

***DRAFT***

**SYLLABUS**

**CJT 780**

**SPECIAL TOPICS IN COMMUNICATION:**

**INNOVATION AND CLINICAL AND TRANSLATIONAL SCIENCE**

FALL 2010

INSTRUCTOR: Dr. J. David Johnson

OFFICE HOURS: W: 1:30-3:30, TR 9:30-11 & BY APPOINTMENT

CLASS HOURS: 3:30-6:00

CLASS LOCATION:

OFFICE ADDRESS

Department of Communication

230 Grehan Building

University of Kentucky

Lexington, KY 40506-0042

(859) 257-3621

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WEB PAGE: <http://comm.uky.edu/jdjohnson>

I. COURSE OVERVIEW:

This seminar is intended to acquaint students with theory and empirical work related to organizational communication and organizational innovation as they relate to Clinical and Translational Science (CTS). The course will provide students with an overview of traditional organizational communication approaches to innovation focusing particularly on diffusion of innovations frameworks which are often termed dissemination in CTS approaches. The course will conclude with a discussion of models for organizing research programs in CTS innovation and the future of innovation and CTS research.

II. READINGS

Johnson, J. D. (2005). Innovation and knowledge management: The Cancer Information Science Research Consortium. Cheltenham, UK: Edward Elgar. (Any royalties received will be donated to the College of Communication and Information Studies).

Readings are available for download through UK library. See the assignments listed on the class

schedule for more information on these readings.

III. ASSIGNMENTS: (Due dates on course schedule. More detail will be given on the nature of assignments before they are due.)

A. READING REPORTS/CRITICAL REVIEWS. For this assignment (which should be completed by November 9<sup>th</sup>) students will focus on an academic article published no earlier than 2009 related to one of the class sessions (200 total points). The student will lead the discussion of the article preparing an outline/key question discussion guide (one page maximum) reflecting major points related to the seminar themes to help facilitate the discussion. Students should provide me a copy of the guide by **12 noon on Monday of the week** the article is to be discussed to help me in preparing for the class session. Separately on November 9<sup>th</sup> students should hand in their written critical reviews of the article.

B. PRESENTATION/PROSPECTUS (300 points) In consultation with the instructor, students should select a topic (and a paper format) by October 5 relating to the seminar themes that will be the focus of a forty-five minute class presentation scheduled between October 19<sup>th</sup> and November 30<sup>th</sup>. In effect this presentation will serve as prospectus for your paper that will allow you to get feedback from the class and the instructor before the paper is finalized.

C. PAPER (15-20 pages, 500 points) To maximize the benefit of the class for multiple student purposes a variety of formats can be used for the paper (e.g., a conceptual paper, a research paper, an extended case study, a grant proposal, or a proposal for an organizational design that would facilitate translation), but it must focus on a topic relating to organizational innovation in CTSA **and** communication. To illustrate the scope of the paper, a conventional empirical research paper would include the following: a conceptual definition of the variables, a rationale for the importance of this topic to the study of organizational innovation and communication, a brief, integrative review of research findings and/or theoretic speculation concerning the variable/concept (approximately 5 pages for this part). The remainder of the paper (10-15 pages) would focus on an examination of your idea in a conventional research report specifying the methods used to gather data, analysis of results, and a discussion of their implications (examples of such articles resulting from prior seminars can be found in the Johnson, Meyer, et al., 1997; Johnson & Chang, 2000; Chang & Johnson, 2001; Meyer, et al., 1997 articles listed on the syllabi and the Cancer Information Service Research Consortium grant proposal). Papers will be evaluated for their creativity, rigor, and unique contribution to the literature.

#### IV. COURSE PROCEDURES AND POLICIES

##### A. Late work

Late work will not be authorized for, vacations, concerts, hangovers, mood swings, and so on.

Late work will be accepted without penalty only if:

- (1) authorized by instructor before the due date and/or
- (2) an authorized medical or other serious excuse is provided.

If these conditions are not met, then 10% of the points for the assignment will be deducted for every school day, or fraction thereof, that it is late.

#### B. Doing your own work

Cheating and plagiarism are defined in Student Rights and Responsibilities in Sections 6.3.1 and 6.3.2. Website for academic sanctions: <http://www.uky.edu/StudentAffairs/code/>

#### C. Extra credit

No extra credit will be permitted.

