



CORPORATE COMMUNICATION INTERNATIONAL at Baruch College/CUNY
A global center for information and knowledge on corporate communication

Conference on Corporate Communication 2009

June 5–8, 2009

Wroxton College • Wroxton, England

PROGRAM

OFFERED IN ASSOCIATION WITH ...

Corporate Communications: An International Journal





Program

Conference on Corporate Communication 2009

June 5 - 8, 2009

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Sponsored by ...

Corporate Communication International
at Baruch College/CUNY

Offered in association with ...

Corporate Communications: An International Journal

Michael B. Goodman, Ph.D., Director
Corporate Communication International at Baruch College/CUNY, USA
Associate Editor - North America
Corporate Communications: An International Journal, UK

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Wim J.L. Elving, Ph.D., Editor
Corporate Communications: An International Journal, UK

Nicholas D.J. Baldwin, Ph.D., Dean
Wroxton College
Fairleigh Dickinson University, UK

In partnership with ...

ASB Centre for Corporate Communication
Aarhus School of Business, Aarhus University, Denmark

Australian Journal of Communication
Faculty of English, Media Studies & Art History, The University of Queensland, Australia

The Bilingual Corporate Communication Program Committee
Department of Chinese & Bilingual Studies, The Hong Kong Polytechnic University,
Hong Kong SAR

Welcome to the Conference on Corporate Communication 2009

Corporate executives and university scholars meet annually to exchange information and explore the influence of globalization on the corporate communication profession as it relates to theory, practice, roles, processes, and ethics.

The Conference on Corporate Communication 2009 is intended to:

- Illuminate the interest in corporate communication as a strategic function in organizational success.
- Continue as a forum for the exchange of ideas and information among industry and university representatives.
- Indicate trends and provide analysis for communication professionals, university faculty, and others interested in corporate communication.
- Disseminate the conference discussions through the publication of a *Proceedings*. Papers will also be considered for publication in *Corporate Communications: An International Journal*.

The Conference on Corporate Communication is sponsored by Corporate Communication International at Baruch College/CUNY, U.S.A., in association with *Corporate Communications: An International Journal*, published by Emerald Group Publishing Limited, U.K. The site of the annual conference is historic Wroxton Abbey at Wroxton College of Fairleigh Dickinson University in Wroxton Village located 70 miles north of London in the Cotswolds.

Refereed papers are published in the conference *Proceedings*. Best and Highly Commended Paper awards, sponsored by Emerald Group Publishing Limited, publisher of *Corporate Communications: An International Journal*, are presented at the conference to the authors of the best papers overall. Papers are also considered for publication in *Corporate Communications: An International Journal*.

Enjoy Wroxton College & Surroundings!

Wroxton College, Wroxton, England (near Banbury) is the home of Wroxton Abbey, a modernized 17th-century Jacobean Mansion, parts of which date back to 1217. Take in your historic surroundings and take a walk on this campus with 56 acres of lawn, ponds, and woodlands. Join Dean Baldwin's Wroxton Abbey tour (Saturday, 6:30 PM). Explore picturesque Wroxton Village. Enjoy this unique conference experience.

Questions about the facilities during your stay – visit Reception behind the Abbey entrance where you signed in on arrival. They are available 24 hours a day. Questions about the conference – check in with Tina Genest, conference coordinator.

Have a productive conference and a memorable stay.

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Program Agenda

FRIDAY, JUNE 5

7:30PM / Lecture Hall

WELCOME REMARKS & BUFFET

Michael B. Goodman (Conference General Chair)

Wim J.L. Elving (Conference Co-Chair)

Nicholas D.J. Baldwin (Dean, Wroxton College)

8:30PM – 11:00PM / Buttery

BUTTERY BAR OPEN

SATURDAY, JUNE 6

8:00AM – 8:45AM / Dining Room

BREAKFAST

8:55AM – 9:40AM / Lecture Hall

PLENARY SESSION & SPEAKER

Sandra McLeod (Echo Research, Inc., UK)

Echo 2008 Corporate Responsibility Report: Commit or Crunch?

