

*Vita*  
James B. Thomas

**Academic Leadership Positions**

**Current (2006-present)**

Dean, The Smeal College of Business, Penn State (*www.smeal.psu.edu*)

- Professor of Information Sciences and Management
- University Academic Leadership Council (ALC) chair, 2006-07.

**(1999-2006):**

Dean, College of Information Sciences and Technology, Penn State (*ist.psu.edu*)

- Professor of Information Sciences, Technology, and Management

**Prior (1997-1999):**

Senior Associate Dean, Smeal College of Business, Penn State (*www.smeal.psu.edu*)

- Professor of Management
- Assistant and Associate Professor of Management (1987-1997)

**Education**

Ph.D., Strategic Management  
Minors: Decision Theory, Political Science  
The University of Texas at Austin, 1988

M.S., Government  
Minor: Quantitative Analysis  
Florida State University, 1979

B.A., Pre-Law/Political Science  
The Pennsylvania State University, 1974

**Selective Publications**

Thomas, J.B., and Sawyer, Steven. "i-school academic life," **Bulletin of the American Society for Information Science and Technology**, March, 2006.

Thomas, J.B., Sawyer, Steven, and von Dran, Raymond. "The i-field transformation ahead," **Bulletin of the American Society for Information Science and Technology**, March, 2006.

Thomas, J.B., Sussman, Stephanie W., and Henderson, John C. "Understanding 'strategic learning': Linking organizational learning, knowledge management, and sensemaking," **Organization Science**, 12, 3, 2001, 331-345.

Labianca, Giuseppe, Fairbank, James F., Thomas, J.B., Gioia, Dennis, A., and Umphress, Elizabeth E. "Emulation in academia: Balancing structure and identity," **Organization Science**, 12, 3, 2001 312-330.

Gioia, Dennis A., and Thomas J. B. "Institutional identity, image, and issue interpretation: Sensemaking during strategic change in academia," **Administrative Science Quarterly**, 41, 3, 1996, 370-403.

Ketchen, Jr., David C., Thomas, J. B., and McDaniel, Jr., Reuben R. "Process, content, and context: Synergistic effects on organizational performance," **Journal of Management**, 22, 2, 1996, 231-257.

Lindsley, Dana H., Brass, Daniel J., and Thomas, J. B. "Efficacy-performance spirals: A multilevel perspective," **Academy of Management Review**, 20, 3, 1995, 645-678.

Thomas, J. B., Shankster, Laura J., and Mathieu, John E. "Antecedents to organizational issue interpretation: The role of single-level, cross-level, and content cues," **Academy of Management Journal**, 37, 5, 1994, 1252-1284.

Gioia, Dennis A., Thomas, J. B., Clark, Shawn M., and Chittipeddi, Kumar. "Symbolism and strategic change in academia: The dynamics of sensemaking and influence," **Organization Science-Special Issue on Cognition**, 5, 3, 1994, 363-383.

Snow, Charles C., and Thomas, J. B. "Field research methods in strategic management: Contributions to theory building and testing," **Journal of Management Studies**, 31, 4, 1994, 457-480.

Ketchen, Jr., David J., Thomas, J. B., and Snow, Charles C. "Organizational configuration and performance: A comparison of theoretical approaches," **Academy of Management Journal -- Special Issue on Configuration**, 36, 6, 1993, 1278-1313.

Thomas, J. B., Clark, Shawn M., and Gioia, Dennis A. "Strategic sensemaking and organizational performance: Linkages among scanning, interpretation, action, and outcomes," **Academy of Management Journal**, 36, 2, 1993, 239-270.

Thomas, J. B., and Trevino, Linda K. "Information processing in strategic alliance building: A multiple-case approach," **Journal of Management Studies**, 30, 5, 1993, 779-814.

Thomas, J. B., Ketchen, Jr., David J., Trevino, Linda K., and McDaniel, Jr., Reuben R. "Developing interorganizational relationships in the health sector," **Health Care Management Review**, 17, 2, 1992, 7-19.

Henderson, John C., and Thomas, J. B. "The alignment of business and information technology domains: Perspectives of strategic planning in hospitals," **Hospital and Health Services Administration**, 37, 1, 1992, 71-87.

