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## Jorge Walter

Assistant Professor, Strategic Management & Public Policy  
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### ACADEMIC POSITIONS

- 2010–present      **The George Washington University, School of Business**, Washington, DC  
Assistant Professor of Business Administration, Department of Strategic Management & Public Policy
- 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

- [8] Kemmerer, B., Walter, J., Kellermanns, F. W., & Narayanan, V. K. (forthcoming). A judgment–analysis perspective on entrepreneurs’ resource evaluations. *Journal of Business Research*: doi:10.1016/j.jbusres.2011.08.023.  
**\* Recognized on SSRN’s (Social Science Research Network) Top Ten download list.**
- [7] Walter, J., Kellermanns, F. W., & Lechner, C. (2012). Decision making within and between organizations: Rationality, politics, and alliance performance. *Journal of Management*: doi:10.1177/0149206310363308.
- [6] Levin, D. Z., Walter, J., & Murnighan, J. K. (2011). Dormant ties: The value of reconnecting. *Organization Science*, 22(4): 923–939.
- [5] Kellermanns, F. W., Walter, J., Floyd, S. W., Lechner, C., Shaw, J. C. (2011). To agree or not to agree? A meta–analytical review of strategic consensus and organizational performance. *Journal of Business Research*, 64(2): 126–133.
- [4] Levin, D. Z., Walter, J., & Murnighan, J. K. (2011). The power of reconnection—How dormant ties can surprise you. *MIT Sloan Management Review*, 52(3): 45–50.  
**\* Recognized as “Editor’s Picks: Top Ten Articles from 2011.”**
- [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(7): 698–710.  
**\* Recognized as one of the most cited articles published in the Journal of Business Research.**
- [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. (2011). Strategic decision processes in the realm of strategic alliances. In: Mazolla, P. & Kellermanns, F. W. (eds.) *Handbook of research on strategy process*, Cheltenham, UK: Edward Elgar Publishing: 371–411.
- [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*, 7230 (II/06), Berlin, Germany: Erich Schmidt Verlag: 1–17 (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

- [26] Khoury, T. A., Walter, J., & Pleggenkuhle–Miles, E. (2011). Exclusivity in biotech licensing deals: What makes licensors restrict their options? *Strategic Management Society Conference*, Miami, FL.
- [25] Levin, D. Z. & Walter, J. (2011). Reconnection choices and the dominance of the irrelevant past. *Academy of Management Annual Meeting*, San Antonio, TX.
- [24] 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.
- [23] Kellermanns, F. W., Walter, J., Matherne, C., Floyd, S. W., & Veiga, J. F. (2010). Decision alignment: A missing link in the relationship between strategic consensus and organizational performance. *Fifth Annual Mid–Atlantic Strategy Colloquium*, University of Maryland, College Park, MD.
- [22] Levin, D. Z., Walter, J., & Appleyard, M. M. (2010). Trusted bridging ties: A dyadic solution to the brokerage–closure dilemma. *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.

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

- [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.
- [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.

## 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

- [7] Levin, D. Z., Walter, J., & Murnighan, J. K. (2011). Reconnection choices and the dominance of the irrelevant past. Presented at a research seminar series at The George Washington University, December 1.
- [6] Levin, D. Z., Walter, J., & Murnighan, J. K. (2011). Dormant ties: Reconnection choices and the value of reconnecting. Presented by the first author at the *Department of Management's Delta Forum* at Baruch College, December 1.
- [5] Walter, J. (2009). Rent appropriation in technology licensing deals. Presented at the *Austin Entrepreneurship Scholars Research Seminar Series* at Oregon State University, May 29.
- [4] Levin, D. Z., Walter, J., & Murnighan, J. K. (2008). Dormant ties: The value of reconnecting. Presented by the first author at a research seminar series at Rutgers University, September 24.
- [3] Levin, D. Z., Walter, J., & Murnighan, J. K. (2008). Dormant ties: The value of reconnecting. Presented by the first author at a research seminar series at the University of Kentucky, March 18.
- [2] Levin, D. Z., Walter, J., & Murnighan, J. K. (2008). Dormant ties: The value of reconnecting. Presented by the first author at a research seminar series at Purdue University, February 19.
- [1] Levin, D. Z., Walter, J., & Appleyard, M. M. (2007). What's in a tie? Knowledge transfer and the dimensions of dyadic social capital. Presented at a research seminar series at Portland State University, March 2.

## Select Media Coverage

- [1] Levin, D. Z., Walter, J., & Murnighan, J. K. (2011). The power of reconnection—How dormant ties can surprise you. *MIT Sloan Management Review*, 52(3): 45–50 quoted in:
- (2011). With one click, old contacts offer best advice. *The Moscow Times*, No. 4726, September 19: 11.
- Mochari, I. (2011). Why 'dormant ties' are your best problem-solving resource. <http://thebuildnetwork.com>.
- (2011). Build your strategic networks, even if you hate it! *Business Digest*, 218 (July–August): 1–10.
- Hallgren–Rezac, G. (2011). 7 key points about dormant ties. <http://www.workthepond.com/>.
- Binder, P. (2011). International student U.S. job search #2: Two items successful students exploit. *Kelley Career Management Blog* (<http://kelleycareermanagement.blogspot.com>).
- Brokaw, L. (2011). The huge loss of lost contacts. *MIT Sloan Management Review Blog: Improvisations* (<http://sloanreview.mit.edu/improvisations/2011/06/17/the-huge-loss-of-lost-contacts/>).
- DeGraff, J. (2011). Call your mother. <http://www.jeffdegraff.com/blog/>.
- Stock, K. (2011). Networking's biggest secret; Want a job? Call someone you barely know; and Old friends: 'the Holy Grail' of networking. All on *The Wall Street Journal Digital Network*.
- (2011). Losing touch: The power of reconnecting with long-lost colleagues. *Economist Intelligence Unit, Executive Briefing*, The Economist.
-

## 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)

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# 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

- *Entrepreneurship Theory and Practice* (2011–present)
- *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)
- *R&D Management* (2011–present)
- *Strategic Management Journal* (2010–present)

## Conference Review Activities

- *Academy of Management Annual Meeting*, BPS Division (2003–present)
- *Academy of Management Annual Meeting*, OMT Division (2012–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)
- *Strategic Management Society Conference*, Cooperative Strategies Track (2012–present)

## 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

- 2011            **University of St. Gallen**, St. Gallen, Switzerland  
Web-Based Seminar Speaker: *Certified Strategy Professional* (executive-level course)
- 2010–present    **The George Washington University**, Washington, D.C.  
*BADM 4801—Strategy Formulation & Implementation* (undergraduate-level course);  
*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);  
Web-Based Seminar Speaker: *Certified Strategy Professional* (executive-level course)
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## 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 <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 & 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 “Münchener 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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## 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  
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### **Daniel Z. Levin**

Associate Professor  
Management and Global Business Department  
Rutgers Business School – Newark and New Brunswick  
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### **Melissa Appleyard**

Ames Professor in the Management of Innovation and  
Technology  
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### **Steven W. Floyd**

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of Management  
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### **Christoph Lechner**

Chaired Professor of Strategic Management  
Managing Director of the Institute of Management  
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### **Franz W. Kellermanns**

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