marketing's Consequences: Stakeholder Marketing and Supply Chain Corporate Social Responsibility Issues," (with Guido Palazzo and CB Bhattacharya), Business Ethics Quarterly 20 (October), 2010, 617-642.
13. "The New Marketing Myopia" (with Minette E. Drumwright & Mary C. Gentile), Journal of Public Policy & Marketing 29 (1), 2010, 4-11 (lead article in special issue on stakeholder marketing and one of five finalists for the *JPP&M* Thomas C. Kinnear 2013 award for the best article published in 2010-2013).
14. "Social Contract Theory and the Ethics of Deception in Consumer Research" (with Jill G. Klein and Allan J. Kimmel), Journal of Consumer Psychology 19 (3), 2009, 486-496.
15. "Bounded Goodness: Marketing Implications of Drucker on Corporate Responsibility," Journal of the Academy of Marketing Science 37 (1), 2009, 73-84 (Drucker tribute issue). Also reprinted in Mainstreaming Corporate Responsibility, N. Craig Smith and Gilbert Lenssen (ed.) (Chichester: Wiley, 2009).
16. "Commercializing Social Interaction: The Ethics of Stealth Marketing" (with Kelly D. Martin), Journal of Public Policy & Marketing 27 (1), 2008, pp. 45-56 (special issue on covert marketing).
17. "Socially Responsible Distribution: Strategies for Reaching the Bottom of the Pyramid" (with Sushil Vachani), California Management Review 50 (Winter), 2008, pp. 52-84.
18. "Why Managers Fail to Do the Right Thing: An Empirical Study of Unethical and Illegal Conduct" (with Sally S. Simpson and Chun-Yao Huang), Business Ethics Quarterly 17 (October) 2007, 633-667. Also featured in Sloan Management Review 48 (3), 2007, 6-7.
19. "Rethinking Consumer Boycotts" (with Richard Ettenson, Jill G. Klein and Andrew John), Sloan Management Review 47 (Summer), 2006, pp. 6-7.
20. "Socially Responsible Pricing: Lessons from the Pricing of AIDS Drugs in Developing Countries" (with Sushil Vachani), California Management Review 47 (Fall), 2004, 117-144.

Also reprinted in Multinational Corporations and Global Poverty Reduction, Subhash Jain and Sushil Vachani (ed.) (Edward Elgar, 2006), 400-434.

21. "Why We Boycott: Consumer Motivations for Boycott Participation," (with Jill G. Klein and Andrew John), Journal of Marketing 68 (July), 2004, 92-109.
22. "Corporate Social Responsibility: Whether or How?" California Management Review 45 (Summer), 2003, 52-76. Also reprinted in Corporate Social Responsibility: Readings and Cases in a Global Context, Andrew Crane, Dirk Matten, and Laura J. Spence (ed.) (Routledge, 2014), 35-61.
23. "Deception in Marketing Research: Ethical, Methodological, and Disciplinary Implications" (with Allan J. Kimmel), Psychology and Marketing 18 (July), 2001, 663-89.
24. "Ethical Guidelines for Marketing Practice: A Reply to Gaski and Some Observations on the Role of Normative Marketing Ethics," Journal of Business Ethics 32 (July), 2001, 3-18.
25. "Social Contracts and Marketing Ethics" (with Thomas W. Dunfee and William T. Ross, Jr.), Journal of Marketing 63 (July), 1999, 14-32.
26. "Ethics and Target Marketing: The Role of Product Harm and Consumer Vulnerability" (with Elizabeth Cooper-Martin), Journal of Marketing 61 (July), 1997, 1-20 (lead article).
27. "A Strategic Approach to Managing Product Recalls" (with Robert J. Thomas and John A. Quelch), Harvard Business Review 74 (September-October), 1996, 102-112. Also reprinted in Harvard Business Review on Crisis Management (Boston: Harvard Business School Press, 2000), 61-86.
28. "Marketing Strategies for the Ethics Era," Sloan Management Review 36 (Summer), 1995, 85-97.
29. "Deception in Retailer High-Low Pricing: A Rule of Reason Approach" (with Patrick J. Kaufmann and Gwendolyn K. Ortmeyer), Journal of Retailing 70 (Summer), 1994, 115-38.
30. (Invited) commentary on HBR Case Study, "The Case of the High-Risk Safety Product," by W. Bruce Chew and Timothy B. Blodgett, Harvard Business Review 70 (May-June), 1992, 10-11.
31. "Responsibility and Responsiveness: Black and Decker Designs a Recall" (with John A. Quelch and Gael B. Simonson), Design Management Journal 2 (Fall), 1991, 16-21. Also reprinted as: "Black and Decker Designs a Recall," in Advances in Consumer Marketing: Contemporary Research Themes, Mark Jenkins and Simon Knox (ed.) (London: Kogan Page, 1994), 136-47.
32. "Pharmaceutical Marketing Practices in the Third World" (with John A. Quelch), Journal of Business Research 23 (August), 1991, 113-26. Also reprinted in Global Marketing Management, Robert D. Buzzell, John A. Quelch, and Christopher A. Bartlett (ed.) (Reading: Addison-Wesley, 1992), 603-21.
33. "Fairness in Consumer Pricing" (with Patrick J. Kaufmann and Gwendolyn K. Ortmeyer), Journal of Consumer Policy 14 (2), 1991, 117-40. Also reprinted in Ethics and Economic Affairs, Alan Lewis and Karl-Erik Wärneryd (ed.) (London: Routledge, 1994), 151-70.
34. "California Grapes: A Vintage Boycott," Business and Society Review 78 (Summer) 1991, 20-21.

35. “The Case Study: A Useful Research Method for Information Management,” Journal of Information Technology 5 (3), 1990, 123-33.
36. “Consumer Boycotts,” Management Decision 27 (6), 1989, 9-15.
37. “Pressure Groups: A Management Introduction,” Management Decision 27 (5), 1989, 22-27.
38. “Teaching Ethics in Marketing: One Approach and Some Caveats,” Quarterly Review of Marketing 14 (Autumn), 1988, 10-16.
39. “Understanding Pressure Groups,” Marketing Intelligence and Planning 5 (2), 1987, 4-14.
40. “Consumer Boycotts and Consumer Sovereignty,” European Journal of Marketing 21 (5), 1987, 7-19.
41. “Corporate Promises and Corporate Performance,” (with Gil McWilliam) European Management Journal 4 (Summer), 1986, 121-27.

