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## Jorge Walter

Associate Professor & Ave Tucker Fellow  
The George Washington University, School of Business  
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### ACADEMIC POSITIONS

- 2014–present     **The George Washington University, School of Business**, Washington, DC  
Associate Professor of Business Administration, Dept. of Strategic Mgmt. & Public Policy
- 2015             **University of St. Gallen**, St. Gallen, Switzerland  
Visiting Professor, Institute of Management
- 2015             **Ludwig–Maximilians–University Munich**, Munich, Germany  
Visiting Professor, Institute of Strategic Management
- 2010–2014     **The George Washington University, School of Business**, Washington, DC  
Assistant Professor of Business Administration, Dept. of Strategic Mgmt. & 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
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### EDUCATION

- 2005             **University of St. Gallen**, St. Gallen, Switzerland  
Doctor of Business Administration, *magna cum laude*  
Dissertation: “Collaboration within and between firms: Network structures, decision processes, and their impact on alliance performance” (Advisors: G. Müller–Stewens & G. F. von Krogh)
- 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

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## EDUCATION—*CONT'D*

- 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
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## RESEARCH & PUBLICATIONS

### Refereed Journal Publications

#### *Strategy Formation Processes*

- [18] Walter, J., Lechner, C., & Kellermanns, F. W. (2016). Learning activities, exploration, and the performance of strategic initiatives. **Journal of Management**, 42(3): 769–802.
- [17] Kreutzer, M., Walter, J., & Cardinal, L. B. (2015). Organizational control as antidote to politics in the pursuit of strategic initiatives. **Strategic Management Journal**, 36: 1317–1337.
- [16] Kownatzki, M., Walter, J., Floyd, S. W., & Lechner, C. (2013). Corporate control and the speed of strategic business unit decision making. **Academy of Management Journal**, 56(5): 1295–1324.  
[ *The first two authors contributed equally and are listed alphabetically* ]
- [15] Walter, J., Kellermanns, F. W., Floyd, S. W., Veiga, J. F., & Matherne, C. (2013). Strategic alignment: A missing link in the relationship between strategic consensus and organizational performance. **Strategic Organization**, 11(3): 304–328.  
  
*Reproduced in:* Heath, R. L. & Gregory, A. (eds.) (2014). *Strategic Communication, Volume I: Defining Strategic Communication—Groundings, Forewarnings, and Calls to Action*, London, UK: SAGE Publications: 301–328.
- [14] Walter, J., Kellermanns, F. W., & Lechner, C. (2012). Decision making within and between organizations: Rationality, politics, and alliance performance. **Journal of Management**, 38(5): 1582–1610.
- [13] 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.
- [12] 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.
- [11] 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.

*cont'd on the next page*

## Refereed Journal Publications—*cont'd*

### *Social Networks & Social Capital*

- [10] Walter, J., Levin, D. Z., & Murnighan, J. K. (forthcoming). When reconnecting is most valuable. **MIT Sloan Management Review**.
- [9] Levin, D. Z., Walter, J., Appleyard, M. M., & Cross, R. (in press). Relational enhancement: How the relational dimension of social capital unlocks the value of network-bridging ties. **Group & Organization Management**, DOI: 10.1177/1059601115574429.
- [8] Walter, J., Levin, D. Z., & Murnighan, J. K. (2015). Reconnection choices: Selecting the most valuable (versus most preferred) dormant ties. **Organization Science**, 26(5): 1447–1465.
- [7] Erdogan, B., Bauer, T. N., & Walter, J. (2015). Deeds that help and words that hurt: Helping and gossip as moderators of the relationship between leader-member exchange and advice network centrality. **Personnel Psychology**, 68(1): 185–214.
- [6] Levin, D. Z., Walter, J., & Murnighan, J. K. (2011). Dormant ties: The value of reconnecting. **Organization Science**, 22(4): 923–939.
- [5] 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.
- [4] 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.

