

## Dennis J. Moberg, D.B.A.

### Contact Information

Department of Organizational Analysis & Management  
 Leavey School of Business & Administration  
 Santa Clara University  
 Santa Clara, CA 95053  
 dmoberg@scu.edu  
 (408) 554-4713 FAX: (408) 554-5206

### Education.

#### Degrees Held.

University of Wisconsin-Madison. 1962-1966. Bachelor of Science  
 University of South Dakota. 1966-1968. Master of Business Administration  
 University of Southern California. 1968-1974. Doctor of Business Administration

#### Academic Honors.

Gerald and Bonita A. Wilkinson Chair, 2001-  
 Presidential Professor of Ethics & the Common Good, 1998-2001  
 Presented the Watson Lecture at California State University, Humboldt, April 5, 2001.  
 Listed in Who's Who in the Management Sciences. Cheltenham UK: Edward Elgar, 2000-.  
 Beta Gamma Sigma (Business Honorary Society), 1968, USD  
 Omicron Delta Kappa (Leadership Honorary Society), 1972, Whittier College  
 MBA Research Fellowship, University of South Dakota  
 Dean's Commendation for Teaching Excellence, 1985; 1988; 1995; 1998; 2004  
 Dean's Award for Exceptional Performance, 1997; 1999-2003  
 President's Award for University Service, 2000  
 MBA Association Teacher of the Year, 1988; 1990  
 Sears Roebuck Foundation Innovative Teaching Award, 1991  
 Paper presented at the Western Division, Academy of Management elected "Best Paper," 1985  
 Beta Gamma Sigma National Seminar Faculty, 1985

### Professional Experience.

#### Teaching.

Whittier College:  
     Instructor of Business Administration. 1968-1972.  
     Assistant Professor of Business Administration. 1972-1973.  
 University of Oregon:  
     Visiting Assistant Professor of Management. 1973-4.  
     Research Associate in Management. 1974-5  
 Netherlands School of Business:  
     Visiting Professor of Business. 1981-2.  
 Santa Clara University:

Revised 6-15-05

Assistant Professor of Management. 1975-1979.  
 Associate Professor of Management. 1979-90.  
 Professor of Management. 1990-  
 Presidential Professor of Ethics and the Common Good. 1998-2001  
 Gerald and Bonita A. Wilkinson Professor 2001-

Other Academic Experience.

Chair, Department of Economics & Business Administration, Whittier College 1971-1973.  
 Director of Graduate Education, School of Business, Santa Clara University, 1978-1980.  
 Director, Corporate Ethics Programs, Markkula Center for Applied Ethics, Santa Clara University, 1990-1.  
 Chair, Department of Organizational Analysis & Management, Santa Clara University, 1991-4.  
 Acting Executive Director, Markkula Center for Applied Ethics, Santa Clara University, 1999-2000.  
 Interim Director, Bannan Center for Jesuit Education, Santa Clara University, 2004- .

Scholarly and Artistic Work.

Edited Book.

Dienhart, J., Duska, R., & Moberg, D. J. 2002. The Next Phase of Business Ethics: Integrating Psychology and Ethics. New York: Elsevier Science.

Authored Books.

Moberg, D. J. with Caldwell, D. F. Interactive Cases in Organizational Behavior, Second Edition. New York: HarperCollins, 1995.

Moberg, D. J. with Caldwell, D. F. Interactive Cases in Management. Glenview, IL: Scott Foresman, 1989.

Moberg, D. J. with Caldwell, D. F. Getting Things Done Without Getting Done In. Glenview, IL: Scott Foresman, 1989.

Moberg, D. J. with Caldwell, D. F. Interactive Cases in Organizational Behavior. Glenview, IL: Scott Foresman, 1988.

Brown, W. B., & Moberg, D. J. Organization Theory and Management: A Macro Approach. New York: Wiley, 1980. A Spanish Translation of this book entitled, Teoria de la Organizacion y la Administracion: Enfoque Integral, appeared in 1982; An English-language international version appeared in 1982 under the same title above.

