

A CRITICAL APPRAISAL OF THE SCIENTIFIC MONOGRAPH “CORPORATE COMMUNICATIONS”: THEORETICAL FRAMEWORKS, CONTEMPORARY CHALLENGES, AND PRACTICAL IMPLICATIONS FOR ORGANIZATIONAL COMMUNICATION MANAGEMENT

Milijanka Ratković¹

¹ Faculty of sport, University “UNION – Nikola Tesla”, Beograd
milijanka.ratkovic@fzs.edu.rs, <http://orcid.org/0000-0001-7946-354X>

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Corresponding: milijanka.ratkovic@fzs.edu.rs

Abstracts: This paper presents a critical appraisal of the scientific monograph *Corporate Communications* authored by Dr. Dejan Dašić, a comprehensive and systematic scholarly work dedicated to the study of corporate communication as one of the key functions of contemporary management. The monograph examines the theoretical foundations, models, strategies, and instruments of corporate communications, with particular emphasis on the role of communication in building corporate identity, reputation, and relationships with stakeholders. The author discusses the importance of internal and external communication, crisis communication management, media relations, the digital transformation of communication processes, and contemporary challenges arising from the development of new information and communication technologies. The monograph is characterized by an interdisciplinary approach that successfully integrates theoretical concepts with practical examples from business practice. Its particular value lies in its contribution to the advancement of scientific knowledge in the field of corporate communications, as well as its applicability in academic education, research activities, and professional practice. Therefore, the monograph may be regarded as a significant contribution to understanding contemporary communication processes within organizations and their role in achieving strategic objectives.

Keywords: corporate communications, corporate identity, corporate reputation, communication management, stakeholders

Introduction

In an era characterized by intensive digitalization, market globalization, and increasingly complex relationships between organizations and their stakeholders, corporate communications have become one of the key functions of contemporary management. Modern organizations can no longer achieve their strategic objectives solely through production, financial, or sales activities; instead, they must systematically manage communication processes that shape corporate identity, reputation, and public trust. For this reason, scientific and professional literature in the field of corporate communications has gained growing importance in both academic circles and business practice.

The scientific monograph *Corporate Communications*, authored by Dr. Dejan Dašić, represents a significant contribution to the development of domestic scholarly literature in this field. Published in 2026 by the Business Studies College of Applied Sciences in Niš, the monograph is classified as a scientific monograph and comprises 393 pages accompanied by an extensive bibliography. Consisting of eleven chapters, the work provides a comprehensive examination of the theoretical foundations, mo-

dels, strategies, and instruments of corporate communication, with particular attention devoted to the contemporary challenges arising from digital transformation, new media, and changes in the communication habits of various stakeholder groups.

A particular scientific value of the monograph lies in its interdisciplinary approach, as the author successfully integrates knowledge from the fields of management, marketing, public relations, media studies, and organizational behavior. In doing so, the monograph transcends a narrowly disciplinary perspective and offers a holistic understanding of corporate communications as a complex system of strategic importance for the functioning of modern organizations.

In addition to the author, the scientific validation of the monograph involved distinguished scholars and university professors who contributed through the peer-review process. According to the bibliographic information and imprint of the publication, the reviewers of the monograph were Professor Milovan Vuković, PhD, Professor Ivan Milojević, PhD, and Professor Milan Stanković, PhD. Their involvement further confirms the scholarly rigor and academic credibility of the publication.

The aim of this critical appraisal is to analyze the structure, content, scientific contribution, and practical value of the monograph *Corporate Communications*, as well as to highlight its significance for students, researchers, and practitioners engaged in communication management, public relations, marketing, and related academic disciplines.

Theoretical Foundations and Strategic Framework of Corporate Communications

The monograph *Corporate Communications* by Professor Dejan Dašić, PhD, is built upon a clearly conceptualized theoretical framework that gradually introduces readers to the complex field of corporate communication. The first five chapters of the monograph constitute the theoretical and conceptual foundation of the entire work. The author begins with the fundamental definitions of corporate communications, their historical development, and their role within the contemporary organizational environment, before progressively moving toward an analysis of communication theories, models, corporate identity, internal communications, and stakeholder relations. Such a structure enables readers to systematically acquire the key concepts necessary for understanding

corporate communication as a strategic management function.

One of the major strengths of the monograph lies in the fact that the author views corporate communications as far more than a mere process of information transmission (Dašić, 2026). Communication is presented as an instrument for implementing organizational strategy, building reputation, and managing relationships with various stakeholders. This perspective is fully aligned with contemporary scholarly understanding, according to which corporate communications represent one of the principal mechanisms for strategy implementation and for connecting management with internal and external publics (Argenti, 2017; Garača et al., 2013).

