

# BIDHAN (BOBBY) L. PARMAR

The Darden School of Business Administration  
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Charlottesville, VA 22903

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[parmarb@darden.virginia.edu](mailto:parmarb@darden.virginia.edu)

## ACADEMIC APPOINTMENTS

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- 2024+ **Darden School of Business Administration**, Charlottesville, VA  
Shannon Smith Bicentennial Professor of Business  
Professor of Business Administration, Strategy, Ethics, & Entrepreneurship Area  
Associate Dean of Faculty Development
- 2017-2024 **Darden School of Business Administration**, Charlottesville, VA  
Shannon Smith Bicentennial Scholar of Business  
Associate Professor of Business Administration, Strategy, Ethics, & Entrepreneurship Area
- 2011-2017 **Darden School of Business Administration**, Charlottesville, VA  
Assistant Professor of Business Administration, Strategy, Ethics, & Entrepreneurship Area
- 2008-11 **Darden School of Business Administration**, Charlottesville, VA  
Faculty appointment as Visiting Lecturer to teach *First Year Leading Organizations + Business Ethics (Required MBA courses)*
- 2003-08 **Olsson Center for Applied Ethics**, Darden School of Business Administration  
*Research Associate*

## EDUCATION

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- 2011 **Darden School of Business Administration**, Charlottesville, VA  
MBA/Ph.D. in Management  
*Dissertation: "The Role of Ethics & Sensemaking in Enacting Authority Relationships."*  
*Chair: R. Edward Freeman*
- 2003 **University of Virginia**, Charlottesville, VA  
*BA in Religious Studies*

## RESEARCH & TEACHING INTERESTS

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Managerial Sense Making, Ethical Decision Making, Ethics and Corporate Responsibility, and Stakeholder Theory

## PUBLISHED JOURNAL ARTICLES (refereed)

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- Ong, M., Lee, J., & Parmar, B.L. (2023). Lay beliefs about homo economicus: how and why does economics education make us see honesty as effortful? *Academy of Management Learning and Education*.

- Parmar, B.L., Wicks, A. C., & Ginena, K. (2023). The impact of employee stakeholder orientation on job satisfaction and perspective-taking. *Business & Society*.
- Shah, M.U., Rehman, U., Parmar, B.L., & Ismail, I. (2024). Effects of moral violation on algorithmic transparency: An empirical investigation. *Journal of Business Ethics*, 1–16.
- Parmar, B.L., Wicks, A.C., & Freeman, R.E. (2022). Stakeholder management & the value of human-centered corporate objectives. *Journal of Management Studies*, 59 (2), 569–582.
- Martin, S.R., Lee, J., & Parmar, B.L. (2021). Social distance, trust and getting “hooked”: A phishing expedition. *Organizational Behavior and Human Decision Processes*, 166, 39–48.
- Quintelier, K.J., Van Hugten, J., Parmar, B.L., & Brokerhof, I.M. (2021). Humanizing stakeholders by rethinking business. *Frontiers in Psychology*, 12, 687067.
- Lee, J., Hardin, A., Parmar, B.L., and Gino, F. (2019). The interpersonal costs of dishonesty: How dishonest behavior reduces individuals’ ability to read others’ emotions. *Journal of Experimental Psychology: General*, 148(9), 1557–1574.
- Lee, J., Ong, M., Parmar, B.L., & Amit, E. (2018). Lay theories of effortful honesty: Does the honesty-effort association justify making a dishonest decision? *Journal of Applied Psychology*.
- Parmar, B.L., Wicks, A.C., & Keevil, A. (2017). People vs. profits & self-determination at work. *Journal of Business Ethics*.
- Parmar, B.L. (2016). Disobedience to immoral orders from authorities: An issue construction perspective. *Organization Studies*.
- Chou, E., Parmar, B.L., & Galinsky, A. (2016). Economic insecurity causes physical pain. *Psychological Science*, 27(4), 443–454.
- Pirson, M., Martin, K., & Parmar, B.L. (2016). Public trust and its determinants. *Business & Society*, 1–35.
- Pirson, M., Martin, K., & Parmar, B.L. (2015). Formation of stakeholder trust in business and the role of personal values. *Journal of Business Ethics*, 1–20.
- De Colle, S., Freeman, R.E., & Parmar, B.L. (2015). Practicing human dignity: Ethical lessons from commedia dell’arte and theatre. *Journal of Business Ethics*, 1–12.
- Freeman, R.E., Dunham, L., Fairchild, G., & Parmar, B.L. (2015). Leveraging the creative arts in business ethics teaching. *Journal of Business Ethics*, 131(3), 519–526.
- Parmar, B.L. (2014). From intrapsychic moral awareness to the role of social disruptions, labeling, and action in the emergence of moral issues. *Organization Studies*, 35(8), 1101–1126.
- Wicks, A.C., Keevil, A., & Parmar, B.L. (2014). Normative theories of the firm and sustainable business development: A system mindset approach. *Business & Professional Ethics Journal*, 31(3-4): 375–398.