Refereed Articles.

- Moberg, D. J. in press. "Best Intentions, Worst Results: Grounding Ethics Students in the Realities of Organizational Context," Academy of Management Learning and Education.
- Moberg, D. J., & Velasquez, M. 2004. "The Ethics of Mentoring," Business Ethics Quarterly, 14, pp. 95-122.
- Moberg, D. J. 2003. "Managing Employee Disputes: An Occasion for Moral Imagination." Business Ethics Quarterly, 13, pp. 453-477.
- Moberg, D. J. 2002. "Giving Business Ethics Advice: A Praxis," Professional Ethics, 10, pp. 3-38.
- Moberg, D. J. 2002. "Managerial Wisdom," in Dienhart, J., Duska, R., and Moberg, D. J. (Eds.), The Next Phase of Business Ethics (pp. 377-396). New York: American Elsevier.
- Moberg, D. J. 2001. "The Aging Workforce: Implications for Ethical Practice," Business and Society Review, 106, pp. 315-329.
- Moberg, D. J. 2001. "Diagnosing System States," Emergence, 3, 2, pp. 19-36.
- Moberg, D. J. & Calkins, M. 2001. "Reflection in Business Ethics: Insights from St. Ignatius' *Spiritual Exercises*," Journal of Business Ethics, 33, pp. 257-270.
- Moberg, D. J., & Seabright, M. 2000. "The Development of Moral Imagination," Business Ethics Quarterly, 10, pp. 845-884.
- Moberg, D. J. 2000. "Role Models and Moral Exemplars," Business Ethics Quarterly, 10, pp. 675-696.
- Moberg, D. J. 2000. "Time Pressure and Ethical Decision Making: A Case for Moral Readiness," Business and Professional Ethics Journal, 19, 41-67.
- Cavanagh, G. F., & Moberg, D. J. 2000. "The Virtue of Courage Within the Organization," in Pava, M., & Primeaux, P. (Eds.), Research in Ethical Issues in Organizations. JAI Press, pp. 1-25.
- Moberg, D. J. 1999. "The Big Five and Organizational Virtue," Business Ethics Quarterly, 9, pp. 245-272.
- Moberg, D. J. 1997-8 "Trustworthiness and Conscientiousness as Managerial Virtues," Business & Professional Ethics Journal, 16, 1-3, pp. 171-194. This paper will be published in Cantonese in a book edited by Daryl Koehn.
- Seabright, M., & Moberg, D. J. 1998. "Interpersonal Manipulation: Its Nature and Moral Limits," in Schminke, M. (Ed.), Managerial Ethics: Managing People and Processes (pp. 153-

176). New York: Erlbaum.

Moberg, D. J. "On Employee Vice," Business Ethics Quarterly, 1997, 7, pp. 41-60.

Moberg, D. J. "Virtuous Peers in Work Organizations," Business Ethics Quarterly, 1997, 7, 67-86.

Moberg, D. J. "Ethics of Organizational Design," Werhane, P., & Freeman, E. Encyclopedia of Business Ethics, Malden, MA: Blackwell, 1997, pp. 558-560.

Cavanagh, G. F., Velasquez, M., & Moberg, D. J. "Making Business Ethics Practical," Business Ethics Quarterly, 1995, 5: 399-418.

Moberg, D. J. "An Ethical Analysis of Hierarchic Relations in Organizations," Business Ethics Quarterly, 1994, 4, 205-220.

Morris, J. H., & Moberg, D. J. "Organizations as Contexts for Trust and Betrayal," in Espionage: Studies in Trust and Betrayal, Sarbin, T., R. C. Carney, & C. Eoyang (eds.), New York: Praeger, 1993, 219-241.

Mills, P. K., & Moberg, D. J. "The Effects of Technical Relationships of Service on Strategy Formulation." In D. Bowen. Service Management Effectiveness. San Francisco, CA: Jossey-Bass, 1990, 97-125.

