

JARED D. HARRIS

DARDEN GRADUATE SCHOOL OF BUSINESS ADMINISTRATION • UNIVERSITY OF VIRGINIA
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ACADEMIC APPOINTMENTS

- University of Virginia**, Darden Graduate School of Business, Charlottesville, VA. 2006 - present
*Samuel L. Slover Associate Professor of Business Administration, 2015-
Associate Professor of Business Administration (tenured), 2013-2015
Assistant Professor of Business Administration, 2006-2013
(Strategy, Ethics, and Entrepreneurship Area)*
- Wheatley Institution Visiting Scholar**, Brigham Young University, Provo, UT. Fall 2011

EDUCATION

- University of Minnesota**, Carlson School of Management, Minneapolis, MN. 2007
Ph.D., Strategic Management and Business Ethics
Supporting Fields: Econometric Methods, Contemporary Moral Philosophy
Dissertation: *Financial Misrepresentation: Antecedents and Performance Effects*
Committee: Phil Bromiley (co-advisor), Norm Bowie (co-advisor), Myles Shaver,
Aks Zaheer, Sarah Holtman
- Brigham Young University**, Marriott School of Management, Provo, UT. 1997
Master of Accountancy, Bachelor of Science in Accounting (Music Minor)

Academic Honor Societies: Beta Gamma Sigma, Phi Kappa Phi, Golden Key, National Dean's List

AFFILIATIONS AND PAST AFFILIATIONS

- Academic Director, Institute for Business in Society (IBiS), Darden School of Business (2021 – present)
Executive Committee, INFORMS College of Organization Science (2012 - 2016)
Advisory Board member, Cary M. Maguire Center for Ethics in the Financial Services (2013-2016)
Senior Fellow, Olsson Center for Applied Ethics, Darden School of Business
Fellow, Business Roundtable Institute for Corporate Ethics
Fellow, Juran Center for Research in Quality
Board member, Research Advisory Committee for Finance Governance, Risk and Compliance, Institute
of Management Accountants
Member, Academy of Management, Strategic Management Society, Society for Business Ethics,
International Association for Business and Society, INFORMS, Strategy Research Forum
Former Certified Public Accountant, State of Oregon (Inactive)

INTERESTS

- Research: Ethics and strategy; corporate governance; corporate political activity; ethics and AI.
Teaching: Business ethics; strategic management; corporate governance.

HONORS

- Douglas McGregor Award for Best Paper Published in 2023, *Journal of Applied Behavioral Science* 2024

Outstanding teacher (top 10% course <i>and</i> instructor), Darden MBA and EMBA program	2019 - 2021
Nominated member, Teaching Committee, STR Division, Academy of Management	2016 - 2018
Master Teacher in Ethics (Wheatley Institution, Brigham Young University)	2015
Chair, INFORMS Organization Science Dissertation Proposal Competition	2012
Dean's recognition for outstanding research productivity (one of six Darden faculty)	2011
Wheatley Institution Visiting Scholar, Brigham Young University	2011
Nominated member, Research Committee, STR Division, Academy of Management	2009 - 2011
3M Nontenured Faculty Research Grant for research in Strategy, Ethics, and Governance	2007 - 2010
Finalist (second place), IABS / <i>California Management Review</i> Best Paper Award	2007
Prudential Lecture in Business Ethics, Rutgers University	2007
Winner, Best Dissertation Award, Social Issues in Management (SIM) Division, Academy of Management	2007
Finalist, Wiley-Blackwell Outstanding Dissertation Award, Business Policy and Strategy (STR) Division, Academy of Management	2007
Academy of Management Best Paper Proceedings, STR Division	2007
Featured paper, Society for Business Ethics Annual Meetings	2007
Finalist, INFORMS Organization Science Dissertation Proposal Competition	2005
Academy of Management Best Paper Proceedings, STR Division	2005
Winner, Excellence in Ethics Dissertation Competition, University of Notre Dame	2005
Founder's Award for Rising Scholars, Society for Business Ethics	2005
Dissertation Fellowship, Business Roundtable Institute for Corporate Ethics	2005 - 2006
Joseph M. Juran Doctoral Fellowship	2005 - 2006
Booz Allen Hamilton / Strategic Management Society Ph.D. Fellowship	2003
Ph.D. Student Teaching Award for Excellence, Carlson School of Management	2003 - 2004

PUBLICATIONS, ACADEMIC

citations as of 6/2025: Google Scholar 3785; Web of Science 1354

- Souder, David, Myles Shaver, Jared D. Harris, Latif Alrashdan. 2024. "Performance Metrics in Strategy Research: A Decision Guide and Method for Assessing Dynamic Value," *Strategic Management Journal* 45(1): 144-167.
- Quinn, Ryan W., Bret Crane, Jared D. Harris, and Andrew Manikas. 2023. "Designed Organizational Search: A Comparative Analysis of Alternative Procedures for Learning From Success," *Journal of Applied Behavioral Science* 59(3): 391-425.
- **Winner, Douglas McGregor Award for Best Paper Published in 2023**
- Harris, J. D. (2022) "Strategy Lessons From Shakespeare? Humanities and the Soul of Business." Chapter in M. Dion, S. Dmytriiev, and E. Freeman (Eds.), *Humanizing Business: What Humanities Can Say to Business*, pp. 395-404, Springer.
- Hernandez, M., Baker, S., Hess, M., Harris, J. D. (2020). "Organizational Resilience: A Social Exchange Perspective." In N. Powley, B. Caza, and A. Caza (Eds.), *Research Handbook on Organizational Resilience*, pp. 131-152, Edward Elgar Publishing.
- Chell, Elizabeth, Laura J. Spence, Francesco Perrini, and Jared D. Harris. 2016. "Social Entrepreneurship and Business Ethics: Does Social Equal Ethical?" *Journal of Business Ethics* 133(4): 619-625.

- Pozner, Jo-Ellen and Jared D. Harris. 2016. "Who Bears the Brunt? A Review and Research Agenda for the Consequences of Organizational Wrongdoing for Individuals," in D. Palmer, K. Smith-Crowe, and R. Greenwood (Eds.), *Organizational Wrongdoing: Key Perspectives and New Directions*, Cambridge University Press: Cambridge, New York.
- Ingerson, Marc-Charles, Thomas Donaldson, Jared D. Harris, Adrian Keevil, Robert A. Phillips, Bradley R. Agle, Paul C. Godfrey, Jeffrey S. Harrison, and Ronald K. Mitchell. 2015. "Normative Stakeholder Capitalism: Getting from Here to There," *Business and Professional Ethics Journal*, 34(3): 377-406.
- Bromiley, Philip and Jared D. Harris. 2014. "A Comparison of Alternative Measures of Organizational Aspirations," *Strategic Management Journal*, 35(3):338-357.
- Wicks, Andrew C., Jared D. Harris, and Brian Moriarty. 2014. "Public Trust in Business: What's the Problem and Why Does it Matter?" in J. Harris, A. Wicks, and B. Moriarty (Eds.), *Public Trust in Business*, Cambridge University Press: Cambridge, New York.
- Harris, Jared D., Scott G. Johnson, and David Souder. 2013. "Model Theoretic Knowledge Accumulation: The Case of Agency Theory and Incentive Alignment," *Academy of Management Review* 38(3): 442-454.
- Harris, Jared, Adrian A. C. Keevil, and Andrew C. Wicks. 2013. "Public Trust in the Institution of Business," in R. Bachmann and A. Zaheer (Eds.), *Advances in Trust Research*, Edward Elgar: Northampton, Massachusetts.
- Arnold, Denis G. and Jared D. Harris. 2012. "Introduction," in D. Arnold and J. Harris (Eds.), *Kantian Business Ethics: Critical Perspectives*, viii – xii. Edward Elgar: Northampton, Massachusetts.
- Harris, Jared D. and Andrew Wicks. 2010. "Public Trust and Trust in Firm-Stakeholder Interactions," *Corporate Reputation Review*, 13(2):142-154.
- Elms, Heather, Stephen Brammer, Jared D. Harris, and Robert Phillips. 2010. "New Directions in Strategic Management and Business Ethics," *Business Ethics Quarterly*, 20(3):401-425.
- Freeman, R. Edward and Jared D. Harris. 2009. "Creating Ties that Bind," *Journal of Business Ethics*, 88:685-692.
- Harris, Jared D., Harry Sapienza, and Norman E. Bowie. 2009. "Ethics and Entrepreneurship," *Journal of Business Venturing*, 24(5): 407-418.
- Harris, Jared D. 2009. "What's Wrong with Executive Compensation?" *Journal of Business Ethics*, 85:147-156.
- Harris, Jared D. and R. Edward Freeman. 2008. "The Impossibility of the Separation Thesis," *Business Ethics Quarterly*, 18(4): 541-548.
- Harris, Jared D. 2008. "Financial Misrepresentation: Antecedents and Performance Effects," *Business & Society*, 47(3): 390-401.
- Harris, Jared D. 2007. "Do Firms Do 'Worse' by Doing 'Bad'? Financial Misrepresentation and Subsequent Firm Performance," *Academy of Management Best Paper Proceedings*, BPS: 1-6.
- Harris, Jared D. and Philip Bromiley. 2007. "Incentives to Cheat: The Influence of Executive Compensation and Firm Performance on Financial Misrepresentation," *Organization Science*, 18(3): 350-367.
- Harris, Jared D. 2006. "How Much is Too Much? A Theoretical Analysis of Executive Compensation from the Standpoint of Distributive Justice," in R. Kolb (Ed.), *The Ethics of Executive Compensation*, 67-86. Blackwell: Malden, Massachusetts.
- Zaheer, Aks and Jared D. Harris. 2006. "Interorganizational Trust," in O. Shenkar and J. Reuer (Eds.), *Handbook of Strategic Alliances*, 169-197. Sage Publications: Thousand Oaks, California.
- Bromiley, Philip and Jared D. Harris. 2006. "Trust, Transaction Cost Economics, and Mechanisms," in R. Bachmann and A. Zaheer (Eds.), *Handbook of Trust Research*, 124-143. Edward Elgar: Northampton, Massachusetts.
- Harris, Jared D. 2005. "Hybrid Vehicles, Consumer Choice and the Ethical Obligation of Business," *Business and Professional Ethics Journal*, 24(1): 163-170.

