



Article

Mastering internal communication: Knowledge foundations and postgraduate education

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An internal communication knowledge framework

This matrix illustrates the framework published in:

Welch, M. (2013) Mastering internal communication: Knowledge foundations and postgraduate education. *Public Relations Review*. DOI: <http://dx.doi.org/10.1016/j.pubrev.2013.04.003>.
Dr Mary Welch (2014), Lancashire Business School, University of Central Lancashire, Preston, UK.

Knowledge cluster categories

Internal communication knowledge components

Specialist knowledge areas*

<p><i>Fundamental specialist knowledge</i></p>	<p>1. Employment relations Employee engagement* Trust* Internal stakeholders</p>		
<p><i>Strategic communication management</i></p>	<p>2. Leadership</p> <ul style="list-style-type: none"> Leadership communication* Change communication 	<p>3. Management</p> <ul style="list-style-type: none"> Communication management Interaction with Human Resources *and Marketing Relationship management Reputation management 	<p>4. Strategy</p> <ul style="list-style-type: none"> Internal communication strategy and objectives Internal communication message strategies Internal communication campaigns
<p><i>Underpinning theory and research</i></p>	<p>5. Communication science</p> <ul style="list-style-type: none"> Business psychology Persuasion theory Organisational behaviour Employee internal communication needs* Internal communication effects* Informal communication in organisations* 	<p>6. Concepts and theory</p> <ul style="list-style-type: none"> Internal communication theory* The concept of internal communication* Communication ethics 	<p>7. Research and evaluation</p> <ul style="list-style-type: none"> Internal communication evaluation Internal communication audits Internal communication research
<p><i>Context and tactical considerations</i></p>	<p>8. Organisational culture and context</p> <ul style="list-style-type: none"> Organisational culture Organisational context* 	<p>9. Issues and crisis communication</p> <ul style="list-style-type: none"> Internal crisis communication Internal issues communication 	<p>10. Emergent communication methods</p> <ul style="list-style-type: none"> Internal communication methods: social media