



ALAN MULLER, PHD
Professor of International Management
Global Economics & Management
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Faculty profile: <http://www.rug.nl/staff/a.r.muller>

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:

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

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 research centers on behavioral drivers of executive decision making, particularly in relation to companies' social engagement. 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 Section Editor for the *Journal of Business Ethics*, and on the editorial boards of the *Academy of Management Discoveries*, *Journal of International Business Policy* and *Business Ethics, the Environment & Responsibility*. From 2017 through 2022 he was the national representative from the Netherlands to EIBA, and from 2017 to 2025 Associate Editor at *Business & Society*. 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 International Business Studies*, 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

- *Introduction to International Business* (BSc core course, 450 students, Fall 2024)
- Overall opinion of instructor: **4.8** (1-5 scale)

Faculty of Economics and Business, University of Groningen

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

Faculty of Economics and Business, University of Groningen

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

Faculty of Economics and Business, University of Groningen

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

Faculty of Economics and Business, University of Groningen

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

Michael G. Foster School of Business, University of Washington

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

Amsterdam Business School, University of Amsterdam

- *Theories of International Management* (MSc, 120 students, spring 2015)
- Overall opinion of instructor: **8.4** (1-10 scale)

PhD supervision and committee membership:

- Marloes Korendijk (a mixed method dissertation on “Within-MNE CSR Heterogeneity”), 2025
- Bart Postma (committee member), University of Groningen, 2025
- Jos Offerein (committee member), University of Groningen, 2024
- 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:

- Australian Journal of Management Best Paper Award, ANZIBA AIB 2025
- ‘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:

- Tang, B., & **Muller, A.** (2025) "Managerial cognition and corporate social responsibility strategy: An abductive study of integrative complexity and temporal orientation." Forthcoming in *Business Ethics, the Environment & Responsibility*.
- Korendijk, M., **Muller, A.**, & Slager, R. (2024) "The joint effects of institutional logic multiplicity and distance on within-MNE CSR performance differences." *Journal of International Management*, 30(5).
- Ge., G., **Muller, A.**, Gong, T., Qian, C. (2024) "CEO international experience and firm investment horizon in a transitioning economy." *Management and Organization Review*, 20: 111-138.
- Shahzad, K., Hong, Y., **Muller, A.**, De Sisto, M., & Rizvi, F. (2024). "Ethical HRM systems, employee moral attentiveness, and deviant workplace behaviors." *Journal of Business Ethics*, 192: 591–608.
- **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.
- 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.
- 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.
- **Muller, A.** (2019). "Corporate Philanthropy." In R. Griffin (ed.), *Oxford Bibliographies in Management*. New York: Oxford University Press.
- 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.

Working papers:

- "Controversies, CEO affect, and analyst recommendations." With G. Berends and J. Surroca (2nd R&R at *Strategic Management Journal*)
- "Why and how identification matters for CSR strategy implementation: A case study of 4 MNEs" With M. Korendijk, J. Lok, and R. Slager (Under 2nd-round review at *Journal of International Business Studies*)
- "Can you identify? The influence of organizational logics and identification on CSR differences within MNEs." With M. Korendijk and R. Slager (1st-round R&R at *European Management Journal*)
- "How CEO positive affectivity shapes delegated resource allocation." With U. Boodoo and M. Pfarrer (Under 1st-round review at *Strategy Science*)

Work in progress:

- "Climate risk exposure and subsidiary-level CSR strategy." With Marloes Korendijk
- "HQ attentional shifts and foreign subsidiary performance." With Rishi Kashyap
- "Common analyst networks and firms' carbon performance." With Sijia Zhang and Ming Jia
- "Emotionally Attached: How CEO Emotions Influence MNE-Level Climate Action." With Marloes Korendijk, Guido Berends, and Nader Naderpajouh
- "Breaking the isomorphic ceiling." With Marloes Korendijk and Rian Drogendijk
- "The social impact of corporate philanthropy." With Arthur Gautier and Umar Boodoo
- "Does ESG represent substantive or symbolic action? A study of foreign firms' exit from Russia in 2022." With Vincent Kunst and David Staudle

Older publications:

- 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:

- Muller, A., Gautier, P., Boodoo, U., Korendijk, M. (2025) NWO OC L on CSR-related decision making across three countries. €789.000. [not granted]
- 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 and invited talks (since 2015):

- "Why and how identification matters for CSR strategy implementation: A case study of 4 MNEs" With M. Korendijk, J. Lok, and R. Slager. AOM annual meeting, Copenhagen, DK, July 2025
- When do two negatives make a positive? WU Vienna, May 2025
- When do two negatives make a positive? University of Liverpool, May 2025
- 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.

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:

- Member, Business Studies Panel of the Research Grants Council of Hong Kong, 2025—present
- Section editor, *Journal of Business Ethics*, 2025—present
- Associate editor, SIM division, Academy of Management annual meeting, 2026
- Associate editor, SIM division, Academy of Management annual meeting, 2025
- Editorial board member, *Academy of Management Discoveries*, 2018—present
- Editorial board member, *Journal of International Business Policy*, 2017—present
- Editorial board member, *Business Ethics, the Environment & Responsibility*, 2014—present
- Associate editor, *Business & Society*, 2017—2025
- National representative for the Netherlands and board member at EIBA: 2017—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*, among others. Referee for Academy of Management Annual Meetings (OMT, SIM) and Academy of International Business Annual Meetings.