

# Robyn C. Walker, Ph.D.

## CURRICULUM VITAE

Department of Business Communication  
Marshall School of Business  
University of Southern California  
3660 Trousdale Parkway, ACC 400  
Los Angeles, CA 90089  
Tel: (213) 821-5444  
Fax: (213) 740-9428

### CURRENT POSITION

Associate Professor, RTPC, Department of Business Communication, Marshall School of Business, University of Southern California

### EDUCATION

December 2008	M.P.W, Professional Writing, creative non-fiction emphasis, University of Southern California, Los Angeles, CA
December 2001	Ph.D., Communication, University of Utah, Salt Lake City, UT Adviser: Leonard Hawes. Committee members: Christine Oravec, Maureen Mathison, Lisa Flores and Stephen Tatum
August 1997	M.S., Communication, University of Utah, Salt Lake City, UT Adviser: Leonard Hawes. Committee members: Christine Oravec and Mary Strine
August 1989	M.B.A., Started at Arizona State University, completed University of Phoenix, Salt Lake City, UT
May 1979	B.A., Communication, journalism emphasis, Boise State University, ID

### ACADEMIC APPOINTMENTS

2003-Present	Associate Professor of Clinical Management Communication, Center for Management Communication, Marshall School of Business, University of Southern California
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Courses taught:

#### Graduate

GSBA 790	Directed Study of Ph.D. Students
BUCO 636	Communication for Doctoral Students: One-on-One Tutorial
GSBA 599	Gender, Work, and Communication
GSBA 542	Communication for Management

BUCO 533 Managing Communication in Organizations  
(Course coordinator, 2011)

MBA Programs Presentation skills coach

Undergraduate

BUAD 302 Communication Strategy in Business  
(Course coordinator, 2003-2006)

WRIT 340 Advanced Writing for Business, including online  
hybrid version

First Contact Initiative, Freshman Micro-Seminars Program,  
Business Ethics as seen in Documentary Film

Continuing Education, "Establishing Leadership through the Power  
of Talk" (proposed and designed)

2000-2003

Lecturer, Center for Business Communication, Eller College of  
Business, and Adjunct Instructor, Department of Communication,  
University of Arizona, Tucson

Courses taught:

Graduate

MAP 512 Advanced Leadership: Facilitation and Coaching  
Skills

Undergraduate

MAP 310 Management Communications

COMM 403 Theory of Small Group Communication

COMM 411 Communication and Conflict Management

1999-2000

Lecturer, Marketing Department, School of Business, California  
State University, Fullerton

Courses taught:

BUAD 301 Advanced Business Writing

1995-1999

Teaching Assistant, University of Utah, Department of  
Communication, Writing Program, and Eller School of Business

Courses taught:

Graduate

MBA 662 Managerial Writing

Undergraduate

COMM 120 Introduction to Public Speaking

COMM 172 Reporting and News Writing

COMM 510 Public Relations Practicum  
COMM 326 Communication Criticism  
WRTG 112 Introduction to College Writing  
WRTG 350 Professional Writing  
WRTG 301 Technical Writing

1995-1999 Adjunct Instructor, Salt Lake Community College, College of Business and English Department

Courses taught:

BUS 101 Business Writing  
BUS 210 Business Communication  
ENG 1010 Introduction to College Writing

1998-1999 Adjunct Instructor, Weber State University, Ogden Utah, Communication Department

Courses taught:

COMM 1050 Interpersonal and Small Group Communication

## PROFESSIONAL EXPERIENCE

Managing Editor, *Salt Lake City Magazine*, Salt Lake City, UT

Writing Consultant, Shipley Associates, a division of Franklin-Covey, Inc., Bountiful, UT

Team Leader and Technical Writer, Novell, Inc., Provo, UT

Editor-in-Chief, Associate Editor, and News Editor, *LAN-Times Magazine*, McGraw-Hill, Inc., Salt Lake City, UT

Wire Service Reporter, United Press International, Boise, ID

## HONORS AND AWARDS

- Best Presentation, 2017 International Conference on Education, Clute Institute, January 1-5, 2017, Lahaina, Hawaii, Walker, R. & Aritz, J.
- Best Proceedings Paper, 81<sup>st</sup> International Conference of the Association for Business Communication. Albuquerque, NM, October 19-21, 2016, "A Typology of Business Communication Theories," Mayfield, J., Mayfield, M., and Walker, R.
- Most Innovative Paper Award, 33<sup>rd</sup> Conference of The World Association of Case Method Research and Application, Lima, Peru, July 3-8, 2016, "A Project Management Approach to Developing Virtual Team Skills," Cardon, P.; Aritz, J.; Walker, R.; Marsen, S.; Chertudi, M.; and Loggeman, M.
- Collaborative Computing Scholar, IBM, 2016

- Most Innovative Paper Award, 15<sup>th</sup> conference of the National Business and Economics Society, Kohala Coast, Hawaii, Hawaii, March 12-15, 2014, “Doing Leadership: The Double Bind,” Walker, R. & Aritz, J.
- 2012 Distinguished Publication on Business Communication, Association of Business Communication, *Discourse Perspectives on Organizational Communication*, edited by Jolanta Aritz and Robyn Walker
- 2005-2006, Mellon Fellow, Non-Tenure Track Faculty Mentoring Project, University of Southern California
- 2004 Faculty Award, Fifth Annual Peer Achievement Awards, University of Southern California’s Student Senate’s Leadership Council
- Appointment as Commissioner for the University of Arizona Commission on the Status of Women, 2002-2005
- Building the Bridge (between Students and Learning) Award, Third Annual Awards presented by the Dean of Students Office, California State University, Fullerton, May, 2000.
- Scholarship for online course development program, Teaching and Learning Center, California State University, Fullerton, Summer 2000
- Teaching Fellowship, Writing Program, University of Utah, 1997-99
- Teaching Assistantship, Writing Program, University of Utah, 1995-97
- Graduate Assistantship, Management Department, Arizona State University, 1982-83

## GRANT PARTICIPATION

- Lord Foundation grant, 2016, (\$4,000), for funding the purchase qualitative research licenses and the initiation of a qualitative research workshop series, co-applicants: Jolanta Aritz, Peter Cardon, Carolin Fleischmann, Sharoni Little, Sky Marsen, Sabrina Pasztor, Naomi Warren
- USC Marshall School of Business Summer Research Grant, 2016
- USC Marshall School of Business Summer Research Grant, 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, co-applicant Jolanta Aritz
- University of Southern California Undergraduate Research Grant, 2007-2008, 2008-2009, 2009-2010, 2011-2012, 2012-2013, 2013-2014, co-applicant Jolanta Aritz
- C.R. Anderson Research Foundation grant, 2011, (\$1,800) in support of the research project "Cross-cultural model of discursive leadership". Grant sponsored by the Association for Business Communication in support innovative research projects in the field of business communication, co-applicant Jolanta Aritz
- CIBER research grant, 2010, (\$3000), co-applicant Jolanta Aritz
- The Advancing Scholarship in the Humanities and Social Sciences Initiative, USC (\$17,575). 2007-2008, co-applicant Jolanta Aritz
- Arizona Board of Regents grant for student-centered learning initiatives (\$25,000), 2003, co-applicant Diza Sauers of the University of Arizona
- University of Arizona Grant for the development of online courses (\$5,000), Summer/Winter Session, Extended University, Summer 2002

## CURRICULUM DEVELOPMENT

GSBA 599, *Gender, Work, and Communication* was designed to support the growing number of women who make up 40 percent of the students in MBA programs in the United States. Unfortunately, a similar number do not populate the boardrooms and executive suites of America's corporations. This course was designed to help students understand why some of those disparities exist and to better prepare them for dealing with these challenges. While women may find this course particularly helpful, future male executives may also learn about the challenges women employees face as well as learn more about gender, identity, and gendered communication issues.

