Accessibility/accessible information,	Arnaboldi, M., 29, 31
108	Assessment, reputation as, 167
arcanum, 114–115	Asset, reputation as, 167
mysterium, 116–117	Attack the accuser strategy, 58
secretum, 119–120	Audiences
Actionability/actionable information, 108	bureaucratic reputation theory, 171
arcanum, 115	perceptions about agencies, 171
mysterium, 117-118	Availability/available information,
secretum, 120	107-108
Agency	arcanum, 113-114
audiences' perceptions, 171	mysterium, 116
bureaucratic reputation theory,	secretum, 118
169-170	Avraham, E., 56
dimensions, 170–171	Awareness, reputation as, 167
uniqueness, 170	Azzone, G., 29, 31
Agency-client confidentiality, 112	
arcanum, 113–114	Barnett, M. L., 166-167
mysterium, 118	Benoit, W. L., 44, 46
secretum, 120	Berger, B. K., 38, 146, 148, 149
Agile curriculum, 101–102	Berlusconi, Silvio, 38
Amburgey, T. L., 27, 30	Bernays, Edward L., 163
Ananiadou, K., 144	Bourdieu, P., 6, 8, 15, 16
Anxiety	Bradley, L., 26–27, 33
critical incidents, 10–13	Brinkman., J., 28
expert practitioner, 11	British government, social media and,
uncertainty, 11–12	73-87
Arcanum, 108, 109, 111, 113–115	See also political communication
accessible information, 114–115	Brunton, M., 145, 146, 147
actionable information, 115	Bureaucratic reputation theory,
agency-client confidentiality,	169–171
113–114	Business administration, reputation,
available information, 113-114	165–167, 168 <i>t</i>
proportional information, 114	
See also public affairs, secrets of	Capital-added in habitus
Aristotle, 16	transformation, 15
,	, -

Carpenter, D. P., 169, 170–171 Carroll, C. E., 163	question, 150 See also skills
A Century of Spin: How Public	Conceptual content analysis,
Relations Became the	161–162
Cutting Edge of Corporate	Confidentiality, 110–111
Power (Miller and Dinan),	agency-client. See agency-client
109–110	confidentiality
Change, in public sector, 23–33	arcanum, 113–114
communication, 24, 30–31	
employees, 28–30	mysterium, 118
literature review, 25–26	secretum, 120
management, 30–31	Content of curriculum, 97, 98–99
organisational culture, 27–28	Content types, political social media
overview, 24–25	communication, 79–83
private sector change vs., 26–27	Coombs, W. T., 160, 161, 162, 163, 164
Cheney, G., 28, 33	
Citizens, political media usage by,	Cornelissen, J., 146, 149, 155 Corporate crisis communication, 161
72-73	Corporate reputation, 165–167
Claims of preparedness, 3–4	Corporate Reputation Quotient, 166
Claro, M., 144	Corporate Reputation Review, 166
Codebooks, 75–76	Corporate Social Responsibility
Communication	(CSR), 125, 127
marketing, 94	Countries' reputations, leader's image
public sector change, 24, 30–31	affecting, 39–41
social media. See social media	See also image repair strategies
Communication Studies, 91–102	Crises, 161
curriculum, 92–93	Crisis communication
agility, 101–102	
content, 97, 98-99	corporate, 161 political, 161
decentralization, 100–101	reputation and, 164–165
organizational structure, 96,	Critical incidents
97-98	
role of lecturers, 97, 99	anxiety, 10–13
transitions, key, 93–96	defined, 8
Competencies	preparedness for practice, 13–14
defining, 145–146	CSR. See Corporate Social
overview, 144–145	Responsibility (CSR)
profession and decision-making	Curriculum, 92–93
research, 146–147	agility, 101–102
PR personnel, 147–149	content, 97, 98–99
research	See also Communication Studies
data and analysis, 150–151	Dt1:t: 100 101
findings, 151–154	Decentralization, 100–101
methods, 149–151	See also Communication Studies

