

ALEX MURRAY

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ACADEMIC POSITIONS

Assistant Professor of Management

University of Oregon, Lundquist College of Business

2019 – Present

Senior Researcher

ETH Zürich, Department of Management, Technology, and Economics

2018 – 2019

EDUCATION

Ph.D. in Management & Organization, University of Washington

2018

M.S. in Accounting, University of Virginia

2012

B.S. in Accounting, University of Alabama

2011

RESEARCH & TEACHING INTERESTS

My research focuses on developing theoretical frameworks to explain how entrepreneurs mobilize resources from distributed resource providers and how distributed resource providers use novel technologies to coordinate resource allocation. I address empirical and theoretical puzzles stemming from the technologically driven phenomena of crowdfunding, blockchain-based firms, human-artificial intelligence (AI) interaction, and decentralized autonomous organizations (DAOs). Theoretically, I contribute to the literatures on organizational theory, strategy, and entrepreneurship by unpacking how entrepreneurs obtain and maintain support from many distributed stakeholders over time. Methodologically, I complement inductive field-based approaches with statistical analyses to develop novel insights and advance existing theories in intriguing ways.

My teaching interests include entrepreneurship, technology innovation, and strategy. I often draw on my qualitative fieldwork to write teaching cases for my courses.

PEER-REVIEWED PUBLICATIONS

He, V.F., ^Tröbinger, M., Murray, A. The crowd beyond funders: An integrative review of and research agenda for crowdfunding. **Conditionally accepted at *Academy of Management Annals*.**

Murray, A., Fisher, G. (2023). When more is less: Explaining the curse of too much capital for early-stage ventures. *Organization Science*. 34(1): 246-282.

Murray, A., Kim, D., #Combs, J. (2023). The promise of a decentralized Internet: What is Web3 and how can firms prepare? *Business Horizons*. 66(2): 191-202.

Murray, A., Rhymer, J., Sirmon, D. (2021). Humans and technology: Forms of conjoined agency in organizations. *Academy of Management Review*. 46(3): 552-571.

- **2022 Academy of Management Review Best Paper Award**

*Murray, A., *Kuban, S., *Josefy, M., *[#]Anderson, J. (2021). Contracting in the smart era: The implications of blockchain and decentralized autonomous organizations for contracting and corporate governance. *Academy of Management Perspectives*. 35(4): 622-641.

Murray, A., Kotha, S., Fisher, G. (2020). Community-based resource mobilization: How entrepreneurs acquire resources from distributed non-professionals via crowdfunding. *Organization Science*. 31(4): 960-989.

Hallen, B.L., Davis, J.P., Murray, A. (2020). Entrepreneurial network evolution: Explicating the structural localism and agentic network change distinction. *Academy of Management Annals*. 14(2): 1067-1102.

INVITED PUBLICATIONS & BOOK CHAPTERS

Murray, A., Glaser, V. (Invited). Social implications of artificial intelligence. *The Oxford Handbook of Organisational Social Evaluations*. R. Younger, A. Zavyalova (eds.). Oxford, UK: Oxford University Press.

Rhymer, J., Murray, A., Sirmon, D. (Forthcoming). Synthetic stakeholders: Engaging the environment in organizational decision making. *Research on AI and Decision Making in Organizations*. I. Constantiou, M.P. Joshi, M. Stelmaszak (eds.). Cheltenham, UK: Edward Elgar Publishing.

MANUSCRIPTS UNDER REVIEW

Murray, A., Hallen, B.L., Kotha, S. Levered replication: A study of how entrepreneurs quickly and effectively learn new capabilities for their nascent organizations. **Revise and resubmit at *Organization Science***.

*Basit, A., *Johnson, M., *[^]Khan, U.A., *Murray, A. Ego-centrists, collaborators, and socializers: How tie-forming motivations impact pivoting. **Under review at *Organization Science***.

Jones, J., Murray, A. Invest because of who I am, not what you expect me to be: An examination of the demand side of social investments. **Under review at *Journal of Management Studies***.