### *Other Refereed Journal Publications*

- [3] Kellermanns, F. W., Walter, J., Crook, T. R., Kemmerer, B., & Narayanan, V. K. (2016). The resource-based view in entrepreneurship: A content-analytical comparison of researchers' and entrepreneurs' views. **Journal of Small Business Management**, 54(1): 26–48.
- [2] Kemmerer, B., Walter, J., Kellermanns, F. W., & Narayanan, V. K. (2012). A judgment-analysis perspective on entrepreneurs' resource evaluations. **Journal of Business Research**, 65(8): 1102–1108.
- [1] Walter, J. (2012). The influence of firm and industry characteristics on returns from technology licensing deals: Evidence from the U.S. computer and pharmaceutical sectors. **R&D Management**, 42(5): 435–454.

## Refereed Conference Proceedings

- [6] Kreutzer, M., Cardinal, L. B., Walter, J., & Lechner, C. (2014). Formal and informal controls as complements or substitutes? The role of the task environment. **BPS Best Paper Proceedings of the 2014 Academy of Management Annual Meeting**, Philadelphia, PA.
- [5] Khoury, T. A., Walter, J., & Pleggenkuhle–Miles, E. G. (2012). Exclusivity in biotech licensing deals: What makes licensors restrict their options? **TIM Best Paper Proceedings of the 2012 Academy of Management Annual Meeting**, Boston, MA.
- [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

- [4] Walter, J., Kellermanns, F. W., Floyd, S. W., Veiga, J. F., & Matherne, C. (2014). Strategic alignment: A missing link in the relationship between strategic consensus and organizational performance. In: Heath, R. L. & Gregory, A. (eds.) (2014). *Strategic Communication, Volume I: Defining Strategic Communication–Groundings, Forewarnings, and Calls to Action*, London, UK: SAGE Publications: 301–328.
- [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

- [35] Kreutzer, M., Kreutzer, K., & Walter, J. (2015). Antecedents and outcomes of peer control: A multi-level analysis. *Academy of Management Annual Meeting*, Vancouver, Canada.
- [34] Kreutzer, M. & Walter, J. (2014). Formal and informal controls as complements or substitutes? The role of the task environment. *Strategic Management Society Conference*, Madrid, Spain.  
\* **Finalist for the Strategic Management Society Best Conference Paper of the Strategy Process Interest Group.**  
\* **Nominated for the Strategic Management Society Best Conference Paper Prize Award.**  
\* **Nominated for the Strategic Management Society Best Conference Paper for Practice Implications Award.**
- [33] Kreutzer, M., Cardinal, L. B., Walter, J., & Lechner, C. (2014). Formal and informal controls as complements or substitutes? The role of the task environment. *Academy of Management Annual Meeting*, Philadelphia, PA.  
\* **Included in BPS Best Paper Proceedings of the Academy of Management Annual Meeting.**
- [32] Khoury, T. A., Walter, J., & Pleggenkuhle-Miles, E. G. (2013). Experience, negotiation leverage, and their effects on exclusivity in technology licensing agreements. *Strategic Management Society Conference*, Atlanta, GA.  
\* **Nominated for the Strategic Management Society Best Conference Paper Prize Award.**
- [31] Woroniecki, J. L., Cohen S. K., & Walter, J. (2013). The effects of knowledge versus production boundaries on firm survival through disruptive technological change. Accepted for presentation at the *Strategic Management Society Conference*, Atlanta, GA.
- [30] Kreutzer, M., Walter, J., & Cardinal, L. B. (2013). Organizational control as an antidote to politics in the pursuit of strategic initiative performance? *Academy of Management Annual Meeting*, Lake Buena Vista, FL.
- [29] Levin, D. Z., Walter, J., Appleyard, M. M., & Cross, R. (2012). Relational enhancement: How to unlock the value of network bridges. *Strategic Management Society Conference*, Prague, Czech Republic.
- [28] Khoury, T. A., Walter, J., & Pleggenkuhle-Miles, E. G. (2012). Exclusivity in biotech licensing deals: What makes licensors restrict their options? *Academy of Management Annual Meeting*, Boston, MA.  
\* **Included in TIM Best Paper Proceedings of the Academy of Management Annual Meeting.**
- [27] Erdogan, B., Bauer, T. N., & Walter, J. (2012). Deeds that help and words that hurt: Helping and gossip as moderators of LMX to advice network centrality. *Academy of Management Annual Meeting*, Boston, MA.
- [26] Khoury, T. A., Walter, J., & Pleggenkuhle-Miles, E. G. (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.

