Welcome

A warm spring greeting from the Southern Hemisphere.

James R. Barker
Waikato Management School
Editor in Chief, Management Communication Quarterly

MCQ News

NEW ON THE MCQ WEBSITE!

MCQ’s Supplementary Course Packs

We have launched a new feature on the MCQ website. We now offer a collection of course packs for use as supplemental readings in your classes. The course packs are themed collections of readings drawn from both highly-cited MCQ articles and our most recent publications to provide a useful mix of theory and emerging scholarship.

Our first collection of course packs cover the subjects:

Crisis Management
Emotion and Labor
Organizational and Communication Theory
Workplace Relationships.

We will be updating these course packs and developing new supplements to reflect demand.

You can find the course packs on the MCQ website at http://mcq.sagepub.com/misc/MCQ_Supplementary_Coursepacks/index.dtl
Presentation of the 2008 MCQ Article of the Year Award

On a recent trip to Melbourne, MCQ’s Editor, James Barker was able to make a formal presentation of the 2008 Article of the Year Award to Graham Sewell, Professor of Management and Organization at the University of Melbourne. Graham won the award for his article, “The Fox and the Hedgehog Go to Work: A Natural History of Workplace Collusion” published in our February 2008 issue, Volume 21, Number 3. Congratulations Graham!

Look for the announcement of our 2009 Article of the Year winner in our next newsletter.

Featured in Our November Issue

Role Negotiations in a Temporary Organization: Making Sense during Role Development in an Educational Theatre Production

Michael Kramer
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Professor Kramer examined how individuals negotiated both their role and the enactment of their role when they joined a temporary organization and described how the way one joined an organization influenced one’s ability to negotiate a role after entering it. In addition, by observing the actual negotiation interactions, he discovered communication behaviors individuals used to open role negotiations, negotiate changes, and then reinforce the agreed upon modifications. Professor Kramer argues that role negotiations are often brief encounters, rather than protracted interactions and that role negotiations are often a group rather than one-on-one process. Although conducted in a temporary theater production, the study has implications for role negotiations in a range of organizational settings.

We typically view role negotiations as conscious, protracted interaction perhaps laden with conflict. Of particular interest in this paper is Professor Kramer’s finding that frequently role negotiations occurred in brief moments in which there was little or no conflict but role changes occurred nonetheless. In some cases, the negotiations were spur of the moment ideas rather than the result of consciously deliberations. His findings encourage the examination of mundane negotiations in addition to the more obvious and protracted negotiations.

Professor Kramer conceptualizes role negotiations as a sense-making process instead of just an exchange process. This changes the focus on participants gaining an understanding of their mutual expectations rather than on winning, losing, or compromising during negotiations. Professor Kramer also provides individuals with a variety of communication behaviors that they can use to open up role negotiations, a number of ways to persuade others to accept role changes, and behaviors for reinforcing those agreed upon choices. These communication behaviors can be used by both those in positions of authority and those in subordinate positions to negotiate changes in role expectations.

Scholarly fields most interested in the study would be communication (particularly organizational communication), management (especially more micro areas such as personnel or human resource), and social-psychology scholars.
Coming in our February 2010 Issue


Guest Editor: Ryan S. Bisel, University of Oklahoma

Dr. Bisel has organized an engaging and provocative forum on The Communicative Constitution of Organizaition (CCO) that takes as its starting point Linda L. Putnam and Anne Maydan Nicotera’s new anthology, Building Theories of Organization: The Constitutive Role of Communication. This forum uses Putnam and Nicotera’s new and already popular book as a discussion piece for forum contributors to probe the implications of the CCO tradition for organization science as an ecumenical domain of investigation.

The Forum includes original contributions by:

Ryan S. Bisel
John A. A. Sillince
Graham Sewell
Mike Reed

And a response by the book’s authors: Linda L. Putnam and Anne Maydan Nicotera.

Current Issue

Volume 23 Number 2 November 2009

Articles

Heather E. Canary and Robert D. McPhee: The Mediation of Policy Knowledge: An Interpretive Analysis of Intersecting Activity Systems

Michael W. Kramer: Role Negotiations in a Temporary Organization: Making Sense during Role Development in an Educational Theatre Production

Linda Perriton: “We Don’t Want Complaining Women!” A Critical Analysis of the Business Case for Diversity

Research Notes

Kathryn L. Fonner and C. Erik Timmerman: Organizational Newc(ust)omers: Applying Organizational Newcomer Assimilation Concepts to Customer Information Seeking and Service Outcomes

James M. Tyler and Jennifer Dane McCollough: Violating Prescriptive Stereotypes on Job Resumes: A Self-Presentational Perspective

Papers in Press

Look for these papers to appear soon in the “OnLine First” tab of the MCQ website.

David Rooney, Neil Paulsen, Victor J. Callan, Madeleine Brabant, Cindy Gallois, and Elizabeth Jones: A New Role for Place Identity in Managing Organizational Change

Tammy McGuire: From Emotions to Spirituality: “Spiritual Labor” as the Commodification, Codification, and Regulation of Organizational Members’ Spirituality

Khalid Al-Shohaib, Edward Frederick, Ali Jamal Al-Kandari, and Michael D. Dorsher: Factors Influencing the Adoption of the Internet by Public Relations Professionals in the Private and Public Sectors of Saudi Arabia

Heather Zoller and Meagan McCure: Corporate Proactivity as a Discursive Fiction: Managing Environmental Health Activism and Regulation

Sarah E. Dempsey: Critiquing Community Engagement

Meet Our Editorial Board

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Dr Andrea Whittle is a Lecturer in Management at Cardiff Business School, UK and a member of the Cardiff Organization Research Group (CORGies). Andrea joined Cardiff from the Said Business School, Oxford University where she worked as an Economic and Social Research Council (ESRC) Post-Doctoral Fellow. Her research interests focus on the areas of identity, discourse and theories of technology.

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Bruce K. Berger is Reese Phifer Professor of Advertising and Public Relations at the University of Alabama. His reviewing interests are leadership in communication, power relations, public relations, and the public policy process. Prior to entering academia he was a communication professional for 20 years.

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Pamela Lutgen-Sandvik is an Assistant Professor at the University of New Mexico in Albuquerque. She researches issues related to destructive and constructive communication in organizations, and is particularly interested in how positive phenomena can inform current approaches to dealing with negative phenomena such as workplace bullying and employee emotional abuse.

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Robert R. Ulmer is Professor and Chair of Speech Communication at the University of Arkansas at Little Rock. His reviewing interests focus on organizational communication, risk and crisis communication and communication ethics.
Anson Seers
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Anson Seers is a Professor of Management at Virginia Commonwealth University School of Business. His research interests focus on work roles and working relationships, including leader-member exchange and team-member exchange relationships, and emergent shared leadership.

**MCQ Notes**

Please note that MCQ staff will observe the regular summer holiday period in New Zealand during December (last half of the month), 2009, and January, 2010. We will respond to journal business as rapidly as we can during this time, but please be mindful that some delays will occur.

MCQ will receive its first impact factor rating in May, 2010.
MCQ’s current time from submission to first decision is 62.25 days.

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