9:40AM – 10:30AM / Lecture Hall

PANEL SESSION #1: CHANGE

Wim J.L. Elving (Amsterdam School of Communication Research (ASCoR), Department of Communication, University of Amsterdam, The Netherlands)

Communicating Change: The Influence of Information, Communication, Uncertainty and Cynicism in Readiness for Change

J. Paulo Moreira (Escola Nacional de Saúde Pública- Universidade Nova de Lisboa and European Centre for Disease Prevention and Control)

Nina de Sousa Santos (Escola Nacional de Saúde Pública- Universidade Nova de Lisboa and Directorate-General of Health, Lisbon)

Communicating through Change Management in a University Hospital: A Case Study on Internal Communication

10:30AM – 11:00AM / Buttery

TEA AND COFFEE

11:00AM – 12:30PM / Lecture Hall

PANEL SESSION #2: CORPORATE REPUTATION

Anne Kankaanranta, Leena Louhiala-Salminen and Pia Virte (International Business Communication, Helsinki School of Economics, Finland)

Identity and Reputation as Foundations for a Communication Strategy of a Non-Profit Expert Organization

Serra Gorpe (School of Communication, Istanbul University, Turkey)

An Overview of Capital Magazine's The Most Admired Companies of Turkey Study

11:00AM – 12:30PM / Regency Room

PANEL SESSION #3: CASE STUDIES

Rosmiza Bidin (Faculty of Modern Languages and Communication, University Putra Malaysia) and Ramli Mohamad (School of Communication, Universiti Sains Malaysia Minden)
The Identity Dilemma of Corporate Identity: A Case Study of a Government-Linked (GLC) Company in Malaysia

Roger W. Hutt (Morrison School of Management and Agribusiness, Arizona State University, USA)
Mapping Apparent Stakeholders: The Case of International Restaurant Franchising

12:30PM – 1:00PM

BREAK

12:30PM – 1:00PM / Buttery

CCI BOARD OF ADVISORS MEETING & LUNCH

1:00PM – 1:50PM / Dining Room

LUNCH

2:00 PM – 4:00 PM / Lecture Hall

PANEL SESSION #4: MARKETING AND BRANDING ISSUES

David Michaelson (Echo Research Inc., USA) and Donald W. Stacks (University of Miami, USA)
Comparing the Effectiveness of Initial Product Branding in Advertising and Public Relations: An Update

Pasi Heikkurinen and Tarja Ketola (University of Vaasa, Finland)
A Responsible Corporate Identity: Reflections on Image and Reputation through Awareness Approach

Fatma El-Gouly (Maastrich School of Management, Egypt)
Communication for Egyptian Multinational Banks and Effect of Branding on Social Acceptance

2:00PM – 4:00PM / Regency Room

PANEL SESSION #5: NEW MEDIA, MEDIA RELATIONS & CORPORATE COMMUNICATION

John Crawford, Laurence Bissett and Joseph M. Leno (Enspirix, USA)
Caught in the Web: Untangling On-line Experiences through Collaborative Solution Design

Augustine Pang (Wee Kim Wee School of Communication and Information, Nanyang Technological University, Singapore)
Mediating the Media: A Journalist-centric Model in Managing the Media

Tony Wilson (Faculty of Economics and Business, University Malaysia Sarawak) and Azizah Hamzah (Universiti Malaya)
National Narratives in Cross-Cultural Media Branding: Advertising Agoras and Active Audiences

4:00PM – 4:30PM / Buttery

TEA AND COFFEE

4:30PM – 6:00PM / Lecture Hall

PANEL SESSION #6: GLOBALIZING THE PR CURRICULUM & CONVERGING THEORY AND PRACTICE

L. Simone Byrd, Panel Organizer and Facilitator, (Department of Communications, Alabama State University, USA)

John S. Leipzig (College of Liberal Arts, University of Alaska Fairbanks, Alaska, USA)

Roslyn Petelin (School of English, Media Studies, & Art History, University of Queensland, Australia)
Mary Welch (Division of Public Relations & Communication Management, Lancashire Business School, University of Central Lancashire, England)