WORKING PAPERS

Murray, A., Cohen, S., [^]Iqbal, F. Legitimacy buffers: How ventures maintain stakeholder support in the face of operational legitimacy threats.

*[^]Hmaddi, O., *Lanahan, L., *Murray, A. Tracing ecosystem level spillovers of entrepreneurial capital.

Murray, A., Sirmon, D., Kim, D., Huang, L. Financial resources of the future: Decentralized resources and autonomous resource mobilization for technology-enabled start-ups.

Sirmon, D., Fisher, G., Murray, A. The double-edged implications of community-provided resources.

Murray, A., Rhymer, J., Sirmon, D. Tokenizing information and distributed ledger technologies.

SELECTED WORKS IN PROGRESS

Younger, S., Murray, A., Kotha, S., Wicks, A. How firms develop trust with online communities.

Rhymer, J., Murray, A., Sirmon, D. Synthetic stakeholders: How the natural environment achieves salience in organizations.

Heidl, R., Padmanabhan, P., Murray, A. Trust in human-nonhuman collaborations.

Zipay, A., Murray, A. Multi-level marketing and entrepreneurship.

*#Brewer, J., *Kim, D., *Murray, A., *#Patel, D. Assessing the blockchain-artificial intelligence ensemble.

Pagel, A., Murray, A., Grimes, M., Nelson, A. Communicating and evaluating novel technology and innovation.

TEACHING CASES

Huang, L., ^Enthoven, M., Murray, A., Hofmann, E. (2021). modum.io (B): Bidding farewell to crypto. *Harvard Business School Case N9-421-068*. (Case Study)

Huang, L., ^Roeck, D., Murray, A., Hofmann, E. (2020). modum.io: Funding a blockchain-based start-up's supply chain solution. *Harvard Business School Case N9-420-006*. (Case Study)

Murray, A., Kotha, S. (2016). Kickstarter: Using crowdfunding to launch a new board game. In F. T. Rothaermel (Eds.), *Strategic Management, 5e*. Burr Ridge, IL: McGraw-Hill. (Case Study)

* Denotes equal authorship

^ Denotes collaboration with doctoral student

Denotes undergraduate student at time of submission

PRESENTATIONS

Conference Papers & Presentations

“Synthetic stakeholders: How the natural environment achieves salience in organizations.” **West Coast Research Symposium** | Seattle WA | September 2023

- “Legitimacy buffers: How ventures maintain stakeholder support in the face of operational legitimacy threats.” Strategies for scaling-up: Addressing changing nature of challenges over a venture’s lifecycle (Symposium). **Academy of Management Annual Meeting** | Boston MA | August 2023
- “Not all black-boxes are the same: Unpacking and theorizing different algorithmic technologies” (Symposium). **Academy of Management Annual Meeting** | Boston MA | August 2023
- “Web3 decentralization: Blockchain technologies’ impact on modern organizational governance” (Symposium). **Academy of Management Annual Meeting** | Boston MA | August 2023
- “Synthetic stakeholders: How the natural environment achieves salience in organizations.” **European Group for Organizational Studies Colloquium** | Cagliari, Italy | July 2023
- “Tokenizing information and distributed ledger technologies.” The implications of blockchain technology for business (Symposium). **Academy of Management Annual Meeting** | Seattle WA | August 2022
- “Distributed ledger technologies and decentralized platform ecosystems.” Technology across organizational boundaries (Symposium). **Academy of Management Annual Meeting** | Seattle WA | August 2022
- “Ego-centrists, collaborators, and socializers: How tie-forming motivations impact pivoting.” **Academy of Management Annual Meeting** | Seattle WA | August 2022
- “Financial resources of the future: DAO-based resource mobilization.” **TUM Blockchain Workshop** | July 2022 (virtual presentation)
- “How do nascent organizations quickly and accurately learn new skills and capabilities? A study of resource mobilization via crowdfunding.” **West Coast Research Symposium** | September 2021 (virtual presentation)
- “How do entrepreneurs learn effective resource mobilization actions.” The processes behind pivots: Behavioral perspectives on entrepreneurial change and adaptation (Symposium). **Academy of Management Annual Meeting** | August 2021 (virtual presentation)
- “Crowd-founding: Early-stage venture resource acquisition from decentralized autonomous organizations.” Decentralized organizational theory: Distributed trust and blockchain (Symposium). **Academy of Management Annual Meeting** | Vancouver, Canada | August 2020 (cancelled due to COVID-19)
- “Community-based (dis)advantage?: An RBV view of community driven performance gains and latent hazard” **Academy of Management Annual Meeting** | Vancouver, Canada | August 2020 (cancelled due to COVID-19)
- “Antecedents of the pivot: Temporal configurations of network positioning and team dynamics on ventures’ strategic redirections.” **INGRoup 2020** | Seattle WA | July 2020 (virtual presentation due to COVID-19)
- “Becoming a platform exemplar: The case of Kickstarter.” **Babson College Entrepreneurship Research Conference** | Knoxville TN | June 2020 (cancelled due to COVID-19)

