

BIDHAN (BOBBY) L. PARMAR

The Darden School of Business Administration
100 Darden Blvd
Charlottesville, VA 22903

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Fax: 434.924.6378
parmarb@darden.virginia.edu

ACADEMIC APPOINTMENTS

- 2024+ **Darden School of Business Administration**, Charlottesville, VA
Associate Dean of Faculty Development
Shannon Smith Bicentennial Professor of Business
Professor of Business Administration, Strategy, Ethics, & Entrepreneurship Area
- 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

- 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

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

PUBLISHED JOURNAL ARTICLES (refereed)

- Hörisch, J., Ackermann, L., Schaltegger, S., Parmar, B., Freeman, R.E. (2026) Measuring Stakeholder Theory Mindsets: Development and Validation of a Measurement Scale. *Journal of Management*.

- Ong, M., Lee, J., Parmar, B.L. (2023) Does economics make us see honesty as costly? Academy of Management Learning and Education.
- Parmar, B.L., Wicks., A.C., Ginena, K (2023). Employee Stakeholder Orientation, Job Satisfaction, and Perspective Taking. *Business & Society*
- Shah, M. U., Rehman, U., Parmar, B., & Ismail, I. (2023). Effects of Moral Violation on Algorithmic Transparency: An Empirical Investigation. *Journal of Business Ethics*, 1-16.
- Parmar, B. 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. 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., 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.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*. Advance online publication.
- 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): 375-98.
- 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. 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*. XX n.74.

BOOKS

- Parmar, B. L., (2025). *Radical Doubt: Turning Uncertainty into Surefire Success*. Diversion/ Simon & Schuster. Featured on Hidden Brain, 10% Happier, NBC News, Boston Globe, NPR LA, and other podcasts.
- Freeman, R.E., Martin, K., Parmar, B. L., 2020. *The New Story of Business*. 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. New York.

BOOK CHAPTERS (editorial review)

- Parmar, B. L., Phillips, R., Freeman, R. E. (2017). A Pragmatist Approach to Business Ethics Research. In P. Werhane, E. Freeman, and S. Dmytryiev (eds.) (Ed.), *Research Approaches to Business Ethics and Corporate Responsibility* (pp. Chapter 18). Cambridge University Press.
- Freeman, R.E., Parmar, B.L., Phillips, R. 2015. Pragmatism and organization studies. Mir, R., Willmott, H., & Greenwood, M. (eds.). *The Routledge companion to philosophy in organization studies*. Routledge.
- Freeman, R.E., Parmar, B.L., Martin, K. 2015. Responsible capitalism: Business for the 21st century. Barton, D. (ed.) Volume on *Capitalism*. Oxford University Press. Forthcoming.
- Pirson, M., Martin, K., Parmar, B.L. 2014. "Public trust in business and its determinants." Harris, J., Moriarty, B., Wicks, A.C. (eds.) *The Cambridge Volume on Public Trust in Business*.
- Freeman, R.E., Parmar, B.L. "Stakeholder theory." 2007. Visser, W., Matten, D., Pohl, M., Tolhurst, N. (eds.) *The A to Z of Corporate Social Responsibility*. John Wiley & Sons, West Sussex, England.
- Freeman, R.E., Martin, K., Parmar, B.L. 2006. "Leading through values and ethical principles." Burke, R., Cooper, C. (eds.) *Inspired Leadership*. Routledge Taylor and Francis Group. Oxford UK.
- Freeman, R.E., Martin, K., Parmar, B.L. 2005. "Ethics and capitalism." *The Accountable Corporation*. Vol. Two. Epstein, M., Hanson, K. (eds.) Praeger Publishers.

OTHER

- 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

- Botha, H., Lange, D., & Parmar, B.L. Stakeholder Theory, Tradeoffs, and Creativity. (Round 2 at Academy of Management Review.)
- Parmar, B., Menghwar, P., Freeman, R.E., From Mainstream to Margins; Stakeholder Theory. (Round 2 at Academy of Management Collections)
- Parmar, B., Lange, D., Clark-Hamel, S., Better Together: A process model of stakeholder relationships. (In preparation for Academy of Management Review).
- Parmar, B., Kaufmann, L., Botha, H., Multifactorial Moral Judgments. (In preparation for Journal of Applied Psychology).

