

Challenges and Strategic Considerations in Crisis Communication for Institutional Crisis Management and Governance



Received: 03/05/2025; Accepted: 04/12/2025

Dr. Youcef BOUMECHAL ^{1*}, Dr. Amel FADHLOUNE ²

¹ Oum Elbouaghi University (Algeria), boumechal.youcef@univ-oeb.dz

² Oum Elbouaghi University (Algeria), fadhloune.amel@univ-oeb.dz

Abstract

Institutional crises refer to disruptions that affect the overall functioning of an organization, leading to difficulties in decision-making. These disruptions act as barriers preventing the organization from achieving its predefined goals. Thus, crises within an institution are significant obstacles to reaching desired objectives. Caution is required in managing such crises, as they pose a threat to the institution's image, reputation, and its relationships with stakeholders. Effective management is key to mitigating these risks. Institutional crisis management is a complex and vital process, given the unique nature of crises. As such, it requires the implementation of effective mechanisms for crisis management. One of the key strategies in managing institutional crises is crisis communication, which plays a vital role in reducing potential threats to the organization.

Keywords

Crisis communication;
Institutional crisis;
Crisis management;
Crisis team;
organizational image.

الكلمات المفتاحية

اتصال الأزمة ؛
الأزمة المؤسسية ؛
إدارة الأزمة ؛
خليفة الأزمة ؛
صورة المؤسسة.

رهانات اتصال الأزمة وتحدياته في تسيير وإدارة الأزمات المؤسسية

ملخص

تعد الأزمات المؤسسية عبارة عن خلل يصيب السير العام للتنظيم الأمر الذي يؤدي إلى حدوث صعوبات في اتخاذ القرارات التنظيمية، كما أن هذه الاختلالات تشكل عائقاً أمام المؤسسة لبلوغ أهدافها المسطرة مسبقاً، وعلى هذا الأساس الأزمات التي تصيب المؤسسة تعد من المعوقات التي تحول دون الوصول إلى تحقيق الأهداف المنشودة لذلك وجب الحذر في التعامل مع هذا النوع من الأزمات، لأنها تشكل تهديد على صورة المؤسسة وسمعتها وعلى علاقاتها مع جماهيرها، ويتم ذلك من خلال حسن تسييرها، فإدارة الأزمات المؤسسية عملية هامة ومعقدة تبعاً لخصوصية الأزمات، لذا فالأمر يتطلب هنا اعتماد آليات فاعلة لتسيير الأزمة، ومن الميكانيزمات الهامة في تسيير الأزمات المؤسسية نجد اتصال الأزمة الذي يمثل أحد الأساليب والأنماط الإستراتيجية الهامة في اتصال المؤسسة للحد من التهديدات المحتملة للأزمة المؤسسية.

* Corresponding author. E-mail : boumechal.youcef@univ-oeb.dz

Doi:

I- Introduction :

Institutional crises refer to disruptions that affect the normal functioning of an organization, leading to difficulties in making strategic decisions. These disruptions often hinder the institution from achieving its pre-established goals. A crisis reflects the dominance of unusual and unstable conditions within the organization, necessitating swift and exceptional responses, as well as unconventional measures appropriate to the new circumstances- all in an effort to preserve the institution's existence. Thus, it can be said that crises represent, at times, significant obstacles that prevent organizations from achieving their intended objectives. This calls for vigilance and caution in addressing and overcoming such challenges through effective management and sound governance.

Crisis management, therefore, requires a variety of strategies aimed at reducing the impact and threats of crises, while protecting as well the institution's image and reputation, both internally among its staff and externally among its general public, and even among the public opinion and the media. Institutional crises frequently serve as prime fodder for media outlets, turning into the central topic on their agendas, particularly if the institution in question is large and well-known on a national or international scale. Many researchers and crisis management experts suggest that in tendency media coverage of crises is negative, except in cases where the media outlet is supportive or affiliated with the organization in crisis, in which case it may opt for ignoring the issue. Typically, the media assigns blame and responsibility to the institution, even in the absence of enough information or conclusive investigations into the causes and consequences of the crisis. The greater the institution's fame, the more intense the media focus on the crisis, with outlets often seeking to break the story first by emphasizing sensationalism and exaggeration to attract readers, listeners, or viewers.

