

## Gary R. Weaver

Professor Emeritus of Management  
Department of Business Administration  
Alfred Lerner College of Business & Economics  
University of Delaware  
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### Education

Ph.D. in Business Administration, Pennsylvania State University.  
Primary area: management & organization

Ph.D. in Philosophy, University of Iowa.  
Primary areas: philosophy of science; ethics & political theory

B.A. in Economics & Philosophy, *cum laude* with philosophy honors, Bucknell University.

### Academic employment

University of Delaware, Alfred Lerner College of Business & Economics; professor emeritus of management, 2022 to date; professor of management, 2006 to 2022; associate professor 2000 to 2006 (tenured 2000); assistant professor, 1995-2000; instructor, 1994-1995. Responsible for

- classes in executive, corporate, online and on-campus MBA programs
- MBA central Europe study abroad program (Hungary, Austria, Czech Republic, Slovak Republic)

Institut für Organisation and Unternehmenstheorien (Institute for Organization and Administrative Science), University of Zürich, Switzerland; visiting professor, 2008 (Ph.D. seminar on business ethics & corporate responsibility research).

Sarajevo Graduate School of Business (University of Delaware/University of Sarajevo partnership in Bosnia & Herzegovina); visiting faculty, fall 2005 & fall 2006 (MBA business ethics).

Pennsylvania State University, 1990 - 1994: graduate research fellow and teaching assistant, and summer school instructor, Management & Organization Department; instructor and course author (management & business ethics courses), Independent Learning Department.

Northwestern College (Iowa), 1986-1990: associate professor of philosophy, with tenure; assistant professor of philosophy 1981-1986.

Western Kentucky University, 1980-81: visiting assistant professor of philosophy.

University of Iowa, 1976-1980: graduate teaching assistant in philosophy

## Publications -- scholarly book

L. K. Treviño & G. R. Weaver. 2003. *Managing Ethics in Business Organizations: Social Scientific Perspectives*. Stanford University Press.

## Publications – journal articles & scholarly book chapters

(Google Scholar metrics : h-index 32; i10-index 46; total citations 14,326)

de los Reyes, G., Kim, T. W., & Weaver, G. R. 2017. Teaching ethics in business schools: A conversation on disciplinary differences, academic provincialism, and the case for integrated pedagogy. *Academy of Management Learning and Education*, 16(2):314-336.

Weaver, G. R., 2017. Organizations and the development of virtue. In A. J. G. Sison (ed.), *Handbook of Virtue Ethics in Business and Management*. Dordrecht: Springer.

Mitchell, R. K., Weaver, G. R., Agle, B. R., Bailey, A. D., Carlson, J. 2016. Stakeholder agency and social welfare: Pluralism and decision making in the multi-objective corporation. *Academy of Management Review*.

Weaver, G. R. & Clark, C. E. 2015. Behavioral ethics, behavioral governance, and corruption in and by organizations. In P. Hardi, P. Heywood, & D. Torsello (eds.), *Debates of Corruption and Integrity: Perspectives from Europe and the U.S.* London: Palgrave Macmillan.

Weaver, G. R., Reynolds, S. J., & Brown, M. E., 2014. Moral intuition: Connecting current knowledge to future organizational research and practice. *Journal of Management*.

Weaver, G. R., 2014. Encouraging ethics in organizations: A review of some key research findings. *American Criminal Law Review*.

Weaver, G. R. & Stansbury, J. M., 2014. Religion's impact on employees in organizations: Cognition, affect, and behavior. In Lounsbury, Phillips, Tracey (eds.), *Research in the Sociology of Organizations (series): Religion and Organization Theory*.

Weaver, G. R. & Brown, M. E. 2012. Moral foundations at work: New factors to consider in understanding the nature and role of ethics in organizations. In Tenbrunsel & DeCremer, eds., *Behavioral Business Ethics: Ideas on an emerging field* (Psychology Press/Taylor & Francis/Routledge), 143-172.

Treviño, L. K. & Weaver, G. R., 2010. Advances in research on punishment in organizations: Descriptive and normative perspectives. In M. Schminke, ed., *Managerial Ethics: Managing the Psychology of Morality*. Oxford & New York: Routledge, 177-204.

Misangyi, V. F., Weaver, G. R., & Elms, H., 2008. Ending corruption: The interplay among institutional logics, resources, and institutional entrepreneurs. *Academy of Management Review*, 33(3): 750-770.

Weaver, G. R. & Misangyi, V. 2008. Corporations as citizens against corruption: An institutional entrepreneurship perspective. In A. G. Scherer & G. Palazzo, eds., *Handbook of Research on Global Corporate Citizenship* (Cheltenham, UK & Northampton, MA: Elgar).

