

# THOMAS LORENZ, PhD (expected May 2026)

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## ACADEMIC PROFILE

Scholar-practitioner bridging organizational theory and leadership practice through research on organizational legitimacy, strategic management, and ethical leadership. The research program examines how organizations navigate value conflicts and build alignment across diverse stakeholder groups, with a particular focus on the impact of political polarization on organizational cohesion and goal acceptance. Combines rigorous experimental and survey research methodologies with deep practitioner insights from 20+ years leading corporate strategy and M&A at a publicly traded technology company (Cirrus Logic, NASDAQ: CRUS). Committed to research that addresses pressing leadership challenges while training future business leaders through evidence-based, experiential pedagogy.

Research Interests: Organizational Legitimacy | Political Polarization in Organizations | Strategic Management | Ethical Leadership | Mergers & Acquisitions | Innovation Strategy | Corporate Governance

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## EDUCATION

PhD in Business (Currently ABD status, expected May 2026)

University of Denver, Denver, Colorado

Focus: Management | GPA: 4.0

*Dissertation:* "Defense Against the Dark Arts of Polarization: Legitimizing Ethical Goals for all"

*Committee:* Dennis Wittmer (chair), Daniel Baack, Michael Nalick

Master of Business Administration (May 2000)

Texas A&M University – Mays Business School, College Station, Texas

Focus: Strategy | GPA: 4.0

Diplom Betriebswirt (B.S.) (1998)

University of Applied Sciences Munich, Munich, Germany

Focus: Marketing & Business Software

## Executive Education

Corporate Strategy Program – MIT Sloan School of Management (2006)

Mergers and Acquisitions Program – Stanford Graduate School of Business (2005)

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## RESEARCH & PUBLICATIONS

### Publications

Lorenz, T. & Rugg, B. "Assessing the Long-Term Investment Value of HOA Properties: A Comparative Analysis." *Journal of Housing Research*, February 2026

Lorenz, T. (2025). Ethical Leadership: A Multi-Stage Mediation Model of Value Congruence and Organizational Identification on Employee Engagement. *Administrative Sciences*, 15(9), 329. <https://doi.org/10.3390/admsci15090329>

### Under Review

### In Development

- International multiparty negotiations teaching case
- Teaching best in class on "AI-Resilient Case Method"
- Defense Against the Dark Arts of Polarization: Legitimizing Ethical Goals for all

### Conference Presentations

Lorenz, T. (2026 March). "Building AI Resilience in Management Education" Presented at AI in Higher Education Summit (AIHES) by the ESCP Business School, Paris

Lorenz, T. & Rugg, B. (2025, April). "Assessing the Long-Term Investment Value of HOA Properties: A Comparative Analysis." Paper presented at the American Real Estate Society (ARES) Annual Conference, Tucson, AZ.

### Patents (Applied Research Innovation)

US Patent US11656711B2 (Granted 2023)

Lorenz, T. & Doy, A.S. "Methods and apparatuses for configuring virtual buttons on a device."

US Patent US20210165866 (Granted 2021)

Lesso, J.P. & Lorenz, T. "Authentication of a user based on ear biometric data."

## Industry Publications

Lorenz, T. (2003). "Leaner and Meaner Competitors." *Vision Magazine*.

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## TEACHING EXPERIENCE

Adjunct Professor – St. Edward's University, Austin, TX Since August 2025

### *International Management (MGMT 3338 / IBUS 3338)*

- Undergraduate in-person course examining global business strategy, cross-cultural management, and international market entry
- Developed 20 original case studies, integrating real-world focused on help to integrate weekly learnings into real-world examples Designed experiential exercises connecting theoretical frameworks to contemporary business challenges
- Developed and implemented the "AI-Resilient Case Method," a pedagogical framework designed to ensure authentic learning in the generative AI era. The methodology integrates synchronous in-class analysis, oral defense assessments, and adversarial case design to verify student competency and critical thinking.

### *Strategic Management (BUSI 4349) – Spring 2026*

- Undergraduate in-person Captone Class with CAPSIM simulation
- Developing original case studies focused on a building core understanding of business strategy and implementation
- Strong Financial analytical skills / Literacy- ratios / BL / CF / Income
- Developing skills of complex data analysis, leveraging AI tools (Claude in Excel) and successful presentation of data

Teaching Assistant – Texas A&M University, Mays Business School

*Finance 431* |

- Supported classroom instruction, provided detailed assignment feedback, and assisted with exam preparation
- Held office hours and individual tutoring sessions to support student learning

## Guest Lectures

University of Denver, Denver (Remote) – Spring 2026

*Donald D. Bergh - Strategy Undergraduate Course:* Lectured on organic growth strategies and growth challenges

California State University, San Bernardino (Remote) – Fall 2024

*Frank Almeida - Entrepreneurship Course:* Lectured on identifying market opportunities, strategic execution, and growth strategies for new ventures

The University of Texas at Austin – Osher Lifelong Learning Institute – Fall 2024

*Global Strategy in Semiconductors:* Led multi-session course on global supply chains, competitive landscapes, and strategic frameworks in the semiconductor industry

The University of Texas at Austin – Fall 2018

*Strategy in High-Tech:* Presented strategy frameworks, case studies, and analytical tools for managing high-tech ventures

## Corporate & Executive Education (20+ years)

Strategy Workshops (2005–2022)

Organized, facilitated, and presented at 5+ annual workshops for senior executives and engineering leaders (~50 participants per session), guiding strategic planning, scenario analysis, and long-term growth initiatives

