



Communication Institute of Greece

International Conference on
Communication and Management
(ICCM2015)
Abstract Book

30 March-1 April 2015

Edited by Dr Margarita Kefalaki

ICCM2015

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Preface

This abstract book includes all the abstracts of the papers presented at the International Conference on Communication and Management, 30 March-1 April 2015, organized by the Communication Institute of Greece. In total there are 28 papers and 46 presenters, coming from 22 different countries (**Canada, Denmark, Sultanate of Oman, Egypt, Austria, France, Germany, Greece, Malaysia, Jordan, Turkey, United Kingdom, USA, Czech Republic, India, Malaysia, Lebanon, United Arab Emirates, United Republic of Tanzania, Finland, Cameroon, and Ethiopia**). The conference is organized into 11 sessions that include areas such as Crisis Management & Communication, Management in a Professional Environment, Online/New Media – Branding, 'Communication in a Global Crisis environment, Managing communication, Management, Tourism @ sustainable development, Communication Themes, Interculturality in Communication e.t.c. As it is the publication policy of the Institute, all the papers presented in this conference will be considered for publication in one of the institutes Book.

The Institute is a non-profit organisation, established to promote research, education and to facilitate communication among academics around the world. It was established in 2013 as an independent association of academics and researchers who consider that education and intercultural communication can ameliorate our lives: educating ourselves is what we need to develop in a fruitful environment.

Academics can contribute significantly to the quality of “education”. Educate, communicate, exchange, meet new cultures, create, collaborate (...) we can all have a part in this! The quality of education can promote, among other, intercultural communication and the academic community is the leader of education’s content and quality. Academics, researchers, PhD students or people interested to create links with the academic community around the world, can become members of the Institute.

The International Conference on Communication and Management, organised in Athens, Greece, 30 March-1 April 2015, is an opportunity for Academics and Researchers from all over the world to meet, exchange ideas on their research, discuss the future developments in their disciplines and contribute to education’s future. There are other conferences that will continue to be organized on the same base of purposes. Such interdisciplinary conferences serve the mission statement of the Institute.

I would like to thank all the participants, the members of the conference organizing and academic committee and most importantly the administration staff of the Communication Institute of Greece for putting this conference together.

Margarita K. Kefalaki
President
Communication Institute of Greece

Conference Program



International Conference on Communication and Management

(ICCM2015),
30 March-1 April 2015, Athens- Greece

Conference Venue: Metropolitan Hotel, Leoforos Syngrou 385, 175-64, Athens, Greece

Provisional Conference Program

(The conference program will continue to be updated until the end of the conference).

Organised by the

Communication Institute of Greece



Sponsored by:



ORGANIZING AND SCIENTIFIC COMMITTEE

1. Dr Margarita Kefalaki, President, COMING & Instructor, Hellenic Open University, Greece
2. Dr David H. Hartmann, Ac. Member, COMING & Conference Chair, Professor, Department of Operations and Supply Chain Management, University of Central Oklahoma, USA
3. Dr Cleopatra Veloutsou, Ac. Member, COMING & Senior Lecturer in Marketing, University of Glasgow, U.K.
4. Dr George N. Nehme, Ac. Member, COMING, Dean of the Faculty of Business Administration Université Antonine UPA, Lebanon
5. Dr Arif Yildirim, Ac. Member, COMING & Assistant Professor, Head of the Departments of Communication Informatics and Journalism, Gaziantep University, Turkey
6. Dr. Rong Zhang, Ac. Member, COMING & Associate Professor, Nishinippon Institute of Technology, Japan
7. Dr Karen Freberg, Ac. Member, COMING & Assistant Professor in Strategic Communications, University of Louisville, USA
8. Dr Nadeem Akhtar, Ac. Member, COMING & Assistant Professor, Head of the department, Department of Journalism and Mass Communication, Kohat University of Science and Technology, Pakistan
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12. Dr Philemon Bandimaroudis, Ac. Member, COMING & Associate Professor, Department of Cultural Technology and Communication, School of social sciences, University of the Aegean, Greece
13. Dr Alexandros Baltzis, Ac. Member, COMING & Associate Professor, School of Journalism and Mass Communication, Aristotle University of Thessaloniki, Greece
14. Dr George Tsourvakas, Ac. Member, COMING & Assistant Professor, School of Journalism and Mass Communication, Aristotle University of Thessaloniki, Greece
15. Dr Clio D. Kenterelidou, Ac. Member, COMING & Tenured Senior Teaching Fellow and Instructor, School of Journalism and Mass Communication, Aristotle University of Thessaloniki, Greece
16. Dr André Boyer, Ac. Member, COMING & Professor, Institut d'Administration des Entreprises, Université de Nice, France
17. Dr Yasser Mahfooz, Ac. Member, COMING & Assistant Professor, College of Business Administration, King Saud University, Riyadh, Saudi Arabia

Administration

Ms Evi Naki, Ms Eleni-Maria Siriou, Ms Dimitra Chaidouti, Mr Antonios Robert Perivoliotis, Ms Triantafyllia Chatzinakou

CONFERENCE PROGRAM

Monday 30 March 2015

08:00 – 08:30 Registration

08:30 – 08:50 Welcome and Opening Remarks

- Dr Margarita Kefalaki, President, COMING
- Dr Cleopatra Veloutsou, Ac. Member, COMING & Senior Lecturer in Marketing, University of Glasgow, U.K.

08:50-10:00 Session I : Crisis Management & Communication

Chair: Cleopatra Veloutsou, Ac. Member, COMING, Senior Lecturer in Marketing, University of Glasgow, U.K.

1. Freberg Karen, Assistant Professor, Department of Communication, University of Louisville, USA & Saling Kristin, Systems Analyst for United States Army, USA & Freberg Laura, Professor, Department of Psychology, California Polytechnic State University, USA. Introducing the Situational Q-sort to Crisis Practice and Research: Exploring Best Practices and Implications
2. Gagne Anne-Marie, Professor, TELUQ University Department of Communications, Montreal, Canada & Kwok Choon Mary Jane, TELUQ University Department of Communications, Montreal, Canada. Communication in Times of Crisis: Hazardous Tool or Effective Strategy?
3. Farantos Georgios I., PhD Student, Department of Political Science and International Relations, University of Peloponnese, Greece & Koutsoukis Nikitas Spiros, Assistant Professor, Department of Political Science and International Relations, University of Peloponnese, Greece. Integrated Crisis Management: A literature review
4. Athanasios Podaras*, Assistant Professor, Department of Informatics, Faculty of Economics, Technical University of Liberec, Czech Republic, A 3-Factor Model Relating Communication to Risk Mitigation of Extended Information System Failover

10:00-11:30 Session II : Management in a Professional Environment

Chair: Athanasios Podaras*, Assistant Professor, Department of Informatics, Faculty of Economics, Technical University of Liberec, Czech Republic & Zahra Ouali del Rio, Master Student, Communication and Future Marketing, Global Business School Barcelona, Spain

1. Karl-Heinz Pogner, Professor, Department of Intercultural Communication and management; Copenhagen Business School, Denmark. Sense-making and ongoing change at KMD
2. Ashlock Mary Z.*, Assistant Professor, Department of Communication, Strickler Hall, University of Louisville, USA & Lipman Bridgette, Assistant Professor, Department of Communication, University of Louisville, USA. Engineering and Implementing an Executive Level Communication Plan within a Global Professional Environment: A Case Study Analysis
3. Papatya Taspinar*, PhD student, Department of Management and Organization, Yaşar University, Izmir, Turkey & Hande Arbak, PhD student, Department of Management and Organization, Yaşar University, Izmir, Turkey. Communication Based Change Implementation Framework: A New Perspective
4. Hughey Samantha*, Graduate Student, Department of Communication, University of Louisville, Louisville, USA. Social Media, Futbol, and Crisis: An exploratory case study examining the FIFA World Cup addressing player concussions

...