- Harris, Jared D. and Philip Bromiley. 2005. "Financial Misrepresentation, Executive Compensation and Firm Performance: An Empirical Study," *Academy of Management Best Paper Proceedings*, "BPS: CC1-CC6.
- Harris, Jared D. and David Souder. 2004. "Bad Apples or Bad Bushel? Ethics, Efficiency and Capital Market Integrity," *Business and Professional Ethics Journal*, 23(1): 201-222.

WORKING PAPERS

- Harris, Jared D. and S. Travis Elliott. "Reckoning with War: Moral Theory, Thinking Slow, and the Ethics of Complex Sociopolitical Issues." (Under review, *Business Ethics Quarterly*)
- Harris, Jared D. "Business and Society, Controversy and Politicization, and Working for the Greater Good: Insights from Railton's Moral Realism." (Under review, *Journal of Business Ethics*)
- Harris, Jared D., Yo-Jud Cheng, and Ryan Krause. "How is the Board of Directors Conceptualized? Understanding the Purpose and Function of Corporate Boards." (revising for submission)
- Hou, Young, Jared D. Harris, and Michael J. Lenox. "Is Where You Sit, Where You Stand? Exploring Social Positioning and Strategic Differentiation" (revising for submission)
- McDonald, Rory and Jared D. Harris. "Category Kings or Commoners? Market-Shaping and its Consequences in Nascent Categories." (revising for submission)
- York, Jeffrey G., Jared D. Harris, and Timothy Hargrave, "A Pragmatist Perspective on Business and the Natural Environment in an Age of Corporate Politicization" (revising for submission)
- Harris, Jared D. "Artificial Intelligence, Ethics, and 'Future Casting': A Modest Proposal." (in preparation)

PUBLICATIONS, ACADEMIC (BOOKS)

- Harris, Jared D., Andrew C. Wicks, and Brian Moriarty (Eds.), *Public Trust in Business*, Cambridge University Press: Cambridge, New York, 2014.
- Harris, Jared D. and Michael J. Lenox. *The Strategist's Toolkit*, Darden Business Publishing: Charlottesville, Virginia, 2013.
- Arnold, Denis G. and Jared D. Harris (Eds.), *Kantian Business Ethics: Critical Perspectives*, Edward Elgar: Northampton, Massachusetts, 2012.

PUBLICATIONS, PRACTITIONER

- "How Darden's Institute for Business in Society is Paving the Way for Societal Impact," *Pillars*, Fall 2024, 32:1-4. (Commentary by Ed Freeman, Jared Harris, Joey Burton, Yo-Jud Cheng, Vidya Mani, Susan Sobott.)
- "Perspectives on Ethical Leadership 2023," 2023. Monograph from the Twenty Second Annual James A. and Linda R. Mitchell Forum on Ethical Leadership in the Financial Services. (Commentary by Jill Brown, Azish Filabi, Kenneth Goodpaster, Jared D. Harris, Todd Haugh, Linda Trevino.)
- "Ethical Decisions, Character and Your Personal Vision," Darden *Ideas to Action*, October 5, 2022. (Jared D. Harris) <https://ideas.darden.virginia.edu/character-personal-vision>
- "Future-Proof Your Strategy: Scenario Planning," Darden *Ideas to Action*, September 22, 2022. (Jared D. Harris, Michael J. Lenox, and Aine Doris) <https://ideas.darden.virginia.edu/strategy-scenario-planning>, one of five "most-read" stories of 2022
- "Future-Proof Your Strategy: Capabilities Analysis," Darden *Ideas to Action*, August 31, 2022. (Jared D. Harris, Michael J. Lenox, and Aine Doris) <https://ideas.darden.virginia.edu/strategy-capabilities-analysis>
- "Future-Proof Your Strategy: Environmental Analysis," Darden *Ideas to Action*, August 3, 2022. (Jared D. Harris, Michael J. Lenox, and Aine Doris) <https://ideas.darden.virginia.edu/strategy-environmental-analysis>

- “Future-Proof Your Strategy: Competitor Analysis,” Darden *Ideas to Action*, July 20, 2022. (Jared D. Harris, Michael J. Lenox, and Aine Doris) <https://ideas.darden.virginia.edu/strategy/competitor-analysis>
- “Spotlight on Spotify: Scandal, Governance, and the Potential for Prevention,” Darden *Ideas to Action*, February 18, 2022. (Jared D. Harris, Yo-Jud Cheng, Joseph Burton) <https://ideas.darden.virginia.edu/spotify-governance-scandal-prevention>
- “How Companies Blow It: Whistleblowing, Facebook, and the Double Problem,” Darden *Ideas to Action*, October 13, 2021. (Jared D. Harris and Joseph Burton) <https://ideas.darden.virginia.edu/whistleblowing-facebook>
- “The Core of Apple’s Strategy,” Darden *Ideas to Action*, August 6, 2021. (Jared D. Harris, Michael J. Lenox, and Aine Doris) <https://ideas.darden.virginia.edu/core-apple-strategy>
- “What Theranos Can Teach Us About Ethical Challenges in Murky High Tech Waters,” Darden *Ideas to Action* (podcast), June 24, 2021. (Jared D. Harris and Sean Carr) <https://ideas.darden.virginia.edu/theranos-ethical-challenges>
- “Surveying the Tech Ethics Minefield and How Purpose-Driven Leaders Can Get Us Through It,” Darden *Ideas to Action* and *Darden Report*, May 11, 2021. (R. Edward Freeman, Jared D. Harris, Bidhan Parmar, Roshni Raveendhran, Michael Blanding) <https://ideas.darden.virginia.edu/tech-ethics-purpose-driven-leaders>; https://issuu.com/dardenreport/docs/darden_report_summer_2021_online
- “Keys to Small Business Resilience in Uncertain Times,” Darden *Ideas to Action*, June 2, 2020. (Gregory B. Fairchild, Jared D. Harris, Morela Hernandez, and Rebecca Little) <https://ideas.darden.virginia.edu/keys-to-small-business-resilience-uncertain-times>
- “Perspectives on Ethical Leadership 2019,” 2019. Monograph from the Nineteenth Annual James A. and Linda R. Mitchell Forum on Ethical Leadership in the Financial Services. (Commentary by Donald Conlon, Kevin Gibson, Jared D. Harris, Beverly Kracher, Christopher MacDonald, Katherina Pattit.)
- “Strategy Maps,” Darden *Ideas to Action*, May 6, 2016. (Jared D. Harris and Michael J. Lenox) <https://ideas.darden.virginia.edu/strategy-maps>
- “Benchmarking Competitive Performance,” Darden *Ideas to Action*, February 5, 2016. (Jared D. Harris and Carlos Santos) <https://ideas.darden.virginia.edu/benchmarking-competitive-performance>
- “Perspectives on Ethical Leadership 2016,” 2016. Monograph from the Sixteenth Annual James A. and Linda R. Mitchell Forum on Ethical Leadership in the Financial Services. (Commentary by Andrew Gustafson, Jared D. Harris, Robert Johnson, Rosemarie Monge, and Julie Ragatz.)
- “Ethical Business Decision: The Framework,” Darden *Ideas to Action*, July 31, 2015. (Jared D. Harris, Bidhan L. Parmar, Andrew C. Wicks) <https://ideas.darden.virginia.edu/ethical-business-decisions-the-framework>
- “Ethical Business Decision: The Lens,” Darden *Ideas to Action*, July 14, 2015. (Jared D. Harris, Bidhan L. Parmar, Andrew C. Wicks) <https://ideas.darden.virginia.edu/ethical-business-decisions-the-lens>
- “In Business We Trust...?” Darden *Ideas to Action*, November 10, 2014. (Jared D. Harris, Brian Moriarty, Andrew C. Wicks) <https://ideas.darden.virginia.edu/in-business-we-trust>
- “Three Critical Factors of Business Strategy,” Darden *Ideas to Action*, February 26, 2014. (Jared D. Harris and Michael J. Lenox) <https://ideas.darden.virginia.edu/three-critical-factors-of-business-strategy>
- “Perspectives on Ethical Leadership 2013,” 2013. Monograph from the Thirteenth Annual James A. and Linda R. Mitchell Forum on Ethical Leadership in the Financial Services. (Commentary by Aine Donovan, Jared D. Harris, Beverly Kracher, Jeffrey Moriarty, and Mollie Painter-Moreland.)
- Harris, Jared D. and R. Edward Freeman. 2013. “A Business Model to Save the Black Rhino?” *Washington Post*, March 15, 2013, G2.

