

Laura Pincus Hartman

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PROFESSIONAL PROFILE

- Hartman is a seasoned and highly respected academic with leadership experience in both non-profit and for-profit environments, including management, human resources, administrative and development responsibilities, all of which is informed by her legal background.
- Hartman has demonstrated a deep passion for issues involving social justice, and is recognized as a thought leader, illustrated by her publication of over 90 journal articles, books and cases on issues involving cross-sector (for-profit / non-profit) partnerships toward global poverty alleviation, business ethics, CSR, social justice, employment law, discrimination and equity.
- With more than 25 years in the academic environment, including both domestic and significant international appointments, Hartman **at the same time** has co-founded three successful global social impact ventures, including the charitable arm of the world's largest social game developer (Zynga.org), an online non-profit microfinance initiative (Zafen.org), and an elementary school in Haiti (Ecole de Choix), which she continues to oversee.
- Winner of the Microsoft CreateGOOD award at Cannes Lions (2015), named one of *Fast Company's* Most Creative People in Business (2014), as well as to its "League of Extraordinary Women," and one of *Ethisphere's* 100 Most Influential People in Business Ethics (2014), Hartman serves as an advisor to a number of start-ups and has consulted with multinational for-profits, non-profits and educational institutions.

EXPERIENCE

- Questrom School of Business, Boston University, Boston, MA** 2015 – Present
- **Director**, [Susilo Institute for Ethics in the Global Economy](#)
 - **Clinical Professor of Business Ethics**, Department of Organizational Behavior
- DePaul University, Chicago, IL** 1990 – 2015
- **Executive Leadership Positions:**
 - **Special Assistant to the President (2010 – 2013)**
 - **Associate Vice-President for Academic Affairs (2001 - 2008, Assistant Vice President: 2000-2001)**
 - **Acting Vice-President for Life Long Learning and Suburban Campuses (2003)**
 - **Research Director, Institute for Business & Professional Ethics (2005 - 2013)**
 - **Executive Director, Institute for Business & Professional Ethics (1994-1998)**
 - **Faculty Positions:**
 - **Vincent de Paul Professor of Business Ethics**, Department of Management, Driehaus College of Business [appointed Vincent de Paul Professor (2009), promoted to Professor (2000), promoted to Associate Professor (1996)]
 - Responsible for teaching UG / MBA: Business Ethics, Ethics and Leadership
 - **Senior Wicklander Fellow**, Institute for Business and Professional Ethics (2014 – 2015)
- Kedge Business School, Marseille, France** 2014 – 2016
- **Associated Professor**, Department of Strategy, Sustainability and Entrepreneurship
- Ecole de Choix / [School of Choice](#), Mirebalais, Haiti** 2010 – Present
- **Executive Director, Founder and Board Chair**, School of Choice Education Organization
- Zynga Game Network, San Francisco, CA** 2009 – 2012
- **Co-Founder**, [Zynga.org](https://www.zynga.org)
 - **Director, External Partnerships, Zynga.org**
- Melbourne Business School & Trinity College, University of Melbourne** 2007 – 2008
- **Gourlay Professor of Ethics in Business**

- INSEAD Business School**, Fontainebleau, France 2006
- *Visiting Professor of Economics and Political Science (Business Ethics)*
- HEC School of Management**, Jouy en Josas, France 2006 – 2008
- *Visiting Professor, Business Ethics* (MBA & Executive Education programs)
- Université Paul Cezanne Aix Marseille III**, Institut d'Administration des Entreprises, Graduate School of Management, Aix-en-Provence, France 2006, 2015 – Present
- *Visiting Professor of Economics and Political Science* (Business Ethics)
- Toulouse Business School**, Groupe ESC-Toulouse, Toulouse 2006
- *Visiting Professor of Business Ethics*, Management & Sustainable Development Program
- Grenoble Graduate School of Business**, ESC-Grenoble, Grenoble, France 2005 - 2006
- *Visiting Professor of Business Ethics* in MBA and MIB programs
- University of Wisconsin-Madison, School of Business** 1998 – 2000
- *Grainger Chair of Professional Ethics*
 - *Associate Professor of Business Ethics*
 - *Program Director*, UW Management Institute Executive Education Program
- Bentley College**, Waltham, MA 2000
- *Bell Atlantic Distinguished Professor of Ethics and Information Technology*
- Northwestern University, Kellogg Graduate School of Management** 1992 – 1994
- *Adjunct Professor of Business Law*, Department of Management and Strategy

OTHER POSITIONS HELD

- Ethics Resource Center**, Washington, DC 1998 – 2002
- *Senior Research Fellow*

PUBLICATIONS (REPRESENTATIVE)

*For an online, linked list of all publications, including copies of most articles, please click here: <http://works.bepress.com/laurahartman>
Google Scholar (citations): <http://scholar.google.com.au/citations?user=GZZb3VcAAAAJ&hl=en>*

Books, Chapters and Case Studies

1. Werhane, P. L. Hartman, C. Archer, E. Englehardt and M. Pritchard, Obstacles to Ethical Decision-Making: Mental Models, Milgram and the Problem of Obedience (Cambridge, UK: Cambridge University Press, 2013), <http://www.cambridge.org/us/academic/subjects/management/business-ethics/obstacles-ethical-decision-making-mental-models-milgram-and-problem-obedience>.

*Reviewed: Moore, C., **Business Ethics Quarterly** 25:1, 147-150 (January, 2015).*

Moral failures in business decision-making may often be traced to narrow or compromised mental models that preclude the actor from considering the moral dimensions of the decision or action. Some of these omissions are caused by a failure to question managerial decisions and commands from a specifically moral point of view because of particular narrow mental models that construct a perceived authority of the managerial team or leadership involved. Our decision-making abilities are jeopardized; and the manner in which we respond to authority and the perceived power it wields intensifies our inadequacies, incapacities, and vulnerabilities. This

book examines and proposes processes by which decision-makers throughout organizations – from subordinate roles, through middle managers to positions of significant authority – may reduce or overcome instances involving these challenges.

2. Albert, P., C. Archer and L.P. Hartman, “Transforming Education in Rural Haiti: Intel and l’Ecole de Choix,” Case Study Nos. UVA-E-0385 (Charlottesville, VA: Darden Business Publishing, University of Virginia, Darden School Foundation, 2013), <http://store.darden.virginia.edu/transforming-education-in-rural-haiti-intel-and-lecole-de-choix>.
3. Dhanda, K.K. and L. Hartman, “Carbon Offset Markets: A Viable Instrument?,” in Qipeng P. Zheng, Steffen Rebennack, Panos M. Pardalos, Niko A. Iliadis, and Mario V. F. Pereira (Eds.), *Handbook of CO₂ in Power Systems* (Berlin: Springer - Verlag, 2012), <http://www.springer.com/mathematics/book/978-3-642-27430-5>.

We explore the realm of carbon offset markets that have been set up to enable consumers to offset their share of carbon emissions. Though the market is a relatively new one, it has quickly spawned countless offset providers under both regulated and voluntary schemes. Our research points out that the market is widely unregulated and, furthermore, there is no common quality or certification structure for the offset providers. At this point in the evolution of the market, only a handful of offset provider ratings schemes exist; and even these schemes leave a vast void for consumers. The article provides an overview of the state of the carbon markets, the concept of carbon offsets, and the standards environment for offset providers. Results of data collection allow us to compare providers effectively and efficiently on a common scale that services both providers as well as consumer stakeholders.

4. L. Hartman, J. DesJardins, C. MacDonald (*on 3E*), *Business Ethics: Decision-Making for Personal Integrity & Social Responsibility* 1E, 2E and 3E (Burr Ridge, IL: McGraw-Hill 2008, 2011 and 2013), <http://catalogs.mhhe.com/mhhe/viewProductDetails.do?isbn=0078029457>.

Business Ethics prepares the student to apply an ethical decision-making model, not only in the ethics course where the text might be discussed, but throughout her or his business discipline. The decision-making model introduced teaches students ethical skills, vocabulary and tools to apply in everyday business decisions and throughout their business courses. The authors speak in a sophisticated yet accessible manner while teaching the fundamentals of business ethics. The authors’ goal is to engage the student by focusing on cases and business scenarios that students already find interesting. Students are then asked to look at those same familiar issues from an ethical perspective.

5. D. Bennett-Alexander, L. Hartman, *Employment Law for Business*, 1E – 7E (Homewood, IL: Irwin/McGraw-Hill 1995, 1998, 2001, 2004, 2007, 2009, and 2012), <http://catalogs.mhhe.com/mhhe/viewProductDetails.do?isbn=0073524964>

Employment law is one of the most consistently used areas of information business students will use in the workplace. This text covers the present state of employment law, and stresses the development of critical reasoning and analysis of employment law issues. The purpose of the text is to prepare the student to meet workplace employment law challenges.

6. L. Hartman, E. Mead, D. Christmas, P. Werhane, *Transformational Gaming: Zynga’s Social Strategy (A), (B), (C)*, Case Study Nos. UVA-E-0360, <http://www.caseplace.org/d.asp?d=6649> (Charlottesville, VA: Darden Business Publishing, University of Virginia, Darden School Foundation, 2012).

In this novel and extremely timely case study, we will first define and explore our mental models surrounding organizations’ role in poverty alleviation. We will then examine one of our most enduring and destructive mindsets surrounding the role of for-profits in developing economies: the obstructive perception that the interests of private organizations in the alleviation of global poverty should not be vested but instead should

originate from charitable purposes. This caustic model, which describes as unseemly any engagement between for-profit organizations and markets at the Base of the Pyramid, not only is extraordinarily hindering to the enterprise but, unfortunately, also is devastating in its impact on those living in poverty since it denies them the benefit of one of their greatest potential benefactor sectors. The purpose of the case study is to illustrate the power of out-of-the-box imagination and creativity, in ways not before utilized, to break through these otherwise obtrusive mindsets.

7. P. Werhane, S. Kelley, L. Hartman, D. Moberg, Alleviating Poverty Through Profitable Partnerships: Globalization, Markets and Economic Well-Being (Routledge/Taylor & Francis, 2009), <http://www.routledge.com/books/details/9780415801539/>.

In this book, the authors approach poverty alleviation from an atypical perspective. They argue that poverty amelioration cannot be effected by the traditional means employed during the last century—foreign aid from developed nations and/or from non-profit international organizations. Rather, the authors present evidence which demonstrates that a mindset embracing initiatives developed by global corporations in response to the poverty challenge is significantly more effective. Global companies can alleviate poverty by seizing market opportunities at the Base of the economic Pyramid (BoP) with the implementation of three key processes: moral imagination, systems thinking, and deep dialogue.

8. L. Hartman, P. Werhane, The Global Corporation: Sustainable, Effective and Ethical Practices, A Case Book (Routledge/Taylor & Francis, 2009), <http://www.routledge.com/books/details/9780415801607/>.

