

DONALD LANGE

Professor

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I. Academic Experience

In the Department of Management and Entrepreneurship, Arizona State University:

Professor, 2021-present
Associate Professor, 2012-2021
Assistant Professor, 2006-2012

II. Education

Ph.D., Management, University of Texas at Austin, McCombs School of Business, 2006
M.B.A., Suffolk University, Sawyer School of Management, Boston
M.S., Social Work, University of Wisconsin, Madison
B.A., Sociology & Social Work, Carthage College, Kenosha, Wisconsin

III. Research and Publications

A. Refereed Journal Articles

Gerlach, J. & Lange, D. (forthcoming) Fading memories: The role of machine learning in organizational knowledge depreciation, ***Academy of Management Review***.

Zhao, Z., Yi, X., Lange, D. (conditional accept) Business is personal: How CEO personality influences agency costs, ***Strategic Management Journal***

Bitektine, A., Gillespie, N., & Lange, D. (forthcoming) From the evaluator's perspective: A functional approach to social judgments, ***Academy of Management Review***.

Park, E., Lange, D., Jeon, C. (2025) How shareholder litigation risk influences firm orientation toward stakeholders, ***Strategic Management Journal***, 46 (5): 1149-1182.

Schinoff, B.S., Ashforth, B.E., Rogers, K.M., & Lange, D., (2023) Dr. Jekyll and Mr. Hyde: Role-based identity foils in organizational life. ***Organization Science***, 35 (1): 232-258.

Paik, E., Pollock, T., Boivie, S., Lange, D., & Lee, P., (2023) A star is born: The relationship between performance and achieving status through certification contests in the context of equity analysts. ***Organization Science***, 34 (1): 75-99.

Lange, D., Bundy, J., & Park, E., (2022) The social nature of stakeholder utility. ***Academy of Management Review***, 47 (1): 9-30.

Chae, H., Song, J., & Lange, D. (2021) Basking in reflected glory: Reverse status transfer from foreign to home markets. ***Strategic Management Journal***, 42 (4): 802-832.

Röth, T., Spieth, P., Lange, D. (2019) Managerial political behavior in innovation portfolio management: A sensegiving and sensebreaking process. ***Journal of Product Innovation Management***, 36 (5): 534-559.

Busenbark, J. R., Lange, D., & Certo, S. T. (2017) Foreshadowing as impression management: Illuminating the path for security analysts. ***Strategic Management Journal***, 38 (12): 2486-2507.

Galvin, B., Lange, D., & Ashforth, B. (2015) Narcissistic organizational identification: Seeing oneself as central to the organization's identity. ***Academy of Management Review***, 40 (2): 163-181.

Lange, D., Boivie, S., & Westphal, J.D. (2015) Predicting organizational identification at the CEO level. ***Strategic Management Journal***, 35 (8): 1224-1244.

Peterson, S., Galvin, B., & Lange, D. (2012) CEO servant leadership: Exploring executive characteristics and firm performance. ***Personnel Psychology***, 65 (3): 565-596.

Lange, D. & Washburn, N. (2012) Understanding attributions of corporate social irresponsibility. ***Academy of Management Review***, 37 (2): 300-326.
(*Finalist for AMR Best Article of 2012 award*)

Boivie, S., Lange, D., McDonald, M.L., & Westphal, J.D. (2011) Me or we: The effects of CEO organizational identification on agency costs. ***Academy of Management Journal***, 54 (3): 551-576.

Lange, D., Lee, P., & Dai, Y. (2011) Organizational reputation: A review. ***Journal of Management***, 37 (1): 153-184. (*Finalist for the Sage Publishing Scholarly Impact Award, 2016*)

Lange, D., Boivie, S., & Henderson, A. (2009) The parenting paradox: How multibusiness diversifiers endorse disruptive technologies while their corporate children struggle. ***Academy of Management Journal***, 52 (1): 179-198.

Lange, D. (2008) A multidimensional conceptualization of organizational corruption control. ***Academy of Management Review***, 33 (3): 710-729.

Lewis, K., Lange, D., & Gillis, L. (2005) Transactive memory systems, learning, and learning transfer. ***Organization Science***, 16 (6): 581-598.

