

**VITA**

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Family: Robin  
Samuel (b. 1989)  
Lillian (b. 1993)  
Charles (b. 1996)  
Kate (b. 1999)  
Grant (b. 2001)

**Professional Positions**

William and Roceil Low Professor of Business Strategy, 2013-  
Department of Organizational Leadership and Strategy  
Marriott School of Management  
Brigham Young University

Senior Research Fellow, 2010-  
Ballard Center for Economic Self-Reliance  
Marriott School of Management  
Brigham Young University

Professor, 2009- 2013  
Department of Organizational Leadership and Strategy  
Marriott School of Management  
Brigham Young University

Associate Professor, 2000- 2009  
Department of Organizational Leadership and Strategy  
Marriott School of Management  
Brigham Young University

Assistant Professor, 1994-2000  
Department of Organizational Leadership and Strategy  
Marriott School of Management  
Brigham Young University

Guest Professor  
Pforzheim University, MBA in International Management, 2005, 2008-2012  
Ludwig Maximilian University Business School, 2008, 2009, 2012

## Education

Doctor of Philosophy, 1994  
University of Washington  
Areas of emphasis: Business Strategy, Organization Theory

Master of Business Administration, 1989  
University of Washington  
Areas of emphasis: Organization Theory, Organizational Behavior

Bachelor of Science, 1983  
University of Utah  
Major: Political Science

## Current Work in Progress

Godfrey, P. C., Bugalla, J., Laurie, E., and Narvaez, K. Strategic Risk Management: A new source of competitive advantage. Under contract with Berrett-Koehler Publishers.

Godfrey, P. C., Allen, G., & Benson, D. Do University-Licensed Startups create good jobs? Under revision at *Nature Biotechnology*.

Jones, L. J., Newman, A., Herrick, H., & Godfrey, P. C. Toward a theory of refugee entrepreneurs. Manuscript in preparation for submission to the *Academy of Management Review*.

Howell, T. M., Greenbaum, B. & Godfrey, P. C. Star newcomers and performance: The Case of new entrants in the NFL. In preparation for submission to *Journal of Applied Psychology*.

Godfrey, P. C., Benson, D., & Allen, G. Explaining the Cluster Advantage: the treatment and selection effects of economic clusters. In preparation for submission to the *Management Science*.

## Recent Publications

Godfrey, P. C. and Lewis, B. (Forthcoming). Stakeholder theory and pluralism: A moral foundation in political philosophy. In preparation for the *Cambridge Handbook to Stakeholder Theory*. Cambridge: Cambridge University Press.

Godfrey, P. C., Hassard, J., O'Connor, E., Rowlinson, M., & Ruef, M. (2016). What is organizational history: Toward a creative synthesis of history and organization studies. *The Academy of Management Review* 41 (4): 590-608.

Ingerson, M. C., Agle, B. R., Donaldson, T., Godfrey, P. C., Harris, J. D., Harrison, J. S., Keevil, A. Mitchell, R. K., and Phillips, R. A. (2015). Normative stakeholder capitalism: Getting from here to there. *Business and Professional Ethics Journal*, 34 (3): 377-406.

Dyer, J. H., Godfrey, P. C., Bryce, D. J., and Jensen, R. J. (2015). *Strategic Management: Concepts and tools for creating real world strategy*. New York: John Wiley and Sons, 562pp.

Godfrey, P. C. (ed.) (2015). *Management, Society, and the Informal Economy*. New York: Routledge, 208 pp.

Godfrey, P. C. (2015). Introduction: Why the informal economy matters to management. In Godfrey, P. C. (ed.) *Management, Society, and the Informal Economy*. New York: Routledge: 1-21.

Schulze, W. S. & Godfrey, P. C. (2015). Organization and contract in the informal economy. In Godfrey, P. C. (ed.) *Management, Society, and the Informal Economy*. New York: Routledge: 60-76.

Godfrey, P. C. & Jensen, R. J. (2015). Comparative economic organization revisited: Hybrid governance in the informal economy. In Godfrey, P. C. (ed.) *Management, Society, and the Informal Economy*. New York: Routledge: 77-94.

Godfrey, P. C. & Dyer, W. G. (2015). Subsistence entrepreneurs and formal institutions: Semi-formal governance among Ghanaian entrepreneurs. Godfrey, P. C. (ed.) *Management, Society, and the Informal Economy*. New York: Routledge: 142- 160.

### **Additional Refereed Publications**

Godfrey, P. C. & Mahoney, J. T. (2014). *The Functions of the Executive* at 75: reflections on a management classic. *Journal of Management Inquiry* 23 (4): 360-372.

Godfrey, P. C. (2014). *More than Money: Five forms of capital to create wealth and eliminate poverty*. Palo Alto, CA: Stanford University Press, 227 pp.

Godfrey, P. C. (2013). Craig R. Scott: Anonymous Agencies, Backstreet Businesses, and Covert Collectives: Rethinking Organizations in the 21st Century (book review). *Administrative Science Quarterly*. DOI: 10.1177/0001839213518027.

Jensen, R. J., Godfrey, P. C., & Mealey, C. (2013). Institutions, uncertainty, and entry modes at the base of the economic pyramid: Explaining the uneven emergence of hybrid organizational forms. *Academy of Management Proceedings*. doi:10.5465/AMBPP.2013.223.

Godfrey, P. C. & Agle, B. A. (2012). Tom Jones: He's a real dude (tributes to Tom Jones). *Business and Society*, 51 (2): 310-334.

Godfrey, P. C. (2011). Toward a Theory of the Informal Economy. *The Academy of Management Annals*, 5: 231-278.

Godfrey, P. C., Hatch, N. W., & Hansen, J. M. (2010). Toward a General Theory of CSR's: The Roles of Beneficence, Profitability, Insurance, and Industry Heterogeneity. *Business and Society*, 49: 316-344.

Godfrey, P. C., Merrill, C. B., & Hansen, J. M. (2009). The relationship between corporate social responsibility and shareholder value: An empirical test of the risk management hypothesis. *Strategic Management Journal*, 30: 425-445.

