

JAMES J. HOFFMAN, Ph.D.
Dean
College of Business
New Mexico State University
806-928-1364
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PROFESSIONAL INTERESTS

Teaching Interests: Business Strategy, Entrepreneurship, Family Business, and Operations Management.

General Research Interests: Business Strategy, Entrepreneurship, Family Business, Operations Management, Value Creation and Assessment, and Health Organization Management.

EDUCATION

Ph.D. in Business Administration, May, 1988,
University of Nebraska-Lincoln. Major Fields: Business Strategy and Operations Management

Master of Business Administration, December 1984,
University of Nebraska-Lincoln

Bachelor of Science, May 1983, Nebraska Wesleyan University

PROFESSIONAL CERTIFICATIONS

Certified Valuation Analyst
Certified Mediator

EDITORIAL RESPONSIBILITIES

Co-Editor, *Journal of Business Valuation and Economic Loss Analysis*, 2005- present.

PROFESSIONAL EXPERIENCE

2014 – current
Dean, College of Business
New Mexico State University

2013 - 2014

Professor, ISQS Area
Rawls College of Business
Texas Tech University

2009 - 2012

Director, Health Organization Management, PharmD/MBA, and MD/MBA Programs
Rawls College of Business
Texas Tech University

2007 – 2012

Associate Dean for MBA Programs and Executive Education
Rawls College of Business
Texas Tech University

2008 - 2012

Director, MBA Program for Working Professionals
Rawls College of Business
Texas Tech University

2006 - 2008

Co-Director, MBA Program for Attorneys
Rawls College of Business
Texas Tech University

2002 - 2011

Director, MBA Program for Physicians & Dentists
Rawls College of Business
Texas Tech University

2003 - 2007

Area Coordinator
Area of Information Systems & Quantitative Sciences
Rawls College of Business
Texas Tech University

1999 - 2003

Professor, Management Area
Rawls College of Business
Texas Tech University

1998 - 1999

Professor, Management Department
College of Business
Florida State University

1993 - 1998
Associate Professor,
Management Department
College of Business
Florida State University

Summers 1992, 1993, 1994, 1995, 1996, & 2000
Visiting Professor
College of Business
University of Nebraska-Lincoln
1988 - 1992

Assistant Professor
Management Department
College of Business
Florida State University.

1984 - 1988
Graduate Teaching and Research Assistant
Management Department
College of Business
University of Nebraska-Lincoln.

HONORS AND AWARDS

Named to the 2013 List of 100 Great Health Administration Professors and Leaders

University Daily Reader's Choice Award for being voted as one of the top three Professors at Texas Tech University, 2000.

University Award for Excellence in Teaching by a Faculty Member, 1997, Florida State University.

University Award for Excellence in Teaching by a Faculty Member, 1991, Florida State University.
Appointed to the Florida State University President's council for teaching excellence.

College of Business Award for Excellence in Teaching by a Faculty Member, 1990, Florida State University.

Award for Excellence in Teaching by a Graduate Student, 1986-87, University of Nebraska
Department of Management

COURSES TAUGHT

Business Strategy (Undergraduate & MBA)
International Strategic Management (Undergraduate)
Principles of Management (Undergraduate)
Operations Management (Undergraduate and MBA)
Leadership & Team Building (MBA)
Project Management (MBA)
Enterprise Risk Management (MBA)
Introduction to Information Systems (Undergraduate)
Medical Group Management (MBA)
Strategy Doctoral Seminar

REFEREED PUBLICATIONS

BUSINESS STRATEGY RESEARCH

Cao, Qing, Jeff Baker, and James Hoffman, 2012. "The Role of the Competitive Environment in Studies of Strategic Alignment: A Meta-Analysis." International Journal of Production Research. 50(2): 567-580.

Payne, Tyge, and Hoffman, James J. 2012. "Using an Informing Strategy to Manage Moral Legitimacy in Health Care Organizations." International Journal of Society Systems Science. 4(3): 210-221.

Hoffman, James J., Ewing, Bradley T., and Hoffman, Jayne G. 2009. "Medical Practice Valuation: A Strategic Choice and Environmental Determinism Model. Health Care Management Review. 34(4): 355-363.

Westfall, Peter, James J. Hoffman, and Jun Xia. 2007. "Joint Analysis of Multiple Categorical Dependent Variables in Organizational Research." Organizational Research Methods, 10(4), 673-688.