Over the past several years, a great deal of media attention and popular literature has detailed corporate misdeeds, and much of the reporting is accurate. In the meantime, there are hundreds of companies striving to do the right thing and succeeding. These companies are the backbone of our economy and of global economic growth; but this good behavior and its contributions to our economy are only found on the back pages of journals and seldom reported in books or on the Internet. While we do not advocate ignoring the scandals that have shaken our confidence in free enterprise, it is equally important to consider positive models for commerce, models that have generated value both domestically and on a global scale. We are then able to extract frameworks for corporate moral decision-making that can be emulated by other companies who are just starting up, emerging, or revamping their ethics focus in light of a scandal. This text is comprised of a series of case studies focusing on specific instances of these effective corporate practices.

9. L. Hartman, S. Kelley, P. Werhane, "Profit, Partnerships and the Global Common Good," in Business, Globalization and the Common Good, in the Frontiers of Business Ethics series (H.C. de Bettignies and F. Lépineux, eds.) (Oxford: Peter Lang Academic Publishers 2009), Ch. 10: 251-276.

The chapter considers the reduction of poverty through for-profit initiatives, with a critique of global corporations that take goods and services out of the "bottom of the pyramid" rather than developing new markets that provide new jobs as well as export products and services. Thus, the common good is served through economic empowerment without having to appeal to global philanthropy. An inversion of intuitive thinking is proposed whereby models for for-profit initiatives are considered that will contribute to the common good rather than using a notion of the common good to inspire global companies.

10. E. Mead, L. Hartman, P. Werhane, BHP Billiton and Mozal, Case Study No. UVA-E-0316(a) and (b) (Charlottesville, VA: Darden Business Publishing, University of Virginia, Darden School Foundation, 2008).

BHP Billiton, the world's largest diversified resource company at the start of the 21st century, began a feasibility study in 1995 for building an aluminum smelter project in the Maputo province in southern Mozambique. BHP Billiton (BHBP) was committed to sustainable development and believed that social and environmental performance were critical factors in business success. The company's stated aim was to enhance the societal benefit of its operations and to reduce its environmental impact while creating value for

many of its stakeholders. However, this project was, at best, a corporate challenge and certainly a very risky venture. The case asks how BHP Billiton should approach this multilayered project, and whether it should consider investing in smelters in other countries that might be more hospitable to development.

11. R. Wolfe, L. Hartman, J. Sheehan, J. Mead, *Started as Crew: McDonald's Strategy for Corporate Success and Poverty Reduction*, Case Study No. UVA-E-0310 (Charlottesville, VA: Darden Business Publishing, University of Virginia, Darden School Foundation, 2008).

The case explores the impact of McDonald's practices with regard to promotion from within, among others, on poverty reduction.

12. L. Hartman, J. Sheehan, E. Mead, *Started as Crew: Jan Fields and McDonald's*, Case Study No. UVA-E-0308 (Charlottesville, VA: Darden Business Publishing, University of Virginia, Darden School Foundation, 2008).

In the "quick service" food industry, infamous for high turnover and poor training, McDonald's Corporation defies norms. The international fast food giant uses a combination of promotion-from-within strategy and employee training programs to develop an abundant pool of human capital. The success of this strategy, built on the modest, hard-working ethic of company founders such as Ray Kroc and Hamburger University creator Fred Turner, has an unexpected impact on the lives of crew members: the wages, benefits, and opportunity for promotion available to every employee of McDonald's gives thousands the opportunity to lift themselves out of poverty. The Fields case, one that involves promotion from line crew to one of the highest executive position in the United States, along with the following case involving a manager of a "store," as McDonald's calls its restaurants, are used as examples.

13. L. Hartman, J. Sheehan, J. Mead, *Started as Crew: Darlene Calhoun and McDonald's*, Case Study No. UVA-E-0309 (Charlottesville, VA: Darden Business Publishing, University of Virginia, Darden School Foundation, 2008).
14. L. Hartman, "Unresolved Issues and Further Questions: Meir, Potts, and Hendry," in The Ethics of Genetic Commerce (R. Kolb, ed.) (Malden, MA: Blackwell Publishing 2007), pp. 208-214.
15. S. Kelley, P. Werhane, L. Hartman, "The End of Foreign Aid as We Know It: The Profitable Alleviation of Poverty in A Globalized Economy," in Alleviating Poverty through Business Strategy (C. Wankel, ed.) (New York, NY: Palgrave Macmillan Publishers 2007), pp.5-32.

This chapter defends the following thesis: Poverty can be alleviated, if not eradicated, both locally and globally, but only if we change our narratives about global free enterprise and only if we rethink our mindsets regarding how poverty issues are most effectively addressed. The chapter begins with an overview of the current state of the economic landscape with particular focus on – and criticism of – the failures of strategies employed since the middle of the last century. We then explore how a transfer of roles and responsibilities for global poverty from these traditional development practices to innovative, private, for-profit organizations will result in appropriate incentives, stakeholder interest maximization and the potential for the eradication of both poverty and the unfulfilled needs of the abject poor. We exemplify the power of the for-profit model through case studies based on both actual experiences and economic assumptions, as discussed in the chapter.

Second most downloaded document in DePaul's online institutional repository, Via Sapientiae (as of 11/4/10), <http://news.library.depaul.edu/news/post/2010/11/Faculty-Publications-in-Via.aspx>.

16. L. Hartman, D. Arnold, « Les Multinationales et L'Avenir des Sweatshops » ("Multinational Corporations and the Future of Sweatshops"), in RSE: Une mise à jour du contrat social de l'entreprise? ("CSR : An Update of the Corporate Social Contract ?") (Jean-Jacques Rosé, Ed.) (2005).

The purpose of this paper is threefold. First, we explore the tension between the perspective of the free-trade economists and that of the labor advocates with regard to voluntary responses to the sweatshop dilemma. Second, we introduce and define the concept of positive deviancy and relate it to the apparel and footwear global labor markets. Third, we explain how moral imagination is one possible rationalization for this deviancy and then demonstrate how moral imagination may lead to the enhancement of norms in the area of global labor challenges. In other words, what are the root causes behind mistreatment of workers? Why do some firms positively deviate from the norm in terms of working conditions and treatment? Is a structure that encourages moral imagination present in the examples of this positive deviation and can that explain the deviation itself? If positive deviants can be identified and the motivation for the deviation explained, that same structure or motivation can be replicated in other environments to encourage similar deviation, creating a new, higher norm, thus raising the industry standard overall.

17. Kolb, R., The Encyclopedia of Business, Ethics, and Society (L. Hartman, Associate Editor) (Sage Publishing, 2007). In addition to editorial position, drafted entries on *Sweatshops*, *Workplace Privacy* and *Privacy*.

Winner of the American Library Association Choice Award for Outstanding Academic Title and one of only two designated as outstanding by the Reference and Users Association of the American Library Association, a four-volume, 1.25 million word (4,000+ typed, double-spaced page equivalent) encyclopedia providing comprehensive coverage of the inter-relationship among business, ethics, and society.

18. Hartman, L., "Technology and Ethics: Privacy in the Workplace," published in Contemporary Issues in Business Ethics: The Wicklander Lectures (Keith W. Krasemann, Patricia H. Werhane, eds.) (Lanham, MD: University Press, 2006).

This text addresses traditional business ethics topics from a variety of perspectives and in such a manner as to be appropriate for both undergraduate and graduate business and liberal arts students. The text has several distinctions from other similar offerings in this area in that it is multiperspectival (provides multiple perspectives or voices on the same issue) and multidimensional (provides these perspectives in a variety of different formats, including case studies, text, hypotheticals, Internet material, traditional academic and popular press articles).

19. L. Pincus Hartman, Perspectives in Business Ethics, 1/E, 2/E, 3E (Homewood, IL: Irwin/McGraw-Hill 1998, 2002, 2004) <http://www.mhhe.com/catalogs/irwin/management/catalog/> (<http://catalogs.mhhe.com/mhhe/viewProductDetails.do?isbn=0072881461>).
Reviewed in Starr, William, "Book Review: Perspectives in Business Ethics," Ethical Theory and Practice, v. 6(4) (2003), 449-450.

20. L. P. Hartman, "Adidas-Salomon: Application of Standards of Engagement to Child Labor Dilemma," case study included in T. Beauchamp, N. Bowie, Ethical Theory and Business, 7E (Upper Saddle River, NJ: Prentice Hall, 2004).

Case study of adidas' Standards of Engagement and the manner in which they were applied to a particular situation involving child labor at a Vietnamese footwear supplier.

21. L.P. Hartman, Denis G. Arnold, and Richard Wolkutch, eds, Rising Above Sweatshops: Innovative Management Approaches to Global Labor Challenges (New York, NY: Preager Books, 2003).
http://www.greenwood.com/books/BookDetail.asp?dept_id=1&sku=Q618&imprintID=

The aim of this analysis is to document and explain the operation of programs designed to address labor problems associated with globalization. The manuscript suggests that the included programs merit consideration by other multinationals as potential models for addressing labor problems associated with globalization.

Reviewed: Chris MacDonald, Melissa Whellams, "Guarded Optimism and Positive Examples," *Business Ethics Quarterly*, V. 16, no. 4 (2006), pp. 623-628.

Reviewed: Alisa DiCaprio, *Human Rights & Human Welfare*, v. 6 (2006), pp. 53-61.

Reviewed: Jeffrey Smith, *Journal of Business Ethics*, v. 60, no. 1 (2005), pp. 113-114.

Reviewed: Klaus Meyer, *Journal of International Business Studies*, v. 36 (2005), pp. 246-249.

Reviewed: Frank Vogl, "Sweatshops – The Critical Public Anti-Globalization Issue: What are the facts?" *Earth Times* (2/17/02) and in *World Economic Forum Daily News* (1/02).

Reviewed: Steve Voien, *Business for Social Responsibility Magazine* (1/02)

22. L. P. Hartman, R. Wokutch, "Nike, Inc.: Corporate Social Responsibility and Workplace Standard Initiatives in Vietnam," in Laura P. Hartman, Denis G. Arnold, and Richard Wokutch, eds, Rising Above Sweatshops: Innovative Management Approaches to Global Labor Practices (New York, NY: Praeger Books, 2003).
23. L. P. Hartman, R. Wokutch, J. L. French, "Adidas-Salomon: Child Labor and Health and Safety Initiatives in Vietnam and Brazil," in Laura P. Hartman, Denis G. Arnold, and Richard Wokutch, eds, Rising Above Sweatshops: Innovative Management Approaches to Global Labor Practices (New York, NY: Praeger Books, 2003).
24. T. McAdams, J. Freeman, L. Pincus, Law, Business & Society, 4/E, 5/E & 6E, (Homewood, IL: Irwin/McGraw-Hill 1995, 1998, 2001) (Drafted International Law Chapter) <http://www.mhhe.com/catalogs/007231401x.mhtml>
25. L. Hartman, P. Primeaux, "A Case of the Airline Industry's Turbulent Travels: Father Peranno's AeroPacifica Experience," South-Western Publishing CaseNet Series (Cincinnati, OH: ITP Publishing 2000).
http://casenet.thomsonlearning.com/casenet_global_fr.html

Following an overview of the regulatory environment relating to airline customer service, the case introduces Father Pete Peranno, who suffers a particularly inconvenient, if not devastating, experience in connection with a pleasure trip. The case challenges the reader to empathize with each stakeholder and to create a response plan for the airline in cases such as Fr. Peranno's.

