

BIDHAN (BOBBY) L. PARMAR

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

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ACADEMIC APPOINTMENTS

- 2017+ **Darden School of Business Administration**, Charlottesville, VA
Shannon Smith Emerging 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)

- Parmar, B. L., Wicks, A. C., Freeman, R. E., (Forthcoming) Response: revisiting the corporate objective: shareholder value maximization in the context of contemporary shareholder practices. *Journal of Management Studies*.
- Martin, S. R., Lee, J., Parmar, B. L., (2020) Social Distance, Trust and Getting "Hooked": A Phishing Expedition. *Organizational Behavior and Human Decision Processes*.

- 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 mind-set 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

- Freeman, R.E., Martin, K., Parmar, B. L., 2020. *The Power of And Responsible Business Without Tradeoffs*. 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. Dmytriiev (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

- Ong, M., Lee, J., Parmar, B.L. "Does economics make us see honesty as costly?" (In preparation for Academy of Management Learning and Education)
- Parmar, B.L., Wicks., A.C., Ginena, K. "Employee Stakeholder Orientation, Job Satisfaction, and Perspective Taking." (In preparation for Journal of Management Studies)
- Botha, H. & Parmar, B.L. Stakeholder Theory, Tradeoffs, and Creativity. (Target Journal: Organization Science.)

WORK IN PROGRESS

- Botha, H., Vaish, A., Parmar, B.L. "Understanding shame and guilt: Fixed mindedness is related to experiencing shame after a moral transgression." (In preparation for an applied psychology journal).
- Botha, H. & Parmar, B.L. Moral Learning, Mindset and Feedback. (Target Journal: Journal of Applied Psychology)
- Parmar, B.L., Botha, H., Gino, F., "How effective teams collaborate to solve insight problems."
- Parmar, B.L., Botha, H., Martin, K., "Does exposure to moral extremes on social effect moral

judgment?”

- Detert, J., Parmar, B.L., Dunlop, C., Detert, L., Walker, O. Review of Leadership Skill Development. Annual Review of Organizational Psychology and Organizational Behavior

SCHOLARLY PRESENTATIONS

- 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

- *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 Havoykund 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)
Business & Success Small Seminar (co-taught w/Dean Robert Bruner)
Experiential Leadership Development Lab (co-taught w/Jim Detert)
Critical and Creative Thinking in Business (co-taught w/R. Edward Freeman)
- 2007-08** **McIntire School of Commerce**, University of Virginia,
COMM 381-2, Business Ethics,
- 2006-08** **LEAD (Leadership Education & Development Program)** University of Virginia
Ethics Session
- 2006-09** **AACSB Teaching Business Ethics Conference**
Bi-annual Seminar on Teaching Business Ethics

PROFESSIONAL & COMMUNITY SERVICE

Editorial Board Member

- 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*
- *International Association for Business & Society*
- *Journal of Management Studies*
- *Strategic Management Journal*
- *Academy of Management*

Darden School of Business Administration

- Committee Member – Executive Education Policy Committee
- Committee Member – MBA Policy 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

- TLM, MARS, PAL, LCO, ROCHE, PPG, HWZ, BBIF, PLE, ABINBEV, NAVSEA, UVA HEALTHSYSTEM, 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, DANAHER.

AWARDS

- 2020 Research Award Recognition, UVA
- 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 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.”