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## Jorge Walter

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### ACADEMIC POSITIONS

- 2006–present     **Portland State University, School of Business Administration**, Portland, OR  
Assistant Professor of Business Administration
- 2005–2006     **University of Connecticut, School of Business**, Storrs, CT  
Assistant Professor in Residence, Management Department
- 2004–2005     **New York University, Leonard N. Stern School of Business**, New York, NY  
Postdoctoral Researcher, Department of Management and Organizations
- 2001–2003     **University of St. Gallen**, St. Gallen, Switzerland  
Research Associate, Institute of Management
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### EDUCATION

- 2005     **University of St. Gallen**, St. Gallen, Switzerland (AACSB accredited)  
Doctor of Business Administration, *magna cum laude*  
Doctoral thesis titled: “Collaboration within and between firms: Network structures, decision processes, and their impact on alliance performance”
- 2003–2004     **University of Pennsylvania, Wharton School**, Philadelphia, PA  
Visiting Doctoral Student, Management Department
- 2001     **University of St. Gallen**, St. Gallen, Switzerland (AACSB accredited)  
Master of Science in business administration, *cum laude*; Major: International management
- 1999     **Copenhagen Business School**, Copenhagen, Denmark  
CEMS exchange semester; Majors: Innovation management, international business strategy
- 1999     **University of St. Gallen**, St. Gallen, Switzerland (AACSB accredited)  
Bachelor of Science in business administration
- 1996     **Ludwig–Maximilians–University Munich**, Munich, Germany  
Undergraduate studies in business administration
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## RESEARCH & PUBLICATIONS

### Refereed Publications

- [5] Kellermanns, F. W., Walter, J., Floyd, S. W., Shaw, J. C., & Lechner, C. (forthcoming). To agree or not to agree? A meta-analytical review of strategic consensus and organizational performance. *Journal of Business Research*.
- [4] Walter, J., Kellermanns, F. W., & Lechner, C. (forthcoming). Decision making within and between organizations: Rationality, politics, and alliance performance. *Journal of Management*.
- [3] Walter, J., Lechner, C., & Kellermanns, F. W. (2008). Disentangling alliance management processes: Decision making, politicality, and alliance performance. *Journal of Management Studies*, 45(3): 530–560.
- [2] Walter, J., Lechner, C., & Kellermanns, F. W. (2007). Knowledge transfer between and within alliance partners: Private versus collective benefits of social capital. *Journal of Business Research*, 60: 698–710.
- [1] Kellermanns, F. W., Walter, J., Lechner, C., & Floyd, S. W. (2005). The lack of consensus about strategic consensus: Advancing theory and research. *Journal of Management*, 31(5): 719–737.

### Refereed Conference Proceedings

- [4] Kownatzki, M., Walter, J., & Lechner, C. (2009). The corporate context and the speed of SBU-level decision making; *BPS Best Paper Proceedings of the 2009 Academy of Management Meeting*, Chicago, IL.
- [3] Levin, D. Z., Walter, J., & Murnighan, J. K. (2008). Dormant ties: The value of reconnecting. *OMT Best Paper Proceedings of the 2008 Academy of Management Meeting*, Anaheim, CA.
- [2] Walter, J., Lechner, C., & Kellermanns, F. W. (2005). Disentangling alliance capability: Managerial decision making in strategic alliances. *Proceedings of the Eastern Academy of Management 42<sup>nd</sup> Annual Meeting*, Springfield, MA: 581–623.
- [1] Kellermanns, F. W., Lechner, C., Walter, J., & Floyd, S. W. (2004). The “lack” of consensus in strategic consensus research: A future research agenda. *Proceedings of the Eastern Academy of Management 41<sup>st</sup> Annual Meeting*, Providence, RI: 274–297.

### Non-Refereed Publications

- [3] Walter, J. (forthcoming). Strategic decision processes in the realm of strategic alliances. In: Mazolla, P. & Kellermanns, F. W. (eds.) *Handbook of strategy process research*, Cheltenham, United Kingdom: Edward Elgar Publishing.
- [2] Lechner, C. & Walter, J. (2006). Geschäftsmodelle in der Beratungsindustrie. In: Sommerlatte, T., Mirow, M., Niedereichholz, C., & von Winda, P. G. (eds.). *Handbuch der Unternehmensberatung*, Berlin, Germany: Erich Schmidt Verlag (in German).
- [1] Farina, A., Lemmer, M., & Walter, J. (2000). Wissensmanagement. In: Füglistaller, U. & Wiedmann, T. (eds.). *Neue Trends in der Managementlehre – Konsequenzen für KMU*, St. Gallen, Switzerland: KMU Verlag HSG (in German).