B. Other publications

Lange, D., Gillespie, N., & Bitektine, A. (2026) The evaluator's perspective: Understanding valence alignment in organisational evaluations. In R. Younger, & A. Zavvalova (Eds.), ***The Oxford Handbook of Organisational Social Evaluations***. Oxford, UK: Oxford University Press.

Lange, D. (2024) Book review: William S. Harvey. Reputations at Stake. ***Administrative Science Quarterly***, 70 (1): NP25-NP27.

Lange, D. (2024) Organizational corruption control. In L. De Sousa & S. Corrado (Eds.), ***Elgar Encyclopedia of Corruption and Society***: 225-228. Cheltenham, UK: Edward Elgar.

Pfarrer, M.D., Devers, C.E., Corley, K., Cornelissen, J.P., Lange, D., Makadok, R., Mayer, K., & Weber, L. (2019) Introduction to special topic forum: Sociocognitive perspectives in strategic management. ***Academy of Management Review***, 44 (4): 767-774.

Lange, D., & Bundy, J., (2018) The association between ethics and stakeholder theory. In S. Dorobantu, R. V. Aguilera, J. Luo, & F. J. Milliken (Eds), ***Sustainability, Stakeholder Governance and Corporate Social Responsibility***, Bingley, UK: Emerald Publishing Limited.

Lange, D., & Pfarrer, M. D. (2017) Editors' Comments—Sense and structure: The core building blocks of an AMR article. ***Academy of Management Review***, 42 (3): 407-416.

Lange, D. 2016. Corporate social irresponsibility. In C. E. Carroll (Ed.), ***The SAGE Encyclopedia of Corporate Reputation***. Thousand Oaks, CA: Sage.

Hillman, A. J., & Lange, D. (2016.) Ivey Case #9B16M184. U-Haul: Reputation management. London, Canada: Ivey Publishing.

Ashforth, B., & Lange, D. (2016) Beware of organizational saints: How a moral self-concept may foster immoral behavior. In D. Palmer, K. Smith-Crowe & R. Greenwood (Eds.), ***Organizational wrongdoing: Key perspectives and new directions***. Cambridge, UK: Cambridge University Press.

Lange, D. (2014) How do we come to the conclusion that an organization has acted socially irresponsibly? Some considerations on the process of attribution and the issue of head injuries in the NFL. (Invited essay) ***Socio-Economic Review***, 12 (1): 176-181.

Washburn, N., & Lange, D. (2013) Does your company seem socially irresponsible? ***MIT Sloan Management Review***, 55 (1): 10-11.

C. Work in progress or under review

Botha, H., Lange, D., Parmar, B. To Integrate or Not to Integrate: A Theory of Managerial Effort when Faced with Competing Stakeholder Interests, *R&R*.

Wang, M. S., Zhang, B., Yan, S., Lange, D. Beyond Good Standing: Exploring the Varied Influence of Specific and General Corporate Reputations on Corporate Environmental Behavior, *Work in progress*.

Vaulont, M., O'Neil, E., Bennett, G., Lange, D., & Robert, J. Doing "bad" because of "good" values: When scientific values lead to the tolerance of scientific misconduct. *Work in progress*.

Etter, M., Lange, D., Zachary, M., Bundy, J., & Poli, A. Quick to forgive, slow to forget: Affective and analytic reactions to organizational wrongdoing in social media, *Work in progress*.

Lange, D., Rogers, K.M, Schinoff, B.S., & Ashforth, B.E. Foiled! How being targeted as an identity contrast can affect the organization and how others see it, *Work in progress*.

Chandler, D. & Lange, D. Does faking it lead to making it? The precarious nature of organizational decoupling, *Work in progress*.

D. Refereed Best Paper Proceedings

Bundy, J., Lange, D., & Park, E., (2018). The social nature of stakeholder utility perceptions. In G. Atinc (Ed), ***Proceedings of the Seventy-seventh Annual Meeting of the Academy of Management***

Boivie, S., Lange, D., Lee, P., Paik, E. (2014). Effects of conformity to and deviation from the crowd: Reputation in the context of equity analysts. In J. Humphreys (Ed), ***Proceedings of the Seventy-third Annual Meeting of the Academy of Management***

Balven, R. M., Lange, D., Lee, P. (2014) A study of the effect of success on risk aversion in a naturally occurring experiment, accepted to J. Humphreys (Ed), ***Proceedings of the Seventy-third Annual Meeting of the Academy of Management***, declined this Proceedings publication to retain the study's eligibility for journal submission.

