

**ALAN MULLER, PHD**  
Professor of International Management  
Global Economics & Management  
University of Groningen  
The Netherlands

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**Education:**

PhD, Management: RSM Erasmus University, the Netherlands, 2004 (*cum laude*)  
MA, International Relations: University of Amsterdam, the Netherlands, 1998 (*cum laude*)  
BA, History: University of Washington, 1993 (*cum laude*)

**Research interests:**

- Antecedents and outcomes of corporate social responsiveness (CSR)
- Multinationals and the drivers & structure of international strategy
- Managerial affect as antecedent of strategy and decision making

**Vita:**

**Alan Muller** is currently Professor of International Management at the University of Groningen. From 2011 to 2015 he was Associate Professor and Director of the MBA Program at the University of Amsterdam. From 2008 through 2010 he taught International Business at the University of Washington's Michael G. Foster School of Business. Alan holds degrees from RSM Erasmus University (PhD in Management), University of Amsterdam (Masters in International Relations) and University of Washington (Bachelor in History), all *cum laude*. Alan's current research centers on the intrinsic- and extrinsic drivers of corporate social behaviors, particularly in a cross-border setting. His work has been published in outlets such as *Academy of Management Review*, *Strategic Management Journal*, and *Journal of Management Studies*. He is also an active member of the academic community, serving as an Associate Editor for *Business & Society*, and on the editorial boards of the *Academy of Management Discoveries*, *Journal of International Business Policy* and *Business Ethics, Environment, and Responsibility*. From 2017 through 2022 he was the national representative from the Netherlands to EIBA. Previously, he served on the editorial boards of the *Academy of Management Review* and *Business & Society*. Additionally, he regularly serves as an ad hoc reviewer for *Academy of Management Journal*, *Administrative Science Quarterly*, *Organization Science*, *Strategic Management Journal*, *Journal of Business Ethics*, and *Journal of Management Studies*, among others.

**Previous positions held:**

**2011-2015:** Associate Professor, **Amsterdam Business School**, University of Amsterdam

**2011:** Assistant Professor, **Amsterdam Business School**, University of Amsterdam

**2008-2010:** Senior Lecturer, **Michael G. Foster School of Business**, University of Washington.

**2005-2008:** Assistant Professor, **Amsterdam Business School**, University of Amsterdam

**Teaching evaluations (most recent for each course taught):**

**Faculty of Economics and Business**, University of Groningen

- *MNEs and CSR* (MSc core course, 70 students)
- Overall opinion of instructor: **4.9** (1-5 scale, Fall 2023) (“Top 5 Instructor” for the term)

**Faculty of Economics and Business**, University of Groningen

- *Introduction to International Business* (BSc core course, 450 students)
- Overall opinion of instructor: **4.7** (1-5 scale, Fall 2023)

**Faculty of Economics and Business**, University of Groningen

- *Bachelor thesis supervision* (BSc, 10 students)
- Overall opinion of supervisor: **4.7** (1-5 scale, Fall 2017)

**Faculty of Economics and Business**, University of Groningen

- *Research Seminar IB&M* (MSc, 75 students)
- Overall opinion of instructor: **4.6** (1-5 scale, Fall 2015)

**Faculty of Economics and Business**, University of Groningen

- *International Strategic Management* (BSc, three sections, 25 students each)
- Overall opinion of instructor: **4.8** (1-5 scale, Fall 2015)

**Michael G. Foster School of Business**, University of Washington

- *IBUS 300: Introduction to the Global Business Environment*
  - Undergraduate (Summer term, 35 students)
  - Average, all items: **4.3** (six-point 0-5 scale, Summer 2015)

**Amsterdam Business School**, University of Amsterdam

- *Theories of International Management*
  - Master-level (large lecture)
  - Overall opinion of instructor: **8.4** (1-10 scale; Spring 2015).