Hoffman, J., Hoelscher, M., & Sorenson, R. 2006. "Achieving Sustained Competitive Advantage: A Family Capital Theory," Family Business Review, 24, 2, 137-146.

Brockmann, Erich N., James J. Hoffman., and, David D. Dawley. 2006. "A Contingency Theory of CEO Successor Choice and Post-Bankruptcy Performance." Journal of Managerial Issues. 18(2): 213-231.

Hoelscher, Mark, Hoffman, James J., and David Dawley. 2005. "Towards A Social Capital Theory of Competitive Advantage in Medical Groups," Health Care Management Review, 30(2): 103-109.

Brockmann, Erich, James J. Hoffman, David D. Dawley. 2004. "The Impact of CEO Duality and Prestige on a Bankrupt Organization," Journal of Managerial Issues, 16(2): 178-196.

Dawley, David D., James J. Hoffman, and Alfred R. Smith. 2004. "Leader Succession: Does Gender Matter," Leadership & Organization Development Journal, 25(8): 678-690.

Dixon, Rolf, Kimberly B. Boal, and James J. Hoffman. 2003. "All Hail the Benefits of Intertia: The Case of Smooth Versus Rugged Landscapes," Academy of Strategic Management Journal, 2: 1-22.

Dawley, David D, and James J. Hoffman. 2003. "Do Size and Diversification Type Matter? An Examination of Post-Bankruptcy Outcomes," Journal of Managerial Issues, 15(4): 413-429.

Dawley, David, James J. Hoffman, and Bruce Lamont. 2002. "Choice Situation, Refocusing, and Post-Bankruptcy Performance," Journal of Management, 28(5): 695-717.

Dawley, D., James J. Hoffman, and Mark Hoelscher. 2002. "A Strategic Change/Organizational Ecology Based Theory of Post-Bankruptcy Performance in Healthcare Firms" Advances in Healthcare Management. Volume 3. 297-316.

Hoffman, James J., Kimberly Boal, and David Robinson. 2002. "Valued Stakeholders or Unwanted Stepchildren: A Stepfamily Theory Regarding Physician Group Acquisition, Retention, or Divestiture," Health Care Management Review.

Payne, G. Tyge , Timothy W. Nix, James Hoffman and John D. Blair. 2002. "An Integrated Doctoral Education Model for Developing Researchers in Health Care Strategic Management," Journal of Healthcare Administration Education.

Forte, Monique, James J. Hoffman, Bruce Lamont, and Erich Brockmann. 2000. "Form and Environment: An Analysis of Organizational Responses to Environmental Change," Strategic Management Journal, 21: 753-773.

Hoffman, James J., Robert Williams, Bruce T. Lamont, and Scott Geiger. 2000. "The Effect of Managerial Tenure on Organizations' Performance Recovery Time Following Adoption of the M-form Structure in Different Types of Diversified Firms," Journal of Business Research, 50(3): 287-296.

Irwin, John G., James J. Hoffman, and Bruce Lamont. 1998. "The Effect of Technological Adoption on Organizational Performance: Organization Size and Environmental Munificence as Moderators," International Journal of Organizational Analysis, 6: 50-64.

Irwin, John G., James J. Hoffman, and Bruce T. Lamont. 1998. "The Effect of Adoption of Technological Innovations on Hospital Financial Performance: A Resource-Based View," Journal of Engineering and Technology Management, 15: 25-54.

Williams, Robert, Keith Absher, and James J. Hoffman. 1997. "Gender positioning of discount stores: Key considerations in appealing to the baby busters' generation," Journal of Product and Brand Management, 6: 325-335.

Hoffman, James J., John G. Irwin, and Lester A. Digman. 1996. "Technological Adoption in Dynamic Environments: The Case of Not-For-Profit versus For-Profit Hospitals," Journal of Managerial Issues, 8: 497-507.

Williams, Robert, James J. Hoffman, and Bruce T. Lamont. 1995. "The Effect of Top Management Team Characteristics on M-Form Implementation Speed: A Learning Theory Perspective," Journal of Managerial Issues, 7: 466-480.

Marlin, Dan, Bruce T. Lamont, and James J. Hoffman. 1994. "Choice Situation, Strategy, and Performance: A Reexamination and Extension," Strategic Management Journal, 15: 229-239.