GSBA 542, *Communication for Management* was an existing course that was redesigned beginning in 2011 by the teaching team to bolster the content of the course to help differentiate it from our undergraduate offerings that focused on coaching presentation skills and writing short reports. The initial redesign incorporated strategic thinking and planning as well as a focus on communication needed for working in management teams.

BUAD 302, *Communication Strategy in Business* was an established course when I joined Marshall but as coordinator, I led the redesign of the course to focus on the theory and application of strategy to communication. As part of that redesign, three areas of business communication were identified for study: Presentations, organizational communication, and interpersonal communication, with a corresponding change in the courses learning objectives. I also changed the course title to reflect the altered focus of the class, which had previously been focused on presentations and employment messages.

USC Continuing Education, *Establishing Leadership through the Power of Talk* provides students with a brief introduction to a new paradigm for thinking about leadership, discursive leadership. Traditionally, courses in management and leadership have taken a psychological approach and discussed the traits that are required for being an effective manager and leader. However, with what has been called the "language turn", recognition of the power of language and other communication practices in creating our social realities has resulted. This course, "Establishing Leadership through the Power of Talk," capitalizes on this turn and provides anyone the opportunity to establish him or herself as a leader through knowledge of and the development of "leadership talk". The course content is provided online.

## PUBLICATIONS AND CONFERENCE PRESENTATIONS

### Peer-reviewed Publications

Cardon, P., Walker, R., & Aritz, J. (accepted). Coordination and media use in virtual teams. *Business and Professional Communication Quarterly*.

Aritz, J., Walker, R., Cardon, P., & Zhli, L. (2017, March). Discourse of leadership: The power of questions in organizational decision making. Special Issue on Leadership Communication. *International Journal of Business Communication*.

Cardon, P., Aritz, J., & Walker, R. (2016, June). A project management approach to developing virtual team skills. *International Journal of Case Method Research & Application* 28 (2), 97-106.

Mayfield, J., Mayfield, M., & Walker, R. (2016). The essential theories of business communication. Proceedings of the 81<sup>st</sup> Annual Conference of the Association for Business Communication. 7-106

Walker R. C. & Aritz, J. (2015). Women doing leadership: The double bind and leadership style. *International Journal of Business Communication* 52 (4).

Walker R. C. & Aritz, J. (2014). Women doing leadership: The double bind and leadership styles. Proceedings of EURAM 2014 (European Academy of Management).

Walker R. C. & Aritz, J. (2014). Doing leadership: The double bind. Proceedings of the 15<sup>th</sup> conference of the National Business and Economics Society, 2014.

Aritz J. & Walker, R. (2014). Leadership styles in multicultural groups: Americans and East Asians working together. *International Journal of Business Communication* 51 (1).

Aritz, J. & Walker, R. (2014). Leadership in intercultural dialogue: A discursive approach. In *Case Studies in Intercultural Dialogue* (Eds. Nazan Haydari & Prue Holmes). Kendall Hunt Publishing: San Francisco, CA.

Aritz, J. & Walker R. (2012). The effects of leadership style on intercultural group communication in decision-making meetings. In *The Language Factor in International Business: New Perspectives on Research, Teaching and Practice*, Eds. Priscilla Heynderickx, Sylvain Dieltjens, Geert Jacobs, Paul Gillaerts, Elizabeth de Groot. Linguistic Insights series. Bern: Peter Lang.

Aritz, J. & Walker, R. (2010). Cross-cultural leadership styles. Proceedings of the Twelfth Annual International Global Business and Technology Association Conference, 2010.

Aritz, J. & Walker, R.C. (2010, June). Multicultural groups in decision-making meetings: Language proficiency and group performance. Medical Communication in the Asia Context, Special Issue, Kang, M. Agnes and Olga Zayts (eds.). *Journal of Asian Pacific Communication* 20 (2), 307-332.

Aritz, J. & Walker, R.C. (2010, March). Group composition and communication styles: An analysis of multicultural teams in decision-making meetings. *Journal of Intercultural Communication Research* 38 (2), pp. 99-114.

Aritz J. & Walker, R.C. (2010, January). Cognitive organization and identity maintenance in cross-cultural teams: A discourse analysis of decision-making meetings. *Journal of Business Communication* 47 (1), pp. 20-42.

Aritz, J. & Walker, R. (2009). Cognitive organization and identity maintenance in cross-cultural teams. Proceedings of the Association of Business Communication Special Topics Conference 2009: Business Discourse.

Walker, R.C. (2009, April). "The Simple Life: Tracing Its Rhetorical Use in American History." Book review. *Communication in Review* 9 (2).

Walker, R.C. (2007). An alternative construction of identity: A study of place-based identity and its implications, *American Communication Journal* 7(2), 1-17.

Walker, R.C. (2007). Creating significant learning experiences in the business communication classroom. Association of Business Communication 27th Annual International Convention Proceedings.

Walker, R. & Aritz, J. (2007). The effects of team composition on multicultural group performance. *The International Journal of Diversity in Organizations, Communities, and Nations*, 7 (2), 225-230.

Aritz, J. M., Walker, R. C. (2007). The Effects of Team Composition on the Performance in Decision-making Meetings. 2007 Hawaii International Conference on Business Proceedings.

Aritz, J & Walker, R. (2007). Multicultural Team Dynamic and Attitudes about Group Work. Proceedings of the Southwest Academy of Management. San Diego, CA March 14-17. pp. 614-632.

Walker, R. & Aritz, J. (2006). A videotaped interaction analysis of member contribution in multicultural groups. *International Journal of Knowledge, Culture and Change Management*, 6 (4) 141-150.

Walker, R. & Sauers, D. (2004). A comparison of traditional and technology-assisted instructional methods in the business communication classroom. *Business Communication Quarterly*.

## **Edited Volumes**

Aritz, J. & Walker, R. (eds.) (2012). *Discourse Perspectives on Organizational Communication*. (Edited volume of empirical research studies in the area of organizational discourse). Madison, NJ: Fairleigh Dickinson University Press Communication Series.

## **Book Chapters**

Aritz, J. & Walker, R. (2014). Leadership in intercultural dialogue: A discursive approach. To be published in *Case Studies in Intercultural Dialogue* (Eds. Nazan Haydari & Prue Holmes). San Francisco, CA: Kendall Hunt Publishing.

Aritz, J. & Walker R. (2012). The effects of leadership style on intercultural group communication in decision-making meetings. In "The Language Factor in International Business: New Perspectives on Research, Teaching and Practice" Eds. Priscilla Heynderickx, Sylvain Dieltjens, Geert Jacobs, Paul Gillaerts, Elizabeth de Groot. Linguistic Insights series. Bern: Peter Lang.

Aritz, J. & Walker, R. (2012). Introduction. In Aritz, J. & Walker, R. (eds.). *Discourse Perspectives on Organizational Communication*. Madison, NJ: Fairleigh Dickinson University Press Communication Series.

Aritz, J. & Walker, R. (2012). Conclusion. In Aritz, J. & Walker, R. (eds.). *Discourse Perspectives on Organizational Communication*. Madison, NJ: Fairleigh Dickinson University Press Communication Series.

