

Gordon Walker

Curriculum Vitae

ACADEMIC EMPLOYMENT

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|--|---|-------------|
| Southern Methodist University | Bobby B. Lyle Professor of Entrepreneurship | 2015 - |
| Southern Methodist University | David B. Miller Professor of Business | 2007 - 2015 |
| Southern Methodist University | Chair, Department of Strategy and Entrepreneurship | 2000 - |
| Southern Methodist University | Professor on the Marilyn and Leo F. Corrigan, Jr. Endowment | 1997-2000 |
| Southern Methodist University | Associate Professor | 1993-1997 |
| Yale University | Adjunct Associate Professor | 1991-1993 |
| The Wharton School University of Pennsylvania | Stanley R. Jaffe Term Associate Professor of Management | 1986-1991 |
| Sloan School Massachusetts Institute of Technology | Assistant Professor | 1981-1986 |
| The Wharton School University of Pennsylvania | Teaching Fellow, Assistant Instructor and Lecturer | 1978-1980 |

EDUCATION

| | | |
|--|--------|------|
| The Wharton School University of Pennsylvania | Ph.D. | 1982 |
| The Wharton School University of Pennsylvania | M.B.A. | 1976 |
| Yale University | B.A. | 1966 |

PUBLICATIONS

JOURNAL ARTICLES, BOOK CHAPTERS, AND PROCEEDINGS

| | |
|------|---|
| 2020 | “Growing and Shrinking”, (with Jody Magliolo and Tammy Madsen), <i>Strategic Management Review</i> |
| 2017 | “The Evolution of Heterogeneity in Performance,” (with Tammy Madsen), <i>Strategic Management Journal</i> |

- 2015 "How Much Does Owner Type Influence Firm Performance? Evidence from China, 1998-2007," (with Frank Xia) *Strategic Management Journal*.
- 2015 *Profit Centers*, in The Palgrave Encyclopedia of Strategic Management.
- 2015 *Competitive Heterogeneity*, (with Tammy Madsen and David Hoopes) in The Palgrave Encyclopedia of Strategic Management.
- 2012 *The role and impact of computer simulation modelling in competitive strategy research*, (with Richard Harrison), in Elgar Handbook of Research on Competitive Strategy, Northampton, UK; Edward Elgar.
- 2012 *Governance Networks, Small Worlds, and Acquisitions in Germany and the United States, 2000-2005*, (with Gerry Davis and Bruce Kogut) in The Small Worlds of Corporate Governance (ed. Bruce Kogut), Cambridge, MA; MIT Press.
- 2008 *The Rise of Ecommerce as an Epidemic in the Small World of Venture Capital Syndication*, in Advances in Strategic Management: Network Strategy, J. Baum and T. Rowley (eds.), Northampton, UK: Edward Elgar.
- 2007 *The Emergent Properties of a New Financial Market: American Venture Capital Syndication from 1960 to 2000*, (with Bruce Kogut and Pietro Urso), Management Science, 53 (7), 1181-1198.
- 2007 *Competition Between Entrants and Incumbents in a Deregulated Industry*, (with Tammy Madsen), Organization Science, 18(4), 667-687 (reprinted in *Competitive Strategy*, Catherine Maritain and Margaret Peteraf (eds.), Edward Elgar, 2011).
- 2007 *The Incompleteness of Research on Firm Boundaries*, Strategic Organization, 5(3): 227- 236.
- 2005 *Networks and the Economy*, in The Encyclopedia of Sociology, Blackwell.
- 2005 *Networks of Strategic Alliances*, in Handbook of Strategic Alliances, edited by Oded Shenkar and Jeff Reuer, Sage.
- 2004 *Restructuring or Disintegration of the German Corporate Network: Globalization as a Fifth Column* (with Bruce Kogut) in Problemy teorii i praktiki upravleniya ("Problems of Management Theory and Practice") in Russian, 4, 2004.
- 2003 *Network Structure, Content and Evolution*, in Multilevel Issues in Organizational Behavior and Strategy, Fred Dansereau and Fran Yammarino (eds.) Greenwich, CT: JAI Press
- 2003 *Small Worlds and Globalization in a Comparative Perspective*, (with Bruce Kogut), Gerer et Comprendre (special issue).
- 2003 *Acquisitions and the Network of German Ownership - 1993-2000*, (with Bruce Kogut), Gerer et Comprendre (special issue).
- 2003 *Towards a Theory of Competitive Heterogeneity*, (with David Hoopes and Tammy Madsen), Strategic Management Journal (special summer issue), 24, 889 - 902
- 2002 *The Evolution of Heterogeneity in Performance*, (with Tammy Madsen), Proceedings of the Academy of Management.

