



مجموعة جامعة
الجميع الذكية
للتعليم القابضة

MIDOCEAN
UNIVERSITY

MGM332

Fundamentals of Organizational Communication

Prepared by Dr. Ibrahim Aboelseod

Lecture # 9

Fundamentals of
**Organizational
Communication**

UPDATED NINTH EDITION



Pamela S. Shockley-Zalabak

**Shockley-Zalabak,
9e Update**

Pamela S. Shockley-Zalabak

Chapter 11

**Strategic Organizational
Communication: Professional
Applications of
Organizational
Communication**



Learning Objectives (1 of 2)

- 11.1** Express the need to analyze situations, select and implement communication strategies for the desired impact
- 11.2** Describe strategic organizational communication
- 11.3** Express how a proper analysis of changing organizational opportunities and threats is important for effective communication
- 11.4** Express the complexity of strategic organizational communication
- 11.5** Relate strategic communication to ethical and value issues faced by organizations

Introduction: Strategic Organizational Communication:

Professional Applications of Organizational Communication :

Objective 11.1 Express the need to analyze situations, select and implement communication strategies for the desired impact

التعبير عن الحاجة إلى تحليل المواقف واختيار وتنفيذ استراتيجيات الاتصال من أجل التأثير المطلوب

11.1 Introduction: Strategic Organizational Communication:

Professional Applications of Organizational Communication

Point 1 – **Definition**

- Competencies required for participating in external communications
- Communication beyond traditional organizational boundaries

Point 2 – **Factors of strategic organizational communication**

- Knowledge
- Sensitivity
- Skills
- Values



Describing Strategic Organizational Communication

Objective 11.2 Describe strategic organizational communication



11.2 Describing Strategic Organizational Communication

Perspectives on Strategic and Organizational Communication

Point 1 – **Key points of strategic organizational communication**

- It is dynamic and influences both within and without the organization
- Ability of an organization to meet environmental challenges
- Strategic
- Proactive and reactive
- Strategic communication lays the foundation for ongoing interactions

Point 2 – **Organizational stakeholders**

- Stake in the organization
- Able to influence the organization's ability to meet its goals

Point 3 – **Communication channels**

- Interactive television
- E-commerce
- Wireless communications
- Internet



The Organization and Its Environment

Objective 11.3 Express how a proper analysis of changing organizational opportunities and threats is important for effective communication



11.3 The Organization and Its Environment (1 of 4)

Multiple Publics

Point 1 – **Publics**

- Can be large or small
- Can be groups of stakeholders



Point 2 – **Points to consider when planning organizational strategy**

- Changing interests
- Needs
- Actions of publics
- Stakeholders

11.3 The Organization and Its Environment (2 of 4)

Environmental Scanning

Point 1 – **How environmental scanning works**

- Organizations routinely monitor the environment for data to help shape organizational strategy
- Gather information about the organization's environment
- Influence future action

Point 2 – **How information is gathered**

- Informally or sporadically through members' interactions
- Attendance at off-site training sessions or conferences
- Scan newspapers and journals
- Monitor social media



11.3 The Organization and Its Environment (2 of 4)

S Socio-Demographics (People/Society)

K Competition/Substitutes

E Economics:

E Ecology:

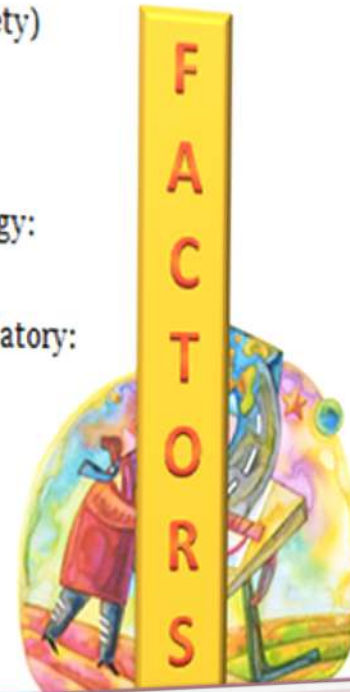
P Political:

R Regulatory:

T Technical:

I Industry/ Supplier:

C Customer/ Client/ Citizen:



11.3 The Organization and Its Environment (3 of 4)

The Global Environment

Point 1 – Overview

- Networked with sophisticated technologies
- Spans diverse cultures and needs
- Challenging the understanding of multiple publics and environmental data

Point 2 – Globalization

- Competition
- New market opportunities
- New networks of collaborations
- Host of other potentials



11.3 The Organization and Its Environment (4 of 4)

SWOT Processes

Point 1 – SWOT

- Strengths
- Weaknesses
- Opportunities
- Threats

Point 2 – **Corporate strategy**

- Beginning with an assessment of environmental conditions
- Organization's internal capabilities and resources

Point 3 – **Types of strategy**

- Differentiation.
- Price-skimming.
- Acquisition.
- Growth.
- Focus..
- Cross-selling.
- Operational.

Point 4 – Phases of SWOT analysis

- Scanning and interpreting the internal and external environments
- Formulating a mission, or vision for the future to transform it into specific objectives
- Developing strategy and implementing supporting programs
- Monitoring, reviewing, revising the plan and its implementation



تحليل السوات SWOT لشركة المراعي

- رائدة السوق في سوق الألبان في دول مجلس التعاون الخليجي
- منتجات ذات جودة عالية
- شبكة توزيع قوية
- الظروف المناخية الساخنة مواتية لسوق المشروبات

S

نقاط القوة

- ارتفاع تكاليف التشغيل
- الإفراط في التركيز على قطاع الألبان والعصائر
- اعتماد كبير على الواردات للمواد الخام

W

نقاط الضعف

- نمو سوق الحليب في دول مجلس التعاون الخليجي (GCC)
- تنويع المنتجات
- زيادة عدد السياح الذين يزورون السعودية للحج والعمرة لدفع الطلب

O

الفرص

- الوضع السياسي في منطقة الخليج
- اضطراب إمدادات المواد الخام يزيد التكلفة

T

التهديدات

Strategic Organizational Communication

Objective 11.4 Express the complexity of strategic organizational communication



STRATEGIC
COMMUNICATION

11.4 Strategic Organizational Communication (1 of 10)

Public Relations

Point 1 – Description

- Represents a broader group of activities
- Encompasses all the communication activities of an organization
- The management function that establishes mutually beneficial relationships between an organization and the publics

Point 2 – **Public relation activities**

- Management of internal communications
- Public affairs and public issues
- Media relations
- Communication during organizational crises

Communicating an Organization's Image or Reputation

Point 1 – Image or reputation

- Central to the ability of the organization to meet its goals or objectives
- Communicated images reflect organizational reality

Point 2 – **Image communication**

- Planned building of an organization's reputation
- Maintaining an organization's reputation



11.4 Strategic Organizational Communication (2 of 10)

Internal Communications

Point 1 – Role of internal communications

- Deal with the subject matter of daily interactions
- Planned and formalized communication

Point 2 – Activities of internal communication specialist

- Seek input from employees through surveys, interviews, meetings
- Communicate the organization's mission through training activities
- Prepare and disseminate newsletters, manuals
- Establish formalized structures
- Determine which social media will be utilized with employees

Public Affairs and Issues Management

Point 1 – Work involved under public affairs and issues management

- Shapes public opinion regarding social and political issues
- Work with a variety of regulatory and governmental groups
- Active in community-based issues
- Engage in political activities
- Coordinate organizational public service engagement

Point 2 – Steps in issue management

- Issue identification
- Issue analysis
- Develop a corporate/non-profit policy position on an issue
- Development of specific action plans
- Implementation of action plans



11.4 Strategic Organizational Communication (3 of 10)

Marketing

Point 1 – Definition

- Strategic communication process
- Brings about an exchange between an organization and a customer, client, service user, partner or society as a whole

Point 2 – Responsibilities of marketing

- Analyze markets
- Plan
- Implementation
- Monitor programs

IMC

Integrated Marketing Communications

Point 1 – Definition

- The process of managing all sources of information about a product
- Maintains customer loyalty
- All marketing efforts utilize IMC

Point 2 – What companies can do through marketing

- Avoid duplication
- Take advantage of synergy among various communication tools
- Develop more efficient and effective marketing communication programs