Thomas, J. B., McDaniel, Jr., Reuben R., and Anderson, Ruth A. "Hospitals as interpretation systems," **Health Services Research**, 25, 6, 1991, 859-880.

Anderson, Ruth A., and Thomas, J. B. "The thinking hospital," **Health Progress**, 72, 7, 1991, 16-18.

Thomas, J. B., and McDaniel, Jr., Reuben R. "Interpreting strategic issues: Effects of strategy and top management team information processing structure," **Academy of Management Journal**, 33, 2, 1990, 286-306.

Ketchen, Jr., David J., and Thomas, J. B. "Dividing and conquering strategic issues," **Health Progress**, 71, 7, 1990, 64-68.

Thomas, J. B., McDaniel, Jr., Reuben R., and Dooris, Michael L. "Strategic issue analysis: NGT + decision analysis for resolving strategic issues," **Journal of Applied Behavioral Science**, 25, 2, 1989, 189-200.

Carsrud, Alan L., Olm, Kenneth W., and Thomas, J. B. "Predicting entrepreneurial success: Achievement motivation, personality traits, and contextual factors," **Journal of Entrepreneurship and Regional Development**, 1, 2, 1989, 237-244.

Elam, Joyce J., and Thomas, J. B. "Evaluating the productivity of information system organizations in state government," **Public Productivity Review**, 12, 3, 1989, 262-277.

Kleinmuntz, Don N., and Thomas, J. B. "The value of action and inference in dynamic decision making," **Organizational Behavior and Human Decision Processes**, 39, April, 1987, 341-364.

McDaniel, Jr., Reuben R., Thomas, J. B., Ashmos, Donde P., and Smith, Judith P. "The use of decision analysis for organizational design: Reorganizing a community hospital," **Journal of Applied Behavioral Science**, 23, 3, 1987, 337-350.

Dinitto, Diana M., McDaniel, Jr., Reuben, R., Ruefli, Timothy W., and Thomas, J. B. "The use of ordinal time series analysis in assessing policy inputs and impacts," **Journal of Applied Behavioral Science**, 22, 1, 1986, 77-93.

### **Selective Proceedings**

Youndt, Mark, Thomas, J.B., and Fairbank, James. "A multi-theoretical and configurational approach to assessing organizational effectiveness," **Proceedings, Annual Meeting of the Southern Management Association**, Orlando, FL, November, 1995.

Thomas, J.B., and McDaniel, Jr., Reuben R. "Organizational antecedents to strategic issue formulation," **Proceedings, Academy of Management 48th Annual Meeting**, Anaheim, CA, August, 1988.

Olm, Kenneth W., Carsrud, Alan L., and Thomas, J.B. "Predicting entrepreneurial success: Effects of multi-dimensional achievement motivation, levels of ownership, and cooperative relationships," **Proceedings, Twenty-ninth World Conference of the International Council for Small Businesses**, Chicago, IL, June, 1984.  
Recipient: Outstanding Paper of Conference Award.

## **Book Chapters**

Thomas, J.B., and DeWitt, Rocki-Lee. "Strategic alignment research and practice: A review and agenda," In J. Luftman, (Ed.), **Strategic Alignment in Practice**, Oxford University Press, 1996. 385-403.

Gioia, D.A., Thomas, J.B., Clark, S.M., & Chittipeddi, K. "Symbolism and strategic change in Academia: The dynamics of sensemaking and influence." In Meindl, Stubbart, & Porac (Eds.), **Cognition within and between organizations**, 1996, 207-244. A version originally appeared as an article in *Organization Science*, 1994.

Thomas, J.B., Gioia, D.A., and Ketchen, David. "Strategic sensemaking: Learning through scanning, interpretation, action, and performance," In A. Huff and J. Walsh (Eds.), **Advances in strategic management**, JAI Press, 1997.

Thomas, J.B., Ketchen, D.J., Trevino, L.K., & McDaniel, R.R. "Developing interorganizational relationships in the health sector: A multi-case study." In Brown Montague (Ed.) **Integrated health care delivery: Theory, practice, evaluation and prognosis**, Gaithersburg, MD: Aspen, 1996, 135-147. A version originally appeared as an article in **Health Care Management Review**, 1992.