In this study, we propose an important communication model for managing institutional crises, known as crisis communication. This model encompasses all communication practices implemented throughout the various stages of crisis management, from the onset of the crisis to its containment or resolution. Accordingly, the main question guiding this study is:
What are the strategic advantages that can be gained through the use of crisis communication in managing and handling institutional crises?

I.1. Crisis Communication: Balancing the Necessity of Confronting the Crisis and the demands of challenges

Crisis communication represents a specialized branch of an organization's communication strategy, and it is considered the starting point for resolving a crisis. Due to its importance in managing and handling organizational crises, crisis communication has gained the attention of many researchers and scholars. Based on this, crisis communication can be viewed according to four approaches (Libeart, 2005, p.13) when it comes to defining it:

1. Role Approach: From this perspective, crisis communication allows the organization to resolve and address the crisis. Crisis communication that is built on solid and sound foundations can lead to a swift exit from the crisis. It also enables the organization to achieve significant benefits, such as polishing its reputation and improving its image.

2. Challenge Approach: Crisis communication is seen as an art of communication in times of doubt and uncertainty. Crises are often unexpected, and the information related to them is usually scarce and incomplete. Meanwhile, all external parties are eager to receive necessary and updated information, expecting fast, continuous, and accurate communication.

3. Strategic Approach: According to this view, the organization's communication management involves handling the relationship with its external environment, i.e., the parties interacting with the organization. This approach aims to maintain strong ties until a solution or exit from the crisis is found.

4. Type Approach: Crisis communication is one of the core branches of organizational communication, but it is not a standalone entity. It is included within other types of communication, whether internal or external. Crisis communication is defined as "the set of communication activities carried out by an organization during a difficult, acute, and critical situation, in order to avoid potential decline or deterioration in the organization's image" (Scibetta, 2012, p.108). For the researcher "Patrick Lagadek", crisis communication should never be the last resort of an organization in distress. It cannot rely solely on the latest communication technologies to make amends for its responsibility. Therefore, it is important to stress an essential idea for crisis communication: "Crisis communication should focus directly on actions rather than promises or suggestions, with an obligation to endure through the events to the end" (Christophe Roux, 2003, p.168).

The crisis communication adopted by an organization largely determines its ability to control and quickly manage the crisis by providing information, maintaining continuous communication with the media, and supplying the public

opinion with necessary and relevant details about the crisis management process. This helps to dispel rumors and refute false, misleading, or inaccurate news. Additionally, crisis communication allows the organization to reassure its various partners.

According to Thierry Libeart, crisis communication is based on three key principles: the first is “**transparency and credibility**”, meaning that the communicator or spokesperson must communicate the truth, avoiding obfuscation, lying, or misinformation; the second is “**consistency**”, meaning that unified information must be disseminated by different parties to avoid contradictions or conflicts in statements; and the third is “**speed and accuracy**” in conveying news, information, and facts to the public and media to reassure them, which play a role in preventing the emergence of rumors and false news.

Moreover, crisis communication and the related messages reflect the organization's ability to manage the crises at hand. Conflicting, unclear, or unfamiliar messages can give strong impressions about the organization's ability to engage with the crisis, mobilize its network of experts, coordinate its actions in the crisis management team, or stay in constant contact with the operations headquarter. In general, two types of messages can stand out: “first-hour messages” and “background messages”, which are added to the communication plan after the emergency state in the first hours or days. Emergency messages are crucial because they reflect the organization's ability to control the situation and generally include:

- Messages to the crisis victims (the most affected stakeholders).
- Messages assessing the situation and measuring it.
- A message confirming the organization's official position.
- Communicating accurate facts and figures about the situation.
- Messages about the substantial measures already implemented.
- Messages about ongoing investigations: determining the involved experts, the type of investigation being conducted, and the expected outcomes of these investigations, their expected deadlines, and the potential date for publishing the first conclusions.

