

The Role of Social Media on Jordanian Universities and Practice of Risk Management

Hossam Haddad¹

Abstract: *This research aims at: (1) identifying the impact of social media on Jordanian universities, in relevance to reputation and crisis communications; (2) investigating the measures applied to deal with possible reputation and crisis emergencies, and (3) developing a risk register for ensuring best practice of risk management. One hundred questionnaires were randomly distributed to 5 universities, and 20 students were selected from each one. The findings have revealed that the connection between social media and risk management has a great impact on the reputation of the university. In accordance with this, operational authorities in Jordan, as the Ministry of Higher Education should demonstrate to Jordanian universities how essential it is to implement a crisis communication and risk management plan in relevance to social media as well as other processes.*

Keywords: risk, crisis communication, social media, Jordan, university

JEL classification: D83, G31, H12, L82

1 Introduction

This paper is about the fast pace of technological development, which is taking place not only in the Arab world but also as a global phenomenon. It is noticed that the widespread of social media has become an essential part of the social fabric. Moreover, daily lives of humans create new innovations due to the development of social media and news providers.

The essential elements to ensure the continuity of operations in an organization are its reputation and crisis communication policies, as well as their risk management practice.

To start with, Corporate reputation embodies the general estimation in which a company is held by employees, customers, suppliers, distributors, competitors and the public (Fombrun, 1996). Since the organizational reputation is what attracts its customers in the first place, it is vital to preserve this reputation at all costs. What's more, organization reputation can be considered in reference to organizational structure, accounting, economics, markets, organization, and strategy. Furthermore, accounting reputation is seen as an intangible asset and one that can or should be given financial worth. Also, Economic reputation is viewed as traits or signals for the perception which is held by the external stakeholders in any organization. Whereas, marketing reputation is inspected from customer or end user's perspective and concentrating on the manner in which reputations are formed. In addition to this, organizational reputation is regarded as the sense-making experiences of employees. (Raj and Dhinesh, 2016) Finally, Strategy reputation is observed as assets and mobility barriers since reputations are based on perception, and they are difficult to manage. In this research, we will discuss the reputation in accordance to marketing which includes social media, and the way it affects the perspectives of the customers and end-users of the organization in our case the university.

Crisis communication research deals mainly with the interrelationships between crisis situations, communication strategies and crisis perception (Schultz, 2011). An organizational crisis can be defined as a specific, unexpected and non-routine event or series of events that create high levels of uncertainty and threaten or are perceived to threaten, an organization's high priority goals (Seeger et al, 1998). Depending on the correct use of crisis communications; the crisis a university is undergoing must be given its size exactly. However, with the incorrect practice, a crisis can be over exaggerated or minimized. By which, both case scenarios can cause distress to the university.

Risk Registers contain a list of risks that could have faced the universities or have faced them at some point in the history of the university. It contains qualitative (high, medium, low), and quantitative analysis, which gives the impact and probability. There is a column which is designated for the mitigating tactics for each risk enlisted. Also, another column containing a list of the affected parties in case the risk materializes. We will be developing a risk register based on the information provided by the public relations officers interviewed.

In this research, first we will be assessing the influence of social media on organizations in general, after that concentration will be placed on the influence of social media on the educational sector especially universities.

¹ Hossam Haddad, Ph.D.student

Faculty of Economics and Business, University of Debrecen, H-4032 Debrecen, P.O. 82 Hungary, e-mail: hossam.haddad@econ.unideb.hu

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Afterward, the relation between risk management and social media, in general, will be evaluated, to be followed by a more precise assessment of the relation of social media and the risk management practices and its effect on universities. All these together will form an overview of how Jordanian universities are affected by social media in reference to their practice of risk management. Social media have come to dominate the ways in which digital technology is now used around the world. Therefore, there is an importance for establish and manage social networks to help to enhance the value. (Rolland, Parmentier, 2013; Steinberg, Everson, 2004) Moreover, there are distinct geographical and cultural variations within this global adoption, in spite of, the general principles of social media remain the same. Communications technologies have been adopted by organizations and students. Students using social media are found to obtain higher grades and were more involved in education. (Laverie et al, 2013) So, they have the source to become a valuable resource to support their educational communications and cooperation with faculty. We can be noticed that social media applications allow users to converse and interact with each other. Previous studies have addressed information about the crises communication on students', on each of which handled one or two competencies, some of these studies have recommended carrying out further studies using more than one practices.

