



## Newsletter, January 2016

Happy New Year! In this newsletter, you will find current announcements and a summary of the articles found in this month's issue as well as a preview of the articles that will be published in March 2016, a special issue on Social Collaboration and Communication.

### ***IJBC* Announcements**

#### *Seeking Book Reviewers*

Have you read a recently published book that other *IJBC* readers would benefit from knowing about? Then consider writing a book review. *IJBC* welcomes reviews of books whose subject material represents any of the diverse disciplines that comprise business or management communication. The purpose of a book review is to describe what the volume is about and how the author successfully achieved his or her goal in writing it. Reviewers provide enough information to allow a reader to understand the book's basic premise but not too much so all curiosity they might have about it is diminished. Reviews should be between 500-750 words.

For more information about preparing a book review for *IJBC*, please contact Kathryn Rybka at [krybka@illinois.edu](mailto:krybka@illinois.edu). She can also suggest a volume for you to review if you do not already have one in mind. We look forward to hearing from you!

#### *Calls for Special Issue Proposals and Manuscripts*

### **LEADERSHIP COMMUNICATION**

Special Issue Guest Editors:

**Jacqueline Mayfield**, Texas A&M International University, A.R. Sanchez Jr. School of Business  
**Milton Mayfield**, Texas A&M International University, A.R. Sanchez Jr. School of Business

The *International Journal of Business Communication* seeks and encourages the submission of high quality scholarly manuscripts for a special issue on Leadership Communication, scheduled for publication in January 2017.

## *International Journal of Business Communication Newsletter*

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The general consensus is that leadership communication is vital to organizations. Yet there is much divergence in its conceptualizations – which are further complicated by emergent research streams, due in part to globalization, digitalization, shared leadership, workforce diversity, and demands for greater leadership integrity. Case in point, some scholars employ hierarchical leadership communication models, while others utilize discursive processes wherein leadership is co-created. Equally important, a wide array of methodological strategies have been utilized – embracing a spectrum of quantitative to qualitative approaches – to investigate leadership communication. As for emergent research streams, some of the existing leadership communication research is under scrutiny, not having always incorporated the factors of globalization, demographic diversity, employee empowerment, and information technology into its models.

All of the preceding leadership communication topics need research initiatives and progress. Moreover, the current leadership communication literature reveals a dearth of inquiry which clarifies both leadership communication processes and their rapport with key organizational outcomes, including firm, employee, customer, societal, and other stakeholder welfare.

For all of these reasons, this special issue seeks manuscripts that either reflect these diverse perspectives and/or investigate developing trends in leadership communication. All quality manuscripts that address leadership communication in these contexts are welcomed for submission.

Topic categories include but are not limited to:

Team Leadership Communication

Shared Leadership Communication

Strategic Leadership Communication

Leadership Communication Channels

The Context of Leadership Communication

Cross-Cultural Leadership Communication

Non-Traditional Leadership Communication

Leadership Communication and Social Issues

Co-Creation of Leadership Through Discourse

Methodological Issues in Leadership Communication Research

This special issue on leadership communication is being co-edited by Professor Jacqueline Mayfield, PhD, A.R. Sanchez Jr., School of Business, Texas A&M International University, Laredo, TX and Professor Milton Mayfield, PhD, A.R. Sanchez Jr., School of Business, Texas A&M International University, Laredo, TX. The co-editors will gladly discuss preliminary paper ideas, and both can be contacted at [jmayfield@tamiu.edu](mailto:jmayfield@tamiu.edu).

All manuscripts will be reviewed following *IJBC*'s normal double-blind review process. Submissions are open to everyone.

For your submission, please send an initial proposal consisting of approximately a fifteen hundred (1,500) word abstract. This proposal should include your research question, method (quantitative and qualitative), findings, and conclusions. Theory development and simulation proposals will also be considered provided there is a strong fit with the issue's theme and the work is of especially high quality. Your proposal should be submitted through e-mail (to [jmayfield@tamiu.edu](mailto:jmayfield@tamiu.edu)) no later than

January 31, 2016. Contributors will be informed of decisions by March 2016. All accepted proposals must be completed and submitted as full papers by May 15, 2016.

