



## Newsletter, April 2015

In this newsletter, you will find current news, 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 July 2015.

### ***IJBC News***

*Welcome to Jackie Mayfield!*

**Jackie Mayfield** has joined the *IJBC* staff as an associate editor, specializing in leadership research and helping to shape management-based studies to focus more narrowly on issues of business communication. Jackie is a Professor of Management in the A. R. Sanchez School of Business at Texas A&M International University. She has published over 50 journal articles and conference proceedings. These manuscripts have been published in such outlets as the *Journal of Business Communication*, *Creativity Research Journal*, *Human Resource Management*, and *Development and Learning in Organizations*. She specializes in the areas of leadership communication, international management research, and human resource management.



*Research News from Our Board Members. . .*

**Ana Lúcia Magalhães** of **Sao Paulo State Technological College**, Sao Paulo, Brazil, has announced that the college, which is part of a network of state-sponsored community colleges in Brazil, is in the process of implementing, in two of its units, a set of active learning and teaching methodologies with US support, namely from Harvard's Initiative for the Development of Academic Innovation. When the effort started, there was some anxiety about student behavior, since students in Brazil are seldom required to read or study before classes. The Brazilian teaching culture involves students being introduced to subjects by the instructor. Another concern was participation in teamwork, with only one or two students doing most or all work within groups. The results of the implementation, however, exceeded the most optimistic expectations: Between 90% and 100% of the students do the assigned reading and group members share work normally, with very few exceptions, while students are demonstrating far more enthusiasm than was predicted.

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## **IJBC Announcements**

*Coming Up: Western Regional Conference of the Association for Business Communication*

The Western Regional Conference of the Association for Business Communication will be held May 20-22 at the Marshall School of Business at the University of Southern California in Los Angeles. The conference, themed “the Future of Business Communication,” will be the first Western regional conference of ABC for some time. For more information on the conference, please go to <http://businesscommunication.org/2015-western-conference>.

*Also Upcoming: GABC Tricontinental Conference*

The Global Advances in Business and Communication (GABC) Tricontinental Conference will be held May 27-30, 2015 at Eastern Michigan University. The conference is now in its 7th year and has been an affiliate conference of the ABC from its inception. The GABC Conference and its affiliate journal are cosponsored by the University of Antwerp, the Technological University of Malaysia, and Eastern Michigan University, and rotates among the three universities.

The GABC Conference brings together academics and practitioners to consider ongoing scholarly activities and business practices which shape and are shaped by the intersection of cultural factors and global business. For more information on the 2015 Conference as well as submission information, go to [http://www.emich.edu/cob/departments\\_centers/gabc/index](http://www.emich.edu/cob/departments_centers/gabc/index).

## **IJBC Notes**

*IJBC's* current average time from submission to first decision is 39 days. Its average time from submission to final decision is 63 days.

**2013 SJR (SCImago Journal Rank) Score:** 0.789

**2013 Ranking:** 41/236 in Economics, Econometrics and Finance (Miscellaneous) (Scopus®) | 43/267 in Business, Management and Accounting (Miscellaneous) (Scopus®)

Source: SCImago 2013 Journal Rankings

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## Featured Articles from April 2015

### **The Use of Visualization in the Communication of Business Strategies: An Experimental Evaluation**

*Sebastian Kernbach and Martin Eppler*

This study looks at whether the use of visual support is better than text in the communication of a business strategy. A total of 76 managers saw a presentation of the strategy of the financial services branch of an international car manufacturer. The visual representation of the strategy was chosen as the independent variable, and the effects on the audience were measured. Three types of visual support were chosen as conditions: bulleted list, visual metaphor, and temporal diagram. Each subject saw one representation format only. Subjects who were exposed to a graphic representation of the strategy paid significantly more attention to, agreed more with, and better recalled the strategy than did subjects who saw a (textually identical) bulleted list version. However, no significant difference was found regarding the understanding of the strategy. Subjects who were exposed to a graphic representation of the strategy perceived the presentation and the presenter significantly more positively than did those who received the presentation through a bulleted list.



*Martin Eppler*



*Sebastian Kernbach*

### **A Preliminary Examination of Perceptions of Social Influence in Group Decision-making in the Workplace**

*David Henningsen and Mary Lynn Miller Henningsen*

Theory and research on social influence in groups indicate that normative influence can be detrimental to important group outcomes, whereas informational influence tends to have positive effects. However, much of the research providing these results consists of experimental studies conducted in laboratory settings. The authors examine how normative and informational influences are perceived in decision-making groups in the workplace. They find, in a survey of 197 individuals involved in group decision making in their workplaces, that the use of informational influence is viewed as enhancing group decision-making effectiveness and group cohesiveness. In contrast, normative influence has a negative effect on perceptions of decision-making effectiveness. Flirting as a form of idiosyncratic influence in the workplace is also considered and is found to have negative effects on perceptions of decision-making effectiveness and cohesiveness.