In the second chapter, the author successfully integrates both classical and contemporary theoretical approaches to corporate communication. Particularly noteworthy is the inclusion of Stakeholder Theory, Organizational Culture Theory, Reputation Management Theory, and Situational Theory of Publics, enabling readers to understand communication as a complex process that extends beyond the traditional sender-receiver relationship. At the same time, the discussion of communication models, ranging from the Shannon-Weaver

model to the integrated corporate communication model, provides a solid theoretical basis for understanding contemporary communication processes within organizations.

A significant portion of the monograph is devoted to the analysis of corporate identity and branding. The author highlights the interconnectedness of corporate identity, organizational culture, values, and reputation, emphasizing that successful organizations do not build their brands solely through marketing activities but through the consistent communication of their values. Indeed, the relationship between strategy, brand, and corporate reputation is one of the most important dimensions of contemporary corporate communications, as confirmed by studies demonstrating that corporate communication directly influences strategy implementation, brand positioning, and organizational reputation building (Forman & Argenti, 2005).

Particular value is also found in the chapters dedicated to internal communications and stakeholder communication. The author emphasizes that successful external communication cannot be achieved without well-developed internal communication mechanisms, organizational

trust, and employee engagement. Employees represent a critical prerequisite for customer satisfaction, particularly in service industries (Ratković et al., 2012; Ratković et al., 2017). Given that strong customer relationships are a central objective of the contemporary marketing concept, the importance of internal communication becomes evident (Ratković et al., 2011).

At the same time, through the analysis of corporate social responsibility and stakeholder relationship management, the monograph demonstrates that modern organizations increasingly depend on their ability to establish long-term and mutually beneficial relationships with their environment. Many scholars further expand the analysis of corporate responsibility by incorporating the role of consumers and their own social responsibility, thereby making this field even more complex and interconnected with numerous other areas of study (Jotanović et al., 2017). In this regard, the author demonstrates an excellent understanding of important themes and related disciplines, opening pathways for new research questions and theoretical relationships. The subtle yet sufficiently comprehensive treatment of topics that are not the primary focus of the monograph, but

which significantly enrich the reader's understanding of corporate communications, reflects the breadth of the author's knowledge and his high level of expertise in both theory and practice.

Viewed as a whole, the first five chapters of the monograph provide a well-structured and scientifically grounded presentation of the theoretical foundations of corporate communications. By combining classical theoretical concepts, contemporary research findings, and numerous practical examples, the author has successfully developed a coherent theoretical framework that serves as a valuable basis for understanding contemporary communication challenges and practices.

Conceptualizing Corporate Communications: Theories, Models, and Organizational Identity

In the monograph *Corporate Communications*, Professor Dejan Dašić, PhD, establishes the conceptualization of corporate communications as the foundation for understanding the organization as a communication, management, and identity system. The author begins by defining corporate communications, examining their historical development and their relationship with business and

marketing communications. The analysis is subsequently expanded to include communication theories, models, and the key elements of corporate identity. In this way, the first three chapters of the monograph create a logical progression from a general understanding of communication to its strategic role in shaping organizational identity, image, and reputation.

A particular strength of this section of the monograph lies in the fact that corporate communications are not presented merely as a technical process of sending and receiving messages, but rather as an integrated system for managing meaning, relationships, and perceptions. In this context, the discussion of theories such as Stakeholder Theory, Organizational Culture Theory, Reputation Management Theory, and Corporate Identity Theory enables readers to understand how communication functions both within organizations and in relation to their external environment. Such an approach is consistent with contemporary understandings of corporate identity, according to which identity cannot be reduced solely to visual elements but encompasses organizational behavior, communication, culture, strategy, and the ways in which different stakeholder groups perceive and interpret the

organization (Cornelissen & Elving, 2003).

By incorporating both classical and contemporary communication models, the author further strengthens the theoretical foundation of the analysis. The models of Shannon and Weaver, Schramm, Lasswell, Berlo, Grunig and Hunt, as well as integrated corporate communication models, allow the communication process to be examined from multiple perspectives: as the transmission of information, as the interpretation of meaning, as interaction with publics, and as the strategic management of relationships. This demonstrates that corporate communications constitute an interdisciplinary field that integrates management, public relations, marketing, organizational culture, and media studies.