#### D. Attendance

Students should be aware that for successful completion of the assignments regular attendance is a must.

#### E. Accommodations

If you have a documented disability which requires academic accommodations, please see me as soon as possible during scheduled office hours. To receive accommodations in this course, you must provide me with a Letter of Accommodation from the Disability Resource Center (<http://www.uky.edu/StudentAffairs/DisabilityResourceCenter>). If you have not already done so, please register with the Disability Resource Center (Room 2, Alumni Gym, 257-2754, [jkarnes@email.uky.edu](mailto:jkarnes@email.uky.edu)), for coordination of campus services available to students with disabilities.

#### F. Classroom Courtesy

In all academic environments it is important that a person respect others who have come to learn. Personal conversations should not occur when the instructor or other students are presenting material. Also, you would be offended (and rightfully so) if we spent your class time reading the newspaper or engaging in other irrelevant and distracting tasks. Please accord presenters the same respect.

INNOVATION AND CTS  
TENTATIVE COURSE SCHEDULE

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<u>DATE</u>	<u>TOPIC</u>	<u>ASSIGNMENT DUE</u>
Aug 31	LEC 1: OVERVIEW, BASIC DISTINCTIONS	
Sep 7	LEC 2: CLINICAL AND TRANSLATIONAL SCIENCE	
14	LEC 3: LEVELS, BRINGING IT ALL TOGETHER	
21	LEC 4: DIFFUSION, NETWORK ANALYSIS-1	
28	LEC 5: DIFFUSION, NETWORK ANALYSIS-2	
Oct 5	LEC 6: DIFFUSION- OPINION LEADERS, WEAK TIES, BOUNDARY SPANNING	PAPER/ PRESENTATION TOPICS
12	LEC 7: IMPLEMENTATION	
19	LEC 8: IMPLEMENTATION	
26	CATCH UP WEEK	
Nov 2	LEC 9: RESISTANCE	
9	LEC 10: POLITICAL PERSPECTIVES, INSTITUTIONALISM, FRAMING	CRITICAL REVIEWS
16	LEC 11: ATTRIBUTES, PROFILES, A PRIORI TOOLS	
23	PRESENTATIONS	
30	LEC 14: ORGANIZING FOR DISSEMINATION RESEARCH, ORGANIZING FOR DISSEMINATION	
Dec 7	LEC 15: THE FUTURE	PAPERS DUE

PRESENTATIONS WILL BE SCHEDULED BETWEEN OCTOBER 26 AND NOVEMBER 30, TOPIC COVERAGE ON THESE DATES MAY CHANGE DEPENDING ON STUDENT INTEREST

## SUGGESTED READINGS

## AUG 31 LEC 1: OVERVIEW, BASIC DISTINCTIONS

Johnson Ch 1

Johnson *Managing Knowledge Networks* Chapter 9

## SEP 7 LEC 2: CLINICAL AND TRANSLATIONAL SCIENCE

Johnson Ch 3, 4 (ALSO IN ORGANIZING LECTURE)

Dearing, J. W. (2006). The emerging science of translational research. Paper presented to Kentucky Conference on Health Communication, Lexington, KY. (ALSO IN ORGANIZING LECTURE)

Evidence based medicine/management articles here and what is worthy of transfer?- in last issue of perspectives

**Comment should the following readings before the recommended list be scattered throughout the next several lecture's?**

Glasgow, R. E., Marcus, A. G., Bull, S. S., & Wilson, K. M. (2004). Disseminating effective cancer screening interventions. Cancer Supplement, 101, 1239-1250.

Recommended:

Bero, L. A., Grilli, R., Grimshaw, J. M., Harvey, E., Oxman, A. D., Thomson, M. A. (1998). Getting research findings into practice. British Medical Journal, 337, 465-468.

Grimshaw, J. M., Thomas, R. E., MacLennan, G., Fraser, C., Ramsay, C. R., Vale, L., Whitty, P., Eccles, M. P., Matowe, L., Shirran, L., Wensing, M. Dijkstra, R., & Donaldson, C. (2004). Effectiveness and efficiency of guideline dissemination and implementation strategies. Health Technology Assessment, 8, viii-73.

