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جامعة الإسكندرية

كلية الآداب

قسم الاجتماع

شعبة الإعلام

الملخص العربي

”دور العلاقات العامة في إدارة الأزمات الدبلوماسية“

"The role of public relations in crisis management diplomacy"

”دراسة حالة لوزارة الخارجية السعودية“

"A Case Study of the Saudi Ministry of Foreign Affairs"

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(١) عنوان الدراسة: -

"دور العلاقات العامة في إدارة الأزمات الدبلوماسية"

"دراسة حالة لوزارة الخارجية السعودية"

(٢) مشكلة الدراسة: -

لاحظ الباحث العلاقة القائمة بين العلاقات العامة وإدارة الأزمات عامة والأزمات الدبلوماسية خاصة على صعيد حلها، والحد من تفاقمها، والاستفادة من آثارها، ونظراً لخطورة الأزمات الدبلوماسية وخطورة نتائجها على العلاقات الدولية، فإنه من الضروري الاستعداد لها والوقاية منها تحسباً لحدوثها، وبالتالي ينبغي على إدارة العلاقات العامة بذل المزيد من الجهد للكشف عن أسباب الخلافات بين الكيانات الدولية للتنبؤ بالأزمات الدبلوماسية الكامنة، والتخطيط لمواجهةها قبل حدوثها وتفادي الآثار السلبية المترتبة عليها، خاصة وأن هناك العديد من الدراسات التي أكدت على أهمية إدارة العلاقات العامة وكفاءة نشاطها الاتصالي؛ نظراً لدورها الفعال في تحقيق الأهداف التنموية، وتوثيق العلاقات بين الجماهير على المستوى الداخلي والخارجي.

وعليه تتلخص مشكلة الدراسة في: دراسة دور العلاقات العامة في الوقاية من الأزمات الدبلوماسية، ومن ثم إدارتها وإدارة ما بعدها، والاستفادة من آثارها الإيجابية؛ وذلك من خلال التطبيق على قسم العلاقات العامة بوزارة الخارجية بالمملكة العربية السعودية.

(٣) أهمية الدراسة: -

تسعى الدراسة الحالية إلى إبراز أهمية النشاط الاتصالي لإدارة العلاقات العامة بمؤسسات القطاع العام مع التركيز على دورها بوزارة الخارجية أثناء الأزمات الدبلوماسية لتتضح أهمية الدراسة في منظورين أساسيين هما:

أولاً: الأهمية النظرية: تكمن الأهمية النظرية للدراسة الحالية في: محاولة التوصل إلى مجموعة من الحقائق العلمية حول الأهمية الاتصالية لإدارة العلاقات العامة، وتقديم إضافة علمية إلى مجال علم الإعلام الدولي.

ثانياً: الأهمية التطبيقية: تكمن الأهمية التطبيقية للدراسة الحالية في: محاولة الوقوف على طبيعة دور العلاقات العامة عامة، وأثناء الأزمات الدبلوماسية خاصة أثناء مراحلها المختلفة (قبل -

أثناء- بعد) لا سيما فيما يتعلق بأهدافها، وأهم العناصر والخصائص الأساسية التي تتميز بها إدارة العلاقات العامة بوزارة الخارجية السعودية، بالإضافة إلى محاولة طرح تصور تطبيقي لزيادة الوعي بأهمية إدارة العلاقات العامة بالوزارة، وكيفية الاستفادة الإيجابية منها، واستثمارها على الوجه الأكمل الذي يهدف إلى ضمان فعالية هذه الإدارة.

٤) أهداف الدراسة:-

يتمثل الهدف الرئيسي لهذه الدراسة في: "التعرف على دور العلاقات العامة في إدارة الأزمات الدبلوماسية بوزارة الخارجية السعودية"، وينبثق من هذا الهدف أهداف فرعية عدة تتمثل فيما يلي:-

