
Jorge Walter

Assistant Professor, Strategic Management & Public Policy
The George Washington University, School of Business
2201 G Street, NW, Fungler Hall 615
Washington, DC 20052
Tel: (202) 994-6677, Fax: (202) 994-8113
Email: jorgew@gwu.edu
Web: www.business.gwu.edu; www.jorgewalter.com

ACADEMIC POSITIONS

- 2010–present **The George Washington University, School of Business**, Washington, DC
Assistant Professor of Business Administration
- 2006–2010 **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
-

EDUCATION

- 2005 **University of St. Gallen**, St. Gallen, Switzerland
Doctor of Business Administration, *magna cum laude*
- 2003–2004 **University of Pennsylvania, Wharton School**, Philadelphia, PA
Visiting Doctoral Student, Management Department
- 2001 **University of St. Gallen**, St. Gallen, Switzerland
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
Bachelor of Science in business administration
- 1996 **Ludwig–Maximilians–University Munich**, Munich, Germany
Undergraduate studies in business administration
-

RESEARCH & PUBLICATIONS

Refereed Publications

- [6] Levin, D. Z., Walter, J., & Murnighan, J. K. (forthcoming). Dormant ties: The value of reconnecting. *Organization Science*.
- [5] Kellermans, F. W., Walter, J., Floyd, S. W., Shaw, J. C., & Lechner, C. (in press). To agree or not to agree? A meta-analytical review of strategic consensus and organizational performance. *Journal of Business Research*.
- [4] Walter, J., Kellermans, F. W., & Lechner, C. (in press). Decision making within and between organizations: Rationality, politics, and alliance performance. *Journal of Management*.
- [3] Walter, J., Lechner, C., & Kellermans, 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., & Kellermans, 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] Kellermans, 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., & Kellermans, F. W. (2005). Disentangling alliance capability: Managerial decision making in strategic alliances. *Proceedings of the Eastern Academy of Management 42nd Annual Meeting*, Springfield, MA: 581–623.
- [1] Kellermans, 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 41st Annual Meeting*, Providence, RI: 274–297.

Non-Refereed Publications

- [3] Walter, J. (in press). 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).

Refereed Presentations at Professional Meetings

- [23] Lechner, C., Walter, J., Kellermanns, F. W., & Floyd, S. W. (2010). Learning activities and the performance of exploratory versus exploitative strategic initiatives. Accepted for presentation at the *Strategic Management Society Conference*, Rome, Italy.
- [22] Levin, D. Z., Walter, J., & Appleyard, M. M. (2010). Trusted bridging ties: A dyadic solution to the brokerage-closure dilemma. Accepted for presentation at the *Academy of Management Annual Meeting*, Montreal, Canada.
- [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.

cont'd on the next page

Refereed Presentations at Professional Meetings—*cont'd*

- [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.
- [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 Price.) 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.

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).

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.

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.

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)
2006–2009	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 Rehau Prize for an outstanding master thesis
1999	Fellowship from ERASMUS (competitive academic scholarship, \$1,275)

PROFESSIONAL SERVICES & MEMBERSHIPS

Memberships in Editorial Boards

- *Journal of Management* (2009–present)

Memberships in Professional Societies

- Academy of Management (2003–present)
- Eastern Academy of Management (2004–2005)
- Southern Management Association (2006–present)
- Strategic Management Society (2003–present)

Journal Review Activities

- *European Management Journal* (2008–present)
- *International Journal of Management Reviews* (2008–present)
- *Journal of Business Research* (2008–present)
- *Journal of Management* (2004–present)
- *Journal of Management Studies* (2006–present)
- *Organization Science* (2010–present)
- *Research Policy* (2010–present)
- *Strategic Management Journal* (2010–present)

Conference Review Activities

- *Academy of Management Annual Meeting*, BPS Division (2003–present)
- *Eastern Academy of Management Conference* (2005)
- *Southern Management Association Meeting*, Best Paper Committee, Business Policy & OT (2007)
- *Strategic Management Society Conference*, Strategy Process Track (2008–present)

Other Review Activities

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

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

TEACHING EXPERIENCE

- 2010–present **The George Washington University**, Washington, D.C.
SMPP 321—Seminar in Strategic Management (doctoral seminar)
- 2006–2010 **Portland State University**, Portland, OR
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
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)
-

GOVERNANCE ACTIVITIES

- 2006–2010 Member of the research committee of the School of Business Administration,
Portland State University
-

NON-ACADEMIC POSITIONS

2001–2003	Member of the pre-jury for the 32 nd and 33 rd ISC Wings of Excellence Award, St. Gallen, Switzerland
2000	L.E.K. Consulting , Munich, Germany Summer Intern; strategic management consulting, private equity
2000	Dresdner Kleinwort Benson , London, United Kingdom Summer Intern; mergers and acquisitions, corporate finance
1999–2000	Project with Gemini Consulting , St. Gallen, Switzerland Development of a teaching tool for value-based management
1998	Siemens Electromechanical Components , Munich, Germany Summer Intern; development of the international financial planning system for distribution centers
1997–1999	Institute for Media and Communications Management, University of St. Gallen , St. Gallen, Switzerland Scientific Assistant for the research and consulting project Logistics and Electronic Commerce
1997	Siemens Business Services , 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

REFERENCES

J. Keith Murnighan

Harold H. Hines Jr. Distinguished Professor
of Management and Organization
Department of Management and Organizations
Kellogg School of Management
Northwestern University
2001 Sheridan Road
Evanston, IL 60208
Tel: (847) 467-3566, Fax: (847) 491-8896
keithm@kellogg.northwestern.edu

Daniel Z. Levin

Associate Professor
Management and Global Business Department
Rutgers Business School – Newark and New Brunswick
Rutgers University
1 Washington Park
Newark, NJ 07102
Tel: (973) 353-5983, Fax: (973) 353-1664
levin@business.rutgers.edu

Melissa Appleyard

Ames Professor in the Management of Innovation and
Technology
School of Business Administration
Portland State University
P.O. Box 751
Portland, OR 97207
Tel: (503) 725-9581, Fax: (503) 725-5850
melissaa@sba.pdx.edu

Steven W. Floyd

Professor of Strategic Management
Director of the Institute of Management
Institute of Management
University of St. Gallen
Dufourstrasse 40a
9000 St. Gallen, Switzerland
Tel: +41 71 224-2363, Fax: +41 71 224-2355
steven.floyd@unisg.ch

Christoph Lechner

Chaired Professor of Strategic Management
Managing Director of the Institute of Management
Institute of Management
University of St. Gallen
Dufourstrasse 40a
9000 St. Gallen, Switzerland
Tel: +41 71 224-3903, Fax: +41 71 224-2355
christoph.lechner@unisg.ch

Franz W. Kellermanns

Associate Professor of Management
Department of Management
University of Tennessee
Knoxville, TN 37996-0545
Tel: (865) 974-0835, Fax: (865) 974-2048
kellermanns@utk.edu