



IJBC NEWSLETTER

WHAT IS IJBC?

International Journal of Business Communication (IJBC), peer-reviewed and published quarterly, provides rigorous original research that contributes to the knowledge and theory of business communication as a distinct, multifaceted field, approached through the administrative disciplines, the liberal arts, and the social sciences.

IJBC NEWSLETTER

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EDITORS

Jacqueline and Milton Mayfield

Greetings IJBC Community,

We hope that you are enjoying a fulfilling summer.

We express our gratitude to many of you because IJBC has significantly improved its citation metrics during the past year. Our new Journal Citation Reports (JCR) impact factors are 1.708 for 2020 and 2.759 for the past five years. The JCR is integrated into the Web of Science.

These results are due to the collaborated efforts of the IJBC team. Many thanks go out to our first-rate Associate Editors, Editorial Board, Book Review Editor, reviewers, authors, and the Editorial Coordinator. We also deeply appreciate the wonderful support we have received from Martha Avtandilian and Dani Giglia at Sage, Jim Dubinsky, Marilyn Buerkens, and the entire ABC Board. Just as vital, our readers create a superb cheering team.

Now we invite you to explore our summer newsletter which highlights the most recent IJBC issue, new Associate Editors and offers a tribute to the late Dr. Paul Madlock. Please reach out to us with any comments/questions at jackie.mayfield@gmail.com

Kind regards,

Jacqueline and Milton Mayfield, Editors, IJBC



EDITORIAL COORDINATOR

Ana earned two Bachelor's degrees in Business Administration Management and Marketing, from Texas A&M International University in Laredo, Texas. Her previous professional experiences include interning for Kellogg's and H-E-B. She started the MBA program at The University of Texas in San Antonio.

Ana Beatriz Osuna, '19

Remembering Dr. Paul Madlock

With a very heavy heart, IJBC says goodbye to our Associate Editor, Dr. Paul Madlock. Paul passed away in November 2020, surrounded by his loving family. At the time of his passing, Paul was Associate Professor of Communications at Southeast Missouri State University. He had previously served as professor at Cleveland State University and Texas A&M International University.

Paul was a role model for teaching, research, and service in academia. He obtained his doctorate from West Virginia University and followed a career path that integrated industry and academic achievement. He was a much loved professor who infused his classes with creativity and critical thinking while transforming lives through learning. Going further, his research was compelling, original, and appeared in top business and communication journals. As a colleague, Paul was always ready to take the initiative and offer to help.

Paul's service knew no boundaries. He was an active community volunteer, beloved family member, and still found time to make many valuable contributions to IJBC. This journal ranks Paul's articles among the best, and he was exceptionally talented as an Associate Editor.

On a personal note, we deeply miss Paul, who was a true friend. He was a rare breed of intelligence, compassion, and innovation. Remembering him is a source of inspiration.

- IJBC FAMILY

Associate Editor Spotlight

STEPHANIE A. SMITH, PH.D., APR

Stephanie is an Assistant Professor of Public Relations at Virginia Tech's School of Communication. She also has her Accreditation in Public Relations from the Public Relations Society of America (PRSA) and is the Technology Coordinator for the Association for Business Communication.

Stephanie has a Bachelor of Arts in Communication from DePaul University in Chicago and then proceeded to earn her Master of Science from Northwestern University. Stephanie received her Doctor of Philosophy in Communication from the University of Arizona.



Her research focuses on the recruitment and retention of employees, internal organizational communication, and the role that technology plays in those contexts. She has published many works about public relations and professional development. Stephanie specializes in copywriting and editing, branding and qualitative research.

Stephanie is one of our new associate editors for The International Journal of Business Communication, we are excited to have her on board. In addition, she is a member of the Association for Business Communication (ABC), National Communication Association (NCA), Association for Education in Journalism and Mass Communication (AEJMC) and many others.

She is a proud dog-mom and enjoys hiking, trying new restaurants, and binge-watching bad television shows in her free time.

Associate Editor Spotlight

JEF NAIDOO, PH.D.



Jef is an Associate Professor of Management and the Derrell Thomas Faculty Fellow at the University of Alabama. He is the area leader and course coordinator for Business Communications in the Department of Management, the Director of Business Intelligence in the Institute for Data Analytics.

His research focuses on

1) leveraging decision-modeling to architect intuitive interfaces for communicating data-driven insights to support organizational business intelligence objectives, and 2) opening up new perspectives and provoking thought about the pervasive employment of advanced technologies and artificial intelligence in the practice and advancement of management communication processes. To date, he has accumulated \$8,762,728 in research grants.