- Godfrey, P. C. (2009). Corporate Social Responsibility and Sport: A critical introduction. *Journal of Sport Management*, 23 (6): 698-716.
- Godfrey, P. C. (2007). The Dynamics of Social Responsibility: Processes, positions, and paths in the oil and gas industry, *Schmallenbach Business Review* (Germany). 59: 208-224.
- Godfrey, P. C., & Hatch, N. W. (2007). Researching Corporate Social Responsibility: An agenda for the 21<sup>st</sup> Century. *Journal of Business Ethics*, 70 (1): 87-98.
- Godfrey, P. C. (2006). A reply to Bright: Virtuousness and the virtues of the market. *Academy of Management Review*, 31 (3): 754-757.
- Godfrey, P. C. (2005). The relationship between corporate philanthropy and shareholder wealth: A risk management perspective. *Academy of Management Review*, 30 (4): 777-798.
- Godfrey, P. C., Illes, L. M., & Berry, G. K. (2005). Creating breadth in business education through service-learning. *Academy of Management Learning and Education*, 4 (3): 309-321.
- Godfrey, P. C., Hatch, N. A., & Hansen, J. M. (2005). Corporate Social Responsibilities: Theory and Evidence, *2005 IABS Proceedings*: 112-117.
- Godfrey, P. C. (2004). Sustainable economic development and the corporate role in promoting economic self-reliance. *Competition Forum*, 2: 466-479.
- Godfrey, P. C. (2002). Corporate Citizenship: A risk management perspective. *2002 IABS Proceedings*: 118-122.
- Whetten, D. A., Rands, G., & Godfrey, P. C. (2001). What are the responsibilities of business to society? In A. Pettigrew, H. Thomas, & R. Whittington (Eds.), *Handbook of Strategy and Management* (373-410). London: Sage Publications.
- Godfrey, P. C. (1999). Service-learning: A call to action. *Journal of Management Inquiry*, 8: 363-378.
- Godfrey, P. C. (1999). A rejoinder to Kenworthy: Enlarging the tent of service-learning. *Journal of Management Inquiry*, 8: 388-390.
- Godfrey, P. C. & Gregersen, H. B. (1999). Where do resources come from? A model of resource generation. *Journal of High Technology Management Research*, 10 (1): 37-60.
- Godfrey, P. C. (1999). Creating a global neighborhood: Mary Parker Follett responds to David Korten. *Public Administration and Management: An Interactive Journal*, [<http://www.pamj.com>], 4 (1): 56-77.
- Godfrey, P. C. & Madsen, G. C. (1998). Bureaucracy in the postmodern world: Problems and solutions. *International Journal of Public Administration*, 21 (5): 691- 721.
- Godfrey, P. C., Whetten, D. A., & Gregersen, H. B. (1998). Opening Pandora 's Box: Do good ethics make good business? In G. Hamel, C. K. Prahalad, H. Thomas, & D. O. O'Neal

(Eds.), *Strategic flexibility in a turbulent economy* (157-171). Chichester: John Wiley & Sons, Ltd.

Godfrey, P. C., & Gregersen, H. B. (1997). Where do resources come from?: A model of resource generation. *Academy of Management Proceedings*: 21-25.

Godfrey, P. C. & Hill, C. W. L. (1995). The problem of unobservables in strategic management research. *Strategic Management Journal*, 16 (7): 519- 33.

Godfrey, P. C. (1994). The *Functions of The Executive* and *The Republic*: Exploring the Platonic roots of Chester Barnard. *International Journal of Public Administration*, 17 (6): 1071- 1092.

### Other Publications

Godfrey, P. C., Narvaez, K., Bugalla, J. (2016). Start ERM Right: Align it with strategy to realize its full potential. *Conference Board of Canada Review*, spring: 9-11.

Madsen, G. C., Bednar, J. S., & Godfrey, P. C. (2014). Africa, the informal economy, and the hermeneutic circle. In *Advancing Research Methodology in the African Context: Techniques, Methods, and Designs*. *Research Methods in Strategy and Management*, 10: 133-166.

Godfrey, P. C. (2012). Strange Bedfellows: Homo Economicus and Positive Organization Scholarship. In K. Cameron and G. Spreitzer (Eds.). *The Oxford Handbook of Positive Organizational Scholarship*. Oxford: Oxford University Press: 979-988.

Godfrey, P. C. (2011). Religious freedom: Why should executives care? The erosion of religious liberties: Impact on the international church, *22<sup>nd</sup> Annual Conference of The International Society*, April: 25-28.

Godfrey, P. C. (2011). Toward a theory of the informal economy. *The Academy of Management Annals*, 5 (1): 231-277.

Godfrey, P. C. (2010). Corporate social responsibility in Europe: Rhetoric and reality (Book Review). *Natural Resources Forum (A United Nations sustainable development journal)*. 34 (1): 90.

Godfrey, P. C. (2009). Human capital and development. *Wasatch Digital IQ*. Summer, p. 47.

Godfrey, P. C. (2009). Creating goodwill through corporate philanthropy. *Wasatch Digital IQ*. Winter, p. 47.

Godfrey, P. C. (2008). Business and global economic development. *Wasatch Digital IQ*, Summer, p. 49.

Godfrey, P. C. (2008). Valuing culture: Putting a price tag on the priceless. *Marriott Alumni Magazine*, Winter, pp. 24-29.

Godfrey, P. C. (2006). Creating goodwill through corporate philanthropy. *Worth*, p. 46.