**PhD supervision and committee membership:**

- Marloes Korendijk (a mixed method dissertation on “Within-MNE CSR Heterogeneity”), 2019—present
- Julia Prömpeler (committee member), University of Groningen, 2024
- Guido Berends (committee member), University of Groningen, 2023
- Elle Li (committee member), University of Groningen, 2023
- Farah Ameer (external referee), Bahria University Islamabad, 2023
- Binqi Tang (“Managerial Cognition and Corporate Social Responsibility”), 2014—2019
- Vincent Kunst (committee member), University of Groningen, 2019
- Laetitia Em (committee member), University of Groningen, 2019
- Aneta Oleksiak (committee member), University of Groningen, 2019
- Robert Kleinknecht (“Temporal Orientation and Corporate Governance”), 2013—2018
- Mian Aslam (external referee), UMT Pakistan, 2018
- Sarah Castaldi (committee member), University of Groningen, 2018

- Bart Voorn (committee member), University of Groningen, 2018
- Xianjia Ye (committee member), University of Groningen, 2017
- Brenda Bos (committee member), University of Groningen, 2016
- Tim Vriend (committee member), University of Groningen, 2016
- Liselore Havermans (committee member), University of Amsterdam, 2014

#### **Honors and awards:**

- ‘Top 5 Lecturer’, Faculty of Economics and Business, Groningen (term 1.2, 2023-24)
- ‘Top 5 Lecturer’, Faculty of Economics and Business, Groningen (term 2.2, 2022-23)
- ‘Top 5 Lecturer’, Faculty of Economics and Business, Groningen (term 2.1, 2021-22)
- ‘Top 5 Lecturer’, Faculty of Economics and Business, Groningen (term 2.1, 2020-21)
- ‘Top 5 Lecturer’, Faculty of Economics and Business, Groningen (term 2.1, 2019-20)
- ‘Top 5 Lecturer’, Faculty of Economics and Business, Groningen (term 2.1, 2017-18)
- *Academy of Management Discoveries*, Best Reviewer Award (2018)
- McGraw-Hill Distinguished Paper Award, Academy of International Business (Midwest) (2015)
- MBA Professor of the Year, Amsterdam Business School (2013-14)
- Best Reviewer Award (‘ABCD’), Academy of Management, OMT division (2014)
- Best Reviewer Award, Academy of Management, SIM division (2011)
- Best Paper Proceedings, Academy of Management, SIM division (2010)
- Best Paper Proceedings, Academy of Management, SIM division (2008)
- Finalist, Best Paper award, Academy of Management, SIM division (2008)
- Finalist, Richard Farmer Dissertation Award, Academy of International Business (2005)
- Winner, Annual Dissertation Award, Dutch National Political Science Association (2005)
- *Cum laude*, PhD, RSM Erasmus University (2004)
- Winner, Most Challenging Thesis Proposal award, EIBA (2001)
- *Cum laude*, MA, University of Amsterdam (1998)
- Phi Beta Kappa Honor Society (1993)
- *Cum laude*, BA, University of Washington (1993)

#### **Visiting appointments**

- Visiting Professor, Foster School of Business, University of Washington (June-July 2015)
- Visiting Professor, Foster School of Business, University of Washington (June-July 2014)
- Visiting Professor, Foster School of Business, University of Washington (July-August 2012)
- Visiting Professor, Hong Kong Baptist University (September 2011)
- Visiting Professor, Foster School of Business, University of Washington (July-August 2011)
- Visiting Professor, Hong Kong Baptist University (September 2010)
- Visiting Scholar, Segal School of Business CCGRM, Simon Fraser University (March 2008)

#### **Publications:**

- Ge., G., **Muller, A.**, Gong, T., Qian, C. (in press) "CEO international experience and firm investment horizon in a transitioning economy." In press at *Management Organization Review*. <https://doi.org/10.1017/mor.2023.41>