### **Digital Journal Articles**

1. “Ethics or Compliance in a Crisis?” (with Piergiorgio Pepe). MIT Sloan Management Review (digital article) (forthcoming).
2. “In the Face of a Pandemic, Can Pharma Shift Gears?” (with Markus Schölz). MIT Sloan Management Review (digital article), April 2020.
3. “Six Ways Companies Can Promote and Protect Human Rights” (with Markus Schölz). Harvard Business Review (digital article) (forthcoming).
4. “How Board Members Really Feel About ESG, from Deniers to True Believers” (with Ron Sooni). Harvard Business Review (digital article), April 2019.
5. “Finding Good News for Business and Human Rights After Khashoggi” (with Markus Schölz). MIT Sloan Management Review (digital article), October 2018.
6. “Finding the Middle Ground in a Politically Polarized World” (with Daniel Korschun), MIT Sloan Management Review (digital article). June 2018.
7. “Companies Can’t Avoid Politics—and Shouldn’t Try To” (with Daniel Korschun), Harvard Business Review (digital article), March 2018.

### **WORK IN PROGRESS**

#### **Papers under Review/Revision/Working Papers**

1. “Coronavirus Ethics: Judgments of Marketing Ethics in a Pandemic” (with Yvetta Simonyan).
2. “A Better World *Without* Marketing: Limits to the Price-Tag Society” (with Yvetta Simonyan).
3. “The End of Business Ethics? A Rawlsian Perspective” (with David Ronnegard).
4. “Polish Citizens in a Transformed Society: A Social Contract Perspective on Business and Ethics in Poland” (with Iwona Kuraszko Bölov).

5. “Will Employees Sacrifice Pay to Work for a More Socially Responsible Organization?” (with Douglas H. Frank and Leandro Nardi).
6. “Corporate Responsibility Meets the Digital Economy” (with Leena Lankoski).
7. “The Elusive Target of the Win-Win CSR Strategy” (with David Ronnegard and Markus Schölz).
8. “Mandating Corporate Social Responsibility: India’s Bold Experiment” (with Mona Parikh McNicholas and Francois-Lucien Vulliermet).
9. “CSR Halo: The Gift that Keeps on Giving?” (with Sofia Lopez and Daniel Read). INSEAD Working Paper: 2018/07/ATL/ISIC.
10. “More Than Hot Air: Community Biogas as Social Innovation” (with Matina Rassia and Ananya Mukherjee). Stanford Social Innovation Review.

### **Other Work in Progress**

1. “Me and My Algorithm” (with Finola Kerrigan).
2. Contemporary Perspectives in Responsible Marketing. Edited book with Mike Saren, Lloyd Harris and Isabelle Szmigin.
3. “Business and Human Rights” (with Markus Scholz).
4. “Reference Points and Stakeholder Value: An Empirical Investigation” (with Leena Lankoski).
5. “Employee Political Activism” (with Daniel Korschun).

### **FURTHER PUBLICATIONS**

#### **Chapters in Books** (excluding reprinted journal articles and case studies)

1. “Marketing Strategy and Corporate Social Responsibility” (with Sofia López-Rodríguez) in Bodo Schlegelmilch and Russell Winer (ed.), Marketing Strategy (Routledge, 2021) (forthcoming).
2. “Shareholder Primacy vs. Stakeholder Theory: The Law as Constraint and Potential Enabler of Stakeholder Concerns” (with David Ronnegard) in Jay B. Barney, R. Edward Freeman, Jeffrey S. Harrison, and Robert A. Phillips (ed.), Handbook of Stakeholder Theory (Cambridge University Press, 2019), 117-131.
3. “The Moral Responsibility of Firms: Renewed Interest in a Perennial Question of Business Ethics,” in Eric W. Orts and N. Craig Smith (ed.), The Moral Responsibility of Firms (Oxford University Press, 2017), 1-11.
4. “Shareholder Primacy as an Impediment to Corporate Social Responsibility” (with David Ronnegard), in Maria Cecilia Coutinho de Arruda, and Boleslaw Rok (ed.), Understanding Ethics and Responsibilities in a Globalizing World, The International Society of Business, Economics, and Ethics Book Series, Volume 5 (Springer 2016), 43-57.
5. “Upstream, Downstream: Towards a New Morality of Marketing in Global Supply Chains”

- (with Guido Palazzo and C.B. Bhattacharya) in Alexander Nill (ed.), Handbook on Ethics and Marketing (Edward Elgar 2015), pp. 220-237.
6. “Ethik im Marketing – Ein Überblick” (“Ethics in Marketing – An Overview”) (with Patrick E. Murphy, Markus Scholz and Alina Reibetanz) in Andreas Schneider and René Schmidpeter (ed.), Corporate Social Responsibility: Verantwortungsvolle Unternehmensführung in Theorie und Praxis (Berlin: Springer Gabler, 2nd edition), 2015, 721-735.
  7. “Consumers and CSR Understanding: Nuances in Consumer Perceptions of CSR Initiatives” (with Sofía López), in Ron Hill and Ryan Langan (ed.), Handbook of Research on Marketing & Corporate Social Responsibility (Cheltenham: Edward Elgar, 2014), pp. 219-233.
  8. “Downstream Meets Upstream: The Sweatshop on Your Conscience,” in The Shared Value Debate: Academic visions on new business models for XXI Century. (Rome: ENEL Foundation, 2013).
  9. “Morris Holbrook on Marketing Ethics and Social Issues,” in Legends in Marketing – Morris B. Holbrook, Volume 12: Macromarketing Applications, Part I – Ethical Concerns, Social Issues, and Animal Companions, Clifford J. Shultz, II (ed.) (Thousand Oaks, CA: Sage 2013) (invited contribution to “Legends in Marketing” series; series editor: Jag Sheth).
  10. “Marketing Ethics: A Review of the Field” (with Patrick E. Murphy), in Marketing Ethics, N. Craig Smith and Patrick E. Murphy (ed.) (London: Sage, 2012).
  11. “Laying Foundations for an Emerging Field: A Commentary on Shelby Hunt’s Research on Marketing Ethics,” in Legends in Marketing – Shelby D. Hunt, Volume 6: Macromarketing, Ethics and Social Responsibility: The Research Tradition Period, John R. Sparks (ed.) (Thousand Oaks, CA: Sage 2011) (invited contribution to “Legends in Marketing” series; series editor: Jag Sheth), pp. 297-302.
  12. “Overcoming Rural Distribution Challenges at the Bottom of the Pyramid” (with Sushil Vachani), in Global Challenges in Responsible Business, N. Craig Smith, C.B. Bhattacharya, David Vogel, and David Levine (ed.) (Cambridge, U.K.: Cambridge University Press; 2010), pp. 268-302.
  13. “Mainstreaming Corporate Responsibility” (with Gilbert Lenssen), in Mainstreaming Corporate Responsibility, N. Craig Smith and Gilbert Lenssen (ed.) (Chichester: Wiley, 2009).
  14. “Consumers as Drivers of Corporate Social Responsibility,” in The Oxford Handbook of Corporate Social Responsibility, Andrew Crane, Abigail McWilliams, Dirk Matten, Jeremy Moon, and Donald Siegel (ed.) (Oxford: Oxford University Press, 2008), pp. 281-302.
  15. “Arguments For and Against Corporate Social Responsibility,” in Perspectives in Business Ethics, Laura P. Hartman (ed.) (Boston: McGraw-Hill, 2002), 231-236 (reprinted from Morality and the Market).
  16. “Changes in Corporate Practices in Response to Public Interest Advocacy and Actions: The Role of Consumer Boycotts and Socially Responsible Consumption in Promoting Corporate Social Responsibility,” in Handbook of Marketing and Society, Paul N. Bloom and Gregory T. Gundlach (ed.) (Thousand Oaks, CA: Sage, 2001), 140-161.