The current study problem can be perceived by having scientific answers to the following questions:

The main question:

Is there any significant role of social media on Jordanian universities and their practices of risk management?

The main question can be divided into the following sub-questions:

1. Is there any significant impact of crises communication for universities and students on Jordanian universities?
2. Is there any significant impact of practices of crises communication?
3. Is there any significant impact of factor influencing communication crises and social media?
4. Is there any significant impact of important the integration of communication crises
5. Is there any significant impact of social media and communication crises effects?

The current study might be considered an initiative one that presents the degree of role of social media on Jordanian universities and their practices of risk management by participation, openness, conversation, community, connectedness, microblogging Gordon, (2011) to improve their own performance. Frativelli, et, al, (2015) because of, corporate reputation is the firm's unique property that has been established and experienced by insiders and evaluated by outsiders over time. (Burke et al, 2011)

Therefore, the importance of this study stems from scientific and practical considerations as follows:

- a. The importance of social media on Jordanian universities and their practices of risk management
- b. Future researchers may benefit from the results of the current study in their future studies regarding social media in other sectors.

Providing top management to enact better policies that may serve their organizations' goals.

Based on the mentioned problem statement, and its elements, and according to the study model, the following main hypothesis can be developed:

There is no statistically significant impact of crises communication for universities and students on Jordanian universities at $\alpha \leq 0.05$.

The main hypothesis can be divided into three sub-hypotheses as follows:

H1: There is no statistically significant impact of practices of crises communication at $\alpha \leq 0.05$.

H2: There is no statistically significant impact of factor influencing communication crises and social media at $\alpha \leq 0.05$.

H3: There is no statistically significant impact of important the integration of communication crises at $\alpha \leq 0.05$.

H4: There is no statistically significant impact of social media and communication crises effects at $\alpha \leq 0.05$

2 Literature Review

2.1 Enterprise Risk Management

Enterprise Risk Management (ERM) aims systematically to manage risks faced by enterprises either hazardous risks, financial risks, operational risks and/or strategic risks (Bharathy, McShane, 2014). The foundation of enterprise risk management is to result in a coherent framework by which entities is presented to give value for

the enterprise's stakeholders (Mount and Martinez, 2014). Since all entities are subject to uncertainty, managers are challenged to set the level of uncertainty they are willing to accept, as it is directly related to the level of growth or value gained by stakeholders (Alfaro and Watson-Manheim, 2015). Uncertainty could either result in opportunities or risks, with the potential to enrich or wear down the value. With the proper implication of enterprise risk, management managers can effectively deal with associated risk or opportunity resulting from uncertainty, thus enhancing the value of the firm altogether (Steinberg, Everson, 2004). Enterprises nowadays are depending greatly on social media, such as Facebook, Twitter, and LinkedIn whom users are increasing in number in hundreds of millions (Cardon, Marshall, 2016). Multinational companies are using social media to aid their global organizations to work across geographical and cultural boundaries, platforms such as Yammer and Chatter to support this action (Kane, 2015). Although features differ, social media can be beneficial to organizations through two main capabilities. The first is the ability to establish and manage social networks, research has shown that social media allows users to visualize and analyze the structure to help enhancing the value (Rolland, Parmentier, 2013). The second ability is the access to digital content, enabling the organization to access data and sort it after years when they are needed which aids for competitive advantage, which allows access to history of group communications and discussions that took place previously (Kane, 2015).