Index 187

Decision making alternatives, 144 defined, 144	Fung, A., 107–108, 109, 111, 114–115, 116, 118–119
skills and competencies in, 143–154	German government, social media and, 73–87
Dede, C. I., 144 Destination of Leavers in Higher Education (DLHE) survey, 3	See also political communication Gregory, A., 144–145, 146 Grunig, J. E., 162, 163, 165 Gullion, Dean Edmund, 38
Det Norske Veritas, 112 Dewhurst, S., 147 Dialogical learning, 99 Dialogue, 126–127 concept, 126 social media vs., 71–72 as symmetrical communication, 126–127 Dinan, W., 110 Discipline, concepts of, 161 Diversion, 58 Doukakis, I., 30	Habitus-field match, 6–15 Habitus-field match, preparedness for practice as, 15 Higher education (HE) confidence, 16 critical incidents in, 13–14 practicum working, 15 qualitative approach to, 14 quantification of, 2–3 research directions, 16–17 societal dimensions, 16 Horn, E., 108, 109, 118
The Edge Financial Daily, 48 The Edge Weekly, 48 Employability, 2–3 Employees, public sector change and, 28–30 European Communication Monitor (2015 survey), 149 Excellence theory, 163 External stakeholders, 126	Image, 163 as sender-oriented phenomenon, 163 "shifting the blame" strategy, 164 See also reputation "Image and substance" (Grunig), 165 Image repair strategies attack the accuser, 58 being tactful, 58
Favouritism, 118 Finnish PR professionals, 143–154 See also competencies; skills First Cast, 113, 116, 118 FitzPatrick, L., 147 Fombrun, C. J., 166 Fortune, 166 French government, social media and, 73–87	for country leaders, 57t diversion, 58 domestic audience, 46–47, 50–51 effectiveness of, 50–51 international audience, 48–50, 51 public diplomacy, 52–55 setting up new topics, 58 Image repair studies data analysis, 44–45 data collection, 43, 44t
See also political communication	discussion, 55–58

findings, 45–55	Management, public sector change
Image repair theory, 38, 161	and, 30–31
corrective action, 42	CEO, 31
denial, 42, 43	individual actions, 31
evasion of responsibility, 42	middle management, 30-31
mortification, 42	Marketing communication, 94
reducing offensiveness, 42	Martins, L. L., 167
typologies, 42	Mazur, L., 147, 148, 155
Inside secrets, 109	Media, 127–128, 171
Interactive usage, of social media,	See also social media
83–87	Meng, J., 146, 148, 149
Internal stakeholders, 126	Mickoleit, Arthur, 73
Internet, 94	Miller, D., 110
Italy, 38	Mohamed, Mahathir, 49, 51, 52, 53, 54, 58
Jeffrey, L., 145, 146, 147	Moral dimension of agency, 170
Jermier, J. M., 166-167	Moran, M., 43
	Mysterium, 108, 109, 116-118
Kang, M., 39	accessible information, 116-117
Kant, S., 27, 30	actionable information, 117-118
Kappes, C., 71	agency-client confidentiality, 118
Kent, M. L., 72	available information, 116
King, John Leslie, 71	proportional information, 116
KOMM, 110–112	See also public affairs, secrets of
Krause, G. A., 170	see also paone alians, seerets er
Krone, J., 71	National Student Survey (NSS), 3
Kumar, S., 27, 30	Nepotism, 118
14thai, 5., 27, 50	Nissen-Lie Consult, 110
Lafferty, B. A., 166-167	Norway, 110–112
Leader's image/reputation, 37–58	Novy, L., 71
- ' -	Novy, L., /1
countries' reputations and, 39–41	1Malassia Dasslaussat Barka d
political scandals, 41–42	1Malaysia Development Berhad
See also image repair strategies;	(1MDB), 37–58
personal reputation/image	Organisational culture, public sector
Lecturers, role of, 97, 99	change and, 27–28
See also Communication Studies	Organizational approach to
LinkedIn, 8, 9	reputation, 171–172
	Organizational structure, 96, 97–98
Malaysia	See also Communication Studies
as failed state, 38	Organization for Economic
political scandal and image repair,	Cooperation and
37-58	Development 73

Index 189

The Oxford Handbook of Corporate	Preparedness, claims of, 3–4
Reputation, 167	Preparedness for practice, 1–17
	as capital-added in habitus
Page, D. J., 28, 33	transformation, 15
Palermo, T., 29, 31	components of, $9t$
Pang, A., 44	critical incidents, 10-14
Park, D. J., 38	graduates identifying with, 9–10
Parker, R., 26-27, 33	as habitus-field match, 15
Pedagogies of ambiguity, 7–8	longer term effects, 16
Performative dimension of agency,	overview, 2
170	pedagogies of ambiguity, $7-8$
Personal attributes, 149–154	as preparedness for uncertainty,
See also competencies; skills	14-15
Personal reputation/image, 37–58	research directions, 16–17
countries' reputations and, 39-41	researching, 8–9
overview, 38–39	societal dimensions, 16
political scandals, 41–42	uncertainty, 4–7, 14–15
See also image repair strategies	Private sector vs. public sector
Phronimos, 16	change, 26–27
Pierre, J., 171	Procedural dimension of agency, 170
Plato, 126	Proctor, T., 30
Political asset, 171	Proportionality/proportional
Political communication	information, 108, 118–119
concept, 70–71	arcanum, 114 mysterium, 116
social media and, 71, 73-74	secretum, 118–119
codebooks, 75–76	Public administration, reputation,
content types, 79–83	167–172
importance of, 78–79	bureaucratic reputation theory,
interactive usage, 83–87	169–171
limitations, 77	organizational approach to,
methodological overview,	171–172
74-76	Public affairs, secrets of, 105–120
questions and hypotheses,	arcanum, 108, 109, 111, 113–115
76-77	conceptual analytical model,
transition, 71	109-120
Political crisis communication, 161	mysterium, 108, 109, 116-118
Political media usage by citizens,	Norway, case of, 110–112
72-73	overview, 106
Political scandals, 41–42	secretum, 108, 109, 110, 118-120
Political science, 168-169	society, 106-107
Political secrecy. See public affairs,	Public diplomacy, 38–39
secrets of	foreign stakeholders/governments
Practicum working, 15	38