Lange, D., Boivie, S., Westphal, J.D. (2011) Predicting organizational identification at the CEO level. In L. Toombs (Ed), In J. Humphreys (Ed), ***Proceedings of the Seventy-third Annual Meeting of the Academy of Management***

Boivie, S., Lange, D., McDonald, M.L., Westphal, J.D. (2009) Me or we: The effects of CEO organizational identification on agency costs. In G.T. Solomon (Ed), ***Proceedings of the Sixty-ninth Annual Meeting of the Academy of Management***.

Lewis, K., Gillis, L., Lange, D. 2003. Who says you can't take it with you? Transferring transactive memory systems across tasks. In D.H. Nagao (Ed.), ***Proceedings of the Sixty-third Annual Meeting of the Academy of Management***.

E. Refereed Academic Conference Presentations

Yu, M., Lange, D., & Lee, P. (2023) Digging out or digging deeper: Firm reputation and executive dismissal in impression repair following controversy. *National Academy of Management Meetings*. Boston, MA.

Etter, M., Bundy, J., Lange, D. & Poli, A. (2022) Employee voice after organizational wrongdoing: Affective and analytic judgments in social media. *National Academy of Management Meetings*. Seattle, WA.

Lange, D., Schinoff, B.S., Ashforth, B.E. (2022) Foiled! How being targeted as an identity contrast can affect the organization and how others see it. *National Academy of Management Meetings*. Seattle, WA.

Etter, M., Bundy, J., Lange, D. & Poli, A. (2021) Temporal dynamics of analytic and affective judgments: Firms' online social evaluations after negative public attention. *Strategic Management Society Annual International Conference*, Scheduled for Toronto, conducted virtually due to pandemic.

Park, E., Lange, D. (2021) The effect of litigation risk on firm stakeholder strategy. *Strategic Management Society Annual International Conference*, Scheduled for Toronto, conducted virtually due to pandemic.

Etter, M., Bundy, J., Lange, D. & Poli, A. (2021) Temporal dynamics of analytic and affective judgments after disruptive events: How identification and impression management impact employee reactions online. *37th EGOS Colloquium*, Scheduled for Amsterdam, Netherlands, conducted virtually due to pandemic.

Vaulont, M., O'Neil, E., Bennett, G., Lange, D., & Robert, J. (2021) Integrity, identity, and pluralistic ignorance: When scientific values impede the reporting of wrongdoing. *37th EGOS Colloquium*, Scheduled for Amsterdam, Netherlands, conducted virtually due to pandemic.

Town, S., Lange, D., Keller, J., & Vogus, T. (2021) Exploring how individuals manage cognitive and emotional processes of paradox by drawing on micromechanisms of mindfulness. *37th EGOS Colloquium*, Scheduled for Amsterdam, Netherlands, conducted virtually due to pandemic.

Chae, H., Song, J., & Lange, D. (2020) Basking in reflected glory: Reverse status transfer from foreign to home markets. *36th EGOS Colloquium*, Scheduled for Hamburg, Germany, conducted virtually due to pandemic.

Park, E., Bundy, J., & Lange, D. (2020) The conditional effect of CEO organizational identification on the CSR-CSiR interrelationship. *National Academy of Management Meetings*. Scheduled for Vancouver, BC, conducted virtually due to pandemic.

Raney, K., Bundy, J., Graf-Vlachy, L., Lange, D. (2020) The influence of CEO moral foundations: Cracking the values code in the upper echelons. *Strategic Management Society Annual International Conference*, Scheduled for London, UK, conducted virtually due to pandemic.

Lange, D., & Hu, H. (2019) Expectations and social evaluations: The subjective meaning of corporate philanthropy. *35th EGOS Colloquium*, Edinburgh, UK.

Park, E., Bundy, J., & Lange, D. (2019) Taking it personally: How CEO organizational identification influences the corporate social responsibility-irresponsibility reciprocal relationship. *Strategic Management Society Annual International Conference*, Minneapolis, MN.

Park, E., & Lange, D. (2019) The effect of litigation risk on managerial risk taking. *National Academy of Management Meetings*, Boston, MA.