## Works Used in Third-Party Publications

- [1] Walter, J. (2005). Collaboration within and between firms: Network structures, decision processes, and their impact on alliance performance. Unpublished doctoral dissertation: University of St. Gallen, Graduate School of Business Administration, Economics, Law and Social Sciences. Effectiveness of collaborative alliances measure quoted in: Wirtenberg, J., Russell, W. G., & Lipsky, D. (eds.) (2008). *The sustainable enterprise fieldbook: When it all comes together*, Greenleaf Publishing & The American Management Association.

## Refereed Presentations at Professional Meetings

- [21] Walter, J. (2009). Value creation in technology licensing deals: An empirical comparison of the pharmaceutical and computer industries. *Strategic Management Society Conference*, Washington, D.C.
- [20] Levin, D. Z., Walter, J., & Murnighan, J. K. (2009). Dormant ties: Reconnection choices and the value of reconnecting. *Academy of Management Annual Meeting*, Chicago, IL.
- [19] Kownatzki, M., Walter, J., & Lechner, C. (2009). The corporate context and the speed of SBU-level decision making. *Academy of Management Annual Meeting*, Chicago, IL.
- [18] Walter, J., Kellermanns, F. W., & Kemmerer, B. (2008). Not just “anything that leads to performance”: The operational validity of resource definitions. *Strategic Management Society Conference*, Cologne, Germany.
- [17] Kellermanns, F. W., Walter, J., Kemmerer, B., & Narayanan, V. K. (2008). Judgment-theoretical assessments of value and inimitability within the realm of the resource-based view. *Strategic Management Society Conference*, Cologne, Germany.
- [16] Levin, D. Z., Walter, J., & Murnighan, J. K. (2008). Dormant ties: The value of reconnecting. *Academy of Management Annual Meeting*, Anaheim, CA.
- [15] Kownatzki, M., Lechner, C., & Walter, J. (2007). Friend or foe? Corporate control and strategic decision-making speed at the SBU level. *Strategic Management Society Conference*, San Diego, CA.
- [14] Kemmerer, B., Kellermanns, F. W., Walter, J., & Narayanan, V. K. (2007). Empirical validation of resource-evaluation frameworks: A judgment analysis perspective. *Society of Entrepreneurship Scholars Conference & Manuscript Boot-Camp*, Ohio State University, Columbus, OH.
- [13] Levin, D. Z., Walter, J., & Appleyard, M. M. (2007). What’s in a tie? Knowledge transfer and the dimensions of dyadic social capital. *Academy of Management Annual Meeting*, Philadelphia, PA.
- [12] Walter, J., Martignoni, D., & Kellermanns, F. W. (2006). Organizational structure and corporate entrepreneurship: A simulation model. *Strategic Management Society Conference*, Vienna, Austria.
- [11] Kellermanns, F. W., Walter, J., Shaw, J. C., Lechner, C., & Floyd, S. W. (2006). To agree or not to agree? A meta-analytical review of strategic consensus and performance. *Academy of Management Annual Meeting*, Atlanta, GA.
- [10] Walter, J. & Schilling, M. A. (2005). Motives and outcomes of technology licensing: An exploratory study of the pharmaceutical and computer industries. *Strategic Management Society Conference*, Orlando, FL.

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## **Refereed Presentations at Professional Meetings—*cont'd***

- [9] Walter, J. & Kellermanns, F. W. (2005). Strategic decision making at the firm and alliance level: An empirical study. *Strategic Management Society Conference*, Orlando, FL.
- [8] Walter, J. & Schilling, M. A. (2005). Resource-based and network-based motives for technology licensing: An exploratory study. *Academy of Management Annual Meeting*, Honolulu, Hawaii.
- [7] Walter, J. & Lechner, C. (2005). Together or apart? An empirical investigation of decision making within and between alliance partners. *Academy of Management Annual Meeting*, Honolulu, Hawaii.
- [6] Walter, J., Lechner, C., & Kellermanns, F. W. (2005). Disentangling alliance capability: Managerial decision making in strategic alliances. *Eastern Academy of Management Annual Meeting*, Springfield, MA.
- [5] Walter, J., Lechner, C., & Kellermanns, F. W. (2005). Disentangling alliance capability: Managerial decision making in strategic alliances. *Organization Science Winter Conference*, Steamboat Springs, CO.
- [4] Walter, J., Lechner, C., & Kellermanns, F. W. (2004). (Nominated for the Strategic Management Society Best Conference Paper Prize.) Strategic decision making in an uncertain environment: The case of learning alliances in high-tech industries. *Strategic Management Society Conference*, San Juan, Puerto Rico.
- [3] Kellermanns, F. W., Lechner, C., Walter, J., & Floyd, S. W. (2004). The “lack” of consensus in strategic consensus research: A future research agenda. *Eastern Academy of Management Annual Meeting*, Providence, RI.
- [2] Walter, J. & Lechner, C. (2003). Configurations of inter- and intrafirm networks and their impact on alliance performance. *Academy of Management Annual Meeting*, Seattle, WA.
- [1] Lechner, C. & Walter, J. (2003). Configurations of inter- and intrafirm networks and their impact on alliance performance. *65. Pfingsttagung des Verbandes der Hochschullehrer für Betriebswirtschaft*, Zurich, Switzerland.