26. L. Pincus Hartman, "Tee-Shirts and Tears: Third World Suppliers to First World Markets," in Dienhart, John, Business, Institutions and Ethics: A Text with Cases and Readings (New York, NY: Oxford University Press, Inc. 2000) [also published as a case study through South-Western Publishing CaseNet Series (Cincinnati, OH: ITP Publishing 1998), http://casenet.thomsonlearning.com/casenet_global_fr.html], and reprinted in Smith, Jeffrey, Business Ethics: Ethical Decision Making and Cases, 5E (Marblehead, MA: Houghton Mifflin, 2003)]

This case focuses on sweatshop conditions that existed in El Salvador at a supplier for the American retailer The Gap, while also providing background on the American situation and conditions in other countries. The substance of the case is the ethical dilemma faced by American retailers who find extremely low cost production alternatives in Third World countries, where the standards of working conditions are far below those legally mandated in the United States.

27. M. Baker, L. Hartman, B. Shaw, "Global Profits, Global Headaches," South-Western Publishing CaseNet Series (Cincinnati, OH: ITP Publishing 1999) (authors listed alphabetically), ISBN 0-324-035241,
http://casenet.thomsonlearning.com/casenet_global_fr.html

Experiencing steep inclines in its costs of labor, the Board of Directors of K-PAN Corporation (subject of this case study) has decided to seek to expand its operations overseas (specifically, to Indonesia and Pakistan). The Directors recognize the ultimate costs savings and perhaps economic benefits of their decision to these developing countries, but are concerned about the quality of life implications for their foreign employees or those of its suppliers. Given both their personal concern as well as the possible media ramifications of their decision, the Board decides to investigate the matter more fully.

Included in Pat Werhane, Tom Donaldson, *Ethical Issues in Business: A Philosophical Approach, 8E* (Upper Saddle River, NJ: Prentice Hall, 2006).

28. L. Pincus Hartman, N. Mathys, "Integrated Project Management Co., Inc.," South-Western Publishing CaseNet Series (Cincinnati, OH: ITP Publishing 1999). http://casenet.thomsonlearning.com/casenet_global_fr.html

Creating and sustaining an ethical environment in a firm is complicated and perhaps best understood through example. This case note explores the process by which Integrated Project Management Co., Inc. (IPM), has established and maintains its ethical corporate culture. In particular, the note focuses on several initiatives at IPM, including the establishment of its Mission Statement, its unique hiring program designed to find appropriate individuals, and its strategic planning process.

29. L. Pincus Hartman, "For Whose Eyes Only?" South-Western Publishing CaseNet Series (Cincinnati, OH: ITP Publishing 1998), http://casenet.thomsonlearning.com/casenet_global_fr.html

30. T. McAdams, L. Pincus [Hartman] The Legal Environment of Business: Ethical and Public Policy Contexts (Homewood, IL: Irwin/McGraw-Hill 1997)

This text focuses on the legal environment of business and addresses business development from a legal, ethical, and market economy perspective. The text is intended for graduate or undergraduate legal environment courses.

31. E. Klayman, John B., N. Ellis, L. Pincus [Hartman], Instructor's Manual: Irwin's Business Law (Homewood, IL : Irwin/McGraw-Hill 1994) (Drafted eight chapters)

Published Articles and Scholarly Papers

* Signifies peer-reviewed publication

+ Signifies publication reviewed according to traditional law review standards

Ethics and Employment Related Articles:

1. Werhane, P., Hartman, L., Andriani, P. "Shifting Mindsets in the Coffee Market: The case of illycaffè and its impact on Brazilian Farmers," *Business and Professional Ethics Journal* (forthcoming, 2017). *
2. L.P. Hartman, J. Gedro, C. Masterson, "Navigating the Life Cycle of Trust in Developing Economies: One-Size Solutions Do Not Fit All," *Business & Society Review*, v. 120, no. 2 (2015), pp. 167-204, <http://onlinelibrary.wiley.com/doi/10.1111/basr.12053/abstract>. *
Included in Easton, R. (ed.), "Trust Bibliography," *Trust Across America* (2015), www.trustacrossamerica.com.

Trust is critical to the development and maintenance of collaborative and cohesive relationships in societies, broadly, and in organizations, specifically. At the same time, trust is highly dependent on the social context in which it occurs. Unfortunately, existing research involving trust remains somewhat limited to a particular set of developed economies, providing a window to explore a culture's stage of economic development as a key contextual determinant of trust within organizations. In this paper, we review the state of the scholarship on trust and identify those qualities of trust that are common in organizations at similar stages of economic development, referred to as its etic aspects. We then also distinguish those elements of trust that are, to the contrary, culturally-specific, or emic in nature. We structure our discussion around the "life cycle of trust" (i.e., the creation, maintenance, and post-fracture repair of trust) and consider unique factors in its application to developing economies. In doing so, we ground our examination in expository examples through field experience in Haiti. We conclude with the proposal of a framework for future research

oriented toward the resolution of remaining theoretical and empirical queries as they relate to trust in developing economies.

3. J. Gedro, L.P. Hartman, "Education as Positive Disruption: l'Ecole de Choix / the School of Choice, as a Case Study of Critical National Human Resource Development," *Human Resource Development Quarterly*, v. 27, no. 1 (Spring 2016). *

This article expands the current scholarship of national human resource development (NHRD), to include countries with developing economies that do not fit into the emergent models of NHRD. We explore NHRD in Haiti through a qualitative analysis of a specific educational initiative, l'Ecole De Choix / the School of Choice. Using a descriptive case study, our methodology is framed by record analysis, NHRD research, critical HRD theory, and first-hand observations and experiences during on-site visits to Choix. Because the educational attainment levels are chronically low in Haiti, and because education is the foundation of human capital development, exploring an educational intervention offers insights and a way to think about an emerging NHRD for Haiti. We suggest that scholarship in NHRD take a critical stance by examining countries that lack a formal, recognizable NRHD infrastructure and thereby expand the construct of NHRD, creating and supporting opportunities for scholarship and action that foster human freedom.

4. L.P. Hartman, A. Neame, J. Gedro, "Educating Next Generation Leaders: Lessons for Emerging Economies from John Dewey," *Schools: Studies in Education*, v. 11, no. 2 (Fall, 2014), 219 - 262; <http://www.press.uchicago.edu/ucp/journals/journal/schools.html>. *

The purpose of this discussion is to explore how the educational and social philosophy of John Dewey offers insight for those involved in education evolution in emerging economies, with a particular emphasis on nurturing leaders who are capable of recognizing and responding effectively to the challenges of a globalized economy now and for the next century. Dewey offers comprehensive critiques of the interlocking systems of oppression that are present not only in the educational system, but also in the workplace and expanding economic system, along with systematic pedagogical strategies for overcoming identified hurdles. To demonstrate application of these insights, we will focus specifically on the implementation of Deweyan theory in an elementary educational system in today's Haiti through a case study involving the School of Choice, l'Ecole de Choix.

5. J.M. Calton, P.H. Werhane, L.P. Hartman, D. Bevan, "Building Partnerships to Create Social and Economic Value at the Base of the Global Development Pyramid," *Journal of Business Ethics* v. 117, no. 4 (April, 2013), <http://www.springerlink.com/openurl.asp?genre=article&id=doi:10.1007/s10551-013-1716-0>.*

Much of the attention of ethics scholars has focused on the balance of self-interest with the interests of others, equating self-interest with profit, or at least on its acquisition, and presenting a dilemma to both companies and the stakeholder groups that socially responsible business practices might serve. We are in significant agreement with Porter and Kramer's silver bullet to correct decision-making based solely on increasing profit for the firm: the creation of "shared value." However, we suggest three significant points of deviation from this thesis resulting from our discomfort with features of the mental model(s) that Porter and Kramer use to structure their persuasive argument.

6. L. Hartman, P. Werhane, "Proposition: Shared Value as an Incomplete Mental Model," *Business Ethics Journal Review* (March, 2013), <http://businessethicsjournalreview.com/2013/02/26/hartman-on-porter/>.*

This paper builds on London & Hart's critique (2011) that C. K. Prahalad's best-selling book (2005) prompted a unilateral effort to find a fortune at the bottom of the pyramid (BoP). Prahalad's instrumental, firm-centered construction suggests, perhaps unintentionally, a buccaneering style of business enterprise devoted to capturing markets rather than enabling new socially entrepreneurial ventures for those otherwise trapped in conditions of extreme poverty. London and Hart reframe Prahalad's insight to direct

global business enterprise toward “creating a fortune with the base of the pyramid” rather than at the bottom of the pyramid. This shift in language requires a recalibration of strategic focus, we argue, and will necessitate implementation of “moral imagination” to formulate new mental models that can frame the possibility of local entrepreneurs working collaboratively and discursively with development partners drawn from civil society, corporate, and government sectors. Successful partnerships will arise from interactive processes of emergent, co-creative learning within a shared problem domain or “community of practice.” We call attention to three related pluralist framings of situated learning within such communities of practice: (1) decentered stakeholder networks; (2) global action networks; and (3) a focus on “faces and places” as a cognitive lens to humanize and locally situate diverse inhabitants within base of the pyramid partnership projects.

7. C. Archer, L. Hartman, “False Beliefs, Partial Truths: Personal Myths and Ethical Blind Spots,” *Australian Journal of Professional and Applied Ethics*, v. 14, no. 1 (Mar. 2012, published in 2013), pp. 5-19. *

While unethical actions may arise from conscious, deliberate and reflective choices to do ‘wrong,’ many unethical decisions emerge instead from an absence of awareness of ethical responsibility. The metaphor of ‘blind spots’ has been deployed productively to describe mental obstacles that impede ethical responsibility at the individual level, but do not rise to the level of conscious awareness. Blind spots prevent us from attending to relevant data, different points of view, alternative solutions, and foreseeable consequences crucial to forging an ethical response. We identify three common myths that tend to foster ethical blind spots at the individual level by rendering the limited and vulnerable character of our ethical awareness unavailable to conscious consideration: the myth of moral self-image, the myth of self-sufficiency, and the myth of the bystander. Finally, we highlight practices that incorporate dissent and critical inquiry into organizational norms. Such practices, we argue, offer an important way of challenging the myths that support ethical blind spots.

Reviewed in Weschler, R., “Three personal myths that hamper our ethical decision-making, and a fool-ish solution,” Cityethics.org (April 30, 2014), <http://www.cityethics.org/content/three-personal-myths-hamper-our-ethical-decision-making-and-fool-ish-solution>.

