## Contents

### Volume II: Theory Development in Crisis Communication

**Introduction: Theory Development in Crisis Communication**

*W. Timothy Coombs*  
ix

#### A. Contingency Theory

   *Yan Jin*  
   3

25. **Emotions Matter in Crisis: The Role of Anger and Sadness in the Publics’ Response to Crisis News Framing and Corporate Crisis Response**  
   *Hyo J. Kim and Glen T. Cameron*  
   37

26. **The Effects of Threat Type and Duration on Public Relations Practitioner’s Cognitive, Affective, and Conative Responses in Crisis Situations**  
   *Yan Jin and Glen T. Cameron*  
   69

27. **Integrated Crisis Mapping: Toward a Publics-Based, Emotion-Driven Conceptualization in Crisis Communication**  
   *Yan Jin, Augustine Pang and Glen T. Cameron*  
   95

#### B. Situational Crisis Communication Theory

28. **Choosing the Right Words: The Development of Guidelines for the Selection of the “Appropriate” Crisis-Response Strategies**  
   *W. Timothy Coombs*  
   109

29. **Restoring Reputations in Times of Crisis: An Experimental Study of the Situational Crisis Communication Theory and the Moderating Effects of Locus of Control**  
   *An-Sofie Claeyts, Verolien Cauberghe and Patrick Vyncke*  
   133

30. **Helping Crisis Managers Protect Reputational Assets: Initial Tests of the Situational Crisis Communication Theory**  
   *W. Timothy Coombs and Sherry J. Holladay*  
   145

31. **The Negative Communication Dynamic: Exploring the Impact of Stakeholder Affect on Behavioral Intentions**  
   *W. Timothy Coombs and Sherry J. Holladay*  
   161

32. **An Empirical Analysis of Image Restoration: Texaco’s Racism Crisis**  
   *Timothy Coombs and Lainen Schmidt*  
   175
33. Stakeholder Attributions in Crises: The Effects of Covariation Information and Attributional Inferences on Organizational Reputation
   Andreas Schwarz
   191

34. Message Strategies and Forgiveness during Crises: Effects of Causal Attributions and Apology Appeal Types on Forgiveness
   Bit Beach Moon and Yunna Rhee
   219

35. Situational Crisis Communication Theory (SCCT)
   W. Timothy Coombs
   237

C. Rhetorical Arena

36. Apologizing in a Globalizing World: Crisis Communication and Apologetic Ethics
   Finn Frandsen and Winni Johansen
   243

D. Discourse of Renewal

37. Effective Crisis Management through Established Stakeholder Relationships: Malden Mills as a Case Study
   Robert R. Ulmer
   263

38. Expanding the Parameters of Crisis Communication: From Chaos to Renewal
   Matthew W. Seeger, Timothy L. Sellnow and Robert R. Ulmer
   281

E. Complexity

39. Symmetry, Contingency, Complexity: Accommodating Uncertainty in Public Relations Theory
   Priscilla Murphy
   299

F. Practitioner Focus

40. How Do the News Media Frame Crises? A Content Analysis of Crisis News Coverage
   Seon-Kyoung An and Karla K. Gower
   317

41. Stormy Weather: Testing “Stealing Thunder” as a Crisis Communication Strategy to Improve Communication Flow between Organizations and Journalists
   Laura M. Arpan and Donnalyn Pompper
   329

42. Crisis Response and Crisis Timing Strategies, Two Sides of the Same Coin
   An-Sofie Claeyts and Verolien Cauberge
   349

43. Crisis Planning and Preparedness in the United States Tourism Industry
   Lori Pennington-Gray, Brijesh Thapa, Kyriaki Kaplanidou, Ignatius Cahyanto and Elaine McLaughlin
   359
44. The Role of Human Resource Development Competencies in Facilitating Effective Crisis Communication
   Anne H. Reilly

45. Public Relations and Crisis Communication: Organizing and Chaos
   Matthew W. Seeger, Timothy L. Sellnow and Robert R. Ulmer