## **Books and Textbooks**

Lehman, C.M., Dufrene, D.D. & Walker, R. (2016). *BCOM* (8th Ed.). Cincinnati, OH: Cengage Learning.

Lehman, C.M., Dufrene, D.D. & Walker, R. (2015). *BCOM* (7th Ed.). Cincinnati, OH: Cengage Learning.

Lehman, C.M., Dufrene, D.D. & Walker, R. (2014). *BCOM* (6th Ed.). Cincinnati, OH: Cengage Learning.

Walker, R. C. & Aritz, J. (2014). *Leadership Talk: A Discourse Approach to Leader Emergence*. New York, NY: Business Expert Press.

Walker, R. (2014). *Strategic Management Communication: For Leaders* (3rd Ed.). Cincinnati, OH: Cengage.

Lehman, C.M., Dufrene, D.D. & Walker, R. (2013). *BCOM* (5<sup>nd</sup> Ed.). Cincinnati, OH: Cengage Learning.

Lehman, C.M., Dufrene, D.D. & Walker, R. (2012). *BCOM* (4<sup>nd</sup> Ed.). Cincinnati, OH: Cengage Learning.

Walker, R. (2011). *Strategic Business Communication: For Leaders* (2<sup>nd</sup> Ed.). Cincinnati, OH: Cengage.

Lehman, C.M., Dufrene, D.D. & Walker, R. (2010). *BCOM* (3<sup>nd</sup> Ed.). Cincinnati, OH: Cengage Learning.



Lehman, C.M., Dufrene, D.D. & Walker, R. (2009). *BCOM* (2<sup>nd</sup> Ed.). Cincinnati, OH: Cengage Learning.

Lehman, C.M., Dufrene, D.D. & Walker, R. (2008). *BCOM*. Cincinnati, OH: Cengage Learning.

Walker, R. (2006). *Strategic Business Communication: An Integrated, Ethical Approach*. Cincinnati, OH: Thomson/South-Western Publishing.

### **Case Study Writing Advising**

Faculty Adviser, “American Airlines Seat Malfunctions Case by Parker Stone, Gavin Fink, Jae Jung, Lisa Hong, Hayden Xue, 2013

Faculty Adviser, “American Skateboard Launching Ecommerce Site by Yuchen Luo, Tyler Henry, Ricky Dilday, Shivangel Gandhi, Emiri Dandoy, 2013

Faculty Adviser, “Apple, Inc.: A Case Study in Crisis Management” by Sean Greenbaum, Sungmin Bae, Yongsek Na, Eiki Shimamoto, 2013

Faculty Adviser, “Best Buy” by Keya Agarwal, Amit Bhanderi, Leslie Lallave, Anita Singh, and Monica Turrey, 2013

Faculty Adviser, “Boeing Dreamliner” by Venina Ducat, Roman Kompaniyets, Andrew Menard, Savanna Sleep, Dikshant Tahilramani, Sam Treviño, and JoJo Zhang, 2013.

Faculty Adviser, “BP and the Gulf Oil Spill” by Blake Altemara, Michael Bock, Daniel Yang, Alex Creasman, and Alex Buitron, 2013

Faculty Adviser, “BP’s Post-Oil Spill” by Steven Argomaniz, Jack Gammie, Jessica Leung, Heather Moy, Jina Park, and Mac San, 2013

Faculty Adviser, “Instagram Terms and Conditions” by Alexandria Alba, Sebastian Arriagada, Tatiana Grisham, Annice Ma, Christina Moller, and Tracy Park, 2013

Faculty Adviser, “Netflix” by Ray Chan, Amy Chang, Haylie Garrie, Joe Goldman, Rahil Haneef, and Sabrina Mateen, 2013

Faculty Adviser, “Netflix” by Sanam Aghnami, Danish Akmal, Brian Kim, Loudia Laarman, and Alejandra Oquendo, 2013

Faculty Adviser, “Nokia’s Lack of Innovation” by Ian Malave, Melissa Barba, Zoe Jablow, Nadhira Raffai, David Soroudi, and Michael Chung, 2013

Faculty Advisor, “Toyota’s Unintentional Acceleration Case” by Alex Mezey, Scott Hamilton, Kevin Kuwahara, and Courtney Sandlin, 2012, Center for Management Communication web page, Marshall School of Business, <http://www.marshall.usc.edu/faculty/centers/cmc/communicationcases>.

Faculty Advisor, “Apple Inc.” by Jenny Lee, Ian McCarthy, Andrew Nguyen and Robbie Reid, 2012, Center for Management Communication web page, Marshall School of Business, <http://www.marshall.usc.edu/faculty/centers/cmc/communicationcases>.

Faculty Advisor, “JCPenney’s Transition” by Joshua Beltran, Nick Franscioni, Morgan Hagedorn, Joyce Pak, and Eleni Press, 2012, Center for Management Communication web page, Marshall School of Business, <http://www.marshall.usc.edu/faculty/centers/cmc/communicationcases>.

Faculty Advisor, “UBS Rogue Trading” by Kevin Wang, Johnson Chan, Asma Rasikh, Albert Tran and Sahib Gulati, 2012, Center for Management Communication web page, Marshall School of Business, <http://www.marshall.usc.edu/faculty/centers/cmc/communicationcases>.

Faculty Advisor, “Northern California La-Z-Boy Furniture Galleries” by Andrew Reego, 2012, Center for Management Communication web page, Marshall School of Business, <http://www.marshall.usc.edu/faculty/centers/cmc/communicationcases>.

### **Non-peer-reviewed Publications**

Walker, R. (2017, April). Book Review: *The Leadership Odyssey: From Darkness to Light*. *International Journal of Business Communication*.

Walker, R. (2016, Jan.). Book Review: *Managing Risk and Complexity through Open Communication and Teamwork*. *International Journal of Business Communication*.

Walker, R. (2004). *Credibility: Your reputation depends on it*. *Marshall Magazine*.

Walker, R. (2001). *An Ethnography of an Idaho Farm Woman: Embodied Knowing and Communication*. University of Utah.

Walker, R. (1999). Writing note for faculty: *Improving your business writing*. Eccles School of Business, University of Utah.

Walker, R. (1998). Teaching note for faculty: *Providing a system to produce and evaluate written assignments*. Eccles School of Business: University of Utah.

Walker, R. (1997). *Reading Terminator 2: Judgment Day: Cyborgs, Bodies and Structures of Action*. University of Utah.

### **Conference Presentations**

Cardon, P., Aritz, J., Walker, R., Marsen, S., Chertudi, M., and Logemann, M. "Improving Virtual Team Coordination by Applying a Project Management Approach." 81<sup>st</sup> International Conference of the Association for Business Communication. Albuquerque, NM, October 19-21, 2016.

Mayfield, J., Mayfield, M., & Walker, R. "The Essential Theories of Essential Business Communication Theories." 81<sup>st</sup> International Conference of the Association for Business Communication. Albuquerque, NM, October 19-21, 2016.

Cardon, P., Aritz, J., Walker, R., Marsen, S., Chertudi, M., and Logemann, M. "A Project Management Approach to Developing Virtual Team Skills." The World Association for Case Method Research & Application (WACRA) conference, Lima, Peru, July 3-7, 2016.

Walker, R. & Rybka, K. "Nurturing A Creative Frame of Mind in Business Students." 80<sup>th</sup> Annual International Conference of the Association for Business Communication. Seattle, WA, October 27-31, 2015.