Globalizing the PR Curriculum & Converging Theory with Practice – A Panel Discussion

L. Simone Byrd (Department of Communications, Alabama State University, USA)

Krishna S. Dhir (Henry Gund Professor of Management, Campbell School of Business, USA)

A Judgement-Analytic Approach to the Assessment of the Organizational-Public Relationships in the Context of Alumni Engagement

6:00PM – 6:30PM

BREAK

6:30PM – 7:00PM / Great Hall

RECEPTION & TOUR

Nicholas D. J. Baldwin (Dean, Wroxton College, England)

7:00PM / Dining Room

DINNER & DINNER SPEAKER

Michael B. Goodman (CCI at Baruch College/CUNY, USA)

Corporate Communication: The Way Forward - On the Occasion of CCI's 10th Anniversary

8:30PM – 10:00PM / Buttery

BAR OPEN

SUNDAY, JUNE 7

8:00AM – 8:45AM / Dining Room

BREAKFAST

9:00AM – 10:30AM / Lecture Hall

PANEL SESSION #7: MANAGEMENT ISSUES IN CORPORATE COMMUNICATION (1)

Donald R. Swanson (Department of Communication, Monmouth University, USA)

Listening as the Stasis for Organizational Communication

Bahtiar Mohamad and T.C. Melewar (Brunel Business School, Brunel University, UK)

Investigating the Antecedents and Consequences of Corporate Communication Management

Fred Robins (Business School, The University of Adelaide)

Learning from Corporate Mistakes

9:00AM – 10:30AM / Regency Room

PANEL SESSION #8: CORPORATE COMMUNICATION & SOCIETY

Gilmar J. Santos (Ministry of Social Development and Fight Against Hunger and Federal University of Juiz de Fora, Brazil)

When the Product is an Idea: Promoting the Return to Brazilian Traditional Eating Habits

Moritz Loock (University of St. Gallen, Switzerland)

The Social Dimension of Competitive Advantage: How Communication Impacts Strategic Management

10:30AM – 11:00AM / Buttery

TEA & COFFEE

11:00AM – 12:45 PM / Lecture Hall

PANEL SESSION #9: CRISIS COMMUNICATION MANAGEMENT

Stefania Romenti (Institute of Economics and Marketing, IULM University, Italy)

Chiara Valentini (Department of Language and Business Communication, Aarhus School of Business, Aarhus University, Denmark)

Alitalia Response Strategies to its Organizational Crisis: A Situational Analysis

Joanna Siah Ann Mei, Namrata Bansal and Augustine Pang (Wee Kim Wee School of Communication and Information, Nanyang Technological University, Singapore)

New Media and Crises: New Media - A New Medium in Escalating Crises?

Owen Kulemeka (Department of Advertising, University of Illinois at Urbana Champaign, USA)

Public Relations and Flood Recovery in the United Kingdom

11:00AM – 12:45 PM / Regency Room

PANEL SESSION #10: LANGUAGE ISSUES FOR GLOBAL ENTERPRISE

Roslyn Petelin (School of English, Media Studies, & Art History, University of Queensland, Australia)

Plain Language in the Contemporary Corporation

Patrick Ng (Department of Chinese and Bilingual Studies, The Hong Kong Polytechnic University) and
and Miranda Lee

*Exploring Bilingual Corporate Communication Professionals' Views toward Communicative Efficacy via
Artefact Examination in Hong Kong Context*

1:00PM – 2:00PM / Dining Room

LUNCH

2:00PM – 4:00PM / Lecture Hall

PANEL SESSION #11: MANAGEMENT ISSUES IN CORPORATE COMMUNICATION (2)

John S. Leipzig (College of Liberal Arts, University of Alaska Fairbanks, Alaska, USA)

Global Mindset and Leadership Worldliness

Carina Christine Skovmøller and Mette Morsing (Department of Intercultural Communication and
Management, Copenhagen Business School, Denmark)

*Corporate Communication: Taking an Internal Gaze at the Externally Orientated Communication of
Sustainability*