## **THE PRAGMATICS OF FINANCIAL COMMUNICATION**

### **Inter-textual dynamics and linguistic strategies**

Special Issue Guest Editors:

**Rudi Palmieri**, University of Liverpool

**Daniel Perrin**, Zurich University of Applied Sciences

**Marlies Whitehouse**, Zurich University of Applied Sciences

The International Journal of Business Communication (IJBC) is seeking scholarly manuscripts for a special issue on “The Pragmatics of Financial Communication: intertextual dynamics and linguistic strategies”, scheduled for publication in December 2017.

Over the last years, the study of financial communication from a discursive and textual perspective has attracted strong interest not only in finance and accounting but also in the humanities. This special issue intends to enhance the understanding of the pragmatic and rhetorical aspects of financial communication by collecting papers in which the various discourse genres of finance (e.g. corporate announcements, annual and quarterly reports, earnings conference calls, analysts’ recommendations, takeover documents, IPO prospectuses, central banks’ statements, rating decisions) are examined with a inherently discourse-analytic approach (e.g. argumentation, rhetoric, genre analysis, critical discourse analysis).

Specifically, we seek contributions that explore the complex communicative interplay between financial market participants (companies, banks, analysts, specialized press, regulators, and professional investors) and the related textual production by analysing their intertextual dynamics and linguistic strategies.

Possible topics for the special issue include but are not limited to the following:

- How financial market actors adapt their rhetorical strategies to the genre (e.g. earnings release, annual report, conference call, blogs, tweets)
- The impact of social media on communication to investors
- The linguistic strategies of security analyst in their dialogue with executives
- The use of hedging and modality in forward-looking speeches (e.g. central banks)
- Rhetorical strategies for image restoration and trust recovery in crisis communication
- Polyphony in financial journalism
- Framing strategies in corporate financial communication
- Relationship between communication quality, market bubble and fraud

The special issue is edited by Rudi Palmieri (University of Liverpool), Daniel Perrin (Zurich University of Applied Sciences) and Marlies Whitehouse (Zurich University of Applied Sciences). For inquiries on potential contributions, feel free to contact the SI editors (see below).

Manuscripts will be double-blind reviewed, following IJBC's normal review process. Submissions are not limited to ABC members.

1000 word abstracts (notes and reference excluded) that include research questions, methods, data, and conclusions should be emailed to [rudi.palmieri@liverpool.ac.uk](mailto:rudi.palmieri@liverpool.ac.uk), [daniel.perrin@zhaw.ch](mailto:daniel.perrin@zhaw.ch), and [marlies.whitehouse@zhaw.ch](mailto:marlies.whitehouse@zhaw.ch) no later than April 1, 2016.

Contributors will be informed of decisions by April 15, 2016. Deadline for submission of full papers is August 15, 2016.

### **IJBC Notes**

*IJBC's* current average time from submission to first decision is 40 days. Its average time from submission to final decision is 63 days.

**2014 Web of Science® Estimated Impact Factor** is 0.706

**2014 Ranking:** 79/241 Economics, Econometrics and Finance (miscellaneous) | 103/236 Business, Management and Accounting (miscellaneous) (Scopus®)  
Source: SCImago 2014 Journal Rankings

### **Featured Articles from January 2016**

#### **The Language of Failure: The Use of Accounts in Financial Reports**

*Niklas Sandell and Peter Svensson (photo unavailable)*



The natural language that accompanies the accounting language in financial reports is not only a more or less accurate representation of the company but also, the authors argue, a response to explicit as well as implicit external demands, expectations, and accusations. Drawing on the notion of accounts (i.e., statements or responses that neutralize critique of not meeting expectations), the authors analyze the natural language in financial reports. In analyzing financial reports with the use of account theory, both individual actions and structurally anchored financial report discourse are approached. The theory of accounts helps the authors discern the fine-grained anatomy of financial reports by means of which impressions are managed, legitimacy is upheld, and the dialogue between companies and their public is maintained. The analysis demonstrates the presence of five types of accounts in the financial reports: excuse, justification, refocusing, concession, and mystification. Financial reporting is a legally and culturally regulated genre of business communication that partakes in the ongoing conversation between a company and its public. Understanding the role of accounts is needed to enhance the genre awareness and reader competence among the readers of financial reports.

