

## **Priscilla S. Rogers**

Associate Professor Emerita of Management Communication  
Ross School of Business, University of Michigan  
<psr@umich.edu>

### **EDUCATIONAL BACKGROUND**

Ph.D., The University of Michigan, 1986  
M.A., (summa cum laude) Western Michigan University, 1976  
B.S., Western Michigan University, 1971

### **APPOINTMENTS**

The University of Michigan  
Associate Professor Emerita of Management Communication, 2017-present  
Associate Professor, Ross School of Business, 1993-2017  
Co-Chair of Law, History, & Communication Department and Head of Business  
Communication, 1996-2005  
Founding Director, MBA Writing Program, 1986-1992; 1994-1997  
Assistant Professor, Ross School of Business, 1986-1993  
Lecturer & Teaching Fellow, Ross School of Business, 1982-1986  
Nanyang Technological University, Singapore  
Senior Fellow, 2000-2008; Co-author on research, 2000-present  
Helsinki School of Economics (now Aalto University), Finland  
Visiting Professor & Advisor, 1991-2002

### **HONORS AND AWARDS**

Fellow of the Association for Business Communication, 2020.  
Nearby Teaching Excellence Award, Ross School of Business, University of Michigan Global MBA,  
2020.  
Outstanding Teacher-Scholar Award, Association for Business Communication, October 2017.  
Teaching Excellence Award, Ross School of Business, University of Michigan Global MBA, 2015.  
Best Article *Journal of Business Communication*, Association for Business Communication, 2008.  
Distinguished Publication, Association for Business Communication, 2005.  
Best Article *Journal of Business Communication*, Association for Business Communication, 2005.  
Best Article on Philosophy or Theory of Technical or Scientific Communication, National Council  
of Teachers of English (NCTE), 2004.  
Outstanding Researcher Award, Association for Business Communication, 1999.  
University of Michigan Business School, Asian Study Tour Faculty Grant, May 1998.  
Distinguished Member Award, Association for Business Communication, 1997.  
Graduate Management Admissions Council Grant for GMAT Analytical Writing Assessment  
Diagnostic Tools, 1996.

### **PROFESSIONAL ACADEMIC SERVICE & CONTRIBUTIONS**

Chair, C. R. Anderson Research Fund Committee, Association for Business Communication,  
Identify research for funding, 2015 - 2018.  
Evaluation Committee, Department of State U.S. Student Fulbright Program, 2014.  
Plenary Speaker, "How may I help you? Call Center Conversations as Lessons in Politeness for  
Global Business," Conference on Intercultural Rhetoric and Discourse, English Language  
Institute, University of Michigan, 13 June 2009.

Invited Colloquium, "Finding New Voice: Using Communication to Manage Organizational Change, Language for Specific Purposes and Professional Communication Conference, Hong Kong, 10 December 2008.

Keynote Address, "Cultural Intelligence, Challenges, and CQ Talk," Association for Business Communication Asia-Pacific Conference, Singapore 28 March 2008.

Keynote Address, "Preparing the Sojourner for Complexity", Language for Specific Purposes International Conference, Johor, Malaysia, 9 April 2008.

Publications Board Co-Chair, Association for Business Communication, 2007-08.

Publications Board Member, Association for Business Communication, 2003-07.

Director-at-Large: Association for Business Communication, 1998-2007.

Editor, Special Issue of *Journal of Business & Technical Communication*, Themed "How communication is challenged by changing business practices resulting from new technologies, July 2006.

Academic Advisory Board, JOKO Executive Education LTD, Helsinki School of Economics (now Aalto University), 1999-2002.

University of Michigan Faculty Senate: 1996-99.

Editor: Overview of International Business Communication Research in Australia, New Zealand, Canada, Europe, Japan, Malaysia, Singapore, *Business Communication Quarterly*, March 1998.

Co-Editor: *Business Communication Quarterly Casebook Issue*, March 1998.

Editor: "Doing Research" Column, *Business Communication Quarterly*, 1994-97.

Editorial Boards: *Global Advances in Business Communication*; *Business Communication Quarterly*; *The Journal of Business Communication*; *Management Communication Quarterly*.

Reviewer: *Global Advances in Business Communication*; *Journal of Business and Technical Communication*; *Journal of Asian Business*; *Journal of Business Communication*; *International Journal of the Sociology of Language*; *Technical Communication*.

Chair (after 1-yr Co-Chair): Research Committee, Association for Business Communication, 1993-97.