15 minutes coffee break

11:45-13:45 Session III : Online/New Media - Branding

Chair: Ashlock Mary Z.*, Assistant Professor, Department of Communication, Strickler Hall, University of Louisville, USA & Hughey Samantha*, Graduate Student, Department of Communication, University of Louisville, Louisville, USA

1. Elif Yildiz, Associate Professor, Ege University Faculty of Communication Public Relations and Publicity Department, Turkey. Analyzing the Relationship between Communication Skills and Social Media Habits: Example of Students in Ege University Faculty of Communication, Department of Public Relations and Publicity (presentation on Monday).
2. Akmar Hayati Ahmad Ghazali, Associate Professor, Faculty of Modern Languages and Communication, Department of Communication, Malaysia & Siti Zobidah Omar, Associate Professor, Laboratory of Cyber Generation, Institute for Social Science Studies, Universiti Putra Malaysia, Malaysia. Mobile News: What are the Information Needs by the Youth?
3. Karayanni Despina, Assistant Professor, Department of Business Administration, University of Patras, Greece & Kapogiannopoulos Christos, Phd Candidate, Department of Business Administration, University of Patras, Greece & Katris Christos, Phd Candidate, Department of Electrical & Computer Engineering, University of Patras, Greece. How the kind of Wallpost Content Influences the Engagement of Fans: The case of Automobile and Motorcycle Brand Pages
4. Ioannis Angelou, PhD candidate, School of Journalism and Mass Communications, Aristotle University, Thessaloniki, Greece & Vasileios Katsaras, PMA student, Department for Knowledge and Communication Management, Danube University Krems, Austria & Nikolaos Tsigilis, Lecturer, School of Journalism and Mass Communications, Aristotle University, Thessaloniki, Greece & Andreas Veglis*, Professor, Media Informatics Lab, School of Journalism and Mass Communications, Aristotle University, Thessaloniki, Greece. Investigating Social Networking influence on Media Website Traffic
5. Chrysi Rapanta, Zayed University, Dubai Lebanese American University, Beirut, Dubai, United Arab Emirates & Dany Badran, School of Arts and Sciences, Department of English, Lebanese American University, Lebanon. Same but different: Perceptions of interpersonal arguing in two Arabic populations (UAE & Lebanon) (Monday or Tuesday morning)
6. Nkwimba Mpuya Adeline*, PhD candidate, St. Augustine University of Tanzania, United Republic of Tanzania. The Impact of Social Media on Interpersonal Communication: A study on St. Augustine University of Tanzania students
7. Goker, Anil Z, Research Assistant, Atilim University, Management Faculty, Department of Management, Turkey & Elif Esiyok Sonmez *, Research Assistant, Atilim University, Department of Management, Turkey. Brand placement in movies: A case study of a Turkish and a foreign movie

13:45 - 14:45 Lunch

14:45-17:00 Session IV : A Round Table Discussion on "Communication in a Global Crisis environment"

(Each participant will have 10' 'to impress the world!')

Chair: Dr. Margarita Kefalaki, President, Communication Institute of Greece & Chyna Teresa Triple*, Instructor, Rochester Institute of Technology, Rochester, New York, USA.

-
1. Dr. Flynn Jan, As. Professor, Management, Georgia College and State University, Milledgeville GA, USA
Understanding Crisis Communication: What is it and why is it different?
 2. Dr Schnee Christian Senior Lecturer in Public Relations, Business School, University of Worcester, UK
Political leadership and reputation management in times of crisis

3. Dr. Freberg Karen, Assistant Professor, Department of Communication, University of Louisville, USA
Challenges, opportunities, and future developments in social media crisis communications research and practice
4. Dr. Gagne Anne-Marie, Professor, TELUQ University Department of Communications, Montreal, Canada
Effective Employee Communication in Times of Crisis
5. Dr Omoregie Charles Osifo*, Assistant Professor, Department of Public Management, University of Vaasa, Finland
How diversity in public administration could give solutions to crisis situations
6. Dr Karl-Heinz Pogner, Associate Professor, Copenhagen Business School, Dpt. of Intercultural Communication and Management, Denmark
7. Lego's Shellgate: Ptolemaeus, Copernicus or Castells? From a company-centered stakeholder approach to a network perspective
8. Dr Archer, Susan K., Instructor, College of Arts & Sciences, Embry-Riddle Aeronautical University, USA. Aviation Communication: How Research Can Help Avert Crises in the Air
9. Dr Ashlock Mary Z., Assistant Professor, Department of Communication, University of Louisville, Louisville, Kentucky, USA
Domestic and International Crisis/Reputation Implications for U.S. Professional and College Athletes
10. Papatya Taspinar, PhD candidate, Department of Management and Organization, Yaşar University, Izmir, Turkey.
How change management can help companies in Global Crisis environment?
11. -Nkwimba Mpuya Adeline, PhD candidate, St. Augustine University of Tanzania, United Republic of Tanzania
Communicating in a Global Crisis Environment: A Comparative Content Analysis of Media Sensitization about Ebola Epidemic in Tanzania

20:15 – 22:15 Greek Night and Dinner (details during registration) (transfer 19.00- 19.15 from conference hotel)

Tuesday 31 March 2015

08:10-09:30 Session V: Managing communication!

Chair: Andreas Veglis*, Professor, Media Informatics Lab, School of Journalism and Mass Communications, Aristotle University, Thessaloniki, Greece & Elif Esiyok Sonmez *, Research Assistant, Atilim University, Department of Management, Turkey

1. Schnee Christian, Senior Lecturer in Public Relations, Business School, University of Worcester, UK. Managing Reputation: A Comparative Study of Personality PR in Municipal Politics (not Tuesday between 13- 15)
2. Sdrolias Labros, Professor, Technological Educational Institute (TEI) of Thessaly, Greece & Ladislav ROLINEK, Professor, University of South Bohemia, Czech Republic & Dagmar Skodova-Parmova, Associate Professor, University of South Bohemia, Budejovice-Czech Republic & Eva Cudlinova, Professor, University of South Bohemia, Budejovice-Czech Republic & Vasiliki Kazantzi, Associate Professor, TEI of Thessaly, Greece & Georgios Aspridis, Associate Professor, TEI of Thessaly, Greece. Experience vs. Enthusiasm: The role of Tacit Understanding of Management Knowledge in Determining the Nature of Knowledge Transfer Companies
3. Chrysi Rapanta, Zayed University, Dubai Lebanese American University, Beirut, Dubai, United Arab Emirates & Dany Badran, School of Arts and Sciences, Department of English, Lebanese American University, Lebanon. Same but different: Perceptions of interpersonal arguing in two Arabic populations (UAE & Lebanon) (Monday or Tuesday morning)
4. Chyna Teresa Tribble*, Instructor, Rochester Institute of Technology, Rochester, New York, USA. Athletes as PR Spokespeople: the NFL's "A Crucial Catch" PR Campaign Analyzed
5. Firas Jamil Alotoum*, Professor in Marketing - Business Administration & Chief of Marketing department, Isra University, Amman- Jordan & Faten Henna Kerzan, Accounting department, Isra University. The impact of intellectual capital on the continuity of business organizations and achieving a competitive advantage in the light of the knowledge economy