- 2002 *How Does Institutional Change Affect Heterogeneity Among Firms?* (with Tammy Madsen and Gary Carini), Strategic Management Journal, 23, 89-104.
- 2002 *Agency and Institutions: Organizational Form and National Divergences in Diversification Behavior*, (with Bruce Kogut and Jay Anand), Organization Science, 13 (2): 162-181.
- 2001 *The Small World of Germany and the Durability of National Networks*, (with Bruce Kogut) American Sociological Review, June, 66(3): 317-335.
- 2000 *Forecasting Ability as a Distinctive Competence*, (with Richard Makadok), Strategic Management Journal, August, 21:853-864.
- 1998 *Strategy and Network Formation*, Advances in Strategic Management, J. Baum and H. Rao (eds.), JAI Press, Greenwich, CT.
- 1998 *Outsourcing of Application Software: A Knowledge Management Perspective*, (with Cynthia Beath), Proceedings of the Hawaiian International Conference on Systems Science, Kona, HA.
- 1997 *Social Capital, Structural Holes and the Formation of an Industry Network* (with Bruce Kogut and Wei-jian Shan), Organization Science, 8:109-125. (reprinted in Managing in Times of Disorder, Anne Y Ilinitich, Arie Lewin, and Richard D'Aveni (eds.), Thousand Oaks, CA: Sage, 1998); in Knowledge and Social Capital, Eric Lesser (ed.), Butterworth-Heinemann, 1999); in The Economics of Biotechnology edited by Maureen Mc Kelvey, Chalmers University of Technology, Sweden and Luigi Orsenigo, Facolta di Ingegneria, Universita Degli Studi di Brescia, Italy. 2005; in Strategic Alliances, Jeffrey Reuer (ed.), Oxford, 2004).
- 1996 *Search and Selection in the Money Market Mutual Fund Industry*, (with Richard Makadok), Strategic Management Journal, 17:39-54.
- 1995 *Cooperation and Entry Induction as an Extension of Technological Rivalry* (with Bruce Kogut and Dong-Jae Kim), Research Policy, 24:77-95.
- 1995 *Platform Technologies and National Industrial Networks* (with Bruce Kogut, Wei-jian Shan and Dong-Jae Kim), in The Internationalization of Corporate Technology Strategies, J. Hagedoorn, ed.
- 1994 *Asset Choice and Supplier Performance in Two Organizations - US and Japanese*, Organization Science, 5: 583-593
- 1994 *Interfirm Cooperation and Startup Innovation in the Biotechnology Industry*, (with Bruce Kogut and Weijian Shan), Strategic Management Journal, 15:387-394 (also published in the Academy of Management Proceedings, 1993)
- 1993 *Knowledge in the Network and the Network as Knowledge: The Structure of the Biotechnology and Semiconductor Industries*, (with Bruce Kogut and Wei-jian Shan) in The Embedded Firm: On the Socioeconomics of Industrial Networks, Gernot Grabher (ed.) London: Routledge.
- 1992 *Make or Cooperate: A Study of Embeddedness in the Biotechnology Industry* (with Bruce Kogut and Wei-jan Shan), in Network Organizations, Robert Eccles and Nitin Nohria, eds. Cambridge, MA: Harvard Business School Press.
- 1991 *The Prediction of Managerial Success*, (with Bob House and Ann Howard) Proceedings of the Annual Meeting of the Academy of Management.

- 1991 *Profit Centers, Single Source Suppliers and Transaction Costs*, (with Laura Poppo), Administrative Science Quarterly, March. (reprinted in Information Technology and the Corporation of the 1990s : Research Studies, Thomas J. Allen and Michael S. Scott Morton, (eds.) New York : Oxford University Press, 1994)
- 1988 *Strategic Sourcing, Vertical Integration and Transaction Costs*, Interfaces, 18(3):62-73.
- 1987 *Network Analysis for Interfirm Cooperative Relationships*, in Farok Contractor and Peter Lorange (editors), Cooperative Strategies in Multinational Business, Lexington, MA: D. C. Heath.
- 1987 *Supplier Competition, Uncertainty and Make or Buy Decisions* (with David Weber), Academy of Management Journal, 30(3): 589-596.
- 1986 *The Strategy-History Connection: The Case of Exxon* (with Allen Kaufman), The Public Historian, 8(2): 23-39.
- 1985 *Network Position and Cognition in a Computer Software Firm*, Administrative Science Quarterly, March, 30:103-130.
- 1984 *The Dynamics of Interorganizational Coordination* (with Andrew Van de Ven), Administrative Science Quarterly, December, 29:598-621.
- 1984 *A Transaction Cost Approach to Make-or-Buy Decisions* (with David Weber), Administrative Science Quarterly, September, 29:373-391. (reprinted in Organizational Sociology, W. Richard Scott (ed.), Brookfield, MA: Dartmouth, 1994)
- 1980 *A Longitudinal Examination of Coordination Among Organizations* (with Andrew Van de Ven), Proceedings of the Annual Meeting of the Academy of Management, Detroit, Michigan.
- 1979 *Coordination Patterns Within an Interorganizational Network* (with Andrew Van de Ven and Jennie Liston), Human Relations, 32:19-36.