Snow, Charles C., and Thomas, J.B. "Building networks: Broker roles and behaviors," In P. Lorange, B. Chakravarthy, J. Roos, and A. Van de Ven (Eds.), **Strategic processes: Learning, adaptation and innovation**, Basil Blackwell, 1993, 271-238.

## **Cases**

Ketchen, David, and Thomas, J.B. "Montgomery Hospital" in R. Daft and M. Sharfman (Eds.), **Organization theory**, 4th Ed., 1994.

Thomas, J.B., Trevino, Linda K., Cramer, John S., and Lafferty, Jr., William J. "Midwest Health System," in R. Daft and M. Sharfman (Eds.), **Organization theory**, 3rd Ed., 1990.

Olm, Kenneth W., Eddy, George, and Thomas, J.B. "The Southland Corporation--Formulating an acquisition strategy," and "The Southland Corporation--Implementing an acquisition strategy," in G. Steiner, J. Miner and E. Grey (Eds.), **Management policy and strategy**, Third Ed., Macmillan: New York, 1986. Also in G. Smith, D. Arnold, and B. Bizzell (Eds.), **Strategy and business policy**, Houghton Mifflin: Boston, 1986.

## **Papers-in-Progress**

Gioia, Dennis, Clark, Shawn, Ketchen, David, and Thomas, J.B. “Transitional identity as a facilitator of the merger process.”

Thomas, J.B., Gioia, Dennis, and Price, Kristen, “The politics of identity building.”

## **Other**

Special Issue Editor, “e-Business and management,” **Asia Pacific Management Review**, 9, 5, 2004.

McNeese, Michael, Puroo, Sandeep, Thomas, J.B., and Yen, John. “Where no one has gone before....,” **Decision Line** (newsletter of the Decision Sciences Institute), 35, 1, 2004, 15-17.

Thomas, J.B. “Process/outcome linkages: The art of problem solving,” Review in **Contemporary Psychology** of Janis, L. L. (1989) *Crucial decisions: Leadership in policy making and crisis management*, 36, 6, 1991, 381.

## **Selective Academic Paper Presentations**

Thomas, J.B. “Strategic alignment and organizational structure,” **Academy of Management Annual Meeting**, Seattle, WA, August 2002.

Watts, S.A., Thomas, J.B., and Henderson, J.C. “Understanding strategic learning: Linking organizational learning, sensitivity, and knowledge management.” **Academy of Management Annual Meeting**, Boston, MA, August, 1997.

Thomas, J. B. “High performance profiles: Characteristics of global top firms,” presented at the **1997 IBM Multi-Client Symposium** titled, *Positioning for success in a networked world*, Barcelona, Spain, March 3-5, 1997.

Snow, Charles and Thomas, J.B. “MESO studies: The strategy perspective,” **MESO Conference**, Hanover, NH, April, 1997 (presented by Snow).

Thomas, J.B. “Governance: Concepts and trends,” **IBM Strategic Options Symposium**, Stuttgart, Germany, May, 1996.

Thomas, J.B. “Identifying and developing core competencies: Theory and process,” **Strategic Choice Workshop**, IBM, Dallas, TX, February, 1996.

Thomas, J.B. “Aligning environment, strategy, and infrastructure: Secondary data base sources of measurement,” **IBM Competency Conference**, Dallas, TX, December, 1995.

Thomas, J.B. Keynote address: "Thinking, doing, and performing," *Southwest Academy of Management Meeting*. Program on creative thinking in health care. Houston, TX, March, 1995.

*Faculty Leader*. "Teaching strategies: Striving for continuous improvement." Health care Administration Division, Doctoral and Junior Faculty Consortium, *Academy of Management Annual Meeting*, Dallas, TX, August, 1994.

Anderson, Ruth A., Ketchen, David, McDaniel, Jr., Reuben R., and Thomas, J. B. "Defining the task environment: The effects of organizational context and environmental labeling," *Academy of Management Annual Meeting*, Dallas, TX, August, 1994.

Thomas, J. B. "Alignment in Hospitals," *Decision Sciences Institute Annual Meeting*, Washington, D.C., November, 1993.