- Liedtka, J., & Parmar, B.L. (2012). Moving design from metaphor to management practice. *Journal of Organizational Design*, 1(3), 51–57.
- Martin, K., & Parmar, B.L. (2012). Assumptions in decision making scholarship: Implications for business ethics. *Journal of Business Ethics*, 105(3), 289–306.
- Werhane, P., Hartman, L., Moberg, D., Parmar, B.L., & Englehardt, E. (2011). Social construction, mental models, and the problem of obedience. *Journal of Business Ethics*, 100(1), 103–118.
- Parmar, B.L., Freeman, R.E., Harrison, J., Wicks, A.C., Purnell, L., & De Colle, S. (2010). Stakeholder theory: The state of the art. *Academy of Management Annals*, 4, 403–445.
- Watson, G., Freeman, R.E., & Parmar, B.L. (2007). Connected moral agency in organizational ethics. *Journal of Business Ethics*, 81(2), 323–341.
- Freeman, R.E., Martin, K., & Parmar, B.L. (2007). Stakeholder capitalism. *Journal of Business Ethics*, 74(4), 303–314.
- Freeman, R.E., Wicks, A.C., & Parmar, B.L. (2004). Stakeholder theory & the corporate objective revisited. *Organization Science*, 15(3), 364–369.
- Freeman, R.E., Wicks, A.C., Parmar, B.L., & McVea, J. (2004). Ethics & economic success: Redefining the corporation. *Politeia*, 20(74).

## BOOKS

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- Parmar, B.L., Forthcoming. *Radical Doubt: Turning uncertainty into surefire success*. Diversion Press/Simon & Schuster.
- Freeman, R.E., Martin, K., & Parmar, B.L. (2020). *The power of and: Responsible business without trade-offs*. Columbia University Press.
- Freeman, R.E., Wicks, A.C., Harrison, J., Parmar, B.L., & De Colle, S. (2010). *Stakeholder theory: The state of the art*. Cambridge University Press.

## BOOK CHAPTERS (editorial review)

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- Parmar, B.L., Phillips, R., & Freeman, R.E. (2017). A pragmatist approach to business ethics research. In P. Werhane, E. Freeman, & S. Dmytriyev (Eds.), *Research approaches to business ethics and corporate responsibility* (pp. 258–269). Cambridge University Press.
- Freeman, R.E., Parmar, B.L., & Phillips, R. (2015). Pragmatism and organization studies. In Mir, R., Willmott, H., & Greenwood, M. (Eds.), *The Routledge companion to philosophy in organization studies* (pp. 199–211). Routledge.

- Freeman, R.E., Parmar, B.L., & Martin, K. (2015). Responsible capitalism: Business for the 21<sup>st</sup> century. In Barton, D., Horvath, D., & Kipping, M. (Eds.), *Re-imagining capitalism* (pp. 135–144). Oxford University Press.
- Pirson, M., Martin, K., & Parmar, B.L. (2014). Public trust in business and its determinants. In Harris, J., Moriarty, B., & Wicks, A. C. (Eds.), *Public trust in business* (pp. 116–153). Cambridge University Press.
- Freeman, R.E., & Parmar, B.L. (2007). Stakeholder theory. In Visser, W., Matten, D., Pohl, M., and Tolhurst, N. (Eds.), *The A to Z of corporate social responsibility* (pp. 372–376). John Wiley & Sons.
- Freeman, R.E., Martin, K., & Parmar, B.L. (2006). Leading through values and ethical principles. In Burke, R., & Cooper, C. (Eds.), *Inspiring leaders*. Routledge.
- Freeman, R.E., Martin, K., & Parmar, B.L. (2005). Ethics and capitalism. In Epstein, M., & Hanson, K. (Eds.), *The accountable corporation* (Vol. 2). Praeger Publishers.