An organizational crisis is considered “an event that puts the organization into a state of chaos and threatens its future ability to achieve profit, growth, and survival” (Abdullah Mohammed Al-Faqih, 2011, p. 15). A crisis generates a state of anxiety and tension, resulting in instability and role confusion among individuals, which in turn creates chaos. Furthermore, the crisis hinders the organization from achieving certain pre-established goals, such as expanding its business activities, marketing large amounts of goods, and generating substantial financial revenues. An organizational crisis is also defined as “a critical and decisive moment concerning the fate of the administrative entity affected by it, creating difficulties for decision-makers” (Abd al-Salam Abu Qahf, 1999, p. 54). These issues arise due to a lack of sufficient information regarding the crisis affecting the organization, the multiple causes and factors of the crisis, as well as the pressure of time, which burdens even more decision-makers, who are required to take swift and effective measures to limit the spread and escalation of the crisis.

Another way of putting it is that an organizational crisis represents an abnormal and unstable situation affecting the organization, influencing its general operations, and causing functional disruptions that may hinder the organization from achieving its objectives. An organizational crisis is characterized by a set of features, including:

- 1. Surprise:** Most Institutions crises occur abruptly, meaning they are often unexpected by the organization's top management, especially those crises arising from political, economic, security, or social disturbances that are outside the control or scope of the organization.
- 2. Complexity and Interconnection:** This refers to the causes, elements, results, and stakeholders related to the crisis, all of which are intertwined.
- 3. Time Pressure on Decision-Makers:** Organizational crises escalate rapidly, and to avoid worsening and potentially causing significant damage to the organization, decision-makers must find quick solutions to limit their spread or eliminate them.
- 4. Lack of Information:** Organizational crises are often accompanied by a scarcity of information about them, causing anxiety and confusion among decision-makers in making the correct decisions concerning the crisis.
- 5. Fear, Confusion, and Anxiety:** Organizational crises generate a state of fear, confusion, and anxiety among decision-makers due to the element of surprise and the potential threats to the organization as a whole.

6. Extraordinary Measures: Managing organizational crises requires exceptional and unconventional measures, which means leaving behind the usual and normal course of work in order to address the crisis and limit its spread or eliminate it.

I. 2. Crisis Communication and Managing Organizational Crises Requirements

Crisis management, as a function, aims to reduce the damage caused by the crisis and its causes, whether to the organization's material resources or its public image. Additionally, it represents the organization's ability to control the crisis situation (Sayyed Said, 2006, p. 33). It is essential for an organization's management to take the necessary and effective measures to control the crisis and prevent its further spread, thus avoiding any potential negative consequences such as a decline in sales, loss of public trust, or damage to its image in the media and public opinion. Organizational crises differ based on the nature of the crisis affecting the organization. Therefore, there is no universal strategy or approach that can be consistently relied upon to address and resolve a crisis. Each crisis has its specific characteristics, and each organization has its own administrative and organizational policies used to manage its affairs. Consequently, it can be said that there are no ready-made strategies for managing organizational crises. However, in general, there are several essential requirements for managing organizational crises, which include an integrated communication system, an information system, and a crisis management team.

Technical and Logistical Requirements:

This pertains to the availability of communication tools that allow messages and information to be transmitted between the crisis management team members, across various levels of the organization, and even between the team and external parties who can offer assistance in facing the crisis, such as experts and specialists in crisis management. These communication tools include phones, faxes, computers, the internet, intranet, extranet, and so on.

Information System:

Information acts as the backbone of crisis management. Information that is accurate, clear, objective, and credible is the cornerstone for understanding the uniqueness of the crisis, conducting appropriate analysis and evaluation, formulating hypotheses, and drawing relevant conclusions (Abd al-Razzaq al-Dailami, 2012, p. 126). Efficient crisis management requires the crisis management team to collect all necessary information about the crisis, whether related to its causes, the factors contributing to its development and escalation, the parties directly involved in the crisis, or the potential consequences the crisis may cause. Afterward, the team should filter and process this information so that a clear understanding of the crisis can emerge. This clarity will enable the selection of the most effective strategy or approach to confront and reduce the severity of the crisis, ultimately allowing decision-makers to make informed choices.