- Godfrey, P. C. (2005). Business Insight. *Salt Lake Tribune*, November 14, 2005, p. B8.
- Godfrey, P. C. (2005). 5(more) ways doing well leads to doing good. *Wasatch Digital IQ*, Spring, pp. 58-59.
- Godfrey, P. C. (2004). Doing well by doing good: Seven bottom-line benefits of ethical behavior. *Wasatch Digital IQ*, Fall, pp. 58-59.
- Godfrey, P. C. (2004). Reducing economic vulnerability. *Marriott Alumni Magazine*, Summer, pp. 16-20.
- Godfrey, P. C. (2002). Justice and mercy at work. *Executive Excellence*, 19 (2), p. 19.
- Godfrey, P. C. (2002). Sensible community investment: Guidelines for executives. *General Management Review*, 4 (3): 55-61.
- Godfrey, P. C. (2000). A moral argument for service-learning in management. In P. C. Godfrey & E. Grasso (Eds.), *Service-learning in the disciplines: Management* (21-42). Washington, D. C.: American Association for Higher Education.
- Godfrey, P. C., & Grasso, E. T. (2000). Introduction. In P. C. Godfrey & E. Grasso (Eds.), *Service-learning in the disciplines: Management* (1-10). Washington, D. C.: American Association for Higher Education.
- Godfrey, P. C., & Hill, C. W. L. (2000). The philosophy of science and the problem of unobservables in strategic management research. In J. Rabin, G. J. Miller, & W. B. Hildreth (Eds.), *Handbook of Strategy and Management* (227-249). New York: Marcel Decker.
- Albert, S., Ashforth, B., Gioia, D., Godfrey, P. C., Reger, R., & Whetten, D. A. (1998). Epilogue: What does the concept of identity add to organization science? In D. A. Whetten & P. C. Godfrey (Eds.), *Identity in organizations: Developing theory through conversation* (273- 293). Thousand Oaks: Sage Publications.
- Godfrey, P. C. (1998). Postscript. In D. A. Whetten & P. C. Godfrey (Eds.), *Identity in organizations: Developing theory through conversation* (295-299). Thousand Oaks: Sage Publications.
- Godfrey, P. C., & Hill, C. W. L. (1996). Logical positivism, realism, and the resource based view of the firm. In S. A. Haugland & J. Falkenberg (Eds.), *Rethinking the boundaries of strategy* (79- 102). Copenhagen: Handelshojskolens Forlag.

### Teaching cases

- Godfrey, P. C. (2018) Ecolab and the Nalco acquisition: Sustainable Advantage through shared values. For use with Dyer, J. H., Godfrey, P. C., Bryce, D. J., and Jensen, R. J. (2018) *Strategic Management: Concepts and cases*, 2<sup>nd</sup> edition. New York: John Wiley and Sons.
- Godfrey, P. C. (2018) Facebook at a crossroads: The aftermath of the 2016 election. Developed for the 1<sup>st</sup> annual Adam Smith Society National Case Competition, Provo, UT, March 2018. Now found in Dyer, J. H., Godfrey, P. C., Bryce, D. J., and Jensen, R. J.

(2018) *Strategic Management: Concepts and cases*, 2<sup>nd</sup> edition. New York: John Wiley and Sons.

Godfrey, P. C. (2017) *Tabitha's Way Local Food Pantry: Entrepreneurship in Feeding the Hungry*. For use with Dyer, J. H., Godfrey, P. C., Bryce, D. J., and Jensen, R. J. (2018) *Strategic Management: Concepts and cases*, 2<sup>nd</sup> edition. New York: John Wiley and Sons.

Godfrey, P. C. (2016). *Icarus revisited: the rise and fall of Valeant pharmaceuticals*. For use with Dyer, J. H., Godfrey, P. C., Bryce, D. J., and Jensen, R. J. (2015) *Strategic Management: Concepts and tools for creating real world strategy*. New York: John Wiley and Sons.

Godfrey, P. C. & Hart, D. W. (2015). *ESPN in 2015: Continued dominance in sports television?* In Dyer, J. H., Godfrey, P. C., Bryce, D. J., and Jensen, R. J. (2015) *Strategic Management: Concepts and tools for creating real world strategy*. New York: John Wiley and Sons.

Godfrey, P. C. (2015). *CVS in 2015: From neighborhood pharmacy provider to health care company*. In Dyer, J. H., Godfrey, P. C., Bryce, D. J., and Jensen, R. J. (2015) *Strategic Management: Concepts and tools for creating real world strategy*. New York: John Wiley and Sons.

Godfrey, P. C. (2015). *Intel (A): Dominance in microprocessors*. In Dyer, J. H., Godfrey, P. C., Bryce, D. J., and Jensen, R. J. (2015) *Strategic Management: Concepts and tools for creating real world strategy*. New York: John Wiley and Sons: 313-321.

Godfrey, P. C. (2015). *Intel (B): Responding to the smart phone threat*. In Dyer, J. H., Godfrey, P. C., Bryce, D. J., and Jensen, R. J. (2015) *Strategic Management: Concepts and tools for creating real world strategy*. New York: John Wiley and Sons: 344-351.

Godfrey, P. C. (2015). *Lincoln Electric: Aligning for global growth*. In Dyer, J. H., Godfrey, P. C., Bryce, D. J., and Jensen, R. J. (2015) *Strategic Management: Concepts and tools for creating real world strategy*. New York: John Wiley and Sons: 402-408.

Godfrey, P. C. (2015). *Corporate Governance and Ethics: A series of decisions*. In Dyer, J. H., Godfrey, P. C., Bryce, D. J., and Jensen, R. J. (2015) *Strategic Management: Concepts and tools for creating real world strategy*. New York: John Wiley and Sons: 409-410.

Godfrey, P. C. (2015). *Safe Water Network: Mastering the model at Dzemeni*. In Dyer, J. H., Godfrey, P. C., Bryce, D. J., and Jensen, R. J. (2015) *Strategic Management: Concepts and tools for creating real world strategy*. New York: John Wiley and Sons: 410-421.

Godfrey, P.C. (2012). *Community Enterprise Solutions: Replicating the microconsignment model (Teaching case)*. Case used in 2<sup>nd</sup> annual Peery International Social Entrepreneurship case competition, held at Brigham Young University, Provo, UT, March 2012. Case currently in preparation for submission to the Next Billion 2012 case competition, sponsored by GlobalLens, December 2012.

Godfrey, P. C. (2011). *Martin Burt: A conversation with a social entrepreneur (Teaching case and teachers note)*. Case published and available for sale through GlobalLens (William Davidson Institute, University of Michigan), Product ID# 1-429-214.