**Corporate Social Responsibility Communication through Corporate Websites: A Comparison of Leading Corporations in the U.S. and China**

*Lu Tang, Christine Gallagher, and Bijie Bie*

Corporate social responsibility (CSR) is a discourse constructed through the constant dialogue and negotiation between corporations and their different stakeholders. This article examines how leading corporations in the United States and China discuss the rationales, themes, and practices of CSR on their corporate websites through a quantitative content analysis. The results indicate that leading U.S. companies demonstrate a higher level of comprehensiveness and standardization in their CSR communication, while Chinese companies in different industries take distinctive approaches to CSR. However, the differences between the CSR discourses of leading Chinese and U.S. companies have greatly diminished since 2008. Updated data collected in 2012 show that the Chinese companies have adopted an all-inclusive and homogeneous approach in CSR communication, which is very similar to the approach taken by their U.S. counterparts. Such convergence is attributed to the process of institutionalization,



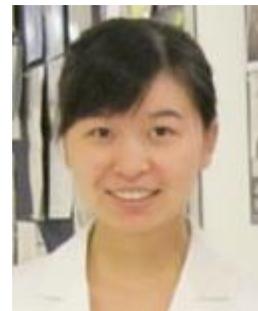
*Lu Tang*

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*Christine Gallagher*

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*Bijie Bie*

**It's Not What You Say, It's the Way that You Say It: The Mediating Effect of Upward Influencing Communications on the Relationship Between Leader-Member Exchange and Performance Ratings**

*Lisa Arculus, Susan Geertshuis, and Rachel Morrison*

The quality of relationships between supervisors and their subordinates has been found to be predictive of subordinate performance. A number of explanatory mechanisms have been proposed, and the frequency and nature of dyadic communication have been posited as contributory. To further explore this potential mechanism, the authors tested the hypothesis that upward influencing communications mediate the relationship between relationship quality, as measured by leader-member



*Rachel Morrison*

exchange (LMX), and supervisor ratings of subordinate performance. In a study involving 107 supervisors, LMX was positively associated with reported frequencies of upward influences delivered as rational argument and negatively associated with ingratiatory and assertive communications. LMX was also positively associated with performance ratings, but this relationship was fully mediated by the frequency of upward influencing tactics, with rational argument being positively predictive of performance ratings and assertiveness being negatively associated with ratings of performance.



*Susan Geertshuis*

**Upcoming: July 2015**

**An Application of Motivating Language Theory in Mexican Organizations**

*Paul Madlock*

### **The Hype and Reality of Social Media Use for Work Collaboration and Team Communication**

*Pete Cardon and Bryan Marshall*

### **Supervisor-Subordinate Communication Competence and Job and Communication Satisfaction**

*Godfrey Steele and Daniel Plenty*

### **Internal Crisis Communication Strategies to Protect Trust Relationships: A Study of Italian Companies**

*Silvia Ravazzini and Alessandra Mazzei*

## **IJBC Editorial Board**

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



**Anne Kankaanranta**, Ph.D., MSc (Econ), EMBA, is Senior University Lecturer and Adjunct Professor of Corporate Communication at the Aalto University School of Business (former Helsinki School of Economics) in Helsinki, Finland. She has also worked as a communications trainer and consultant in the Finnish corporate sector, as a visiting scholar and teacher in a pre-MBA program at the University of Michigan, and as a researcher in projects on business and corporate communication funded by the Academy of Finland. Her main research interests include the role and use of English as the business lingua franca (BELF), competences of corporate communication professionals, and corporate communication in international contexts. She has given over 50 conference papers in Finland and abroad since 2000 and published in *Business Communication Quarterly*, *English for Specific Purposes*, *Journal of Business Communication*, and *IEEE Transactions on Professional Communication*.

**Leena Louhiala-Salminen**, is Professor of Organizational Communication in the Department of Management Studies at the Aalto University School of Economics in Helsinki, Finland. Her research focuses on the strategic role of communication in internationally operating organizations. She investigates communication phenomena both at the macro/organizational level and at the micro/interpersonal level in the global business community. BELF (English as the Business Lingua Franca) and the linguistic “superdiversity” of today’s organizations are among her current key interests. She is the Program Director for the Master’s Program in Corporate Communication that started in Fall 2013.



**Phillip Clampitt** is the Philip J. and Elizabeth B. Hendrickson Professor of Business at the University of Wisconsin-Green Bay. He is also a full professor in the Information Sciences and Communication programs. He received his Ph.D. in organizational communication from the University of Kansas. He has published in various journals including, *The Academy of Management Executive*, *Journal of Communication Management*, *Journal of Business Communication*, *Management Communication Quarterly*, *Journal of Broadcasting*, *Communication World* and *Sloan Management Review*. In addition, his work has been profiled in the *Wall Street Journal*.

## *International Journal of Business Communication Newsletter*

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**Charles Kostelnick**, is professor of English and chair of the English Department at Iowa State University. Kostelnick's research focus is visual rhetoric, a topic about which he has published several textbooks and a number of academic studies. He received his Ph.D in Comparative Literature from the University of Illinois at Urbana-Champaign.



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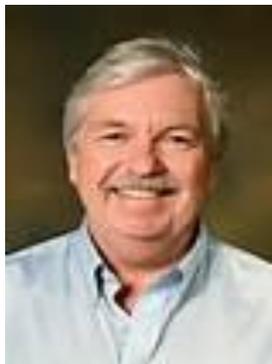
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## **Contact Us**

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## **Fostering Excellence in Business Communication**

The Association for Business Communication (ABC) is an international, interdisciplinary organization committed to advancing business communication research, education, and practice.