Crisis Management Team:

The crisis management team is a crucial element in crisis management, consisting of a group of individuals whose task is to prepare urgent decisions for the organization's leaders to implement later. These individuals are also responsible for part of the organization's communication function (Thierry Libeart & Karine Johannes, 2010, p. 75). The crisis management team refers to a small administrative body composed of a limited number of members who work in a well-organized and equipped space. Its goal is to manage the crisis rationally and ensure the smooth flow of information across various administrative levels, thereby facilitating the resolution of the crisis. For the efficient operation of the crisis management team, its members must possess certain qualities (Abd al-Razzaq al-Dailami, 2012, p. 126): a good understanding of the objectives to be achieved, clarity of roles and responsibilities for each member, well-defined decision-making processes and implementation methods, as well as coordination and integration among members of the team. To effectively carry out its roles, the crisis management team must have certain characteristics that enable it to perform its tasks (Ark Lutz berg & Silverberg, 1996, p. 70): It must be highly secure, making it difficult for the forces responsible for the crisis to breach it, either physically or morally. It should be equipped with effective communication tools and spacious enough to accommodate the team handling the crisis. Moreover, it should ensure a calm and comfortable environment for its members, meaning it should be far from noise and chaos. The members should be experienced, skilled, intelligent, and capable of creative thinking-able to generate new ideas, work collaboratively, and make bold decisions.

I. 3. The Stakes of Crisis Communication in Managing Organizational Crises

Organizational crises can stem from a variety of sources, both internal and external; a component or an element within the organization may be the cause of the crisis, or external parties may be responsible for triggering it. Consequently, the potential threats posed by the crisis to the organization differ based on the severity, strength, scale, and

timing of the crisis. Regardless of the nature of these threats, it is imperative for the organization's management to confront and address them seriously by relying on sound management practices. This approach will enable the organization to respond to the challenges or stakes imposed by the crisis. Generally, the most significant challenges facing crisis management within the organization are related to the organization's image and reputation, its relationship with its audience, and its credibility.

Organizational Credibility:

Credibility is primarily linked to the content and messages communicated by the organization to its internal and external audiences. In ordinary circumstances, the organization provides a large amount of information and diverse messages to its audiences to facilitate professional performance, promote coherence, and foster understanding. In order to achieve these objectives, the organization's messages must have several essential characteristics, including clarity, honesty, alignment with the organization's values, and the articulation of the organization's vision.

Regarding clarity, the communication messages should be appropriate to the knowledge and understanding level of the target audience. The messages must be written in a language that the audience can comprehend and appreciate.

As for honesty, the organization must always tell the truth to both its internal and external audiences. It should avoid lying, misleading, or deceiving, as the truthfulness of its words and actions forms the foundation for building trust between the organization and its audience.

Regarding the organization's values, the communication messages should reflect the values and principles that the organization upholds, with a constant emphasis on reinforcing them and encouraging the audience to adopt and adhere to them. These values are integral to the organization's identity and culture.

In terms of the organization's vision, the messages should clearly articulate the organization's objectives and what it strives to achieve within a specific time frame. They should also provide clear indicators of the long-term goals the organization aims to achieve. Furthermore, the messages should include the values and principles that guide the organization's decision-making processes across all areas, not just in commercial and profit-driven dealings (Ali Farjani, 2012, p. 152).

So, when the organization encounters a crisis, its credibility is at risk. Amid the uncertainty, stress, and anxiety caused by the crisis, as well as the potential lack of information, the organization is required to communicate with the media, the public, and its audience to keep them informed of how the crisis is being managed and to provide them with the necessary and accurate information. The true challenge, therefore, lies in maintaining the credibility of its messages in the face of the pressures it faces. Based on this, the crisis management team must adopt a communication strategy based on truthfulness and avoid deceiving the audience by providing false information or figures. The team must also know when to release information and when to withhold it. In general, the organization must prioritize honesty, objectivity, and truthfulness in its messages to the audience and entirely refrain from lying, falsifying, or misleading.