- Treviño, L. K., Weaver, G. R., & Brown, M. E., 2008. It's lovely at the top: Hierarchical levels, identities, and perceptions of organizational ethics. *Business Ethics Quarterly* 18(2): 233-253.
- Treviño, L. K., Weaver, G. R., & Reynolds, S., 2006. Behavioral ethics in organizations: A review. *Journal of Management*, 32(6): 951-990.
- Weaver, G. R., 2006. Virtue in organizations: Moral identity as a foundation for moral agency. *Organization Studies* 27(3): 341-368.
- Evans, J., Treviño, L. K., Weaver, G. R., 2006. Who's in the ethics driver's seat? Factors influencing ethics in the MBA curriculum. *Academy of Management Learning and Education*, 5(3): 278-293.
- Weaver, G. R., Treviño, L. K., & Agle, B., 2005. Somebody I look up to: Ethical role modeling in organizations. *Organizational Dynamics* 34: 313-330.
- Weaver, G. R., 2004. Ethics and employees: Making the connection. *Academy of Management Executive*, 18: 121-125.
- Weaver, G. R., 2004. Enhancing ethics in business: Research findings and open questions. *Notizie di Politeia: Revista di etica e scelte pubbliche* (Italy), 20: 41-55.
- Weaver, G. R., & Conlon, D. E. 2003. Explaining façades of choice: Timing, justice effects, and behavioral outcomes. *Journal of Applied Social Psychology*, 33: 2217-2244.
- Watson, S. & Weaver, G. R. 2003. How internationalization affects corporate ethics: Formal structures and informal management processes. *Journal of International Management*, 9: 75-93.
- Weaver, G. R. & Agle, B. R. 2002. Religiosity as an influence on ethical behavior in organizations: A symbolic interactionist perspective. *Academy of Management Review* 27: 77-97. Reprinted in A. Crane & D. Matten, *New Directions in Business Ethics* (London: Sage), 2012.
- Weaver, G. R. & Treviño, L. K., 2001. The role of human resources in ethics/compliance management: A fairness perspective. *Human Resource Management Review*, 11: 113-134.
- Treviño, L. K. & Weaver, G. R., 2001. Organizational Justice & Ethics Program "Follow-Through:" Influences on Employees' Harmful and Helpful Behavior. *Business Ethics Quarterly*, 11: 651-671.
- Weaver, G. R., 2001. Ethics programs in global businesses: Culture's role in managing ethics. *Journal of Business Ethics*, 30(1): 3-15.
- Sullivan, D. & Weaver, G. R., 2000. Cultural cognition in international business research. *Management International Review*, 40(3): 269-297.
- Butterfield, K. D., Treviño, L. K. & Weaver, G. R., 2000. Moral awareness in business: Influences of issue-related and social context factors. *Human Relations* 53(7): 981-1018.

- Weaver, G. R., Treviño, L. K. & Cochran, P. L., 1999. Integrated and decoupled corporate social performance: Management values, external pressures, and corporate ethics practices. *Academy of Management Journal* 42(5): 539-552.
- Weaver, G. R., Treviño, L. K. & Cochran, P. L. 1999. Corporate ethics programs as control systems: Influences of executive commitment and environmental factors. *Academy of Management Journal* 42(1): 41-57.
- Treviño, L. K. & Weaver, G. R., 1999. The stakeholder research tradition: Converging theorists, not convergent theory. *Academy of Management Review* 24: 222-227.
- Weaver, G. R. & Treviño, L. K., 1999. Compliance and values oriented ethics programs: Influences on employees' attitudes and behavior. *Business Ethics Quarterly* 9(2): 315-335.
- Treviño, L. K., Weaver, G. R., Gibson, D. G. & Toffler, B. L., 1999. Managing ethics and legal compliance: What hurts and what works. *California Management Review* 41(2): 131-151. Reprinted (with editing) in T. L. Beauchamp & N. E. Bowie, (Eds.), *Ethical Theory in Business* (Upper Saddle River, NJ: Prentice Hall, Inc.). Reprinted in L. P. Hartman, (Ed.), *Perspectives in Business Ethics* (New York: McGraw-Hill.).
- Weaver, G. R., Treviño, L. K., & Cochran, P. L., 1999. Corporate ethics practices in the mid-1990's: An empirical study of the Fortune 1000. *Journal of Business Ethics* 18(3): 283-294.
- Treviño, L. K. & Weaver, G. R., 1998. Punishment in organizations: descriptive and normative perspectives. In M. Schminke, ed., *Managerial Ethics: Moral Management of People and Processes* (Hillsdale, NJ: Lawrence Erlbaum Associates), 99-114.
- Weaver, G. R. & Treviño, L. K., 1997. Methodologies of business ethics research. In R. Freeman & P. Werhane, eds., *Encyclopedic Dictionary of Business Ethics* (London: Blackwell), 416-421; reprinted 2005 with minor changes R. Freeman & P. Werhane, eds., *The Blackwell Encyclopedia of Management: Business Ethics* (2<sup>nd</sup> edition), (London: Blackwell).
- Treviño, L. K. & Weaver, G. R., 1997. Ethical issues in competitive intelligence practice: Consensus, conflicts and challenges. *Competitive Intelligence Review* 8(1): 61-72.
- Weaver, G. R. 1995. Does ethics code design matter? Effects of ethics code rationales and sanctions on recipients' justice perceptions and content recall. *Journal of Business Ethics* 15(5): 367-385. Earlier, shorter version appeared in *IABS Proceedings*; see below.
- Weaver, G. R. & Gioia, D. A. 1995. Paradigms lost vs. paradigms found (reply to critics). *Organization Studies* 16(4): 703-705.
- Weaver, G. R. & Gioia, D. A., 1994. Paradigms Lost: Incommensurability vs. structurationist inquiry. *Organization Studies* 15(4): 565-590.
- Weaver, G. R. & Treviño, L. K. 1994. Normative and empirical business ethics: Separation, marriage of convenience or marriage of necessity? *Business Ethics Quarterly* 4(2): 129-144.