## **Invited Presentations**

- [4] Walter, J. (2009). Rent appropriation in technology licensing deals. Presented at the *Austin Entrepreneurship Scholars Research Seminar Series* at Oregon State University, May 29, 2009.
- [3] Levin, D. Z., Walter, J., & Murnighan, J. K. (2008). Dormant ties: The value of reconnecting. Presented by the first author at Rutgers University, September 24, 2008.
- [2] Levin, D. Z., Walter, J., & Murnighan, J. K. (2008). Dormant ties: The value of reconnecting. Presented by the first author at the University of Kentucky, March 18, 2008.
- [1] Levin, D. Z., Walter, J., & Murnighan, J. K. (2008). Dormant ties: The value of reconnecting. Presented by the first author at Purdue University, February 19, 2008.

## Refereed Symposia at Professional Meetings

- [1] Levin, D. Z. & Walter, J. (2009) Decay, death, and rebirth of networks and network ties. Symposium at the *Academy of Management Annual Meeting*, Chicago, IL. Participants: Jason P. Davis (Massachusetts Institute of Technology), Ranjay Gulati (Harvard University), Sérgio Lazzarini (IBMEC, Sao Paulo), J. Keith Murnighan (Northwestern University), Ray E. Reagans (Massachusetts Institute of Technology), and Todd R. Zenger (Washington University—St. Louis).

## Works in Progress

- [11] Levin, D. Z., Walter, J., & Murnighan, J. K. Dormant ties: The value of reconnecting; under journal review.
- [10] Kemmerer, B., Walter, J., Kellermanns, F. W., & Narayanan, V. K. A judgment–analysis perspective on entrepreneurs’ resource evaluations; under journal review.
- [9] Kownatzki, M., Walter, J., & Lechner, C. The corporate context and the speed of SBU–level decision making; under journal review.
- [8] Levin, D. Z., Walter, J., & Appleyard, M. M. Trusted bridging ties: A dyadic solution to the brokerage–closure dilemma; under conference and journal review.
- [7] Walter, J. Rent appropriation in technology licensing deals: A resource–based perspective; under journal review.
- [6] Lechner, C., Walter, J., Kellermanns, F. W., & Floyd, S. W. Learning activities and the performance of strategic initiatives: The contingent effect of exploration versus exploitation; prepared for conference submission (by February 2010).
- [5] Walter, J., Kellermanns, F. W., Kemmerer, B., & Narayanan, V. K. Not just “anything that leads to performance”: The operational validity of entrepreneurial resource definitions; draft phase.
- [4] Mohamed, F., Walter, J., Kellermanns, F. W., & Spenser, B. Strategic alliances between complementors: Effects of alliance partner diversity and tie strength on firms’ innovation and performance (working title); draft phase.
- [3] Kellermanns, F. W., Walter, J., Matherne, C., & Floyd, S. W. Strategy quality as a moderator of the relationship between strategic consensus and organizational performance (working title); draft phase.
- [2] Levin, D. Z., Walter, J., & Murnighan, J. K. Out of sight, but not out of mind: The value of reconnecting dormant relationships (working title); work in progress, targeted for top–tier practitioner journal.
- [1] Levin, D. Z., Walter, J., & Murnighan, J. K. Dormant ties: Reconnection choices and the value of reconnecting (working title); data–collection phase.
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## HONORS, GRANTS, & FELLOWSHIPS