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

- [21] Walter, J. (2009). Value creation in technology licensing deals: An empirical comparison of the pharmaceutical and computer industries. *Strategic Management Society Conference*, Washington, DC.
- [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.  
**\* Included in BPS Best Paper Proceedings of the Academy of Management Annual Meeting.**
- [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.  
**\* Included in OMT Best Paper Proceedings of the Academy of Management Annual Meeting.**
- [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.
- [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.

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

- [4] Walter, J., Lechner, C., & Kellermanns, F. W. (2004). Strategic decision making in an uncertain environment: The case of learning alliances in high-tech industries. *Strategic Management Society Conference*, San Juan, Puerto Rico.  
\* **Nominated for the Strategic Management Society Best Conference Paper Prize Award.**
- [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 & Professional Development Workshops at Professional Meetings

- [6] Gavetti, G. & Markides, C. (2016). BPS Junior Faculty Consortium at the *Academy of Management Annual Meeting*, Anaheim, CA. Panelist.
- [5] Haefliger, S. & Walter, J. (2015). Innovation & network strategy junior faculty and paper development workshop. Professional Development Workshop at the *Strategic Management Society Conference*, Denver, CO. Co-organizer.
- [4] Brauer, M. & Ambos, T. C. (2015). Doctoral/junior faculty workshop. Professional Development Workshop at the *Strategic Management Society Special Conference*, St. Gallen, Switzerland. Panelist.
- [3] DeCarolis, D. & Eddleston, K. (2013). Entrepreneurship Division Early Career Development Consortium at the *Academy of Management Annual Meeting*, Lake Buena Vista, FL. Panelist.
- [2] Post, C. & Cerdin, J.-L. (2012). Publish or perish goes global: International scholars' strategies for publishing in top journals. Professional Development Workshop at the *Academy of Management Annual Meeting*, Boston, MA. Panelist.
- [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. Co-organizer and presenter. 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), & Todd R. Zenger (Washington University–St. Louis).

## Invited Presentations

- [18] Levin, D. Z., Walter, J., & Murnighan, J. K. (2016). Before they were ties: Predicting the value of brand-new connections. Presented by the first author at a research seminar at Columbia University, February 16.
- [17] Levin, D. Z., Walter, J., & Murnighan, J. K. (2015). Before they were ties: Predicting the value of brand-new connections. Presented by the first author at a research seminar at Johns Hopkins University, November 12.
- [16] Kreutzer, M., Kreutzer, K., & Walter, J. (2015). Antecedents and outcomes of peer control: A multi-level analysis. Presented at a research seminar at City University London, United Kingdom, June 4.

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## Invited Presentations—*cont'd*