Particularly noteworthy is the way corporate identity is examined in relation to branding, corporate design, organizational values, and culture. This approach enables a clearer understanding of the fact that organizations communicate not only through official messages but also through symbols, visual identity, employee behavior, leadership decisions, and their overall relationships with stakeholders. Balmer (2017) emphasizes that corporate identity, corpo-

rate communications, and stakeholder perceptions should be viewed as an interconnected continuum, since organizational identity acquires its full meaning only through its relationship with those who observe, evaluate, and interact with the organization.

Viewed as a whole, this section of the monograph possesses considerable scholarly and educational value because it introduces readers to the fundamental concepts necessary for understanding the complexity of contemporary corporate communications. The author successfully integrates theories, models, and organizational identity into a unified analytical framework, demonstrating that corporate communication is not an isolated business activity but rather a strategic function that shapes how organizations understand themselves, present themselves to others, and build long-term relationships with their various publics.

Internal Communications, Stakeholders, and Corporate Social Responsibility as the Foundation of Contemporary Corporate Governance

A significant segment of the monograph Corporate Communications is devoted to the analysis of internal communications, stakeholder rela-

onship management, and corporate social responsibility. These topics are addressed in the fourth and fifth chapters and represent a logical continuation of the previously presented theoretical foundations of corporate communication. The author proceeds from the premise that organizations cannot achieve long-term business objectives without effective communication with their employees, nor without maintaining high-quality relationships with key stakeholders in their environment. In this way, corporate communications acquire a broader dimension and become an instrument for building organizational trust, legitimacy, and social responsibility (Lunić & Ćesarević, 2025; Dašić, 2026b).

In the section dedicated to internal communications, the author places particular emphasis on trust, organizational culture, and employee engagement as essential prerequisites for the successful functioning of contemporary organizations. Various models and approaches to trust development are presented, together with modern communication platforms that facilitate faster and more efficient information exchange within organizations. This perspective is fully consistent with contemporary research demonstrating that effective internal communication directly

influences employee engagement, organizational commitment, and overall business performance (Karanges et al., 2015). Employees are increasingly viewed as key brand ambassadors, making communication with them one of the most important elements of corporate strategy.

Another particularly important area of the monograph is the analysis of stakeholder communication. The author provides a detailed examination of different stakeholder groups, their expectations, interests, and communication needs. This approach allows readers to understand organizations as components of a broader social system in which success depends on the ability to manage diverse interests and establish stable relationships with key actors. Contemporary scholarly literature confirms that organizations adopting a systematic approach to stakeholder communication achieve higher levels of trust, reputational stability, and long-term sustainability (Greenwood, 2007).

A further significant aspect of this section of the monograph concerns corporate social responsibility (CSR). The author does not view CSR merely as a philanthropic activity but rather as an integral component of corporate strategy and communication policy. Particular attention is devoted to the ethical, legal, econo-

mic, and philanthropic foundations of social responsibility, as well as to the global normative frameworks that shape contemporary responsible business practices. Such an approach enables readers to understand how corporate social responsibility has become an important instrument for building corporate reputation and strengthening relationships with various stakeholder groups.

Viewed as a whole, the fourth and fifth chapters successfully integrate internal communications, stakeholder management, and corporate social responsibility into a unified conceptual framework. The author demonstrates that contemporary corporate governance encompasses far more than the management of business processes; it requires the continuous cultivation of trust-based relationships with employees, business partners, local communities, investors, and other stakeholders. For this reason, this thematic section represents one of the most valuable parts of the monograph and a significant contribution to the understanding of contemporary corporate communications.

Contemporary Communication Practices, Global Challenges, and Ethical Dimensions of Corporate Communication

The second major thematic section of the monograph *Corporate Communications* encompasses six chapters dedicated to public relations, media communications, crisis management, the digital transformation of communication processes, the measurement of communication effectiveness, global communications, and the ethical challenges of the contemporary corporate environment. Unlike the preceding chapters, which primarily focus on the theoretical foundations of corporate communication, this section represents a practical extension of the theoretical framework and demonstrates how organizations apply communication strategies in conditions characterized by digitalization, globalization, and the growing expectations of diverse stakeholder groups.

A particular strength of this part of the monograph lies in its analysis of media relations and public relations as key instruments of corporate communication. The author emphasizes that contemporary organizations can no longer control communication flows in a traditional manner; instead, they must develop continuous

dialogue with various publics. In this context, public relations emerge as a strategic function for managing organizational relationships, reputation, and legitimacy. Contemporary research confirms that communication professionals are increasingly involved in strategic decision-making processes and organizational change management, further highlighting the significance of communication management in modern organizations (Zerfass et al., 2018; Dašić, 2018).