2009–2010	Faculty Enhancement Grant, Portland State University (competitive research grant, \$6,000)
2009	Exceptional Performance Recognition Award (competitive award and salary increase granted to the top 10% of faculty of the School of Business Administration, Portland State University)
2006–present	Professional Faculty Travel Grant Awards, Portland State University (competitive conference travel awards): 2006 (\$750); 2007 (\$1,000); 2008 (\$1,250); 2009 (\$1,300)
2005	New Faculty Consortium, BPS Division, Academy of Management Annual Meeting
2005	UCRF/AAUP Faculty Travel Award, University of Connecticut (competitive conference travel award, \$1,354)
2005	Academy of Management Board of Governors Small Scholarship Award (competitive conference travel award, \$150)
2005	Outstanding Reviewer Award, Eastern Academy of Management Annual Meeting
2005	Fellowship from the German Research Foundation (competitive fellowship, \$43,300)
2004	Nomination for the 2004 Strategic Management Society Best Conference Paper Prize
2004	Doctoral Consortium, TIM division, Academy of Management Annual Meeting
2004	Doctoral Consortium, Eastern Academy of Management Annual Meeting
2003–2004	Fellowship from the Swiss National Science Foundation (competitive fellowship, \$35,100)
2003	Doctoral Consortium, BPS division, Academy of Management Annual Meeting
2000	Nomination for the Rehaug Prize for an outstanding master thesis
1999	Fellowship from ERASMUS (competitive academic scholarship, \$1,275)

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## PROFESSIONAL SERVICES & MEMBERSHIPS

### Board Memberships

2009–present Member of the editorial board of the *Journal of Management*

### Memberships in Professional Societies

2006–present Southern Management Association

2004–2005 Eastern Academy of Management

2003–present Academy of Management

2003–present Strategic Management Society

### Journal Review Activities

2010–present *Strategic Management Journal*

2008–present *European Management Journal*

2008–present *International Journal of Management Reviews*

2008–present *Journal of Business Research*

2006–present *Journal of Management Studies*

2004–present *Journal of Management*

### Conference Review Activities

2008–present *Strategic Management Society Conference*, Strategy Process Track

2007 *Southern Management Association Meeting*, Best Paper Committee, Business Policy & OT

2005 *Eastern Academy of Management Conference*

2003–present *Academy of Management Annual Meeting*, BPS Division

### Other Review Activities

Dess, G. G., Lumpkin, G. T., & Eisner, A. B. (2008). *Strategic Management: Creating Competitive Advantages*, 4<sup>th</sup> edition, New York, NY: McGraw–Hill: Reviewer.

Hitt, M. A., Ireland, R. D., & Hoskisson, R. E. (2007). *Strategic Management, Competitiveness and Globalization*, 7<sup>th</sup> edition, Mason, OH, Thomson: Verification of the Test Bank and Online Quizzes.

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## TEACHING EXPERIENCE

- 2006–present      **Portland State University**, Portland, OR  
Assistant Professor: *BA 495—Business Strategy* (undergraduate–level course); *MIM 588/589—Global Business Strategy* (graduate–level course); *MGMT 562—Business Policy & Strategy* (MBA–level course)
- 2005–2006      **University of Connecticut**, Storrs, CT  
Assistant Professor in Residence: *MGMT 290—Strategy, Policy, & Planning* (undergraduate–level course); *MGMT 390—Strategy, Policy, & Planning* (MBA–level course)
- 2002              **Swiss Virtual Business School**, St. Gallen, Switzerland  
Tutor: *General management e–learning course* (executive–level online course)
- 2001–2005      **University of St. Gallen**, St. Gallen, Switzerland  
Teaching Assistant: *Introduction to Management; Perspectives on Management; Training in Strategy & Organization; Mergers & Acquisitions; Alliance & Network Strategy* (graduate–level courses); *Research Issues in Strategic Management* (doctoral seminar)
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## GOVERNANCE ACTIVITIES

- 2006–present      Member of the research committee of the School of Business Administration,  
Portland State University
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## NON-ACADEMIC POSITIONS

2001–2003	Member of the pre-jury for the 32 <sup>nd</sup> and 33 <sup>rd</sup> ISC Wings of Excellence Award, St. Gallen, Switzerland
2000	<b>L.E.K. Consulting</b> , Munich, Germany Summer Intern; strategic management consulting, private equity
2000	<b>Dresdner Kleinwort Benson</b> , London, United Kingdom Summer Intern; mergers and acquisitions, corporate finance
1999–2000	Project with <b>Gemini Consulting</b> , St. Gallen, Switzerland Development of a teaching tool for value-based management
1998	<b>Siemens Electromechanical Components</b> , Munich, Germany Summer Intern; development of the international financial planning system for distribution centers
1997–1999	<b>Institute for Media and Communications Management, University of St. Gallen</b> , St. Gallen, Switzerland Scientific Assistant for the research and consulting project Logistics and Electronic Commerce
1997	<b>Siemens Business Services</b> , Munich, Germany Summer Intern; automation of the reporting system on the basis of MS Excel macros
1996	Member of the student initiative Marketing zwischen Theorie und Praxis, Munich, Germany Organization of the Münchner Marktimpulse 1996, promoting links between students and industry
1995–1996	Community service ( <i>Zivildienst</i> ) at the District Hospital Haar, Haar, Germany

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