Recently, he was the principal investigator on a grant from Lockheed Martin Corporation to develop empirically-supported prototypes of business intelligence dashboards, which leveraged the power of visual analytics, for National Marine Security operations and US Census operations for use by the Department of Defense. Jef is experienced with designing and delivering consulting workshops and executive education learning experiences and is the recipient of numerous teaching awards.

Jef is also a new associate editor for IJBC, we would like to welcome him to the team. In addition, he is also an avid outdoor enthusiast who enjoys running, hiking, golf, and stargazing in Joshua Tree National Park. There are two things he is super proud of

- 1) he shook President Nelson Mandela's hand, and
- 2) Last Fall he served as a guest coach at an Alabama Football game.

Roll Tide!

Featured in July IJBC Issue

THE CREATION AND REPRODUCTION OF HEADQUARTERS-SUBSIDIARY INTERDEPENDENCE

Anat Geifman-Broder and *Nurit Zaidman*

The aim of this article is to analyze headquarters (HQ)-subsidiary relationships in the domain of knowledge transfer based on the perspectives of power and control and the social embeddedness of firms in different institutional contexts. Data were collected from an Israeli multinational company. The analysis included various qualitative analyses of 64 interviews with employees of HQ and the South Pacific subsidiaries and of documents and observations. HQ-subsidiary relations in the domain of knowledge transfer are based on interdependence with limited cooperation, where power is not placed within one actor or location but rather is situated on both sides. This type of relationship is maintained and reproduced via tactics of knowledge transfer and control which are applied by both sides. The main cause of such relationships is the subsidiaries' dual identification. On the one hand, Asian subsidiaries are loyal to some extent to the HQ, but on the other hand, they are loyal to their customers. The originality and value of this study is that first it presents an initial step in the development of a classification of interdependent HQ-subsidiary relationships.

Second, this study shows which factors generate these relationships and how these relationships are reproduced, demonstrating that in the analysis of HQ-subsidiary relations, issues of power cannot be disconnected from the multinational context.

Third, this study views organizational knowledge transfer as a form of business communication situated in broader cultural contexts. It contributes to the limited research that analyzes the coexisting of diverse organizing practices, and forms of business communication, which became prevalent in our global society.

CONTENTS AND FUNCTIONS OF DRAMATIZATIONS IN TEAM DECISION MAKING

Tessa Horila

This study examines the contents and functions of dramatizations in natural team decision making. Theoretically, the study employs symbolic convergence theory to understand decision making as a complex phenomenon constructed in symbolic communication. Observational meeting data and thematic interview data from an autonomous team in Finland were analyzed. A fantasy theme analysis and an inductive, rhetorical discourse analysis revealed three rhetorical visions and seven functions of dramatizations in the team's decision making. Visions represented social, righteous, and pragmatic master analogues. The functions of dramatizations were legitimizing independent and current decisions, reinforcing past decisions, arguing, leading, embedding decisions, and controlling decision making. Symbolic realities were constructed and refined before, during, and after decision making. The processes of creating and using dramatizations were intertwined and simultaneous. The interview analysis showed the team was aware of many of these processes. The applicability of symbolic convergence theory in team decision-making research and training is discussed, 6 specifically in connection to communication competence.

Featured in July IJBC Issue

“SCRIPTS ARE BEAUTIFUL”: MANAGERS’ AND AGENTS’ VIEWS OF SCRIPT USE IN CALL CENTERS

Johanna Woydack and Jane Lockwood

Some recent studies have reported how call centers employ low-skilled workers and how agents work robotically using scripts when assisting customers on the phone; other studies have focused on how they need to be “native speaker”-like in their language fluency when serving customers; and yet others talk of the repressive nature of the industry where agents become emotionally, culturally, and linguistically exhausted, exacerbated by the prescriptive and highly regulated use of scripts at work. While acknowledging that the use of scripts in call centers can result in agent disengagement and customers feeling they are talking to robots, this is not the complete story. This study aims to report on the use of scripts in the global call center industry, which may place their use in a more positive light. After first defining what is meant by “scripting” in this context, two case studies are reported on where line managers and agents found script used to be helpful in a number of ways. The first case study uses data gathered in an offshored monolingual call center in Manila, and the second study uses data gathered in a multilingual call center in London. How both managers and agents use scripts and how they perceive them are the focus areas of this study, and while arguably there are a number of problems with this practice, there are also self-reported benefits in supporting effective communication and positive business outcomes in the call centers