## OTHER

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- Freeman, R.E., Parmar, B.L. (2018). Responsible Disruption: Which Rules Are Worth Breaking? *MIT Sloan Management Review*, 59(3).
- Parmar, B.L., Freeman, R.E. 2016. “Ethics & the algorithm.” *MIT Sloan Management Review*.
- Chou, E., Parmar, B.L., Galinsky, A. 2016. “The link between income inequality and physical pain.” *Harvard Business Review Blog*.
- Parmar, B.L., Chou, E., Galinsky, A., Abel, J. 2016. “Painful Insecurity: economics and physical distress.” *Darden Ideas to Action*.
- Parmar, B.L., Martens, L.H. 2015. “What makes a champion brand?” *Darden Ideas to Action*.
- Parmar, B.L., Kelly, D. 2015. “Chartered Financial Analyst (CFA) ethics training level 1.” The CFA Institute, Charlottesville, VA.
- Freeman, R.E., Wicks, A.C., Parmar, B.L., Stewart, L. 2009. “Business ethics and corporate crisis.” *Business Roundtable Institute for Corporate Ethics*.
- Freeman, R.E., Parmar, B.L. 2004. “Stakeholder theory & CSR.” *Social Responsibility World of RecordPedia*. ANSTED University Publication.

## WORKING PAPERS

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- Botha, H., Parmar, B.L., & Lange, D. Stakeholder conflicts: managerial construals and their relationship to prioritization and integration efforts. (Target Journal: *Academy of Management Review*.)
- Martin, K. & Parmar, B.L., “What Firms Must Know Before Adopting AI: The ethics of AI

transparency” (under 2nd round review at Management Information Systems Quarterly Executive)

## WORK IN PROGRESS

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- Stakeholder Orientation and Employee Moral Disengagement, with Sergiy Dmytriev (JMU) and Andrew C. Wicks (UVA). Data collection stage.
- Moral Judgments and Moral Information, with Helet Botha (Michigan, Dearborn) and Lauren Kaufmann (UVA). Data collection stage.
- Moral Clarity and Unethical Behavior, with Helet Botha (Michigan, Dearborn) and Lauren Kaufmann (UVA). Data collection stage.
- Stakeholder Orientation: Scale Validation. Data collection stage.
- Effectiveness of Experiential Leadership Development. With Jim Detert (UVA) and Gabe Adams (UVA). Data collection stage.
- Defining Stakeholder Relationships. With Skyler Clark-Hamel.

## SCHOLARLY PRESENTATIONS

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- Oct 2024 Key Note Address, IVBEC Conference, Niagara.
- Aug 2023 Both And Thinking, Society for Business Ethics, Boston, MA
- Aug 2023 Stakeholder Orientation, Scale Development, Academy of Management, Boston, MA
- Aug 2016 *Cheaters' Empathy*, Academy of Management Conference, Anaheim, CA
- Mar 2015 *Using behavioral nudges to reduce institutional corruption*, Safra Center for Ethics, Harvard University.
- Aug 2015 *Bad vibes: how leadership overconfidence can erode collective efficacy and stakeholder outcomes*, Academy of Management Conference, Vancouver, Canada.
- Aug 2015 *Insights from obedience experiments: the women*, Society for Business Ethics
- Jun 2015 *Ethics and big data*, Darden and HWZ, Zurich, Switzerland
- Aug 2014 *People vs. profits*, Academy of Management, Philadelphia
- Aug 2014 *Design thinking and ethics*, Society for Business Ethics, Philadelphia
- Aug 2010 *Conversational empowerment*, Academy of Management, Montreal
- Aug 2008 *Milgram reinterpreted*, Society for Business Ethics, Anaheim