17. "Social Marketing and Social Contracts: Applying Integrative Social Contracts Theory to Ethical Issues in Social Marketing," in Ethics in Social Marketing, Alan R. Andreasen (ed.) (Washington, D.C.: Georgetown University Press, 2001), 125-159.
18. "The Social Control of Corporate Criminals: Shame and Informal Sanction Threats" (with Sally S. Simpson and M. Lyn Exum), in Of Crime and Criminality: The Use of Theory in Everyday Life, Sally S. Simpson (ed.) (Thousand Oaks, CA: Pine Forge Press, 2000), 141-158.
19. "Marketing Ethics," in The IEBM Encyclopedia of Marketing, Michael J. Baker (ed.) (London: International Thomson Business Press, 1999), 653-67 and, abridged, as "Marketing Ethics," in International Encyclopedia of Business and Management, Malcolm Warner (ed.) (London: Routledge, 2002), 4234-4248.
20. "Ethics and the Typology of Consumer Value," in Consumer Value: A Framework for Analysis and Research, Morris B. Holbrook (ed.), (New York: Routledge, 1999), 147-58.
21. "Marketing Ethics," in Companion Encyclopedia of Marketing, Michael J. Baker (ed.), (London: Routledge, 1995), 905-29; and, abridged, as "Marketing Ethics," in International Encyclopedia of Business and Management, Malcolm Warner (ed.) (London: Routledge, 1996), 3252-64.
22. "How the West Gains from Apartheid: The Case of the United Kingdom," in The South African Quagmire, S. Prakash Sethi (ed.), (Cambridge: Ballinger, 1987), 333-52.

#### **Published Conference Papers**

1. "Will Employees Pay to Work for a More Socially Responsible Organization?" (with Douglas H. Frank) in John Humphreys (ed.), Proceedings of the Seventy-Sixth Annual Meeting of the Academy of Management. Online ISSN: 2151-6561. 2016.
2. "Consumer Activism: Boycotts, Brands and Marketing Communications" (special session summary) in Advances in Consumer Research XXXII, Geeta Menon and Akshay R. Rao (ed.) (Duluth, MN: Association for Consumer Research, 2005), 494.
3. "Forewarning and Debriefing as Remedies to Deception in Consumer Research: An Empirical Study" (with Jill G. Klein) in Advances in Consumer Research XXXI, Barbara E. Kahn and Mary Frances Luce (ed.) (Valdosta, GA: Association for Consumer Research, 2004), pp. 759-765.
4. "Exploring Motivations for Participation in a Consumer Boycott" (with Jill G. Klein and Andrew John) in Advances in Consumer Research XXIX, Susan Broniarczyk and Kent Nakamoto (ed.) (Provo, UT: Association for Consumer Research, 2002), 363-369.
5. "Ethics in Consumer Research" (special session summary) in Advances in Consumer Research XXV, Joseph W. Alba and J. Wesley Hutchinson (ed.) (Provo, UT: Association for Consumer Research, 1998), 68.
6. "The Target and Its 'Other': Exploring the Social Context and Interaction of Consumer Segments" (with Sonya A. Grier), (special session summary) in Advances in Consumer Research XXIV, Merrie Brucks and Debbie MacInnis (ed.) (Provo, UT: Association for Consumer Research, 1997), 145-47.



7. "Ethics and the Typology of Customer Value," in Advances in Consumer Research XXIII, John G. Lynch and Kim P. Corfman (ed.) (Provo, UT: Association for Consumer Research, 1996), 148-53.
8. "Ethical Issues in Consumer Research: Consumer and Researcher Perspectives" (with Jill G. Klein), (special session summary) in Advances in Consumer Research XXII, Frank Kardes and Mita Sujan (ed.) (Provo, UT: Association for Consumer Research, 1995), 761-62.
9. "Teaching Marketing Research Ethics in the Business School Classroom" (with Jill G. Klein), in AMA Educators' Proceedings: Enhancing Knowledge Development in Marketing 5, Ravi Achrol and Andrew Mitchell (ed.) (Chicago, IL: American Marketing Association, 1994), 92-99.
10. "The Role of Ethical Concerns in Consumer Purchase Behavior: Understanding Alternative Processes" (with Sandra J. Burke and Sandra J. Milberg), in Advances in Consumer Research XX, Leigh McAlister and Michael L. Rothschild (ed.) (Provo, UT: Association for Consumer Research, 1993), 119-22.
11. "Deception in Retail Sale Pricing" (with Patrick J. Kaufmann and Gwendolyn K. Ortmeier), in European Advances in Consumer Research 1, W. Fred Van Raaij and Gary Bamossy (ed.) (Provo, UT: Association for Consumer Research, 1993), 345-51.
12. "Case Research Possibilities," in Enhancing Knowledge Development in Marketing: Perspectives and Viewpoints, P. Rajan Varadarajan and Anil Menon (ed.) (Chicago: American Marketing Association, 1993), 64-69.
13. "Pharmaceutical Marketing Practices in the Third World" (with John A. Quelch), in Quality-of-Life Studies in Marketing and Management, H. Lee Meadow and M. Joseph Sirgy (ed.) (Blacksburg, VA: Virginia Polytechnic Institute and State University, 1990), 26-42.
14. "Marketing Smoking Cessation," in Smoking Cessation: The Organization, Delivery, and Financing of Services, Thomas C. Schelling and John M. Pinney (ed.) (Cambridge, MA: Harvard University Institute for the Study of Smoking Behavior and Policy, 1989), 46-62.
15. "The Case Study: A Vital Yet Misunderstood Research Method for Management," in Frontiers of Management, Roger Mansfield (ed.) (London and New York: Routledge, 1989), 50-64.
16. "Teaching Ethics in Marketing: One Approach and Some Caveats," in Proceedings of the Marketing Education Group 21st Annual Conference, Terry Robinson and Colin Clarke-Hill (ed.) (Huddersfield, U.K.: Huddersfield Polytechnic, 1988), 537-57.
17. "Ethical Purchase Behavior, in Understanding Economic Behavior III, International Association for Research in Economic Psychology (Aarhus, Denmark: Aarhus School of Business, 1987), 949-64.
18. "The Ideology of Marketing," in Proceedings of the Marketing Education Group 20th Annual Conference, Robin Wensley (ed.) (Warwick, U.K.: Warwick University, 1987), 497-513.
19. "Consumer Boycotts," in Proceedings of the Marketing Education Group 19th Annual Conference, Donald Cowell and Janet Collis (ed.) (Plymouth, U.K.: Plymouth Polytechnic, 1986), 759-72.