image repair, 52–55	transparency vs., 107-108
as multidimensional function, 38	Secretum, 108, 109, 110, 118-120
Public relations, reputation, 163–165,	accessible information, 119-120
165 <i>t</i>	actionable information, 120
Public relations (PR) professionals,	agency-client confidentiality, 120
144	available information, 118
Public sector	proportional information,
being fragile, 24	118-119
change in, 23–33	See also public affairs, secrets of
citizen engagement, 24	Semi-structured interview approach,
reputation and, 171–172	8
reputation and, 171–172	Setting up new topics, 58
Qualitative research, of higher	Sha, B. L., 148
education performance, 2	Shulman, L., 4, 7
-	Signature pedagogies, 7–8
Quantification of higher education,	Situational crises communication
2–3	theory, 161
D 1 N "1 27 50	Skills
Razak, Najib, 37–58	defining, 145-146
See also image repair strategies	overview, 144–145
Rep Track framework, 166	profession and decision-making
Reputation	research, 146–147
business administration, 165–167,	PR personnel, 147–149
168 <i>t</i>	research
literature review, 161	data and analysis, 150–151
overview, 160–161	findings, 151–154
personal, 37–58	methods, 149–151
political asset, 171	question, 150
public administration, 167–172	See also competencies
public relations, 163–165, 165t	Small to Medium-Sized Enterprises
research design and method,	(SME), 17
161-163	Social media, 94
Reputation Institute, 166	citizens use of, 72–73
Rindova, V. P., 167	organizational communication,
Rondeaux, G., 28, 29, 33	128
	overview, 124–125
Sanford, Mark, 43	PESO model, 128
Sarawak Report, 48, 52	political actors and governments.
Scandals. See political scandals	See political
Schillemans, T., 171	communication
Secrets/secrecy	stakeholder dialogue. See
inside, 109	stakeholder dialogue, social
public affairs. See public affairs,	media and
secrets of	strategy, functions of, 133–134
5001015 01	50141057, 14110110110 01, 133 13T

Index 191

Society, public affairs in, 106–107 Soft diplomacy, 38 See also public diplomacy Stakeholder dialogue, social media and	gradual to constant change on multiple levels, 95–96 sending and broadcasting to listening and conversation, 94
data collection, 130-131	skilled craftsmen to reflective
engaging stakeholders, 132–133	practitioners, 95
limitations and suggestions,	Transparency
137–138	accessibility, 108
management implications,	actionability, 108
138–139	availability, 107–108
methods, reaserch, 128-131	principles for, 107-108
reflection on results, 134-135	proportionality, 108
respondents, 129-130	vs. secrecy, 107-108
results, 131-132	Trialogical learning, 99
strategy for social media, 133-134	Trust, 124, 135, 139
trust, 124, 135, 139	Two-way communication, 124, 127,
Stakeholders	136, 137
engaging, 132-133	vs. dialogue, 72
external, 126	
internal, 126	Uncertainty
reputation and, 166	anxiety, 11–12
social media and, 124-125,	critical incidents, 11
128-139	preparedness for practice, $4-7$,
Stakeholder theory, 126	14–15
Tax fraud, 38	Van Riel, C. B. M., 166
Taylor, M., 72	Van Ruler, B., 93
Teaching Excellence Framework	
(TEF), 2	Wall Street Journal (WSJ), 52
Technical dimension of agency, 170	Wankhade, P., 28
Theories of practice, $5-7$	Web 2.0, 127–128
Transitions, in Communication	White, J., 147, 148, 155
Studies, 93–96	
communication department to	Yang, S., 39
communicative	
organization, 93–94	Zorn, T. E., 28, 33