Moberg, D. J., & Meyer, M. J. "A Deontological Analysis of Peer Relations in Organizations," Journal of Business Ethics, 1990, 9, 863-877.

Moberg, D. J. "Helping Subordinates with Their Personal Problems: A Moral Dilemma for Managers," Journal of Business Ethics, 1990, 9, 519-31.

Moberg, D. J. "The Ethics of Impression Management," In R. Giacalonni and R. Rosenfeld (Eds.) Impression Management in the Organization. Hillsdale, NJ: Erlbaum, 1989, pp. 171-187.

Drake, B. H., & Moberg, D. J. "Communicating Influence Attempts in Dyads: Linguistic Palliatives and Sedatives," Academy of Management Review, 1986, 11, 567-584.

Velasquez, M., Moberg, D., & Cavanagh, G. "Organizational Statesmanship and Dirty Politics: Ethical Guidelines for the Organizational Politician," Organizational Dynamics, 1983, 65-80.

Mills, P. K., & Moberg, D. J. "Perspectives on the Technology of Service Operations," Academy of Management Review. 1982, 7, 467-478. This is reprinted in Bateson, J. E. G., Managing Services Marketing: Text and Readings, Chicago: Dryden Press, 1989: pp. 151-165.

Moberg, D. J. "Job Enrichment Through the Management of Symbols," California Management Review, 1981, 24, 2, 24-30.

McIntyre, S. H., Moberg, D. J. & Posner, B. Z. "On Conducting Socially Responsible Organizational Research," Journal of Enterprise Management, 1981, 3, 2, 103-107.

Cavanagh, G., Moberg, D., & Velasquez, M. "The Ethics of Organizational Politics," Academy of Management Review, 1981, 6, 363-374. This is reprinted in Allen, R. and Porter, L. (Eds.), Organizational Influence Processes, New York: Scott Foresman, 1983; J. Straussman (Ed.), New Directions in Public Administration. Monterey, CA: Brooks/Cole, 1983. This article is commonly regarded to be the most cited article in business ethics.

McIntyre, S., Moberg, D., & Posner, B. "Preferential Treatment in Pre-selection Decisions According to Race and Sex," Academy of Management Journal, 1980, 23, 4.

McIntyre, S., Moberg, D., & Posner, B. "Discrimination in Recruitment: An Empirical Analysis. Comment," Industrial and Labor Relations Review, 1980, 3, 543-547.

Moberg, D. J., & Koch, J. L. "A Critical Appraisal of Integrated Treatments of Contingency Findings," Academy of Management Journal, 1975, 18, 234-247.

Moberg, D. J. "A Comment on Van den burgh's Biosocial Model of Aggression," American Sociological Review, 1975, 36, 415-417.

Moberg, D. J., & Wisler, S. R. "Women in Management: A Double Bind," Oregon Business Review, 1975, 33.

Ramsing, K., & Moberg, D. "Motivation, Model Perversion, and the Management Science Team," TIMS Interfaces, 1974, 18.

#### Computer Programs.

Moberg, D. J. & Caldwell, D. F. "Interactive Cases on Diskettes," Glenview, IL: Scott Foresman, 1989. This is a program written in BASIC that enables students to complete interactive cases in management on an IBM PC. It is copyrighted in the Library of Congress. A revised program was prepared in conjunction with the second edition of the book, 1995.

Moberg, D. J. & Caldwell, D. F. "Tally Program for Interactive Cases on Diskettes," Glenview, IL: Scott Foresman, 1989. This is a program written in BASIC that enables instructors to tally student responses to interactive cases in management and display them to the class or use them for other pedagogical purposes. A revised program was prepared in conjunction with the second edition of the book, 1995.

Moberg, D. J. & Caldwell, D. F. "Interactive Cases on Diskettes," Glenview, IL: Scott Foresman, 1988. This is a program written in BASIC that enables students to complete interactive cases in organizational behavior on an IBM PC. It is copyrighted in the Library of Congress.