## Other Publications

1. “A New Framework for Corporate Activism,” INSEAD Knowledge, October 2019. Republished as “Here’s a Guide on Corporate Activism”, in The Business Times (Singapore) October 22, 2019.
2. “BRT: The New Capitalism.” INSEAD Knowledge, August 2019.
3. *What’s Stopping Boards from Turning Sustainability Aspirations into Action?* (with Ron Soonieus). INSEAD Corporate Governance Centre Report. Fontainebleau: INSEAD: 2019.
4. “How Corporate Boards Can Get Serious About Sustainability Issues; Here are five ways boards can turn concerns about sustainability into effective action,” *Wall Street Journal*, 24 June 2019.
5. “Sustainability and the Five Archetypes of Boardroom Behaviour” (with Ron Soonieus). INSEAD Knowledge, June 2019.
6. “What’s Stopping Boards from Taking Action on Sustainability?” (with Ron Soonieus). INSEAD Knowledge, April 2019.
7. “Finding Good News for Business and Human Rights After Khashoggi” (with Markus Schölz), INSEAD Knowledge, November 2018.
8. “The Critical Consequences of Culture: When Management’s Expectations Inspire Unethical Acts.” INSEAD Knowledge, August 2018.
9. “Balancing Profit and Social Welfare: Ten Ways to Do It” (with Leena Lankoski). INSEAD Knowledge, June 2018.
10. “Why Not Corporate Activism in the UK?” INSEAD Knowledge, March 2018.
11. “Big Investors Call for Company Attention to Social Purpose: What Next?” (with Markus Schölz), INSEAD Knowledge, February 2018. Also reprinted on the ARCS Blog, March 2018.
12. “Identifying Social Norms Makes for Better Business” (with Markus Schölz), INSEAD Knowledge, June 2017.
13. “Business vs Trump: How CEOs Can Make a Difference,” INSEAD Knowledge, June 2017.
14. “Who is Responsible for Corporate Misconduct?” (with Eric W. Orts), INSEAD Knowledge, April 2017.
15. “Bringing Fresh Air to Biogas” (with Matina Rassia), INSEAD Knowledge, March 2017.
16. “Trump Puts Business Values to the Test,” INSEAD Knowledge, February 2017.
17. “The Drug Price Dilemma,” INSEAD Knowledge, December 2016.
18. “Who’s Responsible? The Ethics of the Sharing Economy,” INSEAD Knowledge, November 2016. Also reprinted in Huffington Post, February 1, 2017 and as “Upholding Rules in the Sharing Economy” in Today, November 25, 2016.

19. “Advertisers’ Ethical Dilemmas in Emerging Markets” (with Minette Drumright), INSEAD Knowledge, May 2016.
20. “From Corporate Philanthropy to Creating Shared Value: Big Pharma's New Business Models in Developing Markets,” GfK-Marketing Intelligence Review 8 (1) (May), 2016, 30-35.
21. “Finding Profit in Creating a Smarter Planet,” INSEAD Knowledge, March 2016.
22. “The problem with those who cheat: INSEAD professor of ethics analyses how the Volkswagen brand came to fail,” Financial Times, October 11, 2015.
23. “Stakeholder Strategies Make-or-Break Sustainable Business” (with Jean-Francois Manzoni, and Horacio Falcao), INSEAD Knowledge, October 2015.
24. “Size Matters? How the Business Case for CSR Can Apply to Any Company, No Matter the Size,” HuffPost Business, September 1, 2015 and as “Size Matters” on the ARCS Blog, September 3 2015.
25. “Tackling Unethical Banking: How Far Should Regulators Go?” INSEAD Knowledge, July 2015.
26. “Sustainability: From the Back Room to the Board Room,” INSEAD Knowledge, February 2015.
27. “Three Things Every Manager Should Know About Consumer Boycotts”/“Trois choses que chaque gestionnaire doit savoir sur les boycotts des consommateurs” (with Elin Williams), Thought Leader Blog, Network for Business Sustainability, December 2014. Also republished as “Three Things Every Manager Should Know About Consumer Boycotts,” INSEAD Knowledge, January 2015.
28. “Corruption: Can You Ignore It?” INSEAD Knowledge, December 2014. Also republished as “Whistleblower Ian Foxley takes beating, still looks himself in the eye,” The FCPA Blog, December 17 2014.
29. “Should Business Schools Peddle Shareholder Value Maximization?” (with David Ronnégard), INSEAD Knowledge, December 2014.
30. “Sustainability Challenges: When Good Intentions Backfire,” INSEAD Knowledge, October 2014.
31. “Could Your Leadership Style Be Influencing Bad Behaviour?” INSEAD Knowledge, October 2014.
32. “The Moral Responsibility of Firms: For or Against?” INSEAD Knowledge, March 2014.
33. “Sharing Big Pharma’s Value,” INSEAD Knowledge, October 2, 2013.
34. “Size Matters,” INSEAD Knowledge, August 13, 2013.
35. “SMEs are more intrinsically motivated in CSR,” South China Morning Post, June 7, 2013.
36. “Olympians & Bankers,” The Huffington Post, September 11, 2012.
37. “Banksters: The Scandals Continue,” INSEAD Knowledge, August 27, 2012.