Walker, R., Mayfield, J., & Mayfield, M. "A Typology of Essential Business Communication Theories." 80<sup>th</sup> Annual International Conference of the Association for Business Communication. Seattle, WA, October 27-31, 2015.

Walker, R., Aritz, J., & Cardon, P. "The Role of Questions in Decision-Making and Leader Creation." Pre-Colloquium Development Workshop, EGOS 2015, Athens, Greece, July 2-4, 2015.

Walker, R., Aritz, J., & Cardon, P. "Coordination and Media Use in Virtual Teams." International Communication Association, San Juan, Puerto Rico, April 21-27, 2015.

Walker R., Aritz, J., Cardon, P. & Philadelphia, M. "Team Coordination and Media Use in Virtual Teams." Western Academy of Management 2015, Kauai, Hawaii, March 12-14, 2015.

Walker, R. & Aritz, J. "Constructing Leadership through Questions in Decision-Making Meetings." Western Academy of Management 2015, Kauai, Hawaii, March 12-14, 2015.

Walker, R., Kostelnick, C. & Knight, M. "Developing Your Manuscript: Insights from the Editors of *IJBC* and *BPCQ* and the Co-Editor of *JBTC*." 79<sup>th</sup> Annual International Conference, Association of Business Communication, Philadelphia, PA, October 22-25, 2014.

Walker, R., Rybka, K., Cardon P., Thomas, G., & Snyder, J. "Developing Manuscripts and Submission for the *International Journal of Business Communication*" Research Roundtable. 79<sup>th</sup> Annual International Conference, Association of Business Communication, Philadelphia, PA, October 22-25, 2014.

Walker, R., Aritz, J., Cardon, P. & Philadelphia, M. "Managing Virtual Teams: Successes and Challenges of Electronic Communication and Social Media." 79<sup>th</sup> Annual International Conference, Association of Business Communication, Philadelphia, PA, October 22-25, 2014.

Walker, R., Aritz, J., Canas, K. & Rausch, G. "Igniting Your Curriculum: Diversity and Community Engagement as Vehicles to Create a Relevant and Socially Impactful Business Communication Course." 79<sup>th</sup> Annual International Conference, Association of Business Communication, Philadelphia, PA, October 22-25, 2014.

Walker R. & Aritz, J., "Doing Leadership: The Double Bind and Leadership Styles," EURAM 2014, Valencia, Spain, June 4-7, 2014.

Walker, R. & Aritz, J. "Doing Leadership: The Double Bind," 15<sup>th</sup> conference of the National Business and Economics Society, Kohala Coast, Hawaii, Hawaii, March 12-15, 2014.

Walker, R., "Creating 'Big Picture' Thinkers: Using Case Study Writing to Initiate Undergrads to 'Macro' Communication Issues," 78<sup>th</sup> Annual International Conference, Association of Business Communication, New Orleans, LA, October 23-26, 2013.

Walker, R., "Editor's Panel: Publishing in Business Communication Journals," 78<sup>th</sup> Annual International Convention of the Association of Business Communication, New Orleans, Louisiana, October 23-26, 2013.

Walker, R. & Aritz, J. "Leadership in Intercultural Groups: A Discursive Approach," part of panel discussion entitled *Leadership and Discourse: Exploring leadership practices, image construction and power management*, 13<sup>th</sup> International Pragmatics Conference, New Delhi, India, September 8-13, 2013.

Walker, R. & Aritz, J. "Leading Multicultural Teams," 15<sup>th</sup> Annual International Conference, Global Business and Technology Association, Helsinki, Finland, July 2-6 2013.

Walker, R. & Aritz, J. "Leading Multicultural Teams: A Discursive Leadership Approach," 12<sup>th</sup> Asia Pacific Conference, Association of Business Communication, Kyoto, Japan, March 13-15, 2013.

Walker, R. & Aritz, J. "Doing Leadership: Three Communication Styles," 77<sup>th</sup> Annual International Convention of the Association of Business Communication, Honolulu, Hawaii, October 24-27, 2012.

Walker, R. "Nurturing Creative Thinking in Business Students," 77<sup>th</sup> Annual International Convention of the Association of Business Communication, Honolulu, Hawaii, October 24-27, 2012.

Walker, R. "Editor's Panel: Publishing in Business Communication Journals," 77<sup>th</sup> Annual International Convention of the Association of Business Communication, Honolulu, Hawaii, October 24-27, 2012.

Walker, R. & Rybka, K. "Putting Business Students in a Creative Frame of Mind," Association of Business Communication European Conference, Nijmegen, the Netherlands, May 28-June 1, 2012.

Walker, R. & Aritz, J. "Using Discourse and Interaction Analysis to Understand Intercultural Leadership in Organizations." Qualitative Research in Management and Organization Conference: Embodiment, Imagination and Meaning, University of New Mexico, Albuquerque, NM, April 4-6, 2012.

Walker, R. (moderator), Aritz, J., Snyder, K., & Logan, D. "New Paradigms in Leadership in a Global Economy." USC Panel Discussion, Los Angeles Times Festival of Books, University of Southern California, Los Angeles, April 21, 2012.

Walker, R. & Aritz, J. "The Effects of Leadership Style on Intercultural Group Communication in Decision-making Meetings." 3<sup>rd</sup> New Zealand Discourse Conference, The Institute of Culture, Discourse, & Communication, Auckland University of Technology, Auckland, New Zealand, December 5-7, 2011.

Walker, R. & Aritz, J. "Discursive Leadership across Cultures." Association of Business Communication, Montreal, Canada, Oct. 21, 2011.

Walker, R. & Knight, M. "Publishing Opportunities." Association of Business Communication, Montreal, Canada, Oct. 20, 2011.

Walker, R. & Aritz, J. "A Discursive Approach to Leadership in Intercultural Encounters." Marshall Research Fair, USC Marshall School of Business, August 26, 2011.

Walker, R. & Aritz, J., co-chairs and presenters. "New Directions in Business Discourse Research" panel. Panel introduction and current research direction presented at 96<sup>th</sup> Annual National Communication Association conference, San Francisco, CA, November 14-17, 2010.

Aritz, J. & Walker, R. "Cross-Cultural Leadership Styles." Paper presented at the Twelfth Annual International Global Business and Technology Association Conference, Kruger National Park, South Africa, July 5-9, 2010.

Aritz, J. & Walker, R. "Leadership Across Cultures." Paper presented at the Joint 10<sup>th</sup> Association of Business Communication-Europe conference and 2<sup>nd</sup> Global Association of Business Communication conference, Antwerp, Belgium, May 26-29, 2010.

Walker, R. & Knight, M. "Publishing Opportunities." Joint 10<sup>th</sup> Association of Business Communication-Europe conference and 2<sup>nd</sup> Global Association of Business Communication conference, Antwerp, Belgium, May 26-29, 2010.

Walker, R. "Turning Teaching into Publishable Research." Presentation at the Management Communication Association annual conference, Baylor University, April 22-25, 2010.

Aritz, J. & Walker, R. "Cognitive Organization and Identity Maintenance in Cross-cultural Teams: A Discourse Analysis of Decision-making Meetings." Paper presented at the National Communication Association Annual meeting, Chicago, IL, November 12-15, 2009.

Walker, R., Russell, D., & Riley, K. "Publishing in Business Communication Journals." Panel discussion presented at the Association of Business Communication, Annual International Convention, Portsmouth, VA, Nov. 4-7, 2009.

