Mastering internal communication: Knowledge foundations and postgraduate education

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Available at http://clok.uclan.ac.uk/8171/

Welch, Mary (2013) Mastering internal communication: Knowledge foundations and postgraduate education. Public Relations Review, - (-). ISSN 03638111

It is advisable to refer to the publisher's version if you intend to cite from the work. http://dx.doi.org/10.1016/j.pubrev.2013.04.003

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An internal communication knowledge framework

This matrix illustrates the framework published in:
Dr Mary Welch (2014), Lancashire Business School, University of Central Lancashire, Preston, UK.

<table>
<thead>
<tr>
<th>Knowledge cluster categories</th>
<th>Internal communication knowledge components</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fundamental specialist knowledge</strong></td>
<td><strong>1. Employment relations</strong></td>
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<tr>
<td></td>
<td>Employee engagement*</td>
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<tr>
<td></td>
<td>Trust*</td>
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<tr>
<td></td>
<td>Internal stakeholders</td>
</tr>
<tr>
<td><strong>Strategic communication management</strong></td>
<td><strong>2. Leadership</strong></td>
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<tr>
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<td>• Leadership communication*</td>
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<tr>
<td></td>
<td>• Change communication</td>
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<tr>
<td><strong>Underpinning theory and research</strong></td>
<td><strong>3. Management</strong></td>
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<td>• Communication management</td>
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<tr>
<td></td>
<td>• Interaction with Human Resources* and Marketing</td>
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<td></td>
<td>• Relationship management</td>
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<td></td>
<td>• Reputation management</td>
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<td><strong>Context and tactical considerations</strong></td>
<td><strong>4. Strategy</strong></td>
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<td>• Internal communication strategy and objectives</td>
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<td>• Internal communication message strategies</td>
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<td>• Internal communication campaigns</td>
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<td><strong>Communication science</strong></td>
<td><strong>5. Communication science</strong></td>
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<td>• Business psychology</td>
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<td>• Persuasion theory</td>
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<td>• Organisational behaviour</td>
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<td>• Employee internal communication needs*</td>
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<td></td>
<td>• Internal communication effects*</td>
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<td></td>
<td>• Informal communication in organisations*</td>
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<td><strong>Concepts and theory</strong></td>
<td><strong>6. Concepts and theory</strong></td>
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<tr>
<td></td>
<td>• Internal communication theory*</td>
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<tr>
<td></td>
<td>• The concept of internal communication*</td>
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<td>• Communication ethics</td>
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<td><strong>Research and evaluation</strong></td>
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<td>• Internal communication evaluation</td>
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<td>• Internal communication audits</td>
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<td>• Internal communication research</td>
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<td><strong>Emergent communication methods</strong></td>
<td><strong>8. Organisational culture and context</strong></td>
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<tr>
<td></td>
<td>• Organisational culture</td>
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<tr>
<td></td>
<td>• Organisational context*</td>
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<td><strong>Issues and crisis communication</strong></td>
<td><strong>9. Issues and crisis communication</strong></td>
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<td>• Internal communication methods: social media</td>
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