Greetings from the MCQ Staff!

As summer approaches, we welcome you to the May newsletter. In this edition, you will find our current news, notes, and featured articles, in addition to the current and upcoming ones.

MCQ News

SPECIAL ISSUE ON HIDDEN ORGANIZATIONS CALL FOR PAPERS

Management Communication Quarterly is now calling for submissions to a special issue on hidden organizations to be guest edited by Craig R. Scott (crscott@rutgers.edu). October 1, 2014 is the deadline for submitting full papers for consideration. For the full text of this call, please click on the link to the MCQ webpage below:
http://mcq.sagepub.com/site/includefiles/MCQCallforPapers.pdf

LINKEDIN GROUP FOR SAGE MEDIA AND COMMUNICATION

Sage recently announced that a LinkedIn discipline group is now available for Sage Media and Communication titles including Management Communication Quarterly. We’ll invite you to the group if you contact and express interest - the link is below: https://www.linkedin.com/groups?mostRecent=&gid=6673941&trk=my_groups-tile-flipgrp
MCQ Notes

MCQ’s current average time from submission to first decision is 68 days.

Featured Articles

from our May 2014: 28(2) issue

The Dialectical Nature of Impression Management in Knowledge Work: Unpacking Tensions in Media Use between Managers and Subordinates
— NICLAS ERHARDT AND JENNIFER L. GIBBS

In this article, the authors employ a dialectical impression management lens to explore how role-based and media-based tensions shape manager-subordinate relationships. They use the theoretical frameworks of impression management, media affordances, and organizational dialectics to interview, observe and collect data from six project teams in Sweden and United States. The authors found that media affordances differently enabled impression management tactics, which collectively worked to fulfill individual goals while preserving cooperative manager-subordinate relationships. The authors identify three sets of tactics and counter tactics or dialectical tensions that employees encounter in manager-subordinate relationships – dodging response versus exerting social pressure, multicommunicating versus singular communicating, and promoting oneself versus giving credit to all. A discussion section with theoretical implications, limitations, and directions for future research conclude the article.

Reconciling “Third Space/Place:” Toward a Complementary Dialectical Understanding of Volunteer Management
— LACY G. MCNAMEE AND BRITTANY L. PETERSON

From the established premise that volunteers hold a contested and ambiguous “third space” positionality within non-profit organizations, McNamee and Peterson adopt a grounded, inductive approach of inquiry into the practices within three voluntary organizations in the USA, illuminating various persistent tensions. The authors identify four dialectical tensions, which play a role in the volunteer-manager communication across all organizations studied. This tension-center dialectical perspective, they argue, may provide new knowledge about practices, which would benefit both the volunteers and their organizations. Rather than trying to eliminate the existing tensions between different goals and needs of managers and volunteers, the authors explore how they can be accepted as normal and even complementary. Their recommendations are centered on more constructive communication in the recruitment and training of volunteers, and in the negotiation of expectations, procedures and work roles.
The Current Issue

Articles

The Dialectical Nature of Impression Management in Knowledge Work: Unpacking Tensions in Media Use between Managers and Subordinates
NICLAS ERHARDT AND JENNIFER L. GIBBS

Exploring Nested Identities: Voluntary Membership, Identity, and Identification in a Community Choir
REBECCA J. MEISENBACH AND MICHAEL W. KRAMER

Reconciling “Third Space/Place:” Toward a Complementary Dialectical Understanding of Volunteer Management
LACY G. MCNAMEE AND BRITTANY L. PETERSON

Research Notes

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Strategic Internal Communication: Transformational Leadership, Communication Channels, and Employee Satisfaction
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Three Schools of Thought on Communicative Constitution of Organizations
Guest Editors: DENNIS SCHOENEBORN AND STEFFEN BLASCHKE

The Three Schools of CCO Thinking: Interactive Dialogue and Systematic Comparison
DENNIS SCHOENEBORN, STEFFEN BLASCHKE, FRANCOIS COOREN, ROBERT D. MCPHEE, DAVID SEIDL, JAMES R. TAYLOR

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Building Blocks of Individual Biography? Non-Governmental Organizational Communication in Reflexive Modernity
ANDREAS MYNSTER AND LEE EDWARDS
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Positive Employment Practices or Reputational Capital? Tensions Inherent in Third Party Legitimation Processes
THEODORE E. ZORN, JULIET ROPER, AND MARGARET RICHARDSON