- Mar 2008 *Milgram reinterpreted*, CORE Seminar Series, Charlottesville
- Aug 2007 *Moral psychology and business ethics*, Society for Business Ethics, Philadelphia
- Jun 2007 *Sensemaking and stakeholder relationships*, Doctoral Colloquium, HWZ University, Zurich
- May 2007 *Case on Indian credit cooperatives*, World Bank Conference on Rural Credit Cooperatives, Washington DC
- Nov 2006 *Manna from heaven: how to build a robust minority business sector in New Orleans*, UVA Symposium on Race and Poverty, Charlottesville, (With Paul Harper & Gregory Fairchild)
- Aug 2005 *Level five leadership & organizational decision making*, Society for Business Ethics, Honolulu

## **TEACHING MATERIALS**

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- Software Sense: Making the Case for the Long-Term View. E-0436 & E-0436TN. Parmar, B. L., Mead, J. (Available from Darden Business Publishing)
- Richardson Eye Care and Surgery Center. E-0445 & E-0445TN. Parmar, B. L., Stanton, A., Mead, J. (Available from Darden Business Publishing)
- Fishing with Dynamite Teaching Note. E-0448TN. Parmar, B. L., Nolan, J., Mead, J. (Available from Darden Business Publishing)
- The Evolution of a Practitioner to Leadership. E-0463 & E-0463TN. Parmar, B. L., Cohen, W., Mead, J. (Available from Darden Business Publishing)
- A Game too Far. E-0465 & E-0465TN. Parmar, B. L., Gregario, A., Mead, J. (Available from Darden Business Publishing)
- Finance Caselets. E-0472 & E-0472TN. Parmar, B. L., Dalmia, P., Mead, J. (Available from Darden Business Publishing)
- Workaround: Which Integration Ideas to Explore. E-0476 & E-0476TN. Parmar, B. L., Leiner, B., Mead, J. (Available from Darden Business Publishing)
- HealthMet and Workplace Surveillance. E-0493 & E0493TN. Parmar, B. L., Mead, J. (Available from Darden Business Publishing)
- Social Investment in Supply Chains: Mining the Possibilities. OM-1780. Parmar, B. L., Mani, V., Mead, J. (Available from Darden Business Publishing)

- H&M, China, and Cotton: Sourcing a Solution. OM-1781. Parmar, B. L., Mani, V., Mead, J. (Available from Darden Business Publishing)
- Hedrick's Pharmacy. E-0422 & E-0422TN. Parmar, B. L., Mead, J., Buckley, P. (Available from Darden Business Publishing)
- Fake News and the News Feed. E-0429 & E-0429TN. Parmar, B. L., Leiner, B., Mead, J. (Available from Darden Business Publishing)
- The Ethics of Consulting. E-0431 & E-0431TN. Parmar, B. L., Pritmani, T., Mead, J. (Available from Darden Business Publishing)
- Darden Investment Sales. E-0432 & E-0432TN. Parmar, B. L., Morales, M. (Available from Darden Business Publishing)
- FlyZone: Design Team, & Engineering Team. OB-1263, OB-1264, & OB-1263TN. Behfar, K. J., Parmar, B. L. (Available from Darden Business Publishing)
- AB InBev, Carling Black Label, and Femicide in South Africa. (A) E-0425 (B) E-0426 & E-0425TN. Parmar, B. L., Mead, E. J. (Available from Darden Business Publishing)
- Brand Activism. M-0963. Cian, L., Parmar, B. L., Boichuk, J., Craddock, J. (Available from Darden Business Publishing)
- Brand Activism at Starbucks—A Tall Order?. M-0964 & M-0964TN. Cian, L., Parmar, B. L., Boichuk, J., Craddock, J. (Available from Darden Business Publishing)
- How Do I Know If I Am Morally Responsible?. UVA-E-0414. Parmar, B.L., (Available from Darden Business Publishing) (Available from Darden Business Publishing)
- Managing for Stakeholders. UVA-E-0415. Freeman, R.E., & Parmar, B. L. (Available from Darden Business Publishing)
- Which Kapteins to Choose?: The Havoyssund Fleet Question. UVA-E-0419. Fairchild, G., Mead, J., Harris, J., Parmar, B. L. (Available from Darden Business Publishing)
- Cardinal Foods. OM-1591 & OM-1591TN. Weiss, E., Mead, J., Parmar, B. L. (Available from Darden Business Publishing)
- Recruiting: Additional Vignettes. E-0417 & E-0417TN. Freeman, R. E., Werhane, P., Parmar, B. L. (Available from Darden Business Publishing)
- Pied Piper and Autonomous Vehicles. E-0413. Freeman, R. E., Parmar, B. L., Mead, J., Puhl, N., Mahajan, B., Boes, S. (Available from Darden Business Publishing)
- An Introduction to Ethics: Framing and Key Themes in Business Ethics. E-0340. Wicks, A.C., Freeman, R.E., Harris, J., Parmar, B.L., Mead, J. (Available from Darden Business Publishing)