- Treviño, L. K. & Weaver, G. R. 1994. Business ETHICS/BUSINESS Ethics: One field or two? *Business Ethics Quarterly* 4(2): 113-128.
- Weaver, G. R. 1993. Corporate codes of ethics: Purpose, process and content issues. *Business and Society* 32(1): 44-58.
- Weaver, G. R. 1988. Technology and the analysis of a political theory. *Bulletin of Science, Technology and Society* 8(3): 287-291.

### **Miscellaneous short articles, textbook chapters, reports, curricular materials, and book reviews**

- Weaver, G. R. (2016), Ethics, in K. D. Elsbach, A. B. Kayes, & D. C. Kayes, (eds.), *Contemporary Organizational Behavior in Action* (Upper Saddle River, NJ: Pearson Education).
- Weaver, G. R. 2011. Corporate governance and finance: How did they get this way, where are they going. *Business Ethics Quarterly* 21(1): 177-180. (Response to Ryan, Buchholtz & Kolb, New directions in corporate governance and finance: Implications for business ethics research, *Business Ethics Quarterly* 20(4).)
- Weaver, G. R. & Agle, B. R. 2002. Follow-up dialogue comment on Weaver & Agle 2002, in *Academy of Management Review*, 27: 502-504.
- Weaver, G. R. 1999. Review of D. R. Gilbert, *Ethics through corporate strategy*. *International Journal of Organizational Analysis* 7(1): 96-98.
- Treviño, L. K. & Weaver, G. R. Follow-up dialogue comment on Treviño & Weaver, 1999, in *Academy of Management Review*, 24: 623-624.
- Weaver, G. R. 1998. Expanding beyond our invisible college. In D. J. Wood, (Ed.), Essay forum: Voices from the scholarly generations of business and society, *Business and Society* 37(1): 100-101.
- Treviño, L. K. & Weaver, G. R., 1998. Report to participants. Arthur Andersen LLP ethics and responsible business practices study.
- Cochran, P. L & Weaver, G. R. 1995. Codes of conduct to the rescue. *Financial Executive*, Nov.-Dec. 1995, pp. 47-49.
- Weaver, P. L., Treviño, L. K. & Cochran, P. L. 1995. Customizing corporate ethics practices: Understanding current practices in light of company goals and organizational contexts. Report to participants in the Ethics in Business Research Fund project, American Institute of Certified Public Accountants.
- Cochran, P. L. & Weaver, G. R. 1995. Codes of conduct: a F.E.R.F study. Report to the Financial Executives Research Foundation.
- Weaver, G. R. 1993. *Contemporary issues in management*. Undergraduate distance education course written for and published by the Independent Learning Program, Pennsylvania State University.

- Weaver, G. R. 1992. *Business and society*. Undergraduate distance education course written for and published by the Independent Learning Program, Pennsylvania State University.
- Weaver, G. R. 1988. Review of H. Rickert, *The limits of concept formation in natural science: A logical introduction to the historical sciences*, in *The Review of Metaphysics*.
- Weaver, G. R. 1988. Unasked questions: Presenting artificial intelligence to the masses (review of R. Kurzweil, et al., *The age of intelligent machines*), in *Computers and Society*.
- Weaver, G. R. 1987. Understanding technology: An introduction to technology studies, in Terry Reynolds, (ed.), *The Machine in the university* (Bethlehem, PA.: Society for the History of Technology/Lehigh University).
- Weaver, G. R. 1986. Review of A. Rosenberg, *Sociobiology and the preemption of social science*, in *The Review of Metaphysics*.