- Harris, Jared D. 2012. "He Had an Edge. Should He Get the Promotion?" *Washington Post*, June 24, 2012, G2.
- Harris, Jared D. 2011. "Case In Point: Engage the Social Issue Behind Product Misuse," *Washington Post*, September 4, 2011, G1.
- Roger Bolton, R. Edward Freeman, Jared D. Harris, Brian Moriarty, and Laura Nash. 2009. *The Dynamics of Public Trust in Business—Emerging Opportunities for Leaders*, Arthur W. Page Society / Business Roundtable Institute for Corporate Ethics, available online at http://www.corporate-ethics.org/pdf/public_trust_in_business.pdf.
- Harris, Jared D. and Philip Bromiley. 2005. "Stock Options and Performance Aspirations: Enticements to Cook the Books?" *IRRC Corporate Governance Bulletin*, 23(2): 16-17.
- Bowie, Norman E. and Jared D. Harris. 2003. "The Crisis in Corporate Governance – Causes and Strategies for Recovery," *Strategic Management Research Center Review*, 6(1), University of Minnesota
- Bromiley, Philip and Jared D. Harris. 2003. "Executive Pay: Incentive to Cheat?" *Star Tribune*, May 9, 2004, D3, Minneapolis.

REFEREED CONFERENCE PRESENTATIONS

- Harris, Jared, Yo-Jud Cheng, and Ryan Krause. "Corporate Governance and the Purpose of the Board: A Typology and Research Agenda," presentation at the International Association of Business and Society Annual Meeting, April 2025, Maastricht, The Netherlands.
- Harris, Jared and Elanor Colleoni (co-organizers). Academic panel, "Technology, AI, and Ethics – Decision Making at the Frontier," International Association of Business and Society Annual Meeting, April 2025, Maastricht, The Netherlands.
- Harris, Jared. "Artificial Intelligence, Ethics, and 'Future Casting': A Modest Proposal," panel presentation at the International Association of Business and Society Annual Meeting, April 2025, Maastricht, The Netherlands.
- Harris, Jared. "Business and Society, Controversy and Politicization, and Working for the Greater Good: Insights from Railton's Moral Realism," presentation at the International Association of Business and Society Annual Meeting, April 2025, Maastricht, The Netherlands.
- Harris, Jared. "Building Better Theory: Research Design in Business & Society," presentation at International Association of Business and Society Annual Meeting, June 2022, San Francisco, California.
- Harris, Jared. "Innovative Approaches to Teaching Ethics Through Cases," PDW panelist, 2020 Academy of Management, live virtual conference session.
- Harris, Jared. "Theory Building and Knowledge Accumulation," presentation at International Association of Business and Society Annual Meeting, April 2019, San Diego, California.
- Harris, Jared D. "Integrated Teaching in Business Ethics," presentation at 2018 Society for Business Ethics Annual Meeting, August 9-14, Chicago, Illinois.
- Souder, David, Myles Shaver, Jared Harris, Latif Alrashdan. 2017. "Interpreting Intertemporal Tradeoffs in Long Term Performance," 2017 SMS Special Conference on Collaborative Strategies, INCAE Business School, Costa Rica.
- Hernandez, Morela, Megan F. Hess, Jared D. Harris, and Scott Baker. "Leaning Into the Wind: Adversity, Stakeholder Management, and Organizational Resilience," 2016 Sixth World Congress of the International Society of Business, Economics, and Ethics (ISBEE), Shanghai, China
- Hernandez, Morela, Megan F. Hess, Jared D. Harris, and Scott Baker. "Leaning Into the Wind: Stakeholder Relationships and Organizational Resilience," 2016 International Association for Business and Society Annual Meeting, Deer Valley, Utah

- Harris, Jared D. and Megan F. Hess. "The Origins of Organizational Ethics: A Model of Ethical Infrastructure Formation in the New Venture Setting," 2015 International Symposium on Ethics, Business and Society, IESE, Barcelona, Spain
- Harris, Jared D. "Ethics as Conversation," 2014 Conference on Normative Business Ethics in a Global Economy: New Directions in Donaldsonian Themes. Philadelphia, Pennsylvania.
- Harris, Jared D. Panelist, "Leveraging the Power of Words in Governance Systems," Academy of Management All-Academy Symposium. 2014 Academy of Management, Philadelphia, Pennsylvania.
- Harris, Jared D., R. Edward Freeman, Patricia Werhane, and Richard DeGeorge. "Research Methods in Business Ethics," panel. 2014 Society for Business Ethics, Philadelphia, Pennsylvania.
- York, Jeffrey G., Jared D. Harris, and Timothy Hargrave. "Cold Hard Facts: The False Dichotomy between Business and the Natural Environment," 2013 conference on Sustainability in a Scandinavian Context, Copenhagen, Denmark.
- Hernandez, Morela, Jared D. Harris, and Megan F. Hess. "Leaning Into the Wind: Adversity, Stakeholder Management, and Organizational Resilience," 2013 Academy of Management, Orlando, Florida.
- Harris, Jared D., Adrian A. C. Keevil, and Andrew C. Wicks. "Stakeholders' Attitudes, Media Accounts, and Stakeholder Trust in Business: An Empirical Study," 2012 Strategic Management Society International Conference, Prague, Czech Republic.
- Harris, Jared D. and David Souder. "Shared Stakeholder Interest, Leading Performance Indicators, and Firm Value Creation," 2012 Strategic Management Society International Conference, Prague, Czech Republic.
- Harris, Jared D., Adrian A. C. Keevil, and Andrew C. Wicks. "What Influences Stakeholder Attitudes? Media Accounts and Stakeholder Trust in Business," 2012 Academy of Management, Boston, Massachusetts.
- Quinn, Ryan W., Bret Crane, and Jared D. Harris. "Learning by Sampling on the Dependent Variable: Appreciative Inquiry as a form of Conversational Search," 2012 Academy of Management, Boston, Massachusetts.
- Hess, Megan F., Jared D. Harris, and Morela Hernandez. "Leaning Into the Wind: Adversity, Stakeholder Management, and Organizational Resilience," 2012 Society for Business Ethics Annual Meeting, Boston, Massachusetts.
- Keevil, Adrian A. C., Jared D. Harris, and Andrew C. Wicks. "How does Fairness at Work Influence Workers' Perceptions of the Nature of Business?" 2012 International Association for Business and Society Annual Meeting, Asheville, North Carolina.
- Harris, Jared D., Adrian A. C. Keevil, and Andrew C. Wicks. "Stakeholders' Attitudes, Media Accounts, and Stakeholder Trust in Business: An Empirical Study," 2012 Strategy Research Forum, Charleston, South Carolina.
- Adolphson, Donald L., Jared D. Harris, and Samuel E. Bodily. 2011. "The Interface of Decision Analysis and Business Ethics," Society for Business Ethics Annual Meeting, San Antonio, Texas.
- Harris, Jared and David Souder. 2011. "Shared Stakeholder Interest, Leading Indicators, and Firm Value Creation," 1st EIASM/SMS Interdisciplinary Conference on Stakeholders, Resources and Value Creation, Barcelona, Spain.
- Harris, Jared, Maurizio Zollo, and Ed Freeman. 2011. "Stakeholder Engagement, CSR cognition, and Alignment," 1st EIASM/SMS Interdisciplinary Conference on Stakeholders, Resources and Value Creation, Barcelona, Spain.
- Hess, Megan and Jared Harris. 2010. "Strategic Retrenchment," Strategic Management Society International Conference, Rome, Italy.
- Harris, Jared and Megan Hess. 2010. "Creating Ethical Infrastructure," Strategic Management Society International Conference, Rome, Italy.