20 minutes coffee break

09:50-10:40 Session VI : Management , Tourism @ sustainable development

Chair: Arvind Kumar Bhatt*, Assistant Professor & Consultant, School of Business & Management, Addis Ababa Science & Technology University, Ethiopia & Papatya Taspinar, PhD candidate, Department of Management and Organization, Yaşar University, Izmir, Turkey

1. S.K. Mastan Vali*, Associate Professor, Ibri College of Technology, Ibri, Sultanate of Oman & Veena Tewari*, Program Manager & Faculty of Business Management, Majan College, Ruwi, Muscat, Sultanate of Oman. Social Media Driver for Tourism Marketing Study of GCC States
2. Aziz M. Abu Naba'a, Professor, Amman Arab University, Amman. Arabian Management Theory for Sustainable Development
3. Douvas Loukas, Associate professor, Technological Educational Institute of Athens & Mavropoulou Evgenia -Despoina, Graduate of Technological Educational Institute of Athens. Performances of 4* and 5* Hotels in Athens before economic crises in Greece

10:40 -11:40 Session VII : Communication Themes

Chair: Omoregie Charles Osifo*, Assistant Professor, Department of Public Management, University of Vaasa, Finland & Nkwimba Mpuya Adeline, PhD candidate, St. Augustine University of Tanzania, United Republic of Tanzania

1. Archer Susan Kelly, Instructor College of Arts & Sciences, Embry-Riddle Aeronautical University, USA. Gender, Communication, and Aviation Accidents/Incidents
2. Flynn Jan, As. Professor, Management, Georgia College and State University, Milledgeville GA, USA & Juan Ling*, As. Professor, Management, Georgia College and State University, Milledgeville GA, USA. The Impact of Perceptual Congruence in Listening Styles between Supervisors and Subordinates
3. Pinar Umul Ünsal, Research Assistant, PhD candidate, Izmir University of Economics, Turkey, Daily Life Simulations in Post-Industrial Society: An Evaluation of "The Sims FreePlay"

30 minutes coffee break

12:10-13:00 Session VIII : Interculturality in Communication

Chair: S.K. Mastan Vali*, Associate Professor, Ibri College of Technology, Ibri, Sultanate of Oman & Veena Tewari*, Program Manager & Faculty of Business Management, Majan College (University College), Ruwi, Muscat, Sultanate of Oman.

1. Karras Ioannis, Lecturer, New York College of Athens (University of Greenwich Programme), Greece. An Exploration of Greek Business Executives' Intercultural Communication Competence
2. Omoregie Charles Osifo*, Assistant Professor, Department of Public Management, University of Vaasa, Finland. A Four Ethical Approach and Corporate Social Responsibility : Re-evaluating the Sustainability Roles of Multinational Oil Corporations in Nigeria's Niger Delta
3. Delavaud-Roux Marie-Hélène, Professor, Ancient History, University of West Brittany, France. Ancient Greek Culture as Intercultural Communication in Nowadays' Dance (presented by E.N.)

13:00 - 14:00 Lunch

14:00 - 18:30 Educational walk in Athens, including the Acropolis (details during registration) (transfer 14.00- 14.15 from the conference hotel)

18:30 - 19:30 Social Dinner (details during registration) (transfer 20.15-20.30 or/and 21.15-21.30 to the conference hotel)

Wednesday 1 April 2015

07:30 - 20:30 (approximate time) Cruise to Aegean Islands (details during registration) (transfer from and to the conference hotel)

1

Communication in Times of Crisis: Hazardous Tool or Effective Strategy?

Gagne Anne-Marie

Professor, TELUQ University Department of Communications, Montreal, Canada

& Kwok Choon Mary Jane

TELUQ University Department of Communications, Montreal, Canada

This conference reveals the results of a qualitative study of corporate senior managers' perceptions of crisis communication. A company uses various means and techniques to prepare for a potential crisis. The example most often mentioned is the crisis management plan. According to Libaert (2009, p. 3), crisis management is 80% communication. We might therefore be inclined to believe that communication for an organization facing a crisis is a clearly defined concept whose practices are well established. But is this really the case?

Although crisis communication is now recognized as a corporate communications branch (Bland, 1998; Heiderich, 2010; Libaert, 2005; Ogrizek, 2000), it has been shown that many companies adopt crisis management strategies that end up tarnishing their image and their credibility, and can have a highly negative impact on the parties involved. Total silence, evasion, systematic denial and looking for scapegoats are generally considered poor communication strategies. If these strategies only exacerbate the effects of a crisis, why are they still being used? In order to answer this question, we conducted a qualitative study whose aim was to analyze how corporate managers perceive the role that communication plays, or should play, during a crisis. Thirty semi-structured interviews of presidents and vice-presidents of large companies that had experienced crises in the past five years were conducted in order to determine the importance that senior managers place on communication in times of crisis. An analysis of the verbatim transcripts led us to identify five major themes that explain why some strategies are used instead of others. They are as follows: difficulty implementing the communication strategies outlined in the crisis management plan (where such a plan exists), issues related to social media and the speed at which information spreads, issues involving relations with the "traditional" media, and the need to control and centralize information. Analyzing these themes led to the conclusion that senior managers are ambivalent about how they view the role of crisis communication: when the crisis occurs, communication is seen as both a management tool and a weapon that can backfire against the company if used improperly.

2

A 3-Factor Model Relating Communication to Risk Mitigation of Extended Information System Failover

Athanasios Podaras

Assistant Professor, Department of Informatics, Faculty of Economics, Technical University of Liberec, Czech Republic

This paper aims to analyze the relation between timely and effective communication and risk mitigation of late recovery after an unexpected information system outage in enterprises. An unforeseen information system failure in modern enterprise units, may result to significant operational and financial damage. In such a critical incident, effective communication between the team leaders and the recovery team involved, can minimize or even eliminate this negative impact. An extended information system outage can be perceived as a time deviation from the Maximum Accepted Outage (MAO) timeframe, proposed by the business continuity management, according to the value of which dependent business functions may be interrupted without any serious effects to the company. The paper examines the effect of 3 basic factors on the efficient communication between team members. The factors are: timely information distribution, staff availability and network availability. Through the current paper, the author proposes a risk analysis model, based on the Composite Risk Index theory of Risk Management, which can significantly diminish the possibility of an extended information system outage, as well as calculate the extended time required to recover a system when the aforementioned factors emerge in their worst form. The precise calculation of recovery time can be achieved via the execution of business continuity tests which include scenarios, according to which an unexpected system outage coexists with delayed information distribution as well as low staff and network availability.