Godfrey, P. C. (2011). *KLD: Challenges in founding a new social venture (Teaching case and teachers note)*. Case published and available for sale through GlobalLens (William Davidson Institute, University of Michigan), Product ID# 1-429-215.

Godfrey, P. C. (2011). *Fundacion Paraguaya (A): The San Francisco School; Fundacion Paraguaya (B): Measuring Social Impact; Fundacion Paraguaya (C): Challenging SROI (Teaching cases and teachers notes)*. Cases used in 1<sup>st</sup> annual Peery International Social Entrepreneurship case competition, held at Brigham Young University, Provo, UT, February 2011. Case published and available for sale through GlobalLens (William Davidson Institute, University of Michigan), Product ID#'s 1-429-216 (A), 1-429-217 (B), 1-429-218 (C).

Godfrey, P. C. (2002). *The overwhelmed ethics student (A & B, Teaching Cases)*. Case written for use in MBA and EMBA level ethics courses.

### Edited Special Issues of Peer Reviewed Journals

Godfrey, P. C., Hassard, J., O'Connor, E., Rowlinson, M., & Ruef, M. (2016) History and organization theory: Toward a creative synthesis. Special topic forum for the *Academy of Management Review*, 41 (4).

Godfrey, P. C. (Ed.). (2000). Views of Mary Parker Follett [Special Issue]. *Journal of Management History*, 6 (3). Includes Editor's introduction: Revitalizing Mary Parker Follett.

Godfrey, P. C. (Ed.). (1998). The philosophical roots of management thought [Special Issue]. *International Journal of Public Administration*. 21 (5). Includes Editor's introduction.

Godfrey, P. C. (Ed.). (1996). History as science [Special Issue]. *Journal of Management History*, 2 (3). Includes editor's introduction: Why history as science.

### Edited Issues of Other Publications

Godfrey, P. C. (Ed.). (2008). Social Capital. *ESR Review*, 10 (1), includes editors introduction, pp. 2-3.

Godfrey, P. C. (Ed.). (2008). Human Capital. *ESR Review*, 10 (1), includes editors article What is economic self-reliance?, pp. 4-8.

Godfrey, P. C. (Ed.). (2007). Balancing Social and Economic Mission. *ESR Review*, 9 (2). includes Editor's introduction, Fall, 2007.

Godfrey, P. C. (Ed.). (2007). Technology and Development. *ESR Review*, 9 (1). Includes Editor's introduction, Spring, 2007.

Godfrey, P. C. (Ed.). (2006). Sustainability. *ESR Review*, 8 (1). Includes Editor's introduction, Summer, 2006.



## Edited Books

Godfrey, P. C. & Grasso, E. (Eds.). (2000). *Service-learning in the disciplines: Management* Washington, D. C.: American Association for Higher Education.

Whetten, D. A. & Godfrey, P. C. (Eds.). (1998). *Identity in organizations: Building theory through conversations*. Thousand Oaks: Sage Publications.

## Invited Presentations

Godfrey, P. C. (2016, October). Theory development workshop, University of Cape Town, Cape Town, South Africa.

Godfrey, P. C. (2015, December). The importance of religious freedom for business success. A conversation with Matt Townsend, BYU Radio, 08 December. Available at <http://www.byuradio.org/show/301e673e-cc38-46cf-b54d-ea31e3cb4e49/the-matt-townsend-show?page=2>.

Godfrey, P. C. (2013, September). Eliminating poverty and self-reliance. Address given at the Social Enterprise and Crowdfunding Conference. Snowbird, Utah. 27 September, 2013.

Godfrey, P. C. (2013, Apr). Bringing morality back in: Towards a definition of social entrepreneurship. Paper presented at the University of Washington Foster School of Business. 06 April, 2013.

Godfrey, P. C. (2013, Feb). Bringing morality back in: Towards a definition of social entrepreneurship. Paper presented at the University of Utah David Eccles School of Business. 22 February, 2013.

Godfrey, P. C. (2012, Oct). The problem of scale: Why social ventures struggle to scale, and why that's a good thing. Paper presented at the University of Oregon Lundquist School of Business. 26 October, 2012

Godfrey, P. C. (2011, Dec). What is Self-Reliance? Presentation given to the Philanthropy Roundtable, Salt Lake City, UT. 01 December, 2011

Godfrey, P. C. (2011, August). Comparative Economic Organization Revisited: Social Entrepreneurship and Hybrid Governance at the Base of the Pyramid. Presentation given at the Fisher College of Business, Ohio State University, 10 August, 2011.

Godfrey, P. C. (2011, April). Religion and Business: Why should executives care? Presentation given at the LDS International Society Conference, 04 April, 2011. Provo, UT.

Godfrey, P.C. (2010, June). Producing Capital. Seminar given at the United States Agency for International Development (USAID), 25 June, 2010. Washington, DC.

Godfrey, P. C. (2010, April). A critique of stakeholder theory. Presentation given at the University of New Mexico, Management Group.

Godfrey, P. C. (2008, May). Publishing and success in research endeavors. Seminar given to the Women's Faculty Group, Ludwig Maximillian University, Munich, Germany.

Godfrey, P. C. (2008, April). Economic Development and the Navajo Nation. Presenter and participator at Navajo Economic Development Working Group, Tuba City, AZ.

Godfrey, P. C. (2008, April). Economic Development and Medicine. Presentation given at the annual Collegium Aesculapium, Salt Lake City, UT.

Godfrey, P. C. (2008, February). Building Economic Self-Reliance. Presentation given at the Surgical Opportunities in the Developing World, American College of Surgeons, Utah Chapter, Salt Lake City, UT.

Godfrey, P. C. (2007, September). Economic Self-Reliance. A conversational interview with KBYU Radio, Thinking aloud, aired 27 September, 2007. Audio download available at <http://www.classical89.org/thinkingaloud/?selectedDate=9%2F27%2F2007>

Godfrey, P. C. (2007, September). Corporate philanthropy and shareholder value. Speech given at the conference of the AASCIF (American Association of State Compensation and Insurance Funds), Keystone, CO.