2.1 Social Media and the Educational Sector

Students usually refer to the fastest medium of communication to stay in touch with other colleges or daily activities, and when they are asked about their institution you find that they are connected to the regulations of the university. While some authors claim that social media plays a minor role in the decision of choosing an institution as they still refer to traditional methods. Whereas, YouTube, Facebook, blogs, and Twitter, are used by higher education institutions the most, in regards to two-way social media communication channels (Nyangau, Bado, 2012), as Stelzner (2013) confirmed that they are also the most used tools in the business world, combined with LinkedIn (Smedescu, 2014). Students using social media are found to obtain higher grades and were more involved in education (Laverie et al, 2013)

2.2 Risk management and social media

Social Media is the term given to online technologies allowing interaction between individuals in some way. Usually social media shares most or all of the following characteristics: participation, openness, conversation, community, connectedness, microblogging (Gordon, 2011) and it is a good opportunity for organizations to improve their own performance (Frativelli, et, al, 2015). Social media helps in connecting stakeholders with the organization and facilitate the interaction between organizations. As long as interaction makes dialogue possible, stakeholders are able to clarify, test, and confirm what the organization is trying to communicate enabling the assessment of the organization as a whole (Hannington, 2004). "Corporate reputation is the firm's unique property that has been established and experienced by insiders and evaluated by outsiders over time." (Burke et al, 2011) Lewicki and Bunker (1996) presented four steps for repairing trust;

1. Recognizing and acknowledging the occurrence of violation
2. Determining the nature of the violation
3. Admitting the destructiveness of the act
4. Accepting responsibility

The framework is developed by the University of Southern California's Center for Crisis Management, has integrated four major issues of the components of crisis management: crisis type, time phases, organizational systems and critical stakeholders. Effective crisis management reduces the impact of reputational damage; it also strengthens the organizational reputation.

2.4 Crisis Communication Steps

In accordance to Bernstein (2013) the following crisis communication were published on his website.

2.4.1 Anticipate Crisis

In case you're being proactive and getting ready for emergencies, accumulate your crisis communications team for long meetings to generate new ideas on all the potential emergencies which can happen at your association. There are no less than two quick advantages to this activity:

- You might understand that a portion of the circumstances is preventable by basically changing existing techniques for operation.
- You can start to consider conceivable reactions, about the best case/most pessimistic scenario situations, and so forth.

2.4.2 Identify Crisis Communications Team

A little group of senior officials must be distinguished to serve as your organization's Crisis Communications Team. The group will be usually driven by the organization's CEO, with the company's top advertising official and legitimate insight as to his or her boss guides. In the event that your in-house PR official does not have adequate emergency correspondences mastery, he or she might hire an advisor. Other colleagues should be the heads of real organization divisions, to incorporate money, workforce, and operations.

2.4.3 Identify Spokespersons

Inside of every group, there must be people who are the main ones approved to represent the organization in times of emergency. The CEO should be one of those spokespersons, yet not as a matter, of course, the essential representative. The truth of the matter is that some CEOs are splendid businessmen yet not exceptionally powerful individual communicators. The choice about who should talk is made after an emergency breaks – however, the pool of potential spokespersons must be distinguished and prepared ahead of time.

2.4.4 Spokesperson Training

All partners - internal and external are generally as fit for misconception or confounding data about your association as the media, and it's your obligation to minimize the possibility of that event. The Representative who are prepared well shows you that you are arranged, and prepared to react in a way that enhances the reaction of all partners.

2.4.5 Establishing Notification and Monitoring System

Starting emergency-related news can be understood at any level of an organization. A janitor or anybody in the staff might be the first to know that there is an issue in the organization

A crisis interchanges "tree" should be set up and circulated to all organization representatives, letting them know unequivocally what to do and whom to call if there was an earmarks as being a potential or a real emergency

3. Aim and Methodology

The literature review was completed with the aid of EBESCO's Electronic Library, making it the primary source of the secondary data used in this research paper. The secondary data collected from EBESCO's Electronic Library formed a base by which we were able to explore the possible connections between risk management and social media, which enabled us, later on, to reflect this knowledge and fit it into Jordanian Universities and their best practices. The EBESCO Electronic Library offered a rich combination of Journal Articles, Academic Abstracts, and database searches. Published books were also used as a source of secondary data. The books provided base points to the research through definitions and generalized concepts.