Organizational Image:

The organizational image is a key priority that the organization stresses and prioritizes; organizations work to build and solidify a positive image for themselves among both their internal and external audiences. The way an organization positions itself in the market or within its social and economic environment is closely tied to the nature of the mental image that others have formed of it. The organizational image is defined as "a set of mental and perceptual representations characterized by being personal, stable, biased, selective, and simplified" (Lendreville Jacques & Julien Levy, 2014, p. 432). In other words, an organizational image is formed in a personal manner, based on the degree of individual perception and interaction with the organization, its services, and its products. According to Harold Marx, the organizational image "represents the totality of subjective impressions held by customers about the organization. These impressions are intangible and vary from one individual to another, shaped by the organization's products, customer interactions, and its relationship with the community, its investments in social matters, and its managerial appearance. These individual impressions then merge to form the overall mental image of the organization" (Ali Ajwa & Karima Farid, 2008, p. 128).

When an organization experiences a crisis, it faces a significant and apparent threat to its image, much like its reputation. The gravity of this threat is determined by several factors related to the emergence and escalation of the crisis, the first factor is the scale and nature of media coverage. Intense and negative media coverage of the crisis can distort the organization's image, especially if the organization is held accountable for the crisis, its outcomes, losses, or casualties. The second factor is how the organization manages the crisis. Efficient crisis management plays a critical role in maintaining a positive image. Effective crisis management is largely influenced by the communication approach adopted

by the crisis management team. The organization must know when to speak to the media, provide information about the crisis, and when to remain silent. Therefore, any failure or mismanagement of the crisis will affect the organization's image among both internal and external audiences. The third factor concerns the outcomes of the crisis. If the crisis causes material or moral damage to the organization, this will negatively affect its image with the public.

In general, the organization's image is one of the critical elements that can be threatened by the crisis. However, a crisis can also represent a turning point or an important opportunity for the organization to solidify, enhance, and improve its image. This can be achieved through:

- Efficient crisis management and control, which reflects the competence, intelligence, seriousness, and ability of the organization's management team to confront various problems and crises. As a result, the way the organization handles this crisis can serve as a model for other institutions facing similar future crises.
- Proper engagement with the affected parties during the crisis, ensuring the organization does not abandon them. The organization must provide material and moral support to these parties and inform the media and the public of the measures taken.
- Demonstrating that the damages caused by the crisis are minimal and not significantly impacting the future growth and development of the organization.

An organization's commitment to building a positive image and continuously reinforcing it whether or not it experiences a crisis crucial in achieving both material and moral gains. A positive image helps the organization foster multiple relationships with the external environment, facilitates the sales process, gives the organization a competitive advantage in financial and commercial sectors, and aids in positioning the organization effectively in local and international markets. Furthermore, a positive image contributes to the success of the organization's projects by gaining approval and consensus from local authorities and various partners.

Organizational Reputation:

Reputation reflects how well the public recognizes the organization or its brand. It also implies that individuals or customers can associate the organization's name with its field of work or one of its products (Philippe Malaval., 2009, p. 287). As previously mentioned, an organizational crisis represents a significant opportunity to expand its reputation. This is achieved through the communication and media strategies employed by the organization in managing the crisis.

One way to enhance reputation during a crisis is through extensive media coverage, where media outlets publish news reports, create reports, and prepare documentaries about the organization's activities, products, and the social and economic environment in which it operates. This coverage serves as free advertising for the organization and its products. Additionally, the crisis management team can take advantage of this opportunity to create a short film about the organization, showcasing its activities, products, work environment, safety and security measures, cleanliness standards, production methods, and technologies employed. This film can be aired on media outlets and shared on various social media networks and virtual platforms. Furthermore, the crisis management team may produce videos and reports highlighting the organization's history, objectives, and future vision. These actions help reassure the organization's audience during the crisis and introduce the organization to the public, aiming to attract future support. Therefore, an organizational crisis presents a favorable opportunity for the organization to leverage it to expand its reputation, both locally and internationally.