### Scholarly Awards

- 2022 outstanding developmental reviewer award, *Academy of Management Review*
- 2018 best article award, from the International Association for Business and Society (for Mitchell, Weaver, Agle, Bailey, & Carlson 2016. Stakeholder agency and social welfare: Pluralism and decision making in the multi-objective corporation. *Academy of Management Review*).
- 2017 Academy of Management (Social Issues in Management Division) “Best Business Ethics Paper” award, for den Nieuwenboer & Weaver, “Context, meaning and agency in moral disengagement: A symbolic interactionist perspective.” (Academy of Management annual meeting).
- 2016 Business Administration Department scholarly achievement award, Univ. of Delaware
- 2014 Society for Business Ethics distinguished service lifetime achievement award
- 2013 Alfred Lerner College of Business & Economics Outstanding Scholar Award
- 2011 *Journal of Management* scholarly impact award (for Treviño, Weaver & Reynolds, “Behavioral ethics in organizations: A review,” 2006).
- 2012 *Journal of Business Ethics* “citation classics” award, 2012, for authoring one of the 33 most cited articles during JBE’s 30 years of publication (for Weaver, Treviño & Cochran, “Corporate ethics practices in the mid-1990s”).
- 2010 Best Article Award, International Association for Business & Society (for Misangyi, Weaver & Elms, “Ending corruption: The interplay among institutional logics, resources, and institutional entrepreneurs,” *Academy of Management Review*, 2008).
- 2000 Best Paper Award, Social Issues in Management Division of the Academy of Management (with L. K. Treviño & M. Brown).
- Finalist (one of four) for 1999 *Academy of Management Journal* Best Paper award (for Weaver, Treviño & Cochran, “Integrated and Decoupled Corporate Social Performance,” *AMJ* 42(5)).



1996 Best Paper Award, Social Issues in Management Division of the Academy of Management (with K. Butterfield & L. K. Treviño).

1992 Best Paper Award, Social Issues in Management Division of the Academy of Management.

Agnes Warren Award, Bucknell University, for undergraduate honors thesis in philosophy.

### **Published conference proceedings**

Sleesman, D., Takacs-Haynes, K., & Weaver, G. R. 2018. The pursuit of fairness: How fairness salience influences escalation of commitment. *Academy of Management Proceedings*.

den Nieuwenboer, N. & Weaver, G. R.. 2017. Context, meaning and agency in moral disengagement: A symbolic interactionist perspective. *Academy of Management Proceedings*.

den Nieuwenboer, N. A., Weaver, G. R., Gehman, J., Misangyi, V. F., Pfarrer, M. D., & Schminke, M. 2015. Macro perspectives on behavioral (micro) ethics. *Academy of Management Proceedings*.

Chang, Y. K., Weaver, G. R., & Kim, Tai Gyu. 2015. Moral identity and moral emotion experience: A cross-cultural analysis. *Academy of Management Proceedings*.

Weaver, G. R. & Treviño, L. K. 2001. Outcomes of organizational ethics programs: Influences of perceived values, compliance, and distrust orientations. *Academy of Management Best Papers Proceedings*.

Treviño, L. K., Weaver, G. R. & Brown, M. 2000. It's lovely at the top: Comparing senior managers' and employees' perceptions of organizational ethics. *Academy of Management Best Papers Proceedings*.

Butterfield, K., Treviño, L. K., & Weaver, G. R., 1996. Moral awareness in organizations: A socialization perspective. *Academy of Management Best Papers Proceedings*.

Weaver, G. R., Treviño, L. K., & Cochran, P. L. 1996. Defining and explaining the character of corporate ethics programs. *International Association for Business & Society Proceedings*.

Weaver, G. R. 1994. Questioning organizational ethics initiatives. *International Association for Business & Society Proceedings*.

Weaver, G. R., Treviño, L. K. & Cochran, P. L. 1994. Ethics initiatives and organizational legitimacy. *International Association for Business & Society Proceedings*.

Weaver, G. R., 1993. Does ethics code design matter? Effects of ethics code rationales and sanctions on recipients' justice perceptions and content recall. *International Association for Business & Society Proceedings*.

Weaver, G. R. & Cochran, P. L. 1993. Ethics governance and organization theory. *International Association for Business & Society Proceedings*.

Weaver, G. R. & Cochran, P. L. 1993. Codes of ethics: Current issues and future research. *International Association for Business & Society Proceedings*.

- Weaver, G. R. 1992. Explaining ethical structures: Transaction costs and institutional processes. *Academy of Management Best Papers Proceedings*.
- Weaver, G. R. 1990. Liberalism, conservatism and spontaneous social orders. In Hudson, Y. & Peden, C. (eds.), *Revolution, Violence and Equality: Studies in Social Philosophy, volume 10* (North American Society for Social Philosophy).
- Weaver, G. R. 1987. Technology studies in a liberal arts context. *Bulletin of Science, Technology and Society* (Special issue: Proceedings of the Second National Conference on Technological Literacy, Washington, D.C., 1987).

**Media references to research & media interviews** include *Wall Street Journal, Financial Times, Baltimore Sun, Boston Globe, San Diego Union Tribune, Federal Ethics Report, Quality Magazine, Human Resource Executive, HR Focus, Travel Counselor*, and other publications.

