

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 INTERESTS

My research develops theoretical frameworks to explain how entrepreneurs and organizations mobilize resources, engage initial stakeholders, and coordinate activities. I address empirical and theoretical puzzles stemming from the technologically driven phenomena of decentralized organizations, disintermediated markets, and distributed online communities. My projects are based in a range of contexts including crowdfunding, multi-sided platforms, blockchain-based firms, and decentralized autonomous organizations (DAOs). Theoretically, my research sits at the intersection of organizational theory, strategy, and entrepreneurship. Methodologically, I complement inductive field-based methods with statistical analyses.

TEACHING INTERESTS

Entrepreneurship, Innovation, Technology entrepreneurship, Social entrepreneurship, Strategy

PEER-REVIEWED PUBLICATIONS

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

Murray, A.*, Kuban, S.*, Josefy, M.*, Anderson, J.* (Forthcoming). Contracting in the smart era: The implications of blockchain and decentralized autonomous organizations for contracting and corporate governance. *Academy of Management Perspectives*.

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

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.

* Denotes equal authorship

MANUSCRIPTS UNDER REVIEW

Murray, A., Hallen, B.L., Kotha, S. How do nascent organizations quickly and accurately learn new skills and capabilities? A study of resource mobilization via crowdfunding. **Under review at *Administrative Science Quarterly***

Murray, A., Rhymer, J., Sirmon, D. Mitigating misinformation with distributed ledger technologies. **Under review at *Strategic Management Journal***

Sirmon, D., Fisher, G., Murray, A. Community and stakeholder resource-based theory: The double-edged implications of community-provided resources. **Under review at *Academy of Management Review***

SELECTED WORKS IN PROGRESS

Murray, A., Iqbal, F., Cohen, S. How early-stage ventures manage internal legitimacy jolts with initial resource providers | **Preparing for submission to *Strategic Management Journal***

Basit, A.*, Johnson, M.*, Khan, U.*, Murray, A.* Ego-centrists, collaborators, and socializers: How social network ties and entrepreneurial team dynamics impact pivoting. **Preparing for submission to *Academy of Management Journal***

Kotha, S., Murray, A., Wicks, A. How firms develop trust with online communities | **Preparing for submission to *Strategy Science***

Murray, A., Huang, L. Financial resources of the future: Decentralized resources and autonomous resource mobilization for technology-enabled start-ups | Writing stage

Younger, S., Murray, A. Becoming a platform exemplar: The case of Kickstarter and Indiegogo | Writing stage

Kotha, S.*, Murray, A.*, Zuzul, T.* Boundary emergence and evolution during a breakthrough product introduction: The Boeing 787-airplane program | Writing stage

Murray, A., Sirmon, D. Smart contracts, transaction costs, and decentralized organizations | Writing stage

Murray, A. Technology configurations and distributed energy grids | Data collection stage

Zipay, K., Murray, A. An identity and resource perspective of network marketing | Data collection stage

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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*.

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*.

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.

PRESENTATIONS

Conference Papers & Presentations

“How do nascent organizations quickly and accurately learn new skills and capabilities? A study of resource mobilization via crowdfunding.” **West Coast Research Symposium** | Virtual | September 2021

“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** | Virtual | August 2021

“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

“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 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 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 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)

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)

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

PROFESSIONAL SERVICE ACTIVITIES

Ad-hoc Journal Reviewing

Academy of Management Journal | 2019 – Present

Academy of Management Review | 2020 – Present

Administrative Science Quarterly | 2017 – Present

Journal of Business Venturing | 2016 – Present

Organization Science | 2019 – Present

Organization Theory | 2021 – Present

Strategic Entrepreneurship Journal | 2021 – Present

Strategic Management Journal | 2020 – Present

Strategy Science | 2019 – Present

Conferences, Grants, and Other Reviewing

Academy of Management Annual Meeting
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) | 2021
Demystifying the Revise and Resubmit Process (AOM PDW) | 2019
Blockchain Technology & Organizations Research Symposium | 2018

UNIVERSITY SERVICE ACTIVITIES

University of Oregon

MGMT 335 course coordinator | 2021 – Present
Research seminar coordinator | 2020 – 2021

ETH Zürich

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

University of Washington

Representative in Doctoral Business Student Association | 2015 – 2017

CONSORTIA PARTICIPATION

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

HONORS & AWARDS

Academy of Management Review Best Developmental Reviewer Award | 2021

Lundquist Center for Entrepreneurship Translational Research Grant | 2020
COVID-19 Impact Grant Award, University of Oregon | 2020
University of Oregon New Junior Faculty Research Award | 2019
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

PROFESSIONAL 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

Mountaineering, Hiking, Backpacking, Climbing, Trail running, Swimming, Skiing, Reading, Writing