8. P. Werhane, Hartman, L, D. Bevan, K. Clark, C. Archer, “Trust After the Global Financial Meltdown,” *Business and Society Review*, v. 116, no. 4 (2012), pp. 403-433. *

Over the last decade, and culminating in the 2008 global financial meltdown, there has been an erosion of trust and a concomitant rise of distrust in domestic companies, multinational enterprises, and political economies. In response to this attrition, this paper presents three arguments. We propose that the stakes of violating public trust are particularly high in light of the asymmetry between trust and distrust; we identify a constellation of key barriers to overcoming distrust that companies face in the current environment; and we argue that, notwithstanding these challenges, these phenomena are not fatal and can be addressed through a holistic transformation in corporate culture. We conclude that, without a reinvigoration of trust in our political economies, at all levels, the future of an economically vibrant planet is indeed bleak.

9. L. Hartman, J. Mead, D. Christmas, P. Werhane, “ ‘Connecting the World Through Games’: Creating Shared Value in the Case of Zynga’s Corporate Social Strategy,” *Journal of Business Ethics Education*, v. 8 (2011), pp. 199-230. *

When using cases to teach corporate strategy and ethical decision-making, the aim is demonstrate to students that leadership decision-making is at its most effective when all affected stakeholders are considered, from shareholders and employees, to the local, national, and global societies in which the company operates. This paper challenges the obstructive perception of many Corporate Social Responsibility (CSR) advocates that the interests of private organizations in the alleviation of social problems should not be vested, but instead should originate from charitable purposes. We evaluate an alternative approach to the role of business in contributing to social progress - Creating Shared Value (CSV), and present a case study that illuminates key

features of CSV. We share pedagogical strategies for a classroom discussion of the Zynga.org case that encourage students to investigate the merits and hurdles of CSV as a pathway to harmonize the twin goals of economic value creation and social change.

10. Hartman, L, P. Werhane, K. Clark, "Development, Poverty and Business Ethics," *Universia Business Review* (special issue on Business Ethics), Antonio Argandoña, Joan Fontrodona (eds), v. 30 (2011).*

Proposals surrounding poverty alleviation are greatly affected by the ways in which we think about people living in conditions of extreme poverty. The success or failure of those proposals, when operationalized, depends upon our mental models and the ways in which we calibrate and then integrate the narratives we encounter. While others have envisioned a role for multinational enterprises (MNEs) in alleviating global poverty, these schemes lack the catalysts of moral imagination and systems thinking necessary to modify MNE mental models toward sustainable solutions that also create board-based stakeholder value. We will outline the parameters of the challenge, explain the elements of the 'profitable partnerships' approach, illustrate it via an example and distinguish it from alternative approaches.

11. P. Werhane, L. Hartman, D. Moberg, E. Englehardt, M. Pritchard and B. Parmar, "Social Constructivism, Mental Models and Problems of Obedience," *Journal of Business Ethics*, v. 100 (2011), pp. 103 – 118, <http://link.springer.com/content/pdf/10.1007/s10551-011-0767-3#page-1>. *

We analyze the Milgram experiment from original perspectives offered by the theoretical work of Moberg, Werhane, Chugh, and Bazerman on social construction, mental models, and bounded awareness. Our thesis is that there are important synergies for the next generation of ethical leaders based on the alignment of modified or adjusted mental models. This entails a synergistic application of moral imagination through collaborative input and critique, rather than "me too" obedience. We argue that the ways in which the experiments are framed, the presence of an authority figure, the appeal to the authority of science, and the situation in which the naïve participant finds herself or himself, all create a bounded awareness, a narrow blind spot that encourages a climate for obedience, brackets out the opportunity to ask the moral question: "Am I hurting another fellow human being?" and may preclude the subject from utilizing moral imagination to opt out of the experiment. Similarly, in commerce, many moral failures can be traced to narrow or blinded mental models that preclude taking into account the moral dimensions of a decision or action. In turn, some of these moral failures are caused by a failure to question managerial decisions and commands from a moral point of view because of mental models that construct a perceived authority (translated – faultily – as truth or wisdom) of managerial team or leadership. We conclude that these forms of almost blind obedience to authority are correctable, but with difficulty.

12. K. Kathy Dhanda, L.P. Hartman, "The Ethics of Carbon Neutrality: A Critical Examination of Voluntary Carbon Offset Providers," *Journal of Business Ethics*, v. 100, no. 1 (2011), pp. 119 - 149, <http://www.springerlink.com/content/1726527858372536/>. *

In this paper, we explore the world's response to the increasing impact of carbon emissions on the sobering threat posed by global warming: the carbon offset market. Though the market is a relatively new one, numerous offset providers have quickly emerged under both regulated and voluntary regimes. Due to the lack of technical literacy of *some* stakeholders who participate in the market, no common quality or certification structure has yet emerged for providers. To the contrary, the media warns that a relative 'cowboy' atmosphere prevails in the current environment, and that there are "widespread instances of people and organizations buying worthless credits that do not yield any reductions in carbon emissions" (Harvey and Fidler, 2007). At this point in the evolution of the market, only a handful of offset provider rating schemes exist; and, even these systems leave consumers with few answers when they seek to find a means by which to ensure that they are having their intended impact.

Reprinted in Handbook of Power Systems: CO₂ (eds. Steffen Rebennack, et al.) (New York: Springer Publishing Co. 2011).

13. L.P. Hartman, P. Werhane, "A Modular Approach to Business Ethics Integration: At the intersection of the *Stand-Alone* and the *Integrated* approaches," *Journal of Business Ethics*, v. 90, no. 3 (2010), pp. 295-300, <http://www.springerlink.com/content/g1036x22u116148v/>. *

With learning objectives designed precisely to measure the student delta based on content, process and engagement in a particular class, those programs that have opted for stand-alone ethics courses may be (though not necessarily are) more prepared to respond to assessment-related inquiries regarding their programs or satisfaction of the standards. The relevance of the AACSB standards modification to the current efforts at ethics integration in business programs is instead a re-examination of how to create a program of integration that is designed to ensure the most effective learning results possible, while responding to the challenges presented by the integrated approach. The purpose of this discussion is to explore some of those challenges that may be somewhat universal to business school programs implementing the integrated approach, and to share one large university's response to those challenges, along with lessons learned.

14. L.P. Hartman, D. Elm, T. Radin, K.R. Pope, "Translating Corporate Culture around the World: A cross-cultural analysis of whistleblowing as an example of how to say and do the right thing," *Politeia: Corporate and Stakeholder Responsibility Theory and Practice*, Anno XXV, no. 93 (2009), pp. 255-272. *

Listed on SSRN's Top Ten download list (2009, 2010) for CGN: Business Practices & Ethics, CGN: General Management, EBP: Situational Ethics, Human Resource Management & Personnel, IBSS: Multinational Enterprise Structure, INTL Subject Matter, International Business Strategy & Structure, MRN International Business & Management Network, MRN Organizational Behavior Research Network, OB: Micro, ORG Subject Matter, Organizational Behavior and SEIN Ethical Business Practices, Archives of Vols. 1-3, 2007-2009.

In terms of ethical business practices, MNEs operating with trust and integrity in the global environment must have corporate cultures that demonstrate such values. The accomplishment of this objective, however, depends on recognition and integration of local cultural norms to create an organizational culture that is both consistent and sensitive to local traditions and social norms across nations. This awareness provides the means for accomplishing more effective ethical business practices worldwide. The purpose of this article is to examine how these cultural factors can be integrated, particularly as connected to internal employee reporting mechanisms, i.e. whistleblowing. Whistleblowing emerges as an important area of inquiry in that it is through proper internal reporting that organizations are able to identify potential problems before they occur - often at a time when they are most effectively poised to prevent harm. As important as whistleblowing is, there has to date been no systematic scholarly attention paid to global policies on this topic.

15. L.P. Hartman, R. Wolfe, P. Werhane, "Teaching Ethics Through a Pedagogical Case Discussion: The McDonald's Case and Poverty Alleviation," *Teaching Ethics*, vol. 9, no. 1 (2009) *

The question of whether ethical issues should be integrated throughout an undergraduate or graduate business curriculum is no longer relevant. To the contrary, it is instead the urgency of how those challenges are most effectively addressed and where to find models of positive corporate performance that occupies our current attention. While no single organization exemplifies the entirety of "ethical" behavior, it is vital to consider models of conduct that have generated value through ethical means, both domestically and on a global scale. The purpose of this discussion is to introduce McDonald's practice of promotion from within an example of a cross-disciplinary model of an effective strategy. McDonald's approach, while ultimately oriented toward sustaining the organization's success, in fact and in practical application results in the present alleviation of poverty for those living at what has come to be know as the base of the economic pyramid.

Most downloaded document in DePaul's online institutional repository, Via Sapientiae (as of 11/4/10), <http://news.library.depaul.edu/news/post/2010/11/Faculty-Publications-in-Via.aspx>.

16. L. Hartman, P. Werhane, D. Moberg, S. Kelley, "Alleviating Global Poverty through Profitable Partnerships: Moral Imagination & Economic Well-Being," *The Melbourne Review*, v. 4, no. 2 (Nov. 2008), p. 37.

While others have previously envisioned a role for multinational enterprises (MNEs) in alleviating global poverty, these schemes lack the catalysts of moral imagination and systems thinking necessary to modify MNE mental models toward sustainable solutions that also create broad-based stakeholder value. This analysis outlines the parameters of the challenge, explains the elements of "profitable partnerships," illustrates it via an example and distinguishes it from alternative approaches.

Translated into French and reprinted in La RSE entre globalisation et développement durable (eds : Nicole Barthe et Jean-Jacques Rosé (Bruxelles: De Boeck collection, Méthodes et Recherches Management, 2011).

17. P. Werhane, L. Hartman, S. Kelley, "Saint Vincent de Paul and the Mission of the Institute for Business & Professional Ethics: Why Companies Should Care about Poverty," *Vincentian Heritage (Special Issue on Vincentian Higher Education and Poverty Reduction)*, v. 28, no. 2 (2008), pp. 141-150.

In 2006, following St. Vincent of DePaul's commitment to serving the poor, the IBPE aligned its mission with that of DePaul University's: "serving first-generation and underserved student populations and ...addressing social issues." This initiative was further promoted by DePaul's new strategic plan, Vision Twenty12. As a result, IBPE enhanced its mission to include becoming a catalyst aimed to inspire companies to address the reduction of poverty both globally and locally through for-profit initiatives. There are many dimensions to the achievement of this mission, including teaching, research, and community outreach; and the Institute is just beginning this lifetime set of projects. As an academic institution, however, the Institute realized that, first, it needed to develop strong philosophical arguments justifying and supporting this goal. With that in mind we have developed a series of thought-provoking papers. This article summarizes some of this thinking.

18. L. Hartman, P. Werhane, D. Moberg, "Hey Bill, What were you waiting for?" *Ethisphere* (March 24, 2008), <http://ethisphere.com/hey-bill-what-were-you-waiting-for/>.