- Harris, Jared and Megan Hess. 2010. "Creating Ethical Infrastructure," Society for Business Ethics Annual Meeting, Montreal, Quebec.
- Souder, David, Myles Shaver, and Jared Harris. 2010. "Interpreting Long Term Performance," Academy of Management, Montreal, Quebec.
- Harris, Jared and Megan Hess. 2010. "Creating Ethical Infrastructure," Darden Entrepreneurship and Innovation Research Conference, Charlottesville, Virginia.
- Harris, Jared, Maurizio Zollo, and Ed Freeman. 2008. "Stakeholder Engagement, Innovation, and Competitive Strategy," Strategic Management Society International Conference, Köln, Germany.
- Harris, Jared, Maurizio Zollo, and Ed Freeman. 2008. "Stakeholder Engagement, CSR Cognition, and Competitive Strategy," 3rd International Conference on Corporate Social Responsibility, Humboldt Universität, Berlin, Germany.
- Harris, Jared, Maurizio Zollo, and Ed Freeman. 2008. "Stakeholder Engagement, Cognition, and Competitive Strategy," part of an All-Academy Showcase Symposium, Academy of Management, Anaheim, California.
- Harris, Jared and David Souder. 2008. "Good Theories Gone Bad: What Happens When Theory Holds, Even if the Assumptions Don't," Academy of Management, Anaheim, California.
- Harris, Jared. 2008. "Corporate Governance: Substantive or Symbolic?" International Association for Business and Society Annual Meeting, Tampere, Finland.
- Harris, Jared and Philip Bromiley. 2008. "A Comparison of Aspiration Models Using Evidence from Financial Misrepresentation," Strategy Research Forum, Asheville, North Carolina.
- Bromiley, Philip and Jared Harris. 2007. "Differential Aspiration Models and Firm Behavior," Strategic Management Society International Conference, San Diego, California.
- Harris, Jared. 2007. "Financial Misrepresentation: Antecedents and Performance Effects," Academy of Management, Philadelphia, Pennsylvania. (STR dissertation competition)
- Harris, Jared. 2007. "Do Firms Do 'Worse' by Doing 'Bad'? Financial Misrepresentation and Subsequent Firm Performance," Academy of Management, Philadelphia, Pennsylvania.
- Sapienza, Harry, Aks Zaheer, and Jared Harris. 2007. "Getting to Trust: Resolving Mixed Signals of Competence and Goodwill," Academy of Management, Philadelphia, Pennsylvania.
- Harris, Jared. 2007. "Endogeneity in Business Ethics Research: A Reply to James," Society for Business Ethics Annual Meeting, Philadelphia, Pennsylvania.
- Harris, Jared. 2007. "Do Firms Do 'Worse' by Doing 'Bad'? Financial Misrepresentation and Subsequent Firm Performance," Featured Paper at the Society for Business Ethics Annual Meeting, Philadelphia, Pennsylvania.
- Harris, Jared and Norman Bowie. 2007. "Mechanisms of Corporate Misconduct: An Integrative Synthesis and Theoretical Model," International Association for Business and Society Annual Meeting, Firenze, Italy.
- Harris, Jared and Philip Bromiley. 2006. "Incentives to Cheat: The Influence of Executive Compensation and Firm Performance on Financial Misrepresentation," Conference on the 40th Anniversary of the Behavioral Theory of the Firm, Pittsburgh, Pennsylvania.
- Harris, Jared. 2005. "Financial Misrepresentation: Antecedents and Performance Effects," INFORMS College on Organization Science, San Francisco, California. (Dissertation competition)
- Harris, Jared. 2005. "Financial Misrepresentation: Antecedents and Performance Effects," Conference on Ethical Dimensions in Business: Perspectives from the Business Academic Community, University of Notre Dame, South Bend, Indiana. (Dissertation competition)
- Harris, Jared and Philip Bromiley. 2005. "Financial Misrepresentation, Executive Compensation and Firm Performance: An Empirical Study," Academy of Management, Honolulu, Hawaii.
- Bromiley, Philip and Jared Harris. 2005. "Trust, Transaction Cost Economics, and Mechanisms," Academy of Management Annual Meeting, Honolulu, Hawaii.

- Harris, Jared. 2005. "Do Starting Conditions Have Lasting Effects? A Model of Ethical Resilience in Entrepreneurial Firms," Society for Business Ethics Annual Meeting, Honolulu, Hawaii.
- Harris, Jared. 2004. "How Much is Too Much? A Theoretical Analysis of Executive Compensation from the Standpoint of Distributive Justice," Japha Symposium, Boulder, Colorado.
- Harris, Jared and Norman Bowie. 2004. "The Roots of Business Malfeasance: Understanding the Sources of Ethical Crises in the Financial Markets and Their Implications for Potential Reforms," Society for Business Ethics Annual Meeting, New Orleans, Louisiana.
- Harris, Jared and David Souder. 2004. "Ethics and Efficiency: How Crumbling Integrity Compromises the Capital Markets," Conference on Ethics in the Financial Services after Sarbanes-Oxley, Minneapolis, Minnesota.
- Harris, Jared and Philip Bromiley. 2003. "Incentives to Cheat: Executive Compensation and Corporate Malfeasance," Strategic Management Society International Conference, Baltimore, Maryland.
- Harris, Jared and Philip Bromiley. "Incentives to Cheat: Executive Compensation and Corporate Malfeasance," 2003 Society for Business Ethics Annual Meeting, Seattle, Washington.

INVITED CONFERENCE PRESENTATIONS

- Harris, Jared. "Ownership Structures, Governance, and Competitive Strategy," invited presenter at Wharton Corporate Strategy and Innovation Conference (CSIC), Philadelphia, Pennsylvania, December 2025.
- Harris, Jared. "Strategic Decision Making and Differentiation," invited presenter at Winter Strategy Conference, Sundance, Utah, February 2025.
- Harris, Jared. "Ethics and Technological Advancement in the Financial Services," invited presenter at the Twenty-Second Annual James A. and Linda R. Mitchell Forum on Ethical Leadership in the Financial Services, Boca Raton, Florida, January 2023.
- Harris, Jared. "Building Better Theory: Research Design in Business Ethics," presentation at Summer Stakeholder Seminar, July 2022, Charlottesville, Virginia.
- Harris, Jared. "Theory Building and Knowledge Accumulation," presentation at International Association of Business and Society Annual Meeting, May 2021, Brussels, Belgium (via Zoom).
- Harris, Jared. "Ethical Responsibility in the Financial Services," invited presenter at the Nineteenth Annual James A. and Linda R. Mitchell Forum on Ethical Leadership in the Financial Services, Naples, FL, January 2019.
- Harris, Jared D. "Corporate Misconduct's Larger Impact: Looking Beyond the immediate Impact of Business Ethics and Compliance" presentation at Organizational Ethics and Compliance Conference, Brigham Young University, March 23, 2018.
- Harris, Jared D. *Ethics, Values, and Business Success*, invited keynote speaker at conference: Ethics and Integrity in Business: How Fair Play Yields Better Results. November 12-13, 2018, Santo Domingo, Dominican Republic.
- Harris, Jared D. "What Do the Humanities Have to Do With Business? Everything!" presentation at the 2016 Human/Ties conference celebrating 50th anniversary of National Endowment for the Humanities (Title of panel session: *What I Learned from Shakespeare: Lessons from Literature and History for Business*), University of Virginia and NEH, Charlottesville, Virginia.
- Harris, Jared. "Applying Stakeholder Analysis in the Classroom," Strategic Management Society 2014 International Conference, Madrid, Spain.
- Hernandez, Morela, Jared D. Harris, and Megan F. Hess. "Leaning Into the Wind: Adversity, Stakeholder Management, and Organizational Resilience," 2014 Excellence in Ethics Research Conference, University of Notre Dame, South Bend, Indiana.
- Bromiley, Philip and Jared Harris. "A Comparison of Alternative Measures of Organizational Aspirations," 2013 Duke Strategy Conference, Durham, North Carolina.

- Harris, Jared. “Doing High Impact Research,” 2010 Strategic Management and Organization Department Ph.D. Alumni Conference, Minneapolis, Minnesota.
- Hess, Megan and Jared Harris. “Strategic Retrenchment,” 2010 Strategic Management and Organization Department Ph.D. Alumni Conference, Minneapolis, Minnesota.
- Harris, Jared and Andrew Wicks. “Public Trust and Trust in Firm-Stakeholder Interactions,” 2009 Ruffin Summit on Public Trust, Charlottesville, Virginia.
- Snyder, Peter, Richard Priem, and Jared Harris. “The Strategy-Making Process as a Method of Corporate Governance,” 2009 Symposium on Corporate Governance: New Theories, Trends and Evidence, Houston, Texas.
- Harris, Jared. “Financial Misrepresentation: Causes and Consequences,” keynote address, 2008 Thomas Jefferson – Abade Correia da Serra Conference on Corporate Ethics and Social Responsibility, Universidade Autónoma de Lisboa (UAL), Lisbon, Portugal.
- Harris, Jared. “Understanding Financial Misrepresentation: Executive Pay, Firm Performance, and Corporate Governance,” 2007 Prudential Lecture in Business Ethics, Rutgers University
- Harris, Jared. “Understanding Financial Misrepresentation: Implications for Executive Pay, Firm Performance, and Corporate Governance,” 2007 Darden Faculty Research Dinner
- Harris, Jared. “Executive Pay, Ethics, and Governance,” 2007 Vincentian International Business Ethics Conference, Chicago, Illinois.
- Harris, Jared. “Doing Worse by Doing Bad: Evidence from Financial Misrepresentation,” 2006 Mid-Atlantic Strategy Colloquium, Chapel Hill, North Carolina.
- Harris, Jared. “Financial Misrepresentation: Antecedents and Performance Effects,” 2006 Seminar on Ethics, Law, and Leadership, Harvard Business School.
- Souder, David and Jared Harris. “Transparency in Capital Markets: Exposing Bad Apples or a Bad Bushel?” 2005 Joint Statistical Meetings, American Statistical Association, Minneapolis, Minnesota.
- Harris, Jared. “How Much is Too Much? A Theoretical Analysis of Executive Compensation from the Standpoint of Distributive Justice,” 2004 Markkula Center for Applied Ethics Biennial Global Conference, Santa Clara University, Santa Clara, California.
- Harris, Jared and Philip Bromiley. “Incentives to Cheat: Executive Compensation and Corporate Malfeasance,” 2004 Conference on Ethics in the Financial Services after Sarbanes-Oxley, University of Minnesota, Minneapolis, Minnesota.