- Introduction to Ethics: The Language of Ethics for Managers, E-0405. Wicks, A.C., Freeman, R.E., Harris, J., Parmar, B.L., Mead, J. (Available from Darden Business Publishing)
- Bad Arguments and Rationalization in Business, E-0406. Freeman, R.E., Wicks, A.C., Harris, J., Parmar, B.L., Mead, J. (Available from Darden Business Publishing)
- Using a Framework to Create Better Choices, E-0407. Parmar, B.L., Freeman, R.E., Wicks, A.C., Harris, J., Mead, J. (Available from Darden Business Publishing)
- The Book of Bad Arguments. E-0408. Mayo, Z., Freeman, R.E., Wicks, A.C., Harris, J., Parmar, B.L., Mead, J. (Available from Darden Business Publishing)
- The Federal Reserve and Goldman Sachs. (A) OB-1078 (B) OB-1093 & OB-1093TN. Hernandez, M., Parmar, B.L., Mead, J. (Available from Darden Business Publishing)
- Trek-ation. E-0412. Parmar, B.L., Mead, J. (Available from Darden Business Publishing)
- Petworld. G-0636. Parmar, B.L., Mead, J. (Available from Darden Business Publishing)
- How to Better Frame Problems. G-0630. Parmar, B.L. (Available from Darden Business Publishing)
- A Framework to Improve Organizational Interventions. G-0631. Parmar, B.L. (Available from Darden Business Publishing)
- Going Flat: Pursuit of a Democratic Organizational Structure. OB-1041. Parmar, B.L. Abel, J. (Available from Darden Business Publishing)
- Clarence Hall University and the Donation. E-0382. Parmar, B.L., Combermale, M., Mead, J., Purnell, L. (Available from Darden Business Publishing)
- Fiddler Livestock Company. E-0379. Parmar, B.L., Antonacci, C., Mead, J. (Available from Darden Business Publishing)
- Turning Gears Inc. Ethics Simulation. (Darden Multimedia Simulation, used by 3,000+ students internationally) Parmar, B.L., Freeman, R.E., Telegdy, F. (Winner of Wachovia Award for Excellence in Teaching Materials, 2005)
- The First Credit Bureau. F-1524. Parmar, B.L., Li, W. in conjunction with the World Bank (Available from Darden Business Publishing)
- Rural Credit Cooperatives. BP-0521. Parmar, B.L., Li, W. in conjunction with the World Bank (Available from Darden Business Publishing)
- Moral Theory Technical Note. E-0339. Parmar, B.L., Wicks, A.C., Harris, J. (Available from Darden Business Publishing)
- Relativism Technical Note. E-0187. Parmar, B.L., Wicks, A.C., Freeman, R.E. (Available from Darden Business Publishing)



- Lumni Inc. ENT-0083. Venkataraman, S., Parmar, B.L., Sarasvathy, S. (Available from Darden Business Publishing)
- Napster & File Sharing. E-0230. Freeman, R.E., Parmar, B.L., Truslow, W., Mead, J. (Available from Darden Business Publishing)
- Make Mine A Russian Short Hair, and Hold the Allergies Please. E-0228. Bidhan Parmar, B.L., Truslow, W., Freeman, R.E., Ahmad, P. (Available from Darden Business Publishing)
- FaceBook (A) & (B). E-0319. Parmar, B.L., Freeman, R.E., Mead, J. (Available from Darden Business Publishing)