- “How early-stage ventures manage internal legitimacy jolts with initial resource providers.” **Strategic Management Society Special Conference Berkeley** | Berkeley CA | April 2020 | *Best Conference Paper Finalist* (virtual presentation due to COVID-19)
- “Community-based resource acquisition: How early-stage ventures mobilize resources via crowdfunding.” **West Coast Research Symposium** | Stanford CA | September 2019
- “Humans and agentic technologies: Toward a theory of conjoined agency in the practice of organizational routines.” **ACM Collective Intelligence Conference** | Pittsburgh PA | June 2019
- “Becoming an exemplar: The case of Indiegogo and Kickstarter.” **Sustainability, Ethics, and Entrepreneurship Conference** | Miami FL | March 2019
- “Crowdfunding in an emergent market: Regulatory impact upon liquidity and performance.” **Blockchain Technology & Organizations Research Symposium** | Stamford CT | August 2018
- “Be careful what you wish for: The role of human agency in organizational coordination.” **Blockchain Technology & Organizations Research Symposium** | Stamford CT | August 2018
- “Rethinking interdependence and coordination: Organizational structure in the age of the distributed ledger.” Coordination, governance, and trust: The impact of blockchain on organizations (Symposium). **Academy of Management Annual Meeting** | Chicago IL | August 2018
- “Withholding signals of experience and expertise in resource acquisition efforts via crowdfunding.” **Academy of Management Annual Meeting** | Chicago IL | August 2018
- “Entrepreneurial opportunities and legitimacy within institutional voids: An exploratory case from Haiti.” **Sustainability, Ethics, and Entrepreneurship Conference** | San Juan PR | March 2017 | *Best Submission Award Winner*
- “Unintended incongruence or strategic decoupling? Narrative and operational alignment in hybrid organizations.” **Strategic Management Society Annual International Conference** | Berlin, Germany | September 2016 | *Best Conference Paper Nominee*
- “Expansive enactment: Dynamic drivers of cultural entrepreneurship.” **West Coast Research Symposium** | Seattle WA | September 2016
- “Persuasion sequences: The dynamic process of garnering support for early-stage entrepreneurial endeavors.” Identity, entrepreneurship, and meaning construction through cultural resources (Symposium). **Academy of Management Annual Meeting** | Anaheim CA | August 2016
- “Will they deliver? The impact of entrepreneurial narcissism on new venture follow-through.” **Academy of Management Annual Meeting** | Anaheim CA | August 2016
- “I’ll believe it when I see it: The case for alignment between impact investor projections and actions.” **Sustainability, Ethics, and Entrepreneurship Conference** | Denver CO | May 2016
- “Democratization of new venture funding: Does gender matter in crowdfunding settings?” **Strategic Management Society Annual International Conference** | Denver CO | October 2015

“Visual mapping for process research.” Embracing process in entrepreneurship research (PDW).
Academy of Management Annual Meeting | Vancouver, Canada | August 2015

“Persuading crowds: Mindset, learning and influence mechanisms in crowdfunding campaigns.”
Academy of Management Annual Meeting | Vancouver, Canada | August 2015