Godfrey, P. C. (2007, August). Economic development and self-reliance for the Navajo Nation. Presentation given at the Sustainable Economy conference, Diné Policy Institute, Tsaile, AZ.

Godfrey, P. C. (2007, May). Economic development, self-reliance, and entrepreneurship in the developing world: The Case of the Leupp Family Farm. Presentation given at the research seminar, George Washington University, Washington, D. C.

Godfrey, P. C. (2007, May). Economic development, self-reliance, and entrepreneurship in the developing world: The Case of the Leupp Family Farm. Presentation given at the research seminar, University of Richmond, Richmond, VA.

Godfrey, P. C. (2005, November). Do shareholders value philanthropy? Presentation given to the University of Utah Finance Seminar, Salt Lake City, UT.

Godfrey, P. C. (2005, November). When Occam's razor cuts too fine: Toward a broader theory of corporate social responsibilities. Presentation given at the 2005 conference, Institute for Ethical Business Worldwide, Notre Dame, IN.

Godfrey, P. C. (2005, June). Corporate social responsibilities: Theory and evidence. Presentation given at the Department of Organization and Management, Ghent University, Ghent, Belgium.

Godfrey, P. C. (2005, June). Economic self-reliance. Presentation given at the LDS area headquarters, Accra, Ghana.

Godfrey, P. C. (2005, June). Corporate social responsibility as insurance. Presentation given at the Department of Management, Passau University, Passau, Germany.

Godfrey, P. C. (2005, March). Economic Self Reliance. Presentation given for the Positive Organization Science group, University of Michigan, Ann Arbor, MI.

Godfrey, P. C. (2005, March) A model of economic self-reliance. Paper presented at the annual conference on Economic Self-Reliance, Provo, UT.

### **Presentations at Professional Meetings**

Godfrey, P. C. (2019, March). Theory Development Workshop. Presentation given at the *International Association of Business and Society* annual conference, San Diego, CA

Godfrey, P. C. and Bugalla, J. (2018, May). The strategy-risk value gap: Self-inflicted but reconcilable. Presentation given at the *Association of Strategic Planners* annual conference, Chicago, IL

Godfrey, P. C. (2018, March). Theory Development Workshop. Presentation given at the *Western Academy of Management* annual conference, Salt Lake City, UT

Godfrey, P. C. (2017, March) A theory of slack. Presentation given at the *Western Academy of Management*, Palm Springs, CA.

Godfrey, P. C. (2017, March). Theory development workshop, hosted at the *Western Academy of Management*, Palm Springs, CA.

Godfrey, P. C. (2016, June). Theory development workshop, hosted at the International Association of Business and Society, Deer Valley, UT.

Godfrey, P. C. (2015, April). Why business executives be concerned with religious freedom. Presentation given at the *Fifth International Conference on Religion and Spirituality in Society*, Berkeley, CA.

Benson, D. & Godfrey, P.C. (2014, September). Blooming Where They're Planted or Seeking Greener Pastures: Linking Location and Success among University-Backed Startups. Presentation given at the *West Coast Research Symposium*, Seattle, WA.

Godfrey, P.C. & London, T. (2014, August) Poverty Alleviation through Enterprise Development: Conversation and Debate, Workshop held at the *Academy of Management*, Philadelphia, PA.

Godfrey, P.C. & Barney, J. B. (2014, March) Social entrepreneurship and strategy. Symposium presented at the *BYU/Utah Winter Strategy Conference*, Park City, UT.

Donaldson, T., Godfrey, P. C., Harris, J., Harrison, J., Ingerson, M. C., Keevil, A., Mitchell, R., and Phillips, R. (2013, August). Normative stakeholder capitalism: Getting from here to there. Symposium presented at the *Society for Business Ethics* annual meeting, Orlando, FL.

Godfrey, P. C. (2013, August). The insurance view: Remembering the nuances. Participant comments in symposium, Halos and horns: Understanding corporate reputations for social and environmental responsibility. Symposium presented at the *Academy of Management*, Orlando, FL.

Jensen, R. J., Godfrey, P. C., and Mealey, C. (2013, August). Entry modes at the Base of the Economic Pyramid: The emergence of hybrid organizational forms. Paper presented at

the *Academy of Management*, Orlando, FL. Paper selected for the GWU award on emerging markets.

Godfrey, P. C., Hassard, J., and Rowlinson, M. (2013, August). History and organization theory: Introducing an AMR special topic forum. Workshop presented at the *Academy of Management*, Orlando, FL.

Benson, D. and Godfrey, P. C. (2013, June). Blooming Where They're Planted or Seeking Greener Pastures: The Migration Patterns of University-Backed Startups. Paper presented at the 16<sup>th</sup> Udevalla symposium, Kansas City, MO.

Godfrey, P. C. (2013, March) What is the Base of the Pyramid? Pipeline session at the Western Academy of Management Conference, Sante Fe, NM.

Godfrey, P. C. (2012, November). The problem of scale: Why social ventures struggle to scale, and why that's a good thing. Paper presented at the 9<sup>th</sup> Annual NYU Stern Social Entrepreneurship Conference, New York, NY.

Godfrey, P. C., Mahoney, J. T. (2012, August). *The Functions of the Executive* at 75: Reflections on a management classic. Paper presented at the *Academy of Management*, Boston, MA.

Corley, K. G., Godfrey, P. C., Hudson, B. A., Schoeneborn, D., Scott, C. R. (2012, August). Backstreet businesses, covert collectives and beyond: Unmasking hidden organizations. Symposium presented at the *Academy of Management*, Boston, MA.

Berman, S. L., Freeman, E., Godfrey, P. C., Griffin, J. J., Verstegen Ryan, L., Wicks, A. C. (2012, August). Honoring a SIMian scholar (Tom Jones). Symposium presented at the *Academy of Management*, Boston, MA.