38. “Responsible consumers and stakeholder marketing: building a virtuous circle of social responsibility”/“Consumidores responsables y marketing orientado a los grupos de interés: construyendo el círculo virtuoso de la responsabilidad social” (with Elin E. Williams), Universia Business Review, 30 (September) 2011, pp. 68-78.
39. “The Many Business Cases for CSR Strategy,” CSR Files 1 (June), 2011, pp. 29-33.
40. “Responsible Consumer, Responsible Marketer” (with Elin E. Williams), Corporate Responsibility Magazine, March/April 2011, pp. 34-35.
41. “Corporate Social Responsibility as a Strategic Necessity,” CEIBS Business Review, April 2011, pp. 38-41 (in Chinese).
42. “The ethical consumer and the quest for the ‘business case’”/“Il consumatore etico e la ricerca del ‘business case’” (with Elin E. Williams), Oxygen 12-02.2011, pp. 56-61 (published in English & Italian).
43. “The sweatshop on your conscience” (with Elin E. Williams), Scope, Winter 2011, 14-21. Also, in abridged form, as cover story for INSEAD Knowledge, February 2011.
44. “How Business Schools Lost Their Way” (with Luk Van Wassenhove), BusinessWeek, January 11, 2010.
45. “Drucker on the ‘bounded goodness of corporate social responsibility,” INSEAD Knowledge, January, 2010 (top 5 ranked by views).
46. “Why an MBA oath?” INSEAD Knowledge, November, 2009.
47. “Why mainstreaming corporate social responsibility still makes good business sense,” INSEAD Knowledge, April 2009 (top 5 ranked by views).
48. “Mainstreaming Corporate Responsibility: An Introduction to the Special Issue” (with Gilbert Lenssen), Journal of Business Ethics Education 5 (Special Issue), 2008, 3-6.
49. “Why managers fail to do the right thing,” INSEAD Knowledge, February 2008.
50. “On Ethics and Social Responsibility,” BizEd, May-June 2008, pp. 28-29.
51. Review of Living into Leadership: A Journey in Ethics by Bowen H. “Buzz” McCoy, Stanford Social Innovation Review 5 (Summer) 2007, pp. 77-78.
52. “Out of Leftfield: Societal Issues as Causes of Product Failure”. Business Strategy Review 18 (Summer), 2007, pp. 55-59.
53. “Corporate Social Responsibility at a Crossroads?” (with Halina Ward), Business Strategy Review 18 (Spring), 2007, 16-21.
54. “Business as usual is not the answer to society’s problems” (with Halina Ward), Financial Times, October 20, 2006, p. 17. Also reprinted in Mainstreaming Corporate Responsibility, N. Craig Smith and Gilbert Lenssen (ed.) (Chichester: Wiley, 2009), pp. [2-7].
55. “BP’s failure of execution, not strategy,” Financial Times, August 9, 2006, p. 13.
56. “Corporate Social Responsibility at a Crossroads: Futures for CSR in the UK to 2015” (with Halina Ward). London: International Institute for the Environment and Development, 2006.

57. "Responsible Leadership Required," Ethical Corporation, January 2006, p. 47.
58. "When the Price Isn't Right," (with Sushil Vachani), Business Strategy Review 16 (Summer) 2005, pp. 74-79.
59. "Responsibility Inc." Business Strategy Review 16 (Summer) 2005, pp. 62-65.
60. "Getting on the right track," Whitehall and Westminster World, March 8, 2005, p. 8.
61. "Good works in a corporate ghetto" (with Craig Cohon), Financial Times, December 8, 2004, p. 21.
62. Co-editor (with C.B. Bhattacharya and David Vogel) of special issue on "Integrating Social Responsibility and Marketing Strategy," California Management Review 47 (Fall), 2004.
63. "Primer or refresher, yes, but no substitute for school," Management Today, August 2004, p. 33.
64. "The kids question: How can commerce and responsibility be balanced when marketing food to children?" Marketing, February 12, 2004, pp. 22-23.

#### **RECENT RESEARCH PRESENTATIONS (2015-2020)**

"Coronavirus Ethics: Judgments of Marketing Ethics in a Pandemic" (with Yvetta Simonyan). Presentation at Birmingham Business School, July 2020 (invited presentation).

"Corporate Responsibility Meets the Digital Economy" (with Leena Lankoski). Presentation at 35th EGOS Colloquium, July 2019, Edinburgh.

"Will Employees Sacrifice Pay to Work for a More Socially Responsible Organisation?" Presentation at University of Bath, May 2019 (invited presentation).

"The Moral Responsibility of Firms." Presentation at 23<sup>rd</sup> Karlsruhe Dialogues, The Responsible Society: Between Challenge and Overload, Karlsruhe Institute of Technology, February 2019 (invited presentation).

"Corporate Responsibility Meets Digital Technology" (with Leena Lankoski). Presentation at GRONEN Annual Conference, University of Almeria, June 2018.

"Alternative Objective Functions for Firms" (with Leena Lankoski). Presentation at Alliance for Research on Corporate Sustainability (ARCS) Annual Conference, Rotterdam, June 2017.

"The Promise of Creating Shared Value." Keynote address at "Business Ethics & Competitiveness in SMEs" conference at Lauder Business School, Vienna, November 2016 (invited presentation).

"Employees & Organisational Social Purpose: Will Employees Sacrifice Pay to Work for a More Socially Responsible Organisation?" (with Doug Frank). Presentation at The Ninth TransAtlantic Business Ethics Conference (TABEC), University of St. Gallen, September 2016.

"Employees & Organisational Social Purpose: Will Employees Sacrifice Pay to Work for a More Socially Responsible Organisation?" (with Doug Frank). Presentation at Alliance for Research on Corporate Sustainability (ARCS) Annual Conference, Boulder CO, May 2016.

“Employees & Organisational Social Purpose: Will Employees Sacrifice Pay to Work for a More Socially Responsible Organisation?” Presentation at McCombs School of Business, University of Texas at Austin, April 2016 (invited presentation).

“Employees & Organisational Social Purpose: Will Employees Sacrifice Pay to Work for a More Socially Responsible Organisation?” Presentation at The Wharton School, University of Pennsylvania, April 2016 (invited presentation).

“Whistleblowing & Compliance: Challenges & Opportunities.” Presentation as part of Whistle-Blowing Symposium, in “The Limits of The Law: The Role of Compliance in the 21st Century,” Thirty-Third International Symposium on Economic Crime, Jesus College, Cambridge University, September 2015.

“INEOS ChlorVinyls: The Journey Towards Sustainable PVC.” Presentation at ARCS “Sustainable Enterprise and Systemic Change Professional Development Workshop,” Academy of Management Conference, Vancouver, August 2015.

“What’s Wrong with Armchair Ethics?” Panel presentation at Society for Business Ethics Annual Conference, Philadelphia, August 2015.

“Employees and Organizational Social Purpose: Will Employees Sacrifice Pay to Work for a More Socially Responsible Organization?” (with Douglas H. Frank). Presentation at by-invitation Sumantra Ghoshal Conference, London Business School, May 2015.

“Beyond the Win-Win: Creating Shared Value Requires Ethical Frameworks.” Presentation at School of Management, Royal Holloway University of London, May 2015 (invited presentation).

“Stakeholder Judgments of Value.” George Washington University School of Business, April 2015 (invited presentation).

“Can Marketing Be Ethical?” Presentation at University of Birmingham Business School, April 2015.

## **PEDAGOGICAL MATERIALS**

### **Case Studies under Development (drafts available)**

A virtual reality version of the award-winning case, “Barry Callebaut: Forever Chocolate”.

“Dirty hands in Brazil” (with Thalita Marcondes and Elin Williams).

“H&M Confronts the Elephant in the Room: Fair Pay for Factory Workers” (with Erin McCormack).

“GSK: Profits, Patents and Patients” (with Dawn Jarisch) (update of earlier GSK case).

“Disney: Out of Bangladesh” (with Erin McCormack).

“GlaxoSmithKline Austria: The Gratisware Problem (A) & (B)” (with Markus Scholz and Robert J. Crawford).