Agostino Vollero, Alfonso Siano and Maria Giovanna Confetto (Department of Communication Studies,
University of Salerno, Italy)

Integrated Corporate Communication: Physical Metaphors for Decision Making

2:00PM – 4:00PM / Regency Room

PANEL SESSION #12: ISSUES OF TRUST & ETHICS

N. Leila Trapp (Institute of Language and Culture, Aalborg University, Denmark)

*The Persuasive Strength of Values, Reputation and Interest Arguments for Promoting Ethical Behavior in a
Global Corporate Setting*

Mary Welch (Division of Public Relations & Communication Management, Lancashire Business School,
University of Central Lancashire, England)

Distrust and Internal Corporate Communication

4:30PM – 5:30PM / Lecture Hall

**SESSION #13: CORPORATE COMMUNICATIONS: AN INTERNATIONAL JOURNAL –
NEWS & DEVELOPMENTS**

Wim J.L. Elving (Editor, *Corporate Communications: An International Journal*)

Øyvind Ihlen, CCIJ 2008 Best Paper Award Winner (Department of Media and Communication, University of Oslo, Norway)

Mapping the Environment for Corporate Social Responsibility: Stakeholders, Publics and the Public Sphere

5:30PM – 6:30PM

BREAK

5:30PM – 6:30PM / Lecture Hall

CONFERENCE PROGRAM COMMITTEE MEETING

6:30PM – 6:55PM / Great Hall

RECEPTION

6:55PM – 7:00PM / Wroxton Abbey Front Steps

GROUP PICTURE

7:00PM / Dining Room

DINNER: ANNOUNCEMENT OF BEST PAPERS

Martyn Lawrence (Publisher, Emerald Publishing Group Limited, UK)

Wim J.L. Elving (Editor, *Corporate Communications: An International Journal, UK*)

8:30PM – 10:00PM / Buttery

BAR OPEN

MONDAY, JUNE 8

8:00AM – 8:45AM / Dining Room

BREAKFAST

9:00AM – 10:30AM / Lecture Hall

PANEL SESSION #14: INTERNATIONAL COMMUNICATION ISSUES

Angela Bargenda (Ecole de Management Léonard de Vinci, Pôle Universitaire Léonard de Vinci, France)
The Visual Integration of Advertising and Marketing Strategies at Société Générale

Rachel Kovacs (College of Staten Island, City University of New York, USA) and Carol Tongue
(Sovereign Strategy, UK)

Clinging to the Euro-Bar for Cultural Integrity: Activism and CSR in an Economic Downturn

10:30AM / Lecture Hall

CLOSING SESSION

Michael B. Goodman (Conference General Chair)

Christina M. Genest (Conference Coordinator)

11:00AM / Buttery

TEA & COFFEE

1:00PM – 2:00PM / Dining Room

LUNCH OPTIONAL

Presenters, Authors & Invited Speakers

Bargenda, Angela studied at Sorbonne University and holds a Ph.D. from City University of New York, as well as a degree in Arts Management from the University of Massachusetts/Amherst. She is a professor at the Ecole de Management Léonard de Vinci in Paris, specialized in branding, visual communication, identity management, arts sponsorship, and advertising.

Bansal, Namrata is a graduate student of Mass Communication programme at Nanyang Technological University, Singapore. She obtained her Bachelor's degree in English Literature from Delhi University. Her research interests are in crisis communication, public relations and the use of ICT in Developmental Communication. Prior to this course, she was involved in developmental communication, public relations and corporate communication and has six years of professional work experience. She has maintained a blog on the application of ICT to cope with disability.

Biden, Rosmiza is a Ph.D. candidate at the Universiti Sains Malaysia. She also is a lecturer in the Communication Department, Faculty of Modern Languages and Communication of the Universiti Putra Malaysia. She teaches corporate communication, communication theories and leadership communications. Her research interests are corporate identity in government-linked companies, corporate image and reputation.

