

Gordon Walker

Curriculum Vitae

ACADEMIC EMPLOYMENT

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 - 2025
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

PAPERS AND PUBLICATIONS

JOURNAL ARTICLES, BOOK CHAPTERS, AND PROCEEDINGS

2024	"Horizontal Acquisitions of Growth Potential," (with Frank Xia), forthcoming, <i>Industrial and Corporate Change</i>
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), *Strategic Management Journal*.
- 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 *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) (reprinted 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-jian 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)
- 1979 *Coordination Patterns Within an Interorganizational Network* (with Andrew Van de Ven and Jennie Liston), Human Relations, 32:19-36.

Presentations:

Numerous presentations at Annual Meetings of the Academy of Management and the Strategic Management Society, as well as DRUID, EGOS, host of universities including, Dartmouth, Yale, Harvard, Stanford, Utah, USC, Florida, Chicago, Ohio State, Wharton, Emory, Duke, NYU, and Michigan.

WORK IN PROGRESS

“Machine Learning, Artificial Intelligence, Diversification, M&A, Causal Inference,” (with Frank Xia) Working paper, under review.

“Intertemporal Scope and the Synergy Life Cycle,” (with Frank Xia) Working paper.

“Growing and Shrinking in the Upstream Oil and Gas Industry” (with Tammy Madsen and Frank Xia) Working paper.

“Agglomeration and the Liability of Foreignness” (with Frank Xia) Working paper.

“Regional Imprinting and the Growth of Privatized Firms” (with Frank Xia and Tammy Madsen) Working paper.

“Age Cohorts, Ownership and Founding Rates,” (with Frank Xia and Tammy Madsen) Working paper.

“Transaction Costs, Process Innovation and Make or Buy Decisions” Working paper.

“The Dynamics of Venture Capital Firm Network Position and Performance in the United States, 1980-2001.” (with Oliver Gottschalg and Bo Kyung Kim). Working paper.

“The Dynamics of Inter-cohort Mobility and Entrant Growth in the Foreign Exchange Industry 1973-1993 ” (with Tammy Madsen and Bo Kyung Kim) Working paper.

“Regional Entry by Private Firms in Chinese Manufacturing – 1998-2007,” (with Frank Xia), in progress.

“What Determines Firm Ownership Patterns in China?” (with Frank Xia) in progress.

“A Matching Model of Partner Choice in Venture Capital Syndication,” (with Oliver Gottschalg and Denisa Mindruta) in progress.

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].

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>	2001-2010

RESEARCH FELLOWSHIPS, AWARDS AND GRANTS

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
<u>TEACHING RECOGNITION</u>	
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
<u>OTHER RECOGNITION</u>	
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