3

Gender, Communication, and Aviation Accidents/Incidents

Archer Susan Kelly

Instructor, College of Arts & Sciences,

Embry-Riddle Aeronautical University, USA

As the world developed into a fast-paced global economy, the aviation industry followed suit to provide efficient and safe transportation for passengers and goods. From the first aviation fatality, investigators have studied every aspect of accidents and incidents to develop an understanding of *what went wrong* so that aircrew members can be trained not to make the same mistakes. Aircraft developed into more sophisticated machines and aircrews grew in members, leading to the need for examination of how these crews interact and communicate to ensure safety of flight. Crew communication and crew resource management are readily recognized as critical to safety of flight. With the inclusion of a greater number of female pilots in a traditionally male crew environment, it is imperative to investigate how gender characteristics impact crew communication. This study was a meta-review of existing literature. There have been a number of studies that examined differences in masculine versus feminine communication characteristics in general. Additional work has been done in the field of aviation, some with respect to differences between male pilots and female pilots and some with respect to the role communication deficiencies or breakdown played in aviation incidents or accidents. However, most researchers recognized the relative dearth of current studies of the effect of gender integration with respect to the collaboration and communication necessary for effective use of increasingly more technologically advanced equipment. This study should serve as a framework for examining more current practices in how possible gender differences in communication might be related to aircraft incidents or accidents, with the overarching purpose to inform current and future training programs so that the human side of aviation keeps pace with the increasingly more advanced technological side.

4

Mobile News: What are the Information Needs by the Youth?

Akmar Hayati Ahmad Ghazali

Associate Professor,

Faculty of Modern Languages and Communication,

Department of Communication, Malaysia

& Siti Zobidah Omar

Associate Professor, Laboratory of Cyber Generation,

Institute for Social Science Studies, Universiti Putra Malaysia, Malaysia

Information can be obtained through various means and one of them is through Mobile News (M-News). Mobile News is a new concept in searching of information. It emphasis on individual's ability to obtain information using devices such as smart phones, laptops, i-pad with the Internet access without being tied to a certain physical location. Nevertheless, information overloaded in the Mobile News had caused problems and difficulties in finding and acquiring appropriate information. There are at times when users expected for some information but could not access to the desired information due to the unavailability of information. Thus, this study was undertaken to find out the purposes of using smart devices; and to identify the relationship between motivating factors in using mobile news with the youth acceptance. The study is based on the Theory of Diffusion of Innovation (TDI). Using a quantitative approach, a total of 400 respondents from four public Higher Learning Institutes were selected to be the respondents of this study. Apart from using convenience sampling, a purposive sampling was employed to select respondents using smart devices, as a medium to access information. The study was conducted among the youth because they are the highest contributor in searching information via M-News. The data was analysed using Statistical Package for Social Science (SPSS) version 21.0. Two statistics procedures were used that were descriptive statistics and inferential statistics. Descriptive statistics was used to identify percentage values, min, average and standard deviation. Whereas, inferential statistics was used to explain the relationships that contributed to the variables studied. The results of the study shows that the purpose of the youth using smart devices is to look for information and entertainment. Further, result of the Pearson's correlation test shows that there is a positive and significant relationship between motivating factors in using mobile News and the youth acceptance. In conclusion, it is hoped that the results of this study will be able to assist the Mobile News to publish contents related to knowledge. So that the Mobile News could be one of the leading learning references.

5

Introducing the Situational Q-sort to Crisis Practice and Research: Exploring Best Practices and Implications

Freberg Karen

**Assistant Professor, Department of Communication,
University of Louisville, USA**

&Saling Kristin

Systems Analyst for United States Army, USA

&Freberg Laura

**Professor, Department of Psychology,
California Polytechnic State University, USA**

Crisis communicators face many obstacles while engaging with impacted audiences during a crisis. Communicators must determine when, how, and where to disseminate effective crisis messages. Most research on crisis communication message strategies has involved experiments, content analysis of published media (traditional and social) through monitoring platforms, interviews, and questionnaires. Even with the growing changes in the crisis communications profession, there still is a lack of understanding and applying situational influences into crisis message strategies. A person's behavior in response to any crisis will result from a combination of individual and situational variables, which provides a strong rationale for having a strong measurement tool and method is crucial for effective crisis message strategies.

However, the recently developed Riverside Situational Q-sort (RSQ; Funder et al., 2012; Sherman, Nave, & Funder, 2010) provides a novel method for quantifying subjective impressions of any situation. The RSQ as a methodology provides a window of opportunity for researchers as well as an effective tool for practitioners for determining what messages are most effective for a given situation. This paper will provide an overview of the crisis communication methodologies already implemented, discussion related to preliminary results using the RSQ (Freberg, Saling, & Freberg, 2013), and best practices and implications for practitioners and researchers to note when implementing this method in their crisis message strategies.

6

Ancient Greek Culture as Intercultural Communication in Nowadays' Dance

Delavaud-Roux Marie-Hélène

Professor, Ancient History,

University of West Brittany, France

Ancient greek culture is known in most of the world. It inspired many artistic works and it is a reference shared by artists and their public, and by people in many different countries. So, we can say that ancient Greek culture promotes intercultural communication in nowadays' works. As other arts, dance follows this rule and actually many ballets are inspired by ancient Greece, offering a common reference for the public and intercultural exchanges. Using Greek mythology in the ballet is very ancient, in France since Louis XIV and productions as *Les amants magnifiques* or the *Noces de Thétis et de Pélée*, more recently in some other parts of the world.

The American dancer Isadora Duncan, fell in love with Greek mythology, used it to create the modern dance and we will study how this genius woman during her trips in United states all over Europe (including Greece), broadcasted greek culture, made a choreographic revolution, and aroused intercultural exchanges.

Then we will speak about world dance congresses organized by CID and the dance day in the world which are favoured places for exchange, and we will examine a particular example, as Mercedes Baldo's choreography about Artemis myth which is translated in connection with the history of Venezuela. Mercedes work's offers foreign public a way to discover how create an authentic myth (as Ancient Greek did it) and to experiment an original cultural transfer between Greece and Venezuela, Antiquity and Contemporary world.

At last, we come back in actual Athens to see how Dora Stratou Theatre conveys ancient Greek culture with its performances of traditional greek dances as *tsakonikos* or *serra* and with Dora Stratou's books

7

An Exploration of Greek Business Executives' Intercultural Communication Competence

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Managers' ability to build global organizations and synergies within this unique political, economic and social arena currently unfolding –a phenomenon known as globalization- is imperative, which in turn necessitates effective and appropriate intercultural communication skills. This necessity is reflected in the extensive literature on ICC. However, the literature to date primarily focuses on Western countries or groups of countries whose financial/corporate interdependence is of utmost importance, thus disregarding countries which have traditionally been monocultural or which have not played a pivotal role in the international economic scene, as is Greece. Not surprisingly then, the body of literature indicates that existing research addressing ICC within a Greek business context is inexistent. Consequently, this study is a preliminary attempt to start redressing this balance and hence, this proposed research aims to contribute to a poorly existing knowledge base by reporting on an enquiry undertaken to quantitatively determine middle managers' ICC in Greece by measuring intercultural sensitivity, which is a determining factor of ICC. Quantitative data was obtained by using the Intercultural Sensitivity Scale from a body of fifty-five Greek middle-level managers from companies in Greece. The results indicated that overall these managers have a high level of ICC; however no significant statistical correlations were found between the demographic variables explored and intercultural sensitivity. This paper concludes with some practical implications and recommendations for further research.