Baldwin, Nicholas D. J. is the Dean of FDU's Wroxton College in Oxfordshire, England. He is a lecturer and tutor in government and politics. A regular lecturer in both the United Kingdom and the United States, he has also written extensively in politics - publications include *Executive Leadership and Legislative Assemblies* (2006), *Parliament in the 21st Century* (2005), *Mastering British Politics* (1999 & 1996 – with a new edition due in 2007), and contributions to: *The House of Lords: Its Parliamentary and Judicial Roles* (1999), *The Law and Parliament* (1998), *The House of Lords at Work* (1993), *Parliament and Pressure Politics* (1990) and *Parliament in the 1980's* (1985), as well as numerous articles and papers. He is a Director of the Wroxton Centre for Global Dialogue, an active member of the prestigious “Study of Parliament Group” and an Associate of the Centre for Legislative Studies. Dr. Baldwin has been active in British political life, having been a candidate for Parliament and a Special Assistant in the House of Lords. In 2000 he was made a Fellow of the Royal Society of Arts.

Byrd, L. Simone is an assistant professor in the department of communication at Alabama State University, where she teaches courses in public relations. Her current research explores relationship management, specifically the use of public relations principles as applied to alumni engagement initiatives. She also continues to be interested in intercultural/international and health communication. She received her doctorate in mass communication and media studies from Howard University (2008), a certificate from the graduate program in International Studies from Howard University (2006), the MA in corporate communication from Baruch College, City University of New York (2004), and a BA degree in mass communication with an emphasis in public relations from Alabama State University (2000).

Confetto, Maria Giovanna, PhD, is Researcher and Lecturer in Marketing and Communication at the University of Salerno, Italy. She teaches and carries out research in marketing communications, place marketing and place communications. She has published one book and various book chapters and articles in leading Italian journals. She has presented competitive papers at international conferences.

Crawford, John P. is a partner and a consultant working with teams undergoing communication and change for Enspirix. He has long history of helping evolving companies achieve their goals through strategies integrating people, process, technology and communications. His work connects identity, culture, branding, and communications to enable organizations in transition to adapt to change and improve performance. Crawford's career experience includes stints with ITT Communications Services and Metromedia Company where he held a variety of high level product marketing and management positions in start-up technology divisions. He has a business degree from the University of Rhode Island as well as

an MBA, and Masters Degree in Organizational Psychology from Fairleigh Dickinson University and studied at Wroxton College in England. He is also an Adjunct Faculty Member at Fairleigh Dickinson in its Leadership Studies Graduate Program.

Dhir, Krishna S. is the Henry Gund Professor of Management at Berry College in Mount Berry, Georgia. Earlier, he was at The Pennsylvania State University at Harrisburg, The Citadel, University of Denver, and University of Colorado. He has over 13 years of cumulative corporate experience, acquired with BioStar Medical Products, Inc., in Boulder, Colorado; CIBA-GEIGY AG (now Novartis) in Basle, Switzerland; and Borg-Warner Chemicals' International Division in Parkersburg, West Virginia. Dr. Dhir has published in *Applied Mathematical Modeling, Business and Society, Corporate Communications: An International Journal, Decision Sciences, IEEE Transactions on Engineering Management, International Journal of the Sociology of Language, Journal of Marriage and the Family, Journal of the Operational Research Society* and various other journals. He holds a Ph.D. from the University of Colorado, an M.B.A. from the University of Hawaii, an M.S. from Michigan State University, and a B.Tech. from the Indian Institute of Technology, Bombay. He is a Fellow of the Operational Research Society, Vice President of the Decision Sciences Institute, and is a member of the board of advisors of Corporate Communications International (CCI) at Baruch College/CUNY, New York.