Acquaah, M., Beugre, C., Godfrey, P. C., Zoogah, D. (2012, August) A research agenda on entrepreneurship in the informal economy in sub-Saharan Africa. Symposium presented at the *Academy of Management*, Boston, MA.

Barnett, M. L., Efenbein, D. W., Godfrey, P. C., Lee, M., Marquis, C., Walker, E. (2011, August) Inside the Corporate Social Responsibility (CSR) Black Box: Antecedents and Limits of CSR. Symposium presented at the *Academy of Management*, San Antonio, TX.

Godfrey, P. C. (2011, June) Hybrid organizations at the Bottom of the Pyramid. Paper presented at the C. K. Prahalad Special Conference, Strategic Management Society. San Diego, CA.

Godfrey, P. C. (2010, December) Chester I Barnard and the morality of strategy. Paper presented at the 3<sup>rd</sup> Biennial Stakeholder Conference, Solitude, UT.

Godfrey, P. C. and Schulze, W. S. (2010, March) A family-business based critique of stakeholder theory. Paper presented at the annual conference of the *International Association of Business and Society*, Banff, Alberta, Canada

Godfrey, P. C., Hendron, M. G. and Bishop, B. (2010, March) Is American business becoming more unethical? Paper presented at the annual conference of the *International Association of Business and Society*, Banff, Alberta, Canada.

Godfrey, P. C. (2009, August) The role of stakeholder theory and multinational firms in institutional and economic development. Paper presented at the annual conference of the *Academy of Management*, Chicago, IL.

Godfrey, P. C., Dyer, W. G., and Mangum, J. G. (2009, March) Managing Smart: The capital accounts of successful entrepreneurs in a developing economy. Paper presented at the *Western Academy of Management*, Heber City, UT.

Fellin, T., Godfrey, P. C., Hesterly, W. S., Mitchell, R. K., and Schulze, W. (2009, March) Stakeholder theories of governance: Problems and prospects. Symposium presented at the *Western Academy of Management*, Heber City, UT.

Godfrey, P. C. (2008, October). The institutional ecology of economic and business development. Paper presented at annual conference of the *Global Business Development Institute*, Las Vegas, NV.

Godfrey, P. C., Mahoney, J., Novicevic, M., OConnor, E., & Wren, D. (2008, August). Back to the source: Continuing the conversation with Barnard. Symposium conducted at the annual conference of the *Academy of Management*, Anaheim, CA.

Godfrey, P. C., & Lewis, B. (2008, August). The corporate role in economic development. Paper presented at the annual conference of the *Academy of Management*, Anaheim, CA.

Godfrey, P. C. (2007, October). Strategy and the informal economy. Paper presented at the annual meeting of the *Strategic Management Society*, San Diego, CA.

Barney, J. B., Freeman, R. E., Godfrey, P. C., Harrison, J. S., Rivkin, J., & Walsh, J. P. (2007, August). The morality of strategy. All-Academy symposium conducted at the annual conference of the *Academy of Management*, Philadelphia, PA.

Godfrey, P. C. (2007, May). The corporate role in creating economic self-reliance. Presentation given at the 1<sup>st</sup> annual conference on Global Philanthropy, Salt Lake City, UT.

Godfrey, P. C., Merrill, C. B., & Hansen, J. M. (2006, November). Corporate philanthropy and shareholder value: An event study test. Paper accepted for presentation at the annual meeting of the *Strategic Management Society*, Vienna, Austria.

Berry, G. R, Workman, L., Godfrey, P. C., Kenworthy-U'ren, A., Di-Padova-Stocks, L. N., Starik, M., & Rands, G. P. (2006, August). Using service-learning to promote civic engagement and sustainability, Panel discussion held at the annual conference of the *Academy of Management*, Atlanta, GA.

Godfrey, P. C. (2006, June). The dynamics of CSR. Presentation given at the *International Stakeholder Conference*, University of Washington, Seattle, WA.

Godfrey, P. C. (2006, May). The dynamics of social responsibility: Processes, positions, and paths in the oil and gas industry. Paper accepted for presentation at the *Annual Conference on Corporate Strategy*, Berlin, Germany.

Godfrey, P. C., Merrill, C. B., & Hansen, J.M. (2006, March). Does corporate philanthropy enhance shareholder value? An empirical test. Paper accepted for presentation at the annual meeting of the *International Association of Business and Society*, Merida, Mexico.

Forgione, A., & Godfrey, P. C. (2005, October). Knowledge transfer and corporate philanthropy: Creating a link. Paper presented at the annual meeting of the *Strategic Management Society*, Orlando, FL.

Godfrey, P. C., Hatch, N. A., & Hansen, J. M. (2005, August). Corporate social responsibilities: Theory and evidence. Paper presented at the annual meeting of the *Academy of Management*, Honolulu, HI.

Godfrey, P. C. (2005, April). Economic self-reliance: A new component of corporate social responsibility. Paper presented at the annual meeting of the *International Association of Business and Society*, Sonoma Valley, CA.

Godfrey, P. C., Hatch, N. A., & Hansen, J. M. (2005, April). Corporate Social Responsibilities: Theory and evidence. Paper presented at the annual meeting of the *International Association of Business and Society*, Sonoma Valley, CA.

Godfrey, P. C., Hatch, N. A., & Hansen, J. M. (2005, March). Corporate Social Responsibilities: Theory and evidence. Paper presented at the *BYU-Utah Winter Strategy Conference*, Park City, UT.

Godfrey, P. C. (2004, October). Sustainable development and the corporate role in promoting economic self-reliance. Paper presented at the annual meeting of the *American Society for Competitiveness*, Washington, DC.

Godfrey, P. C. (2004, March). Industry level giving: An empirical investigation. Paper presented at the annual meeting of the *International Association of Business and Society*, Jackson Hole, WY.

Godfrey, P. C. (2004, March). Continuing the journey: Filling moral gaps in business education through service-learning. Paper presented at the annual meeting of the *International Association of Business and Society*, Jackson Hole, WY.

Godfrey, P. C. (2002, September). Corporate citizenship: A risk management perspective. Paper presented at the annual meeting of the *Strategic Management Society*, Paris, France.