#### **Open Doors and Iron Cages: Supervisors' Responses to Employee Dissent**

*Johny Thomas Garner*

Organizational dissent and employee voice have been linked to benefits for companies and employees, but part of realizing those benefits is how a supervisor responds to subordinates' communication. Two studies presented here explored supervisors' responses to dissent. Results from Study One indicated a continuum of responses to dissent from instrumental support to rejection. However, managers in all points along that continuum claimed to be "open" to employees. In contrast to previous research, supervisors were apt to choose not to act on dissent rather than sanctioning the dissenter. Results also specified conditions that increased the likelihood of employee dissent being successful. Study Two further explored those conditions by comparing supervisors' recollections of dissent to their perceptions of the



effectiveness and appropriateness of that dissent. Both studies draw attention to multiple perspectives of employee dissent and to the importance of supervisors' perceptions in their responses and in the dissent process.

### **Good Times, Bad Times: A Keyword Analysis of Letters to Shareholders of Two Fortune 500 Banking Institutions**

*Robert Poole*



This corpus-based keyword analysis investigates the letters to the shareholders from two commercial banks, Bank of America and Citigroup, over a 3-year period from 2008, 2009, and 2010. The letters were compiled to facilitate a diachronic analysis, an assessment of language change over a specific period, of profit/loss reporting from two prominent financial institutions over a time period in which the recession commenced, peaked, and concluded. To conduct the analysis on the node texts, two sets of reference corpora were compiled. One reference corpus set consists of the letters to shareholders from eight consistently high-performing corporations not within the commercial banking industry for each of the 3 years; the other reference corpus set consists of the letters from the 10 banking institutions that also appeared in the *Fortune* 500 listings for the 3-year period. The corpus-based analysis revealed that in years of low performance companies create messages that assert a vision and forward a strategy for ensuring future success while also establishing distance between management and past failures. In contrast, when companies perform well, the keyword lists display a clear tendency of the company/author to accept praise and attribute success to actions of management.

### **Assessing the Supervisor/Subordinate Relationship Involving Part-Time Employees**

*Michael Sollitto, Matthew Martin, Shelly Dusic (photo unavailable), Kaitlyn Gibbons, and Anna Wagenhouser (photo unavailable)*

Many college students have part-time jobs for a variety of reasons, including finances, skill enhancement, networking, personal satisfaction, and confidence. Part-time employees often differ from full-time employees on their organizational knowledge, involvement, and satisfaction. This study explored communication between college student part-time employees and their supervisors through the use of leader-member exchange theory. According to this theory, there are many personal and professional benefits for employees when they have quality relationships with their supervisors. Participants included 210 undergraduate students from a large mid-Atlantic university. College student part-time employees' leader-member exchange was significantly and positively related to their organizational assimilation, organizational identification, work motivation, and career relevancy.



*Kaitlyn Gibbons*



*Michael Sollitto*



*Matthew Martin*

**Exploring Cultural Influence on Managerial Communication in Relationship to Job Satisfaction, Organizational Commitment and the Employees' Propensity to Leave in the Insurance Sector of India**

*Deborah Britt Roebuck and Reeta Raina*



This article identifies the critical importance of effective downward communication in its relationship to job satisfaction, organizational commitment, and the employees' propensity to leave an organization. Employee turnover within the insurance sector of India has become an issue; therefore, a sample of 105 employees from the insurance sector is surveyed to gather information concerning downward communication, job satisfaction, and organizational commitment. The study used various cultural lenses to understand the influence of national culture on norms, values, beliefs, and practices of the Indian employees



and managers. Results of the survey suggest that there is a positively significant relationship between downward communication, employee satisfaction, organizational commitment, and the employees' propensity to leave. The results, which have implications and relevance for all kinds of industries all over the world, indicate that managers want to contribute to the effective functioning of the organization and can do so by providing the right, conducive environment for employees.