Moberg, D. J. & Caldwell, D. F. "Tally Program for Interactive Cases on Diskettes," Glenview, IL: Scott Foresman, 1988. This is a program written in BASIC that enables instructors to tally student responses to interactive cases in organizational behavior and display them to the class or use them for other pedagogical purposes.

#### Cases.

Moberg, D. J., & Romar, E. WorldCom. In press. In A. Gini (Ed.), Cases in Business Ethics. Prentice Hall.

#### Reviews.

Moberg, D. J. "The Virtue of Thinking Thin," [Review of Werhane's Moral Imagination and Management Decision Making] Business Ethics Quarterly, 11, 373-377.

Moberg, D. J. "Review of Evan, Organization Theory," Academy of Management Review, 1977, 2, 337-339.

#### Non-refereed "Journalistic" Articles.

Moberg, D. J. "The Last Hurdle: Some Lessons for Software Developers Who Plan to Market Their Product with Academic Publishers." Academic Computing 2, 6 (1988) 30-31; 60.

Moberg, D. J. "How to Make Charges of Sleaziness Stick." San Jose Mercury News, 17 April 1988, p. 1c; 5c.

Moberg, D. J. "Why Good People Do Bad Things," Issues in Ethics, 1999 (non-refereed). This article is also on the MCAE website, and according to the webmaster receives 200 hits/week. It is reprinted in Business Ethics Annual, 2001. Prentice Hall.

Moberg, D. J. "Leading People So They Treat Each Other Justly in the Workplace," Explore, 1999.

Moberg, D. J. "The Treatment of Employees in High Technology Start-ups," Issues in Ethics, 2001 (non-refereed). This article is also on the MCAE website.

#### Refereed Papers.

Caldwell, D. F., & Moberg, D. J. "The Effect of Ethical Cultures on the Activation of Moral Imagination," paper at the Society for Business Ethics, Honolulu, August, 2005.

Moberg, D. J. "Judging Employee Conflicts: An Occasion for Moral Imagination," paper presented at the Society of Business Ethics, Denver, August, 2002.

Moberg, D. J., & Velasquez, M. "The Ethics of Mentoring," paper presented at the Society of Business Ethics, Washington, August, 2001.

Moberg, D. J. "Giving Ethics Advice," paper presented at the Society of Business Ethics, Washington, August, 2001.

Moberg, D. J. "Time Pressure and Ethical Decision Making: The Case for Moral Readiness," paper presented at the Society of Business Ethics, Toronto, August, 2000.

Moberg, D. J., & Calkins, M. "Reflection in Business Ethics: Insights from St. Ignatius' *Spiritual Exercises*," paper presented at the Society of Business Ethics, Chicago, August, 1999.

Moberg, D. J., & Seabright, M. "Moral Imagination: A Psychological Approach," paper presented at the Fifth Annual International Conference Promoting Business Ethics, Chicago, October, 1998.

Cavanagh, G. F., & Moberg, D. J. "Courage Within the Organization," paper presented at the Annual Meeting of the Society for Business Ethics, San Diego, August, 1998.

Moberg, D. J. "Managerial Wisdom," paper presented at the Annual Meeting of the Society for Business Ethics, Boston, August, 1997.

Moberg, D. J. "Trustworthiness and Conscientiousness as Managerial Virtues," paper presented at the DePaul University Symposium on the Ethics of Trust, Chicago, February, 1997.

Moberg, D. J. "Organizational Ethics: A Borderline Perspective," paper presented at the annual meeting of the Society of Business Ethics, Quebec City, August, 1996.

Moberg, D. J. "When Moral Principles and Moral Intuitions Diverge," paper presented at the annual meeting of the Society of Business Ethics, Vancouver, August, 1995.

Moberg, D. J. "The Moral Conundrum of Sub-unit Partiality in Organizations," paper presented at the annual meeting of the Society of Business Ethics, Dallas, August, 1994.

Moberg, D. J. "Discretionary Helping in Markets and Hierarchies," paper presented at Academy of Management Meetings, San Francisco, August, 1990.