### **Conference presentations, symposia and panel discussions, & other presentations**

- den Nieuwenboer, N. & Weaver, G. R. 2019. The social production of moral disengagement: Meaning, agency and social structure. Academy of Management Annual Meeting, Boston, 2019.
- Brown, M. E. & Weaver, G. R. 2019. An organizational behavior perspective on the Catholic church abuse crisis. Paper presented at a conference on the Catholic Church sexual abuse crisis, Catholic University of America, Washington, DC.
- Misangyi, V., Takacs-Haynes, K., & Weaver, G. R. Angels and demons: Corruption and entrepreneurship in a transition economy. Sustainability, Ethics & Entrepreneurship conference, Washington, DC, 2018.
- Weaver, G. R. & 20 other discussion leaders, Paving a path for behavioral ethics research: A pecha kucha springboard and networking session. Academy of Management annual meeting, Anaheim, 2016.
- Presenter/panelist, symposium titled “Oil and water or peas in a pod: Making sense of behavioral and normative approaches to business ethics.” Society for Business Ethics annual meeting, 2014.
- Presenter/panelist, symposium on “Business ethics: Field, subfield, or flavor of the day. Making the most of mainstreaming ethics research.” Academy of Management annual meeting, Orlando, August 2013.
- Weaver, G. R., The new intuitionism in behavioral ethics. Society for Business Ethics annual meeting, Boston, August 2012.
- Presenter/panelist, symposium on “Bringing organizational context back into behavioral ethics research,” Academy of Management annual meeting, Boston, August 2012.
- Presenter/panelist on ethics research and on publishing, and “speed mentor” for junior faculty professional development workshop, Academy of Management, Social Issues in Management divisions, annual meetings in August 2012, 2013, 2014 and 2015.
- Invited research presentation, Central European University Center for Integrity in Business & Government, “Research Excellence on Corruption” workshop, May 2012.



Invited speaker on “Leadership for Ethical Business,” Schütz Marketing Services (pharmaceutical industry group), Vienna, Austria, January 2012.

Keynote presenter/panelist on the future of business ethics research, Society for Business Ethics annual meeting, San Antonio, August 2011.

Presenter/panelist, symposium on the Financial Crisis Inquiry Commission final report, Society for Business Ethics annual meeting, San Antonio, August 2011.

Presenter/panelist on research and publishing, and “speed mentor” for junior faculty professional development workshop, Academy of Management, Organizations & the Natural Environment/Social Issues in Management divisions, San Antonio, August 2011.

Invited visiting scholar, Solvay Brussels School of Economics and Management, March 22, 2011; seminar for faculty and Ph.D. students on research and publishing in business ethics and organizational science.

Academy of Management, Social Issues in Management Division, one of three panelists for a session on publishing research in business ethics/corporate responsibility, Montreal, August 2010.

Society for Business Ethics, organizer and participant in panel on scholarly publishing, Montreal, August 2010.

European Group for Organization Studies annual meeting, Lisbon, June-July 2010; co-chair for 3-day track on leadership, responsibility and ethics.

Weaver, G. R & Misangyi, V. 2008. Corporations as citizens against corruption: An institutional entrepreneurship perspective. European Business Ethics Network-UK annual conference, Cambridge, UK.

Invited speaker, Konstanz Academy of Business Ethics, University of Applied Sciences, Konstanz, Germany, September 2008.

Invited speaker, Faculté des Hautes Etudes Commerciales (HEC), Université de Lausanne, Switzerland, May 2008.

Invited panelist, publishing ethics research in top-tier journals, Academy of Management annual meeting, professional development workshop, August 2008.

Discussant for symposium on theoretical advances and construct development in behavioral ethics research, Academy of Management annual meeting, Anaheim, CA, August 2008.

Presenter & discussant, “Behavioral ethics” and “The questions SIM asks: Continuing the dialogue,” Academy of Management annual meeting, Anaheim, CA, August 2008.

Panelist, “Next steps for the Society for Business Ethics,” Society for Business Ethics annual meeting, Anaheim, CA, August 2008.

Organizer and panelist, workshop on scholarly writing, European Business Ethics Network-UK annual conference, Cambridge, UK, April 2008.

Invited speaker on “Managing Ethics in Business,” Schütz Marketing Services (pharmaceutical industry group), Vienna, Austria, January 2008.

European Group for Organization Studies annual meeting, Vienna, Austria, July 2007; co-chair for 3-day track on the changing role of business in a globalizing world.

Respondent, symposium on theoretical advances and construct development in ethical decision making, August 2007 Academy of Management annual conference.

Panelist, “meet the editors” discussion of scholarly publishing, International Association for Business & Society, Florence, Italy, May 2007.

Invited speaker, Georgetown University business ethics program, March, 2007.

Invited panelist, publishing ethics research in top-tier journals, Academy of Management annual meeting, professional development workshop, August 2005.