Hoffman, James J., Nancy Carter and John B. Cullen. 1994. "The Effect of Lag-Structure Identification When Testing for Fit," Organization Studies, 15: 829-848.

Marlin, Dan, James J. Hoffman, and Bruce T. Lamont. 1994. "Porter's Generic Strategies, Dynamic Environments, and Performance: A Profile Deviation Fit," International Journal of Organizational Analysis, 2: 155-175.

Lamont, Bruce T., Robert J. Williams, and James J. Hoffman. 1994. "Performance Deterioration during M-Form Reorganization and Recovery Time: The Effects of Strategy and Implementation Speed," Academy of Management Journal, 37: 153-166.

Carter, Nancy B., James J. Hoffman, and John B. Cullen. 1994. "The Effects of a Computer Technology and Decision Making Structure on Organizational Performance: A Dual-core Model Approach," Journal of High Technology Management Research, 5: 59-76.

Lamont, Bruce T., Dan Marlin and, James J. Hoffman. 1993. "Porter's Generic Strategies, Discontinuous Environments, and Performance: A Longitudinal Study of Changing Strategies in the Hospital Industry," Health Services Research, 28: 623-640.

Hoffman, James J., Nancy Carter, and John B. Cullen. 1993. "The Effect of Computerization and Strategic Decision Making Structure on Organizational Performance: The Case of Newspaper Organizations," Systems Research, 10: 41-52.

Fornaciari, Charles, Bruce T. Lamont, Ben Mason, and James J. Hoffman. 1993. "Incremental and Revolutionary Strategic Change: An Empirical Test of Common Premises," The International Journal of Organization Analysis, 1: 273-290.

Lamont, Bruce T., James J. Hoffman, and Monique Forte. 1993. "Competitive Decision Making Behavior of Firms in Industries of Declining Munificence: An Interdependence Theory Perspective," The International Journal of Organization Analysis, 1: 203-215.

Hoffman, James J., John B. Cullen, Nancy M. Carter, and Charles Hofacker. 1992. "Alternative Methods for Measuring Organization Fit: Technology, Structure, and Performance," Journal of Management, 18: 45-57.

Williams, Robert, Bruce T. Lamont, and James J. Hoffman. 1992. "The Impact of Firm Strategy Type on Transition Time for M-Form Adoption." Journal of Business Strategies, 9: 114-123.

Hoffman, James J., Lester A. Digman, and Bill Crittenden. 1990. "The Strategic Management Process in Nonprofit Organizations with Dynamic Environments," Journal of Managerial Issues,

OPERATIONS MANAGEMENT, OPERATIONS RESEARCH, AND INFORMATION TECHNOLOGY RESEARCH

Gu, Vicky, Hoffman, James J., Qing Cao, and Marc Schniederjans. "The Effects of Organizational Culture and Environmental Pressure on IT Project Performance: A Moderation Perspective," International Journal of Project Management. In Press.

Cao, Qing, and James J. Hoffman. 2011. "A Case Study Approach for Developing a Project Performance Evaluation System." International Journal of Project Management. 29: 155-164.

Cao, Qing, and James J. Hoffman. 2011. "Alignment of Virtual Enterprise, Information Technology, and Performance: An Empirical Study." International Journal of Production Research. 49(4): 1127-1149.

Thouin, Mark, F., James J. Hoffman, and Eric W. Ford. 2009. "IT Outsourcing and Firm-Level Performance: A Transaction Cost Perspective," Information & Management.

Burns, James R., Don G. Jung, and James J. Hoffman. 2009. "Capturing and Comprehending the Behavioral/Dynamical Interactions within an ERP Implementation," Journal of End User Computing. 21(2): 67-90.

Schniederjans, Marc J., Michele L. Pantoya, James J. Hoffman, and Darrin L. Willauer., 2009. "A Multi-objective Modeling Approach for Energetic Material Evaluation Decisions," European Journal of Operational Research. 194(3): 629-636.

Mark F. Thouin, James J. Hoffman, and Eric W. Ford. 2008. "The Effect of Information Technology (IT) Investment on Firm-Level Performance in the Healthcare Industry." Health Care Management Review. 33(1): 60-68.