8

The Impact of Perceptual Congruence in Listening Styles between Supervisors and Subordinates

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For more than 60 years, business professionals and some researchers have held that effective listening is a highly desirable management skill. Although there appears to be a significant focus on listening as a key management skill, research in listening is almost non-existent in the scholarly business literature in general and in the management literature in particular. The limited research that does appear is primarily qualitative, descriptive, or prescriptive in its orientation and provides a scholarly foundation that is largely intuitive and anecdotal. The aim of this study is to investigate listening as an important management skill. Specifically, our study contributes to the literature on communication and management by exploring congruence in the perceptions of listening styles in the supervisor-subordinate relationship. Listening styles indicate people's preferences in receiving information from others. The Listening Styles Profile includes four major listening styles, which are people-, action-, content-, and time-oriented. We argue that perceptual congruence in listening styles between supervisors and subordinates influences a series of organizational outcomes. When there is a match between a supervisor's listening style and that perceived by his or her subordinate, the supervisor and the subordinate share an understanding of listening skills. Mutual understanding leads to a high level of trust in leadership, leader-member exchange, interpersonal justice and informational justice and a low level of interpersonal conflict. Data for this study were collected from a university in the southern U.S., involving supervisor-subordinate dyads among non-academic employees. 36 supervisors and 135 subordinates completed our survey. We found that congruence in the perceptions of listening styles in the supervisor-subordinate relationship negatively and significantly affected interpersonal conflict while positively and significantly affected trust in leadership, leader-member exchange, interpersonal justice and informational justice. In conclusion, perceptual congruence in listening styles between supervisors and subordinates leads to important work outcomes. We hope that future research will continue to explore important listening issues to ultimately bring greater clarity to a common but understudied organizational phenomenon.

9

Integrated Crisis Management: A literature review

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The aim of this essay is to conduct a literature review of crises and their well-rounded management, so that the knowledge about crises management is incorporated into a complete framework and the gained knowledge is used for further analysis. The methodology of this research dwells on the literature review of crises and with the aid of inductive reasoning on their classification into categories, highlighting their common features. Crises which are characterized by unexpected and urgent features, are classified according to their causes and are grouped based on the criterion of their differentiation. Crises can be mainly grouped into Socio-Political, Technological and Economic. The categories of crises display common characteristics, with their impact on life, property and income of people, rendering necessary their effective handling as a whole. Effective crisis management uses knowledge from the fields of Crisis Management, Risk Management and Natural Disasters Management. Risk Management spans the entire spectrum of risks, developing the capacity of dealing with future events that may disturb the equilibrium and implementing strategies to reduce potential exposure to a bad outcome. Crisis Management with preparation, acquisition and retrieval of a state of tranquillity uses the Plans of Crisis Management in order to deal effectively with the crisis during its various phases. Natural Disasters Management prepares the ground for the treatment both of natural and of man-made disasters in the stage of preparation and serves in the immediate response and the recovery from a disaster. The study results combine these fields in a unified whole, which is called Integrated Crisis Management and can be applied in the prevention and treatment of any kind of crisis. The literature review and the construction of the Integrated Crisis Management Model lead to useful conclusions on Integrated Crisis Management regarding the unified confrontation of crises. This study allows room for further research in the field of crises analysis with a case study based on the model presented in this paper.

10

Managing Reputation: A Comparative Study of Personality PR in Municipal Politics

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Aim

This study explores reputation management in local politics with a particular focus on the strategic and tactical processes that generate and safeguard the reputation of directly elected mayoral candidates and incumbents.

Methodology

Using grounded theory and drawing on interview data from the UK and Germany I observed patterns, identified correlations and illustrated processes in order to generate an excellence theory that serves to guide professional communications practice in local elections.

Research gap

In local politics the question as to how reputation can be managed in support of the candidate or incumbent has not attracted the focus of academic research. Leading writers on political science and political marketing tend to focus on marketing and PR in national politics at the expense of processes in municipalities (Baines, 2001; Lilleker, 2011; Ormrod, 2011; Gregory, 2011; Moss, 2011; Savigny, 2012; O'Shaughnessy et al. 2012).

11

Analyzing the Relationship between Communication Skills and Social Media Habits: Example of Students in Ege University Faculty of Communication, Department of Public Relations and Publicity

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Impact of scheme of education is of principal importance in the acquisition of the communication skills which let university students be succesfull both in their private and professional lives. Application of communication skills in the context of social media is especially important for the students of Communication Faculty in which the courses such as interpersonal communication, rhetoric, presentation skills and emotional intelligence intensively are available in the curriculum.

Whether using the social media provides a positive character in the university students' private lives is still being discussed. Herein, to what extent does students' career management is affected by the social media in their professional life after graduation is a subject worth analyzing.

When considered in the general sense, based on the system social media created, people's communication skills, socializing areas, socializing types, professional and family lives and relationships with friends are observed to be undergoing a shift.

This study aims to reveal the relationship between the communication skills of students of Ege University Faculty of Communication, Department of Public Relations and Publicity and their use of social media. 100 students who were chosen by random sampling from the Department of Public Relations and Publicity participated in the study. In the study, a questionnaire with variety of questions based on personal information and use of social media along with a Communication Skills Inventory which was developed by Kurtman Ersanlı & Seher Balcı, passing validity and reliability studies, measuring communication skills in mental, emotional and behavioral terms was used.

According to the results acquired from the research; students use internet frequently and it is revealed that the main objective for the frequent use of internet by the students is, most of the time, to reach social media accounts. When the relationships between the students's social media habits and communication skills are analyzed; those that are timid, withdrawn and cannot express their thoughts easily in daily life stated that they could express themselves more comfortably using social media. The students that actively share contents (video, photograph) on social media are observed to be less comfortable expressing themselves. It is seen that those that use social media to spend their free time, and to pull away from the stress of daily life can express their thoughts and feelings more easily on social media. At the same time, we reach the conclusion that these students possess more operative communication skills in their daily life.

12

How the kind of Wallpost Content Influences the Engagement of Fans: The case of Automobile and Motorcycle Brand Pages

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The emergence of social media has changed the way how firms interact with the customers. Facebook has been widely recognized as a popular contemporary trend in marketing and firms can use it to increase user's participation in delivering and promoting their product or service. One of the main purposes of brand pages through wall posts is to invite user interaction. Additionally, a firm can establish relationships with consumers and increase its popularity by using facebook. The aim of this study is to investigate how different types of wall posts of automobile and motorcycle brand pages (image, video, link, text) influence differently the engagement of facebook users (potential customers). The engagement is measured with two ways: the first measure is in terms of the number of likes, and the second is the number of comments and shares. We attempt to determine how the content of wall posts (image, video, link, text) motivates facebook fans to interact with automobile and motorcycle firms. The differences in engagement for different type of wallpost content are analyzed with the use of the statistical technique of One way ANOVA. In this study the data is a collection of 220 wall posts from 22 automobile and motorcycle brand pages. The main findings of this study are the followings: 1.The wallposts with image content found to increase the level of interaction of fans more than the other kinds of wallposts. 2. The wallposts with video content led to higher level of engagement than links and texts wallposts. 3. Links and texts wallposts didn't show significant differences in user engagement. From this empirical study we conclude that the content of wallpost affects the level of user engagement.

