

Ion Chiciudean, George David
Managementul comunicării în situații de criză
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Crisis communication has developed over the last decades into an essential survival tool for nations, organizations and even individuals living in nowadays society. Whether we talk about political or diplomatic issues, economic negotiations or day-to-day situations, a break or disruption in the communicational process may and is most likely to generate a crisis.

Mastering the crisis communication management skills may be not only of help, but can save relations, reputation and nations by allowing crisis to get overcome. The book chosen for the present review is one of the most complex analyses dedicated to scholars and students approaching the management of crisis communication.

Written by two experienced professors at the National School of Political and Administrative Studies (SNSPA), Ion Chiciudean and George David, the research called *The Management of Communication in Crisis Situations* offers a comprehensive approach of the field of crisis communications, facilitating not only the understanding of the context for the students, but also the real work of developing crisis management plans for practitioners.

For the beginning and before approaching the specific issues related to crisis situations and crisis communication, the authors choose to create an overall picture of the elements that are essential to any organization: identity and image, going through concepts as notoriety and reputation also. This approach is meant to help the less accustomed readers better understand the field by introducing them to what an organization means, what are the constitutive elements that could generate a crisis and which are the strongest and also the most vulnerable sectors.

After having cleared up the above mentioned concepts and after having defined basic notions on the management of organizational image, the authors define and categorize crisis. The second chapter is thus dedicated to offering documented, thorough and pertinent definitions of different types of crisis, analyzing crisis as an opportunity, presenting the main features of a crisis and approaching the most common types of crisis situations, such as the organizational crisis, the communication crisis, the media crisis and the image crisis. Although they may seem redundant, the previous mentioned types of crisis are very different and the authors of the research make sure that the distinctive features are clearly explained and understood.



The next three chapters of the book are concentrated upon the stages of a crisis situation, risk management and problem and crisis management, with a clear distinction among risk, problem and crisis.

Only starting with the sixth chapter the authors strongly and specifically concentrate on crisis communication, all the previous approach being meant to clarify the concepts and clearly define the premises that lead to crisis communication.

The second part of the book (chapters 6 to 10) focus on defining and describing the contents of crisis communication, the principles, the possible evolutions of different crisis situations, the importance of the message within a crisis situations and rules for elaborating it. They also approach the planning process, the importance of internal communication and of the continuous communication with different categories of relevant stakeholders, but also the role of media communication and media relations during a crisis situation.

The final theoretical chapter pays a special attention to the new media, to the new communication technologies and their relevance for the management of crises, increasing the importance and novelty of the research and thus its value.

The research also offers a very actual case study that comes to offer a very practical application of all the theoretical concepts presented before.

The book offers a wide variety of scholar resources and bibliography, together with extremely well chosen practical exercises meant to improve the basic skills required in order to successfully overcome a crisis situation. Each chapter is followed by practical challenges and specific bibliography that facilitate the understanding. Crisis communication is one of the most complex and difficult communication activities, as both the success and the failure of a crisis communication strategy may determine the public image and reputation. This is one of the reasons why a crisis communication plan or strategy must have very clear and specific principles especially when communication, mediation and negotiation skills have become the essential tool for survival in an era of globalization that is dominated by and based on power relations.¹

The book chosen for this review represents thus the perfect study tool for students interested in the field of crisis communication, but also for researchers that try to enlarge their knowledge and expand their academic research.

Reviewed by

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1 Marusca, L. (2010), *Comunicare și Conflict. Managementul comunicării în soluționarea amiabilă a conflictelor*, Ed. Tritonic, București.