- Shahzad, K., Hong, Y., **Muller, A.**, De Sisto, M, & Rizvi, F. (2023). "Ethical HRM systems, employee moral attentiveness, and deviant workplace behaviors." *Journal of Business Ethics*, <https://doi.org/10.1007/s10551-023-05513-x>
- **Muller, A.**, Tan, W, Peng, M.W., & Pfarrer, M.D. (2023). "Corporate philanthropy and CEO outside directorships under authoritarian capitalism." *Business & Society*, 62(7): 1420-1457.
- **Muller, A.** (2020). "When does CSP pay for international firms?" *Business & Society*, 58(8): 1554-1558.
- Kleinknecht, R., Haq, H., **Muller, A.**, & Kraan, K. (2020). "An attention-based view of short-termism: The effects of organizational structure." *European Management Journal*, 38(2): 244-254.
- Shahzad, K., Arenius, P., **Muller, A.**, Rasheed, M. A., & Bajwa, S. U. (2019). "Unpacking the relationship between high-performance work systems and innovation performance in SMEs." *Personnel Review*, 48(4): 977-1000.
- Pisani, N., **Muller, A.**, & Bogăţan, P. (2018). "Top management team internationalization and firm-level internationalization: The moderating effects of home-region institutional diversity and firm global focus." *Journal of International Management*, 24(3): 239-256. => **(Lead article)**
- **Muller, A.**, & Whiteman, G. (2016) "Corporate philanthropic responses to emergent human needs: The role of organizational attention focus." *Journal of Business Ethics*, 25(2): 144-158.
- Shahzad, K., & **Muller, A.** (2016) "An integrative conceptualization of organizational compassion and organizational justice: A sensemaking perspective." *Business Ethics: A European Review*, 25(2): 144-158.
- **Muller, A.** & Kolk, A. (2015) "Responsible tax as corporate social responsibility: The case of multinational enterprises and effective tax in India." *Business & Society*, 54(4): 435-463. => **(Lead article)**
- **Muller, A.**, Pfarrer, M., & Little, L. (2014) "A theory of collective empathy in corporate philanthropy decisions." *Academy of Management Review*, 39(1): 1-21. => **(Lead article)**
- **Muller, A.** (2014) "Corporate Social Responsibility," in M. Vodosek & D. den Hartog (eds.), *Wiley Encyclopedia of Management*, vol. 6: International Management.
- **Muller, A.** & Kräussl, R. (2011) "Doing good deeds in times of need: A strategic perspective on corporate disaster donations." *Strategic Management Journal*, 32(9): 911-929. => **(Lead article)**
- **Muller, A.** & Kräussl, R. (2011) "The value of corporate philanthropy during times of crisis: The signaling effect of employee involvement." *Journal of Business Ethics*, 103(2): 203-220.
- **Muller, A.** & Kolk, A. (2010) "Extrinsic and intrinsic drivers of corporate social performance: Evidence from foreign and domestic firms in Mexico." *Journal of Management Studies*, 47: 1-26. => **(Lead article)**
- **Muller, A.** & Kolk, A. (2009) "CSR performance in emerging markets: Evidence from Mexico." *Journal of Business Ethics*, 85(2): 325-337.
- **Muller, A.** & Whiteman, G. (2009) "Exploring the geography of corporate philanthropic disaster response: A study of Fortune Global 500 Firms." *Journal of Business Ethics*, 84(4): 589-603.
- Fortanier, F., **Muller, A.** & van Tulder, R. (2007) "Internationalization and performance: the moderating role of strategic fit." in Rugman, A. (ed.) *Regional Aspects of Multinationality and Performance, Research in Global Strategic Management*, Elsevier, Vol. 13, 2007.
- **Muller, A.** (2006) "Global versus local CSR strategies: An exploratory study of European MNEs in Mexico." *European Management Journal*, Vol. 24, No. 2-3: 180-191.
- **Muller, A.** & van Tulder, R. (2002) "Macro intentions, micro realities: A two-level strategic approach to the Single European Market." *Multinational Business Review*, Vol. X, Fall: 1-10.

### Work in progress:

- "Mind the gap: How institutional complexity influences CSR performance within MNEs." With M. Korendijk and R. Slager (Under 2<sup>nd</sup> round review at *Journal of International Management*).
- "Controversies, CEO affect, and analyst recommendations." With G. Berends and J. Surroca (under 1<sup>st</sup> round review at *Strategic Management Journal*)
- "Can you identify? The influence of organizational logics and identification on CSR differences within MNEs." With M. Korendijk and R. Slager (preparing for submission to *Journal of International Business Studies*)
- "CEO dispositional affectivity and corporate philanthropy." With U. Boodoo and M. Pfarrer (in draft)
- Breaking the isomorphic ceiling: How firm-level attributes can change the course of home-country CSR standards and their effect on firm corporate social responsibility. With M. Korendijk and R. Drogendijk (in development)
- "The impact of corporate social (ir)responsibility on institutional ownership." With B. Tang and G. Behrens (in development)
- "The social impact of corporate philanthropy." With Arthur Gautier and Marian Eabrasu (in development)
- "Institutional configurations and symbolic vs substantive CSR." With Peter Hofman (in development)