WORK IN PROGRESS

- Parmar, B., Dmytriev, S., Stakeholder Orientation & Legal Risk (Data collection)
- Detert, J., Parmar, B., et al. Experiential Leadership Development Efficacy (Data collection complete)

SCHOLARLY PRESENTATIONS

Aug 2016	<i>Cheaters' empathy</i> , Academy of Management Conference, Anaheim, CA
Mar 2015	<i>Using behavioral nudges to reduce institutional corruption</i> , Safra Center for Ethics, Harvard University.
Aug 2015	<i>Bad vibes: how leadership overconfidence can erode collective efficacy and stakeholder outcomes</i> , Academy of Management Conference, Vancouver, Canada.
Aug 2015	<i>Insights from obedience experiments: the women</i> , Society for Business Ethics
Jun 2015	<i>Ethics and big data</i> , Darden and HWZ, Zurich, Switzerland
Aug 2014	<i>People vs. profits</i> , Academy of Management, Philadelphia
Aug 2014	<i>Design thinking and ethics</i> , Society for Business Ethics, Philadelphia
Aug 2010	<i>Conversational empowerment</i> , Academy of Management, Montreal
Aug 2008	<i>Milgram reinterpreted</i> , Society for Business Ethics, Anaheim
Mar 2008	<i>Milgram reinterpreted</i> , CORE Seminar Series, Charlottesville
Aug 2007	<i>Moral psychology and business ethics</i> , Society for Business Ethics, Philadelphia
Jun 2007	<i>Sensemaking and stakeholder relationships</i> , Doctoral Colloquium, HWZ University, Zurich

May 2007	<i>Case on Indian credit cooperatives, World Bank Conference on Rural Credit Cooperatives, Washington, DC.</i>
Nov 2006	<i>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)</i>
Aug 2005	<i>Level five leadership & organizational decision making, Society for Business Ethics, Honolulu</i>

TEACHING MATERIALS

- *Hedrick's Pharmacy. Case Number: E-0422. Parmar, B. L., Mead, J., Buckley, P. (Available from Darden Business Publishing)*
- *Fake News and the News Feed. Case Number: E-0429. Parmar, B. L., Leiner, B., Mead, J. (Available from Darden Business Publishing)*
- *The Ethics of Consulting. Case Number: E-0431. Parmar, B. L., Pritmani, T., Mead, J. (Available from Darden Business Publishing)*
- *Darden Investment Sales. Case Number: E-0432. Parmar, B. L., Morales, M. (Available from Darden Business Publishing)*
- *FlyZone: Design Team. OB-1263. Behfar, K. J., Parmar, B. L. (Available from Darden Business Publishing)*
- *FlyZone (TN). OB-1263TN. Behfar, K. J., Parmar, B. L. (Available from Darden Business Publishing)*
- *FlyZone: Engineering Team. OB-1264. Behfar, K. J., Parmar, B. L. (Available from Darden Business Publishing)*
- *AB InBev, Carling Black Label, and Femicide in South Africa (A): E-0425. Parmar, B. L., Mead, E. J. (Available from Darden Business Publishing)*
- *AB InBev, Carling Black Label, and Femicide in South Africa (B): E-0426. Parmar, B. L., Mead, E. J. (Available from Darden Business Publishing)*
- *Brand Activism. M-0963. Case Number: Cian, L., Parmar, B. L., Boichuk, J., Craddock, J. (Available from Darden Business Publishing)*
- *Brand Activism at Starbucks—A Tall Order?. M-0964. Cian, L., Parmar, B. L., Boichuk, J., Craddock, J. (Available from Darden Business Publishing)*
- *Brand Activism at Starbucks—A Tall Order? (TN). Cian, L., Parmar, B. L., Boichuk, J., Craddock, J. M-0964TN. (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) (Available from Darden Business Publishing)
- *Which Kapteins to Choose, the Havøysund Fleet Question*, UVA-E-0419. Fairchild, G. Mead, E. Harris, J, Parmar, B.
- *Cardinal Foods*, UVA-OM-1591, Weiss, E., Mead, J., Parmar, B. L. (Available from Darden Business Publishing)
- *Recruiting: Additional Vignettes*, UVA-E-0417., Freeman, R. E., Werhane, P., Parmar, B. L. (Available from Darden Business Publishing)
- *Pied Piper and Autonomous Vehicles*, UVA-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*, UVA-E-0340. Wicks, A.C., Freeman, R.E., Harris, Parmar, B.L., J.D., Mead, J. (Available from Darden Business Publishing)
- *Introduction to Ethics: The Language of Ethics for Managers*, UVA-E-0405. Wicks, A.C., Freeman, R.E., Harris, J.D., Parmar, B.L., Mead, J. (Available from Darden Business Publishing)
- *Bad Arguments and Rationalization in Business*, UVA-E-0406. Freeman, R.E., Wicks, A.C., Harris, J.D., Parmar, B.L., Mead, J. (Available from Darden Business Publishing)
- *Using a Framework to Create Better Choices*, UVA-E-0407. Parmar, B.L., Freeman, R.E., Wicks, A.C., Harris, J.D., Mead, J. (Available from Darden Business Publishing)
- *The Book of Bad Arguments*, UVA-E-0408. Mayo, Z., Freeman, R.E., Wicks, A.C., Harris, J.D., Parmar, B.L., Mead, J. (Available from Darden Business Publishing)
- *The Federal Reserve and Goldman Sachs*, UVA-OB-1078. Hernandez, M., Parmar, B.L., Mead, J. (Available from Darden Business Publishing)
- *Goldman Sachs and the Federal Reserve*, UVA-OB-1079. Parmar, B.L., Hernandez, M., Mead, J. (Available from Darden Business Publishing)
- *Goldman Sachs and the Federal Reserve (B)*, UVA-OB-1093TN. Parmar, B.L., Hernandez, M., Mead, J. (Available from Darden Business Publishing)
- *Trek-ation*, UVA-E-0412. Parmar, B.L., Mead, J. (Available from Darden Business Publishing)
- *Petworld*, UVA-G-0636. Parmar, B.L, Mead, J. (Available from Darden Business Publishing)
- *How to Better Frame Problems*, UVA-G-0630. Parmar, B.L. (Available from Darden Business Publishing)