١. التعرف على الأدوار الرسمية لإدارات العلاقات العامة داخل وزارة الخارجية السعودية.
٢. التعرف على الإجراءات المتبعة في التخطيط لإدارة الأزمات بوزارة الخارجية السعودية، ومدى استعدادها لمواجهة الأزمات الدبلوماسية بتوفير المتطلبات المادية والبشرية اللازمة.
٣. التعرف على الإجراءات الأساسية لمحور عمل العلاقات العامة في مرحلة ما قبل وقوع الأزمات الدبلوماسية.
٤. التعرف على الإجراءات الأساسية لمحور عمل العلاقات العامة في مرحلة حدوث الأزمات الدبلوماسية والتعامل معها بوزارة الخارجية.
٥. التعرف على الإجراءات الأساسية لمحور عمل العلاقات العامة في مرحلة ما بعد وقوع الأزمات الدبلوماسية.
٦. التعرف على أهم الصعوبات التي تواجه جهاز العلاقات العامة بوزارة الخارجية السعودية أثناء إدارة الأزمات الدبلوماسية.

٥) تساؤلات الدراسة:-

- يتمثل التساؤل الرئيس للدراسة في: "ما هو دور العلاقات العامة في إدارة الأزمات الدبلوماسية بوزارة الخارجية السعودية؟" ومن هذا التساؤل تنفرع التساؤلات الفرعية التالية:-
١. ما الأدوار الرسمية لإدارات العلاقات العامة داخل وزارة الخارجية السعودية؟
 ٢. ما الإجراءات المتبعة في التخطيط لإدارة الأزمات بوزارة الخارجية السعودية، ومدى استعدادها لمواجهة الأزمات الدبلوماسية بتوفير المتطلبات المادية والبشرية اللازمة؟

٣. ما الإجراءات الأساسية لمحور عمل العلاقات العامة في مرحلة ما قبل وقوع الأزمات الدبلوماسية؟

٤. ما الإجراءات الأساسية لمحور عمل العلاقات العامة في مرحلة حدوث الأزمات الدبلوماسية والتعامل معها بوزارة الخارجية؟

٥. ما الإجراءات الأساسية لمحور عمل العلاقات العامة في مرحلة ما بعد وقوع الأزمات الدبلوماسية؟

٦. ما أهم الصعوبات التي تواجه جهاز العلاقات العامة بوزارة الخارجية السعودية أثناء إدارة الأزمات الدبلوماسية؟

٦) منهج الدراسة:-

تنتمي هذه الدراسة إلى البحوث الوصفية التقييمية، التي تهدف إلى وصف وتشخيص مشكلة الدراسة، واستخدم الباحث أداة المسح للكشف عن طبيعة العلاقة بين العلاقات العامة والأزمات الدبلوماسية، ويوظف الباحث منهج المسح الإعلامي من خلال مسح جمهور العاملين بقسم العلاقات العامة بوزارة الخارجية السعودية، وذلك عن طريق أسلوب الاستبيان لعينة موضوعية حصرية قوامها (٢٣٥) مبحوثاً مقيداً بالوزارة.

٧) نتائج الدراسة:-

١. تتضح أبرز المهام التي يؤديها ممارسو العلاقات العامة بوزارة الخارجية السعودية في:- **أولاً:** دراسة الأزمات الإقليمية والدولية الدبلوماسية، **ثانياً:** عقد وتنظيم المؤتمرات والندوات والأنشطة الإعلامية المختلفة، **ثالثاً:** دراسة الأزمات التي سبق للوزارة التعرض لها.

٢. تتمثل أهم الإجراءات والأنشطة التي تشمل عليها خطة إدارة الأزمات الدبلوماسية بوزارة الخارجية السعودية في: اكتشاف الأزمات الدبلوماسية قبل حدوثها، والاستعداد للوقاية، وتكوين صور ذهنية إيجابية عن وزارة الخارجية السعودية ودورها في تنمية المجتمع السعودي، والاتصال الدائم بوسائل الإعلام والمحافظة على علاقات جيدة معها.

٣. تتمثل أهم الإجراءات الأساسية لمحور عمل العلاقات العامة في مرحلة ما قبل وقوع الأزمات الدبلوماسية في:- **أولاً:** متابعة الأحداث السياسية على الصعيد القومي والعالمي ودراسة أبعادها

بنسبة (٢٢,١%)، **ثانياً:** تحليل ما يتم نشره في وسائل الإتصال المحلية والعالمية عن نشاط الوزارة بنسبة (١٩,١%)، **ثالثاً:** تحديد المخاطر المحتملة الحدوث ودراسة أسبابها بنسبة (١٦,٣%) من إجمالي العينة.