### **Case Studies Developed at INSEAD (published by INSEAD and The Case Centre)**

1. “Fairphone 3: Commercializing Radical Sustainability” (with Lisa Duke).
2. “Taming the Disrupters: Can Uber Become a Good Corporate Citizen?” (with Erin McCormack).

3. “Barry Callebaut: Forever Chocolate” (with Lisa Duke and Ron Soonieus). EFMD Case Awards, Corporate Social Responsibility Category Winner, 2019.
4. “Barry Callebaut: To Follow the Chair? (A) & (B)” (with Lisa Duke and Ron Soonieus).
5. “Wells Fargo Bank: The Fake Accounts Scandal” (with Erin McCormack).
6. “Tata Motors (A): A History of Service in a New Era of Corporate Social Responsibility”; “Tata Motors (B): More from Less for More” (with Erin McCormack). EFMD Case Awards, Corporate Social Responsibility Category Winner, 2018.
7. “UBS AG: The Rogue Trader” (with Mark Lee Hunter).
8. “The Volkswagen Emissions Scandal: How Could it Happen?” (with Erin McCormack). Winner of Second Prize in the Corporate Sustainability track of the Oikos Case Writing Competition 2018.
9. “Webteb: CEO Dilemma” (with Majed Abukhater and Elin Williams).
10. “Turing Pharmaceuticals: Fair Profit or Price-Gouging in the Drug Industry?” (with Erin McCormick).
11. “Uber and the Ethics of Sharing: Exploring the Societal Promises and Responsibilities of the Sharing Economy” (with Erin McCormick). Winner of Second Prize in the Corporate Sustainability track of the Oikos Case Writing Competition 2017. Case Centre “Best Seller” 2018. Case Centre Awards Winner 2019, Ethics and Social Responsibility Track.
12. “INEOS ChlorVinyls: A Positive Vision for PVC” (with Dawn Jarisch).
13. “A Costly Train Journey (A) & (B)” (with Elin Williams).
14. “The Man in the Mirror (A) & (B)” (with Erin McCormick and Ian Foxley). Also published in Business Ethics: Ethical Decision-Making and Cases (Asian edition), David Bishop, David Lee, OC Ferrell, John Fraedrich, and Linda Ferrell, ed., McGraw-Hill 2019.
15. “Barrick Gold Corporation: Perfect Storm at Pascua Lama” (with Erin McCormick). Oikos Case Awards, Runner-Up, 2014.
16. “GlaxoSmithKline: U.S. Sales Practices” (with Robert J. Crawford).
17. “Rupert Murdoch and News Corp: The Phone Hacking Scandal” (with Robert J. Crawford).
18. “Ziqitza Health Care Limited: Responding to Corruption” (with Robert J. Crawford). Case (#713-046-1) and TN (#713-046-8) available via The Case Centre. Spanish version published 2015. Also published in Business Ethics: Ethical Decision-Making and Cases (Asian edition), David Bishop, David Lee, OC Ferrell, John Fraedrich, and Linda Ferrell, ed., McGraw-Hill 2019. Oikos case awards: Third Place prizewinner, Social Entrepreneurship Category, 2013.
19. “Wal-Mart: Love, Earth (A) & (B)” (with Robert J. Crawford). Case (#712-019-1) and TN (#712-019-8) available via European Case Clearing House. EFMD Case Awards, Corporate Social Responsibility Category Winner, 2012. Oikos Case Awards, Runner-Up, 2012. Forthcoming in: Oikos Case Collection Vol. 3 (Greenleaf; 2014).

20. “Bank of America Acquires Merrill Lynch: Who Pays?” (with Robert J. Crawford). Case (#712-008-1) and TN (#712-008-8) available via European Case Clearing House.
21. “Wal-Mart’s Sustainable Product Index” (with Robert J. Crawford). Case (#711-037-1) and TN (#711-037-8) available via European Case Clearing House.
22. “Société Générale: The Rogue Trader” (with Mark Hunter). Case (#711-006-1) and TN (#711-006-8) available via European Case Clearing House. Revised 2015. Case Centre “Best Seller” 2018.
23. “Unilever and Oxfam: Understanding the Impacts of Business on Poverty (A) & (B)” (with Robert J. Crawford). Case and TN available via European Case Clearing House and published in Journal of Business Ethics Education 5 (special issue), 2008, pp. 7-56 and Smith and Lenssen, Mainstreaming Corporate Responsibility (Wiley; 2009). (EABIS-funded case.)
24. “Hydro Polymers Ltd.—Sustainable PVC?” (with Josephine Brennan). Case and TN available via European Case Clearing House and published in Smith and Lenssen, Mainstreaming Corporate Responsibility (Wiley; 2009). (EABIS-funded case study.)

### **Case Studies Developed at London Business School**

25. “The Wal-Mart Supply Chain Controversy” (with Robert J. Crawford). Case and TN available via European Case Clearing House and published in Journal of Business Ethics Education 3, 2006, pp. 143-164 and published in Smith and Lenssen, Mainstreaming Corporate Responsibility (Wiley; 2009). ECCH European Case Awards, Corporate Social Responsibility Category Winner 2008 and Prize Winner, ECCH Best Seller, 2007, 2009, 2011.
26. “GlaxoSmithKline and Access to Essential Medicines (A) & (B)” (with Anne Duncan). London Business School # CS-04-001, CS-04-003. Teaching note # 04-004. Also available via European Case Clearing House and published in Journal of Business Ethics Education 2 (1), 2005, 97-132 and published in Smith and Lenssen, Mainstreaming Corporate Responsibility (Wiley; 2009). ECCH European Case Awards, Corporate Social Responsibility Category Winner, 2006.
27. “From Grace to Disgrace: The Rise and Fall of Arthur Andersen,” (with Michelle Quirk). London Business School # CS-04-002. Teaching note (with Michelle Quirk) # 04-003. Also available via European Case Clearing House, published in Journal of Business Ethics Education 1 (1), 93-131, 2004 and published in Smith and Lenssen, Mainstreaming Corporate Responsibility (Wiley; 2009). Prize Winner, ECCH Best Seller, 2009, 2010, 2011.

### **Case Studies Developed at Georgetown**

28. “Dow Corning Corporation: Marketing Silicone” (with Mary Schneck), INSEAD case study (Fontainebleau: INSEAD, 1998). Case selected for the semi-final of the MBA International Case Competition at Concordia University, 1999.
29. “Handguns at Wal-Mart” (with Todd E. Himstead and Andrew Libuser), Case Research Journal 16 (Winter) 1996, 85-94 (and teaching note with Andrew Libuser). Also reprinted in Strategic Management by Alex Miller (McGraw-Hill, 1998), 254-262.
30. “Uptown, Dakota, and PowerMaster,” in Case Studies in Business Ethics by Thomas Donaldson and Al Gini (Upper Saddle River, NJ: Prentice Hall, 1996), 53-58.