### Other publications:

- Pfarrer, M., Bundy, J., **Muller, A.**, & Wheeler, A. (2020). "To minimize or mobilize? The strategic trade-offs associated with the crisis communication process." In: Frandsen, F. and Johansen, W. (eds.), *Crisis Communication. Handbooks of Communication Science (vol. 23)*. Berlin: Mouton de Gruyter, pp. 235-256.
- **Muller, A.** (2019). "Corporate Philanthropy." In R. Griffin (ed.), *Oxford Bibliographies in Management*. New York: Oxford University Press.
- Muller, A. & Kräussl, R. (2010) "Social Irresponsibility, Firm Value and Philanthropy: The Corporate Response to Hurricane Katrina," in Leslie A. Toombs (ed.), *Proceedings of the Seventieth Annual Meeting of the Academy of Management* (CD), ISSN 1543-8643.
- Muller, A. (2009) "CSR and the Moral Manager: Prospects for Corporate Social Responsibility in Emerging Markets". *The European Business Review*, January/February, 42-44.
- Muller, A. & Kräussl, R. (2008) "Do Markets Love Misery? Stock Prices and Corporate Philanthropic Disaster Response," in George T. Solomon (ed.), *Proceedings of the Sixty-Eighth Annual Meeting of the Academy of Management* (CD), ISSN 1543-8643.
- Muller, A. (2007) "Kentering in het Denken over Mondiale Strategieën." *Economische Statistische Berichten*, 92, (4514S), 48-52.
- Muller, A. & van Tulder, R. (2007) *Partnerships, Power and Equity in Global Commodity Chains: A 'Rough Guide' to Partnerships*. Utrecht: ECSAD / ICCO
- Muller, A., Noor, M., de Boer, D., Timmer, D., van Putten, Frans-Paul, van Tulder, R., & Fortanier, F. (2006) *A Comparative Analysis of Commodity Chains, Partnerships and Development in Ghana (Sorghum, Burkina-Faso and Mali (Mangoes) and Uganda (Cotton))*. Utrecht: ECSAD / ICCO.
- Huijsen, V. van den & Muller, A. (2006). Naar een Eerlijke Consumentenprijs voor Landbouwproducten. *Economische Statistische Berichten*, 91, (4487), 244-246.
- Muller, A. (2005) *An Overview of Global Commodity Chains in Tropical fruit, Cotton and Sorghum*. Utrecht: ECSAD / ICCO.
- van Tulder, R., Muller, A. & De Boer, D. (2004) *Partnerships, Power and Equity in Global*

***Commodity Chains: Position Paper on cooperation between companies and NGOs in Stimulating Sustainable Development.*** Utrecht: ECSAD / ICCO.

- van Tulder, R., Muller, A. & Frans, D. (2004) *Assessing the Development Squeeze: The Impact of Tax Incentives, Tax Evasion and Tax Avoidance on Less Developed Countries*. Research report commissioned by the Dutch Directorate for Development Cooperation, The Hague
- van Tulder, R., Van den Berghe, D., & Muller, A. (2001) *The Erasmus (S)coreboard of Core Companies*. Erasmus University Rotterdam: Department of Business-Society Management

**Research funding:**

- Kolk, A., Muller, A., Lindeque, J. (2012) Project for Consultancy services to ING Bank on Internationalization and Trade. €40.000. [granted]
- Tan, W., & Muller, A. (2011) Proposal to the Hong Kong Research Grants Council for Project on Ownership Structure, Political Ambitions, and Corporate Philanthropy in China. Total project amount ca. €37.000. [not granted]
- Muller, A. (2010). Global Business Center Summer Research Grant, \$2,000 [granted]
- Muller, A. (2007). Proposal to ICCO for research on developing effective partnerships in global commodity chains (phase 3 of a multi-year running project between ECSAD and ICCO). Total project amount: €85.000 (UvA share: ca. €10.000). [granted]
- Kolk, A., Fortanier, F. & Muller, A. (2005). Proposal to Ministry for Development Cooperation (together with Nyenrode University, Erasmus University Rotterdam and Maastricht School of Management) on research project regarding stakeholder dialogue in relation to public-private partnerships for development [granted].
- Muller, A., Fortanier, F. & Kolk, A. (2005). Proposal to ICCO for research on international commodity chains (together with ECSAD members Nyenrode University, Erasmus University Rotterdam and Maastricht School of Management). Total project amount: €102.510. [granted].
- van Tulder, R., Muller, A., & Frans, D. (2004). Proposal to Ministry for Development Cooperation on Loss of Income to LDCs due to Costs of Tax Incentives and Transfer Pricing. Total project amount: €79.000 [granted]