٤. أشارت النتائج إلى أن أهم الأدوار التي تمارسها إدارة العلاقات العامة أثناء الأزمات الدبلوماسية تتمثل في: - **أولاً:** - التوعية بأسباب حدوث الأزمات الدبلوماسية بنسبة (٢٤,٦%)، **ثانياً:** - الإسهام في بناء الصورة الذهنية الإيجابية عن المملكة العربية السعودية بنسبة (٢٢,٦%)، **ثالثاً:** - صياغة الرسائل والتقارير الموضوعية حول أحداث الأزمات الدبلوماسية بنسبة (٢٠,٢%) من المبحوثين.

٥. أشارت النتائج إلى أن تقييم نشاط إدارة العلاقات العامة يُمثل أهم الإجراءات الأساسية لمحور عملها في مرحلة ما بعد وقوع الأزمة، مؤكدةً على أن التقارير الدورية والمقارنة بين الإجراءات التخطيطية وما تم تنفيذه، واستطلاعات آراء الجماهير؛ تعد أهم الطرق المتبعة لتقييم نشاط إدارة العلاقات العامة أثناء إدارة الأزمات الدبلوماسية بنسبة (٣١,٩%)، (١٩,٥%)، (١٧,٦%) على الترتيب.

٦. تُمثل نُدرة الكفاءات العلمية المتخصصة في مجال التقييم أبرز الصعوبات التي تواجه عملية تقييم نشاط إدارة العلاقات العامة عقب الأزمات الدبلوماسية بنسبة (٣٩,٥%)، ثم الاكتفاء بتقييم الأداء على مستوى الوزارة بنسبة (١٩,٨%)، ثم نقص الموارد المالية بنسبة (١١,٢%)، من إجمالي العينة.

٧. أكدت النتائج على أن أهم الصعوبات التي تواجه جهاز العلاقات العامة بوزارة الخارجية السعودية أثناء إدارة الأزمات الدبلوماسية هي: - **أولاً:** عدم افتتاح الإدارة العليا بوزارة الخارجية بوظيفة العلاقات العامة بنسبة (٢٦,٩%)، **ثانياً:** ضعف التأهيل العلمي والمهاري لممارسي العلاقات العامة بالوزارة بنسبة (٢٠,٦%)، **ثالثاً:** عدم وجود توصيف دقيق لطبيعة اختصاصات العلاقات العامة بالوزارة بنسبة (١٦,٥%) من إجمالي العينة.

٨) توصيات الدراسة: -

في ضوء النتائج التي أسفرت عنها الدراسة يتقدم الباحث بالتوصيات التالية:-

١. التأكيد على أهمية اختيار ممارسي العلاقات العامة في ضوء المواصفات العلمية والمهنية القياسية التي تتيح لهم توافر الكفاءة والخبرة والمهارة.
٢. الحرص على توفير كافة الإمكانيات المادية والمعنوية للقائمين على إدارة العلاقات العامة بوزارة الخارجية السعودية.
٣. ضرورة العمل على توفير الدعم اللازم لإجراء الدراسات المستقبلية التي تتعلق بمجال الأزمات.
٤. العمل على تبادل الخبرات في مجال الأزمات الدبلوماسية سواءاً على الصعيد العربي أو العالمي وضرورة الاستفادة منها.
٥. ضرورة وضع تصور مستقبلي لإدارة الأزمات الدبلوماسية المتوقع حدوثها سواءاً على الصعيد الإقليمي أو العالمي.
٦. ضرورة توفير الكفاءات العلمية المتخصصة في مجال تقييم نشاط إدارة العلاقات العامة عامة وأثناء إدارة الأزمات خاصة.