31. "Dow Corning Corporation: Marketing Breast Implant Devices" (with Andrew D. Dyer and Todd E. Himstead), Business Case Journal 3 (Summer) 1995, 32-52 (teaching note with Todd E. Himstead). Also reprinted in Case Studies in Business Ethics by Thomas Donaldson and Al Gini (Upper Saddle River, NJ: Prentice Hall, 1996), 39-53; Strategic Management: Concepts and Cases by Peter Wright, Mark J. Kroll, and John A. Parnell (Upper Saddle River, NJ: Prentice Hall, 1998), 354-372; and, revised, as: "Dow Corning Corporation: Product Stewardship," in Cases in Leadership, Ethics, and Organizational Integrity: A Strategic Perspective by Lynn Sharp Paine (Chicago: Irwin, 1997), 298-319 (and in Japanese edition).
32. "Data General and New York's Division of Substance Abuse Services (A) and (B)" (with Andrew D. Dyer), Case Research Journal 14 (Spring) 1994, 70-87, 88-90 (teaching note with Andrew D. Dyer). Also reprinted in: Sales Force Management by Gilbert A. Churchill, Neil M. Ford, and Orville C. Walker (Chicago: Richard D. Irwin, 1997), 300-316; Sales Management by William C. Moncrief and Shannon H. Shipp (Addison-Wesley, 1997), 132-146; Business Marketing Management: A Strategic View of Industrial and Organizational Markets by Michael D. Hutt and Thomas W. Speh (Harcourt Brace and Company, 1998), 577-592. Also published by Dryden-on-Demand.

**Case Studies Developed at Harvard** (as part of "Ethics in Marketing Project")

33. "Barclays and South Africa (supplement)" (with Robert G. Desmarais and John A. Quelch). Harvard Business School (HBS) Case Services 9-593-078.
34. "Barclays and South Africa" (with John A. Quelch). HBS Case Services 9-593-081.
35. "Suzuki Samurai (supplement)" (with John A. Quelch). HBS Case Services 9-591-040.
36. "Suzuki Samurai: The Roll-Over Crisis" (with John A. Quelch). HBS Case Services 9-590-127 (teaching note with Andrew D. Dyer, 5-593-053).
37. "Retail Promotional Pricing: When is a Sale Really a Sale? (A) and (B): Teaching Note" (with Andrew D. Dyer). HBS Case Services 5-593-054.
38. "Petite Playthings, Inc. 1984 (A) and (B): Teaching Note." HBS Case Services 5-584-095.
39. "Amalgamated Aluminum Alloy Division: Teaching Note" (with John A. Quelch). HBS Case Services 5-591-121.
40. "Kodak and Polaroid: Consumer Compensation" (with John A. Quelch). HBS Case Services 9-590-126.
41. "The Satanic Verses (A)" (with John A. Quelch and Aimee L. Stern). HBS Case Services 9-590-124.
42. "Campbell Soup Company and the Federal Trade Commission" (with John A. Quelch and Aimee L. Stern). HBS Case Services 9-590-116.
43. "Black and Decker Corporation: Spacemaker Plus Coffeemaker (A), (B)." HBS Case Services 9-590-099, 9-590-100 (teaching note 5-593-036). Also reprinted in: Marketing Management: Text and Cases by John A. Quelch, Robert J. Dolan and Thomas J. Kosnik (Homewood: Richard D. Irwin, 1993), 719-27; Cases in Product Management by John A. Quelch (Homewood: Richard D. Irwin, 1994), 479-92.

44. “Pepsico and Madonna” (with John A. Quelch and Aimee L. Stern). HBS Case Services 9-590-038. Also reprinted in: Cases in Advertising and Promotion Management by John A. Quelch and Paul W. Farris (Homewood: Richard D. Irwin, 1994 & 1991), 672-75 & 856-860.
45. “The Massachusetts Lottery” (with Ron Lee and John A. Quelch). HBS Case Services 9-590-009 (teaching note with John A. Quelch, 5-591-075). Also reprinted in: Cases in Advertising and Promotion Management by John A. Quelch and Paul W. Farris (Homewood: Richard D. Irwin, 1994 & 1991), 663-71 & 846-55; Marketing Management: Text and Cases by John A. Quelch, Robert J. Dolan and Thomas J. Kosnik (Homewood: Richard D. Irwin, 1993), 111-17.
46. “Anheuser-Busch” (with Jonathan Hibbard and John A. Quelch). HBS Case Services 9-590-021. Also reprinted in: Cases in Advertising and Promotion Management by John A. Quelch and Paul W. Farris (Homewood: Richard D. Irwin, 1991), 861-64.
47. “Rossin Greenberg Seronick and Hill (A), (B), (C)” (with John A. Quelch). HBS Case Services 9-589-124, 9-589-125, 9-589-126 (teaching note with John A. Quelch, 5-591-074). Also reprinted in: Cases in Advertising and Promotion Management by John A. Quelch and Paul W. Farris (Homewood: Richard D. Irwin, 1994 & 1991), 635-38 & 840-43; Marketing Management: Text and Cases by John A. Quelch, Robert J. Dolan and Thomas J. Kosnik (Homewood: Richard D. Irwin, 1993), 728-30.
48. “Note on Pharmaceutical Marketing Practices in the Third World” (with John A. Quelch). HBS Case Services 9-589-039 (teaching note 5-591-072).
49. “Ciba-Geigy Pharmaceuticals: Pharma International” (with John A. Quelch). HBS Case Services 9-589-108 (teaching note 5-591-073). Also reprinted in: Problems and Cases in Health Care Marketing by John T. Gourville, John A. Quelch, and V. Kasturi Rangan (Boston: McGraw-Hill Irwin, 2005), pp. 397-409; Global Marketing Management by Robert D. Buzzell, John A. Quelch, and Christopher A. Bartlett (Reading: Addison-Wesley, 1992), 734-51.
50. “Sealed Air Corporation: Marketing Impacts of Eliminating CFCs” (with John A. Quelch). HBS Case Services 9-589-107 (teaching note with John A. Quelch, 5-592-023). Also reprinted in: Marketing Management: Text and Cases by John A. Quelch, Robert J. Dolan and Thomas J. Kosnik (Homewood: Richard D. Irwin, 1993), 547-58.

### **Case Studies Developed at Cranfield**

51. “Deckgard” (with Paul Ettinger). Cranfield Case Clearing House (CCH) 588-017-1 (with teaching note). Also reprinted in: Cases in Marketing Management by Luiz Moutinho (Wokingham: Addison-Wesley, 1989), 130-34.
52. “Barclays and South Africa (B) (abridged version)” (with teaching note). CCH 589-008-1 (supercedes 588-008-1). Also reprinted in: International Business by Michael R. Czinkota, Pietra Rivoli and Ilkka A. Ronkainen (Hinsdale: The Dryden Press, 1992), 592-97.