In late January, at the World Economic Forum in Davos, Switzerland, Bill Gates said he was an "impatient optimist" about the alleviation of global poverty. Though he acknowledges one of the fathers of this movement, the University of Michigan's C.K. Prahalad, he neglects to mention that scholars, institution builders and corporate innovators have been working to harness the power of creative capitalism for years. Instead, Gates introduces it as a nascent stage today, offering it as a personal gift to a spellbound audience of keen disciples. Indeed, if he was aware that creative capitalism is part of a now decade-long movement, he might have cited some of the lessons that have already been learned. The article reviews those lessons.

19. D. Bevan, L. Hartman, "Interpreting Ethical Polyphony," *Business Ethics: A European Review*, v. 17, no. 1 (January, 2008), pp. 64-68.

20. D. Bevan, L. Hartman, "European Perspectives on Business Ethics: A Polyphonic Challenge," *Business & Society Review*, v. 112, no. 4 (Winter 2007), pp. 471-476.

An analysis of the special issue of this volume introducing a project seeking to present some distinctly European perspectives on business ethics and corporate social responsibility. The discussion contextualizes the original papers, anticipates the responses to these papers that will appear in an issue of *BE:ER* scheduled to immediately follow publication of this issue of *Business & Society Review* (de George, 2008; Phillips, 2008; Thompson, 2008). The discussion explores and presents the European perspective on corporate social responsibility, serving as an effective polyphony that is revelatory rather than deterministic and exists in common with another work including this notion in its approach to presenting material.

21. L. Hartman, R. Rubin, K. Dhanda, "The Communication of Corporate Social Responsibility: United States and European Union Multinational Corporations," *Journal of Business Ethics*, v. 74 (2007), pp. 373-389, <http://www.springerlink.com/content/f83v0051353071r2/> (full text with subscription at <http://www.springerlink.com/content/f83v0051353071r2/fulltext.pdf>).*

This study explores corporate social responsibility (CSR) by conducting a cross-cultural analysis of communication of CSR activities in a total of 16 U.S. and European corporations. Drawing on previous research contrasting two major approaches to CSR initiatives, it was proposed that U.S. companies would tend to communicate about and justify CSR using economic or bottom-line terms and arguments whereas European companies would rely more heavily on language or theories of citizenship, corporate accountability or moral commitment. Results supported this expectation of difference, with some modification. Specifically, results indicated that EU companies do not value sustainability to the exclusion of financial elements, but instead project sustainability commitments in addition to financial commitments. Further, US-based companies focused more heavily on financial justifications whereas EU-based companies incorporated *both* financial and sustainability elements in justifying their CSR activities. In addition, wide variance was found in both the prevalence and use of specific CSR-related terminology. Cross-cultural distinctions in this use create implications with regard to measurability and evidence of both strategic and bottom

22. L. Hartman, M. Painter-Morland, "Exploring the Global Reporting Initiative Guidelines as a model for triple bottom-line reporting," *African Journal of Business Ethics*, V. 2, no. 1 (July, 2007), pp. 45 - 57. *

The paper is aimed at analyzing the contribution that the Global Reporting Initiative (GRI) makes to the field of sustainability reporting. It provides an overview of the multitude of initiatives aimed at standardizing corporate social responsibility efforts on a global scale and highlights the ways in which the GRI can be distinguished from other international initiatives. By evaluating GRI's goals and its claims, the paper provides an overview of the strengths and weaknesses of this critical initiative. It includes a discussion of changes and new strategies that the GRI proposes as part of its recently introduced G3 Guidelines. The authors contend that, despite certain remaining challenges, GRI has much to offer a stakeholder community that has for many decades been starved of quality, measurable and accountable corporate social information presented in an accessible and understandable format.

23. L. Jones, E. Peirce, L. Hartman, M. Hoffman, J. Carrier, "An Analysis of Ethics, CSR, and Sustainability Education in the *Financial Times* Top 50 Global Business Schools: Baseline Data and Future Research Directions," *Journal of Business Ethics* (2006). *

This paper investigates how deans and directors at the top 50 global MBA programs (as rated by the *Financial Times* in their 2006 Global MBA rankings) respond to questions about the inclusion and coverage of the topics of ethics, corporate social responsibility, and sustainability at their respective institutions. This work purposely investigates each of the three topics separately. Our findings reveal that 1) a majority of the schools require that one or more of these topics be covered in their MBA curriculum and one-third of the schools require coverage of *all three* topics as part of the MBA curriculum, 2) there is a trend toward the inclusion of sustainability-related courses, 3) there is a higher percentage of student interest in these topics (as measured by the presence of a Net Impact club) in the top 10 schools, and 4) several schools are teaching these topics using experiential learning and immersion techniques. We note an almost five-fold increase in the number of stand-alone ethics courses since a 1988 investigation on ethics, and we include other findings about institutional support of centers or special programs; as well as a discussion of integration, teaching techniques, and best practices in relation to all three topics.

24. L. Hartman, F. Wilson, D. Arnold, "Positive Ethical Deviance Inspired by Moral Imagination: The Entrepreneur as Deviant," *Journal for Business, Economics and Ethics*, v. 6, no. 3, pp. 343-358 ("*Zeitschrift für Wirtschafts- und Unternehmensethik, ZFWU*") (2006). *

The purpose of this paper is to extend the concept of positive ethical deviancy and moral imagination to the entrepreneurial environment. We specifically explore the connection between moral imagination and positive ethical deviance in firms that, from their inception, display positive deviance from established ethical industry norms. Our analysis identifies firms that do not deviate positively under pressure, or for other externally imposed reasons, but instead those that make a conscious and deliberate choice to adopt new and often radical approaches to ethical issues from the ground up, distinguishing them from standard entrepreneurs in the same industry. This exploration uncovers two elements present in these entrepreneurial firms that support the positive ethical deviance: visionary leadership and resulting structures or activities that sustain that vision. This examination of positive deviancy and moral imagination in an entrepreneurial context is vital because of the potential role that entrepreneurial firms can play in changing the rules of the game and the institutions that govern them, thereby creating a new, higher norm, and raising the industry standard overall.

25. D. Arnold, L. Hartman, "Worker Rights and Low Wage Industrialization: How to Avoid Sweatshops," *Human Rights Quarterly*, v. 28, no. 3 (Aug. 2006), pp. 676-700. *

Disputes concerning global labor practices are at the core of contemporary debates regarding globalization. Critics have charged multinational enterprises with the unjust exploitation of workers in the developing world. In response, some economists and "classical liberals" have argued that these criticisms are grounded in a naïve understanding of global economics. They contend instead that sweatshops constitute an inevitable and essential feature of economic development. To the contrary, we argue that there are persuasive theoretical and empirical reasons for rejecting the arguments of these defenders of sweatshops. In particular, we argue that respecting workers entail an obligation to adhere to local labor laws, and we demonstrate that it is feasible for multinational corporations (MNCs) to provide decent working conditions, and to provide a fair wage to workers. We go on to argue that MNCs have good strategic reasons for embracing voluntary codes of conduct. The main conclusions of this essay are that there are compelling ethical and strategic reasons for MNCs to voluntarily improve working conditions in their global sweatshops.

26. R. Rubin, J. Olson, L. Hartman, and J. Belohlav, "The Quandary of Serving Multiple Masters: An Institutional Exploratory Analysis of Publishing Business Law," *Midwest Law Journal*, v. 20 (Spring, 2006), pp. 1-22, <http://ssrn.com/abstract=779206>. * (**Awarded Best Paper of the Midwest Law Journal – 2006**).

The article discusses research by the authors seeking a process by which institutions of higher education can effectively evaluate business law faculty in a manner similar to that suggested by earlier research in other disciplines and one which strives to respond to the limitations of the Fisher and Fox study. By exploring the publication streams and records of business law faculty, information about individual performance as well as directions of the discipline can be ascertained. With the dearth of information on business law publishing, the distinctions that are being drawn between business law and other business disciplines, and in satisfaction of the university's end objective to maintain reasonable productivity standards given available resources, a discipline-based research and scholarship assessment process provides both an appropriate and independent source of professional assessment.

27. D. Arnold, L. Hartman, "Beyond Sweatshops: Positive Deviancy and Global Labor Practices," *Business Ethics: A European Review*, v. 14, no. 3 (July 2005) * (**Awarded Best Paper, Society for Business Ethics**).

This paper responds to the concern that insufficient attention has been paid to those companies that are "positive deviants" with respect to their global labor practices. In this essay, we outline the conventional case for sweatshop conditions, as well as conventional arguments for the mandated improvement of those conditions. Next, we provide a summary of the basic human rights that ought to be respected by

employers. We then develop an original account of positive deviancy and argue that our view is preferable to other recent accounts in the literature. We apply the concept of positive deviancy to global labor practices, using recent field studies of MNC factories in developing nations as a basis for arguing that MNCs are capable of voluntarily respecting the basic rights of workers while remaining economically competitive.

28. L. Hartman, M. Pava, "Sony Online Entertainment: EverQuest or EverCrack?" *Journal of Business Ethics*, v. 58, no. 1 (2005). *

Affirmative proposition of a debate originally argued at the International Business Ethics Conference (2003). Proposition: Sony Online Entertainment is not legally nor ethically responsible for the death of Mr. Wooley, a young man who committed suicide after playing videogame called EverQuest.

29. L. Hartman, E. Hartman, "How to Teach Ethics: Assumptions and Arguments," *Journal of Business Ethics Education*, v. 1, no. 2 (2005).

The American Assembly of Collegiate Schools of Business has called for stronger ethics programs. While this is a laudable aspiration, there are several problems involved. This article seeks to evaluate the call as well as the hurdles involved in its implementation.

30. L. Hartman, D. Arnold, "Moral imagination and HSE practices in Vietnam," *Ethical Corporation Magazine* (April, 2004), <http://www.ethicalcorp.com/content.asp?ContentID=1898>.

The emergence of the "new sweatshops" of the rapidly expanding global marketplace is one of the most hotly contested moral issues of our day. Critics charge multinational corporations with the inhumane and unjust treatment of workers in developing nations. Economists retort that satisfying the demands of these critics for improved labor standards and wages will result in fewer jobs in developing nations, among other implications, thereby reducing social welfare. Our effort is directed at calling attention to corporate programs that demonstrate that it is possible to respect employee rights while at the same time providing much needed formal sector employment in some of the poorest regions of the world.

31. D. Arnold, L. Hartman, "Moral Imagination and the Future of Sweatshops," *Business & Society Review*, v. 108, no. 4 (2003). *

In this essay we explore several multinational corporations' global labor programs in an effort to illustrate the positive impact of moral imagination at the individual, organizational, and systems level on the "sweatshop" problem. The intent is to identify the factors that have allowed particular MNCs to respect the basic rights of workers and thereby exhibit positive deviancy from the norm in their industry. The labor initiatives discussed herein were trailblazing at their inception. However, they have become increasingly common thereby raising stakeholder expectations to the extent that a failure to provide these basic standards is regarded as morally unacceptable. We conclude that the exercise of moral imagination as demonstrated in these cases suggest a diminishing future for sweatshops.