Organizational Relations with Audiences:

The existence and continuity of any organization within its operational domain, as well as its ability to continue providing its activities and products, is fundamentally bound to the existence of audiences to whom it directs its outputs, whether material or intangible, the audience is a crucial variable in the organization's environment and life, and thus the organization is obligated to establish broad and varied relationships with the different audiences it interacts with. The organization's audience is defined as "the group of individuals who are linked by a relationship, influenced by a particular situation or a shared activity, which reflects the interest that affects their behavior" (Danielle Maisonneuve, 2004, p. 356). The audience is divided into two categories: internal and external.

The internal audience includes all employees within the organization, at all administrative levels and across the various units that comprise it. This type of audience is characterized by the following traits (Ali Farjani, 2018, p. 48):

- A group of individuals bound by a social unit, united by loyalty to the organization and the social unit it encompasses, with mutual cooperation, solidarity, and friendship.

- Stability, due to their position within an organizational structure governed by rules, systems, and procedures that apply to them, which helps create shared social situations.

On the other hand, the external audience encompasses all individuals who interact with the organization from outside, whether directly or indirectly. This includes consumers, clients, distributors, suppliers, shareholders, financial and economic partners, and investors. Therefore, the organization's audience is diverse, including both internal and external groups. The emergence of organizational crises, however, constitutes a major and impactful threat to the relationship between the organization and its audience. The manifestations of this threat lie in the potential erosion of the audience's trust in the organization, as trust is the foundation of the relationship between the two parties. Externally, a crisis may lead to consumers and some clients abandoning the organization's products in favor of those from other organizations, resulting in a decline in sales and subsequent financial problems. The crisis might also cause some funders or financial institutions to withdraw support for projects or activities that the organization had intended to implement. Internally, the crisis may shake employees' trust in the senior management of the organization, leading to potential conflicts or disputes between the two parties, along with the possibility of workers engaging in protests or strikes, exacerbating the situation and increasing the anxiety, tension, and confusion within the crisis management team.

Thus, organizational relations with its audiences are highly susceptible to the threat posed by organizational crises. To maintain these relationships, crisis management must address the situation effectively, treating the crisis as an opportunity to strengthen these ties and reinforce the audience's trust in the organization. This can be achieved through two key measures: First, ensuring transparency with both internal and external audiences by acknowledging the existence of the crisis, avoiding falsehoods, and providing them with all necessary information related to its management. Second, involving some public members in the crisis management process by gathering their suggestions and solutions, which may help resolve the crisis. Such actions would help enhance the audience's trust in the organization and deepen their connection with it.

Organizational Reputation:

Reputation is one of the key factors that take a hit during a crisis. The negative and continuous media coverage that focuses on the details of the crisis, along with rumors and false information spread by competitors via various technological and digital platforms, can severely impact an organization's reputation. In addition, the possibility of the organization becoming involved in legal and judicial disputes with affected parties, compounded by the confusion and anxiety the organization experiences, can further damage its crisis management efforts. The prolonged duration of the crisis and failure to contain and address it swiftly may lead the public and its audiences to alter their perceptions and attitudes toward the organization.

Reputation "refers to the aggregate of beliefs formed by people about the organization, based on their experiences with its services or products, or based on what they have read or heard from others, as well as how its employees, particularly those in senior or frontline positions, behave" (Philip Kitchen, 2008, p. 181). The organization's current and future policies, how it manages the crisis, and its activities and services all contribute to the formation of positive impressions toward the organization. The more these policies and strategies align with the expectations of the audience and society, the more it will create a positive image of the organization, leading to greater audience support during the crisis.

Thus, successfully maintaining the organization's reputation despite the threats posed by the crisis is an important factor in positioning the organization favorably against its competitors. The importance of organizational reputation is clear in the following points (Graham Dowling, 2003, p. 181):

- It adds psychological value to the organization's products and services;
- A good reputation helps solidify friendly relationships with influential stakeholders in society;
- It amplifies the effectiveness of advertising and enhances sales strength;
- Positive reputation is crucial for the credibility of the organization's advertisements,
- It supports the successful introduction of new products into the market;
- It provides access to the best service-providing institutions;
- It facilitates recruitment of highly skilled and competent employees.