- *A Framework to Improve Organizational Interventions*, UVA-G-0631. Parmar, B.L. (Available from Darden Business Publishing)
- *Going Flat: Pursuit of a Democratic Organizational Structure*, UVA-OB-1041. Parmar, B.L. (Available from Darden Business Publishing)
- *Clarence Hall University and the Donation*. UVA-E-0382. Parmar, B.L., Combermale, M., Mead, J., Purnell, L. (Available from Darden Business Publishing)
- *Fiddler Livestock Company*. UVA-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) (Available from Darden Business Publishing)
- *The First Credit Bureau*, UVA-F-1524. Parmar, B.L., Li, Wei, in conjunction with the World Bank (Available from Darden Business Publishing)
- *Rural Credit Cooperatives*, UVA-BP-0521. Parmar, B.L., Li, Wei, in conjunction with the World Bank (Available from Darden Business Publishing)
- *Moral Theory Technical Note*, UVA-E-0339. Parmar, B.L., Wicks, A.C., Harris, J. (Available from Darden Business Publishing)
- *Relativism Technical Note*, UVA-E-0187. Parmar, B.L., Wicks, A.C., Freeman, R.E. (Available from Darden Business Publishing)
- *Lumni Inc.*, UVA-ENT-0083. Venkataraman, S., Parmar, B.L., Sarasvathy, S. (Available from Darden Business Publishing)
- *Napster & File Sharing*, UVA-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*, UVA-E-0228. Bidhan Parmar, B.L., Truslow, W., Freeman, R.E., Ahmad, P. (Available from Darden Business Publishing)
- *FaceBook (A) & (B)*, UVA-E-0319. Parmar, B.L., Freeman, R.E., Mead, J. (Available from Darden Business Publishing)

TEACHING

2008+ **Darden School of Business**
First Year Leading Organizations (Required MBA Course)
First Year Ethics (Required MBA Course)
Collaboration Lab (2nd Year Elective)
Technology Ethics (2nd Year Elective)
Business & Success Small Seminar (co-taught w/Former Dean Robert Bruner)
Experiential Leadership Development Lab (co-taught w/Jim Detert)

2007-08 **McIntire School of Commerce**, University of Virginia,
COMM 381-2, *Business Ethics*,

PROFESSIONAL & COMMUNITY SERVICE

Editorial Board Member

- *Organization Science* (2013-2024)
- *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*
- *International Association for Business & Society*
- *Journal of Management Studies*
- *Strategic Management Journal*
- *Academy of Management*

Darden School of Business Administration

- Area Coordinator – Strategy, Ethics, & Entrepreneurship
- Ethics Faculty Search Chair
- Committee Member – Executive Education Policy Committee
- Organizer – SEE Seminar Series
- Committee Member – Darden Sustainability Council
- Committee Member – MBA Program Committee
- Committee Member – MBA Advisory Committee
- Co-Organizer – CORE Management Seminar Series
- Committee Member – Faculty Search Committees

University of Virginia

- Jefferson Scholar Leadership Institute Faculty
- Jefferson Scholar Selection Weekend Faculty (Undergraduate & Darden)

MEMBERSHIP IN PROFESSIONAL ORGANIZATIONS

- 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 PROGRAMS

- EDWARD JONES, NAMIC, SEWELL, NAVSEA, MIO, TLM, MARS, PAL, CAPITALONE, COSTAR, NAVYFEDERAL, LCO, ROCHE, PPG, HWZ, BBIF, PLE, ABINBEV, STRYKER, AARP, TIAA, TROWEPRICE, UVA HEALTH SYSTEM, MDP, NAVY SEALS, VCI, CONSORTIUM FOR GRADUATE BUSINESS SCHOOLS (SPONSORED BY PEPSICO AND ACCENTURE), ALBEMARLE COUNTY PUBLIC SCHOOLS, UTAH STATE BOARD OF EDUCATION, STATE FARM, GEICO.

AWARDS

2023 Voted Faculty Marshall by Darden Class of 2023
2022 Frederick S. Morton Leadership Award Faculty
2021 UVA Alumni Distinguished Professor 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
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 the 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.”