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English Abstract

" The role of public relations in crisis management diplomacy "

"A Case Study of the Saudi Ministry of Foreign Affairs"

Supervised By

Prf. Dr. El-Sayed Rashad Ghoneim

Faculty of Arts - University of Alexandria

Prf. Dr. Taha Abdel Atti Negm

Faculty of Arts - University of Alexandria

By:

Student / Abdulaziz f. z. Fahd Al-Mutairi

Study Title:-

" The role of public relations in crisis management diplomacy "

"A Case Study of the Saudi Ministry of Foreign Affairs"

The Problem Of The Study:-

Researcher noted the relationship between public relations and crisis' management generally and diplomatic crisis particularly in terms of resolution, reduce the aggravation, and benefit from its effects. Given the seriousness of diplomatic crises and dangerous consequences for international relations, it is necessary to prepare for them and Prevention in anticipation of their occurrence, and therefore should be to manage the public relations exert more effort to uncover the reasons for the differences between international entities to predict the potential diplomatic crises, and planning to address them before they occur and to avoid negative implications, especially since there are many studies that emphasized the importance of public relations' management and efficiency of its communication; due to its effective role in achieving the development goals, and closer relations between the masses on the internal and external level.

The problem of the study summarized in: the study of the role of public relations in the prevention of diplomatic crises, and then its managing and management of what follows, and benefit from its positive effects; through the application on the Public Relations Department at the Ministry of Foreign Affairs, Kingdom of Saudi Arabia.

The Importance Of The Study: -

The current study seeks to highlight the importance of communication activity of the public relations' department of the public sector institutions, focusing on the role of the Foreign Ministry during the diplomatic crisis.

The importance of the study appears in two basic perspectives:

First: the Theoretical importance: the Theoretical importance of the current study lies in: an attempt to reach a set of scientific facts about the Communicational importance of public relations management, and provide a scientific addition to the international media science.

Second: the applied importance: the applied importance of the current study lies in: an attempt to stand on the nature of the role of the public relations generally, and during diplomatic crises especially during the various stages (Pre- during- after) Particularly with regard to its objectives, the most important elements and characteristics of the public relations' department at the ministry of foreign affairs Saudi Arabia, in addition to trying to put an applied perception to increase the awareness of the importance of public relations' department at the ministry, and how to take a positive advantage of it, and Investing it in the full face, to ensure the effectiveness of this administration.

Objectives Of The Study:-

The main objective of this study is to "recognize the role of public relations in the diplomatic crisis' management at the ministry of foreign affairs Saudi Arabia", and emerge from this goal several sub-goals are as follows: -

1. Identifying the formal roles of public relations' department within the Saudi Foreign Ministry.
2. Identifying the procedures followed in the planning for crisis' management at the Ministry of Foreign Affairs Saudi Arabia, and their degree of readiness to confront the diplomatic crisis by providing the necessary human and material requirements.

3. Identifying the basic procedures of the axis of the work of public relations at some point prior to the diplomatic crisis.
4. Identifying the basic procedures of the axis of the work of public relations at the stage of the occurrence of diplomatic crises and dealing with it at the foreign ministry.
5. Identifying the basic procedures of the axis of the work of public relations at some point Post to the diplomatic crisis.
6. Identifying the main difficulties facing the agency of public relations at the ministry of foreign affairs Saudi Arabia during the diplomatic crisis' management.

Questions Of The Study: -

The main question of the study is: "What is the role of public relations in diplomatic crisis' management at the ministry of foreign affairs Saudi Arabia?" This question is branching out the following sub-questions: -

1. What are the formal roles of public relations departments within the Saudi Foreign Ministry?
2. What are the procedures followed in the planning for crisis' management at the Ministry of Foreign Affairs Saudi Arabia, and their degree of readiness to confront the diplomatic crisis by providing the necessary human and material requirements?
3. What are the basic procedures of the axis of the work of public relations at some point prior to the diplomatic crisis?
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5. What are the basic procedures of the axis of the work of public relations at some point Post to the diplomatic crisis?
6. What are the main difficulties facing the agency of public relations at the ministry of foreign affairs Saudi Arabia during the diplomatic crisis' management?

Study Approach: -

This study belongs to the descriptive evaluative research, which aims to describe and diagnose the problem of the study, and the researcher used the survey tool to detect the nature of the relationship between public relations and diplomatic crises, and employs the media survey approach through Scanning public workers at the public relations' department of Saudi Arabia Ministry of Foreign Affairs, through the questionnaire method for an objective sample of (235) personnel enrolled to the ministry.