### **RECENT TEACHING AND ADMINISTRATIVE EXPERIENCE**

#### **INSEAD: Teaching**

Core courses (MBA):	Business and Society: Ethics; Management, Culture & Values
Elective Courses (MBA):	The Ethical Dilemma; Strategic CSR & Sustainability; Managing for Corporate Responsibility & Ethics

Elective Courses (EMBA): Social Innovation: Key Management Challenge

Executive courses/sessions: Business Sustainability; Corporate Social Responsibility; Business Ethics; Compliance Management

### **INSEAD: Administration**

Programme Director: Ethics and Compliance Leadership Programme. (Singapore.)  
Healthcare Compliance Implementation Leadership Programme I & II. (Fontainebleau.)  
Advanced Healthcare Compliance Implementation Leadership Programme. (Fontainebleau.)  
INSEAD - Nin Jiom Distribution Partners Programme. (Fontainebleau.)

Chair: IRB (Institutional Review Board for Human Participants Research)

Academic Director of ESRI (the Ethics and Social Responsibility Initiative), under the auspices of the Hoffmann Global Institute for Business and Society at INSEAD. (Formerly: Academic Director of the Corporate Social Responsibility & Ethics Research Group in the INSEAD Social Innovation Centre.)

Faculty Representative: Crisis Management Team, April-July 2020

Conference Co-Chair (with Eric Orts): INSEAD-Wharton Conference on “The Moral Responsibility of Firms: For or Against?” Fontainebleau, December 12-13th, 2013.

### **London Business School: Teaching**

Core courses: Business Ethics & Corporate Responsibility (MBA and EMBA);  
Marketing (EMBA)

Executive education: Business Ethics; Corporate Responsibility; Marketing

### **London Business School: Administration**

*Senior Associate Dean of the Full-Time MBA Programme (2005-2006).* Primary responsibilities: MBA Programme Review; school ethics & corporate responsibility initiatives.

*Associate Dean of the Full-Time MBA Programme (2003-2005).* Primary responsibilities: providing academic leadership and overall responsibility for the programme, including programme marketing, admissions and delivery.

### **EDITORIAL ROLES**

Deputy Editor: Organization & Environment

### **EDITORIAL REVIEW BOARDS**

Annals in Social Responsibility, Business Ethics Quarterly, Business and Society, Journal of Business Ethics Education, Management and Business Review, Organization & Environment. International Advisory Board: California Management Review. (Formerly: Journal of the Academy of Marketing Science, Journal of Business Ethics, Journal of Public Policy and Marketing.)

## EXTERNAL APPOINTMENTS

Member of the Executive Board, The Case Centre. Member of the Executive Committee of ARCS (Alliance for Research on Corporate Sustainability). Member of the Scientific Committee of social responsibility rating agency, Vigeo-Eiris (a Moody's company).

## RECENT AWARDS & GRANTS RECEIVED

Winner of the 2019 EFMD Case Award, Corporate Social Responsibility category, for "Barry Callebaut: Forever Chocolate" (with Lisa Duke and Ron Soonieus).

The Case Centre Awards Winner 2019, Ethics and Social Responsibility Track, for "Uber and the Ethics of Sharing: Exploring the Societal Promises and Responsibilities of the Sharing Economy" (with Erin McCormick).

Winner of the 2018 EFMD Case Award, Corporate Social Responsibility category, for "Tata Motors (A): A History of Service in a New Era of Corporate Social Responsibility"; "Tata Motors (B): More from Less for More" (with Erin McCormack).

Winner of Second Prize in the Corporate Sustainability track of the Oikos Case Writing Competition 2018 for "The Volkswagen Emissions Scandal: How Could it Happen?" (with Erin McCormick).

Runner-up in the *Business Ethics Quarterly* Best Article award selection process for 2016 (volume 26) for "Stakeholder Judgments of Value" (with Lankoski and Van Wassenhove). (A committee of the journal's associate editors selected the article to be included among the top three of all published in 2016.)

Winner of Second Prize in the Corporate Sustainability track of the Oikos Case Writing Competition 2017 for "Uber and the Ethics of Sharing: Exploring the Societal Promises and Responsibilities of the Sharing Economy" (with Erin McCormick).

Best Paper Award, Business Policy & Strategy division, for "Employees and Organizational Social Purpose: Will Employees Sacrifice Pay to Work for a More Socially Responsible Organization?" (with Douglas H. Frank), Academy of Management Annual Meeting 2016.

Award for Teaching Excellence in the MBA Programme, Academic Year 2014-2015.

"ISABEL: Triggering Sustainable Biogas Communities through Social Innovation," European Commission Horizon 2020 project. Grant Agreement Number 691752 (€200K funding as part of €1.2m. three-year project), January 2016.

Runner-Up in the 2014 Oikos Case Awards, Corporate Sustainability Category, for "Barrick Gold Corporation: Perfect Storm at Pascua Lama" (with Erin McCormick).

Third Place in the 2013 Oikos Case Awards, Social Entrepreneurship Category, for "Ziqitza Health Care Limited: Responding to Corruption" (with Robert J. Crawford).

Best Symposium in Management Education and Development, Academy of Management, Management Education and Development Division, for "The Future of Business & the Role of Business Education," Academy of Management Annual Conference, Boston, 2012.

Winner of the 2012 EFMD Case Award, Corporate Social Responsibility category, for "Wal-Mart: Love, Earth (A) & (B)" (with Robert J. Crawford).

Runner-Up in the 2012 Oikos Case Awards, for "Wal-Mart: Love, Earth (A) & (B)" (with Robert J. Crawford).

Funding from EABIS Corporate Partner Funding Programme for research on “Consumer Perceptions of Corporate Responsibility Activities: The CSR Halo Effect” (with Sofia Lopez and Daniel Read) (€65K, 2009-2011).

Participation in successful bid for ethics/CSR research funding from Dreyfus Sons & Co. Ltd., Banquiers.

Winner of the 2008 ECCH Case Award, Ethics and Social Responsibility Category, for “The Wal-Mart Supply Chain Controversy” (with Robert E. Crawford).

Winner of the 2006 ECCH Case Award, Ethics and Social Responsibility Category, for “GlaxoSmithKline and Developing Country Access to Essential Medicines” (with Anne Duncan).

Winner of the Beyond Grey Pinstripes' 2005 European Faculty Pioneer Award. The award is to “recognize exceptional faculty that are leaders in integrating social and environmental issues into their research and teaching both on as well as off campus.” It is sponsored by the Aspen Institute and the European Academy of Business in Society (EABIS).

Funding for the EABIS Curriculum Development Project on mainstreaming corporate responsibility (€350K, 2005-2008).