OTHER CONFERENCE ACTIVITIES

- Discussant, 2025 Wharton Corporate Strategy and Innovation Conference, Philadelphia, Pennsylvania, December 2025.
- Session chair, International Association of Business and Society Annual Meeting, Maastricht, The Netherlands, April 2025.
- Discussant, 2025 Winter Strategy Conference, Sundance, Utah, February 2025.
- Co-sponsor and discussant, weeklong 2022 Darden Summer Stakeholder Seminar, July 28 - August 1, 2022, Charlottesville, Virginia.
- Co-sponsor and discussant, weeklong 2019 Darden Stakeholder Conference, July 31 - August 6, 2019, Charlottesville, Virginia.
- Co-sponsor, presenter, discussant, weeklong 2018 Darden Stakeholder Conference, August 1-7, 2018, Charlottesville, Virginia.
- Session Chair and Discussant, 2016 Eighth Annual ARCS Research Conference (Alliance for Research on Corporate Sustainability), Boulder, Colorado.
- Discussant, 2016 Conference Celebrating the Work of Patricia Werhane, Charlottesville, Virginia.

Panelist, OMT Division Networking and Research Forum, 2015 Academy of Management, Vancouver, British Columbia.

Panelist, "Managing Relationships Inside and Outside your Institution," SIM Doctoral Consortium, 2015 Academy of Management, Vancouver, British Columbia.

Program Track Chair, *Organization Science* section, 2013 INFORMS Annual Conference, Minneapolis, Minnesota.

Panelist, PDW on Future Directions in SIM Research, 2013 Academy of Management, Orlando, Florida.

Panelist, "publishing in management journals," SIM Doctoral Consortium, 2013 Academy of Management, Orlando, Florida.

Panelist, Future Directions in Stakeholder Theory, 2013 Society for Business Ethics Annual Meeting, Orlando, Florida.

Discussant, 2013 Strategy Research Forum, Portland, Oregon.

Discussant, 2013 Brigham Young University / University of Utah Winter Strategy Conference, Salt Lake City, Utah.

Co-Organizer, 2012 biannual research conference on stakeholder theory, Darden School of Business.

Session Chair, 2012 Darden Entrepreneurship and Innovation Research Conference, Charlottesville, Virginia.

Panelist, "What Do We Know About Public Trust in Business? Theoretical, Empirical, and Practical Perspectives on Public Trust," Society for Business Ethics Annual Meeting, San Antonio, Texas.

Invited Participant, 2011 Making People Moral Conference, University of Utah, Salt Lake City, Utah.

Discussant, 2010 biannual research conference on stakeholder theory, Brigham Young University.

Session Chair, 2010 Darden Entrepreneurship and Innovation Research Conference, Charlottesville, Virginia.

Co-Organizer, 2009 Ruffin Summit on Public Trust in Business, Charlottesville, Virginia.

Session Co-Chair, "Commerce in the Kingdom of Ends," tribute to the scholarship of Norman Bowie (plenary session), 2009 Society for Business Ethics Annual Meeting, Chicago, Illinois.

Invited participant, 2008 biannual research conference on stakeholder theory, University of Richmond.

Invited panelist, "Innovation, Learning and Corporate Responsibility," Knowledge and Innovation Interest Group panel, 2008 Strategic Management Society International Conference, Köln, Germany.

Co-organizer and panelist, "Towards a Stakeholder Theory of Strategy," All-Academy Showcase Symposium, 2008 Academy of Management, Anaheim, California.

Invited panelist, "Managing Your Dissertation Workshop" (STR division), 2008 Academy of Management, Anaheim, California.

Co-organizer, 2007 Mid-Atlantic Strategy Colloquium, Charlottesville, Virginia.

Invited panelist, "Strategy and Corporate Responsibility," 2007 Strategic Management Society International Conference, San Diego, California.

Symposium organizer and chair, "Social Science Approaches to Business Ethics Research," 2007 Society for Business Ethics Annual Meeting, Philadelphia, Pennsylvania.

Invited panelist, "Ethical Implications of Financial Misrepresentation," 2007 Society for Business Ethics Annual Meeting, Philadelphia, Pennsylvania.

Co-organizer, 2006 Research Conference on Ethics and Entrepreneurship, Minneapolis, Minnesota.

Nominated participant, Doctoral Consortium, Business Policy & Strategy (STR) division, 2005 Academy of Management Annual Meeting, Honolulu, Hawaii.

Discussant, 2005 Business and Environmental Sustainability Conference, Minneapolis, Minnesota.

Invited participant, 2004 Ruffin Lectures on Business Ethics, Darden Graduate School of Business Administration, Charlottesville, Virginia.

Nominated participant, Doctoral Consortium, Social Issues in Management (SIM) division, 2004
Academy of Management Annual Meeting, New Orleans, Louisiana.

Invited panelist, “The Effects of Business Schools on Ethical Behavior in Business,” 2003 Society for
Business Ethics Annual Meeting, Seattle, Washington.

Discussant and session chair, 2003 Conference on Moral Imagination, Minneapolis, Minnesota.

TEACHING MATERIALS (COURSES)

Specialization in Business Strategy, UVA Darden / Coursera online set of courses (co-created with
Michael J. Lenox and launched 2015)

“Foundations of Business Strategy,” four-module course

“Advanced Business Strategy,” four-module course

“Growth Strategy,” four-module course

“Strategy Execution,” four-module course

“Business Strategy Capstone,” integrative course

- Video content (topical lectures/presentations, case debriefs)
- Supporting content (multiple-choice learning assessments, analytical learning assessments, abridged cases for online use)
- Over 415,000 enrolled learners; some courses translated into Russian, French, German, Arabic (*as of June 2025*)

Responsible Business for Corporate Boards, UVA Darden Executive Education and Lifelong Learning
open enrollment course (created and launched fall 2024)

- Eight session open-enrollment executive-format course
- Included junior and senior faculty and alumni board member instructors

TEACHING MATERIALS (CASES AND TEACHING NOTES)

“Rivian: Finding Its Lane,” case authored with Scott Snell, Mike Lenox, and Trent Chinnaswamy, UVA-
S-DRAFT.

“Seek and Destroy: AI’s Challenge to Google’s Business Model,” case authored with Rory McDonald
and Amy Klopfenstein, UVA-S-DRAFT.

“The Mastercard Center for Inclusive Growth: A Playbook for Societal Impact at Scale,” field case
authored with Trent Chinnaswamy, Anna Caughron, and Prem Menghwar, UVA-S-DRAFT.

“Expertise Disrupted? Consulting Confronts Generative AI,” case authored with Rory McDonald and
Amy Klopfenstein, UVA-S-0477 (Teaching note in draft)

“Mastercard Academy 2.0: Striving for More,” field case authored with Lauren Kaufmann and Trent
Chinnaswamy, UVA-S-0474. (Teaching note in draft)

“Grameen America: Advancing Financial Inclusion Through Innovation,” field case authored with Lauren
Kaufmann and Trent Chinnaswamy, UVA-S-0475. (Teaching note in draft)

“Annapurna Finance: Just in Time,” field case authored with Lauren Kaufmann and Trent Chinnaswamy,
UVA-S-0476. (Teaching note in draft)

“LVMH: The Scope of Luxury,” ‘live’ case authored with Scott Snell, 2023. Darden Business Publishing
UVA-S-0423.

“Walt Disney Co.: Mickey Mouse or Media Mammoth?” ‘live’ case authored with Mike Lenox, Andrew
Biladeau, and Gerry Yemen, 2011 (updated 2023). Darden Business Publishing UVA-S-0178.

“Peloton’s Post-Pandemic Predicament,” case by Jared Harris, 2023. Darden Business Publishing UVA-S-0413.

“Trader Joe’s,” case authored with Carson Brooks and Julia Tongate, 2023. Darden Business Publishing UVA-S-0412.

“Apple Inc.: The Future of the Mac,” teaching note authored with Thomas Adkins, 2023. Darden Business Publishing UVA-S-0340TN.

“Nintendo and the Future of Video Gaming,” teaching note authored with Lisa Cox, 2023. Darden Business Publishing UVA-S-0341TN.

“Marriott International: Hospitality’s Uncertain Future” teaching note authored with LeAnne Buntrock, 2023. Darden Business Publishing UVA-S-0396TN.

“Streaming the Future: Netflix’s Global Expansion,” teaching note authored with Gerry Yemen, 2023. Darden Business Publishing UVA-S-0345TN.

“Out for Blood: Tyler Shultz and Theranos,” teaching note authored with Brad Agle and Jenny Mead, 2022. Darden Business Publishing UVA-E-0440TN.

“Vignettes on Fiduciary Duty,” set of caselets by Jared Harris, 2022. Darden Business Publishing UVA-E-0473.