Qualitative data was collected through the creation of a questionnaire addressing, at first the general aspects of both social media and risk, gradually the questionnaire addressed implementations of crisis communications and social media. For this reason type of different scale were used to get the best answers from respondents such as: List, select any answer Category, select one answer also called multiple choice (Gerner, 2008)

The questionnaire was distributed to 100 business students, selecting 20 students from the following universities: The University of Jordan, The German Jordanian University, The American University of Madaba, Jordan University of Science and Technology and The University of Petra. The data obtained was transferred into quantitative data through arranging it in tabular forms and presenting it with the aid of figures. Some results were combined together to provide better analysis of the data collected.

This section clarify the methods and procedures that has been used, since it gives a detailed description of study methodology, population, sample , tools used for data collection, and explains statistical methods used to analyze data; using averages and differences, median in order to obtain the results.

The data collected from the distribution of the 100 questionnaires were analyzed adopting Statistical Package for Social Sciences (SPSS v22) software and arranged into tables and figures with the aid of Microsoft's Word and Excel

The data analysis consisted of many steps. The collected data from participants were coded and further subjected to an Excel database. All data were analyzed by using a SPSS software program. In order to analyze the information on the questionnaire, the researcher transferred the raw data into codes so that the statistical software could handle it. The data analyses were divided into three parts. a: data analyses for demographic information, and b: data analyses for each research question, and c: regression to test the study hypothesis. Most of the researchers used five points Likert Scale in their research since it is one of the most scales used to measure opinions and responses, due to ease understanding. The study sample indicates the extent of their agreement on each paragraph according to the scale in question, and as follows:

Table (1)

Strongly agree	Agree	To some Extent	Disagree	Strongly disagree
5	4	3	2	1

Means and standard deviations of samples' responses were used to find sample's attitudes towards questionnaires statements that measure the impact of social media on Jordanian universities and their practice of risk management. The following scores were used for evaluating sample's responses. The sample's responses are divided to three levels of agreement: high, medium or low as follows:

Thus, the three levels as follows:

A - Low degree = 1-2.33.

B - Medium degree 2.34-3.67

C - High degree 3.68-5

Test standard amounting (3), the output of dividing the sum of the highest value of the scale (5) and the lowest value in which (1) over (2), that is $\{ (5 + 1) / 2 = 3 \}$, for the purpose of diagnosis sampling unit responses negative and positive as follows: Limits of negative response are 1-299 Limits of positive response are 3-5.

4 Result

The results have revealed that 60% of the students who answered the questionnaire are private university students, represented by three universities: The American University of Madaba, The German Jordanian University, and The University of Petra. The remaining 40% represented the two public universities: The University of Jordan and Jordan University of Science and Technology.

It is found that private universities have more resources to be used for improving the social media sector, as well as the risk department. This enables them to implement more effective measures in order to connect both, risk and social media and ensure the sustainability of operations and enhance the reputation of every university. However, the results were not divided in reference to the sector of operations.

Section One: sectors that should implement crisis communications

Figure 1.1 shows that the highest number of the sample agrees with that, crisis communication has the largest role in the service sector and it should implement a crisis communication plan more frequently, while the educational sector has got the lowest agreement.

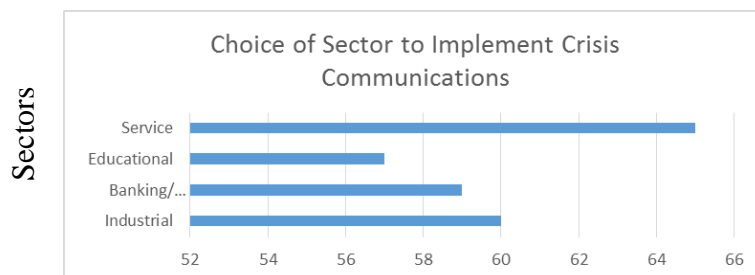


Figure 1.1 Choice of sectors to implement crisis communications percentage

Source: own processing

The service sector is highly affected by social media, all operations depend on their reputation and how they advertise with aid of social media. Although, the educational sector is dependent on the word of mouth, at the end of the day all that matters are the quality of the education provided and the fame of the university should be protected.