Recommended:

Special issue of. Preventive Medicine, 27, S71-83. focusing on Cancer Information Service Research Consortium.

Johnson, J. D., Berkowitz, J., Ethington, C., & Meyer, M. (1994b). General Appendices to the Technical Reports. E. Lansing, MI: Dept. of Communication.

Johnson, J.D., Berkowitz, J., Ethington, C. & Meyer, M. (1994). Technical report #1: Analysis of the CIS/Program Project Network for the period October 1993 to March 1994. East Lansing,

MI: Department of Communication, Michigan State University.

Johnson, J.D., Berkowitz, J., Ethington, C. & Meyer, M. (1994). Network Analysis report #1: Network Analysis for the period October 1993 to March 1994. East Lansing, MI: Department of Communication, Michigan State University.

Morra, M., Van Nevel, J.P., Nealon, E., Mazan, K. D., Thomsen, C. (1993). History of the Cancer Information Service. Journal of the National Cancer Institute, 14, 7-34.

SEP 14 LEC 3: LEVELS, BRINGING IT ALL TOGETHER

JOHNSON 2

Meyer, A. D., & Goes, J. B. (1988). Organizational assimilation of innovations: A multilevel contextual analysis. Academy of Management Journal, 31, 897-923.

### **Recommended:**

Brenner, D. J., & Logan, R. (1980). Some considerations in the diffusion of medical technologies: Medical information systems. Communication Yearbook 4 (pp. 609-624). New Brunswick, NJ: Transaction Books.

Kanter, R. M. (1988). Three tiers for innovation research. Communication Research, 15, 509-523.

Johnson, J. D. (2001). Success in innovation implementation. Journal of Communication Management, 5, 341-359.

Bradley, E. H., Webster, T. R., Baker, D., Schlesinger, M., Inouye, S. K., Barth, M. C., Lapane, K. L., Lipson, D., Stone, R., & Koren, M. J. (2004). Translating research into practice: Speeding the adoption of innovative health care programs. [http://www.commonwealthfund.org/publications/publications\\_show.htm?doc\\_id=233248](http://www.commonwealthfund.org/publications/publications_show.htm?doc_id=233248)

Greenhalgh, T., Robert, G., MacFarlane, F. Bate, P., & Kyriakidou, O. (2004). Diffusion of innovations in service organizations: Systematic review and recommendations. Milbank Quarterly, 82, 581-629.

SEP 21: LEC 4 DIFFUSION, NETWORK ANALYSIS- 1

Johnson 4, 5

Johnson, J.D. *Managing Knowledge Networks* Chapter 3

RECOMMENDED

Farace, R. V., Monge, P.R., & Russell, H. M. (1977). Communicating and organizing. Reading, Mass: Addison-Wesley, Chapters 8, 10

Johnson, J. D. (2006). Influence relationships within a Community of Practice. Studies in Communication Science, 6, 63-92.

#### Sep 28 LEC 5: DIFFUSION, NETWORK ANALYSIS-2

Burkhardt, M. E., & Brass, D. J. (1990). Changing patterns of change: The effects of a change in technology on social network structure and power. Administrative Science Quarterly, 35, 104-127.

Coleman, J., Katz, E., & Simon, H. (1957). The diffusion of an innovation among physicians. Sociometry, 20, 253-270.

Burt, R. S. (1987). Social contagion and innovation: Cohesion vs. structural equivalence. American Journal of Sociology, 92, 1287-1335. **Is this the update on coleman?**

#### **Recommended:**

Burt, R. S. (2003, April 3). Social capital and good ideas. Presentation to the Gatton College of Business and Economics, University of Kentucky, Lexington, KY. **More recent print version or book?**

West, E., Barron, D. N., Dowsett, J., & Newton, J. N. (1999). Hierarchies and cliques in social networks of health care professionals: Implications for the design of dissemination strategies. Social Science & Medicine, 48, 633-646.

Lane, P. J., Koka, B. R., & Pathak, S. (2006). The reification of absorptive capacity: A critical review and rejuvenation of the construct. Academy of Management Review, 31, 833-863.