11.4 Strategic Organizational Communication (4 of 10)

The Marketing Mix

Point 1 – **Tools of marketing**

- Product decision
- Pricing decision
- Place decision
- Promotion decision

Point 2 – **Types of strategy in marketing**

- Advertisement
- Social media
- Personal selling
- Sales promotion

Point 3 – Tools of sales promotion

- Contests
- Coupons
- Bonuses
- Free samples

Advertising

Point 1 – Definition

- Use of planned messages to target audiences through media selection
- To impact a purchase or behavior decision

Point 2 – Requirement of advertising campaigns

- Data
- Analytical skills
- Creative skills



www.esu.ac.ae

11.4 Strategic Organizational Communication (6 of 10)



Relationship Marketing and the Use of Marketing Databases

Point 1 – **Communication & relationship marketing**

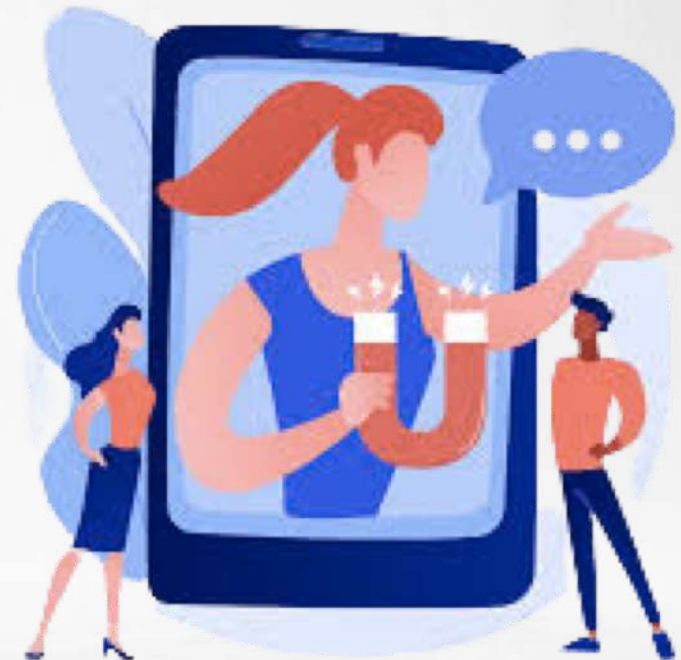
- Communication is used to build long-term relationships with customers, clients
- Exchanges of information and exchanges of value takes place

Point 2 – **Computerized database**

- Storing consumer data
- Organizing consumer data
- Retrieving consumer data

Point 3 – **Ways of gathering information**

- Telemarketing
- Use toll-free phone numbers
- Use of warranty cards
- Direct mail



11.4 Strategic Organizational Communication (7 of 10)



Media Relations

Point 1 – **How media relations works**

- Become familiar with the nature of the various media
- Work with the media on behalf of an organization
- Proactive and reactive

Point 2 – **Role of media relations specialist**

- Increases the likelihood of press coverage by handling journalists
- Provide information that is timely
- Newsworthy
- Present in a straightforward and usable format

The Media Interview

Point 1 – **Responsibility of media relations professional**

- Answer press inquiries
- Assist people in the organization to provide needed information

Point 2 – **Understanding media interviews**

- Media interviews are successful when there is a clear objective for statements with a limited number of key assertions
- Support data such as anecdotes, analogies, fact enhances understanding
- Powerful contributor to the overall reputation of the organization

11.4 Strategic Organizational Communication (8 of 10)

Risk and Crisis Communication

Point 1 – Stages of crisis

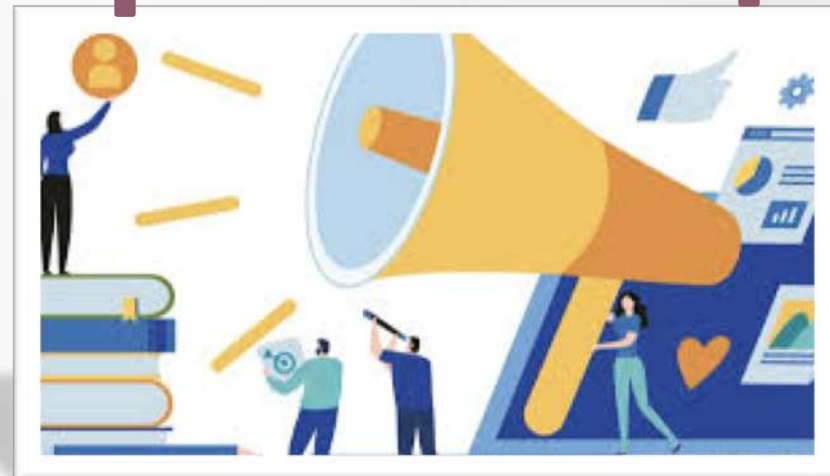
- Detection
- Prevention/preparation
- Containment
- Recovery
- Learning