Aritz, J. & Walker, R. C. "The effects of leadership style on intercultural group communication in decision-making meetings." Paper presented at the Association for Business Communication Annual International Convention, Portsmouth, VA, Nov. 4-7, 2009.

Aritz, J. & Walker, R. "Cognitive Organization and Identity Maintenance in Cross-cultural Teams: A Discourse Analysis of Decision-making Meetings." Paper presented at the Academy of International Business 2009 Annual meeting, San Diego, CA, June 27-30, 2009.

Aritz, J. & Walker, R. "Cognitive Organization and Identity Maintenance in Cross-cultural Team." Paper presented at the Association of Business Communication Special Topics Conference on Business Discourse. Los Angeles, CA, May 21-22, 2009.

Walker, R.C., Aritz, J., Du Babcock, B., Nickerson, C., Charles, M., & Conley, J. "Business Discourse as an Emerging Discipline in the Field of Management Communication." Panel discussion. 73<sup>rd</sup> Annual Convention, The Association for Business Communication, Incline Village, NV, Oct. 30-Nov. 1, 2008

Aritz, J. & Walker, R.C. "The Implications of Discourse Analysis for Understanding Cross-cultural Groups." Academy of Management Annual Meeting, Anaheim, CA. Aug. 7-9, 2008.

Walker, R. C. "Business Discourse as an Area of Research in Management Communication." 30<sup>th</sup> annual conference of the Management Communication Association, London, Ontario, May 7-9, 2008.

Walker, R. C. "Creating Significant Learning Experiences in the Business Communication Classroom." Association of Business Communication, 27<sup>nd</sup> Annual International Convention, Washington, DC., October 10-12, 2007.

Walker, R. & Aritz, J. "The Effects of Group Composition on Teaching Teamwork." Association of Business Communication 27<sup>nd</sup> Annual International Convention, Washington, DC., October 10-12, 2007.

Walker, R. C., "An Alternative Construction of Identity: The Ecological Self, Paper presented at the American Communication Association, Annual Conference, Taos, NM, October 2007.

Walker, R. & Aritz, J. (2007). The Effects of Team Composition on Multicultural Group Performance. The 7<sup>th</sup> International Conference on Diversity in Organisations, Communities, and Nations, Amsterdam, Holland, July 3-6, 2007.

Walker, R. & Aritz, J., "The Effects of Group Composition on Team Performance in Decision-Making Meetings," Hawaii International Conference on Business, Honolulu, HA, May 24-27, 2007.

Walker, R. & Aritz, J., "An Analysis of Different Communication Patterns in Multicultural Decision-Making Meetings," Paper presented at Association of Business Communication-Southwestern United States, San Diego, CA, March 2007

Walker, R. & Aritz, J. "Multicultural Team Dynamics and Attitudes about Group Work." Paper presented at Southwest Academy of Management in San Diego, CA, March 2007.

Walker, R. & Aritz, J. "A Videotaped Interaction Analysis of Member Contribution in Multicultural Groups." Paper accepted to for presentation at the 7<sup>th</sup> International Conference on Diversity in Organizations, Communities and Nations in Amsterdam, Holland, July 2006.

Walker, R. & Aritz, J. "Member Satisfaction, Contribution, and Leadership in Multicultural Groups." Paper presented at Sixth International Conference on Knowledge, Culture, and Change in Prato, Italy, July 2006.

Walker, R. & Aritz, J. "I Hate Group Work Because I Become Mute..." Paper presented at the Association of Business Communication, European Convention in Oslo, Norway, June 2006.

Walker, R. "An Integrated Approach to Teaching Written, Oral, and Small Group Communication." Paper presented at the Association of Business Communication, San Diego, CA, October 2005.

Walker, R. & Weber, L. "The Effects of Contracts on Interorganizational and Intraorganizational Relationships." Paper presented at the Management Communication Association conference, Chapel Hill, NC, May 2005.

Walker, R. "Teaching Ethics: An Integrated Approach." Paper presented at the Association of Business Communication, Cincinnati, OH, October 2004.

Walker, R. "Leadership Development: An Integrated Approach." Paper presented at the Management Communication Association Conference, New Orleans, LA, May 2004.

Walker, R. "Implementing Student-Centered Learning: The Assessment Process," Paper presented at the Association of Business Communication, New Orleans, LA, October 2003.

Walker R. & Sauers, D. "Implementing Student-Centered Learning: Testing Modules to Meet Varying Student Needs." Paper presented at the Association of Business Communication, Albuquerque, New Mexico, October 2002.

Walker, R. & McConnell, R. "Using Collaborative Technology in the Business Communication Classroom." Paper presented at the Association of Business Communication, in San Diego, CA,

November 2001.

Walker, R. "An Ethnography of a Rural Idaho Community: Embodied Knowing and Communication." Paper presented at the Northwest Communication Association, Coeur d'Alene, ID, April 2001.

Walker, R., Sauers, D. & McConnell, R. "Teaching and Assessing Literacy in Business and Engineering." Panel discussion at the Department of English, University of Arizona, Spring Conference, February 2001.

Walker, R. "Using Student Contracts in Group Projects to Improve Learning and Experience." Paper presented at the Association of Business Communication, May 2001.

Walker, R. "Improving Student Writing: A Systematic Approach to Developing Higher-Level Analytical Skills." Paper presented at the Western Association of Business Communication, Fullerton, CA, May 2000.

Walker, R. "Improving Higher-Level Analytical Skills Through Writing: A Systematic Approach." Paper presented at 6<sup>th</sup> Annual California State University Regional Symposium on University Teaching, San Marcos, CA, February, 2000.

Walker, R. "Powerlessness, Physical Inadequacy, and Sexual Doubt: The Construction of Masculinity in Upscale Men's Magazines." Paper presented at the National Communication Association, Chicago, IL, November 1999.

Walker, R. "Women/Bodies/Animals: Embodied Communication and the Relation of Self and Other." Paper presented at the Western States Communication Association, February 1999.

Walker, R. "Becoming Animal: Kenneth Burke and an Alternative Philosophy of Being." Paper presented at the Western States Communication Association, February 1999.

Walker, R. "The Construction of Gender, Whiteness and Identity: Rural Women in the West." Paper presented at the Western States Communication Association, February 1999.

Walker, R. "Dangerous Minds: The Complex Interaction of Religion, Race, Gender, and Class." Panel discussion at the National Communication Association, New York, New York, November 1998.

Walker, R. "The AWA Diagnostic Program: A Research-based Collaborative Plan that Works." Panel discussion at the Association of Business Communication, November 1998.

Walker, R. "Deconstructing the Distinction Between the Public and Private Spheres: Essentializing Discourse in Feminist Rhetorical Scholarship." Paper presented at the Rhetoric Society of America, June 1998.

Walker, R. "Disciplined and Mirroring Bodies." Paper presented at the Western States



Communication Association, February 1998.

Walker, R. "Identification and Enactment: Hilary Clinton's Embodiment of the Interrelation of the Public and Private Spheres." Paper presented at the Western States Communication Association, February 1998.

Walker, R. "Reading *Terminator 2: Judgment Day*: Futuristic Visions, Spheres of Action, and Social Change." Paper presented at the National Communication Association, November 1997.

Walker, R. "Collaborating Among the Disciplines: The Rhetorical Construction of Women." Paper presented at the Western States Composition Conference, October 1997.

Walker, R. "An Excess of Seeing: Sifting through the Flurry of Media Messages." Paper accepted for presentation at the 2<sup>nd</sup> International Conference on Teaching and Learning Argument, September 1997.