Godfrey, P. C. (2002, June). Community investment and shareholder wealth: A risk management perspective. Paper presented at the annual meeting of the *International Association of Business and Society*, Victoria, B.C.

Godfrey, P. C. (2002, March). Sensible community investment. Paper presented at the *Western Academy of Management*, Sante Fe, NM.

Godfrey, P. C. (2001, August). Legitimate to whom? Toward an interdisciplinary theory of legitimacy management. Paper presented at the *Academy of Management*, Washington, DC.

DiPadova, L.N., Brintnall, M. A., Fleming, J. J., Godfrey, P. C., Hart, D. W., & Zlotkowski, E. (2000, August). Theoretical foundations of civic engagement and service-learning. Symposium conducted at the meeting of the *Academy of Management*, Toronto, Canada.

DiPadova, L. N., Faerman, S. R., Godfrey, P. C., Chesteen, S., Miller, J. A., Briscoe, D. R., Hart, D. W., & Pate, L. T. (1998, August). What matters most: Enhancing the quality of our human ties through service-learning. Symposium conducted at the meeting of the *Academy of Management*, San Diego, CA.

Godfrey, P. C. (1998, August). Meeting of the Barnard Society. Symposium conducted at the meeting of the *Academy of Management*, San Diego, CA.

Reger, R., Johnson, G., Godfrey, P. C., & Mahoney, J. T. (1998, August). Three conversations to build theory about organizational action. Symposium conducted at the meeting of the *Academy of Management*, San Diego, CA.

Godfrey, P. C. (1998, March). Service-Learning and management: A call to action. Paper presented at the meeting of the *Western Academy of Management*, Portland, OR.

Godfrey, P. C., & Gregersen, H. B. (1997, August). Where do resources come from?: A model of resource generation. Paper presented at the meeting of the *Academy of Management*, Boston, MA.

Harrison, J. & Godfrey, P.C. (1997, August). An examination of the event-study hypothesis: Do investors accurately predict merger performance? Paper presented at the meeting of the *Academy of Management*, Boston, MA.

Godfrey, P. C. (1997, August). Creating a global neighborhood: Mary Parker Follett responds to David Korten. Paper presented at the meeting of the *Academy of Management*, Boston, MA.

Godfrey, P. C., Whetten, D. A., & Gregersen, H. B. (1996, November). Opening Pandora's Box: Do good ethics really make good business? Paper presented at the meeting of the *Strategic Management Society*, Phoenix, AZ.

Godfrey, P. C. & Harrison, J. (1996, November). Merger waves: Do they really occur and are they important? Paper presented at the meeting of the *Strategic Management Society Conference*, Phoenix, AZ.

Perry, L. T. & Godfrey, P. C. (1995, October). Toward an event-based theory of strategy: Reinterpreting Edith Penrose. Paper presented at the meeting of the *Strategic Management Society*, Mexico City, Mexico.

Godfrey, P. C., & Gregersen, H. B. (1995, September). The Mickey index: Articulating Disney's identity. Paper presented at the *Identity II Conference*, Deer Valley, UT.

Godfrey, P. C., Cuff, R., Gephart, R. P., Mitchell, R. K., O'Connor, E. S., Rosenberg, V. L., & Scott, W. G. (1995, August). History as science: Using historical methodologies as a method of management research. Symposium conducted at the meeting of the *Academy of Management*, Vancouver, BC.

Godfrey, P. C. & Gregersen, H. B. (1995, May). Linguistic limits to global cooperation: Religious metaphor as a double-edged sword. Paper presented at *Organizational Dimensions of Global Change: No Limits to Cooperation*, Cleveland, OH.

Godfrey, P. C. (1995, April). Overcoming the problems of causality in organization science: Instrumental theory and stylized facts. Paper presented at the meeting of the *Western Academy of Management*, San Diego, CA.

Godfrey, P. C., & Brady, F. N. (1995, April). Can theory in business ethics inform business practice? Symposium conducted at the meeting of the *Western Academy of Management*, San Diego, CA.

Godfrey, P. C. (1994, August). The story of a first interview: Impressions and lessons from a newcomer to oral history. Symposium conducted at the meeting of the *Academy of Management*, Dallas, TX.

Godfrey, P. C., & Hill, C. W. L. (1994, March). The snare of logical positivism: Redirecting research in strategic management. Paper presented at the meeting of the *Western Academy of Management*, Sante Fe, NM.

Godfrey, P. C. (1992, August). Moral subjectivism and the managerial philosophy of Chester I. Barnard. Paper presented at the meeting of the *Academy of Management*, Las Vegas, NV.

### **Professional Awards**

Marriott School of Management Teaching Award, 2013

Best Symposium, *Academy of Management*, 2000

Best Paper Award, *Western Academy of Management*, 1998

Best Paper Award, *Western Academy of Management*, 1995

### **Research Grants**

Kauffman Foundation. January 2012. \$35,000 Research grant to study university-licensed entrepreneurial start-ups. Co-investigator: David Benson.

Intel Corporation. January 2006. \$10,000 Research grant to continue to evaluate and track digital inclusion among members of the Navajo nation.

Intel Corporation. January 2005. \$25,000 Research grant to evaluate and track digital inclusion among members of the Navajo nation.

Religious Studies Center, BYU. September 1997. \$3,000 Research Grant to study “integrating the sacred and the secular” in teaching and research.

### **Doctoral Dissertation**



Godfrey, P. C. (1994). *The sustainability of superior profitability and the persistence of profits: An exploratory study of industry and firm effects*. Unpublished doctoral dissertation, University of Washington.