Point 2 – Strategic crisis communication

- Informs publics
- Acknowledges events with both empathy and a desire to establish credibility
- Helps publics understand risks and current state of information
- Examines problems and resolution to problems

Point 3 – Communication priorities

- Directly affected
- Employees
- Indirectly affected such as neighbors, customers
- Media and other channels of external communication



11.4 Strategic Organizational Communication (9 of 10)

Technology and Strategic Organizational Communication

Point 1 – Social media

- Information created by organizations and individuals
- Tends to turn monologue into dialogue by both consuming and generating information

Point 2 – Types of social media

- Social networks
- Blogs and message boards
- Podcasts
- Online video
- RSS feeds and wikis



11.4 Strategic Organizational Communication (10 of 10)

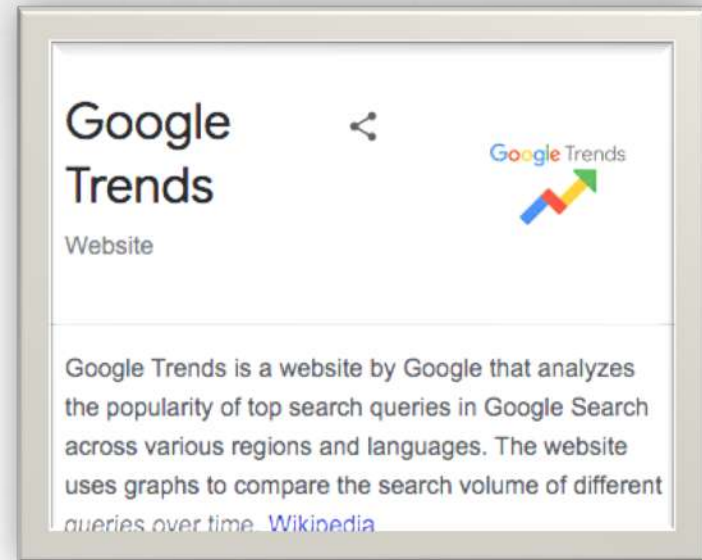
Evaluating Strategic Organizational Communication

Point 1 – Web pages

- Refer keywords
- Visit locations
- Inbound link monitoring

Point 2 – Factors evaluating communication effectiveness

- Survey research
- Focus groups
- Competitive rankings



Ethical Issues in Strategic Organizational Communication

Objective 11.5 Relate strategic communication to ethical and value issues faced by organizations



11.5 Ethical Issues in Strategic Organizational Communication

Point 1 – Issues resulting from planned communication

- The posited character or integrity of the source of the message
- The defensibility of a particular message
- The legitimacy of a pattern or campaign of messages
- The practical impact of a message or the cumulative effect of a series of messages
- The question of shared responsibility

Point 2 – Ethical organization

- Integrity of the organization
- Credibility of the organization



Recommended videos

- <https://youtu.be/02nXHqQvH6A>
- <https://youtu.be/U6DE93esEug>
- <https://youtu.be/Fjo1TPe5isw>
- <https://youtu.be/H8-rjSXqr8c>
- <https://youtu.be/0yHwUp87xcl>
- https://youtu.be/V_afcOjaeb4
- https://youtu.be/G_-lqmYJj1E
- https://youtu.be/G_-lqmYJj1E
- <https://youtu.be/5hENFA3CJUy>



TIPS FOR EFFECTIVE COMMUNICATION



1. Build skills for risk and crisis communication by monitoring risk campaigns and evaluating how specific crises are approached by leadership.
2. Participate in a media training session.
3. Select a particular risk that interests you. Develop a message strategy to influence others to pay attention to the risk.
4. Seek an evaluation of your professional writing skills. Take every opportunity to seek criticism to identify areas for improvement.