Director: Research Think Tank, Association for Business Communication, 1994, 1996.

Director (after 2-yrs Co-Director): Research Roundtable, Association for Business Communication, International Conferences, 1993-97.

## REFEREED JOURNAL PUBLICATIONS

Formal communications role in knowledge work: Evidence from projects (with Lisa Pawlik & Barbara Shwom). *Journal of Business and Technical Communication*, Forthcoming April 2020, 34(2).

The call center agent's performance paradox: A mixed-methods study of discourse strategies and paradox resolution (with Colin M. Clark, Mei Ling Tan, Ulrike Murfett, & Soon Ang). *Academy of Management Discoveries*, June 2019, 5(2): 1-19.

Is empathy effective for customer service? Evidence from call center interactions (with Colin M. Clark, Ulrike Murfett, & Soon Ang). *Journal of Business and Technical Communication*. April 2013, 27(2): 123-153.

*Unsolicited nomination for Best Article in Technical and Scientific Communication, Conference on College Composition and Communication.*

- Language options for managing: Dana Corporation's philosophy and policy document (with Manique Gunsekera & Mei Ling Yang). *Journal of Business Communication*. July 2011, 48(3): 256-299.
- The impact of perceptions of journal quality on business/management communication academics (with Nittaya Campbell, Leena Louhiala-Salminen, Kathy Rentz, & Jim Suchan). *Journal of Business Communication*. October 2007, 44(4): 403-426.
- Received Best Article in Journal of Business Communication Award, Association for Business Communication.*
- Singaporean and US evaluations of business writing: Consistency and national perspectives matter (with Colin M. Clark). *Journal of Asian Business*. 2006, 21(1): 1-18.
- The MBA in Singapore: A microcosm of communication training for management (with Irene F. H. Wong). *Business Communication Quarterly*. June 2005, 6(2): 1-17.
- Preparing new entrants for subordinate reporting: A decision-making framework (with Mian Lian Ho, Jane Thomas, Irene F.H. Wong, Catherine Ooi Lan Cheng). *Journal of Business Communication*. 2004, 41(2): 1-32.
- Received Best Article in Journal of Business Communication & \*Distinguished Publication Award, Association for Business Communication, 2005.*
- Re-inventing ourselves: Collaborative research initiatives between Singapore & US business schools (with Michael Connor & Irene F.H. Wong). *English for Specific Purposes Journal*. 2005, 24(4): 437-446.
- Reconceptualizing politeness to accommodate dynamic tensions in subordinate-to-superior reporting (with Song Mei Lee-Wong) (2003). *Journal of Business and Technical Communication*. 2003, 17(4): 379-412.
- Received Best Article on Philosophy or Theory of Technical or Scientific Communication, National Council of Teachers of English, 2004.*
- Business e-mail: Guidelines for users (with Mary Munter & Jone Rymer). *Business Communication Quarterly*. 2003, 66(1): 26-40.
- Analytical tools from a communicative perspective facilitate transition into new writing context (with Jone Rymer). *Journal of Business Communication*. April 2001, 38(2):112-152.
- CEO presentations in conjunction with earnings announcements: Extending the construct of organizational genre through competing values profiling and user needs analysis. *Management Communication Quarterly*. February 2000, 13(3): 484-545.
- International perspectives on business communication research: National agendas and English divide. *Business Communication Quarterly*. 1988 61(3): 79-85.
- Business and management communication cases: Challenges and opportunities (with Jone Rymer). *Business Communication Quarterly*. 1988, 61(1): 7-30.