Gudigantala, Naveen and James J. Hoffman. 2008. "An Active Learning Approach to Teaching an Undergraduate Systems Analysis Course," International Journal of Information and Operations Management Education, 2(4): 358-377

Flamm, Phillip, James J. Hoffman, Francisco Delgadillo, and Bradley Ewing. 2008. "A Hybrid Approach for Teaching Introduction to Operations Management." International Journal of Information and Operations Management Education. 2(3): 255-274.

Walden, Eric, and James J. Hoffman. 2007. "Organizational Form, Incentives and the Management of Information Technology: Opening the Black Box of Outsourcing." Computers and Operations Research. 34(12): 3575-3591.

Delgadillo, Francisco, Ron Bremer, and James J. Hoffman. 2007. "A Destructive Sampling Method Designed For Outsourcing Situations Involving High Quality Production Processes." Quality and Quantity, 41 (3), 513-529.

Hoffman, James J., Eric A. Walden, Francisco Delgadillo, and Ronald Bremer. 2006. "A Goal Programming Model For Evaluating Outsourcing Partners On A Global Scale", in Marc J. Schniederjans, Ashlyn M. Schniederjans, and Dara G. Schniederjans eds., Outsourcing Management Information Systems.

Sherif, Karma, James J. Hoffman, and Bob Thomas. 2006. "Can Technology Build Organizational Social Capital? The Case of a Global IT Consulting Firm. Information & Management. 43 (7): 795-804.

Briggs, Anthony, Eric A. Walden, and James J. Hoffman. 2006. "The Case For Centralized IT Contract Management: A Four Force Model", in Marc J. Schniederjans, Ashlyn M. Schniederjans, and Dara G. Schniederjans eds., Outsourcing Management Information Systems.

Hoffman, James J., Eric A. Walden, and Mark L. Hoelscher. 2006. "Outsourcing Information Technology: The Role Of Social Capital", in Marc J. Schniederjans, Ashlyn M. Schniederjans, and Dara G. Schniederjans eds., Outsourcing Management Information Systems.

Hoffman, James J., Karma Sherif, & Mark Hoelscher. 2005. "Social Capital, Knowledge Management, and Sustained Superior Performance," Journal of Knowledge Management, 9(3): 93-100.

Hoffman, James J., Marc J. Schniederjans, & Terrence Sebora. 2004. "A Multi-Objective Approach to CEO Selection," Information Systems & Operational Research Journal, 42(4): 237-255.

Irwin, John, James J. Hoffman, Marc Schniederjans, & David Dawley. 1999. "Goal Programming and International Expansion in the Hospital Industry," Journal of Managerial Issues, 11:259-279.

Schniederjans, Marc J. and James J. Hoffman. 1999. "Downsizing Production/Operations with Multiple Objective Programming," International Journal of Operations and Production Management, Vol. 19, Number 1.

Hoffman, James J. 1997. "A Two Stage Model for the Introduction of Products into International Markets," Journal of Global Marketing, 11: 65-86.

Hoffman, James J., Marc J. Schniederjans, and Leisa Flynn. 1996. "Test Market City Evaluation: A Goal Programming Approach," Journal of Product and Brand Management, 5: 24-33.

Schniederjans, Marc J., James J. Hoffman, and G. Stacy Sirmans. 1995. "Using Goal Programming and the Analytic Hierarchy Process in House Selection," Journal of Real Estate Finance and Economics, 11, 167-176.

Hoffman, James J. and Marc J. Schniederjans. 1994. "An International Facility Location Model for Expansion into Eastern Europe: The Case of the Brewing Industry," International Journal of Operations and Production Management, 14 (4): 79-96.

Schniederjans, Marc J., and James J. Hoffman. 1992. "Multinational Acquisition Analysis: A Zero One Goal Programming Model," European Journal of Operational Research, 62: 175-185.

Hoffman, James J., G. Stacy Sirmans, and Marc J. Schniederjans. 1992. "A Strategic Investment Model for Commercial Property Evaluation," Real Estate Finance, 19: 70-74.

Hoffman, James J., G. Stacy Sirmans, and Marc J. Schniederjans. 1991. "A Strategic Value Model for International Property Appraisal," The Journal of Appraisal and Economics, 5: 15-21.

Hoffman, James J., Marc J. Schniederjans, and G. Stacy Sirmans. 1990. "A Multi-Criteria Model for Corporate Property Evaluation," The Journal of Real Estate Research, 5: 285-300.