**Upcoming Articles in March 2016**

Special Issue: Social Collaboration and Communication

Guest Editor: Peter W. Cardon, University of Southern California

**Introduction: Community, Culture, and Affordances in Social Collaboration and Communication**

*Peter W. Cardon*

**Crowdsourcing Strategizing: Communication Technology Affordances and the Communicative Constitution of Organizational Strategy**

*Kathryn Aten and Gail Fann Thomas*

**Social Collaboration in Intranets: The Impact of Social Exchange and Group Norms on Internal Communication**

*Nur Uysal*

**Constructing Organizational Identity on Internal Social Media: A Case Study of Coworker Communication in Jyske Bank**

*Vibeke Thøis Madsen*

**Team Communication Platforms and Emergent Social Collaboration Practices**

*Abram Anders*

### **IJBC Editorial Board**

Each newsletter profiles a selection of board members for our readers.



**Brigitte Planken** is associate professor of Communication and Information Studies at the Centre for Language Studies at Radboud University in Nimejin, the Netherlands. Her areas of research interest include Applied Linguistics, Corporate Communications, Corporate Social Responsibility, Intercultural Communication, Intercultural Competence, English for Business, and English for Specific Purposes. She teaches courses in Organizational Culture and Communication, Intercultural Communication, Strategic Alliances English, Academic and Professional Language Skills, Intercultural Research English, and Academic and Professional Language Skills. Her research has been published in a number of journals, including *IJBC*.

**Theodore (Ted) Zorn** is head of Massey University's College of Business in Albany, New Zealand. Zorn was previously the head of the Department of Management Communication at the University of Waikato. As Pro Vice-Chancellor, he oversees more than 300 staff at Albany as well as those at the University's Manawatu and Wellington campuses and the teaching and research programs provided for about 12,000 students internally and through distance learning each year. Zorn's PhD is in communication from the University of Kentucky at Lexington. He has made a significant research contribution and has been the recipient of considerable external research funding in New Zealand, including as principal investigator on a five-year \$1.125 million Foundation for Research, Science and Technology program looking at the impacts of information and communication technologies on work and communities, and on a three-year \$1.05 million grant for a program entitled Engaging Senior Stakeholders: Positive Aging at the Elder-Organization Interface. He has written or co-written five books and monographs, published more than 60 articles in peer-reviewed journals and book chapters



**Sharon Livesey, JD**, is a tenured associate professor at the Gabelli School of Business at Fordham University. She has been deeply involved in the development and delivery of the undergraduate minor in sustainable business, a collaborative effort between the Gabelli School of Business and Fordham College at Rose Hill. Livesey explores business sustainability in her research by studying the relationship between language and social change. Her published work investigates business-environmental partnerships, corporate social and environmental reporting, and business responses to environmental crises. Livesey is researching the relationship between U.S. climate politics and Exxon Mobil's corporate discourse, and her past topics have included water conflicts affecting the California rice industry and municipal water-privatization efforts in the U.S.

## *International Journal of Business Communication Newsletter*

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**Joshua Boyd** is associate professor of communication and director of Undergraduate Studies at Purdue University. He earned his Ph.D at Indiana University. Boyd's primary interest is corporate rhetoric, and he is also interested in classroom innovation involving writing. He has published articles in *Management Communication Quarterly*, the *Journal of Applied Communication Research*, and *Communication Theory* among others. He teaches Critical Perspectives on Communication and has won a number of teaching rewards.



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