El-Gouilly, Fatma has sixteen years of professional experience in the fields of marketing, corporate communications, training and sales, and is currently employed as General Manager Corporate Communications at BANQUE MISR, Egypt's second state owned bank with a total number of 12,000 employees. Since 2006, Dr. El-Gouilly manages internal and external communication activities within its local 470 branches, and is responsible for overseeing the bank's corporate communication throughout its regional and international presence. In addition, Dr. El-Gouilly is also a professional instructor partnering with reputable marketing consulting companies, specializing in management, integrated marketing and corporate communications. Previously she was the Marketing Communications Manager at Novartis where, in addition to her responsibilities for marketing, internal communications, events management and public relations, she also served as corporate compliance manager for corporate social responsibility, planning, implementing and benchmarking phases of Novartis' CSR activities, resulting from its commitment to the UN Global Compact. She has also worked for Bristol Myers Squibb in sales and marketing and for a subsidiary of Citibank, Raya, one of the biggest telecommunication companies in Egypt, handling the first e-commerce B2B project in the Middle East. Dr. El-Gouilly holds a Marketing Management Diploma, a MBA in Marketing Management and a Doctorate of Business Administration (DBA) in Corporate Communications Management, both from Maastricht School of Management (Netherlands). She is currently waiting for the defense of a Master of Philosophy degree. She also earned a bachelor degree from the Faculty of Oral and Dental Medicine, Cairo University.

Elving, Wim J. L. has a M.A. degree in social and organizational psychology (RU Groningen; 1993) and finished his Ph.D. in communication within health care at the Twente University (1999). He is currently associate professor at the Department of Communication and the Amsterdam School of Communications Research (ASCoR) of the University of Amsterdam. His research interests include change communication, corporate communication, branding, internal branding and communication management. Dr. Elving has co-authored two books, and has published in several organizational and corporate communication journals. Since 2006 he is editor of *Corporate Communications: An International Journal*.

Genest, Christina M. is Associate Director of the Corporate Communication International at Baruch College/CUNY. She has enjoyed an extensive career in executive nonprofit roles. She also coordinated community relations activities and managed a corporate contributions program for Digital Equipment Corporation, a former Fortune 500 company. She has taught undergraduate courses in public relations and in administration and management. Ms. Genest has served on voluntary boards of directors and committees of numerous social, civic, health care, and educational organizations. Most recently she sat (elected state official) on the Morris Plains (N.J.) Board of Education and, as its president, led a successful building bond referendum campaign. She also served on the Morris School District (Morristown, NJ) Board of Education (appointed). She holds a B.A. in History with a concentration in Russian History and Language from

Emmanuel College, Boston; a Master in International Administration from the School for International Training of the Experiment in International Living, now World Learning, Inc.; a Master in Human Services Administration from Antioch New England; and she earned an M.A. in Corporate and Organizational Communication from Fairleigh Dickinson University. Ms. Genest is also a certified life and corporate coach. Her work, "Cultures, Organizations, and Philanthropy," was published in *Corporate Communications: An International Journal*, (Vol. 10, No. 4, 2005).

Goodman, Michael B. is Professor at Baruch College/ City University of New York, where he is also Director of the MA Program in Corporate Communication. He is Founder and Director of CCI (Corporate Communication International www.corporatecomm.org). He is Adjunct Professor of Corporate Communication at Fairleigh Dickinson University where he was Professor and Director of the MA Program in Corporate and Organizational Communication. He is Visiting Professor of Corporate Communication at Aarhus School of Business (Denmark), University of Johannesburg (South Africa), Bangkok University, and Hong Kong Polytechnic University. He has published widely, including most recently: *Work with Anyone Anywhere: A Guide to Global Business* and *Corporate Communication for Executives*. With Peter Hirsch he is at work on *Corporate Communication: Strategic Adaptation for Global Practice*. He is on the Editorial Advisory Board and Associate Editor for North America of *Corporate Communication: An International Journal* (UK). He is a member of the Arthur W. Page Society; a Fellow of the RSA (The Royal Society for the encouragement of Arts, Manufactures & Commerce), London; a Fellow of The Society for Technical Communication; and a member of the Board of Directors of the Association for Business Communication. He has been a consultant to more than 40 corporations and institutions on corporate communication, managerial communication, problem-solving, new business proposals, change, and corporate culture.