WORK IN PROGRESS

- Gordon Walker, Frank Xia, "Bottom Feeders: Resource Redeployment in Acquisitions of Underperforming Assets," working paper
- Gordon Walker, Tammy Madsen, "Competitive Heterogeneity in the Upstream Oil and Gas Industry" data collection,
- Gordon Walker, Frank Xia, "Rivalry, Agglomeration and the Introduction of New Products," working paper
- Gordon Walker, "Transaction Costs, Process Innovation and Make or Buy Decisions" Working
- Gordon Walker and Tammy Madsen, *Modern Competitive Strategy*, 5th edition,
- Gordon Walker, Bo Kyung Kim, Oliver Gottschalg, "The Dynamics of Status and Firm Performance in the U.S. Venture Capital Industry," working paper
- Gordon Walker, Bo Kyung Kim and Tammy Madsen, "Benefit from the Middle: Growth and Status in the foreign Exchange Industry," working paper
- Gordon Walker, Frank Xia, Tammy Madsen, "Age Cohorts and Founding Rates in the Private Sector of Chinese Manufacturing"
- Gordon Walker, "book project: Strategic Boundaries",
- Gordon Walker, "Industry Opportunity Structures and the Evolution of Venture Capital",

BOOKS:

Modern Competitive Strategy, Irwin-McGrawHill: 1st edition July, 2003; 2nd edition, 2006; 3rd edition, 2009; 4th edition (with Tammy Madsen), January, 2015; in Chinese [traditional, 2006; simplified, 2012]. 5th edition to be published March, 2025

EXTERNAL BOARD DIRECTORSHIPS AND SERVICE

| | |
|------------------|--|
| 2005-2013 | Alico, Inc. (NASDAQ) - Member Board of Directors, Chairman, Nominating and Governance Committee; Chairman, Strategy Committee; member, Compensation Committee; member Audit Committee, |
| 2005-? | Senable - Member, Board of Advisors |
| 2002-2004 | Migratec- Member, Board of Advisors |
| 2001, 2003, 2004 | President, Yale Club of Dallas |
| 1999 | Speedtraining.com - Member, Board of Advisors |

EDITORIAL BOARDS

| | |
|---|---------------------|
| Advisory Board, <u>Management and Organization Review</u> | 2014 - |
| Editorial Board, <u>Administrative Science Quarterly</u> | 1997-2007 |
| Editorial Review Board, <u>Organization Science</u> | 1990-2002 2003-2010 |
| Editorial Board, <u>Strategic Organization</u> | 2001-2 |

RESEARCH FELLOWSHIPS, AWARDS AND GRANTS

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| Best paper award, Business Policy Division, Academy Of Management | 2002 |
| Corrigan Professorship, Southern Methodist University | 1997-2000 |
| Research Excellence Award, Southern Methodist University | 1996 |
| National Science Foundation Grant, Division of Decision, Risk and Management Science, no. SBR-9422976, "The Institutional Economics of Software Sourcing" (with Cynthia Beath) | 1995-7 |
| Corrigan Research Grant, Southern Methodist University | 1995 |
| University Research Council Grant, Southern Methodist University | 1994 |
| Runner-up best paper, Technology and Innovation Division, Academy of Management | 1993 |
| Reginald Jones Center Grants, Wharton School, University of Pennsylvania | 1987-1991 |
| Sol Snider Entrepreneurial Center Grants, Wharton School, University of Pennsylvania | 1988-1991 |

National Science Foundation Grant, Division of Decision, Risk and Management Science, no. SES-8800310: "Transaction Costs, Early Sourcing and Supplier Performance: A test of an Administrative Innovation in Two Organizations" 1988-1989

Wharton Fellowship 1976

TEACHING RECOGNITION

President's Associates Award for Outstanding Teaching, SMU 1999

Among Best MBA Teachers, Business Week Rankings, SMU 1998

Outstanding Executive MBA Teacher, SMU 1994

Five Star Business Policy Teacher, Business Week Rankings, SMU 1994

OTHER RECOGNITION

Who's Who in the World 2001 -

Who's Who in America 2000 -

Who's Who in Finance and Industry 2002 -

Bronze Star with Combat V 1969