“Persuading crowds: A process approach to understanding persuasion mechanisms in crowdfunding campaigns.” **Babson College Entrepreneurship Research Conference** | Boston MA | June 2015

Invited Talks & Presentations

“Levered replication: A study of how entrepreneurs quickly and effectively learn new capabilities for their nascent organizations” **University of Arkansas** | Fayetteville AR | November 2023 (Upcoming)

“Grounded disconfirming learning: How entrepreneurs learn to mobilize financial resources from several non-professionals” **Darden School of Business, University of Virginia** | Charlottesville VA | June 2023

“DAO-based resource mobilization for start-ups.” **Decentralizations: Unlocking Stakeholder Value with Blockchain Technology in the Next Generation of the Internet** | Sponsored by the Sand Institute for Lifelong Learning at Darden | Rosslyn VA | June 2023

“The promise of a decentralized Internet: What is Web 3.0 and how can firms prepare?” **Junior Economic Club of Chicago** | Chicago IL | October 2022 (virtual presentation)

“Humble agentic learning: How entrepreneurs learn to mobilize resources from distributed non-professionals.” **Oregon State University** | Corvallis OR | May 2022

“How do nascent organizations quickly and accurately learn new skills and capabilities? A study of resource mobilization via crowdfunding.” **University of Colorado** | Boulder CO | October 2021

“When more is less: Explaining the curse of too much capital for crowdfunded early-stage ventures.” **American University** | Washington DC | March 2021 (virtual presentation)

“Humans and technology: Forms of conjoined agency in organizations.” **University of São Paulo** | São Paulo, Brazil | May 2020 (virtual presentation)

“Community-based resource acquisition: How early-stage ventures mobilize resources via crowdfunding.” **University of Oregon** | Eugene OR | February 2019

“Community-based resource acquisition: How early-stage ventures mobilize resources via crowdfunding.” **University of Georgia** | Athens GA | January 2019

“Community-based resource acquisition: How early-stage ventures mobilize resources via crowdfunding.” **Santa Clara University** | Santa Clara CA | January 2019

“Community-based resource acquisition: How early-stage ventures mobilize resources via crowdfunding.” **University of Southern California** | Los Angeles CA | January 2019

“Community-based resource acquisition: How early-stage ventures acquire resources from distributed non-professionals.” **Willamette University** | Salem OR | December 2018

- “Community-based resource acquisition: How early-stage ventures acquire resources from distributed non-professionals.” **Colorado State University** | Fort Collins CO | November 2018
- “Community-based resource acquisition: How early-stage ventures acquire resources from distributed non-professionals.” **Pennsylvania State University** | State College PA | October 2018
- “What is entrepreneurship in a decentralized autonomous organization?” (Keynote). **University of St. Gallen Alumni Group** | Zürich, Switzerland | September 2018
- “Community-based financing: Entrepreneurial resource acquisition in the age of disintermediation.” **ETH Zürich** | Zürich, Switzerland | May 2017
- “Playing to the crowd or playing with the crowd? The dynamic co-construction of entrepreneurial narratives.” **ETH Zürich** | Zürich, Switzerland | January 2017 (virtual presentation)
- “Actions before the business plan.” (Keynote). **Grow Your Business Initiative Conference: Ideas, Collision, Connection** | Port-au-Prince, Haiti | December 2016
- “Crowdfunding in Haiti.” (Keynote). **Entrepreneur en Action pour le Progrès Économique et Social Entrepreneurship Conference** | Port-au-Prince, Haiti | August 2016
- “A data-driven approach to opportunity recognition in developing contexts.” **University of Alabama** | Tuscaloosa AL | May 2016
- “Scale development: Measurement challenges across individual perceptions.” **University of Washington School of Social Work** | Seattle WA | May 2015

TEACHING EXPERIENCE

University of Oregon*

MGMT 635: Opportunity Recognition (MBA curriculum). Core course for MBA Entrepreneurship specialization that focuses on identifying and executing high-potential opportunities. Covers principled decision-making processes to develop and analyze new ventures.