- Disciplinary distinction or responsibility? Paradox in academic practice. *Management Communication Quarterly*. August 1996, 10(1): 112-123.
- The GMAT analytical writing assessment: Opportunity or threat for management communication? (with Jone Rymer). *Business Communication Quarterly*. June 1996, 59(2): 70-85.
- Discourse and the management of corporate culture: The mission statement (with John M. Swales). *Discourse and Society*. 1995, 6(2): 225-244.
- What is the functional value of the GMAT analytical writing assessment for management education? (with Jone Rymer). *Management Communication Quarterly*. May 1995, 8(4): 477-494.
- What is the relevance of the GMAT analytical writing assessment for management education? (with Jone Rymer). *Management Communication Quarterly*. February 1995, 8(3): 347-367.
- Two analytic measures for assessing managerial writing. *Journal of Business and Technical Communication*. October 1994, 8(4): 380-407.
- Competing values instruments for analyzing written and spoken management messages (with Herbert W. Hildebrandt). *Human Resource Management Journal*. Spring 1993, 32(1): 121-142.
- Exploring the impact of face-to-face collaborative technology on group writing (with Marjorie S. Horton, Michael McCormick, & Laurel Austin). *Journal of Management Information Systems*. Winter 1991-91, 8(3): 27-48.
- A competing values framework for analyzing presentational communication in management contexts (with Robert E. Quinn, Herbert W. Hildebrandt & Michael P. Thompson). *Journal of Business Communication*. Summer 1991, 28(3): 213-232.
- A taxonomy for the composition of memorandum subject lines: Facilitating writer choice in managerial contexts. *Journal of Business and Technical Communication*. September 1990, 4(2): 21-43. Cited in *Dallas Morning News*.
- We the people? An analysis of the Dana Corporation policies document (with John Swales). *The Journal of Business Communication*. Summer 1990, 27(3): 293-313. Cited in *Wall Street Journal*.
- Choice-based writing in managerial contexts: The case of the dealer contact report. *The Journal of Business Communication*. Summer 1989, 23(3): 197-216.
- Distinguishing public and presentational speaking. *Management Communication Quarterly*. August 1988, 2(1): 102-115.

## **BOOK CHAPTERS**

- “There’s really something to it”: Persisting in the field of Business Communication. (forthcoming). *Teacher-Scholar Journeys: Essays on Business Communication and the Professional Lives of the Discipline’s Leaders*, J. Forman (Ed.), Association for Business Communication.

Management communication: Getting work done through people. (2014). *The Handbook of Language and Professional Communication*, pp. 165-192. V. Bhatia & S. Bremner (Eds.), Routledge.

Fifty years of intercultural study: A continuum of perspectives for research and teaching (with J.S. Tan) *The Ascent of International Business Communication*, A Kandaanranta, L. Louhiala-Salminen, & T. Townsend (Eds). Helsinki School of Economics, 2010: 215-240.

The challenge of behavioral CQ: What might dialogue tell us? *Handbook on Cultural Intelligence: Theory, Measurement and Applications*, Ang, S. & Van Dyne, L. (Eds). New York: M. E. Sharpe, 2008: 243-256.

A communicative perspective for investor relations: Users' information needs and CEO presentations. *Investor Relations am Neuen Markt*, Achleitner, A-K. & Bassen, A. (Eds). European Business School, Schaffer-Poeschel Verlag: Stuttgart, 2001: 543-563.

Management communication, everything, nothing, or something? Text/context as a disciplinary unit of analysis. *Talous Ja Kieli III*, Nikko, T. & Nuolijarvi, P. (Eds) Helsingin Kauppakorkeakoulu (Helsinki School of Economics and Business Administration) 1999: 11-26.

Exploring the value of face-to-face collaborative writing. (with Marjorie S. Horton). *New Visions of Collaborative Writing*, J. Forman (Ed). Portsmouth, NH: Boynton/Cook Publishers, 1992: 120-146.

## **JOURNAL COLUMNS, CASE ANALYSES, BOOK REVIEWS**

Communication challenges from new technology. *Journal of Business & Technical Communication* 2006, 20(3).

Convergence and commonality challenge business communication research. *Journal of Business Communication* 2001, 38(1): 14-24.

Review of Couture, B., Toward a phenomenological rhetoric: Writing, profession, and altruism. Carbondale, IL: Southern Illinois Uni Press, *Journal of Business Communication* 1999.

A case of telecommunications (mis)management: Relinquishing expertise to become a manager. *Management Communication Quarterly* 1999, 12(4): 580-585.

Internationalism, technological innovation, and new associations bring change to business communication teaching and research. *Business Communication Quarterly* 1999, 62(4): 108-113.

What should we do with the essays? Using the analytical writing assessment for diagnostic purposes (with Jone Rymer). *Selections* 1996, 12(3): 25-39.

What are the characteristics of significant research? (with John Sherblom). *Business Communication Quarterly* 1995, 58(2): 56-61.

What sources inspire our research? *Business Communication Quarterly* 1995, 58(1): 57-63.

What is a researcher? *The Journal of Business Communication* 1993, 30(2): 204-206.

## **RESEARCH REPORTS**

*The Analytical Writing Assessment: Using the Test Results for Diagnostic Purposes* (with Jone Rymer). Prepared for the Graduate Management Admissions Council, 19 August 1996: 1-131.