II- Conclusion:

This study has highlighted that while organizational crises pose clear threats to an organization, they also represent a genuine challenge and an opportunity that can be successfully navigated through effective crisis communication and management. Crisis communication serves as a valuable tool for achieving certain organizational

gains, such as improving the organization's image and enhancing its reputation both internally and externally. Furthermore, it offers an opportunity to strengthen relationships with both internal and external audiences, thereby increasing their trust in the organization. This can be achieved by involving these audiences in the crisis management process through the suggestions and solutions they offer. Additionally, the crisis provides a platform for reaffirming the organization's credibility by adhering to transparency, objectivity, and factual reporting to the media and its public, while avoiding falsehoods and misleading information regarding the crisis and its management process. Moreover, an organizational crisis presents an opportune moment for expanding the organization's visibility at both local and international levels; it also serves as a valuable opportunity for learning, evaluation, and deriving lessons from the crisis. Subsequently, the organization can reorganize, restructure, and address the negative aspects exposed by the crisis, thus mitigating the risk of future similar crises.

Referrals and References:

- [1]. Abdul Razzaq Al-Dailami (2012), Media and Crisis Management, Dar Al-Maseera, Amman.
- [2]. Abdel Salam Abu Qahf (1999), Crisis Management, Cairo, Al-Ishaa Printing Press.
- [3]. Abdullah Mohammed Al-Faqih (2011), Crisis Management, Dar Al-Kitab Al-Jami'i, Sana'a.
- [4]. Ali Ajwa and Kariman Farid (2008), Public Relations Management between Strategic Management and Crisis Management, 2nd edition, Alam Al-Kitab, Cairo.
- [5]. Ali Farjani (2018), Public Relations and Communication Strategies, Dar Amjad Publishing, Amman.
- [6]. Ark Lutzberg and Silver Berg (1996): Delivering the Right Message During a Crisis, Al-Thaqafa Al-Alamiya Magazine, Amman, Issue 79, November.
- [7]. Charles Scibetta (2003), communication projects, 2nd edition, Armand colin, Paris.
- [8]. Christophe Roux (2003), managing and deciding in a crisis situation, 2nd edition, Dunod, Paris.
- [9]. Danielle Maisonneuve and others (2004): public relations in a changing society, 3rd edition. Quebec.
- [10]. Graham Dowling (2003), Building Corporate Reputation, translated by Walid Shahada, Abikan Library, Saudi Arabia.
- [11]. Ismail Abdel Fattah (2012), Media and Crisis Management, Dar Al-Alam Al-Arabi, Cairo.
- [12]. Lendreville Jacques and Julien Lévy (2014): Mercator, 11th edition, Dunod, Paris.
- [13]. Miloud Al-Azouri (2007), Institutional Communication, Al-Najah Al-Jadeed Printing Press, Casablanca.
- [14]. Philippe Kitchen, Public Relations (2008): Theory and Practice, translated by Nizar Mehoub, Syrian Academy for Training and Development, Damascus.
- [15]. PHILIPPE MALAVAL AND OTHERS (2009): PENTATOMS; 2 EDITION, PEARSON EDUCATION, FRANCE.
- [16]. Robert Ulmer (2015), Effective Communication in Crises, translated by Ahmed Al-Gharbi, Dar Al-Fajr Publishing, Cairo.
- [17]. Sharif Mona Salah El-Din (1998), Crisis Management as a Means for Survival, Al-Bayan Printing and Publishing, Cairo.
- [18]. Sayyed Said (2006), Crisis and Disaster Management Strategies, Dar Al-Uloom Publishing, Cairo.
- [19]. Thierry Libeart (2005): crisis communication, 2nd edition, Dunod, Paris.
- [20]. Thierry Libeart (2008): the communication plan, 3rd edition, Dunod, Paris.
- [21]. Thierry Libaert and Karine Johannes (2010): business communication, Dunod, Paris.