Balven, R., Gomez-Mejia, L., & Lange, D. (2019) Good leading to bad: CEO moral licensing and self-serving outcomes. *Strategic Management Society Special Conference*, Las Vegas, NV.

Lange, D., & Hu, Helen, (2018) Not all corporate charitable giving is equally appreciated: Examining media coverage of companies in China. *Strategic Management Society Annual International Conference*, Paris, France.

Bundy, J., Lange, D., & Park, E., (2018) The social nature of stakeholder utility perceptions. *National Academy of Management Meetings*, Chicago, IL.

Gillespie, N. & Lange, D., (2018) The best of a bad bunch: An exploration of stakeholder trust within a controversial industry. *34th EGOS Colloquium*, Tallinn, Estonia.

Busenbark, J. R., Certo, S. T., Lange, D. (2016) The use of foreshadowing as a means of anticipatory impression management for acquisitions. *National Academy of Management Meetings*, Anaheim, CA.

Lange, D. (2014). Earnings management in non-earnings-oriented settings. *Strategic Management Society Annual International Conference*, Madrid, Spain.

Boivie, S., Lange, D., Lee, P., Paik, E. (2014). Effects of conformity to and deviation from the crowd: Reputation in the context of equity analysts. *National Academy of Management Meetings*, Philadelphia, PA. [Also published in Best Papers Proceedings. Also finalist for best paper in OMT division.]

Balven, R. M., Lange, D., Lee, P. (2014) A study of the effect of success on risk aversion in a naturally occurring experiment. *National Academy of Management Meetings*, Philadelphia, PA. [Also selected for Best Papers Proceedings, although we declined to maintain journal eligibility.]

Boivie, S., Lange, D., Lee, P., Paik, E. (2013). Creating and maintaining reputation: How top analysts earn and maintain "All-Star" certification. *Strategic Management Society Annual International Conference*, Atlanta, GA.

Galvin, B., Lange, D. & Ashforth, B. (2013) The mixed bag of narcissistic organizational identification at the top of the organization. *National Academy of Management Meetings*, Lake Buena Vista, FL.

Cain, K., Graffin, S. & Lange, D. (2012) Understanding anticipatory impression management by organizations. *Strategic Management Society Annual International Conference*, Prague, Czech Republic.

Peterson, S., Galvin, B., & Lange, D. (2012). CEO servant leadership: Exploring executive characteristics and firm performance. *National Academy of Management Meetings*, Boston, MA.

Lange, D., & Washburn, N. (2011). Understanding attributions of corporate social irresponsibility. *National Academy of Management Meetings*, San Antonio, TX.

Lange, D., Boivie, S., & Westphal, J.D. (2011). Determinants of CEO organizational identification. *National Academy of Management Meetings*, San Antonio, TX. [Also published in Best Papers Proceedings].

Lange, D., Chandler, D., Hendron, M., Lee, P. (2010). The role of firm reputation in shareholder reactions to financial restatements. *Strategic Management Society Annual International Conference*, Rome, Italy.

Boivie, S., Lange, D., McDonald, M.L., Westphal, J.D. (2009) Me or we: The effects of CEO organizational identification on agency costs. *National Academy of Management Meetings*, Chicago, IL. [Also published in Best Papers Proceedings].

Lange, D., Lee, P. M., Castleton, M. W. (2008) Digging out or digging deeper: The roles of firm reputation and signal cost in impression repair. *Strategic Management Society Annual International Conference*, Cologne, Germany.

Lange, D. (2008) Firm involvement in the social construction of social issues: Ironic effects of social pressure on firm-level social issue action. *National Academy of Management Meetings*, Anaheim, CA.

Boivie, S., Lange, D., Haunschild, P. (2007) Consequences of prestige and performance in the market for directors. *Annual International Conference of the Strategic Management Society*, San Diego, CA.

Lange, D. (2007) Organizational reputation as a moderator of observer reaction to organizational controversial action. *National Academy of Management Meetings*, Philadelphia, PA.

Lange, D. (2005) A multidimensional conceptualization of organizational corruption control. *National Academy of Management Meetings*, Honolulu, HI.

Dukerich, J., Lange, D., Huber, G. P. (2005) Ironic processes in organizational corruption control. Presented at OB/OMT symposium entitled "Ethics and the Corporate Environment." *National Academy of Management Meetings*, Honolulu, HI.