Hoffman, James J. and Marc J. Schniederjans. 1990. "An International Strategic Management/Goal Programming Model for Structuring Global Expansion Decisions in the Hospitality Industry: The Case of Eastern Europe," International Journal of Hospitality Management, 9: 175-190.

BUSINESS ETHICS RESEARCH

Robertson, Chris, William Crittenden, Michael K. Brady, and James J. Hoffman. 2002. "Situational Ethics Across Borders: A Multicultural Examination," Journal of Business Ethics, 38(4): 327-338.

Robertson, Chris, Michael K. Brady and James J. Hoffman. 2001. "Moral and Marketing Differences between the United States and Ecuador," International Journal of Organization Theory and Behavior, 4(1): 75-90.

Robertson, Chris and James J. Hoffman. 2000. "How Different are We? An Investigation of Asian Values in the United States," Journal of Managerial Issues, 12(1): 34-47.

Robertson, Christopher, James J. Hoffman, and Pol Herrmann. 1999. "An Empirical Test of Ethical Perceptions of Managers: The United States versus Ecuador," Management International Review, 39: 55-69.

Hoffman, James J. 1998. "Evaluating International Ethical Climates: A Goal Programming Model," Journal of Business Ethics, 17: 1861-1869.

Hoffman, James J. 1998. "Are Women Really more Ethical than Men? A Situational Dynamics Investigation," Journal of Managerial Issues, 10: 60-73.

Hoffman, James J., Grantham Couch, and Bruce T. Lamont. 1998. "The Effect of Firm Profit versus Personal Economic Well Being on the Level of Ethical Responses Given by Managers," Journal of Business Ethics, 17: 239-244.

OTHER RESEARCH

Ewing, Bradley T.; James J. Hoffman, and Mark A. Thompson. 2007. "Macroeconomic Activity and the Compensation of Health Care Workers," Journal of Business Valuation and Economic Loss Analysis: Vol. 2 (2).

Westney, Paul, and James J. Hoffman. 2004. "The International Threat of Biological Weapons: Legal and Regulatory Perspectives," Advances in Healthcare Management. Volume 4: 25-49.

Goldsmith, Elizabeth B., James J. Hoffman, and Charles Hofacker. 1993. "Insights into the Longterm Effects of Parents' Careers on Reported Parent/Offspring Closeness," Journal of Employment Counseling, 30: 50-54.

Hoffman, James J., Charles Hofacker, and Elizabeth B. Goldsmith. 1992. "An Examination of How Closeness Affects Parental Influence on College Students' Career Choices," Journal of Career Development, 19: 65-73.

Hoffman, James J., Elizabeth B. Goldsmith, and Charles Hofacker. 1992. "The Influence of Parents on Female Business Students' Salary and Work Hour Expectations," The Journal of Employment Counseling, 29: 79-83.

DISSERTATION COMMITTEES

| | |
|---------------------------------|-----------------|
| Grantham Couch (Management) | Defended (1991) |
| *Robert Williams (Management) | Defended (1993) |
| *Richard Lheureux (Management) | Defended (1994) |
| *John Irwin (Management) | Defended (1994) |
| Monique Forte (Management) | Defended (1994) |
| Dan Marlin (Management) | Defended (1994) |
| Robin Greenwood (Management) | Defended (1995) |
| Charles Fornaciari (Management) | Defended (1996) |
| Ben Mason (Management) | Defended (1996) |
| *Chris Robertson (Management) | Defended (1997) |
| *Erich Brockmann (Management) | Defended (1997) |
| *Scott Geiger (Management) | Defended (1998) |

| | |
|------------------------------|-----------------|
| *Alfred Smith (Management) | Defended (1998) |
| *David Dawley (Management) | Defended (1999) |
| Tyge Payne (Management) | Defended (2001) |
| *Mark Hoelscher (Management) | Defended (2002) |
| Patrick Schultz (Management) | Defended (2002) |
| *Mark Thouin (ISQS) | Defended (2007) |
| Vidhya Mellarkod (ISQS) | Defended (2008) |
| Naveen Gudigantala (ISQS) | Defended (2008) |
| Jeff Baker (ISQS) | Defended (2008) |
| Vicky Gu (ISQS) | Defended (2013) |
| *Committees that I chaired | |