Gorpe, Serra is an associate professor at Istanbul University, Faculty of Communication, Public Relations and Advertising Department. She joined the Faculty upon the completion of her Ph.D. in Public Relations in 1999. Prior to joining the university, she worked in corporate and agency public relations. She teaches undergraduate and graduate level courses in public relations, marketing communications, crisis management, public relations campaigns, international public relations and public relations theory. She holds master's degrees in Social Psychology from Bogazici University (Istanbul/Turkey) and in Public Relations from Boston University (Boston/USA). Her current research interests include social responsibility/PR ethics, public relations education, crisis communication, and international public relations. She held a visiting scholar position at University of Texas at Austin in 2002. She currently teaches as an Adjunct Professor at Eastern Mediterranean University, Faculty of Communication and Media Studies in T.R.N.C. She is Vice- President of European Public Relations Confederation (CERP), Board Member of Turkish Public Relations Association (TUHID) and a member of The European Public Relations Education and Research Association (EUPRERA). She serves as a jury member for Golden World Awards for Excellence in Public Relations for the International Public Relations Association (IPRA) for Turkey and is also a Council Member of IPRA from Turkey.

Heikkurinen, Pasi is an industrial management and international marketing student at the University of Vaasa, Finland. His research interests include corporate responsibility and its strategic implications that were dissected in his Master's thesis, "Strategic Positioning with an Environmentally Responsible Image." As a project researcher at the Agrifood Research Finland, the leading Finnish research institute in the agriculture and food sector, his work deals with measuring and conceptualizing corporate responsibility.

Hutt, Roger W. has served on the Arizona State University faculty since 1975 teaching and conducting research in organizational management and leadership, entrepreneurship and innovation, and strategic management. While studying issues related to stakeholder management, he developed an interest in corporate communication as a strategic management function and expects to continue researching in that area. He has consulted with and advised managers, is the author and co-author of text-workbooks in entrepreneurship and articles and papers in the management discipline, and serves on the board of directors of a business lender. In his career he at Arizona State University, he has held a variety of positions managing and coordinating undergraduate business programs, and is currently the Assistant Dean for

Undergraduate Programs in the Morrison School of Management and Agribusiness. He received a B. S. in Business Administration and M.B.A. degrees from The Ohio State University, and a Ph.D. from Michigan State University.

Ihlen, Øyvind is the incoming Professor in communication and management at the Norwegian School of Management. He was previously at the Department of Media and Communication, University of Oslo. He has written and co-written four books, the latest being *Public Relations and Social Theory* (Routledge, 2009). Ihlen has been a vice chair of the Public Relations Division of the International Communication Association (ICA), and serves on the editorial board of five journals. His research has appeared in numerous anthologies and in journals such as *Journal of Public Relations Research*, *Public Relations Review*, *Journal of Public Affairs*, *International Journal of Strategic Communication*, *Journal of Communication Management*, *Corporate Communications: An International Journal*, *International Journal of Organizational Analysis*, *NORDICOM Review*, *Environmental Communication: A Journal of Nature and Culture*, and *Business Strategy and the Environment*. In 2008 Ihlen won the Pride Award for Best Article for “Building on Bourdieu: A sociological grasp of public relations,” awarded by the Public Relations Division of the National Communication Association (NCA).

Kankaanranta, Anne, PhD, MSc (Econ), EMBA, is Senior Lecturer and Researcher of International Business Communication (graduate level) and English Business Communication (undergraduate level) at the Helsinki School of Economics (HSE). Her main research interests include the use of English as a business lingua franca, business and corporate communications in MNCs, and the effect of media on communication in global business contexts.

Ketola, Tarja is Associate Professor of Sustainable Development at the University of Vaasa, Finland, and Adjunct Professor of Environmental Management at the Turku School of Economics, Finland. She took her Ph.D. at Imperial College, University of London, and worked at Brunel University before returning to Finland. Her research interests include corporate sustainability, responsible business and leadership psychology. She has written several books and published articles in a number of scientific journals.