Lange, D., Boivie, S., Hendron, M. (2004) Thanks to you: Substance and symbolism in academic journal acknowledgment networks. *National Academy of Management Meetings*, New Orleans, LA.

Lewis, K., Gillis, L., Lange, D. (2003) Who says you can't take it with you? Transferring transactive memory systems across tasks. *National Academy of Management Meetings*, Seattle, WA [Also published in Best Papers Proceedings].

Lange, D., Boivie, S., Henderson, A. (2003) Help or hindrance? The effect of corporate parentage in a new industry. *National Academy of Management Meetings*, Seattle, WA.

IV. Service

A. Professional Service

1. Peer Reviewing and Editorial Activities

a. Associate Editor

Academy of Management Review (2014-2017)

b. Special Topic Forum/Special Issue editor

Academy of Management Review (2017-2019)

Business & Society (2023-2024)

c. Editorial Review Boards

Academy of Management Review (2019-present) (and 2008-2014)—Received Outstanding Reviewer award in 2011.

Academy of Management Journal (2019-present) (and 2011-2014).

c. Ad hoc reviewer at these journals and others

Strategic Management Journal; Journal of Management; Journal of Management Studies; Journal of Business Ethics; Organization Science; Organization Studies: Organizational Research Methods

d. Conferences

Ongoing: Reviewer for *National Academy of Management Annual Meetings*

2015-2017; Associate Program Chair, Program Chair, and then Chairperson (all elected roles) for Stakeholder Strategy Interest Group at Strategic Management Society (SMS). This role included making decisions on submissions for SMS annual conference in Berlin, 2016.

e. Other

Periodic: Reviewer for annual *INFORMS Organization Science Dissertation Competition*

B. Service in Department

PhD committee (ongoing since 2012); Personnel committee (ongoing since 2022, and 2008-2009); PhD program assessment coordinator (ongoing, since 2018); Comps committee (2009; 2015; 2019); Micro-meets-Macro conference committee chair (2019); Coordinator of departmental brownbag series (2006-2007); Hiring committee (2007; 2013; 2014)

C. Service in College

Masters Committee, oversees Master's programs at the W. P. Carey School of Business, including all curriculum changes (ongoing since 2017); MBA new student orientation (2010-2018); Keynote speaker at W. P. Carey alumni "Back to Class" lecture (2018; 2020)

D. Service in University

Bridge ASU—Faculty participant in the student-led "Bridge the Gap" event (2019; 2021)

Presentation to leadership of ASU Foundation on strategies for ethical decision making (2019)

Presentations for ASU's Lincoln Center on Applied Ethics (2015; 2017—video; 2018 and 2019—guest lectures)

E. Invited Presentations

UT Dallas—Invited as speaker (April 2025)

Hong Kong Polytech; Hong University of Science and Technology—Invited as speaker (March 2025)

LMU Munich, Frankfurt School of Business, University of Mannheim, Tilburg University, Erasmus University, St. Gallen University, INSEAD, HEC Paris, Jagiellonian University in Kraków, KLU Hamburg, Free University, Berlin (2024)—Invited as speaker.

University of Passau, Germany—Invited as speaker (December 2023)

Kings College, London—Invited as panelist (September 2022)

University of Virginia Darden School of Business—Invited as speaker (July 2022)

Cranfield University—Invited as speaker for webinar series called Advancing Management Scholarship and Practice (March 2022)

University of Virginia Darden School of Business—Invited as speaker (July 2019)

Bentley University—Invited as speaker at annual Ethics Workshop and Symposium (May 2020)

University of Kansas—Invited as speaker (February 2020)

Thunderbird School of Global Management—Speaker at Tribal Financial Managers Certificate program (December 2019)

University of Virginia—Invited as speaker at annual Darden Summer Seminar in Stakeholder Theory (August 2019)

University of Passau, Germany—Invited as speaker (December 2018)

University of Queensland, Australia—Invited as speaker (May 2018)

Aarhus University, Denmark—Invited as speaker (July 2017)

University of Bayreuth, Germany—Invited as seminar leader (July 2017)

Academy of Management Annual Meetings—Invited as panelist (August 2017)

Western Pension and Benefits Council Spring Conference—Invited as keynote speaker (May 2017)

Global Institute of Sustainability Board of Directors meeting (Feb 2017)—Invited as panelist

Greater Phoenix Association of Health Underwriters luncheon (2016)—Invited as speaker

Center for Leadership Ethics speaker series, Eller College of Management, University of Arizona (2016)—Invited as speaker.