“Uber: The Turbulent Rise of “Everyone’s Private Driver,” case and teaching note authored with Jenny Mead, 2022. Darden Business Publishing UVA-S-0354.

“Nintendo and the Future of Video Gaming,” case authored with Michael Lenox and Katharine Harrison, 2022. Darden Business Publishing UVA-S-0341.

“Peloton’s Pandemic Momentum,” case by Jared Harris, 2021. Darden Business Publishing UVA-S-0346.

“Marriott International: Hospitality’s Uncertain Future” case authored with Scott Snell and Katharine Harrison, 2022. Darden Business Publishing UVA-S-0396.

“Streaming the Future: Netflix’s Global Expansion,” case authored with K. Dennie Kim and Renzo Vasquez, 2022. Darden Business Publishing UVA-S-0345.

“Crisis at Away Travel,” case series authored with Noelle Surprise and Yo-Jud Cheng, 2022. Darden Business Publishing UVA-S-0361 and UVA-S-0362.

“Apple Inc.: The Future of the Mac,” case authored with Michael Lenox and Carson Brooks, 2020. Darden Business Publishing UVA-S-0340.

“Out for Blood: Tyler Shultz and Theranos,” case series authored with Brad Agle, Jenny Mead, and Jimmy Scoville, 2020. Darden Business Publishing UVA-E-0440 (A) through (E).

“Which Kaptein to Choose? The Havoysund Fleet Question,” case and teaching note authored with Greg Fairchild, Bobby Parmar, Jenny Mead, 2018. Darden Business Publishing UVA-E-0419 and UVA-E-0419TN.

“Redhook Ale Brewery (Abridged),” abridged version of UVA-S-0230. Darden Business Publishing UVA-S-0251.

“Sony Playstation 4: Aim and Fire (Abridged),” abridged version of UVA-S-0203. Darden Business Publishing UVA-S-0255.

“Tata Motors Limited: Ratan’s Next Step (Abridged),” abridged version of UVA-S-0184. Darden Business Publishing UVA-S-0257.

“The Battle for Logan Airport: JetBlue Airways versus American Airlines (Abridged),” abridged version of UVA-S-0229. Darden Business Publishing UVA-S-0259.

“GE Healthcare in India: An (Ultra)Sound Strategy? (Abridged),” abridged version of UVA-E-0337. Darden Business Publishing UVA-E-0404.

“JetBlue Airways versus American Airlines: A Competitive Dynamics Game,” case authored with Mike Lenox, 2015. Darden Business Publishing UVA-S-0250.

“Redhook Ale Brewery,” case and teaching note authored with Mike Lenox, Jeanne Liedtka, and Rebecca Goldberg, 2015. Darden Business Publishing UVA-S-0230 and UVA-S-0230TN.

- “Ethics and MBA Recruiting – Some Vignettes,” set of caselets revised with Jenny Mead, 2014. Original set of caselets authored by R. Edward Freeman and Patricia Werhane. Darden Business Publishing UVA-E-0185.
- “The Complexity of Immigration Reform,” set of vignettes, 2013. Darden Business Publishing UVA-E-0394.
- “The Battle for Logan Airport: JetBlue Airways versus American Airlines,” case and teaching note authored with Mike Lenox and Rebecca Goldberg, 2013. Darden Business Publishing UVA-S-0229 and UVA-S-0229TN.
- “Evergreen Enhancements,” case and teaching note authored with Jenny Mead, 2012. Darden Business Publishing UVA-E-0381 and UVA-E-0381TN.
- “Fair Play at Chisolm University,” cross-disciplinary (ethics/decision analysis) case and teaching note authored with Yael Grushka-Cockayne and Jenny Mead, 2012. Darden Business Publishing UVA-QA-0789 and UVA-QA-0789TN.
- “Caprica Energy and its Choices,” cross-disciplinary (ethics/decision analysis) case and teaching note authored with Sam Bodily and Jenny Mead, 2012. Darden Business Publishing UVA-QA-0765 and UVA-QA-0765TN.
- “Medfield Pharmaceuticals,” cross-disciplinary (ethics/finance) case and teaching note authored with Marc Lipson and Jenny Mead, 2012. Darden Business Publishing UVA-F-1636 and UVA-F-1636TN.
- “The Black Rhino,” case and teaching note authored with Ed Freeman, Trisha Bailey, Sierra Cook, and Jenny Mead, 2012. Darden Business Publishing UVA-E-0363 and UVA-E-0363TN.
- “Apple (Computer) Inc.: Whither the Mac?” case authored with Mike Lenox and Rebecca Goldberg, 2011. Darden Business Publishing UVA-S-0202.
- “Sony Playstation 4: Aim and Fire,” case authored with Mike Lenox and Rebecca Goldberg, 2011. Darden Business Publishing UVA-S-0203.
- “Lay’s Potato Chips: The Crunch is On” (A) and (B) case series authored with Amanda Lozano and Gerry Yemen, 2011. Darden Business Publishing UVA-S-0200 and UVA-S-0201.
- “Tata Motors Limited: Ratan’s Next Step,” case authored with Mike Lenox, Gerry Yemen, and Andrew Biladeau, 2011. Darden Business Publishing UVA-S-0184.
- “BP: Beyond Petroleum,” case and teaching note authored with Mike Lenox and Gerry Yemen, 2011. Darden Business Publishing UVA-S-0182 and UVA-S-0182TN.
- “Google Inc.: Buy, Sell, or Hold?” ‘live’ case authored with Mike Lenox, Andrew Biladeau, and Gerry Yemen, 2011. Darden Business Publishing UVA-S-0179.
- “Google and Internet Privacy,” case authored with Norman Bowie and Jenny Mead, 2009. Darden Business Publishing UVA-E-0344.
- “Naval Supply Systems Command: Leading Change” (A), (B) and (C), case series authored with Jeff Pottinger, J. Dan McCarthy, and Tom Cross, 2008. Darden Business Publishing UVA-S-0148 and UVA-S-0149.
- “GE Healthcare in India: An (Ultra) Sound Strategy?” case and teaching note authored with Mayank Jain and Jenny Mead, 2008. Darden Business Publishing UVA-E-0337 and UVA-E-0337TN.
- “Microsoft: Privacy, Legality, and Information Technology,” case by Jared Harris, 2004. *Ethical Theory and Business*, seventh edition, Prentice Hall, T. Beauchamp and N. Bowie eds.

TEACHING MATERIALS (TECHNICAL NOTES)

- “Internationalization Analysis,” technical note authored with Michael Lenox and Yo-Jud Cheng, 2022. Darden Business Publishing UVA-S-0398.

- “Introduction to Ethics: The Language of Ethics for Managers,” technical note authored with Andy Wicks, R. Edward Freeman, Bobby Parmar, and Jenny Mead, 2016. Darden Business Publishing UVA-E-0405.
- “Guides to Help Avoid Rationalization,” technical note authored with R. Edward Freeman, Bobby Parmar, and Jenny Mead. Darden Business Publishing UVA-E-0424.
- “Using a Framework to Create Better Choices,” technical note authored with Bobby Parmar, Andrew C. Wicks, R. Edward Freeman, and Jenny Mead, 2016. Darden Business Publishing UVA-E-0407.
- “Bad Arguments and Rationalization in Business,” technical note authored with R. Edward Freeman, Andy Wicks, Bobby Parmar, and Jenny Mead, 2016. Darden Business Publishing UVA-E-0406.
- “The Book of Bad Arguments,” technical note authored with Zachary Mayo, R. Edward Freeman, Andy Wicks, Bobby Parmar, and Jenny Mead, 2016. Darden Business Publishing UVA-E-0408.
- “Moral Voice: Talking About Ethics at Work,” technical note authored with Megan Hess, 2016. Darden Business Publishing UVA-E-0411.
- “Ethics Beneath the Surface,” technical note authored with Morela Hernandez and Cristiano Guarana, 2015. Darden Business Publishing UVA-E-0409.
- “Ethics at the Frontier,” technical note for a course module, 2013. Darden Business Publishing UVA-E-0392.
- “Making Ethics Personal: Character and Your Personal Vision,” technical note, 2013. Darden Business Publishing, UVA-E-0393.
- “Conducting Research in Ethics and Corporate Responsibility,” technical note authored with Mike Lenox, Susan Norrisey, and Jenny Mead, 2010. Darden Business Publishing UVA-E-0353.
- “Introduction to Strategy,” technical note authored with Mike Lenox, Jeanne Liedtka and Scott Snell, 2010. Darden Business Publishing UVA-E-0183.
- “What is Strategic Management?” technical note authored with Ming-Jer Chen, Gregory B. Fairchild, R. Edward Freeman, and S. Venkataraman, 2009. Darden Business Publishing UVA-S-0166.
- “Developing and Nurturing Strategic Capabilities,” technical note authored with Ming-Jer Chen, Gregory B. Fairchild, R. Edward Freeman, and S. Venkataraman, 2009. Darden Business Publishing UVA-S-0167.
- “Competing for Advantages: From Industry Analysis to Competitive Dynamics,” technical note authored with Ming-Jer Chen, Gregory B. Fairchild, R. Edward Freeman, and S. Venkataraman, 2009. Darden Business Publishing UVA-S-0168.
- “Creating Value for Stakeholders,” technical note authored with Ming-Jer Chen, Gregory B. Fairchild, R. Edward Freeman, and S. Venkataraman, 2009. Darden Business Publishing UVA-S-0169.
- “Google and Internet Privacy: Ethical Theory,” technical note authored with Norman Bowie and Jenny Mead, 2009. Darden Business Publishing UVA-E-0345.
- “Moral Theory and Frameworks,” technical note authored with Andy Wicks and Bobby Parmar, 2009. Darden Business Publishing UVA-E-0339.