With social media, all the changes can be communicated correctly if a proper crisis communication plan is set in place. As an average all the results are relatively close to each other, except the service sector which has implemented crisis communication highly, as shown in figure 1.1. As a result, it can be stated that crisis communication is an essential aspect that must be implemented in all sectors.

Section Two: The Purpose of Crisis Communications

It is found that there are positive attitudes towards the above questions because their means are above the mean of the scale (3). Five main purposes of crisis communication were given, the results came close to each other both between correspondents and purposes. It was agreed that achieving sustainable competitive advantage was the main purpose of crisis communication along with ensuring ongoing growth and success, identifying various

risk facing the organization, also has a high mean of answers attracted by possible students and lecturers and ensuring effective recovery for disaster or crisis followed in importance.

Section Three: Practices of crisis communications

With the proper crisis communication plan in place a competitive advantage can be achieved through communicating with the universities stakeholders. In times of crisis with the proper advertising through crisis communication people will be more attracted to a university that is straightforward, trustworthy and transparent in times of crisis along other times. This will result in ensuring the ongoing growth and success. With the implementation of a proper crisis communication plan, the university will be able to identify the risks that might occur and set strategies to deal with them. With the risks being identified effective recovery is possible if the measures are set correctly to deal with the risk previously identified.



Figure 3.1 Focus on Stakeholder Groups

Source: own processing

It is found that the highest percentage of the sample, which is 48% agrees that the crisis communications process should focus on External stakeholders, while 19% believes that all stakeholders must be focused on.

The focus on external stakeholders ensures that the university is well connected to the public and the surrounding environment. The university operates in crisis communication with the government's help.

The cooperation of university and government is essential for emergency purposes such as in case of fire or other national security crisis. The internal stakeholders are important for the university's operations. All individuals must be aware of the crisis communication plan and how to act during or after a crisis.



Figure 3.2 Years a crisis communication plan is set in place

Source: own processing

It is found that the highest percentage of the sample agrees that their universities had a crisis communications plan in place for more than 5 years.

The older the crisis communication plan is set in place, the more effective it is; as with years of experience, officials will be able to support any possible mistakes or possible risks that were not taken into consideration before.

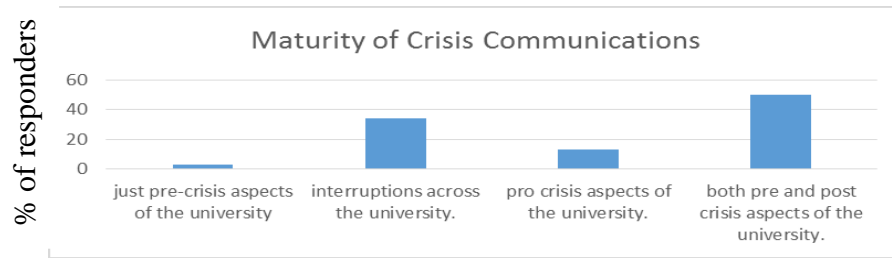


Figure 3.3 Maturity Level of the crisis communications plan

Source: own processing

It is found that 34% of the sample agrees that crisis communications cover interruptions across the university are the best statements to describe the level of maturity of the crisis communications plan in their university. However, 50% stated that crisis communications cover both pre and post crisis aspects.

Studies have stated that a proper crisis communication plan to take into consideration both pre and post crisis aspects, therefore, 50% of the universities have a mature crisis communication plan, however, others need to implement the missing aspect to reach maturity.

