

Table of Contents

CHAPTER I. Introduction.....	18
I.1. Introduction	19
I.2. Rationale	20
I.3. Objectives	22
I.3.1. General objective.....	22
I.3.2. Specific objectives	22
I.4. Structure.....	23
I.5. Dissemination	24
I.6. Data and methodology.....	25
I.6.1. First and Second Study: Moral Reasoning Assessment.....	27
I.6.1.1. Weber's method.....	27
I.6.1.2. Qualitative Content Analysis through Close Reading Analytical Technique	30
I.6.2. Third study: Strategic Levers Assessment.....	32
I.6.2.1. Multiple Correspondence Analysis	33
I.6.3. Overall methodological approaches	33
I.7. Extended abstracts	35
I.7.1. Examining CEOs' moral reasoning in the automotive industry	35
I.7.2. CSR and CEO's moral reasoning in the automotive industry in COVID-19	36
I.7.3. Assessing the strategic levers in the discourse of best-performing CEOs: a three-dimensional model	37
CHAPTER II. Examining CEOs' moral reasoning in the automotive industry.....	40
II.1. Abstract.....	41
II.2. Introduction	42
II.3. Literature Discussion.....	43
II.3.1. The Role and Influence of CEOs.....	43
II.3.2. Moral Reasoning of CEOs	44
II.3.2.1. The Concept and Its Implications	44
II.3.2.2. Assessing the Moral Reasoning of CEOs: Weber's Method	46
II.3.2.3. Moral Reasoning in CEOs' Letters.....	49

II.3.3. Hypothesis	50
II.4. Method.....	52
II.4.1. Data.....	52
II.4.2. Analysis Methodology	53
II.5. Results	60
II.5.1. Letter Assessment	60
II.5.2. Discussion of Joint Results.....	64
II.5.2.1. Introduction.....	64
II.5.2.2. Hypothesis 1	65
II.5.2.3. Hypothesis 2	65
II.5.2.4. Hypothesis 3	66
II.5.2.5. Hypothesis 4	68
II.6. Conclusions	69
CHAPTER III. CSR and CEO's Moral Reasoning in the Automotive Industry in the Era of COVID-19	83
III.1. Abstract.....	84
III.2. Introduction.....	85
III.3. Literature Discussion	88
III.3.1 The Role of the CEO, their Moral Reasoning, and their CSR Approach..	88
III.3.1.1. The CEO as a referent.....	88
III.3.1.2. The CEO as a moral manager and their moral behavior	88
III.3.1.3. The CEO moral reasoning and communication.....	89
III.3.1.4. The public discourse of CEOs and their letters.....	90
III.3.1.5. Assessing the moral reasoning of CEOs through their letters. The Kohlberg's theory and Weber's method.	91
III.3.1.6. The CEOs' moral reasoning and their CSR approach.....	96
III.3.2. The concept of moral intensity and the COVID-19 pandemic	96
III.3.3. Research questions.....	97
III.4. Data and methodology	98
III.4.1 Data	98
III.4.2 Assessment methodology	100
III.5. Results and discussion.....	104

III.5.1. Discussion in relation to our RQ1.....	108
III.5.2. Discussion in relation to our RQ2.....	109
III.5.3. Discussion in relation to our RQ3.....	111
III.6. Conclusions	111
III.7. Limitations and future scope of research.....	113
CHAPTER IV. Assessing the strategic levers in the discourse of Best-Performing CEOs: a three-dimensional model.....	124
IV.1. Abstract.....	125
IV.2 Introduction.....	127
IV.3. Conceptual background	128
IV.3.1 Strategic communication: CEO public discourse and CEO letter	128
IV.3.2 Potential strategic levers in the discourse of CEOs	129
IV.4. Methodology.....	133
IV.4.1 Data.....	133
IV.4.2 Data analysis.....	135
IV.5. Results	137
IV.6. Discussion.....	142
IV.6.1. Model with dimensions of strategic levers	142
IV.6.2 Positive aspects in the discourse	144
IV.6.3. Improvable aspects	144
IV.6.4 Theoretical implications	146
IV.6.5 Practical implications	146
IV.7. Limitations and future research.....	147
CHAPTER V. Conclusions	155
V.1. Main findings and conclusions	156
V.2. Theoretical contributions.....	159
V.3. Practical implications	161
V.4. Limitations and research avenues.....	161
REFERENCES	163
APPENDIX.....	184
A1. Impact Index Paper 1.....	185
A2. Impact Index Paper 2.....	196

A3. Impact Index Paper 3.....	207
A4. Conferences	221

TABLES

<i>Table 1. Main studies and complementary works examples.....</i>	25
<i>Table 2. Levels and Development Stages according to Kohlberg's Theory.....</i>	27
<i>Table 3. Guidance for Stage Assessment of Moral Reasoning.....</i>	29
<i>Table 4. Ranking of companies involved in vehicle production worldwide in 2017.....</i>	52
<i>Table 5. Guidance for stage assessment.....</i>	54
<i>Table 6. Examples of moral reasoning assessment carried out from CEOs' letters.....</i>	56
<i>Table 7. Summary of CEOs and other top executives signing the letters with stage categorization and scandals.....</i>	61
<i>Table 8. Moral reasoning scores grouped every two years.</i>	63
<i>Table 9. Levels and development stages according to Kohlberg's theory.....</i>	91
<i>Table 10. Guidance for stage assessment of moral reasoning.....</i>	94
<i>Table 11. Ranking of companies involved in vehicle production worldwide in 2017.</i>	99
<i>Table 12. Examples of moral reasoning assessment carried out on CEO letters.....</i>	101
<i>Table 13. Summary of CEOs and other top executives signing the letters with stage categorization.....</i>	104
<i>Table 14. Compilation of results in relation to our research questions.</i>	108
<i>Table 15. Identified strategic levers in CEO public discourse</i>	132
<i>Table 16. BPCs selected from HBR ranking 2019.....</i>	133
<i>Table 17. Variables and criteria for categorization</i>	136
<i>Table 18. Coding from letters' assessment</i>	137
<i>Table 19. Eigenvalues/variance of new dimensions</i>	138
<i>Table 20. Contributions to dimensions > 1/number of categories (8.33%)</i>	140
<i>Table 21. CEOs' classification.....</i>	142

FIGURES

<i>Figure 1. Methodological approach for the first study.....</i>	34
<i>Figure 2. Methodological approach for the second study.....</i>	34
<i>Figure 3. Methodological approach for the third study.....</i>	35
<i>Figure 4. Frequencies of moral reasoning scores grouped every two years.</i>	64
<i>Figure 5. Map Dim1-Dim2</i>	139
<i>Figure 6. Map Dim1-Dim3</i>	139
<i>Figure 7. Biplot Dim1-Dim2.....</i>	141
<i>Figure 8. Biplot Dim1-Dim3.....</i>	141