32. W. Michael Hoffman, L. P. Hartman, M. Rowe, "You've got mail . . . and the boss knows," *Business and Society Review*, v. 108, no. 3 (2003), pp. 285-307. *

Reprinted in *Business Ethics: Annual Editions 7E* (J.E. Richardson, ed.) (Dubuque, IA: McGraw-Hill 2005)

The use of email, the Internet and corporate databases by individuals and companies has been increasing exponentially, and has probably affected business more profoundly during the last few years than any other single phenomenon. Whether they realize it or not, an increasingly large proportion of employees are liable to have their Internet and email activities monitored by their employers. This article discusses

a survey conducted by the authors of corporations that are Sponsoring Partners of the Ethics Officer Association (EOA). The survey was designed to discover the extent to which companies monitor their employees' use of the Internet and email, their reasons for doing so and the means by which they go about it.

33. L. Hartman, "From Accountability to Action to Amplification: Addressing our own Laryngitis," *Business Ethics Quarterly*, v. 13, no. 4 (2003), pp. 559-568.*
[Reprinted in L. Hartman, "Moral Laryngitis," in *Responsibility 911* (K. Shelton & D. Bolz, eds.) (Provo, UT: Executive Excellence 2007), pp. 143-145.] [Also published in *Vital Speeches of the Day*, vol. 68, no. 23 (Sept. 15, 2002), p. 748; and reprinted in *Executive Excellence* (January, 2003), p. 18.]
[Publication of Presidential Address to the Society for Business Ethics, 2002]
Are we, as ethics educators, are relevant and applicable from the perspectives of our students and the business community. Is our concept of ethics one of practice and application? And, if so, are we accountable to our students, our institutions and ourselves, for the practical impact that we have or, conversely, that we do not have?
34. L. Hartman, "From Accountability to Action to Amplification: Addressing our own Laryngitis," *Business Ethics Quarterly*, v. 13, no. 4 (2003), pp. 559-568.*
[Reprinted in L. Hartman, "Moral Laryngitis," in *Responsibility 911* (K. Shelton & D. Bolz, eds.) (Provo, UT: Executive Excellence 2007), pp. 143-145.] [Also published in *Vital Speeches of the Day*, vol. 68, no. 23 (Sept. 15, 2002), p. 748; and reprinted in *Executive Excellence* (January, 2003), p. 18.]
[Publication of Presidential Address to the Society for Business Ethics, 2002]
35. L. Hartman, B. Shaw, R. Stevenson, "Exploring the Ethics and Economics of Global Labor Standards: A Challenge to Integrated Social Contract Theory," *Business Ethics Quarterly*, v. 13, no. 2 (2003) 193-220.*
[Previously published in draft version as "Balancing Sweatshop Ethics And Economics," Social Science Research Network Electronic Library, <http://papers.ssrn.com>, Labor Standards Working Paper No. 9901 (Dec., 1999); named to the SSRN Top Ten Download Lists (2009, 2010, 2015) for Employment and Labor Law, Development Economics, Labor Abstracts: Labor Markets, All Time Hits, International Employment & Labor Law eJournal and LSN: Transnational Labor Issues, and 2015: SRPN: Corporate Social Responsibility Issues, Ethics, Globalization (Sustainability), and Sustainability at Work eJournal]
[Reprinted in *Multinational Enterprises and Host Economies* (Klaus E. Meyer, Ed.) (Cheltenham, UK: Edward Elgar Publishing Ltd.)]

This paper considers the adverse nature of sweatshop practices, critically examines their economic and ethical implications, and assesses whether various ethical theories provide sufficient guidance for establishing labor practices that balance ethical concerns and economic consequences. An Integrated Social Contract Theory methodology is applied to identify a minimum set of hypernorms that could serve as a foundational base for balancing ethical and economic concerns. The paper concludes with recommendations on how businesses can ethically acquire developing country imports and how governments and consumers can reinforce those efforts.

36. L. Trevino, M. Brown, L. Hartman, "A Qualitative Investigation of Perceived Executive Ethical Leadership: Perceptions from Inside and Outside the Executive Suite," *Human Relations*, v.56, no. 1 (Jan. 2003), pp.5-37.
*

Senior executives are thought to provide the organization's ethical "tone at the top." We conducted an inductive interview-based study aimed at defining the perceived content domain of executive ethical leadership. We interviewed two types of key informants, corporate ethics officers and senior executives, about executive ethical leadership and then a contrasting category we labeled "ethically neutral" leadership. Systematic analysis of the data identified multiple dimensions of ethical and ethically neutral leadership. The findings suggest that ethical leadership is more than traits such as integrity and more than values-based inspirational leadership. It includes an overlooked transactional component that

involves using communication and the reward system to guide ethical behavior. Similarities and differences between ethics officers' and senior executives' perceptions also led to insights about the importance of vantage point and social salience in perceptions of executive ethical leadership. In order to be perceived as an ethical leader by those outside the executive suite, the executive must engage in socially salient behaviors that make the executive stand out as an ethical figure against an ethically neutral ground.

37. Patrick Primeaux, Laura P. Hartman, "Icons and Values: Communicating Leadership Ethics," *American Communication Association Journal*, v. 5, No. 1 (2001)
<http://www.acjournal.org/holdings/vol5/iss1/special/primeaux.htm> *

Experienced reality can be described as a simultaneous convergence of rational, emotional, and spiritual interests, and ethics as the translation of that reality into behavior. This paper connects this convergence to the results of an earlier study of leadership ethics by Linda Trevino, Michael Brown, and Laura Hartman confirm that description of ethics. We discovered that major executives and ethics officers perceive leaders as ethical when rational profit-making objectives coincide with personal welfare and with long-term horizons. Here, the results of that empirical survey are interpreted with respect to an inclusive appreciation of ethical decision-making and ethical communication. That interpretation points to the need to communicate participation in sacrifice, especially when others are confronted with a loss of profit or employment.

38. Laura P. Hartman, Technology and Ethics: Internet Monitoring in the Workplace, monograph published by Elron Software (2001). +

This monograph addresses the complicated legal and ethical issues of implementing an internet use policy in the workplace.

39. L. Hartman, W. Shaw, R. Stevenson, "Human Resources Opportunities to Balance Ethics and Neoclassical Economics in Global Labor Standards," *Business & Professional Ethics Journal*, v. 19, nos. 3&4, pp. 73-116 (2001). *

At the close of the twentieth century, sweatshops remain an integral part of the world economic order. This paper reviews and then applies earlier research we have conducted to particular ethical challenge, Human Resource Practice. The goal of the work is to assess the role that human resource practitioners can play in addressing these issues and identify the practitioners' potential for effecting global change.

40. L. Hartman, "Final Report of Focus Group Discussions," Public Trust and Confidence in the Justice System (Madison, WI: Wisconsin State Bar 2000), pp. 35-56,
http://www.wisbar.org/AM/Template.cfm?Section=Research_and_Reports&Template=/CM/ContentDisplay.cfm&ContentID=38749.

This research report stems from focus group discussions with five distinct populations throughout Wisconsin that focused on the public's perception of trust and confidence in the Wisconsin justice system.

41. L. Trevino, L. Hartman, M. Brown, "Moral Person and Moral Manager: How Executives Develop a Reputation for Ethical Leadership," *California Management Review*, v. 42, no. 4 (Summer, 2000) p. 128 *
[One of only three articles nominated for *California Management Review's* Accenture Award (formerly Andersen Consulting), given annually to the article published in CMR during the previous year that has made "the most important contribution to improving the practice of management."]

Our research found that that a reputation for ethical leadership rests upon two pillars: 1) moral being and 2) moral managing. The first pillar, **moral being**, has to do with the *ethical substance* of ethical leadership

-- being an ethical person who consistently makes decisions and behaves based upon a solid set of ethical values. The second pillar, **moral managing**, has more to do with the *leadership process* aspect of ethical leadership. It is about creating perceptions in others of the importance of ethics and values in the organization. One's reputation depends upon others' perceptions. To be perceived as an ethical leader, others must perceive the ethical dimension of your leadership.

42. L. Hartman, "Compliance versus Integrity: The Process of Ethics Integration," *Journal of Employment Discrimination Law* (Spring 2000), p. 157.

This article addresses the hurdle of implementing an ethics program throughout the business operations by encouraging individual integrity rather than strict compliance with rules and regulations.

43. L. Hartman, "Technology and Ethics: Privacy in the Workplace," *Business & Society Review*, v. 106, p. 1 (Spring 2001), reprint of monograph published by Center for Business Ethics, Bentley College (2000).

This monograph is based on a public presentation given at Bentley College during my tenure as the Visiting Professor of Ethics and Information Technology. The monograph details an ethical approach to the advent of new technology and its challenges for the workplace.

44. L. Hartman, "The Ethical Challenge of Global Labor Standards," *Journal of Employment Discrimination Law* (Winter 1999), p. 77.

This article challenges the reader to consider the best means by which to resolve the global labor standards dilemma in corporate global operations.

45. L. Hartman, "The Ethical Challenge of Employment Law," *Journal of Employment Discrimination Law* (Fall 1999), p. 5.

The first of a regular column in this journal that seeks to pose those value-laden questions that have yet to be answered through traditional legal mechanisms and to offer one or several possibilities for their resolution.

46. L. Klebe Trevino, L. Hartman, Michael Brown, "Executive Ethical Leadership: Ethics Officers Perspectives" published by the Ethics Resource Center Fellows Program (1999).

[Reviewed in: "Editor's Reflections on Leadership," *Ethical Management* (Aug. 1999), p. 6]

In this qualitative study, we interviewed corporate ethics/compliance officers on the topic of executive ethical leadership: what it is, what influences it, and what outcomes it affects. The study also explored the contrast between ethical leadership and "ethically neutral successful leadership."

47. L. Pincus Hartman, G. Bucci, "The Economic and Ethical Implications of New Technology on Privacy in The Workplace," *Business & Society Review*, v. 102/103 (1998) pp. 1-24 *

[working version originally published in Handbook of Business Strategy]

Building on prior research regarding private sector privacy rights, this article explores the employee monitoring conflict between an employer's right to know about its work environment and an employee's right to protect personal information and integrity. The discussion's ethical analysis is grounded in traditional philosophy and builds on these traditions to propose a process by which to balance employment rights. The purpose of this article is to identify the nature of the possible intrusion with a specific focus on employee monitoring (i.e. what are the capabilities of new technology), to articulate the limits of the law in this area, to explore the issue from both economic and ethical perspectives, and to

provide guidance for the appropriate balance between the employee's right to privacy and the employer's right to administer the workplace

Reprinted in: John McCall, Joseph DesJardins, Contemporary Issues in Business Ethics 4e (Wadsworth Publishing Company 2000)

48. L. Pincus [Hartman], W. Shaw, "Comparable Worth: An Economic and Ethical Analysis," *Journal of Business Ethics*, v. 18 (1998) p. 1-16 *

Comparable worth addresses the wage gap by objectively comparing dissimilar jobs in order to determine the relative worth of those jobs to the achievement of the firm's objectives. The contention is that equal contribution merits equal compensation even if the jobs are dissimilar. Proceeding from prior independent work in the comparable worth area, this article examines the legal, economic, and ethical arguments with regard to market impact of a comparable worth policy. The co-authors advance opposing views on the wisdom of adopting comparable worth as a national policy, with a focus on gender market power, traditional ethics and employment theory.