THE IMPACTS OF ETHICAL PHILOSOPHY ON CORPORATE HYPOCRISY PERCEPTION AND COMMUNICATION INTENTIONS TOWARD CSR

Kyujin Shim and Jeong-Nam Kim

This study investigates how perceptions of corporate hypocrisy from corporate social responsibility activities connect the public’s ethical philosophy to subsequent positive/negative opinion-sharing intention. With special attention to deontology and consequentialism in normative ethics of philosophy, the current study empirically tests a theoretical model of perceived corporate hypocrisy with two causal antecedents (i.e., individual moral philosophy of deontology and consequentialism), and the mediating role of corporate hypocrisy between such antecedents and the public’s subsequent communication intention (i.e., positive and negative opinion-sharing intentions) toward a firm. Results indicate significant mediation effects of corporate hypocrisy between personal ethical orientations and the public’s communication intention based on ethical attribution of crisis-related corporate social responsibility activities.

Featured in July IJBC Issue

CHINESE POST80S GENERATIONAL RESILIENCE: CHENGYU (成语) AS COMMUNICATIVE RESOURCES FOR ADAPTATION AND CHANGE

Ziyu Long, Patrice M. Buzzanell, and Kai Kuang

The combined forces of China's reforms, resurgent traditional values, and problematic labor market have led the Chinese Post80s generation to reconstruct their careers. Drawing on 33 in-depth interviews, this study examines how Post80s professionals communicatively constitute resilience as they utilize and transform meanings of chengyu (成语, Chinese four-word idiom encapsulating shared values). Guided by chengyu, Post80s construct resilience processes from temporal (past-present-future), relational (self-other-collective), and introspective perspectives (passion-practice). As discursive cultural resources of resilience, chengyu legitimizes choices, frame actions, inspire ways of managing change and expectations, and offer comfort in difficult times. This study expands resilience research to a non-Western context and highlights how cultural and generational discourses can mobilize agency in the constitution of resilience. Findings offer practical implications in promoting and cultivating resilience.

EXAMINING THE EFFECT OF LINGUISTIC STYLE IN AN MD&A ON STOCK MARKET REACTION

Mohamed M. Tailab and Marshall J. Burak

This article investigates the impact of linguistic style in the Management Discussion and Analysis of Financial Condition and Results of Operations (hereafter MD&A) section of a company's annual report on stock market response. It provides a new technique for combining qualitative with quantitative information by applying the partial least squares-structural equation modeling. In this article, we model the influence of verbal tone from the MD&A section on stock market reaction. The quantity predicted is the cumulative abnormal return as a proxy of market return, while the capital assets pricing model and volatility are a proxy of market risk. Furthermore, Future of Return on Assets is a proxy of expected future financial performance. Results show that the model for predicting future performance is considered moderate, while it is considered poor for predicting market reaction. As for the path coefficients, we find no evidence that the linguistic style in an MD&A has a significant effect on market reaction in general. The results reveal an insignificant difference between the effects of the long MD&A and the short MD&A on market reaction. However, based on the disclosure year of an MD&A, there is a significant difference between 2010 and 2012 in terms of impact on expected future performance by net optimism. Nevertheless, descriptive statistics designate that the verbal tone in an MD&A was not adequately consistent with financial performance. Therefore, it can be concluded that management writers create an MD&A as part of an annual routine just to satisfy the shareholders. Due to some limitations, these findings must be interpreted with caution.

EASY JOURNAL ACCESS FROM THE ABC WEBSITE

WE HAVE GOOD NEWS TO ANNOUNCE ABOUT EASY ACCESS TO THE INTERNATIONAL JOURNAL OF BUSINESS COMMUNICATION AND BUSINESS AND PROFESSIONAL COMMUNICATION QUARTERLY FOR ABC MEMBERS.

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OUR ASSOCIATE EDITORS

RYAN S. BISEL, ROD CARVETH, JONATHAN CLIFTON, BERTHA DU-BABCOCK, SKY MARSEN, JEF NAIDOO, AMBER N. W. RAILE, JACOB D. RAWLINS, STEPHANIE SMITH, AND MARLIES WHITEHOUSE.

CONTACT EDITORS-IN-CHIEF

JACKIE MAYFIELD AND MILTON MAYFIELD AT JACKIE.MAYFIELD@GMAIL.COM OR MILTON.MAYFIELD@GMAIL.COM WITH RESEARCH NEWS OR ANNOUNCEMENTS THAT YOU WOULD LIKE INCLUDED IN THE NEXT NEWSLETTER.

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