*Analytical Writing Assessment Diagnostic Program* (with Jone Rymer). Prepared for the Graduate Management Admissions Council, 19 August 1996: 1-69.

## **PUBLISHED CASES**

- InterContinental Resort Bali: Managing communication in a major crisis (with Gunter Dufey). In Wee, B. G. *Hospitality Industry in Asia: Selected Case Studies*, Asian Business Case Centre, Nanyang Business School, Nanyang Technological University, Singapore, 2007, 146-156.
- Baumag A.G: Funding multinational operations (with G. Dufey) in Zentes, Joachim (Ed.). *Fallstudien zum International Management (Case Studies In International Management)*, Verlag Gabler, Stuttgart, 2000.
- Gute Ernte A.G. (with G. Dufey) in Zentes, Joachim (Ed.). *Fallstudien zum International Management (Case Studies In International Management)*, Verlag Gabler, Stuttgart, 2000.
- TeknoSport Oy. *Business Communication Quarterly*. March 1998, 61(1): 139-145.

## **WORKING PAPERS**

- What do formal communications contribute to knowledge-intensive project work? (with Lisa Pawlik & Barbara Shwom). (December 1, 2016). Ross School of Business Paper No. 1267. Available at SSRN: <https://ssrn.com/abstract=2576748>
- Management communication: History, distinctiveness, & core content. Ross School of Business Working Paper No. 1186 (April 2013). [http://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=2257965](http://papers.ssrn.com/sol3/papers.cfm?abstract_id=2257965)
- Is courtesy enough? 'Solidarity' in call center interactions, (with Colin Clark, Ulrike Murfett, & Soon Ang). (30 April 2008). Ross School of Business, University of Michigan Paper No. 1103. [http://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=1128246](http://papers.ssrn.com/sol3/papers.cfm?abstract_id=1128246)
- Fifty years of intercultural study: A continuum of perspectives for research and teaching, (with Joo-Seng Tan). (30 April 2008). Ross School of Business University of Michigan Paper No. 1104. <[http://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=1132328](http://papers.ssrn.com/sol3/papers.cfm?abstract_id=1132328)>
- Rhetorical tools for communicating strategic change: Dana's definitional statement (with M. Gunesequera & M. L. Yang). (April 2007) Ross School of Business Working Paper #1079.
- Assessment across borders: National perspectives explain differences between Singaporean and US Evaluators (with Colin Clark). (November 2004). Ross School of Business Working Paper #200400901.
- Organizational voice: Explicit factors enabling assimilation and participation (2003) University of Michigan Working Paper #03-001.

**BOOK IN PROGRESS:** *Managing Communication at Work*.

## **UNIQUE PRESENTATIONS**

- Evening wrap-up: Value of networking with alumni. (25 March 2017). Michigan Alumni of Thailand Annual Meet-up, Bangkok.
- A tool for evaluating and improving communication effectiveness. (18 March 2017). Jakarta Michigan Alumni & Friends Event, Jakarta, Indonesia.
- What's happening at Michigan & Ross? (27 January 2016). University of Michigan Alumni Dinner, Bangkok, Thailand.
- Tapping the potential of formal communication for knowledge-intensive project work (with L. Pawlik). (10 November 2015). Faculty Hosmer Luncheon, Ross School of Business.
- What's in your cabin baggage? (25 June 2015). Teaching Excellence Award Recipient Speech, Global MBA Graduation Dinner, Ross School of Business.
- How deliverables work: What project teams taught us (6 June 2015). Management Communication Association, Tuck School of Business, Dartmouth, NH.

## **Ph.D. CO-CHAIR & COMMITTEES**

Co-Chair (with Soon Ang) for Colin Clark, Nanyang Technological University Ph.D., Strategy, Management & Organization. Dissertation titled: *Communication Strategies of Call Center Agents: A Multimethod Study of Solidarity Building and Conversational Control on Agent Performance*. Won the Association for Business Communication Outstanding Dissertation Award.

Co-Chair (with John Swales) for Didar Akar, Michigan Ph.D., Linguistics.  
Dissertation titled: *Written Business Communication: The Case of Turkish Companies*, 1998.

Committee Member for Ummul K. Ahmad, Michigan Ph.D., Linguistics.  
Dissertation titled: *Academic and Research Malay: A Situated Discourse Analysis*, 1997.

Committee Member for Betty Samraj, Michigan Ph.D., Linguistics.  
Dissertation titled: *The Nature of Academic Writing in an Interdisciplinary Field*, 1995.