Walker, R. "Establishing Common Ground: Hilary Clinton's Remarks to the Conference on Women." Paper presented at the 32<sup>nd</sup> Annual Conference in Rhetorical Criticism, Hayward, CA, May 1997.

Walker, R. & Canas, K. "Complicating 'Positionality,' Knowing Self and Other." Paper presented at Conference on Gender and Communication, March 1997.

Walker, R. "Reading and Writing the Marginalized Body: Creating a Space for Change." Paper presented at the 3<sup>rd</sup> Annual University of Nevada-Las Vegas Graduate Student Conference in the Social Sciences and Humanities, Las Vegas, NV, March 1997.

Walker, R. "Essentializing Women: A Critique of Feminist Rhetorical Theory." Paper presented at the Western States Communication Association, February 1997

Walker, R. "Recognizing the Voices that Speak Us: Using Conversation Analysis in the Composition Classroom." Paper presented at the Young Rhetoricians Conference, Monterey, CA, June 1996.

## **Other Presentations**

Walker, R. & Aritz, J. "What is the future of leadership: Men, women, and leader communication." USC Marshall Board of Leaders, Nov. 4, 2016.

## **SERVICE**

### **Departmental Service**

Chair, APR Committee, 2016

Member, BOIL Research Group, 2015-present

Task Force, Grading Innovation, 2015-2016

Task Force, Graduate Program Development, 2015-2016

Moderator, Panel Discussion of Stan Deetz's "What a Communication Perspective Brings to the Study of Organizations." Expert in Business Communication Speakers Series, February 19, 2015

Task Force, Thought Leadership Initiative on Business Communication, 2013-present

Case Study Working Group, member, 2011-present

APR Committee, 2010, 2011, 2014

Hiring Committee, 2013-2014

Case Study Working Group, chair, 2011-2013

Promotion Committee, 2011, 2012, 2013

Graduate Instruction Committee, chair 2012-2013

Graduate Instruction Committee, member 2011-2012

Course coordinator, BUCO 533, Managing Communication in Organizations 2010-2011

Graduate Curriculum Committee, 2009

Advisory Board, Faculty Liaison, 2008-2009

Coordinator of core business communication course, BUAD 302, Strategic Communication for Business (2004-2007)

WRIT 340, Advanced Writing for Business, Ethics Task Force, Member, 2007

Advisory Board Formation Task Force, Member, 2006

Scholarship/Research Task Force, Member 2006

### **USC Marshall School Service**

Member of CMC research team that analyzed qualitative data from Marshall Faculty Survey (2014) and prepared report for administration, "Analysis of Qualitative Data from Marshall Faculty Survey," 2015-2016

Marshall Case Study Coordinator, 2014

Graduate Instruction Committee, 2011-2013

Marshall Faculty Council, Representative of USC Faculty Senate, *ex officio* member 2008, 2009

Marshall Council of Clinical Faculty, Representative of Center for Management Communication (August 2006 - August 2007).

Marshall Consulting Program, Faculty Adviser, 2007-2010.

Marshall School of Business Graduation marshal, May 2007.

Marshall School of Business Freshmen Cohort, Faculty Mentor, 2005-2007.

Marshall School MBA/IBEAR Program Coach, 2003-2012.

Marshall School PM MBA Program Coach, 2003-2011.

Technology Committee, 2003-2004.

### **University Service**

Academic Senate Committee on RTPC Faculty Affairs, 2016-2017

Academic Senate Committee on University Events, 2012-2014

Learning Management System (LMS) Evaluation Task Force, 2012-2013

Academic Advisory Committee for the LA Times Festival of Books, 2010-2013

Faculty Environment Committee, 2010-2011

Invited participant, University Retreat on the Living University, Feb. 2010, Huntington Beach, CA

Provost's Alumni Affairs Committee, USC Board of Trustees, Member, 2009-2010, 2010-2011

Faculty Senate, Nominating Committee Member, 2008-2009, 2009-2010

USC Academic Senate Task Force on Distinguished Faculty Service, 2009

Faculty Judge, Southern California Business Film Festival, Feb. 27-March 1 2009

University, Writing Program, Table leader for WRIT 340 Portfolio readings, December 2007

Faculty Senate Committee on Rules, Membership and Elections, Member, 2007-2008

Faculty Senate, Marshall School representative, 2005-2008

### **Student Organizations**

Marshall School of Business Executive Speakers Association, Faculty Adviser

University of Southern California Los Angeles Community Impact, Faculty Adviser

University of Southern California Sailing Association, Faculty Adviser

### **Professional Service**

#### **Miscellaneous**

Proceedings Review Board, Association of Business Communication, 2012-2015

Outside reviewer, Program Performance Review of the Business Communication Department, California State University-Fullerton, February 2015

Planning Committee/Co-Organizer, Western Regional Association for Business Communication conference, May 2015

Outside reviewer, promotion committee of Senior Lecturer Diza Sauers, University of Arizona Department of Management and Organizational Behavior

Research Associate, Center for Intercultural New Media Research, 2013-present

Scholarship Committee, Management Communication Association, 2012-2014

Co-Chair, Organizing Committee for the Third Annual Conference of the Asia-Pacific LSP (Language for Specific Purposes) and Professional Communication Association held March 2012 at USC Marshall.

Web site coordinator of member publications, Management Communication Association, 2008-2009

Co-Chair, Organizing Committee for Association of Business Communication Special Topics Conference: Business Discourse and Communication in Organizations, Los Angeles, CA, May 21-22, 2009

Chair, Organizing Committee for Annual Management Communication Association Conference, Los Angeles, CA, May 2006

Member, organizing committee, annual Management Communication Association conference, Tucson, AZ, May 2003

- Association of Business Communication, Undergraduate Writing Competition Committee, 2002

Member organizing committee, annual Southwest Association of Business Communication conference, Fullerton, CA, April 2000

### **Editorial and Refereeing Activities**

Editor, *International Journal of Business Communication*, Thousand Oaks, CA: Sage. 2009-present

Quarterly Newsletter Editor, *International Journal of Business Communication*. 2014-present.

Invited Reviewer, "Examining the Leadership Preferences among Latino Leaders in the U.S. and the GLOBE's Latin American and Anglo Cluster," *International Journal of Business Communication*, December 2016.

Invited Reviewer, "Predicting disagreement and its resolution in team interactions: A temporal perspective," *Journal of Organizational Behavior*, November 2016.

Invited Reviewer, "Employee Exit, Voice, Loyalty, and Neglect In Response To Dissatisfying Organizational Injustice: It Depends on Supervisory Relationship Quality," *International Journal of Business Communication*, June and August 2016.

Invited Reviewer, "Tensions Online: Responding to Negatively Emotive Emails in the Workplace," *International Journal of Business Communication*, June 2016.

Invited reviewer, *International Journal of Business Communication* Special Issue on Leader Communication, 2016

Academy of International Business, 2016, Dubai 2017 conference reviewer for the following manuscripts:

- The Equifinality of Effectiveness: A Comparison of Student Teams Across Cultures
- Organizational Adventurousness: The Endogenous Effects on Global Market Entry
- Organizational Innovation in Multinational Business: Why Explaining the Unconventional Matters

Academy of International Business Reviewer, New Orleans Conference, 2016

Association of Business Communication, 2015 International Conference reviewer for proceedings submissions:

- Strategy in the Message: The Risky Business of Acknowledging the “Bad News” of Climate Change
- When Promotion Is Not Enough: The Impact of Leader Communication and Employee Job Satisfaction on Turnover
- Ambiguity and Uncertainty in the Arkansas Department of Health’s Response to Hurricane Gustav

*International Journal of International Relations*, invited reviewer, A Longitudinal Examination of the Effects of Self Perceived Leader-Member Dyadic Communication Differentiation and Perceived Group Member Performance: Do Ethnicity Make a Difference? 2015.