49. L. Pincus [Hartman], R. Johns, "A Comparative Analysis of Global Privacy Protection Schemes: Implications and a Proposal for the United States," *Journal of Business Ethics*, v. 16 (1997) p. 1237-1260 *

Pursuant to a Directive adopted by the European Union, privacy protections throughout the EU will be more stringent and consistent across member countries. One area of great concern to the United States is the Directive's requirement of certain minimum standards of privacy protection in countries receiving information from member countries. Given the limited protections available in the United States, it does not appear that we meet these minimum standards. Following up on earlier research regarding privacy rights in the United States, this paper critically analyzes the existing measurements of global privacy protections using traditional legal analysis and proposes a new model that allows for their comparative evaluation.

50. L. Pincus [Hartman], "Friedman with a Conscience?" Review of: Profit Maximization: The Ethical Mandate of Business By Patrick Primeaux & John Stieber, *Business Ethics Quarterly*, v. 6 (1996) p. 101-107 *

This paper evaluates and critically analyzes the contentions of two authors regarding a concise model of business decision-making that seeks to incorporate subjective social values into an objective and measurable process profit maximization. The article discusses a fatal shortcoming to the authors' contention: their concept fails to provide protections against oppression if the market force is the absolute ruler. Protection under the authors' proposed scheme is only found in the consciences or value schemes of the individual market players. Oppression will not occur if society abhors it, because there would be no demand for oppressive behavior. If a firm allows societal values to dictate its own at all times, it may follow a course that, in hindsight, is universally considered unethical. A contrary construct is proposed.

51. L. Pincus [Hartman], J. Belohlav, "Legal Issues in Multinational Business Strategy: To Play the Game, You Have To Know the Rules," *Academy of Management Executive*, v. 10 (1996) p. 52-61 *

The competitiveness of today's business environment is in large part the result of the emerging global economy. Contemporary events compel companies within virtually all business segments to rethink their basic corporate strategies. As companies increasingly take a more global approach to business, it is crucial to understand the role that legal systems can play in determining the success or failure of their long-term pursuits. This article explores legal questions confronting business from three key perspectives: general business issues, operating issues, and human resource issues.

52. L. Pincus [Hartman], C. Trotter, "The Disparity Between Public and Private Sector Employee Privacy Protections: A Call for Legitimate Privacy Rights for Private Sector Workers" *American Business Law Journal*, v. 33 (1995) p. 51-89 *

This article illustrates the recent growth of privacy invasions in the employment arena, discusses the extent of present privacy protection in the public and private sector and develops arguments for why federal privacy protection should be extended to the private sector. In addition, the ramifications of this extension given the status of the EC Directive and OECD Guidelines are discussed and general guidelines towards the formulation of a Federal act that would apply to public and private sector employees alike are offered. Consistent protection of privacy rights in the private sector is warranted to prevent arbitrary enforcement of rights, to adequately protect a right which the courts have held to be fundamental, and to allow American businesses to effectively compete in the world marketplace. Such an extension is the only means by which to alleviate the imbalance in the protection of public and private sector workers, an imbalance that no longer has any rational justification.

53. L. Pincus [Hartman], "HIV Education in The Business School Curriculum: Is It Necessary? Is It Possible?" *The Journal of Legal Studies Education*, v. 13 (1995) p. 75-99 *

Given the enormous numbers of individuals affected, HIV is and will continue to be a growing concern in the United States. One of the areas which will feel its greatest impact is the work force. For example, as a result of the high rate of infection in the Thai community, Thai firms must now prepare to manage the loss of as much as 20% of the male work force there within the next ten years. American businesses must now learn to manage this same dilemma and prepare to address HIV among its employees, customers, clients and investors. Business schools are in a unique position to help prepare tomorrow's managers to handle effectively the business and economic issues presented by HIV. As a natural progression from earlier work regarding HIV-positive employment rights, this article sets forth HIV-related workplace issues, identifies the need for including HIV and workplace issues in business school curricula, and proposes methods of incorporation.

54. T. Head, P. Sorenson, L. Pincus [Hartman], "Sexual Harassment in The Eye of The Beholder: But What Focuses That Eye?" *MidAmerican Journal of Business*, v. 10 (1995) p. 47-55 *

A major difficulty in controlling sexual harassment is that it is actually a perceptual phenomenon. The authors created a survey to determine what effects a perpetrator's gender and management status and evaluator's education have on whether fifteen behaviors are perceived as sexual harassment. Responses indicate a negative bias toward male superiors, while a strong positive bias appeared for female peers. Graduate degree subjects perceived more of the behaviors as harassing, but were much less biased than undergraduate degree subjects.

55. L. Pincus [Hartman], S. Trivedi, "A Decade of Change, A Time for Action: HIV Policies and Education for the Workplace" *Training & Development Journal*, v. 48 (January 1994) p. 45-51.

The authors evaluate HIV in the workplace issues, with regards to the Rehabilitation Act and the Americans With Disabilities Act. After an analysis of the case law and of the various manners in which corporations have responded, the authors suggest an HIV-related education program and present development schemes for its formulation.

56. L. Pincus [Hartman], N. Mathys, "Is Pay Equity Equitable? A Perspective That Looks Beyond Pay," *Labor Law Journal*, v. 44 (June, 1993) p. 351-360, reprinted in L. Pincus, Perspectives in Business Ethics (Irwin/McGraw-Hill: Homewood, IL 1998)

In striving to determine a more efficient and economically sound manner in which to create gender wage equality (and building on prior work in connection with comparable worth), this paper explores the legal and theoretical aspects of pay equity, and identifies the deficiencies with current pay equity analysis. The authors contend that the proponents of pay equity focus exclusively on pay (an extrinsic reward) in order to determine whether individuals are being treated equitably. Equity theory also suggests that, in addition to pay, people are also attracted to positions by intrinsic rewards, which are usually ignored in research studies and articles dealing with pay equity or comparable worth. The paper suggests areas for further research to determine the actual extent of gender-based wage disparity and offers solutions to reduce its effects.

57. L. Pincus [Hartman], "The Americans With Disabilities Act: the Employer's Responsibilities Regarding HIV-Positive Employees," *Hofstra Law Review*, v. 21 (1993) p. 561-601 (Also distributed by CDC National AIDS Clearinghouse)
+

In order to avoid additional and unnecessary costs, employers must strive to educate their work force regarding the employment of disabled workers, including workers who are HIV-positive. While this article addresses the need for and manner by which to implement an HIV policy in the workplace, no policy will be effective unless and until those who will be affected by the policy are educated regarding the rights of disabled employees, and specifically, the facts about HIV and AIDS in the workplace. The purpose of this article is to identify the legal framework of workplaces, to discuss employer accommodation responsibilities for HIV-infected employees, and to identify the potential liability of employers in connection with HIV transmission. The article concludes by advising employers on the development and implementation of compliance plans in connection with the requirements of the American Disabilities Act.

58. L. Pincus [Hartman], T. Head, "Health Hazards of Computer Use: An Employer's Responsibility to Its Employees," *Journal of Individual Employment Rights*, v. 1(4) (1993) p. 335-341

Prior research identified the need for accountability for workplace health hazards associated with the use video display terminals (VDTs) in the workplace. The catalyst for this surge in the use of computers, and similar devices, is America's hunger for increased productivity; but at what cost? As with other innovations of the technical age, with progress come problems. The article identifies some of the health hazards of VDT use, and discusses practical, economical and effective steps a company can take to protect its employees and to avoid liability.

59. L. Pincus [Hartman], "The Free Market Approach to Comparable Worth," *Labor Law Journal*, v. 43 (1992) p. 715-718, reprinted in *Equal Opportunity International*, v. 11 (U.K.) (1992), and L. Pincus, Perspectives in Business Ethics (McGraw-Hill/Irwin: Homewood, IL 1998)

This article addresses the arguments proposed by proponents of a comparable worth system using the analytical approach defined as "objectivism" and explains why regulation of employment decision is best left to market forces. Objectivism is a political and social philosophy first developed and cultivated by author and philosopher, Ayn Rand. The essence of objectivism is the recognition that Woman or Man is an end in herself or himself. One applies this concept through the utilization of an "objective absolute" which regards reality as set by the Reason of Nature. Facts are recognized as independent of one's emotions or influences [i.e. wishing it will happen does not make it so]. No one person *decides* what is right or wrong, nature does not *decide*; Man and Woman merely observe and attempt to act in furtherance of what is right. While some may identify this conclusion as moral realism, this is incorrect as morality is subjective while "right" and "wrong", according to Rand, is objective.

60. D. Drehmer, C. Carlucci, J. Bordieri, L. Pincus [Hartman], "An Experimental Study of The Effects of Age on Reduction in Force Rankings: RIF is not Rife with Age Discrimination," *Psychological Reports*, v. 70 (1992) p. 1203-1209 *

A laboratory experiment tested the hypothesis that age and written descriptions of performance affected simulated evaluations for reduction-in-work-force. 56 supervisors and managers attending night school reviewed written descriptions of seven individuals' performance. Seven different ages ranging from 25 to 63 years were paired with each individual's performance in a within-subject Latin square design. Each subject rated seven simulated individuals on 10 attributes and made recommendations in the form of comparative ratings for a simulated reduction in force. Chronological age effects on performance rankings were not found. Statistically removing rating components (work performance and socialability) from rankings using an analysis of covariance also yielded no age-related bias but did indicate that the subjects were able to distinguish among performance descriptions. These findings are discussed in relation to the Age Discrimination in Employment Act.

61. L. Pincus [Hartman], "Legal Liability for Health Hazards Resulting From The Use of Video Display Terminals: Who Must Pay?," *Computer Law Journal*, v. 11 (1991) p. 131-171, reprinted in *Defense Law Journal*, v. 41 (1992) +

Injuries related to computer usage exist; yet the law is unclear regarding who is responsible to pay for these injuries. Should it be the individual through pain, suffering and monetary damages such as hospital costs, lost wages and increased insurance payments? Should it be the employer through increased workers' compensation insurance; or society through the increased burden of this injured individual? Should it be, instead, the manufacturer through enforcement of strict product liability? This article addresses the issues of whether a causal connection exists between the use of VDTs and the real or potential health risks sufficient to support a claim of strict liability against the VDT manufacturer, and the related question of whether the only efficient and effective solution to this problem is through government legislation.

Management Communications and Management Consulting-Related Articles:

62. D. Montgomery, G. Heald, S. MacNamera, L. Pincus [Hartman], "Malpractice and the Communications Consultant: A Proactive Approach," *Management Communications Quarterly*, v. 8 (1995) p. 368-385 *

This paper provides communication practitioners with a comprehensive overview of legal and ethical issues facing individuals who market themselves as professional communication consultants. The authors introduce the tort of negligence, discuss its impact on professionals, review various ethical principles underlying the law, and outline court-supported practices that professional consultants might use to help protect their clients and themselves. Throughout this discussion, the authors argue that an understanding of legal principles and practices can enhance consultant-client relationships. This, in turn, increases the probability of successful consulting engagements.