Invited panelist, “meet the editors” discussion of scholarly publishing, Social Issues in Management division doctoral consortium, Academy of Management annual meeting, August 2005, August 2006, August 2007.

Invited speaker, University of Texas at Austin Business, Government & Society Department, June 2006.

Panelist, publishing ethics research in top-tier journals, European Business Ethics Network UK annual meeting, April 2005.

Misangy, V., Weaver, G. R. & Elms, H. 2005 The substance and symbolism of corruption and anticorruption. Academy of Management annual meeting, Honolulu, August 2005.

Evans, J., Treviño, L. K., Weaver, G. R. 2005. Ethics in the MBA curriculum: An investigation of determinants. Academy of Management annual meeting, Honolulu 2005.

Weaver, G. R., Treviño, L. K., & Agle, B. 2004. Somebody to look up to: Ethical role modeling in organizations. European Business Ethics Network annual research conference, University of Twente, Enschede, Netherlands.

Keynote speaker, Baylor University business ethics conference, November 2004.

Symposium panelist on ethical issues in organizational ethics initiatives. Society for Business Ethics annual meeting, New Orleans, August 2004.

Invited workshop panelist on managing religious diversity in the workplace. Academy of Management annual meeting, New Orleans, August 2004.

Invited speaker, forum on business ethics and corporate social responsibility, Politeia (Center for Research in Politics and Ethics), University of Milan, March 2004.

Invited symposium panelist on organizational justice research (with M. Ambrose, R. Cropanzano, & P. Sweeny), Organizational Behavior & Social Issues in Management divisions, Academy of Management annual meeting, Seattle, August 2003.

Invited speaker on publishing business ethics scholarship, doctoral student consortium, Social Issues in Management Division, Academy of Management annual meeting, Denver, August 2002.

Session organizer and speaker, joint session of Society for Business Ethics and Social Issues in Management Division, Academy of Management, "Philosophers and Social Scientists on Business Ethics: Two solitudes or theoretical mosaic." Denver, August 2002.

Invited panelist, Delaware Women's Conference, 2001.

Invited speaker, Ethics Resource Center, Washington, D.C. July 1999.

Invited speaker, The Conference Board's 1999 Business Ethics Conference, "Ethics Program Innovation and Growth," scheduled for May, 1999, New York.

Invited speaker, Business Ethics Roundtable program, Center for Human Resource Management Studies, Fairleigh Dickinson University, April 1999.

Treviño, L. K. & Weaver, G. R. 1999. Employee fair treatment and ethics-related outcomes: A field study. Academy of Management annual meeting, Chicago.

Weaver, G. R. & Agle, B. R. 1999. Religiosity as an influence on ethical behavior in organizations: a theoretical model and research agenda. Society for Business Ethics annual meeting, Chicago.

Weaver, G. R., O'Donnell, S., & Sullivan, D. 1998. How internationalization affects corporate ethics: Formal structures and informal management behavior. Academy of International Business annual meeting, Vienna.

Weaver, G. R. & Treviño, L. K. 1998. Attitudinal and behavioral outcomes of corporate ethics programs: An empirical study of the impact of compliance-and values-oriented approaches. Academy of Management annual meeting, San Diego.

Bowes-Sperry, L. & Weaver, G. R. 1998. Anger and the desire to punish as antecedents of bystander intervention. Academy of Management annual meeting, San Diego.

Weaver, G. R., Treviño, L. K. & Cochran, P. L. 1998. Management values, external pressures, and the substance of corporate ethics programs. Society for Business Ethics annual meeting, San Diego.

Weaver, G. R. & Conlon, D. C. 1997. Explaining broken promises: Timing, justice effects, and behavioral outcomes. Academy of Management annual meeting, Boston.

Butterfield, K., Treviño, L. K. & Weaver, G. R. 1997. Moral awareness in organizations: influences of societal and organizational socialization. Academy of Management annual meeting, Boston.

International Association for Business & Society, ethics research workshop director, March, 1997.

Weaver, G. R. 1996. Symposium presenter (and organizer): Cognition, emotion and ethics in organizations. Academy of Management annual meeting, Cincinnati.