Huang, K. G., & Murray, F. E. (2009). Does patent strategy shape the long run supply of public knowledge? Evidence from human genetics. Academy of Management Journal, 52, 1193 -- 1221

#### Oct 5 LEC 6: DIFFUSION-OPINION LEADERS, WEAK TIES, BOUNDARY SPANNING

Kravitz, R. L., Krackhardt, D., Melnikow, J., Franz, C. E., Gilbert, W. M., Zach, A., Paterniti, D. A. & Romano, P. S. (2003). Networked for change? Identifying obstetric opinion leaders and assessing their opinions on cesarean delivery. Social science and medicine, 57, 2423 – 2434.

#### Recommended:

Allen, T. J. (1977). Managing the flow of technology: Technology transfer and the

dissemination of technological information within the R&D organization. Cambridge, Mass.: MIT Press., Chapter 7

Johnson, J.D. (2004). The emergence, maintenance, and dissolution of structural hole brokerage within consortia. Communication Theory, 14, 212-236.

Johnson, J.D., & Real, K. (2007). Organizational implementation and integration of IT. In Salazar, A. J. & Sawyer, S. (Ed.) Handbook of information technology in organizations and electronic markets (pp. 77-91). World Scientific Press.

Tsai, W. (2001). Knowledge transfer in intraorganizational networks: Effects of network position and absorptive capacity on business unit innovation and performance. Academy of Management Journal, 44, 996-1004.

Burt, R.S. (2007). Secondhand brokerage: Evidence on the importance of local structure for managers, bankers, and analysts. Academy of Management Journal, 50, 119-148.

#### Oct 12: LEC 7 IMPLEMENTATION-1

Ansari, S. M., Fiss, P. C., and Zajac, E. J. (2010). Made to fit: how practices vary as they diffuse. Academy of management review, 35, 67 -- 92.

Damanpour, F. (1991). Organizational innovation: A meta-analysis of effects of determinants and moderators. Academy of Management Journal, 34, 555-590.

Fiol, C. M. (1996). Squeezing harder doesn't always work: Continuing the search for consistency in innovation research. Academy of Management Journal, 21, 1012-1021.

Rogers, E. M. (1995). Diffusion of innovations. 4<sup>th</sup> Ed. New York: Free Press, Chapter 10.  
**Update?**

#### **Recommended:**

Fidler, L. A., & Johnson, J. D. (1984). Communication and innovation implementation, Academy of Management Review, 9, 704-711.

#### Oct 19 LEC 8: IMPLEMENTATION-2

Nembhard, I. M., Alexander, J. A., Hoff, T. J., & Ramanujan, R. (2009). Why does the quality of healthcare continue to lag? Insights from management research. Academy Management Perspectives, 23, 24 -- 42



**Recommended:**

Dutton, J. E., Ashford, S. J., O'Neill, R. M., & Lawrence, K. A. (2001). Moves that matter: Issue selling and organizational change. Academy of Management Journal, 44, 716-736.

Kanter, R. M. (1982). The middle manager as innovator. Harvard Business Review, 60, 95-105.

Nutt, P. C. (1986). Tactics of implementation. Academy of Management Journal, 29, 230-261.

Klein, K. J., & Sorra, J. S. (1996). The challenge of innovation implementation. Academy of Management Review, 21, 1055-1080.

Buchanan, D., Fitzgerald, L., Ketley, D., Gollop, R., Jones, J. L., Lamont, S. S., et al. (2005). No going back: a review of the literature on sustaining organizational change. International Journal of management reviews, 7(3), 189 -- 205.

Nov 2 LEC 9: RESISTANCE

**Maybe article from emr on drs sabotaging them**

Dent, E.B., & Goldberg, S. G. (1999). Challenging “resistance to change.” Journal of Applied Behavioral Science, 35, 25-41.

Freeman, A. C., & Sweeney, K. (2001). Why general practitioners do not implement evidence: Qualitative study. British Medical Journal, 323, 1100-1110.

Green, L. A., and Siefert, C. M. (2005). Translation of research and practice: why we can't “just do it”. Journal of the American Board of Family Practice, 18, 541-45

Reichers, A. E., Wanous, J. P., & Austin, J. T. (1997). Understanding and managing cynicism about organizational change. Academy of Management Executive, 11, 48-59.