Committee Member for Marianne Storosten, Michigan Ph.D., Computer Information Systems.  
Dissertation titled: *Supporting Collaboration: Impacts of Using a Group Editor*, 1993.

## **GLOBAL MBA PROGRAM**

**Global Multidisciplinary Action Projects**, Spring 2006-2020.

**Global MBA, LHC 594 & 595**, Tokyo or Seoul, Winter 2005-2019.

**Global MBA, LHC 595**, Tokyo & Seoul, Winter 2002-2003

**Global Projects, IB599**, Winter 1999

*Six projects (five in Hong Kong, one in China) developing plans for new ventures.*

**Hong Kong Administrative Officers Development Program**, Sept-Nov'98, *Media Relations*

**Hong Kong Program**, April & August 1998 *Communication Management*, LHC 560

## **MBA PROGRAM**

### **MBA Courses Developed & Taught**

*Business and Media Relations*, LHC 526

*Collaborative Writing and Speaking for Management*, LHC 527

*Communication Management*, LHC 560

*Managerial Writing*, LHC 520

*Managerial Writing Fundamentals*, LHC 522

*Managerial Writing Strategies*, LHC 523

**Multidisciplinary Action Projects (MAP), Faculty**, Winter 1993; 1998; **Global MAP** 2006-present. Guide and evaluate student team projects in domestic and international companies.

### **MBA Writing Program Founder & Director**, 1986-1992; 1994-1997

Founded and directed the MBA Writing Program, including: 1) MBA Writing Assessment, a baseline analysis of the managerial writing competencies; 2) Post-assessment consultations with benchmarking tools; 3) Writing consultant service, involving hiring, training, & supervising staff; 4) Exit assessment, and 5) MBA writing requirement administration.

### **MBA Workshops Designed/Delivered**

*The Ross Academic & Classroom Experience* (August 2015 & 2016). Ross International Student Orientation.

*Managing Project Deliverables & Communication Media* (May 2015-2017). Global MBA Multi-disciplinary Action Projects Boot Camp.

*Plagiarism: Ross MBAs Walk in Their Own Shoes* (July 2011-2016). Global MBA Special Session. *Executive Skills Communication Workshop* (30 October 1992).

Produced this full-day workshop for over 350 MBAs, including opening multimedia presentation and small group breakouts in which individual student presentations were videotaped and critiqued.

*Management Writing Series* (Fall, 1987-89). Evening lecture series for Michigan MBAs offered in Hale Auditorium. Wrote the *Management Writing Manual* for the series.

**Management Scenarios:** Finseaa Shipyard; Ying Associates; TransTek In-Basket Case (adapted from J. Lease); Idman's Oy; Waltman's Home & Hardware Centers; Crown Regent Hotel; Futura Insurance; Batton Industries International; Solestar, Inc. (with C. Miller); Empire Car Company

### **BBA PROGRAM**

**BBA Case Competitions, Faculty Advisor**, 1990; 2004

Advisor to BBA Erin Brogan in writing "Companies Right to Speak: Kasky vs. Nike Inc" for Arthur W. Page Society Case Study Competition in Corporate Communication, Northwestern University, January 2004.

Directed the case team, including assisting the team at the University of Virginia McIntire Commerce Invitational Competition, Winter, 1990.

**BBA Core Course Coordinator**, 1986 -1993

*Business Communication*, LHC 360. Redesigned this course to focus around the interplay between written and spoken business messages. Developed instructor manual.

*Business Writing*, LHC 320. Originated this course.

### **ROSS FACULTY WORKSHOP**

"Creating a participatory cross-cultural learning environment," Ross School of Business, 27 September 2012.

### **EXECUTIVE EDUCATION**, Ross School of Business

Sports Management Program, Communication Module, 2000–2015.

TVSL Logistics, India, Nov. 2012; Follow-up Projects Nov 2012-April 2013.

Employee Pension & Benefits, Treasury Management Association, *Pension Communications*, April 1998.

Management Communication, Ross Executive Education, 1992-1996.

### **CORPORATE CONSULTING & TRAINING**

Alstom; Bank of Finland; Bayerische Vereinsbank AG; Cathay Pacific Airways; Eli Lilly; Ford Motor Company Marketing Operations; General Motors; Manufacturing Engineers Association; J.P. Morgan Chase; Mission Hospitals; Norddeutsche Landesbank Girozentrale (Singapore), Neff Courier Box Company; SSOE Engineers & Architects; Treasury Management Association