- Treviño, L. K. & Weaver, G. R. 1996. Barriers to and facilitators of moral perception: The case of competitive intelligence professionals. Academy of Management annual meeting, Cincinnati.
- Invited speaker, Georgetown University Connelly Business Ethics seminar, November, 1996.
- Invited participant, Sloan Foundation seminar on “redefining the corporation”, March, 1996.
- Weaver, G. R., Treviño, L. K., & Cochran, P. L. 1995. Environmental and managerial influences on the intensity and integration of corporate ethics programs: An empirical study. Academy of Management annual meeting, Vancouver.
- Ethical Issues in Competitive Intelligence (workshop, co-led with L. Treviño), Society of Competitive Intelligence Professionals Annual Conference, May, 1995.
- Discussion leader, Methodological issues of business ethics research. Research roundtable, Academy of Management, Vancouver, August 1995.
- Weaver, G. R. 1994. Rethinking organizational legitimacy. Academy of Management annual meeting, Dallas.
- Weaver, G. R. 1993. Ethics management in multinational firms: Culture-structure contingencies. Academy of Management annual meeting, Atlanta.
- Invited participant, Research Conference on Stakeholder Theory, Centre for Corporate Social Performance and Ethics, University of Toronto, May, 1994.
- Weaver, G. R. & Treviño, L. K. 1992. Normative and empirical business ethics: Separation, marriage of convenience or marriage of necessity? Academy of Management annual meeting, Las Vegas.
- Discussion leader, Corporate ethics management programs. Research roundtable, Academy of Management, Las Vegas, August 1992.
- Treviño, L. K. & Weaver, G. R. 1992. Symposium: An integrated business ethics: Multiple perspectives. Academy of Management annual meeting, Las Vegas.
- Weaver, G. R. What do we and don't we know about codes of ethics? Practitioner conference, Center for the Study of Business and Public Issues, Pennsylvania State University, 1992.
- Treviño, L. K. & Weaver, G. R. 1991. Business ETHICS/BUSINESS Ethics: One field or two? Academy of Management annual meeting, Miami.
- Weaver, G. R. 1988. Agent causation and reasons for acting. American Philosophical Association, Chicago.
- Invited speaker and/or symposium panelist on technology in higher education: American Association for Higher Education annual meeting (Chicago) 1987; National Conference on Technological Literacy (Washington, D.C.) 1987; Council for the Understanding of Technology in Human Affairs (Illinois State University), 1986; Council of Independent Colleges, 1986; Colleges of Mid-America, 1986.

## **Editorial work & reviewing for scholarly journals**

Editor in Chief, *Business Ethics Quarterly*, 2005 to 2011; Senior associate editor, 2011 to 2015; associate editor, 2004-2005 and 2016 to present; area editor for management topics, 2003-2004. See <http://journals.cambridge.org/beq>.

Editorial boards:

*Academy of Management Review* (2005 to 2008, 2017 to present)  
*Journal of Management* (2005 to 2009)  
*Business Ethics Quarterly* (2000 to present)  
*Business and Society Review* (2019 to present)

Ad hoc peer reviewing for

*Academy of Management Journal*  
*Administrative Science Quarterly*  
*Academy of Management Review*  
*Journal of Management*  
*Organization Studies*  
*Human Relations*  
*Journal of Management Studies*  
*Journal of Applied Social Psychology*  
*Business and Society*  
*Journal of Business Ethics*  
*California Management Review*  
*Academy of Management Learning & Education*  
*Journal of Corporate Citizenship*  
*Business & Professional Ethics Journal*  
National Science Foundation  
Academy of Management national meetings  
International Association for Business & Society meetings  
Society for Business Ethics national meetings  
Oxford University Press (scholarly manuscript reviews)  
Routledge/Taylor & Francis (scholarly manuscript reviews)

## **Teaching awards**

Executive MBA program “Teaching Excellence” award, 1999.

Executive MBA program “Distinguished Instructor” award, 2000.

## **Courses taught**

*Current classes:*

MBA program classes (in-person and online)  
Ethical Issues in the Global Business Environment

*Past classes:*

MBA study abroad program in central Europe (Budapest, Prague, Vienna, Bratislava):

"Global business in the midst of political, economic and social change" (focused on management implications of political, economic and social change in transition economies, including ethics/corruption issues)

University of Zürich, Institute for Organization and Administrative Science, Ph.D seminar on current research in business ethics and corporate responsibility.

Sarajevo Graduate School of Business, Bosnia & Herzegovina (U.S. Agency for International Development project by University of Delaware & University of Sarajevo Faculty of Economics); MBA classes on ethical issues in the business environment.

University of Delaware Executive MBA program: Strategic Thinking for Executive Leaders (EMBA residency program, focused on strategic decision making; team-taught with Prof. Daniel Sullivan); also Ethical Issues in the Business Environment.

University of Delaware graduate classes: module in MBA organizational behavior; business case analysis class; business ethics classes in on-site corporate MBA program.

University of Delaware Undergraduate management classes: management & organizational behavior, organization design & development, business & society

Undergraduate philosophy classes (University of Iowa, Northwestern College, & Western Kentucky University): ethics, social & political philosophy, philosophy of science/social science, British empiricism, logic & logical theory (introductory and advanced), aesthetics, western civilization/history of ideas (modern period), and others.

*Other:*

Ph.D. & M.S. Thesis committees: Pennsylvania State University (Management & Organization Department) and University of Delaware (Sociology Department and Business Administration Department)

Ph.D. examiner, University of Zürich, Faculty of Accounting (2008)

**Fellowships and special programs**

AACSB Fellowship, Pennsylvania State University, 1990-91.