Moberg, D. J. "Tactics for Resisting Change: Bureaucratic Opposition to New Policies,"

paper presented at Western Division, Academy of Management Meetings, San Francisco, March, 1989.

Moberg, D. J. "The Ethics of Capitalizing on Adversarial Weaknesses in Negotiation." paper delivered at the National Academy of Management Meetings, Anaheim, August, 1988.

Drake, B. H., & Moberg, D. J. "Communicating Influence Attempts in a Dyad," paper delivered at Western Division, Academy of Management Meetings, San Diego, March, 1985. Winner of the best paper at the conference award.

Drake, B. H., & Moberg D. J. "Communicating Influence Attempts," paper delivered at National Academy of Management Meetings, Dallas, August, 1983.

Drake, B. H., & Moberg D. J. "Ethical Frameworks Underlying the Symbolic Role of Managers," Paper delivered at Western Division, Academy of Management, Santa Barbara, March, 1983.

Moberg, D. J. "Managerial Implications of Jobs as Socially Constructed Realities," paper delivered at Western Division, Academy of Management, Monterey, 1981.

Cavanagh, G., Moberg, D., & Velasquez, M. "The Ethics of Organizational Politics," paper delivered at National Academy of Management Meetings, Detroit, August, 1980.

Posner, B., & Moberg, D. "Putting O. D. Courses Together: Ideas from Those Who Are Doing It," paper delivered at National Academy of Management Meetings, Orlando, August, 1979.

Moberg, D. J. "Factors which Determine the Perception and Use of Organizational Politics," paper delivered at National Academy of Management Meetings, San Francisco, August, 1978.

Moberg, D. J. "Organizational Politics: Perspectives from Attribution Theory," paper delivered at National AIDS Meetings, Chicago, November, 1977.

Moberg, D. J. "The Application of Ethology to Inter- and Intra- Organizational Relationships," paper delivered at the National Meetings of the Society for General Systems Research, Atlanta, March, 1976.

Moberg, D. J. "Unearthing the Fossils from Contemporary Decision Environments," paper delivered at National AIDS Meetings, Cincinnati, November, 1976.

Moberg, D. J. "Dogmatism and Ambiguity Tolerance as Predictors of Job Performance and as Traits in Organizational Groups," paper delivered at National Meetings of the American Psychological Association, Honolulu, August, 1972.

Caldwell, D. F., & Moberg, D. J. "The Effects of Task Design and Work Group Cohesiveness on Individual Performance, Absenteeism, and Work Satisfaction," paper delivered at Western Division, Academy of Management, Phoenix, March, 1980.

Moberg, D. J. "Communication about Political Acts: Attribution Formation and Political Effectiveness," paper delivered at Western Division, Academy of Management, Sacramento, March, 1979.

McIntrye, S., Moberg, D. J., & Posner, B. Z. "Discrimination in Employment," paper delivered at Western Division, Academy of Management, Portland, March, 1979.

Moberg, D. J., & Posner, B. Z. "Seniority--A Problem with Performance-Reward Systems," paper delivered at Western Division, Academy of Management, Sun Valley, March, 1978.

Moberg, D. J., & Morris, J. H. "Interorganizational Coalitions to Ward Off Decline: A Health Care Example," paper delivered at Western Division, Academy of Management, Santa Barbara, March, 1976.

Moberg, D. J. "Domain Dependent Ambiguity Tolerance in Organizational Decision Making," paper delivered at Western Division, AIDS, Las Vegas, March, 1976.

Moberg, D. J. "Some Cautions About Ethology's Message," paper delivered at Western Division, Academy of Management, Las Vegas, March, 1975.

Moberg, D. J., & Whisler, S. R. "Sex Role Stereotypes, Leadership Style, and Attributes of an Ideal Manager," paper delivered at Western Division, Academy of Management, Las Vegas, March, 1975.

Koch, J. L., & Moberg, D. J. "A Critical Assessment of Contingency Views of Organization and Management," paper delivered at Western Division, Academy of Management, San Francisco, March, 1974.