13

Engineering and Implementing an Executive Level Communication Plan within a Global Professional Environment: A Case Study Analysis Ashlock Mary Z.

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Communication across global environments within organizations requires effective internal and strategic planning from the executive level. Previous studies indicate measurement as a key factor in assessing needs and success of global communication within an organization. Survey questions were used to measure satisfaction responses from 650 local and 760 global employees within a technology division in a large manufacturing environment. Employees expressed a need to connect the team through face-to-face meetings, all employee webcast meetings, web chat forums and an updated employee-networking site. The findings formed the foundations for recommendations for the strategy, objectives and tactics within the organization.

14

Arabian Management Theory for sustainable development

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Management plays a great and important role in the advancement of nations in the whole world. Consequently, a number of theories emerged and new ones are still emerging from time to time. The search will go on and on to achieve administrative fulfillment.

The problem of the study is that we have to participate in developing management thought instead of just consuming the western theories which might not be applicable in our environment.

The aim of the study then is to develop an Arabic Management Theory from our Arabic and Islamic Heritage that can be workable in our environment.

The new theory is based on three pillars.

The first concept is service: which means that manager should respect his employees as he respects his guests in order to win their cooperation and increase their productivity.

The second concept is counseling with his employees before taking any decision ,this necessary in directing people and motivating them to work .This is also is important for the manager to make the right and wise decision.

The third pillar is justice. This concept means that the manager should consider fear of GOD before taking any decision, and be fair with all his employees, otherwise he may punished and go to hill.

15

Social Media Driver for Tourism Marketing Study of GCC States

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The Madison County CVB Executive director Mary Beth Wilkerson said, "These social media channels allow us to share destination content and communicate while building relationships with past and future visitors."

In the last two decades we have been bombarded with some changes or the other in relation to the social media developments, irrespective of our location across the world. In fact nowadays, technologies offer numerous opportunities not only for communication but also for developing the social, political and economic environments. Presently when direct marketing has become the buzz word, in the marketing scenario, social media is one of the cost effective channels highly used for personal and business communication within our society. However, the various facets of the social media may not be employed in the same manner for the needs of the individual as they are for the needs of the businesses aiming to develop in the tourism sector.

According to the United Nations World Tourism Organization (UNWTO), the Middle East witnessed mixed growth, receiving 52 million visitors in 2013. The World Travel & Tourism Council (WTCC) anticipates travel and tourism's direct contribution to GDP in the MENA region to grow 5.5% in 2014. Furthermore, the council forecasts Oman to register one of the strongest growth rates in the travel and tourism sector globally and support the sector's growth in MENA. In February 2014, tourist arrivals in Egypt declined 27% y-o-y; the country received the most tourists from Eastern Europe, Western Europe, and the Middle East.

The study is exploratory in nature, wishing to provide an overview of best practices in relation to the use of social media for the development of the tourism sector in the GCC states. Further this paper will also explore which of the social media platforms have contributed significantly towards the growth of tourism sector in these states. The study would employ a mixed method design in which data will be collected through a combination of interviews with key informants. Semi-structured interviews will be conducted with a purposeful sample of policy makers, government officials, and key private sector employers. Leadership positions that have significant involvement with ministry of tourism across GCC states. This will result in non probability convenience sampling.

16

A Four Ethical Approach and Corporate Social Responsibility : Re-evaluating the Sustainability Roles of Multinational Oil Corporations in Nigeria's Niger Delta

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Nigeria is a country of many sides. Like many other developing countries, Nigeria has the pre-colonial, colonial, and post-colonial eras. The main contemporary challenges of the Nigerian nation at the moment are high level of corruption both in the public and private sectors and militancy/extremism. These problems did not just start today, but as a gradual build-up from past years of irresponsibility, maladministration, and negligence in both the private and public sectors. The Nigerian oil sector, which is the main revenue sources for the Nigerian government and other private individuals and organizations, cannot be excluded as part cause of these problems.

Ethics basically, concerns moral outlook and evaluation of right and wrong; while corporate social responsibility concerns institutional or corporate obligations to environment, people, nation, state, or locality. A marriage of ethics and corporate social responsibility could have different discussion dimensions and benefits. However, it is worthy and beneficial to look at the key four ethical approaches of deontology, virtue, utilitarian, and care before looking at the relationships between ethics and corporate social responsibility.

The main aim of this paper therefore, is to take an ethical perspective in evaluating the roles of multinational oil corporations such as Shell, Chevron, Mobil, Elf, Agip, British Petroleum (BP) and many others exploring and drilling crude oil and flaring natural gas in Nigeria's Niger Delta. Basing theoretical argumentation on the four ethical approaches of deontology (duty ethics), utilitarianism (consequentialism), virtue (virtue ethics) and care (care ethics), policies and procedural evaluations are carried out in relation to different oil corporations and their corporate social responsibilities. Final analysis is followed by necessary recommendations on how these corporations can improve their corporate social responsibilities to the environments, people, nation, state, and localities they function. The research methodology is qualitative; using literature review and documentary analysis.

17

Communication Based Change Implementation Framework: A New Perspective

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Change is a common thread that runs through all businesses regardless of size, industry and age. The successful implementation of organizational change in response to changes in an organization's environment can be one of the greatest challenges management team face. Although change is an old subject to work on, there are still many dark sides. It is obvious that consciousness and good leadership are necessary for a healthy transformation. Effective communication has also a vital and formidable role in the daily life of the organizations and during the times of change process. As it is often claimed, change does not occur except in that it is mediated by communication and mentioned its importance several times. The aim of this study is to build a new perspective on change implementation by positioning communication to the core of the change strategy to show that communications is more than a mediator: a context and a strategic element instead. We will try to carry communication from a support service to a strategic measure for organizations not only during but also before and after the change as a cyclic process. After giving a broad explanation of change management and implementation, we will chronologically look over different theories and approaches on the issue including current approaches, models and tips in organizational change and communication. In organizations, three change models are most reviewed. First is the change curve by Elisabeth Kubler-Ross; the second is Lewin's model and the third, by Kotter, is classified as a change implementation model. Then, we will try to build a new perspective on change process: a communication based change implementation framework at an organizational level.

18

Sense-making and ongoing change at KMD

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From being the data-center for the public sector and the exclusive IT provider of the Danish municipalities, the IT-company KMD has become an IT provider (service and solutions) for public and private customers. KMS's market position changed significantly from a monopoly-like status to a private company in a very competitive market, when the Danish Municipalities sold KMD to a pension fund and a private equity fund in 2008.

As response to these changes and to the demands of the (new) shareholders, KMD initiated a long- term change project with the objective to ensure a change from a specialist culture to a commercial culture. To achieve these goals, the change process should implement new management processes, and change communication about "the journey of change" was designed to help embedding the "KMD 2015 strategy – The New KMD".