Academy of International Business, 2015 conference reviewer for the following manuscripts:

- Using Podcasts to Teach International Business
- X-Culture: Optimizing the Use of X-Culture in International Business Courses
- International Business Negotiations from the Islamic Perspective

Western Academy of Management 2015 Conference reviewer for the following proceedings submissions:

- Phases and Stages: Life Cycles as Contextual Factors for Leadership
- The Grateful Employee: A Model of Gratitude at Work

Proceedings Review Board, Association of Business Communication, 2012-2015.

Association of Business Communication, 2014 International Conference reviewer for proceedings submissions:

- Instruction and Complexity: Enhanced Presentation Skills as Organizational Learning
- Relational vs. Nonverbal Communication
- Non-native/Native Language Barriers’ Effects on Managerial Intercultural Business Interactions when Using Idioms: A Comparative Study between San Juan, Puerto Rico; Puebla, Mexico and Florida, USA

European Academy of Management, 2014 Conference reviewer of the following paper submissions:

- Ironic Effects of Sexual Minority Group Membership: Are Lesbians Less Susceptible to Invoking Negative Female Stereotypes than Heterosexual Women?
- Nature of Guanxi: Consequences to Life and Work among Women Managers in China
- Leaders and the Risky Nature of Storytelling
- A Qualitative and Quantitative Comparison of Turkish Academics’ OJ, LMX and their Impacts on OCB
- Gastronomy in Binary: Using Narrative to Understand the Transformation of Stigmatized Cultural Identities through Experimentation with Virtual Professional Identity Case of Hungarian Gastrobloggers

Academy of Management, 2014 Annual Conference reviewer of the following paper submissions:

- The Power of Words: A Communication Exercise to Improve Team Performance
- From scanning to keeping knowledgeable: a practice based view of the information behavior of CEOs
- How do Power Differences Affect the Substantive Responses Given Following Transgressions?
- The "Ambition Gap" Explained: Workplace Mistreatment as a Function of Gender, Ambition, and Rank
- Bridging Social Constructionism and Psychoanalysis in a Study of Workplace Emotions in India
- Contextualizing entrepreneurship: Indigenous women's entrepreneurs

Academy of International Business, 2014 Annual Conference reviewer of the following paper submissions:

- Developing an International Perspective in Undergraduates Enrolled in Business Programs
- How Does the Localized, Relational Social Capital Affect the Survival of Firms Over Financial Crisis? - Comparison of the Construction Industries from Spanish and Japanese Local Regions
- Using a Sport as a Lens for International Business Research

National Communication Association 2013 Conference reviewer of the following paper submissions:

- The impact of verbalization on problem-solving abilities: An examination of cross cultural differences and proposal for future research
- The effects of racial cues and level of elaboration on the persuasiveness of advertising
- How important is interactional justice?: A cross-cultural investigation on organization justice
- Advertising by countries in U. S. print publications: Competitive nation branding

International Business Division of Administrative Sciences Association of Canada (ASAC) 2013 conference reviewer.

Academy of International Business, 2013 Annual Conference reviewer of the following paper submissions:

- Emotionally intelligent leadership in multilingual workplaces
- Top management teams' competencies and its influence on a firm's results: Internationalization perspective analysis

Academy of Management, 2013 Annual Conference reviewer of the following paper submissions:

- Female Leadership Advantage in Teams: A Situational Perspective
- Managing the Transition Experience of Saudi International Students to a Gender Mixed Environment

- Who is best at implementing change? A Comparative Study of Female and Male Leaders
- Effects of Communication Media, Trust, Accuracy and Completeness on Organizational Commitment
- Intercultural Communication Challenges: How Different When Working for Domestic MNCs VS Foreign MNCs
- The Interpretive Work of Offshore Professionals in Intercultural Collaborations

Editor, Proceedings for the Third Annual Conference of the Asia-Pacific LSP (Language for Specific Purposes) and Professional Communication Association, 2012.

Association for Business Communication, 2012 Conference Proceedings reviewer of the following paper submissions:

- Best Practices: Teaching a Business Communication Online Course
- The Practice of Persuasion: Training for Executive Presence

Academy of International Business, 2012 Annual Conference reviewer of the following paper submissions:

- Language Differences as Impediments to Shared Mental Model Formation in Multinational Teams
- Gender Implications in Balancing Work and Family among Today's Global Managers

Academy of Management, 2012 Annual Conference reviewer of the following paper submissions:

- Let's talk about Sex(ism): Perspectives from Germany and the UK
- Spatial Relativity: A fine-grained approach toward research on multi-nationality and performance
- A Time Well Wasted: On Being Unemployed in the Age of Social Media
- Gender Differences in Study Abroad Programs: Expectations and Values"

Reviewer, "Socialization Influence of Mass Media on Materialism, Fashion Innovativeness, and Cognitive Age: A Study of Consumers in Korea and China," *Journal of Asia Business Studies*, February 2012.

Reviewer, "Foreign Bonds: Issue Characteristics, Governance, and Host Markets" for the 2012 Academy of Management Meeting, August 3-7, in Boston, Massachusetts.

Reviewer, "Communication and Work Alienation: A Comparison between U.S and Mexico," *Journal of Applied Social Psychology*, November, 2011.

Reviewer, "Cultural Variation and the Psychological Contract: The Mediating Effect of Exchange Ideology," *Journal of International Business Studies*, January 2011; revision, October 2011; second revision, December 2011.



Reviewer, “Appearing Competent: A Study of Impression Management in US and European CEO Profiles,” *Journal of Business Communication*, Special Issue: Displaying Competence, January, 2011.

Reviewer, “‘Your future in safe hands’: Competence construction in a commercial pension-saving discourse,” *Journal of Business Communication*, Special Issue: Displaying Competence, January, 2011.

Academy of Management, 2011 National Conference reviewer of the following paper submissions:

- Diversity and Inequality: Structure, Culture, and Social Psychology
- Engaging in “Class Work”: How inequality is maintained and disrupted in organizations
- How to appreciate and accommodate contradictions: The Value of Chinese Yin-Yang Balance
- Power Distance and Trust: Competing Perspectives on Adapting Management Practices to Cultural Values
- C’est le ton qui fait la critique – Feedback Framing Effects on Powerful Persons’ Feedback Reactions
- Rhetorical Community and the Study of Effective Communication

Academy of Management, 2011 National Conference reviewer of the following symposium proposals:

- New Strategy Texts: Exploring Emerging Textual Sites in the Practice of Strategy
- Innovations for Inclusive Growth: Lessons from India

Academy of Management, 2010 National Conference reviewer of the following paper submissions:

- Cross cultural and sex differences in evaluating chance outcomes and luck
- A Mindful Approach to Top Management Team Decision-Making in Family Businesses
- CEO’s Paternalistic Leadership and TMT Decision Effectiveness: The Mediating Role of TMT Conflicts
- Hierarchy and Relationships: Perception and behavior in hierarchical relationships
- Cross-Cultural Differences in Volunteerism
- Recruiting Latinas: Two Tales
- Boundary Creep: Communication in Global Virtual Teams
- Online Information Seeking: Proposed Effects of Self Construal and Systems of Thought