- Winter 2024 (one section); upcoming
- Winter 2023 (one section)

MGMT 410/510: Lean Launchpad (combined undergraduate and MBA). Elective course that teaches evidence-based entrepreneurship. Covers business model development, hypothesis formulation and testing, asking unbiased questions to informants, and integrating feedback into new ventures.

- Fall 2023 (one section)
- Fall 2022 (one section)
- Fall 2021 (one section)
- Fall 2020 (one section, synchronous online due to COVID-19)

MGMT 335: Launching New Ventures (undergraduate curriculum). Core course for Entrepreneurship Minor that emphasizes the skills, behaviors, and knowledge necessary for creating and growing new ventures. Covers the fundamentals of recognizing and evaluating opportunities, developing growth strategies, obtaining venture funding, building a management team, and scaling.

- Winter 2024 (two sections); upcoming
- Winter 2023 (two sections)
- Winter 2022 (three sections)
- Winter 2021 (three sections, synchronous online due to COVID-19)
- Spring 2020 (two sections, synchronous online due to COVID-19)
- Winter 2020 (one section)

** The University of Oregon does not administer quantitative course evaluations in its effort to mitigate response biases. Students' qualitative evaluations are available upon request.*

University of Washington

ENTRE 370: Introduction to Entrepreneurship (undergraduate curriculum). Elective course that introduces students to entrepreneurial practices and the challenges of starting new businesses. Covers the fundamentals of opportunity recognition, opportunity evaluation, developing growth strategies, venture financing, and scaling. Organized several guest speakers from the Seattle entrepreneurial ecosystem.

- Fall 2015 (one section; Course: 4.8/5, Instructor 4.9/5)

PROFESSIONAL SERVICE ACTIVITIES

Editorial Positions

Academy of Management Review Special Topic Forum “AI in Management” | 2024

Editorial Review Board

Academy of Management Review | 2022 – Present

Strategic Entrepreneurship Journal | 2023 – Present

Ad-hoc Journal Reviewing

Academy of Management Journal | 2019 – Present

Academy of Management Review | 2020 – 2022

Administrative Science Quarterly | 2017 – Present

Journal of Business Venturing | 2016 – Present

Journal of Management | 2022 – Present

Organization Science | 2019 – Present

Organization Theory | 2021 – Present

Strategic Entrepreneurship Journal | 2021 – 2023

Strategic Management Journal | 2020 – Present

Strategy Science | 2019 – Present

Conferences, Grants, & Other Reviewing

Academy of Management Annual Meeting

Association of Computing Machinery Human-Computer Interaction Conference

Mitacs Accelerate

Oxford University Press

Routledge

SMS Special Conference 2019 Frankfurt

SMS Special Conference 2020 Berkeley

Strategic Management Society Annual Conference

Co-Organizer

Entrepreneurial Resource Mobilization: Overcoming a Critical Juncture and Exploring Future Research Directions (SMS Panel Session) | 2023
What Constitutes Data (Un)Conventionality? An Interactive PDW on Unconventional Archival Data (AOM PDW) | 2023
Identifying, Accessing, and Utilizing Unconventional Sources of Archival Data (AOM PDW) | 2022
Entrepreneurial Resource Mobilization: Overcoming a Critical Juncture and Exploring Future Research Directions (SMS Panel Session) | 2021
Demystifying the Revise and Resubmit Process (AOM PDW) | 2019
Blockchain Technology & Organizations Research Symposium | 2018

Consortia Facilitator

TIM Doctoral Consortium (AOM) | 2023
MOC Diamonds in the Rough Consortium (AOM) | 2023

UNIVERSITY SERVICE ACTIVITIES

University of Oregon

Oregon Blockchain Group faculty advisor | 2022 – Present
Management department research seminar coordinator | 2020 – 2021, 2022 – 2023
Management department selection committee member | 2022 – 2023; 2023 – 2024
MGMT 335 course coordinator | 2021 – 2022