#### Service to the University and the Profession.

##### Memberships in Professional Organizations.

Academy of Management, 1975-

Organizational Behavior Division 1975-87

Organization Theory and Management Division 1977-87

Social Issues in Management 1981-

Power, Negotiation, and Conflict Interest Group 1987-

American Sociological Association, 1975-95

Society for Business Ethics, 1994-

Member of the Executive Board 2001-

Secretary, 2002-3

Vice President and Program Chair, 2003-4

Co-Program Chair, 2004-5

President, 2004-6  
 Member of the Editorial Review Board  
     Business Ethics Quarterly, 1999-  
     Sage Series in Business Ethics, 1995-  
 Ad Hoc Reviewer for the following Journals  
     Academy of Management Journal 1982, 1986, 1989, 1990, 1992, 1993  
     Academy of Management Review 1982, 1983, 1985, 1986, 1987, 1988, 1989, 1990,  
     1991, 1992, 1993, 1994, 2002  
     Business Ethics Quarterly 1996, 1998  
     Business & Professional Ethics Journal 1998, 2000  
     Journal of Management Studies 1984, 1985  
     Human Relations 1983, 1993  
     Journal of Organizational Behavior 1988  
     Journal of Applied Psychology 1989, 1991, 1992  
     Organizational Science 1989  
     Professional Ethics 2000  
     Journal of Business Ethics 2000  
     Business and Society Review 2000  
     National Science Foundation 1984  
 Chaired Session, Organized Symposium, or Served as a Discussant  
     Western Academy of Management 1981, 1984, 1988  
     Academy of Management 1978, 1984, 1988  
 Reviewed Papers for Conferences:  
     National Academy of Management (Various Divisions) 1984-94, 97-  
     Western Academy of Management 1977, 1978, 1980, 1982, 1995  
     Society for Business Ethics 1997-  
 Reviewed Promotion/Tenure Petitions (as a blind reviewer) for:  
     Indiana University  
     Washington State University  
     Wayne State University  
     University of Oregon  
     Rutgers, The State University  
     Creighton University  
     University of San Francisco  
     Hofstra University  
     Rochester Institute of Technology

Consulting Clients.

Hewlett Packard, IBM, Sybase, Lockheed Martin, Cypress Semiconductor, Sierra Semiconductor, National Semiconductor, Intel, Ford, Harris Corporation, American Electronics Association, Clorox Foundation, UC Berkeley Extension, Xtimer.com, FMC, Electric Power Research Institute, US Navy, US Air Force, States of Oregon and Arizona.

SCU Committees, Boards, Commissions. (years given according to beginning of academic year, i.e., 1980 = 1980-1)

Human Subjects Committee, 2001-2  
 University Faculty Development Committee, 2001-  
 Program Committee, MCAE 150<sup>th</sup> Conference, 2000, 2002  
 Search Committee, Associate Provost for Faculty Development, 2000  
 Fellow/Scholar, Markkula Center for Applied Ethics, 1988-  
 University Student Advising Committee 1995-9  
 Advisory Board, Executive Development Center, 1993-6, 1999-2001  
 University Diversity Committee, 1990-4  
 Chair, EDC Strategic Planning Task Force, 1989-90  
 Steering Committee, Markkula Center for Applied Ethics, 1989-94; 1996-7; 1998-2003  
 University Research Committee 1988-89  
 Student Publications Committee 1988-91  
 Faculty Affairs Board 1984-87  
 Beta Gamma Sigma Initiation Committee, 1978-88  
 Dean's Research Committee, 1986  
 School of Business Rank & Tenure Committee 1982-85  
 School of Business Grievance Committee 1983-86  
 Chair of Business Ethics Committee, 1980  
 Agribusiness Search Committee, 1980  
 Chair, International Business Studies Committee, 1980  
 Dean's Council 1978-1980  
 School of Business Administrative Committee, 1978-80  
 MBA Policy Committee, 1978-80  
 MBA Advisory Committee, ex-officio, 1978-80  
 University Budget Committee 1977-78  
 Undergraduate Core Curriculum Committee 1977-78