The Results Of The Study: -

1. The prominent tasks performed by public relations' practitioners at the Ministry of Foreign Affairs Saudi Arabia highlight in: Firstly: the study of regional and international diplomatic crisis, Secondly: Convening and organizing conferences, seminars and various media activities, thirdly: Studying crises that the ministry had previously exposed.
2. The most important procedures and activities included in the diplomatic crisis' management's plan of the Saudi Arabia Ministry of Foreign Affairs represented in: discovering the diplomatic crises before their occurrence, prepare for the prevention, forming a positive mental image about the Saudi Foreign Ministry and its role in the development of the Saudi society, Permanent contact with the media and maintaining a good relationship with them.

3. The basic procedures for the axis of the work of public relations at some point prior to the diplomatic crisis represented in: Firstly: Following up the political events on the national and global levels and studying its dimensions by (22.1%), Secondly: Analyzing what is reported in the local and global communications about the ministry activities by (19.1%), thirdly: identifying the possible risks and studying its causes by (16.3%) of the total sample.
4. The results indicated that the most important roles exercised by the Public Relations' Department during the diplomatic crisis are: - Firstly: raising awareness of the causes of diplomatic crises' occurrence by (24.6%), secondly: Contribute to the building of positive mental image about the Kingdom of Saudi Arabia by (22.6%), thirdly: drafting letters and objective reports about the diplomatic crisis' events by (20.2%) of the total study sample.
5. The results indicated that assessing the activity of the Public Relations' Department represents the most basic procedures of the axis of its work in the post-crisis, confirming that: the periodic reports, comparison between planning procedures and what has been implemented, and polls of the mass opinions; is the most important methods used to assess the activity of the Public Relations' Department during the diplomatic crisis' management by (31.9%, 19.5%, 17.6%) of the total sample, respectively.
6. The scarcity of scientific efficiencies specialized in the area of assessment represents the most prominent difficulties facing the process of assessing the activities of public relations' department after the diplomatic crisis by (39.5%), then sufficiency of the performance assessment at the ministry level by (19.8%), and lack of financial resources by (11.2%), of the total sample.

1. The results indicated that the main difficulties facing the agency of public relations at the ministry of foreign affairs Saudi Arabia during the diplomatic crisis' management are:- Firstly: the senior management of the Ministry of Foreign Affairs is not convinced with the function of public relations by (26.9%), secondly: the weakness of the scientific and skill qualifications of public relations' practitioners at the ministry by (20.6%), thirdly: the absence of precise characterization of the nature of the public relations' terms of reference at the ministry (16.5%) of the total sample.

The Study's Recommendations:-

In light of the results of the study, the researcher provides the following recommendations: -

2. Emphasis on the importance of choosing the public relations' practitioners in the light of scientific and professional standards that allows them to the availability of competence, experience and skill.
3. Ensuring the provision of all the material and moral potentials for those in charge of Public Relations' Department at the ministry of foreign affairs Saudi Arabia.
4. Providing the necessary support to conduct future studies related to the field of future crises.
5. Working on the exchange of experiences in the field of diplomatic crises, whether on the Arab or the global level and the necessity to make use of them.
6. The need to develop a future vision to manage the expected diplomatic crises either at the regional or global level.
7. The need to provide the scientific efficiencies specialized in the area of assessing the activities of public relations' department generally and during the crisis' management especially.



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Objectives Of The Study:-

The main objective of this study is to "recognize the role of public relations in the diplomatic crisis' management at the ministry of foreign affairs Saudi Arabia", and emerge from this goal several sub-goals are as follows: -

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3. Identifying the basic procedures of the axis of the work of public relations at some point prior to the diplomatic crisis.
4. Identifying the basic procedures of the axis of the work of public relations at the stage of the occurrence of diplomatic crises and dealing with it at the foreign ministry.
5. Identifying the basic procedures of the axis of the work of public relations at some point Post to the diplomatic crisis.
6. Identifying the main difficulties facing the agency of public relations at the ministry of foreign affairs Saudi Arabia during the diplomatic crisis' management.

Questions Of The Study: -

The main question of the study is: "What is the role of public relations in diplomatic crisis' management at the ministry of foreign affairs Saudi Arabia?" This question is branching out the following sub-questions: -

1. What are the formal roles of public relations departments within the Saudi Foreign Ministry?
2. What are the procedures followed in the planning for crisis' management at the Ministry of Foreign Affairs Saudi Arabia, and their degree of readiness to confront the diplomatic crisis by providing the necessary human and material requirements?
3. What are the basic procedures of the axis of the work of public relations at some point prior to the diplomatic crisis?