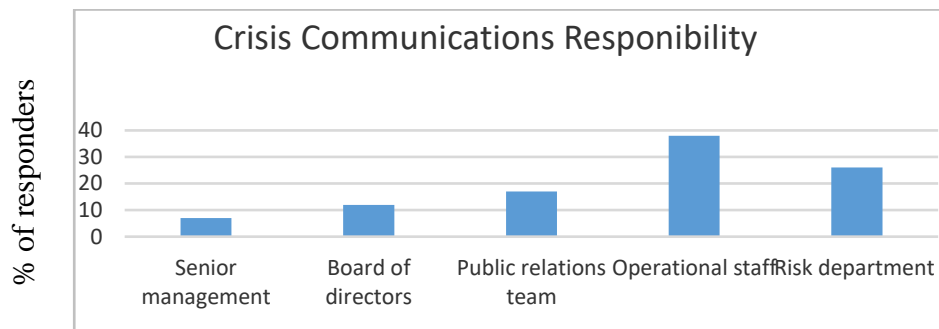


Figure 3.4 Crisis Communication responsible departments

Source: own processing

The above figure shows that 38% of the sample agrees that the operational staff should take the responsibility for crisis communications in their universities, while the second highest percentage was given to the risk department with 26%. According to Bernstein (2013) Crisis communications should be responsible of one department usually the risk department and certain collaboration might take place with other departments, such as the public relations.

Both senior management and board of directors do not have sufficient experience or knowledge to implement such a plan. Nyangau and Bado (2012) stated that the operational staff may contribute in identifying risk and setting measures to mitigate them, however, they cannot set it in place.

Through the analysis of the answers all the listed departments had positive attitudes, they all had a rating of participation above the mean of the scale which is (3). In order for the crisis communication plan to be corresponsive, all departments must contribute in some aspects.

Table 2: Crisis communications concern towards unfavorable impacts

Elements of Risks	Rank	Median
Suppliers and third parties	1	2
IT systems	2	3
Infrastructure	3	3
Physical assets (premises and facilities)	4	3
Processes	5	4
Employees	6	4
Customers	7	4
Corporate reputation	8	4

Source: own processing (n=100)

The most common risks are the ones that affect the list in table 2, the correspondents were asked which of the elements above crisis communications should be most concerned towards unfavorable impacts. Suppliers and third parties had the highest rating, meanwhile the infrastructure was rated the least, however, all above the mean average. All means come close to each other, which indicates the importance of each element on the list.

It is found that there are positive attitudes towards the above questions because their means are above the mean of the scale (3). The table above lists the steps generated for the crisis communication plan, they play an essential part in the overall outcome. The entire results are close to each other however, the majority gave the highest rating to "Developing holding statements"

Section Four: Factors influencing crisis communications and social media

Excellent communication, adequate resources and caring and compassionate response are what seems to have the highest rating according to students. Excellent communications management will be able to manage the crisis successfully. This excellent communication cannot be achieved without adequate resources in order to implement the crisis communication plan. Usually, the public when being addressed in a caring and compassionate way become more understanding of the situation and more willing to help, no matter what stakeholder group they belong to.

Section Five: The comprehensiveness and integration of crisis communications.

Based on the lessons learned from previous disasters/crises, how do you describe the importance of having a fully comprehensive/ integrated crisis communications plan in your university? It is found that the importance of having a fully comprehensive/ integrated crisis communications plan in the sample universities is very high (mean = 3.87).

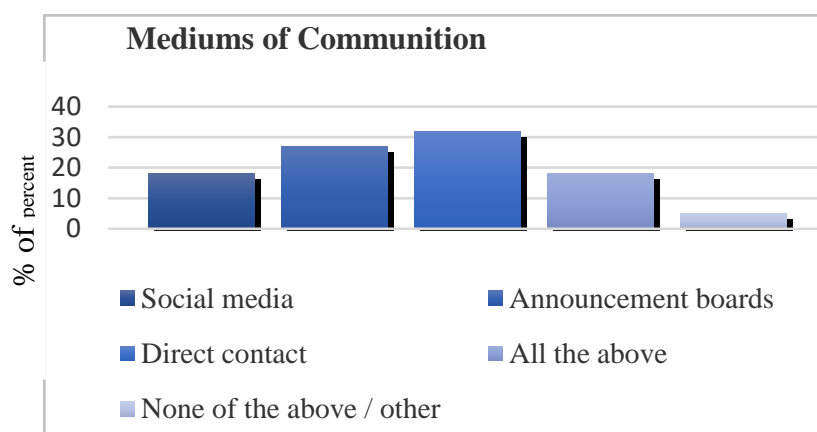
A crisis communication plan as agreed by the 100 correspondent is an important element in risk management. Learning from the previous disaster / crisis, it is found that the universities were able to withstand the effects through social media and a proper crisis communication plan.