TEACHING EXPERIENCE

University of Virginia

Instructor

Strategic Thinking and Action (residential MBA core)

Business Ethics (residential MBA core)

Strategy Seminar (residential MBA elective)

Strategic Thinking (residential MBA elective)

Strategic Corporate Governance (residential MBA elective)

Business Ethics through Literature (residential MBA elective)

Leadership Lessons from WWII (residential MBA elective)
Strategic Thinking and Action (EMBA core)
Business Ethics through Literature (EMBA elective)
Enterprise Analytics II (MSBA strategy core)

Executive Education

TOTE Group, Kohl Wholesale Foods, CoStar, Edward Jones, International Foodservice Distributors Association, Navy Federal Credit Union, Saudi/Bahraini Institute of Banking and Finance, United Technologies, State Legislative Leaders Foundation, Senate President’s Forum, United States Air Force, United States Navy, United States Army, Defense Logistics Agency, CACI, Norfolk & Norwich University Hospital System, University of Virginia Health System, Bank of America, Genworth Financial, AES, Performance Foodservice Group

University of Minnesota

Instructor

Fundamentals of Management (undergraduate core)
Ethical Environment of Business (MBA elective)

Guest Lecturer

Ethics and Leadership (EMBA elective)

Teaching Assistant

Negotiations (MBA elective)
Ethical Environment of Business (MBA elective)
Ethics and Leadership (EMBA elective)

MEDIA COVERAGE OF THOUGHT LEADERSHIP

- Undheim, Trond. “The MBA Is Splitting In Two. Here’s Which Side Your School Is On,” *Poets & Quants*, December 22, 2025. <https://poetsandquants.com/2025/12/22/commentary-the-mba-is-splitting-in-two-heres-which-side-your-school-is-on/>
- McCance, McGregor. “At UVA’s Darden School, Using AI Isn’t Cheating. It’s Part of the Assignment,” *UVA Today*, November 17, 2025. <https://news.virginia.edu/content/uvas-darden-school-using-ai-isnt-cheating-its-part-assignment>
- McCance, McGregor. “UVA Darden Goes ‘All-In’ on Use of Generative AI in Core Strategy Course,” *The Darden Report*, November 10, 2025. <https://news.darden.virginia.edu/2025/11/10/uva-darden-goes-all-in-on-use-of-generative-ai-in-core-strategy-course/>
- Hendrick, David. “UVA Darden Partners with IBM to Launch Online Program in Digital Strategy on Coursera,” *The Darden Report*, January 13, 2022. <https://news.darden.virginia.edu/2022/01/13/uva-darden-partners-with-ibm-digital-strategy/>
- Beebe, Lisa. “How a Student-Led Initiative Helped Diversify Darden’s Case-Based Curriculum,” *Business 360*, September 10, 2021. <https://business360.fortefoundation.org/how-a-student-led-initiative-helped-diversify-dardens-case-based-curriculum/>
- Hendrick, David. “UVA Darden PhD Student’s Research Cracking the Code on What Makes a Job Candidate Successful,” *The Darden Report*, May 30, 2019. <https://news.darden.virginia.edu/2019/05/30/cracking-the-code-on-successful-job-interviews/>
- D’Arpino, Emma. “Global Thought Leaders Examine Present, Future of Stakeholder Theory at UVA Darden Summit,” *The Darden Report*, August 15, 2018. <https://news.darden.virginia.edu/2018/08/15/stakeholder-theory-summit/>
- Carlos Santos. “Benchmarking Competitive Performance,” *Darden Ideas to Action*, February 5, 2016. <https://ideas.darden.virginia.edu/benchmarking-competitive-performance>

- Hodgkins, Jay. "UVA Darden Executive Education Expands Program to Develop Bahrain Business Leaders," *The Darden Report*, November 28, 2017. <https://news.darden.virginia.edu/2017/11/28/executive-education-bahrain-program/>
- Hendrick, David. "As Trust Falls, How Can Businesses Help Pick It Up?" *The Darden Report*, May 15, 2017. <https://news.darden.virginia.edu/2017/05/15/trust-falls-business/>
- White, Jeff. "University of Virginia Coaches Go Back To School – At UVA Darden," *The Darden Report*, September 23, 2016. <https://news.darden.virginia.edu/2016/09/23/uva-coaches-darden/>
- Hendrick, David. "Darden Strategy MOOC Builds Bridges in Africa," *The Darden Report*, July 14, 2016. <https://news.darden.virginia.edu/2016/07/14/african-scholarship-cohort/>
- Hendrick, David. "The Power and Promise of Online Learning," *The Darden Report*, December 10, 2015. <https://news.darden.virginia.edu/2015/12/10/online-learning-darden-moocs/>
- Walzer, Philip. "Company Executives: Well Compensated?" *The Virginian-Pilot*, March 1, 2009, D1
- Surowiecki, James. "The Financial Page: Performance-Pay Perplexes," *The New Yorker*, November 12, 2007, 34
- Pearlstein, Steven. "Citigroup and Prince: Too Risky Business," *The Washington Post*, November 7, 2007, D1
- Timbadia, Romil. "Incentives to Cheat," *Business & Finance*, July 27, 2007
- Shadovitz, David. "The Risks of Stock Options," *Human Resource Executive*, July 25, 2007
- Jaeger, Jaclyn. "What Frauds Are Prevalent, And Preventable," *Compliance Week*, July 24, 2007, 31
- Amble, Brian. "Options: An Incentive to Cheat," *Management Issues* (London), July 10, 2007
- Rivas, Jorge. "Scientists: Stock Options Incentive Encourages Fraud by CEOs," *Associated Content* (Denver), July 10, 2007
- "Study Links Executive Stock Options to Higher Financial Fraud," *Insurance Journal*, July 9, 2007
- "Executive Stock Options, an Incentive to Cheat," *Business Standard* (India), July 7, 2007
- "Report Finds Executive Stock Options Tied to Higher Fraud," *Reliable Plant*, July/August 2007
- Riecke, Torsten and Sönke Iwerson. "US-Manager sollen ihr Gehalt offen legen," *Handelsblatt*, Düsseldorf, Germany, July 27, 2006
- Harris, Jared. "What's the Matter with Executive Compensation?" Interview, *KARE 11 News* (NBC/Gannett), Minneapolis, Minnesota, April 20, 2006
- Green, Scott. "Eye on the Corporate Cookie Jar," *Internal Auditor*, 62(6):37, December 1, 2005
- McCafferty, Joseph. "Fraud Factors: Signs That a Company Could Be Cheating," *CFO*, 21(16): 23, November 2005
- Weaver, Rosanna. "Large Option Awards May Spur Accounting Irregularities, Study Finds," *IRRC Corporate Governance Highlights*, 16(35): 209, August 26, 2005 (lead article)
- Norris, Floyd. "Stock Options: Do They Make Bosses Cheat?" *The New York Times*, August 5, 2005, C1. Reprinted in *Kansas City Star*, *Seattle Post-Intelligencer*, and others
- Norris, Floyd. "Do Options Breed Fraud at the Top?" *International Herald Tribune*, August 5, 2005, 11
- Graybow, Martha. "Lifting the Lid: Stock Option Plans Draw New Fire from Foes," *Reuters*, August 5, 2005. Reprinted in *National Post's Financial Post & FP Investing* (Canada) and others
- Bromiley, Philip and Jared Harris. "Accounting Fraud," Interview, *Access Minnesota* (public radio), week of January 2, 2005

PRESENTATIONS TO MANAGERS & EXECUTIVES

- Harris, Jared D. and Susan Sobott. "Navigating a Volatile Business Landscape Through Responsible Leadership," *Darden School of Business Webinar*, April 16, 2024.
- Harris, Jared D. "Work of Leaders: Strategy Workshop," TOTE Group, March 2024, Jacksonville, Florida.

Harris, Jared D. “Leading with Values,” keynote presenter for *Senate Presidents’ Forum*, Sun Valley, ID, January 2024.

Harris, Jared D. “Lessons in Leadership: The Characteristics Necessary to Thrive Today and Into the Future,” International Foodservice Distributors Association (IFDA) *Executive Leadership Summit*, September 2023, Fort Worth, Texas.

Harris, Jared D. “Leading Others in the Modern Age,” International Foodservice Distributors Association (IFDA) *Solutions Conference*, September 2023, Fort Worth, Texas.

Harris, Jared D. “Work of Leaders: Strategy Workshop,” TOTE Group, January 2023, Jacksonville, Florida.