The paper is aiming at investigating the discourse of this cultural change. It will not only look at the "official" corporate change project and the change communication by the management and the HR & Communication Department. But it will also explore the employees' sense-making about the changes and their implications on their everyday-work. The sense-making can be traced in the focus group interviews with the employees. The interviews reveal both consensus, but also parallel and competing stories. The participants agree broadly with the official discourse about the general goals of the change, but nevertheless are uncertain and insecure about the future. Three reasons can be detected: inconsistencies, lack of "translation", and interdiscursivity.

In KMD's case change is not only a result of the management's strategy but also an outcome of partially competing discourses of the employees. By looking at the employees' discourse the case study of the discourse of change at KMD investigates how change is socially constructed and how its meaning is negotiated in discourses.

19

Experience vs. Enthusiasm: The role of Tacit Understanding of Management Knowledge in Determining the Nature of Knowledge Transfer Companies

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If an established business executive had to confront a series of complex problems and, within a limited period of time, make decisions which would not only be satisfactory but also absolutely beneficial for the company, then this successful managerial task would probably be attributed to chance. However, when there is a consistent pattern of successful decision making by the same person, then it may be proven that he/she has an implicit mental and emotional intelligence talent (implicit, tacit knowledge), which is not determined by coincidences and favorable junctures. It is possibly about a 'deeply smart' person, who exhibits a very sharp sensibility and critical ability, can understand the ensemble against the part, and at the same time, thanks to his/her great breadth of mental skills, he can diagnose a specific, hard to be discerned, problem. From the moment this kind of executives retire from a firm, an irreplaceable gap is often created, along with an acute sense of loss of the exceptional strategic skills, knowledge, adequate choices and policies that are based on practice and experience.

On the other hand, the intensely competitive and multi-complex international business environment requires the recruitment of - not only - young, but also relatively inexperienced managers, who have enthusiasm and innovative spirit that may be associated with their recent academic experience and scientific grounding. In this regard, a successful conjunction of experience brought by senior managers and enthusiasm derived by the younger ones can be realized. The latter group of managers are characterized by fastidiousness and inclination of refining the prevailing circumstances and parameters, while they entrust primarily the scientifically documented theoretical knowledge that they obtain (explicit knowledge).

The central aim of this paper, through a theoretical approach, is to:

- outline the specific skills of representatives of both groups (experienced-enthusiastic) and explore the ways these affect the developmental process of the company,
- evaluate their contribution into the business environment by identifying positive and negative aspects of their attitude,
- suggest the steps of gradually gaining and invoking the experience, as well as the means of its acquisition, in the process of learning, and finally
- define the terms for an effective transformation process of inexperienced executives to the level of experienced ones and the acquisition of their indispensable skills.

20

The Impact of Social Media on Interpersonal Communication: A study on St. Augustine University of Tanzania students

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Social media have revolutionized how young people interact with each other. The use of social web has become an integral part of students' private and university lives.

By using the combination of social exchange theory and Social information processing theory, this paper explored three aspects. Firstly, the changes social media has brought to the millennials both as a tool of academic development and a mechanism for socialization. Secondly, to determine the rate of social media use among university students. Lastly, the impact of social media on interpersonal communication.

An explorative-descriptive design was used. Data were obtained by extensive literature review and by means of survey. The key finding was that the rate to which students use social networks is very high. Some of the respondents acknowledge that they cannot even remember how many times they visit social networks, being in class while the lecture is going on or in hostels. They attribute this high frequency rate to the use of smartphone devices which are portable and user friendly. On top of that, the study highlighted that although social media has simplified communication and is more interactive, it has detrimental effect on face to face communication among university students.

The researcher proposed that the University needs to create awareness on the importance of interpersonal communication among students. In addition students should be made aware on the impact one gets from frequency use of social networks.

21

Performances of 4* and 5* Hotels in Athens before economic crises in Greece

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The objective of the present research is to analyze the financial situation of four-star and five-star hotel units in Attica during the years 2002-2008. The evaluation of each business unit is achieved through the use of a group of ratios. It should be noted here, that the calculation and presentation of various ratios is a method of analysis which often provides only indications. For this reason, an individual ratio cannot give us a complete picture of the financial status of an enterprise, if not compared with other representative or standard ratios or not associated with the respective ratios of a previous years series. In the related literature there are many alternative ratios. In the present study the main ratio groups (liquidity, activity, profitability, capital structure and viability) were selected. The most representative ratios of each group (twelve in total) have been selected.

The determination of the sample followed two main restrictions. Firstly, the hotel units that are publicly traded and are obliged to publish consolidated financial statements (under IFRS) have not been taken into consideration in the present analysis. Similarly, the hotels for which no financial data for the 2002-2008 period were available, were excluded from this research. Therefore, the intended/analyzed sample consists of sixteen four-star and ten five-star hotels. The method used to draw conclusions for all economic units is the simple arithmetic average. Despite the existing drawbacks, this method was considered as the most appropriate.

22

Same but different: Perceptions of interpersonal arguing in two Arabic populations (UAE & Lebanon)

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Objectives: In a region characterized by internal societal and religious differences and instabilities, such as the Middle East, the need to study and understand the effects of culture on interpersonal arguing is becoming more and more critical. Our focus is on the perception of two socially different populations, the Emirati and the Lebanese, regarding their everyday arguing and argumentative interactions.

Methodological approach: As the subject of arguing is a sensitive issue in the region, especially in the more conservative United Arab Emirates (UAE), we chose the method of semi-structured interview conducted by locals on locals, in order to decrease participants' reluctance from giving sincere and full answers. Our sample consisted of 50 Lebanese and 35 Emirati young adults, all of them University students in different majors. The interview consisted of 6 to 7 questions, demographics excluded, which aimed at identifying how people define and perceive the process and outcomes of arguing with one another in different contexts.

Results: The Lebanese sample displayed an appreciation of the power of strategy and structure in the argumentative process while the Emirati sample seemed more susceptible to the power of the speaker as a prerequisite to success in argumentation. Moreover, the Lebanese mainly defined argument as a process of learning from each other, whereas the Emirati mostly defined it as a fight or strong disagreement leading to an outcome. For the Emiratis, an argument is a continuum with positive qualities on one side and negative on the other, and it is the outcome of arguing that defines its beneficial character or not.

Conclusion: The findings can be explained in relation to the influence of different sub-cultures, internal to what is broadly labeled as the Arab world. The perception towards arguing as a reflective discussion rather than an attempt to impose oneself appears as something that can be learned as it probably links to external realities and social habits. The role of education, especially in line with Western models, emerges as of great importance.

23

Brand placement in movies: A case study of a Turkish and a foreign movie

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Brand placement, in general, is a new type of advertising which companies prefer to use widely in order to exist in the consumer's minds and create brand awareness. Especially in the global marketplace, in order to distinguish their products, rather than to use regular advertisements on television, magazines or newspapers, brand placement is a better option for companies for sustaining their existence in the minds of the customers.

For brand placement, companies could use many channels, but one of the most preferred medium for brand placement are the movies in the cinema. Brand placement has become apparent since 1980s in movies after the great success of placing a brand in a Hollywood film (ET). Since in the movies products introduced by their functionalities and how they used in daily life, once consumers watch the movies they feel themselves closer to those products and the need to obtain this products starts to occur in their minds.