- [15] Khoury, T. A., Walter, J., & Pleggenkuhle–Miles, E. G. (2015). Prior experience, bargaining power, and exclusivity in technology licensing agreements. Presented at a research seminar at Tilburg University, Netherlands, April 17.
- [14] Kreutzer, M., Kreutzer, K., & Walter, J. (2015). Antecedents and outcomes of peer control: A multi-level analysis. Presented at a research seminar at Erasmus University Rotterdam, Netherlands, April 16.
- [13] Khoury, T. A., Walter, J., & Pleggenkuhle–Miles, E. G. (2015). Prior experience, bargaining power, and exclusivity in technology licensing agreements. Presented at a research seminar at the Faculty of Business and Economics (HEC), University of Lausanne, Switzerland, March 4.
- [12] Kreutzer, M., Cardinal, L. B., Walter, J., & Lechner, C. (2013). Formal and informal controls as complements or substitutes? The role of the task environment. Presented by the first author at a research brownbag lunch of the Entrepreneurship & Strategy Institute at IESE Business School in Barcelona, Spain, June 5.
- [11] Walter, J. (2013). Weak ties and innovation. Presentation as Subject Matter Expert at the *Industrial Research Institute's Diamond Jubilee Meeting* in Washington, DC, May 21.
- [10] Walter, J., Levin, D. Z., & Murnighan, J. K. (2012). Dormant ties: The value of reconnecting. Presented at the *Faculty Research Luncheon Series* at The George Washington University, December 6.
- [9] Khoury, T. A., Walter, J., & Pleggenkuhle–Miles, E. G. (2012). Exclusivity in biotech licensing deals: What makes licensors restrict their options? Presented by the first author at the *Second Annual LCB Research Workshop on Innovation, Sustainability, and Entrepreneurship* at the University of Oregon, June 1.
- [8] Levin, D. Z., Walter, J., & Murnighan, J. K. (2012). Reconnection choices and the dominance of the irrelevant past. Presented by the first author at a research seminar series at London Business School, United Kingdom, February 29.
- [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:
- (2014). *Marketplace Morning Report* with David Brancaccio, *National Public Radio*, April 28.
- Grant, A. M. (2013). Finding new ideas: The value of connecting and reconnecting, *Wharton Nano Tools for Leaders*, May 2013.
- Grant, A. M. (2013). *Give and take: A revolutionary approach to success*, New York: Viking.
- Dominus, S. (2013). Is giving the secret to getting ahead? *The New York Times Magazine*, March 27.
- (2011). With one click, old contacts offer best advice. *The Moscow Times*, No. 4726, September 19.
- (2011). Build your strategic networks, even if you hate it! *Business Digest*, 218 (July–August).
- Brokaw, L. (2011). The huge loss of lost contacts. *MIT Sloan Management Review Blog: Improvisations*.
- Stock, K. (2011). Networking’s biggest secret; Want a job? Call someone you barely know; and Old friends: ‘the Holy Grail’ of networking. All in *The Wall Street Journal Digital Network*.
- (2011). Losing touch: The power of reconnecting with long–lost colleagues. *Economist Intelligence Unit, Executive Briefing*, The Economist.
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## HONORS, GRANTS, & FELLOWSHIPS

2016-2018	Recognized as Ave Tucker Fellow at the George Washington University’s School of Business (competitive fellowship)
2015	Recognized as being among the Top 10% of George Washington University’s School of Business full-time faculty based on course and instructor ratings
2015	Outstanding Reviewer Award for the Business Policy and Strategy Division of the Academy of Management for the 2015 Meetings
2015	Nominated for the Oscar and Shoshana Trachtenberg Prize for Faculty Scholarship (Research), The George Washington University
2014	Finalist for the Strategic Management Society Best Conference Paper of the Strategy Process Interest Group
2014	Nominated for the 2014 Strategic Management Society Best Conference Paper Prize Award
2014	Nominated for the 2014 Strategic Management Society Best Conference Paper for Practice Implications Award
2014	Mid–Career Consortium, BPS Division, Academy of Management Annual Meeting
2014	Outstanding Reviewer Award for the Business Policy and Strategy Division of the Academy of Management for the 2014 Meetings
2014	Peter B. Vaill Outstanding Doctoral Educator Award, the Doctoral Program of the School of Business, The George Washington University
2013	Nominated for the 2013 Strategic Management Society Best Conference Paper Prize Award

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## HONORS, GRANTS, & FELLOWSHIPS—*CONT'D*

2013	Junior Faculty Consortium, OMT Division, Academy of Management Annual Meeting
2013	Nominated for the Peter B. Vaill Outstanding Doctoral Educator Award, the Doctoral Program of the School of Business, The George Washington University
2012	Recognized as one of the Top 10 George Washington University's School of Business faculty members with the highest course and instructor ratings
2011	MIT Sloane Management Review article on dormant ties recognized as "Editor's Picks: Top Ten Articles from 2011"
2011	Nominated for the Peter B. Vaill Outstanding Doctoral Educator Award, the Doctoral Program of the School of Business, The George Washington University
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	Junior 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	Doctoral Consortium, TIM division, Academy of Management Annual Meeting
2004	Nominated for the 2004 Strategic Management Society Best Conference Paper Prize Award
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

### Elected Positions in Professional Societies

- Representative at Large at the Strategy Process Interest Group of the *Strategic Management Society* (2014–present)

## 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* (2006–2007)
- *Strategic Management Society* (2003–present)

## Journal Review Activities

- *Entrepreneurship Theory and Practice*
- *European Management Journal*
- *International Journal of Management Reviews*
- *Journal of Business Research*
- *Journal of Management*
- *Journal of Management Inquiry*
- *Journal of Management Studies*
- *Management Science*
- *Organization Science*
- *Organization Studies*
- *Research Policy*
- *R&D Management*
- *Strategic Management Journal*
- *Strategic Organization*

