CRISIS COMMUNICATION

VOLUME I
Origins of Crisis Communication

Edited by
W. Timothy Coombs
Contents

Appendix of Sources xiii
Editor's Introduction: Crisis Communication – A Field Emerges xxv
   W. Timothy Coombs

Volume I: Origins of Crisis Communication xlv

Introduction: Origins of Crisis Communication
   W. Timothy Coombs

A. Rhetorical Origins of Crisis Communication

Overview to Crisis Communication

1. Crisis Communication: A Developing Field 3
   W. Timothy Coombs
2. Crisis Communication 19
   William Crandall, John Parnell and John Spillan
3. Crisis Communication 41
   W. Timothy Coombs

Corporation Apologia

4. CBS vs Mobil Oil: Charges of Creative Bookkeeping in 1979 47
   George N. Dionisopoulos and Steven L. Vibbert
5. Apologies and Public Relations Crises at Chrysler, Toshiba, and Volvo 57
   Keith Michael Hearit
6. Corporate Apologia: When an Organization Speaks in Defense of Itself 71
   Keith Michael Hearit
7. Corporate Publics and Rhetorical Strategies: The Case of Union Carbide's Bhopal Crisis 89
   Richard Ice
8. Treachery by Any Other Name: A Case Study of the Toshiba Public Relations Crisis 105
   Jeffrey D. Hobbs

Image Restoration

9. Image Restoration Theory 125
   William L. Benoit
Contents

10. A Theory of Image Restoration
   William L. Benoit
   129

11. A Critical Analysis of USAir's Image Repair Discourse
   William L. Benoit and Anne Czerwinski
   161

Impression Management

12. Legitimation Endeavors: Impression Management Strategies Used
    by an Organization in Crisis
   Myria Watkins Allen and Rachel H. Caillouet
   177

13. Managing Organizational Legitimacy: Communication Strategies
    for Organizations in Crisis
   Joseph Eric Massey
   201

Focusing Event

14. ValuJet Flight 592: Crisis Communication Theory Blended
    and Extended
   Donald A. Fishman
   229

B. Wider View of Strategy

15. Communicating through Crisis: A Strategy for Organizational
    Survival
   David L. Sturges
   267

16. Crisis Communication Strategies in the Media Coverage of
    Chemical Accidents
   Sherry J. Holladay
   281

17. Crisis Situations, Communication Strategies, and Media Coverage:
    A Multicase Study Revisiting the Communicative Response Model
   Yi-Hui Huang
   291

18. Communications Strategies in Crisis
   Patrick Lagadec
   317

19. Communicating in a Crisis – Choosing the Right Vehicle
   Valerie Noel
   327

20. Communicating with Stakeholders during a Crisis: Evaluating
    Message Strategies
   Keri K. Stephens, Patty Callish Malone and Christine M. Bailey
   337

C. Marketing Ties to Crisis Communication

21. Consumer Reaction to Negative Publicity: Effects of Corporate
    Reputation, Response, and Responsibility for a Crisis Event
   Dwane Hal Dean
   367

22. Further Information on Consumer Perceptions of Product Recalls
   John C. Mowen
   387

23. Corporate Social Responsibility and Consumers’ Attributions and
    Brand Evaluations in a Product–Harm Crisis
   Jill Klein and Niraj Dawar
   397