### Professional Service Activities

Conference Chair and Organizer, Informal Economy Summit II, Provo, UT, June 2017

Conference Chair and Organizer, Informal Economy Summit, Provo, UT, May 2015

Conference Chair and Organizer, *Social Entrepreneurship Mini-conference*, Provo, UT, Mar. 2013

Conference Chair and Organizer, *3<sup>rd</sup> Biennial Stakeholder Conference*, Solitude, UT, Dec. 2010

Co-organizer (with Dave Whetten), *Identity III Conference*, Sundance, UT. September, 1996

Co-organizer (with Dave Whetten & Hal Gregersen), *Identity II Conference*, Deer Valley, UT. September, 1995

Organizing Committee, *Western Academy of Management*, 1999 Annual Meeting

Editor, Management History Division (Academy of Management) Newsletter, 1994-1996

### Professional Service--Reviewer

Editorial Board, *Academy of Management Review*, 2017--

Editorial board, *Strategic Management Journal*, 2010--

Ad hoc reviewer, *Strategic Management Journal*, 1996-2010

Ad hoc reviewer, *Academy of Management Journal*, 1998--

Ad hoc reviewer, *Academy of Management Review*, 1998--

Ad hoc reviewer, *Management Science*, 1998--

Ad hoc reviewer, *Organization Science*, 1996--

Ad hoc reviewer, *Journal of Management Studies*, 1997--

Ad hoc reviewer, *Journal of Management Inquiry*, 1995--

Ad hoc reviewer, *Business and Society*, 1996--

Ad hoc reviewer, *Journal of Change Management*, 1996

Ad hoc organizer, *The Barnard Society*, 1998 annual meeting

Academy of Management, *All-Academy Task Force on Service-Learning*, 1997

Editorial Board, *Journal of Management*, 1999-2002

Editorial Board, *International Journal of Organization Theory and Behavior*, 1998-2000

Editorial Board, *Public Administration and Management: An interactive journal*, 1995-2000

Editorial Board, *Journal of Management History*, 1994-2000

### **University Service- Brigham Young University**

University Academic Unit Review Committee, 2009-2011 Departments reviewed: Chemical Engineering, Biology.

Honors Thesis Advisor, Jon Mangum, 2006

Member, Brigham Young University, Service-Learning Transition Task force, February--May 2004

Member, Jacobsen Center for Service and Learning, Funding Committee, 2002

### **University Service- Marriott School of Management**

Faculty Advisor, BYU Chapter of the Adam Smith Society, 2017--

Executive MBA Class of 2019 Faculty Advisor, 2017-2019

Executive MBA class of 2017 Faculty Advisor, 2015-2017.

Group leader, Strategy Group, 2011-

Director, Europe Study Abroad, 2011-2012

Director, Undergraduate Strategy Major, 2008-2011

Editor (Founding), *ESR Review*, a publication sponsored by the Center for Economic Self-Reliance. 2006—2008.

Faculty advisor, Undergraduate National Ethics Case Competition, University of Arizona, October 2005

Chair, Marriott School of Management Ethics Re-design Committee, 2005—2006

Chair, Marriott School of Management Beyond Grey Pinstripes Committee, January—September 2004

Associate Academic Director, Center for Economic Self Reliance, Marriott School of Management, Brigham Young University—April 2003-present

Chair, MBA Program Review Committee—Fall 1998-1994

Chair, Marriott School Undergraduate Program Long-range Planning and Strategy Committee—Fall 1998-2001

Member, Marriott School Ethics subcommittee—Fall 1998

Faculty advisor, MBA program student case competition team, Notre Dame, IN, March 1998

Member, Marriott School Graduate Student Orientation Committee, 1997-1998

Acting Group Leader, Strategy Group, Marriott School of Management, 1996- 1997

Member, Marriott School of Management Integrative Exercise Committee, 1994-1995

Chair, Master of Organizational Behavior program internship report committee: Michael Rowberry, 1998-1999; Tom Colwell, Danny McKell, 1997- 1998; Allison Morris, Steve Roy, 1996- 1997; Rashmi Dave, Linda Parker, Patty Reay, 1995-1996

Member, Master of Organizational Behavior program report committee: Steve Smith, 1998-1999; Hema Heimuli, Hans Noot, 1997- 1998; Deb Oliver, 1995- 1996; Jared Bentley, Stuart Larson, Daniel Millet, 1994-1995

## Courses

### *Brigham Young University (1994-)*

Business Management 482 (Strategy Implementation)  
 Business Management 498 (499) (Strategic Management)  
 Executive Master of Business Administration 600 (Strategic Management)  
 Executive Master of Business Administration 682 (680) (Business Policy)  
 Executive Master of Business Administration 693 (Business Judgment)  
 Master of Business Administration 580 (Strategic Management)  
 Master of Business Administration 581 (Strategic Management- Macc)  
 Master of Business Administration 604 (Business Ethics and Professional Conduct)  
 Master of Business Administration 641 (Community Service)  
 Master of Business Administration 668 (Cougar Strategy)  
 Master of Business Administration 669 (Entrepreneurial Strategy)  
 Master of Business Administration 680-681 (Business Policy)  
 Master of Business Administration 684 A, B, & C (Advanced Strategy and Consulting)  
 Master of Business Administration 685 (Decision Making and Business Judgment)  
 Master of Business Administration 688 (Corporate Social Innovation)  
 Organizational Behavior 602 (Organization Theory)  
 Organizational Behavior 607 (Strategic Management)

### *Ludwig Maximilian University, Germany (2008, 2009, 2012)*

Strategic Decision Making, Undergraduate Business Program

### *Fach Hochschule, Pforzheim, Germany (2008-2012)*

Business Ethics, International MBA Program

Strategic Decision Making, International MBA Program

*Fach Hochschule, Pforzheim, Germany (2005)*

Strategy Formulation, International MBA Program  
Strategy Implementation, International MBA Program

*University of Oregon (2000)*

Implementing Corporate Strategy (Oregon Executive MBA)

*University of Utah (1999)*

Management 5700 (Strategic Management)  
Management 6500 (Corporate Strategy)

*University of Washington (1990-1994)*

Business Policy 470 (Strategic Management)  
Organization and Environment 440 (Organization Theory)  
Organization and Environment 302 (Business, Government, Society)

### **Professional Development Activities—Teaching**

FDIB, International Business Ethics Teaching Workshop, University of Kansas, June 2004

Case Teaching Workshop, Harvard Business School, Nov. 2003, May 1999