The results have revealed that crisis communications have the potential to be integrated with all three of corporate strategic planning method that consists of the management's fundamental assumptions about the future economic, technological, and competitive environments also, setting of goals to be achieved within a specified timeframe, and performance of SWOT analysis. The approach of the universities to risk as well as help in coping with various types of disasters/crisis. Very few have stated that crisis communication is an extra burden to the university. Although implementing crisis communication plans will require more experienced staff and more resources, however, it will protect the university in times of crisis or disaster, and help manage and identify risks and the proper mitigation tactics.

Section Six: Social Media and crisis communications

Figure 3.5 shows that 32 % of the sample agrees that the (Direct Contact) is the medium of communication with their universities to interact with the public, followed by announcement boards (27%).

Figure 3.5 Mediums of



Communications used
Source: own processing

Although, direct contact makes excellent two-way communication it is not as easy to access as the use of social media, even announcement boards acquire the presence of an individual to be able to read the announcement. In the case of social media, and especially with the fast pace and technological advancements, the universities have high percentages of the individuals, who are connected with this media immensely. If the students have not all

access to the Internet and social media account which makes it reliable medium of communication and especially in crisis communication, the university might have low percentage of individuals.

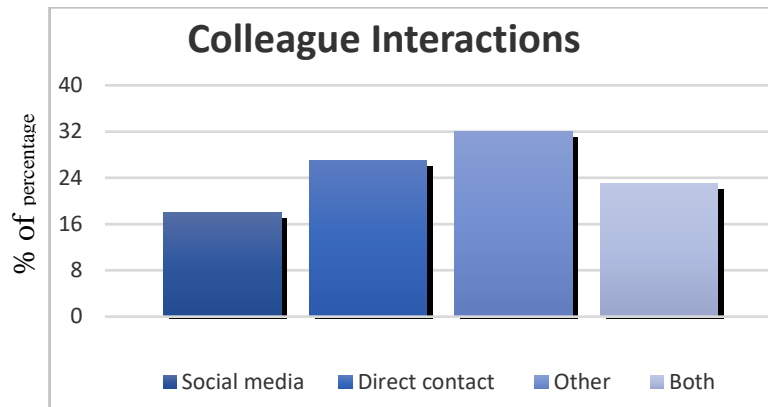


Figure 3.6 Mediums used to interact with colleagues
Source: own processing

The above figure shows that 32 % of the sample agrees that different tools are used to interact with other colleagues. While direct contact created 27% of the list, 23% uses both direct contact and social media, while 18% use social media alone. When combining the 23% and 18% it is recognized that the use of social media has the highest percentage; indicating that individuals today rely highly on the use of social media for its ease of access, fast response and ability to access data at anytime

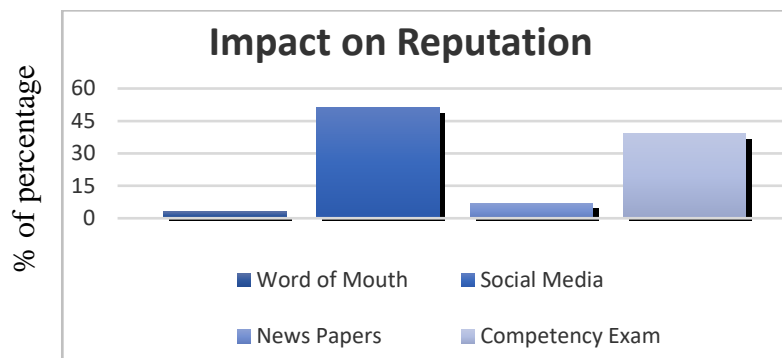


Figure 3.7 Mediums with the highest impact on reputation
Source: own processing

The above figure shows that 51 % of the sample agrees that social media has the highest impact on the reputation of their university, while the second belongs to the competency exam results with a 39%. Information published by the social media will be seen and read by a large number of people, therefore any negative or positive message will have an impact on the reputation of the university. The competency exams evaluate the quality of education that a university provides, and thus explains the reason behind the second highest percentage.