Academy of International Business, 2010 Annual Meeting reviewer of the following paper submissions:

- A Qualitative Study of Some Socio-cultural Aspects of the Post Merger Integration of a Transnational Merger: the Case of Arla Foods
- An interdisciplinary review of „cultural encounters“ to expand the research on international assignment and intercultural competencies

Editor, Proceedings for the Association of Business Communications Special Topics: Business Discourse Conference, 2009

Association for Business Communication, 2009 Conference Proceedings reviewer of the following paper submissions:

- Diffusion of Technology for Organizational Effectiveness: An Exploratory Study of the Procurement Department of a Multi-National Energy Company in Trinidad & Tobago
- The Impact of Computer Mediated Communication on Productivity and Efficiency in Organizations: A Case Study of an Electrical Company in Trinidad and Tobago
- Email Capitalization and CEO Ethos: Examining Online Responses to Yahoo's Layoff Memo

Reviewer, *Journal of Business Communication* 2009 Special Issue: BELF competence as business knowledge of internationally operating business professionals.

Academy of Management, 2009 National Conference reviewer of the following paper submissions:

- Bicultural identity in the facilitation of trade and investment: The Indian Diaspora in North America
- Paper symposium, Distrust in organizations: Empirical Developments
- A Communicational Approach to Collaboration: how managing human and non-human.
- Designing Effective Meetings: A Logistical Perspective

National Communication Association, Summer Conference on Intercultural Dialogue 2009 reviewer of the following 10-page case submissions:

- "What Do We Do When Things Fall Apart?" Rwanda's Attempt at Restorative Justice Through the Gacaca Courts
- Accusation and Internalized Oppression: Being Grown-up, Being Compliant, and Being Critical
- Chinese Indonesian Identity Talk: An Analysis on the Communicative Act of Reporting One's Ethnic and Cultural Identity
- Conflict between preconditions of democracy: Cultural resistance and mass media
- Deconstructing Stereotypes and (Re) Constructing Relationships: The Role of Women in a North American Immigrant Muslim Family
- From misunderstanding to consensus: Case-study on inter-religious communication in Russia

- Luxurious Purdah Between Us: When Dragon Meets, Are they Cultural Conflicts or Clash of Civilization? What Can We Do?
- Production of Hegemonic Masculinity in Turkish Press of Men's Health Magazine
- Fighting Negative Identity: A Case Study of How a Muslim-American Civil Rights Organization Communicates Identity Through Dialogue
- The effects of leadership style on cross-cultural group communication in decision-making meetings
- The Balkanization of the Classroom: Race, Class, and the Struggle for Terrain
- The Portrayal of Muslims in the south of Thailand in Thai newspapers
- Valuing Work: Contrasting Chinese and U.S. Student Work Values

Textbook reviewer, Prentice Hall, *Business Communication*, authors: Snyder and Barbara Shwom, Chapter 5: Communicating Persuasive Messages and Chapter 6: Communicating Negative Messages, 2009.

“Business Writing Coverage in First-Year Composition Textbooks,” Association for Business Communication, 2008 Conference Proceedings Review Committee, Reviewer.

“Self and peer assessment: development of an online tool for team assignments in business communication and architecture,” Association for Business Communication, 2008 Conference Proceedings Review Committee, Reviewer.

Academy of Management, Ad Hoc Reviewer, Papers, (August 2008).

*Asserting Yourself at Work*, AMACOM Books, Invited Manuscript Reviewer. (August 2007).  
Reviewed self-study course, *Asserting Yourself at Work*, by Connie Zimmerman for AMACOM Books (American Management Association).

"Interpersonal Communication Skills in the Workplace (2nd Edition)", AMACOM Books, Invited Manuscript Reviewer. (July 2007).

*Interpersonal Communication Skills in the Workplace (Second Edition)*, by Richard Luecke and Perry McIntosh for AMACOM Books (American Management Association) Invited Manuscript Reviewer.

Association for Business Communication, 2007 Conference Proceedings Review Committee, Reviewer.

"Investigating the Relationship between Student Achievement and E-Learning: The Case of an Undergraduate Strategic Management Model", *International Journal of Management Education*, Invited Manuscript Reviewer. (July 2007).

2007 Hawaii International Conference on Business, Ad Hoc Reviewer, Papers. (April 2007).

Chapter 3, *Managing Internationally*, by Kamal Fatehi, Sage Publications, Invited Manuscript Reviewer. (February 2007).

Association for Business Communication, Southwestern United States, Ad Hoc Reviewer, Papers. (January 2007).

*Business Communication: Discovering Strategy, Developing Skills*, by Sharon Bienvenu and Paul R. Timm, Reviewer.

## FORMAL MENTORING

Chris Brown, PhD student, University of San Diego, PhD Committee Member, 2016-present.

Alice Barden, Adjunct Lecturer, Center for Management Communication, Teaching, Spring 2016.

Sabrina Pasztor, Associate Professor of Clinical Management Communication, Center for Management Communication, Research, 2015-2016.

Sky Marsden, Associate Professor of Clinical Management Communication, Center for Management Communication, Teaching, 2014-2016

Lisa Zhli, Visiting Professor, Inner Mongolia University of Finance and Economics, Research, 2014-2015

Sibin Xu, Ph.D. student in Marketing, USC Marshall, Spring 2014. Worked on dissertation proposal and conference presentation as part of BUCO 636 Communication for Doctoral Students: One-on-One Tutorial.

Alejandra Oquendo, undergraduate student who worked as Professor Aritz's and my teaching assistant. Supervised Alejandra in the transcribing of videotaped decision-making meetings, Spring 2014.

Eunice Rhee, Ph.D. student in Management and Organization, USC Marshall, Spring 2012. Worked on conference proposal and manuscript for submission to academic journal as part of BUCO 636 Communication for Doctoral Students: One-on-One Tutorial.

Jerry Giaquinta, assistant professor, Center of Management Communication, mentor, 2011-2012.

Michael Randolph, undergraduate business student at Marshall interested in attending graduate school. Mentored in discourse analysis techniques, Fall 2011, while he was working as Professor Aritz's and my undergraduate teaching assistant.

Dinakar Jayarajan, Ph.D. student in Marketing, USC Marshall, Fall 2010. Worked on presentation skills and pedagogy in preparation for first teaching assignment in BUCO 636 Communication for Doctoral Students: One-on-One Tutorial.

Malika Sanyal, graduate student in Computer Science with a specialization in Software

Engineering at the USC Viterbi School of Engineering. Was asked to be part of her master's thesis committee but was unable to do so formally because of my status as a clinical. However, I did work with Malika on putting together her master's thesis proposal, Fall 2010.

Heather Gilmore-Dooley, part-time faculty in the Center for Management Communication, Mentor, Fall 2010.

Youngki Park, Ph.D. student in Finance, USC Marshall. Worked with Young on the drafting and revision of research manuscripts for publication, Spring 2009.

Shana Hong, Ph.D. student in Accounting, USC Marshall. Worked with Shana on the drafting and revision of research manuscripts for publication, Fall 2007, and then again on her dissertation, Fall 2009.

Libby Weber, Ph.D. student in Management. USC Marshall. Mentored Libby as she collected data for her research on groups. Spring 2006

## PROFESSIONAL MEMBERSHIP

National Communication Association

Association of Business Communication

Management Communication Association

International Pragmatics Association

Association of International Business