In this study the aim is to investigate the frequency of brand placement incidents in movies. The study focuses on determining the similarities and differences between the brand placements in selected movies. Therefore, the top two hit movies in 2013 from Turkey selected from "Box Office- Hit Movie List in Turkey". Movies analyzed thorough content analysis. It is attempted to determine the differences of brand placement in the movies, in terms of product category, product subcategory, duration of product appearance, type of product placement, primary association of a brand with a character, integration into the storyline based on their country of origin and genre of the movie concerned.

24

Social Media, Futbol, and Crisis: An exploratory case study examining the FIFA World Cup addressing player concussions

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Social media strategies and practices continue to be integrated across various athletic sports, particularly futbol. One of the recent global athletic events that occurred where social media played an important role was the 2014 Fédération Internationale de Football Association World Cup in Brazil. While social media brings forth great opportunities for teams to engage with fans and share real-time updates, it also allows active fans to voice concerns around particular issues like player safety against concussions, which could result into a crisis situation. This particular incident in question involved futbol player Christoph Kramer, who suffered a blow to the head that left him slumped over during the Germany v. Argentina championship match. Fans are linking the concern of player safety to the FIFA brand, making an outcry for protocol to be adapted to the growing issue surround players who have suffered from the injury. The FIFA organization waited until September 9, 2014 to address the public and provide a plan for future occurrences of this issue. In addition to the announcement, the FIFA medical commissioner requested that in order to adequately assess the severity of head injuries the referees stop play for three minutes. The purpose of this case study will be to examine this incident through the lens of Coombs' Situational Crisis Communication Theory (Coombs, 2014) and examine emerging themes appearing on social media during the 2014 FIFA World Cup. Based on the theoretical framework of the SCCT, the FIFA commission was not properly assessing the crisis at hand and actually implemented the *denial posture* of crisis response instead of taking proactive actions to address this situation with their stakeholders. After neglecting this particular concern, the organization will need to repair their image, reputation and try to restore confidence and trust among fans in order to have a strong community perception before sponsoring future athletic events. This case study will also discuss best practices and implications for further social media research and applied strategies within athletics along with recommendations for what needs to be done before the upcoming FIFA Women's World Cup.

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**Athletes as PR Spokespeople: the NFL's "A Crucial Catch" PR Campaign Analyzed
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This study investigated the USA's National Football League's (NFL) "A Crucial Catch" breast cancer awareness public relations (PR) health promotion campaign, identification with NFL athletes, exposure to the campaign, NFL fanship, and intention to schedule a breast cancer screening, the action promoted by NFL athletes in this PR campaign. Participants ($N = 119$) were solicited through various social media outlets, and through an e-mail listserv from the School of Communication at Rochester Institute of Technology in Rochester, New York, USA. A survey composed of items modified from Brown and Bocarnea's (2007a) Celebrity-Persona Parasocial Identification Scale to investigate identification with NFL athletes, among other variables, was implemented. Statistically significant relationships were found between identification with NFL athletes and exposure, intention to schedule a breast cancer screening, and NFL fanship. NFL fanship was also significantly related to exposure to the campaign. Implications for future studies analyzing PR campaigns produced by the NFL and FIFA are suggested.

26

Daily Life Simulations in Post-Industrial Society: An Evaluation of “The Sims FreePlay”

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Whether it is called postmodern, network, post-industrial, knowledge or a third-wave society, it is possible to argue that today’s cultural tendencies which indicate the co-existence of plurality and individuality, distinguished tastes, interests and lifestyle choices unfold a different kind of social and cultural structure. Mainly utilizing the framework of Toffler’s Wave Theory, with the combination of shifts of balance in political, economic and technological spheres, we have witnessed unmistakable transformations in two main domains of daily life in recent years; professional life and family structures. Individuals, who can adapt themselves into flexible, mobile occupations and working hours rather than having traditional 9-to-5 jobs, naturally have adjusted themselves into new forms of togetherness in their social and personal lives. In contrast to industrial societies, individuals of post-industrial societies attempt to break free of clear-cut definitions, classifications and expectations. Within this context, games as simulations of life and society provide a projection of new societal commitments and rules. In the past two decades, there had been a rise in the popularity of simulation games that copy or imitate life while enabling users to experience various forms of reality. This study explores The Sims FreePlay, a mobile life simulation game that bears striking resemblances to social and daily life experienced in post-industrial societies. Within this game, players have the chance to personalize their lives; in the sense that they are – to an extent – able to do whatever they wish; whenever and with whomever. Unlike other games, The Sims FreePlay has a 24-hour cycle and provides a real-life simulation in real-time. In a sense, this game is a representation of post-industrial societies and its individuals. However, interestingly, the game play is still reluctant to abandon some codes of industrial societies. This assessment aims to provide an insightful evaluation of the intersections of virtuality and reality in daily life by drawing upon theories of post-industrial societies and culture. The study serves as an a priori analysis for a further study that will fully explore this relationship of the real and the virtual through qualitative research which will be conducted with The Sims Free Play players.

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Investigating Social Networking influence on Media Website Traffic

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The measuring of media competitiveness is transferred from the sales of printed newspapers and from the number of audience of TV and radio programs, to the measurement of the traffic on their websites. In this context, more and more traditional media and newspapers utilize Social Networking as a publishing channel of their news.

The present research attempts to verify or refute the hypothesis that the use of the most popular Social Networking services, Facebook and Twitter, is linked to the evolution of the traffic of the media's website. The survey included all regional and nation-wide newspapers in Greece, according to their classification of the traffic on their web sites and the number of the users registered in their official Facebook pages and Twitter accounts.

The study found that there was a linear increase of newspapers' users on Facebook, while on Twitter this increase was close to an exponential growth. Also the examination of the relationship between the number of users following each newspaper on Facebook and Twitter, and it's ranking based on traffic trends as measured by alexa.com, showed that the relationship between the number of users following each media on Facebook and it's ranking is positive and statistically significant, while the relationship concerning Twitter, although statistically significant, is found to be lower and more variable.

The results of the study verify our hypothesis that social networking is related to the evolution of the web traffic, but the two social networking services under study seem to have dissimilar effect.

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The impact of intellectual capital on the continuity of business organizations and achieving a competitive advantage in the light of the knowledge economy

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Basing on the current standard for the competitiveness in the organizations that has moved from the material resource to the cognitive resource, and the business organizations which do all their best to possess the knowledge competitive. The challenge has become bigger between the business organizations to find (knowledge management systems) that are more effective and efficient especially under moving to the economy-based on knowledge and on the human element which is the most important in the continuity of the business organizations.

And nowadays the world is in front of a global economical system with rapid developments in the field of information technology. Maybe there will be big economical developments-based on knowledge in the few coming years according to the small size of the world which is really like (a small house) with a big rapid development in communications. The successful business organizations care about the human resource as a capital more than the financial capital, and they invest in the human resource with keeping it to find a significant competitive advantage to dive into business in the different international markets, then they will be able to ensure continuity in the field of business longer than the others that are not interested to the human resource's maintenance in their field of thinking and interests. The distinct business organizations give their excellent employees financial rewards with distribution of shares and providing them with a suitable climate for working and creating, to be ready to work well in specialized areas of business and correct production lines in the light of the world that is witnessing a great rivalry, and it is called in Management (Settlement).