Strategic Management Society conference extensions in Berlin and Zurich (2016)—Invited as panelist at each.

University of Bremen, LMU Munich, University of Bayreuth, University of Erfurt, University of Kassel, University of Magdeburg, University of Melbourne, University of Sydney,

Australian National University, University of Queensland, WHU Düsseldorf, University of Mannheim, WU Vienna, and University of Warwick (2016)—Invited as speaker.

Symposium at *National Academy of Management Meetings*, Vancouver, BC. “Identity and Ethics Coming Together: Who We Are, How Others See Us, and How We Behave” (2015)—Invited as Discussant.

3rd Conference on Business Ethics and National Behavior Patterns Collective Action Programs to Control Corruption: Theory, Cooperation, and Practice in Russia and Beyond—St. Petersburg, Russia (June 2014). Invited as speaker and panelist.

Insight Enterprises, Inc. (2014)—Invited as speaker.

Annual Reputation Symposium, Oxford University Centre for Corporate Reputation (2013). Invited as discussant.

ROTC—Arizona State University; Grand Canyon University (2013).

Service Academy Alumni of Arizona (2012) Ethics Forum.

Annual Reputation Symposium, Oxford University Centre for Corporate Reputation (2011). Invited to give talk on my 2011 *Journal of Management* article.

Arizona Society of Civil Engineers annual conference (2011).

Younger Member Forum, Arizona Society of Civil Engineers (2011).

V. Teaching/Advising

A. Courses Taught at ASU

LES 582: Ethical Issues for Managers—*Evening and Weekend MBA programs; Executive MBA program; Masters in Management program; Full-time MBA program*

LES 586: Fundamentals of Ethical Issues for Managers—*Masters in Management program*

LES 579: Legal and Ethical Studies—*Evening MBA program*

LES 591: Seminar in Ethics—*Center for Executive and Professional Development MBA*

MGT 791: Organizational theory (Special topic area: Institutional theory) doctoral seminar

MGT 791: Organizational theory doctoral seminar

MGT 791: Research ethics doctoral seminar

B. Dissertation Committees

Member, Tùmínínú Awónúgà, in progress

Member, Lu Ye, PhD earned 2025

Chair, Kristen Raney, PhD earned 2024

Chair, Eunyoung Park, PhD earned 2022

Member, Yungu Kang, PhD earned 2021

Member, Fei Sabrina Li, PhD earned 2021

Member, Sophia Town, PhD earned 2019

Member, Matias Kalm, PhD earned 2019

Chair, Rachel Balven, PhD earned 2018

VI. Honors, Awards, Recognition, and Grants

A. Teaching Awards

W. P. Carey School of Business, Outstanding Graduate Teaching Award (2020); Dean's list for Teaching Impact (2019-2020); Outstanding Teaching Award, MBA (2011).

B. Research Awards

Finalist, Scholarly Impact Award from *Journal of Management* (2016)

Finalist, Best Paper Award, Organization and Management Theory Division, Academy of Management (2014).

Finalist, *Academy of Management Review* Best Article of 2012 award, for "Understanding Attributions of Corporate Social Irresponsibility"

Finalist, Best Paper Award, Organization and Management Theory Division, Academy of Management (2011).

INFORMS Organization Science Dissertation Proposal Competition Second Place (2005).

State Farm Companies Foundation Doctoral Dissertation Award (2005)

Best Paper Award, Managerial and Organizational Cognition Division, Academy of Management (2003).

C. Service Awards

Academy of Management Review Outstanding Reviewer Award (2011).

D. Research Grants and Fellowships

In 2023, awarded a Mercator Fellowship from the DFG (Deutsche Forschungsgemeinschaft) through the Digital Platform Ecosystems Research Training Group at the University of Passau.

In 2019, awarded a grant of \$150,000 from the Office of Research Integrity of the US Department of Health & Human Services (Grant submitted jointly with Jason Robert, Director Lincoln Center for Applied Ethics at ASU, and Gaymon Bennett, Assistant Director, Research & Associate Professor of Religious Studies at ASU.)