Leader-Member Conversation Quality (LMCQ): Scale Development and Validation through Three Studies
GUOWEI JIAN, XIAOWEI SHI AND FRANCIS DALISAY

Work-Related Communication Technology Use Outside of Regular Work Hours and Work Life Conflict: The Influence of Communication Technologies on Perceived Work Life Conflict, Burnout, Job Satisfaction, and Turnover Intentions
KEVIN B. WRIGHT, BRYAN ABENDSCHEIN, KEVIN WOMBACHER, MICHAELA O’CONNOR, MEGAN HOFFMAN, MOLLY DEMPEY, CHRISTOPHER KRULL, AUDREY DEWES, AND AUDREY SHELTON

Editorial Board

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

Myria Watkins Allen
University of Arkansas

Myria Watkins Allen is Professor of Communication in the Department of Communication at the University of Arkansas, Fayetteville. Her recent publications include the following coauthored articles: Connecting energy efficiency stakeholders: Energy consumer attitudes, planned behaviors, and perceptions of government energy subsidies and utility energy use; Sustainability information sources: Employee knowledge, perceptions, and learning; On-line environmental engagement among youth: Influences of parents, attitudes and demographics; and Sustainability discourse within a supply chain relationship: Mapping divergence and convergence. Her current research and review interests are organizational communication, corporate sustainability, and environmental communication.

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Theresa Castor
University of Wisconsin-Parkside

Theresa Castor is Associate Professor in the Department of Communication at the University of Wisconsin-Parkside. Her recent publications include co-authored chapters, “Learning by the ‘seat of your pants’: The socialization of nonprofit board members” in Volunteering and Communication: Studies from Multiple Contexts, and “Tracing our steps through communication social construction: Six propositions for how to go on” in Socially Constructing Communication, as well as articles on meetings and decision-making in Discourse Studies and the International Journal of Public Participation. Her research and review interests are organizational communication, discourse analysis, decision-making, meetings, and organizational crises and disasters.

Guowei Jian
Cleveland State University

Guowei Jian is Associate Professor in the School of Communication at Cleveland State University in Cleveland. His recent publications include, ‘Revisiting the association between LMX quality with perceived role stressors: Evidence of inverted-U relationship among immigrant employees’ in Communication Research; and a co-authored article, ‘Disagree with your boss? The interaction effects of perception agreement of leader-member exchange quality and cultural relational norms on member performance ratings’ (in press) published in Asian Business Management. His reviewing interests include cultural and communication processes of leadership, workplace relationships, change management, and the deployment and use of communication technologies in organizations.

Majia Holmer Nadesan
Arizona State University

Majia Holmer Nadesan is professor of Communication Studies at Arizona State University. Her most recent book is Fukushima and the Privatization of Risk (Palgrave Pivot, 2013), which explores how institutional risk is shifted to individual citizens. She is currently working on a book project titled ‘Dispossession’ that explores the abdication of liberal rights in the context of the financial crisis, the BP oil disaster, and the Fukushima nuclear crisis. Her research interests include political economy, risk, corporate propaganda, and the biopolitics of health.
Stella M. Nkomo
University of Pretoria

Stella M. Nkomo is Professor in the Department of Human Resource Management at the University of Pretoria, South Africa. Her research on race, gender, and diversity in organizations has been published in journals, edited volumes, and books. She received the 2009 Academy of Management Sage Scholarly Contributions Award for her research on gender and diversity in organizations. Her most recent publication is, ‘The Continuing Challenge of Incorporating Race and Ethnicity into Research on Women’s Management Careers’ in the Handbook of Research on Promoting Women’s Careers. Her research and review interests are race, gender, and diversity in organizations.

Ronald E. Rice
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Charo Rodriguez
McGill University

Charo Rodriguez is Associate Professor in the Department of Family Medicine, Area of Health Services Research at McGill University. Her most recent publications include, ‘Stories and Metaphors in the Sensemaking of Multiple Primary Care Organizational Identities’ in BMC Family Practice; and ‘The Influence of Academic Discourses on Medical Students’ Identification with the Discipline of Family Medicine’ (forthcoming) in Academic Medicine. Her research and review interests are professional and organizational identity, inter-organizational and inter-professional collaboration, IT implementation processes, higher education, power, and organizational discourse.
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