Nov 9 LEC 10: POLITICAL PERSPECTIVES, INSTITUTIONALISM, FRAMING

Abrahamson, E. (1991). Managerial fads and fashions: The diffusion and rejection of innovations. Academy of Management Review, 16, 586-612.

Frost, P. J., & Egri, C. P. (1991). The political process of innovation. Research in organizational behavior, 13, 229-295.

Greenwood, R. & Hinings, C. R. (1996). Understanding radical organizational change: Bringing together the old and the new institutionalism. Academy of Management Review, 21, 1022-1054.

**Recommended:**

Barringer, M. W., & Milkovich, G. T. (1998). A theoretical exploration of the adoption and design of flexible benefit plans: A case of human resource innovation. Academy of Management Review, 23, 305-324.

Meyer, A. D. (1984). Mingling decision making metaphors. Academy of Management Review, 9, 6-17.

Pettigrew, A. M. (1985). Contextualist research and the study of organisational change processes. In E. Mumford, R. Hirschheim, G. Fitzgerald, & T. Wood-Harper (Eds.) Research methods in information systems (pp. 53-78) Amsterdam: North-Holland.

Johnson, J. D. (1997c). Review of the books The art of framing: Managing the language of leadership and Frame reflection: Toward the resolution of intractable policy controversies. Quarterly Journal of Speech, 83, 397-398.

Johnson, J. D. (2001). Review of the book The innovator's dilemma: When new technologies cause great firms to fail. Communication Education, 50, 85-87.

Nov 16 LEC 11: ATTRIBUTES, PROFILES, A TOOLS

Johnson 6

Dearing, J. W., & Meyer, G. (1994). An exploratory tool for predicting adoption decisions. Science Communication, 16, 43-57.

### **RECOMMENDED:**

Johnson, J. D., Meyer, M., Woodworth, M., Ethington, C., & Stengle, W. (1998). Information technologies within the Cancer Information Service: Factors related to innovation adoption. Preventive Medicine, 27, S71-83.

Meyer, M., Johnson, J. D., & Ethington, C. (1997). Contrasting attitudes of preventive health innovations. Journal of Communication, 47, 112-131.

Johnson, J. D., Donohue, W. A., Atkin, C. K., & Johnson, S. H. (1995). Differences between organizational and communication factors related to contrasting innovations. Journal of Business Communication, 32, 65-80.

Johnson, J. D. (2009). Profiling the likelihood of success of electronic medical records. In S. Kleinman (Ed.), The culture of efficiency: Technology in everyday life (pp. 124-141). New York: Peter Lang.

November 23: Presentations

November 30: LEC 14 ORGANIZING FOR INNOVATION RESEARCH, ORGANIZING FOR INNOVATIONS

Johnson 4

Dearing, J. W. (2006). The emerging science of translational research. Paper presented to Kentucky Conference on Health Communication, Lexington, KY.

**Recommended:**

DeSanctis, G., Glass J. T., & Ensing, I. M. (2002). Organizational designs for R&D. *Academy of management executive*, 16, 55 –66.

McDermott, G. A., Corredoira, R. A., and Kruse, G. (2009). Public-private institutions as catalysts of upgrading in emerging market societies. *Academy of Management Journal*, 52, 1270 -- 1296.

Pettigrew, A. M. (1990). Longitudinal field research on change: Theory and practice. In G. P. Huber & A. H. Van de Ven (Eds.) Longitudinal field research methods: Studying processes of organizational change (pp. 91-125). Thousand Oaks, CA: Sage.

Van de Ven, A. H. & Angle, H. L. (1989). An introduction to the Minnesota Innovation Research Program. In A. H. Van de Ven, H. L. Angle, & M. S. Poole (Eds.), Research on the management of innovation (pp. 3-30). Ballinger Publishing Co. (Reprinted in 2000 by Oxford University Press.

New Economy Regional Plan for the Greater Lexington Area, Focus Area 6, Area of Emphasis #2, Knowledge and Innovation Management Consortium, 6-11 to 6-16.