## Conference Review Activities

- *Academy of Management Annual Meeting*, BPS Division & OMT Division
- *Eastern Academy of Management Conference*
- *Southern Management Association Meeting*, Best Paper Committee, Business Policy & OT
- *Strategic Management Society Conference*, Cooperative Strategies Track, Strategy Process Track, & Conference Best PhD Paper Prize

## Other Review Activities

Rothaermel, F. (2012). *Strategic Management*, 1<sup>st</sup> edition, New York: McGraw–Hill: Reviewer.

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

## TEACHING EXPERIENCE

- 2010–present     **The George Washington University**, Washington, DC  
*BADM 4801—Strategy Formulation & Implementation* (undergraduate–level course);  
*MBAD 6286—Strategy Formulation & Implementation* (MBA–level course);  
*MBAD 6287—Strategy Fundamentals* (MBA–level course);  
*SMPP 321—Seminar in Strategic Management* (doctoral seminar);  
*SMPP 6290—Social Network Theory & Applications* (doctoral seminar)
- 2015             **European Business School**, Wiesbaden, Germany  
Seminar Speaker: *Doctoral Off–Site Research Workshop* (doctoral–level workshop)
- 2015             **University of St. Gallen**, St. Gallen, Switzerland  
Seminar Speaker: *Knowledge Strategy* (undergraduate–level course);  
*Strategic Management* (executive MBA seminar)
- 2013             **Kennesaw State University**, Kennesaw, GA  
Seminar Speaker: *DBA 9001—Seminar in Business Research I* (executive DBA seminar)
- 2013             **University of Tennessee**, Knoxville, TN  
Seminar Speaker: *MGMT 616—Designing Effective Organizations* (doctoral seminar)
- 2011             **University of St. Gallen**, St. Gallen, Switzerland  
Web–Based Seminar Speaker: *Certified Strategy Professional* (executive–level online course)
- 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* (all graduate–level courses); *Research Issues in Strategic Management* (doctoral seminar)
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## PH.D. TRAINING

### Dissertation Committee Member

- Viviane Clement (The George Washington University, 2015)
- Anthony Cannizzaro (The George Washington University, 2014)
- Juan Roeschmann Gillmore (The George Washington University, 2014)
- Jean Woroniecki (University of Pittsburgh, 2013)

### Comprehensive Exams

- Viviane Clement (The George Washington University, 2014)
- Lili Yan (The George Washington University, 2013)
- Yoona Youm (The George Washington University, 2013)
- Smita Trivedi (The George Washington University, 2011)

### Presiding at Dissertation Defense

- Ami Ji (The George Washington University, 2014)
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## SERVICE TO THE UNIVERSITY

### Governance Activities

2013–present	Member of the doctoral committee of the School of Business, The George Washington University
2014–2015	Member of the search committee for the Avram S. Tucker Endowed Chair in Strategy and Leadership at the School of Business, The George Washington University
2013–2014	Member of the senior awards committee of the School of Business, The George Washington University
2013–2014	Member of the task force developing the joint Management & Strategy Doctoral Program proposal for the School of Business, The George Washington University
2006–2010	Member of the research committee of the School of Business Administration, Portland State University

### Other Service Activities

2015–present	Faculty mentor for Consulting Immersion Pilot Program, F. David Fowler Career Center, School of Business, The George Washington University
2015	Faculty judge for “Battle of the Beltway” undergraduate case competition sponsored by Deloitte

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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 **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
- 1997–1999 **Institute for Media and Communications Management, University of St. Gallen**, St. Gallen, Switzerland  
Research Assistant for the research and consulting project “Logistics & Electronic Commerce”
- 1998 **Siemens Electromechanical Components**, Munich, Germany  
Summer Intern; development of the international financial planning system for distribution centers
- 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 “Münchener Marktimpulse 1996,” promoting links between students and industry
- 1995–1996 Community service (*Zivildienst*) at the District Hospital Haar, Haar, Germany
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