Ketchen, Jr., David J., Thomas, J. B., and McDaniel, Jr., Reuben R. "The strategy-performance relationship: Process, content, and fit," *Strategic Management Society Conference*, Chicago, IL, September, 1993.

Thomas, J. B., Shankster, Laura J., and Mathieu, John E. "Interpretation environments: The role of cognition, content, and context," *Academy of Management Annual Meeting*, Atlanta, GA, August, 1993.

Ketchen, Jr., David J., and Thomas, J. B. "Strategic groups as predictors of hospital performance: A comparison of perspectives," *Academy of Management Annual Meeting*, Atlanta, GA, August, 1993.

Thomas, J. B. "Strategic alignment: Perspectives on planning in hospitals," *Jean-Yves-Rivard Health Care Colloquium*, University of Montreal, Montreal, CA, March, 1993. (invited speaker).

Henderson, John C., Venkatraman, N., and Thomas, J. B. "Making sense of IT: Strategic alignment and organizational context," *Strategic Management Society Conference*, London, UK, October, 1992.

Gioia, Dennis A., and Thomas, J. B. "Organizational transformation in non-profit institutions: Sensemaking, action, and performance," *Strategic Management Society Conference*, London, UK, October, 1992.

Thomas, J. B., and Snow, Charles C. "Role of the broker in strategic network development," *ORSA/TIMS*, Anaheim, CA, November, 1991 (invited presentation).

DeWitt, Rocki-Lee, Thomas, J. B., and Fekula, Michael. "Relationships among environment, top management team change, strategic change, and firm performance: A longitudinal analysis," *Strategic Management Society Conference*, Toronto, CA, October, 1991.

Gioia, Dennis A., and Thomas, J. B. "Sensemaking, sensegiving, and action taking in a university: Toward a model of strategic interpretation," *Academy of Management Annual Meeting*, Miami, FL, August, 1991.

Thomas, J. B. "Strategic alignment," *Health Care Executive Conference*, Orlando, FL, March, 1991 (invited presentation).

Gioia, Dennis A., and Thomas, J. B. "Linking strategic sensemaking and action taking," *Strategic Management Society Conference*, Stockholm, Sweden, September, 1990 (joint presentation). Also presented at Norwegian School of Management, Oslo, Norway, September, 1990.

Snow, Charles C., and Thomas, J. B. "Field research methods in strategic management," *Conference on Theory Building in Strategic Management*, University of Illinois, Champaign/Urbana, IL, May, 1990 (invited presentation).

Thomas, J. B., McDaniel, Jr., Reuben R., and Anderson, Ruth A. "Hospitals as interpretation systems: The role of top management information processing and strategy type," *Academy of Management Annual Meeting*, Washington, D.C., August, 1989.

Thomas, J. B., and Trevino, Linda K. "The implications of media choice in strategic decision environments," *Academy of Management Annual Meeting*, Washington, D.C., August, 1989.

Sitkin, Sim, and Thomas, J. B. "The strategy of small losses: Learning from failure and conflict," *Academy of Management Annual Meeting*, Washington, D.C., August, 1989.

## **Other Presentations**

I have given literally hundreds of presentations/talks as an administrator. Venues range from the U.S. Congress and Pennsylvania Legislatures to student recruiting events; to development presentations around the country; to graduation speeches (PSU campuses, Graduate School); to student, staff and faculty events (i-Conference; Penn State Leader); to corporate (Unisys, EMC, Microsoft) and public sector (U.S. Naval Academy, CIO Council of OMB; Keystone Commission on Education; National Press Club) events.

## **Grants**

"Validating strategic alignment," J. B. Thomas, IBM's Consulting Group, \$50,000, 1996.

"National culture effects on the interpretation of strategic constructs." J. B. Thomas, IBM's Consulting Group, \$97,000, 1994-95.

"Top management team, organizational and industry effects on strategic alignment," J. B. Thomas and Rocki-Lee DeWitt, IBM's Advanced Business Institute/IBM Consulting Group, \$85,000, 1992-94.

Unrestricted Research Grant, J. B. Thomas, IBM's Advanced Business Institute, Palisades, NY, \$15,000, Summer, 1991.

“Empirical testing of the strategic alignment model,” J. B. Thomas, Boston University/IBM, \$19,500, Fall, 1990.