Corporate Training Sessions (2012–2021)

Delivered annual strategic overviews to ~400 staff members, translating complex competitive landscapes and innovation priorities into actionable insights

Mentorship Program (2012–2021)

Served as mentor in global internal mentorship program, providing personalized coaching, feedback, and career development guidance to emerging leaders

## Teaching Philosophy & Approach

Committed to experiential, evidence-based pedagogy that:

- Bridges theory and practice through real-world case studies and applied exercises
  - Develops critical thinking and strategic analysis capabilities
  - Incorporates current research findings into practical frameworks
  - Prepares students for leadership roles in complex, global business environments
  - Emphasizes ethical decision-making and stakeholder management
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## ACADEMIC SERVICE & LEADERSHIP

Media Chair – Strategic Management Society (Summer 2025 – present)  
Leading digital communication strategy and media engagement for a premier international organization advancing strategic management research and practice

Advisory Council Member – Houston Christian University (2025)  
Strategic AI Program – Providing guidance on curriculum development and industry partnerships

Strategic Advisory Council – Austin Monitor (non-profit local news organization)  
Contributing strategic guidance to civic journalism initiative

Membership:

- Strategic Management Society (since 2023)
  - American Real Estate Society (since 2024)
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## RESEARCH PROGRAM & EXPERTISE

Current Research Program

Organizational Legitimacy in Polarized Environments

Primary research stream examining how organizations establish broadly accepted goals when political identities create fundamental value disagreements among employees. Employs experimental designs testing legitimation strategies, combined with survey research across industries.

Ethical Leadership & Employee Engagement

Published research establishing multi-stage mediation model demonstrating how value congruence and organizational identification link ethical leadership to employee engagement outcomes.

## Real Estate Investment Analysis

Applied research examining long-term investment performance of HOA properties through comparative quantitative analysis.

## Methodological Expertise

- **Experimental Design:** Between-subjects experiments testing organizational interventions
- **Survey Research:** Large-scale survey design and analysis across organizational contexts
- **Quantitative Analysis:** Structural equation modeling, mediation analysis, regression analysis
- **Qualitative Methods:** Semi-structured interviews, case study research, content analysis
- **Applied Research:** Translating academic insights into practitioner-focused frameworks and tools

## Substantive Expertise (Grounded in 20+ Years of Practice)

### Strategic Management & Corporate Strategy

Led corporate strategy development and execution resulting in \$1.6B revenue growth (from \$160M to \$1.8B) at publicly traded technology company. Experience informing research on strategy formulation, implementation, and organizational alignment.

### Innovation & Entrepreneurship

Architected multi-stage innovation funnel evaluating 100+ opportunities globally. Revolutionized internal product development processes reviewing 100+ proposals. Research-grounded insights on innovation management and opportunity evaluation.

### Mergers & Acquisitions

Completed 12 M&A transactions from target identification through post-merger integration. Developed M&A evaluation frameworks for executive decision-making. Deep understanding of valuation, due diligence, cultural integration, and strategic fit assessment.

### Global Management

Led 20+ international due diligence investigations managing multinational teams. Conducted customer and supply chain audits across markets. Cross-cultural management expertise informing international business research.

### Investor Relations & Financial Communications

Seven years managing analyst relationships, non-deal roadshows, and stakeholder messaging for publicly traded company. Understanding of capital markets, corporate communications, and stakeholder management.

## Data-Driven Decision Making

Managed \$300M R&D budget implementing evidence-based frameworks for project prioritization. Led quarterly business reviews synthesizing complex metrics and KPIs. Experience informing research on managerial decision-making and performance management.

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## PROFESSIONAL EXPERIENCE

### Strategy Consultant – Austin, TX (2023–2025)

Leading strategic advisory engagements across industries, providing data-driven insights and actionable recommendations to executive teams on growth opportunities, market transitions, and competitive positioning.

### Co Founder - Virchow Photonics (2024-2025)

UT-Austin startup co-founded with Ray Chen is the Keys and Joan Curry/Cullen Trust Endowed Chair in the Chandra Family Department of Electrical and Computer Engineering at The University of Texas Austin. Photonics-based health technology venture in incubation stage and investigating Series A funding.=

### Head of Corporate Development & Strategy – Cirrus Logic (2000–2023)

NASDAQ: CRUS (2000–2023)

Revenue: ~\$2B | Market Cap: ~\$6B

Reported directly to CEO, responsible for corporate strategy, M&A, and growth roadmap. Completed 12 acquisitions, managed annual strategic planning processes, led investor relations, and directed innovation initiatives. *This experience provides unique applied research context and practitioner insights that strengthen research relevance and teaching credibility.*

### Senior Consultant – MDG IT & Strategy Consulting, Munich, Germany

Mid-market-focused consultancy specializing in strategy and software implementation.

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## ADDITIONAL INFORMATION

Languages: Bilingual (English/German)

Citizenship: Dual (USA/Germany)

Technical Skills: Statistical software (SPSS, R, Stata), Survey platforms (Qualtrics), Data visualization tools

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# TEACHING INTERESTS

## Core Courses

- Strategic Management
- International Business / Global Strategy
- Mergers & Acquisitions
- Innovation & Entrepreneurship
- Corporate Strategy
- Business Ethics & Leadership

## Specialized Seminars

- Political Dynamics in Organizations
- Organizational Legitimacy & Stakeholder Management
- Strategy in High-Technology Industries
- Global M&A and Corporate Development
- Evidence-Based Management

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## REFERENCES

Available upon request