ETH Zürich

Technology Entrepreneurship course coordinator | 2018 – 2019
Research symposium coordinator | 2018 – 2019

University of Washington

Representative in Doctoral Business Student Association | 2015 – 2017

HONORS & AWARDS

Academy of Management Review Best Reviewer Award | 2023
Excellence in Undergraduate Teaching Award, Lundquist College of Business | 2023
Consumer Protection Grant Award, University of Oregon | 2023
Goulet Outstanding Research Award, University of Oregon | 2023
Dave Petrone Financial Literacy and Wellness Research Award, University of Oregon | 2022
Academy of Management Review Best Paper Award | 2022
Academy of Management Review Best Reviewer Award | 2022
Lundquist Outstanding Faculty in Entrepreneurship Award, University of Oregon | 2022
Journal of Business Venturing Best Reviewer Award | 2021
Academy of Management Review Best Developmental Reviewer Award | 2021
Lundquist Center for Entrepreneurship Translational Research Grant Recipient | 2020
Strategic Management Society Special Conference Berkeley Best Paper Finalist | 2020
COVID-19 Impact Grant Award, University of Oregon | 2020
University of Oregon New Junior Faculty Research Award | 2019
Sustainability, Ethics, and Entrepreneurship Conference Best Submission Award | 2017

Terence R. Mitchell Doctoral Fellowship | 2016
University of Washington PhD Program Fellowship | 2016
Graduate School Top Scholar Award, University of Washington | 2014
David Beck Ph.D. Fellowship, University of Washington | 2013
Federation of Schools of Accountancy Student Achievement Award, University of Virginia (Awarded to top graduate in M.S. Accounting) | 2012
M.S. Accounting Departmental Scholarship, University of Virginia | 2011-2012
Academical Village Resident, University of Virginia | 2011-2012
USA Today All-USA College Academic Team, 1st Team (Awarded annually to 20 undergraduate students in the United States) | 2011
Omicron Delta Kappa, University of Alabama | 2011
Beta Gamma Sigma, University of Alabama | 2011
PricewaterhouseCoopers National Leadership Adventure, Chicago IL | 2010
PricewaterhouseCoopers Accounting Scholarship | 2010
Outstanding Business Ethics Award, University of Alabama | 2010
PricewaterhouseCoopers xACT Case Competition (Member of winning team at the University of Alabama) | 2009
Telecommunications Sophomore of the Year, University of Alabama | 2009
Presidential Scholarship, University of Alabama | 2008-2011

CONSORTIA PARTICIPATION

IDEaS Workshop II | Vancouver Canada | 2022
2021 Changing Nature of Work Paper Development Workshop | Palo Alto CA | 2021
TIM Virtual Workshop for Junior Faculty | Virtual | 2021
Igniting Impact: Enhancing Business Practice and Research through Greater Collaboration | Ann Arbor MI | 2020
Organization Science Special Issue on Emerging Technologies Workshop | Santa Barbara CA | 2019
Academy of Management Review Paper Development Workshop | Berkeley CA | 2018
West Coast Research Symposium (Track II) | Edmonton, Canada | 2017
OMT Doctoral Consortium, *Academy of Management Annual Meeting* | Atlanta GA | 2017
Sustainability, Ethics, and Entrepreneurship Junior Faculty & Doctoral Consortium | San Juan PR | 2017
West Coast Research Symposium (Track I) | Seattle WA | 2016
Sustainability, Ethics, and Entrepreneurship Junior Faculty & Doctoral Consortium | Denver CO | 2016
Kauffman Doctoral Consortium, Smith Entrepreneurship Research Conference | College Park MD | 2015

SELECTED NON-ACADEMIC EXPERIENCE

Forza Financial, Co-Founder, Board of Directors, Tuscaloosa AL | 2009 – 2015

Grameen Foundation, e-Warehouse Project Lead, Nairobi, Kenya | 2013

PricewaterhouseCoopers, Associate, Philadelphia PA | 2012

PERSONAL INTERESTS

Alpine mountaineering, Climbing, Hiking, Backpacking, Trail running, Swimming, Literature