63. D. Montgomery, L. Pincus [Hartman] and G. Heald, "Privacy: Legal and Ethical Considerations for Consultants," *Organization Development Journal*, v. 12 (1994) p. 95-103; reprinted in R. Golembiewski, Handbook of Organizational Consultation, 2E (New York, NY: Marcel Dekker 2000) *

Building a bridge between prior research regarding consultant liability and research surrounding employee privacy rights, the article explores recent developments in the laws governing privacy and discusses how they may affect consultants engaged in international consulting. It examines critical legal and ethical issues that consultants should address in their work. Finally, it discusses ways of ameliorating or avoiding breaches of privacy.

64. D. Montgomery, J. Vogt, L. Pincus [Hartman], "Process Contracting: Legal and Relational Considerations in the Development of Consultant-Client Contracts," *Organization Development Journal*, v. 11 (1993) p. 23-30 *

The liability of business and management consultants is seldom addressed in most business school programs, rarely mentioned in academic journals relating to management consulting, occasionally noted or discussed

in the popular press, and only then mentioned in the context of extremely large jury awards against individual consultants. There is therefore a dearth of guidance for the consulting professional regarding her or his potential liability for the actions she or he performs on a daily basis. And yet, liability exists. The purpose of this paper is to apply earlier research identifying the types of liability to which a consultant may be subject to the issue of process contracting for consultants.

65. L. Pincus [Hartman], "Legal Liability of Managers and Business Consultants," *Organization Development Journal*, v. 10 (1992) p. 53-59 *

Typically, managers and business consultants practice their trades under the mistaken belief that they are free from liability. However, given the American businessman's propensity for contentious litigation, this guise of protection proves unreliable and irresponsible. This article delineates the consultant liability and articulates the practices by which these professionals can, and should, protect themselves.

Other Articles:

66. L. Pincus [Hartman], "The Computation of Damages in Patent Infringement Actions," *Harvard Journal of Law and Technology*, v. 5 (1991) p. 95-143, reprinted in *Journal of Business Law* (U.K.) (March, 1992) +

The Federal Circuit has been designated as the exclusive arbiter of patent appeals since 1982. Since its institution, the Federal Circuit has attempted to streamline the method of determining infringement liability as well as damages, in an effort to provide patent holders adequate protection of their property rights. While this effort has produced disparate and relatively arbitrary results, making successful predictions regarding the outcome of the decisions of the Federal Circuit difficult, there remain certain areas surrounding the determination of damages which have maintained consistency under the administration of the Federal Circuit. This article identifies those areas where some level of predictability remains possible, and alleviate some of the uncertainty surrounding the calculation of damages in patent infringement suits through an analysis of both the history of damages case law and recent developments in the area.

67. Laura B. Pincus [Hartman], T. Pincus, M. Reid, "Legal Issues Involved in Corporate Globalization," *Columbia Business Law Review* 269-285 (1991) +

A globalized firm takes advantage of the capital it controls, recognizing that the benefits to be had by such diffusion are greatly outweighed by the costs of the dispersal of its resources. However, in order to properly weigh the costs and benefits, the corporation must be aware of, if not intimately familiar with, the legal issues to be addressed in the contemplation of the globalization process. In this way, a firm intending to globalize may "forum shop" in order to locate the most appropriate location based on the applicable regulations which may be imposed upon it by the host courts and government. The purpose of this article is to define the legal issues which must be confronted during the globalization process, as well as to incorporate the results of several case studies representing differing theories of implementation.

68. L. Pincus [Hartman], "Sports Violence: The Argument for the End of Brutality with Impunity," *American Bar Association Entertainment and Sports Lawyer*, v. 9 (1991) p. 13-19

This article identifies some of the problems inherent in sports violence and discusses the means by which tort liability may be used to curb violence in public sporting events.

EDUCATION

The University of Chicago Law School, 1988

Doctor of Law (J.D.)

Tufts University, 1985

B.S. Social Psychology, *magna cum laude*; Psi Chi inductee (Psychology Honor Society); Dean's List

ADDITIONAL CONTRIBUTIONS

Professional

- Founder, BRBEN (Boston Regional Business Ethics Network) (2015 – present)
- Governance and Management Advisory Committee Member, Maternity Homes Access in Zambia (MAHMAZ) Project, Boston University School of Public Health's Center for Global Health and Development (2015 – present)
- Impact Advisor, Impact Oversight Committee, Soles4Souls (2014 – present)
- Society for Business Ethics
 - **Founder and Director**, Professional Mentoring Program (2004 – present)
 - (included above under “global”) Co-Chair, Committee on International Collaborations (2005 – present) [incl. SBE Liaison to ADERSE (France), ISBEE and EBEN (EU)]
 - **President** (2002)
 - Vice President/Program Chair (2001)
 - Secretary/Treasurer (2000)
 - Co-Coordinator, annual SBE Pedagogy Panel (2003 – 2013)
 - Co-Coordinator, annual SBE European Perspectives Panel (2004 – 2010)
 - Invited Mentor, Emerging Scholars, SBE Annual Meeting (2013 - present)
- Steering Committee member, Universities for Poverty Alleviation (Helsinki España) (2009 – present)
- *Workforce* Business Intelligence Board (2014 – present)
- Advisory Board Member, Rosalind Franklin University of Medicine and Science (2013 – 2014)
- Reviewer, Swiss National Science Foundation (2014)
- Invited Mentor, BlogHer Entrepreneurs (2013)
- Member, Financial Review Committee and Education Focus Area Committee, Impact 100 – Chicago (2013 – present)
- Advisory Board Member, Business and Professional Ethics Journal (2011 - present)
- Co-Editor-in-Chief, *SpringerBriefs in Ethics* (2011 – 2012).
- Managing Editor, Business and Professional Ethics Journal (2010 – 2011)
- (Various additional editorial board and editor positions)
- Strategic Advisor, Life Giving Force, Inc. (2010 – present).
- DePaul University Representative, Vincentian Board for Haiti, Vincentian Family (2009 - 2012)
- *Invited Member*, Business Ethics Leadership Alliance, Ethisphere Council (2009 – present)
- Strategic Advisor, FATEM, Inc. (Haiti) (2009 – 2012).
- *Invited Advisory Panel Member*, *Ethisphere Magazine*, “100 Most Influential People in Business Ethics 2008” (Dec. 31, 2008).
- External Assessor, Standard Research Grants program of the Social Sciences and Humanities Research Council of Canada (2008).
- Member, Executive and Professional Women's Network, Jewish United Fund (2007 – present)
- Advisory Committee & Editorial Board, Member, *Independent Business Chronicle of the Independent University – Bangladesh* (2007 - 2009)

- Society for Business Ethics , Co-Chair, Committee on International Collaborations (2005 – present) [incl. SBE Liaison to ADERSE (France), ISBEE and EBEN (EU)]
- Coordinator, annual AACSB “Teaching Business Ethics” conference (2005 – 2010)
- Member, Ethics Education Task Force, AACSB (2004)
- Director, Professional Mentoring Program (2004 – present)
- Co-Chair, Committee on International Collaborations (2005 – present) [incl. SBE Liaison to ADERSE (France), ISBEE and EBEN (EU)]
- Member, Board of Directors, Female Health Foundation (2003)

Other

- President & Vice President, Francis W. Parker School Alumni Board (2001 - 2003)
- Volunteer, JUF Café (2009 – present)
- Chief Legal Counsel, Children of the World, Inc. (2001 - 2002)
- Board Member, Children of the World, Inc. (2000 - 2001)
- Board of Directors, Eclipse Theatre Company, Chicago, IL (1994 - 1996)
- Advisory Board of Directors, I Have A Dream Foundation (1998 – 1999)
- Mentor/Counselor, "I Have A Dream" program, Howard / Goudy Projects, Chicago, IL (1991 - 1999)

HONORS AND AWARDS

Public and Service Honors

- Microsoft, *winner*, CreateGOOD (Cannes Lions Festival, 2015)
- *Fast Company* “Most Creative People in Business” (inaugural honorees, digital coverage) (2014)
- *Ethisphere*, “100 Most Influential People in Business Ethics” (2014)
- Humanitarian Award, Motion Picture Association of Haiti (2013)
- Prix Humanitaire Deschamps (2013), honoring individuals and institutions who have distinguished themselves by the courage, commitment and devotion shown to the Haitian population in their benevolent work.
- Invited as one of the “100 most forward-thinking founders, CEOs, venture capitalists, and game-changers” to inaugural United Nations / British Airways “UnGrounded” event (2013)
- Woman of Spirit and Action Award (granted by DePaul University, in honor of St. Louise de Marillac) (2011, 2012, 2013)
- Named to *Fast Company* “League of Extraordinary Women,” <http://www.fastcompany.com/1839862/meet-league-extraordinary-women-60-influencers-who-are-changing-world>
- 2012 Gold Halo Award (“Digital” category), Cause Marketing Forum, “Sweet Seeds for Haiti” Campaign, Zynga.org.
- Excellence in Public Service Award (DePaul, 2012)
- Top 100 Thought Leader in Trustworthy Business Behavior (2011), *Trust Across America*
- Vincentian Ethics Award (2003)
- One of “Top 10 Minds in Small Business,” *Fortune Small Business* (December, 2002)

Academic Honors (non-research)

- Spirit of DePaul Award (2010)
- Award of Merit from 1998 AACSB/Mid-Continent East Assn. of Business Schools, for Innovation in Leadership of Business Education (1998)
- Elected for inclusion in Master Teacher Symposium, Academy of Legal Studies in Business (1994)

- Outstanding Commitment to Teaching Excellence, Department of Management, College of Commerce, DePaul University (1994)
- Best Teaching Award, Department of Management, College of Commerce, DePaul University(1992, 1993)
- Top Five Professors of the Year, University of Wisconsin - Madison, Graduate Business Student Association
- Honor Roll for Excellence in Teaching, Kellogg Graduate School of Management Faculty (1992)
- Excellence in Teaching Award, DePaul University (1991)

Research Honors

- Best Paper of the Midwest Law Journal (2006)
- Best Paper, Society for Business Ethics (2004)
- University Research Council Competitive Research Grant (2006)
- University Research Council Research Leave (2005)
- Competitive Summer Research Grant, College of Commerce (1993, 1994, 1995, 2006)
- Research Grant from Center for African American Research (1994-1995)
- Best Research Award Department of Management, DePaul University (1992, 1993)

ADDITIONAL MENTION

Admitted to the Following Bars

- State of Illinois (admitted 1988)
- Northern District of Illinois (admitted 1988)
- United States Court of Appeals for the Seventh Circuit (admitted 1988)

Languages

- English (native)
- French (proficient, comfortable)
- Understand basic Haitian Creole (Kréyol)