**Conference presentations (since 2010):**

- CEO dispositional affect and corporate philanthropy. AOM annual meeting, Boston, USA, August 2023
- CEO dispositional affect and corporate philanthropy. SMS annual meeting, London, UK, September 2022
- The duality of executives' short horizon: Promoting CSR disclosure while dampening its economic value. AOM annual meeting, online, August 2021.
- The impact of corporate social (ir)responsibility on institutional ownership. AOM annual meeting, Boston, MA, August 2019.
- Toward a cognition-based theory of CSR strategy. AOM annual meeting, Chicago, IL, August 2018.
- Internationalization, CSR & performance. AOM annual meeting, Atlanta, GA, August 2017.
- Emotions in stakeholder management. AOM annual meeting, Atlanta, GA, August 2017.
- Internationalization and financial performance: The moderating effect of stakeholder management, AIB annual meeting, New Orleans, 2016.
- The interactive effects of internationalization and stakeholder performance on financial performance, AIB Midwestern Chapter annual meeting, 2015.
- Corporate philanthropy as expropriation. UW Tacoma CLSR conference on CSR, July 2013.

- Principal-principal conflicts and the grabbing hand. AOM annual meeting, Boston, MA, August 2012.
- A theory of compassionate corporate philanthropy. AOM annual meeting, San Antonio, TX, August 2011.
- Organizations with a human face: Employee-centric identity and philanthropic disaster response. CSR Conference, UW Tacoma, July 2010, and AOM annual meeting, August 2010.
- Irresponsibility, philanthropy & firm value. CSR Conference, UW Tacoma, July 2010, and AOM annual meeting, August 2010.

**Academic service:**

- Program Committee, MSc IB&M (University of Groningen): 2024—present
- Examination Board, Faculty of Economics & Business (University of Groningen): 2023—present
- Search committee, GEM department (University of Groningen): 2015—present
- Director, Bachelor in International Business (University of Groningen): 2016—2023
- Director, MBA program (University of Amsterdam Business School): 2011—2015
- AACSB accreditation working group (University of Amsterdam Business School), 2014—2015
- ABS Brand Positioning working group (University of Amsterdam Business School), 2013
- Track coordinator, International Management (University of Amsterdam Business School): 2011—2014
- Search Committee, ISM department (University of Amsterdam Business School): 2012—2014
- Core Course Coordinator, IBUS300 (Foster School of Business): 2008—2010
- Examination Board, MBA program (University of Amsterdam Business School): 2006—2008

**Service to the profession:**

- Associate editor, *Business & Society*, 2017—present
- Editorial board member, *Academy of Management Discoveries*, 2018—present
- Editorial board member, *Journal of International Business Policy*, 2017—present
- Editorial board member, *Business Ethics: A European Review*, 2014—present
- National representative for the Netherlands and board member at EIBA: 2016—2022
- External examiner, MSc International Management (Trinity College Dublin), 2017—2019
- NWO Veni grant review panel, 2017
- Editorial board member, *Academy of Management Review*, 2015—2017
- Editorial board member, *Business & Society*, 2015—2017

Ad hoc reviewing for *Academy of Management Journal*, *Strategic Management Journal*, *Administrative Science Quarterly*, *Organization Science*, *Journal of World Business*, *Journal of Management Studies*, *Journal of Business Ethics*, *International Business Review*, and *Corporate Governance: An International Review*. Referee for Academy of Management Annual Meetings (OMT, SIM) and Academy of International Business Annual Meetings.