Cullen, P., Cottingham, P., Doolan, J., Edgar, B., Ellis, C., Fisher, M., Flett, D., Johnson, D., Sealie, L., Stoklmayer, S., Vanclay, F., & Whittington, J. (2001). Knowledge seeking strategies of natural resource professionals. Cooperative Research Centre for Freshwater Ecology: Technical Report 2/2001.

McDermott, G. A., Corredoira, R. A., & Kruse, G. (2009). Public-private institutions as catalysts of upgrading in emerging market societies. *Academy of Management Journal*, 52, 1270 -- 1296.

Special issue of. *Preventive Medicine*, 27, S71-83. focusing on Cancer Information Service Research Consortium.

The Cancer Information Service Research Consortium grant proposal

Sechrest, L. Backer, T. E., Rogers, E. M. Campbell, T. F., and Grady, M. L. (1994). Effective dissemination of clinical and health information. Rockville, Maryland: US Department of Health and Human Services, AHCPR Pub No. 95-0015.

U. S. Agency for Healthcare Research and Quality <http://www.ahrq.gov/> (Impact Case Studies and Knowledge Transfer Case Studies

<http://www.ahrq.gov/about/casestudies/healthit/hit2009.htm>) (Knowledge Transfer/Implementation Program, learning networks,

<http://www.ahrq.gov/news/kt/ktnetworks.htm>; (John M. Eisenberg Center for Clinical Decisions and Communications Science

<http://effectivehealthcare.ahrq.gov/index.cfm/who-is-involved-in-the-effective-health-care-program1/about-the-eisenberg-center/>)

**Australia, LaTrobe University, Centre for Health Communication and Participation** <http://www.latrobe.edu.au/chcp/>

London Business School Management Innovation

Lab [http://www.london.edu/newsandevents/news/2009/01/Management\\_Innovation\\_Lab\\_905.html](http://www.london.edu/newsandevents/news/2009/01/Management_Innovation_Lab_905.html)

Kentucky P20 Innovation Lab: A Partnership for Next Generation Learning, housed in the [UK College of Education](http://www.uk.edu/). <http://uknow.uky.edu/content/uk-launches-p20-innovation-lab>

**UK CCTS GRANT PROPOSAL NOVEMBER 17, 2007, update**

Cochran Collaboration, global network for evidence based medicine Cochran Library

<http://www3.interscience.wiley.com/cgi-bin/mrwhome/106568753/HOME?CRETRY=1&SRETRY=0>

Kramer, D. M., & Wells, R. P. (2005). Achieving buy-in: building networks to facilitate knowledge transfer. Science communication, and, 428 -- 444.

Canadian Health Services Research Foundation [http://www.chsrf.ca/home\\_e.php#2](http://www.chsrf.ca/home_e.php#2)

CRUSK

LEC 15 FUTURE

Johnson 7

Kochan, T. A., Guillen, M. F., Hunter, L.W, and O'Mahoney, S. (2009). Introduction to the special research forum -- public policy and management research: finding the common ground. Academy of Management Journal, 52, 1088 -- 1100.

BIOGRAPHICAL SKETCH

J. DAVID JOHNSON (PH.D., Michigan State University, 1978) is currently a Professor in the Department of Communication. He has also held academic positions at the University of Wisconsin-Milwaukee, Arizona State University, Michigan State University, and the State University of New York at Buffalo and was a media research analyst for the U. S. Information Agency. He has authored over 75 refereed publications and he has been recognized as one of the most prolific scholars in the field of communication. His publications have appeared in over 50 different journals, including: Academy of Management Review, Communication Theory, Human Communication Research, Communication Research, Communication Monographs, Evaluation and the Health Professions, Journal of Business Communication, Preventive Medicine, and Social Networks. He has also received grants from the National Cancer Institute, Michigan Department of Public Health, Michigan Department of Transportation, and National Association of Broadcasters. His major research interests focus on organizational communication structures, innovation, information seeking, and health communication. He has published three other books: Cancer-related information seeking. Hampton Press; Information seeking: An organizational dilemma. Quorum Books; and Organizational communication structure, Ablex

Current Research Projects/Activities

This semester I am working on books relating to the application of the dosage metaphor to communication and applying Chandler's (1962) classic work to the adoption of university budget systems.