4. What are the basic procedures of the axis of the work of public relations at the stage of the occurrence of diplomatic crises and dealing with it at the foreign ministry?
5. What are the basic procedures of the axis of the work of public relations at some point Post to the diplomatic crisis?
6. What are the main difficulties facing the agency of public relations at the ministry of foreign affairs Saudi Arabia during the diplomatic crisis' management?

Study Approach: -

This study belongs to the descriptive evaluative research, which aims to describe and diagnose the problem of the study, and the researcher used the survey tool to detect the nature of the relationship between public relations and diplomatic crises, and employs the media survey approach through Scanning public workers at the public relations' department of Saudi Arabia Ministry of Foreign Affairs, through the questionnaire method for an objective sample of (235) personnel enrolled to the ministry.

The Results Of The Study: -

1. The prominent tasks performed by public relations' practitioners at the Ministry of Foreign Affairs Saudi Arabia highlight in: Firstly: the study of regional and international diplomatic crisis, Secondly: Convening and organizing conferences, seminars and various media activities, thirdly: Studying crises that the ministry had previously exposed.
2. The most important procedures and activities included in the diplomatic crisis' management's plan of the Saudi Arabia Ministry of Foreign Affairs represented in: discovering the diplomatic crises before their occurrence,

prepare for the prevention, forming a positive mental image about the Saudi Foreign Ministry and its role in the development of the Saudi society, Permanent contact with the media and maintaining a good relationship with them.

3. The basic procedures for the axis of the work of public relations at some point prior to the diplomatic crisis represented in: Firstly: Following up the political events on the national and global levels and studying its dimensions by (22.1%), Secondly: Analyzing what is reported in the local and global communications about the ministry activities by (19.1%), thirdly: identifying the possible risks and studying its causes by (16.3%) of the total sample.
4. The results indicated that the most important roles exercised by the Public Relations' Department during the diplomatic crisis are: - Firstly: raising awareness of the causes of diplomatic crises' occurrence by (24.6%), secondly: Contribute to the building of positive mental image about the Kingdom of Saudi Arabia by (22.6%), thirdly: drafting letters and objective reports about the diplomatic crisis' events by (20.2%) of the total study sample.
5. The results indicated that assessing the activity of the Public Relations' Department represents the most basic procedures of the axis of its work in the post-crisis, confirming that: the periodic reports, comparison between planning procedures and what has been implemented, and polls of the mass opinions; is the most important methods used to assess the activity of the Public Relations' Department during the diplomatic crisis' management by (31.9%, 19.5%, 17.6%) of the total sample, respectively.

6. The scarcity of scientific efficiencies specialized in the area of assessment represents the most prominent difficulties facing the process of assessing the activities of public relations' department after the diplomatic crisis by (39.5%), then sufficiency of the performance assessment at the ministry level by (19.8%), and lack of financial resources by (11.2%), of the total sample.
1. The results indicated that the main difficulties facing the agency of public relations at the ministry of foreign affairs Saudi Arabia during the diplomatic crisis' management are:- Firstly: the senior management of the Ministry of Foreign Affairs is not convinced with the function of public relations by (26.9%), secondly: the weakness of the scientific and skill qualifications of public relations' practitioners at the ministry by (20.6%), thirdly: the absence of precise characterization of the nature of the public relations' terms of reference at the ministry (16.5%) of the total sample.

The Study's Recommendations:-

In light of the results of the study, the researcher provides the following recommendations: -

2. Emphasis on the importance of choosing the public relations' practitioners in the light of scientific and professional standards that allows them to the availability of competence, experience and skill.
3. Ensuring the provision of all the material and moral potentials for those in charge of Public Relations' Department at the ministry of foreign affairs Saudi Arabia.
4. Providing the necessary support to conduct future studies related to the field of future crises.

5. Working on the exchange of experiences in the field of diplomatic crises, whether on the Arab or the global level and the necessity to make use of them.
6. The need to develop a future vision to manage the expected diplomatic crises either at the regional or global level.
7. The need to provide the scientific efficiencies specialized in the area of assessing the activities of public relations' department generally and during the crisis' management especially.