“Sensemaking in top management teams,” J. B. Thomas, The Smeal College of Business Administration Research Initiation Grant, \$3,200, 1989/90.

“Organizational mechanisms for equivocality reduction in strategic problem formulation: An empirical study,” J. B. Thomas and Linda K. Trevino, The Smeal College of Business Administration Research Initiation Grant, \$3,500, 1988/89.

### **Courses Taught at Penn State**

- Human Resource Management (undergraduate)
- Career Development (undergraduate)
- Organization Theory and Behavior (undergraduate)
- Emerging Technologies (undergraduate)
- Strategic Management (undergraduate, MBA)
- Information Technology Management (MBA, eMBA)
- Organizational Decision Making (Ph.D.)
- Business Policy and Strategy (Ph.D.)

### **Academic Committees**

Have served, or currently serve, as a chair, co-chair, or member on over 30 doctoral and master's committees.

### **University/Community Service Committees**

Have served, or currently serve, as leader or member of scores of university/community committees. Examples include:

- Chair, University-wide Security Major Development Committee
- Chair, Services Science Interdisciplinary Consortium
- Chair, Diversity Planning Review Committee
- Facilities Resource Committee
- I-99 Corridor Alliance Development Committee
- World Campus Advisory Board
- Chair, IST Implementation Committee
- Mentor, Commission for Women Mentoring Program
- Facilities Naming Committee

- Commonwealth Enterprise Architecture Advisory Board (State of PA)
- Faculty Senator (including Curricular Affairs Committee membership)
- e-Learning Cooperative Committee (and subsequent Penn State On-line Board of Directors)
- Executive search committees (e.g., Vice President for Student Affairs)
- International Council

## **Other Work Experience**

1985 - 1986                      Director, Special Projects, Texas Department of State, Austin, TX.  
 1982 - 1983                      Assistant Staff Director, Florida State Legislature, Tallahassee, FL.  
 1980 - 1982                      Director, Management Systems, Florida Department of State, Tallahassee, FL.

## **Selective Executive Education Engagements**

“Penn State Business Simulator,” Executive Education Program, Penn State, multiple engagements, 1993-2003 in U.S. and U.K.

“Linking business and information technology domains,” IBM Advanced Business Institute, Palisades, NY, 1990-1997; Executive Education Programs, Penn State, 1993-2006; EDUCAUSE, Atlanta, GA, 2003; Accuweather, 2003.

“Strategic alignment: Antecedents and outcomes,” Shell Oil Co., Houston, TX, July, 1993; IBM Consulting Group, Dallas, TX, 1995; Mellon Bank, Pittsburgh, PA, 2001.

“Pitfalls in decision making,” Faculty Leader, Executive Education Program, Penn State, multiple engagements, 1990-1995.

“Strategic management in action,” Keynote Speaker and Case Discussant, University of West Indies, Jamaica, November, 1989.

## **Selective Consulting Engagements**

I have been involved in many consulting engagements with organizations including IBM, Citibank, Shell Oil, Universal Suppliers, Accuweather, Department of Professional Regulation (FL), Department of Education (TX), and Hospital Corporation of America. These have been primarily around the theme of synchronizing information technology and business strategy/competencies.

## **Editorial Boards (all inactive)**

- *Academy of Management Journal*
- *Journal of Management*

- *Management Science* (Asia-Pacific)

### **Ad Hoc Manuscript Reviewer**

- *Administrative Science Quarterly*
- *Academy of Management Journal*
- *Academy of Management Review*
- *Organization Science*
- *Strategic Management Journal*
- *Journal of Management Studies*
- *Journal of Applied Behavioral Science*
- *Sloan Management Review*
- *Journal of Management*
- *Hospital and Health Services Administration*
- *Journal of Management Inquiry*

### **Academic/Professional Memberships (all active)**

- Academy of Management
- Strategic Management Society
- Institute for Operations Research and the Management Sciences -- INFORMS
- Computer Research Association (institutional)
- Association for Information Systems (institutional)
- I-deans Community Group

### **Corporate Board Memberships**

- Accuweather (active)
- Kish Bank Regional Board (active)
- CoachPaterno.com (active)
- ACTV, Inc.