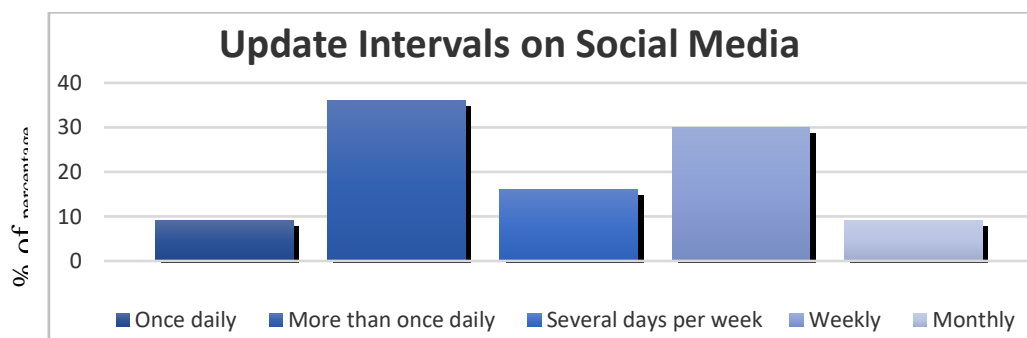


Figure 3.8 Information update intervals on social media
Source: own processing

As mentioned before, social media is widely read, any post will be read or seen by a large number of individuals. The universities who update their social media profiles more than once daily are estimated about 36%, to ensure a good connection with its stakeholders keeping the relationship transparent, weekly updates are used for more important information. Staying in touch with the public ensures a good crisis communication plan, as the connection is already established, therefore information will be delivered easily in times of crisis or a disaster.

5. Conclusion

Based on combining both the literature review and the discussion of the questionnaire results, it was found that the only connection between risk management policies and social media is the crisis communication plan.

The plan in order to be implemented successfully must fulfill the steps generalized for the crisis, identifying the crisis communication team, identifying and training the spokesperson, establishing a modification and maintaining system, identifying the stakeholders, developing holding statements, assessing the crisis communication, and finalizing and adopting key messages. After the previous steps have been fulfilled, post-crisis analysis comes in place.

The results showed that crisis communication should be part of the risk management department, and must operate with the aid of all other university departments in order to obtain operational risk information. A special collaboration with the public relations department is vital to ensure the success of the plan. The results have also revealed that crisis communication should not focus on one aspect of operations, however must be integrated to all. We have all established that all stakeholders are important and must be addressed especially at times of crisis/disasters. It was proven that social media, on the other hand, has aided the process of crisis communication, the majority of both students at universities rely on social media for its reliability and ease of access to communicate and deliver their messages.

All in all, the role of social media is vital in the practices of risk management especially in Jordanian universities. However, along with this vital role, greater responsibility comes from employing non-experienced staff and investing in resources to enable several employees in social media and risk management. The overall research would contribute in displaying the important role social media plays in the practice of risk management in Jordanian universities. It gives an overview to the internal processes and how both risk management and social media are looked at in Jordan, especially the educational sector. Hopefully, this research will shed some light towards the importance of implementing a crisis communication plan, and the benefits resulting from such implementation will be not only for universities but also for other organizations.

According to the results of the research, a number of improvements in the public relations department should be emphasised, and an integration between risk management department and public relations department should also be taken into consideration. These recommendations are such as: suggesting a process to be followed in case of a crisis or disaster; Assessing the vital role that the risk management department, plays in all business processes; Proposing a correct format for the development of holding statements; Establishing the importance of an organization's reputation; Assessing factors with the highest impact on the reputation of an organization; Implying proper methods of dealing with reputational risks; and also supporting the fact that not all negative rumors facing the university effect the reputation badly, some might make it more well-known.

Moreover, assessing the university's position in the sector it operates in should be valued; also estimating the importance of creating a brand image for the university; and evaluating the importance of the level of education provided by this university. In addition to this, establishing the importance of social media in interacting with the public can be considered as an asset, and giving weight to all stakeholders (internal and external) of the university, where both are equally important to be addressed in all situations.

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