Koul, Saroj is Assistant Professor in the School of Business at Acadia University, Canada. She comes to full-time teaching after 24 years in industry, at Bharat Heavy Electricals Limited, India, dedicated to the field of energy related infrastructure in India where she worked on formulation and implementation of corporate strategy. In addition, she has over 10 years experience of teaching Management Studies. She has been a visiting faculty member at the Indian Institute of Technology (IIT), Delhi, the Amity Business School, (Delhi), the Global Business School (France) (India Chapter) and the University of Petroleum & Energy Studies, Delhi. She has also served as an advisory board member of the All India Management Association and as co-guide to several MBA students. She is on the Advisory Board & Governing Council of several educational institutes in India, where her contributions to the growth of the student community and teaching philosophy have been recognized. Dr. Koul earned a PhD from IIT Delhi; a Masters of System Engineering and Operation Research from IIT Roorkee, India; and a Bachelor of Electrical Engineering from Kashmir University, India. She has published over 20 papers in national and international journals and books on Enterprise Resource Planning and Electronic Commerce for Distance Learning students of MBA classes in India. She is an active life member of the System Dynamics Society of India and was on the Editorial Board of its journal, *International Journal of System Dynamics*. Currently she is on the Editorial Board of the *International Journal of Electronic Transport* and the *International Journal of Operations Research and Information Systems*. Her research interests include system dynamics, supply chain management, management of information systems; and organizational communication.

Kovacs, Rachel is Substitute (Visiting) Associate Professor at the College of Staten Island, CUNY. She teaches Public Relations, Corporate Communication Practices, Media Writing, History of Print Media, and Introduction to Communication at CSI and has taught at CUNY since 2006. She has been on adjunct faculties of communication and English at several NY/NJ institutions and has also taught Advanced English as a Second Language. Dr. Kovacs' was full-time faculty at Fairleigh Dickinson University, the University of Hartford, and Bradley University. at Hartford and Bradley, she was advisor to Public

Relations Student Society of America (PRSSA); At Hartford, she headed the public relations emphasis and directed its 2001, award-winning, PRSSA entry in the national Bateman Competition. She is the recipient of two Interdisciplinary Top Paper Awards (PRSA Educators Academy, 1999; Institute for Public Relations [IPR], 2001) for her studies in British broadcasting activism. Since the mid-1990s, Dr. Kovacs has lectured, presented, and published, in the U.S. and abroad, on international broadcasting, NGO activism, and cultural integrity in the U.K. nations and regions. She was awarded a 2001 Yale Visiting Faculty Fellowship, during which time she conducted research on international broadcasting regulation and activism at the Law and other Yale Libraries. Formerly Assistant Editor of *Journal of Communication*, Dr. Kovacs lived and studied in the U.K. and France and has traveled extensively abroad.

Kulemeka, Owen is a Ph.D. student in the Department of Advertising, University of Illinois at Urbana Champaign.

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Leipzig, John is an Emeritus Professor of Communication and Emeritus Dean of the College of Liberal Arts at the University of Alaska Fairbanks. Most recently, Dr. Leipzig was the Chancellor the St. Thomas campus of the University of the Virgin Islands and then Director of the Center for Responsible Leadership at Alma College in Michigan. He is a life member as well as a past president of the Northwest Communication Association and currently serves on the Board of Advisors of Corporate Communication International at Baruch College/CUNY. Dr. Leipzig has been a Visiting Scholar in both Australia and South Africa and is an international corporate communication consultant who writes about corporate communication leadership and ethics.

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CORPORATE COMMUNICATION INTERNATIONAL AT BARUCH COLLEGE/CUNY

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The mission of CCI - Corporate Communication International - is to enhance the performance of corporate communication as a strategic management function; and to be the number one choice of both practicing professionals and scholars for information on corporate communication.

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To serve as:

- a bridge between theory and practice, by bringing students, practicing professionals and scholars together to share information and ideas.
- a resource center for the continuing education of professional through briefings, symposia, publications, forums, conferences, publications, and white papers.
- a clearinghouse and integrator of knowledge from a variety of academic disciplines relevant to the theory and practice of corporate communication.
- an incubator for primary research in corporate communication, making a contribution to the enhancement of organizational performance.
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