

SYLLABUS

CJT 725

SEMINAR IN ORGANIZATIONAL COMMUNICATION: INNOVATION AND CLINICAL AND TRANSLATIONAL SCIENCE

SUMMER 2008

INSTRUCTOR: Dr. J. David Johnson

OFFICE HOURS: T 3-4:30 & BY APPOINTMENT (make appointments with Louise Meniffee, 131 Grehan, 257-7805)

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WEB PAGES: <http://www.uky.edu/CommInfoStudies/Dean/deanspage.html>

CLASS HOURS: 3:30-6:00

CLASS LOCATION: EGJ 223

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.

Readings are on reserve in Louise Meniffee's office (Grehan 133) or 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 **March 10th**) students will focus on an academic article 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 **March 10** 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 **February 25th** relating to the seminar themes that will be the focus of a forty-five minute class presentation scheduled between **March 24 and April 21st**. 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. If you have not already done so, please register with the Disability Resource Center (Room 2, Alumni Gym, 257-2754, jkarnes@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.

TENTATIVE COURSE SCHEDULE

DATE	TOPIC	ASSIGNMENT DUE
LEC 1	OVERVIEW, BASIC DISTINCTIONS	
LEC 2	CLINICAL AND TRANSLATIONAL SCIENCE	
LEC 3	LEVELS, BRINGING IT ALL TOGETHER	
LEC 4	DIFFUSION, NETWORK ANALYSIS-1	
LEC 5	DIFFUSION, NETWORK ANALYSIS-2	
LEC 6	DIFFUSION- OPINION LEADERS, WEAK TIES, BOUNDARY SPANNING	PAPER/PRESENTATION TOPICS
LEC 7	IMPLEMENTATION	
LEC 8	IMPLEMENTATION	
LEC 9	RESISTANCE	
LEC 10	POLITICAL PERSPECTIVES, INSTITUTIONALISM, FRAMING	CRITICAL REVIEWS
LEC 11	ATTRIBUTES, PROFILES, A PRIORI TOOLS	
MAR 31	PRESENTATIONS	
APR 7	PRESENTATIONS	
LEC 14	ORGANIZING FOR DISSEMINATION RESEARCH, ORGANIZING FOR DISSEMINATION	
LEC 15	THE FUTURE	PAPERS DUE
PRESENTATIONS WILL BE SCHEDULED BETWEEN MARCH 24 AND APRIL 21 , TOPIC COVERAGE ON THESE DATES MAY CHANGE DEPENDING ON STUDENT INTEREST		

SUGGESTED READINGS

LEC 1 OVERVIEW, BASIC DISTINCTIONS

Johnson Ch 1

Johnson, J.D. Knowledge networks Chapter 2, 9

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)

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.

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.

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.

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.

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

LEC 4 DIFFUSION, NETWORK ANALYSIS- 1

Johnson 4, 5

Johnson, J.D. 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.

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.

Burt, R. S. (1987). Social contagion and innovation: Cohesion vs. structural equivalence. American Journal of Sociology, 92, 1287-1335.

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

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.

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.

LEC 6 DIFFUSION-OPINION LEADERS, WEAK TIES, BOUNDARY SPANNING

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.

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.

LEC 7 IMPLEMENTATION-1

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. 4th Ed. New York: Free Press, Chapter 10.

Recommended:

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

LEC 8 IMPLEMENTATION-2

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.

LEC 9 RESISTANCE

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., & Seifert, C. M. (2005). Translation of research into practice: Why we can't 'just do it.' JABFP, 18, 541-545.

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

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.

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.

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.

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.

Recommended:

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.

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.

MARCH 31, APRIL 7, 14 PRESENTATIONS

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:

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.

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

The Cancer Information Service Research Consortium grant proposal

LEC 15 FUTURE

Johnson 7

Johnson, J. D. (2002). Researcher-practitioner relationships in consortia: The Cancer Information Services Research Consortium. AIC Journal of Business, 14, 34-56.

Johnson, J. D. (2007). Organizational communication researchers meet the real world: A case study of the Cancer Information Services Research Consortium. Communication Review, 10,

BIOGRAPHICAL SKETCH

J. DAVID JOHNSON (PH.D., Michigan State University, 1978) is currently a Professor in the Department of Communication and Dean of the College of Communications and Information Studies. 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 70 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 a book related to knowledge networks.