Executive Program Fellowship, Pennsylvania State University, 1991-94.

Graduate School Fellowship, Pennsylvania State University, 1993-94.

University House Research Fellowship, University of Iowa, summer 1988.

Association for Computing Machinery/Mathematical Association of America computer science institute (Clarkson University), summers, 1986-87.

National Endowment for the Humanities, Summer Institute on Human Action (University of Nebraska), 1984.



National Endowment for the Humanities, Workshop on Continental and Analytic Perspectives on Intentionality, 1982.

Graduate College Fellowship, University of Iowa, 1980-81.

### **Selected scholarly & professional positions and service**

Invited Fellow, Ethics Resource Center (now the Ethics and Compliance Initiative), Washington, DC, 2000 to 2008.

Board of Directors, Society for Business Ethics, 2005 to 2011.

Advisor, National Business Ethics Survey, 2003, 2004, 2005, 2007 (an annual project of the Ethics Resource Center)/

Ad hoc advisor, Open Compliance and Ethics Group, Washington, DC., 2004

External reviewer for tenure/promotion/chair appointment decisions (Georgetown University; York University; Pennsylvania State University; University of New Mexico, Durham University, University of Virginia, Rutgers University, HEC Lausanne, University of San Diego, Boston University, Calvin College, Loyola University Chicago, University of London, University of Warwick).

Grant reviewer, Swiss National Science Foundation, 2020-2022.

External reviewer for PhD program accreditation, Central European University, 2015.

Governance committee, Social Issues in Management Division, Academy of Management, 1999-2002 (elected position).

Finance Manager & Chair of Finance Committee, Social Issues in Management Division, Academy of Management, 1995-1999.

Chair, Best Paper Award Committee, Social Issues in Management Division, Academy of Management, 1998; member of committee, 2005.

Research Committee, Social Issues in Management Division, Academy of Management, 1994 to 1998.

Best Dissertation selection committee, Social Issues in Management Division, Academy of Management, 1997.

Faculty affiliate, Center for the Study of Business and Public Issues, Pennsylvania State University (1994 until closure of center in 1999).

Organizer, moderator and/or discussion leader for various conferences or conference sessions on philosophy, the humanities, technology and liberal arts education (1982-1989).

Curricular consultant on technology studies in liberal arts education (1986-1989).

## **Grants received and sponsored/supported research**

College of Business & Economics Research Grants, University of Delaware, 2001, 2002, 2003, 2004.

Center for International Studies, University of Delaware, international travel grant (2004).

U.S. Department of Agriculture, 2004-5 (with L. Treviño).

General University Research Grants, University of Delaware, 1996 & 2000.

Arthur Andersen LLP, 1995-1997 (with L. Treviño)

Society of Competitive Intelligence Professionals, 1994-1996 (with L. K. Treviño).

Ethics in Business Research Fund (AICPA), 1993-1995 (with P. L. Cochran & L. K. Treviño).

Iowa Humanities Board, grants for conference organization, 1986 and 1988.

Council of Independent Colleges, liberal arts and technology program, 1985-86.

Northwestern College/Northwest Area Foundation, faculty research grants, 1984-1989.

## **Professional affiliations**

Academy of Management  
Social Issues in Management Division  
Organization and Management Theory Division

International Association for Business and Society

Society for Business Ethics

## **Selected institutional service**

Chair, Promotion & Tenure Committee, Department of Business Administration, 2006-2007, 2010-2011.

Chair, Executive Education Committee, 2000-2001 (directed major review of program); member of graduate/executive education committee, 2001 to 2008.

Center for Science, Ethics & Public Policy (University of Delaware); planning board member, 2003 to 2007; co-chair 2003-4; executive committee.

Faculty senator, 2000-2001.

Chair or co-chair, departmental search committee, 2005, 2013, 2016; additional service as member of search committees in other years.

Chair, departmental honors committee, 1996-2000; committee member 1995-1996 (U. of Delaware).

College of Business & Economics Information Technology Advisory Committee, 1998-2000.

Ad hoc planning committee for Master of Science in Organizational Effectiveness, Development, and Change program, 2003-4.

College of Business & Economics conflict of interest policy task force, 2003-2004.

University of Delaware/US Agency for International Development MBA program in Sarajevo, Bosnia-Herzegovina, 2005-2006.

MBA study abroad program creator and faculty director, 2003 to 2017.

Faculty Director, 2003-4 MBA Success program (organized on-campus case competition, including interaction with corporate sponsor and executive judges).

Faculty Advisor, case competition team in 2004 George Washington University national case competition.

Faculty international travel grant selection committee, Center for International Studies, 2004.

Miscellaneous involvement with recruiting and curriculum development activities.

Miscellaneous on-campus guest lectures.

MBA/MS student advising.

Terms as chair of philosophy department and of computer science department (Northwestern College)

Chair, general education curriculum committee (Northwestern College).