## TEACHING

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- 2008+**      **Darden School of Business**  
*First-Year Ethics (Required MBA Course) 2008+*  
*Collaboration Lab (2<sup>nd</sup> Year Elective) 2008+*  
*Technology Ethics (2<sup>nd</sup> Year Elective) 2022+*  
*Critical and Creative Thinking in Business (co-taught w/R. Edward Freeman) 2018+*  
*Business & Success Small Seminar (co-taught w/Dean Robert Bruner) 2011*  
*Experiential Leadership Development Lab (co-taught w/Jim Detert) 2018-2019*  
*Leadership & Ethics (MSBA) 2018+*  
*First-Year Leading Organizations (Required MBA Course) 2008-2009*
- 2007-08**      **McIntire School of Commerce, University of Virginia,**  
*COMM 381-2, Business Ethics,*

## PROFESSIONAL & COMMUNITY SERVICE

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### Editorial Board Member

- *Business Ethics Quarterly* (Starting 2024)
- *Organization Science* (2013 +)
- *Journal of Business Ethics* (2016 +)

### Ad-Hoc Reviewer

- *Journal of Business Ethics*
- *Journal of Business Venturing*
- *Society for Business Ethics*
- *Business Ethics Quarterly*
- *Social Psychology Quarterly*
- *Journal of Management Studies*
- *Strategic Management Journal*
- *Academy of Management*

### Darden School of Business Administration

- Ethics Faculty Search Chair

- Course Head First-Year Ethics
- Committee Member – Executive Education Program Committee
- Organizer – SEE Seminar Series
- Committee Member – Darden Sustainability Council
- Committee Member – Darden Collaboratory for Data Science
- Committee Member – MBA Program Committee
- (Former) Committee Member – MBA Advisory Committee
- (Former) Co-Organizer – CORE Management Seminar Series
- (Former) Committee Member – Faculty Search Committees Strategy, Ethics, & Entrepreneurship

#### University of Virginia

- Jefferson Scholar Leadership Institute Faculty
- Jefferson Scholar Selection Weekend Faculty (Undergraduate & Darden)
- Dissertation Committee (Darden, 3 + Psychology, 1)
- Tenure & Promotions Committee (Psychology, 1 + Batten, 1)

#### Other

- Dissertation Committees (Rutgers, 1 + ESADE, 1)

### **MEMBERSHIP IN PROFESSIONAL ORGANIZATIONS**

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- Academy of Management (MOC, SIM)
- Society for Business Ethics
- International Association for Business & Society
- Association for Practical and Professional Ethics
- Business Roundtable Institute for Corporate Ethics, Fellow

### **EXECUTIVE EDUCATION CLIENTS/PROGRAMS**

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- Custom: Edward Jones, NAMIC, Sewell, NAVSEA, Mars, PAL, Johnson & Johnson, CapitalOne, CoStar, Navy Federal Credit Union, Roche, PPG, HWZ, PAD, BBIG, PLE, AbInbev, UVA Health System, Navy Seals, VCI, Consortium For Graduate Business Schools, St. Louis Business Diversity Council, Albemarle County Public Schools, Utah State Board Of Education, State Farm, Geico. Leading With Courage, Managing Individual & Organizational Change, Management Development Program.

### **AWARDS**

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- 2024 Voted Faculty Marshall by Darden Class of 2024
- 2022 Frederick S. Morton Leadership Award Faculty
- 2021 UVA Alumni Distinguished Profess Award
- 2020 University Research Award
- 2019 Dean’s Award for Excellence, Published Refereed Research, 2015-2018
- 2019 Outstanding Faculty Award Darden Class of 2019
- 2019 Voted Faculty Marshall by Darden Class of 2019
- 2018 Voted Faculty Marshall by Darden Class of 2018
- 2017 Recognized as a ‘Star-Reviewer’ by the Journal of Business Ethics
- 2016 Received Mead-Colley Grant
- 2015 Selected to be a Charlottesville TEDx Speaker
- 2015 Voted Faculty Marshall by Darden Class of 2015

- 2014 Awarded \$41K grant by Safra Center for Ethics at Harvard University
- 2014 Voted Faculty Marshall by Darden Class of 2014
- 2014 Darden Faculty Diversity Award
- 2014 40 Under 40 Business School Professors in the World – By Poets & Quants
- 2012 Society for Business Ethics, Founder’s Award Junior Scholars
- 2011 Best Dissertation Award, Society for Business Ethics
- 2005 Wachovia Award for Excellence in Teaching Materials – “Turning Gears. Inc.”