Harris, Jared D. “What is Our Business?” Keynote presentation, Kohl Wholesale Foods annual awards ceremony, January 2023, Quincy, Illinois.

Harris, Jared D. “Escaping Plato’s Cave: Leading Into the Future,” International Foodservice Distributors Association (IFDA) *SMart Conference*, July 2022, New Orleans, Louisiana.

Harris, Jared D. “Timeless Insights for Modern Leadership: Plato’s Allegory of the Cave,” Darden Reunion Weekend, April 2022, Charlottesville, Virginia.

Harris, Jared D. “Leading America’s Future Using Insights From the Past,” State Legislative Leaders Foundation, September 2021 Fall Leadership Summit, Constitution Center, Philadelphia Pennsylvania.

Harris, Jared D. “Stakeholder Management, Capabilities, and Strategic Planning,” Performance Foodservice Group, Memphis Tennessee, March 27-28, 2018.

Harris, Jared. “Legislative Short-Termism and Effective Decision-Making,” keynote presenter for *Senate Presidents’ Forum*, Los Angeles, CA, January 2017.

Harris, Jared. “Values-Based Leadership and Decision-Making,” invited presenter at GEO (Global Equity Organization) Conference, April 2016.

Harris, Jared. “Ethical Responsibility in the Financial Services,” invited presenter at the Sixteenth Annual James A. and Linda R. Mitchell Forum on Ethical Leadership in the Financial Services, West Palm Beach, FL, January 2016.

Harris, Jared and Richard Evans. “Stakeholder Theory and ESG Investments,” half-day seminar for Sands Capital Management fund managers, Arlington VA, July 2015.

Harris, Jared. “Strategic Thinking and Ethical Decision Making,” two-day seminar for Naval Supply Corps Officers, Naval Supply Corps School, Naval War College, Newport RI, (three seminars per year) 2012-2016.

Harris, Jared. “Strategic Thinking in Healthcare Delivery,” UVA School of Medicine Leadership Conference, Charlottesville, VA, December 2014.

Harris, Jared. “Collaboration in the Age of Polarization,” keynote presenter for Senate Presidents’ Forum, Aspen, CO, September 2014.

Harris, Jared and Nell Minow. Invited panel on corporate governance practices, University of Illinois, Champaign-Urbana, IL, October 2013.

Harris, Jared. “Buidling Resilience into your Business Operations: Lessons from Businesses that have Weathered the Storm,” keynote presentation, Better Business Challenge, Charlottesville, VA, October 2013.

Harris, Jared. “Reinventing the CFA Ethics Curriculum,” invited presenter, CFA Institute working group on curriculum design, Atlanta, GA, April 2013.

Harris, Jared. “Ethics in the Financial Services,” invited presenter at the Thirteenth Annual James A. and Linda R. Mitchell Forum on Ethical Leadership in the Financial Services, West Palm Beach, FL, January 2013

Harris, Jared. Keynote presenter for Senate Presidents’ Forum, November 2012 and January 2013

Harris, Jared. “Stakeholder Thinking for Entrepreneurs,” inaugural speaker for Central Virginia Business Owners networking group, April 2011

Harris, Jared. Moderator for Fall Senate Presidents’ Forum, Santa Fe, NM, September 2010

- Harris, Jared. "Understanding Financial Misrepresentation: Ethics, Compliance, and Corporate Governance," annual meeting of compliance committee for Mid-Atlantic zone, State Farm Mutual Automobile Insurance Co., November 2007
- Harris, Jared. "Understanding Financial Misrepresentation: Implications for Executive Pay, Firm Performance, and Corporate Governance", annual meeting of Legal, Compliance and Government Relations group, Genworth Financial, Inc., September 2007
- Freeman, Ed, Laura Nash, Dean Krehmeyer, and Jared Harris. "New Frontiers in Public Trust," panel discussions with members of Business Roundtable, April 2007 (Washington, D.C.) and May 2007 (New York)
- Harris, Jared. "What Have We Learned? Business Ethics in the 21st Century," NASD-required compliance seminar, American Express Financial Advisors, March 2005

SERVICE TO THE FIELD

- Academic Journal Editorial Board Service: *Journal of Applied Behavioral Science*, *Academy of Management Review*, *Business Ethics Quarterly*, *Journal of Management Inquiry*, *European Management Review*, *Journal of Trust Research*, advisory council at *Harvard Business Review*
- Ad-hoc Reviewer: *Academy of Management Journal*, *Administrative Science Quarterly*, *Business Ethics Quarterly*, *Organization Science*, *Strategic Management Journal*, *Journal of Business Venturing*, *Journal of Business Ethics*, *Business & Society*, *Managerial and Decision Economics*, *Organization Studies*, *Human Resource Management Review*, *European Management Review*
- Research Committee, STR Division, Academy of Management (term 2009-2011)
- Teaching Committee, STR Division, Academy of Management (term 2016 – 2018)
- Executive committee, INFORMS College of Organization Science (term 2012 – 2016)
- Guest Co-editor, *Journal of Business Ethics*, 2014 special issue on Social Entrepreneurship, Social Innovation and Business Ethics
- Judge, INFORMS Organization Science Dissertation Proposal Competition (2014, 2009)
- Associate Editor, 2012 Academy of Management Annual Meeting, Social Issues in Management Division
- Guest Co-editor, *Journal of Business Venturing*, 2009 special issue on Ethics and Entrepreneurship
- Reviewer, INFORMS Organization Science Dissertation Competition
- Reviewer, Academy of Management Annual Meetings (STR, SIM), Society for Business Ethics Annual Meetings, IABS Annual Meetings, SMS International Conferences

SERVICE TO THE UNIVERSITY

- Faculty advisor, Darden MBA student team, 2026 Faith & Belief at Work MBA Case Competition. BYU Marriott School of Business, Provo, Utah.
- EMBA Student Award Committee, 2025
- Academic Director, Institute for Business in Society, 2021 - present
- SEE Area Search Committee Chair, 2020 – 2021
- SEE Area Search Committee Chair, 2018 – 2019
- SEE Area Search Committee Chair, 2017 – 2018
- MBA Program Committee, 2014 – 2017; 2018 – present
- MBAE Program Committee, 2015 – 2018
- Executive Education Policy Committee, Darden, 2012 – 2016
- Section Faculty Leader, 2014 – 2017
- Darden "D.C. Initiative" Taskforce, 2015
- Darden Dean Search Committee, 2014 – 2015

Taskforce on Darden Foundation Corporate Governance, Darden, 2012 – 2013
 Taskforce on Darden Mission Statement Review, Darden, 2012 – 2013
 Faculty advisor, Darden Latter-day Saint Student Association, alternating/rotating years
 Co-coordinator, Colloquium for Organizational Research Excellence (“CORE”) research seminar series, joint seminar of Darden and McIntire School of Commerce, strategy and organizational behavior areas, 2007 – 2011
 Research, Course Development, and Doctoral Policy Committee, Darden, 2007 – 2011
 Inaugural speaker, “Lunch with the Faculty – A Glimpse into Faculty Research” (faculty research seminar series for Darden MBA students), February 2008
 Doctoral Dissertation Committee, Megan Hess (Ph.D. 2014, placement: Washington and Lee University)
 Master’s Thesis Committee, Michael Vedomske (Systems Engineering M.S. 2010)
 Doctoral Dissertation Committee, Bidhan Parmar (Ph.D. 2010, placement: University of Virginia)
 Doctoral Dissertation Committee, Susan Rabern (Ph.D. 2009, placement: Virginia Military Institute)
 Doctoral Dissertation Committee, Carlo Carrascoso (Ph.D. 2009, placement: Univ. of Redlands)
 Doctoral Dissertation Committee, Bill Forster (Ph.D. 2009, placement: Lehigh University)
 Taskforce on Faculty Development and Faculty Value Proposition, Darden, 2007 – 2008
 New Faculty Recruitment Committee, Carlson School of Management, 2005 – 2006
 Ph.D. Student Handbook Committee, Carlson School of Management, 2004 – 2005

PROFESSIONAL EXPERIENCE

Director of Finance , Vecna Technologies Inc., College Park, MD. Part of top management team responsible for directing corporate affairs for \$2.5 million privately-held firm, including strategy formulation, profitability analysis, contractual and legal issues, budgeting, and capital investment.	1998 - 2002
Consulting Manager , Grant Thornton LLP, Portland, OR. Part of small entrepreneurial team responsible for building a new consulting practice, including business plan and firmwide engagement standards.	1999 - 2000
Consultant , PricewaterhouseCoopers LLP, Portland, OR. Acting field manager for tax advisory engagements in a variety of industries.	1996 - 1999
Musician / Entrepreneur Songwriter, performer, independent recording artist.	1996 - Present

OTHER

Executive Board Member, Stonewall Jackson Area Council of Boy Scouts of America	2010 - 2024
Board member, Music Matters (advocacy group for performing arts education in Western Albemarle High School district)	2008 - 2014
Darden Faculty/Student Blues Band	2006 - present
University of Minnesota Squash Club	2002 - 2006
Successful climbs of Mt. Rainier <i>14,410'</i> and Grand Teton <i>13,770'</i>	1994 - 1995
St. George Marathon (Boston Marathon qualifier)	1992

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