A prominent place within the monograph is also devoted to crisis communication and reputation management. The author examines various types of organizational crises, communication response strategies, and the role of the media in shaping public perceptions of crisis events. Particularly important is the treatment of reputation as a strategic organizational asset that requires years to build but can be seriously damaged within a very short period of time (Dašić et al., 2024; Vitković et al., 2026). This perspective is fully consistent with contemporary scholarly approaches that regard crisis communication as one of the most important instruments for preserving organizational trust and reputation (Coombs, 2007).

In subsequent chapters, the author explores the impact of digitalization and social media on corporate communications. Particular emphasis is placed on the advantages of digital platforms in terms of communication speed, stakeholder interaction, and the personalization of messages. At the same time, attention is drawn to numerous challenges arising from increased business transparency, the spread of misinformation, and the necessity of continuous online reputation monitoring. The author successfully demonstrates that digital transformation has altered not only communication channels but also the very nature of relationships between organizations and their publics.

The chapters devoted to measuring communication effectiveness and global communications represent a particularly valuable scholarly contribution. Through an analysis of performance indicators, evaluation methods, and communication analytics, the monograph highlights the necessity of systematically monitoring the outcomes of communication activities. Simultaneously, the discussion of intercultural communication aspects illustrates that successful global organizations must adapt their messages to diverse cultural, social, and institutional contexts (Fra-

njić, 2022; Dašić, 2024; Stanković, 2025).

The final chapters address ethical issues in corporate communication, one of the most relevant topics in contemporary communication theory and practice. The author discusses questions of transparency, information accuracy, privacy protection, the responsible use of digital technologies, and the ethical application of artificial intelligence in communication processes. In doing so, the monograph moves beyond the traditional boundaries of communication management and creates space for a critical examination of organizational responsibility within contemporary digital society.

Taken as a whole, this second thematic section of the monograph provides a comprehensive overview of contemporary communication practices and the challenges organizations face in a global and digital environment. By combining theoretical discussions, practical examples, and contemporary trends, the author successfully demonstrates how corporate communications have become one of the key determinants of organizational competitiveness, sustainability, and social responsibility.

Media Relations, Crisis Communication, and the Digital Transformation of Corporate Communications

Within the second thematic section of the monograph, particular attention is devoted to media relations, crisis communication, and the digital transformation of corporate communications. These topics are addressed across several chapters and represent some of the most relevant areas of contemporary communication theory and practice. The author begins from the premise that media systems and communication technologies have significantly transformed the ways organizations communicate with their publics, manage information, and respond to crisis situations. In this context, corporate communications are presented not merely as instruments of information dissemination but also as mechanisms for building trust, preserving reputation, and managing organizational risks.

In discussing media relations, the author emphasizes that contemporary organizations can no longer regard the media solely as channels for transmitting information. The development of digital platforms, online journalism, and social media has created an environment in which information circulates rapidly and

often beyond organizational control, while corporate reputation is subject to continuous public scrutiny. The monograph highlights the importance of establishing long-term and professional relationships with media organizations, as well as the necessity of transparent and timely communication. This perspective is consistent with contemporary scholarly views that regard media relations as a crucial component of strategic communication management and organizational credibility building (Macnamara, 2014).

A substantial portion of the monograph is devoted to crisis communication. The author provides a detailed analysis of the nature of organizational crises, their causes and consequences, and the communication strategies that organizations can employ to preserve public trust. Particular emphasis is placed on timely responses, the assumption of responsibility, the selection of appropriate communication channels, and the importance of well-prepared crisis management plans. These considerations are fully aligned with the Situational Crisis Communication Theory (SCCT), which suggests that the effectiveness of communication responses depends on both the nature of the crisis and the degree of responsibility attributed to the orga-

nization by the public (Coombs, 2007).

The third major component of this section focuses on the digital transformation of corporate communications. The author demonstrates that digitalization has introduced not only new technological tools but has fundamentally reshaped communication processes within organizations. Social media platforms, digital communication channels, analytical tools, mobile applications, and artificial intelligence-based systems have enabled more direct, interactive, and personalized communication with stakeholders. At the same time, organizations face new challenges, including the spread of misinformation, cybersecurity threats, privacy concerns, and growing public expectations regarding transparency and accountability.

A particularly valuable aspect of the analysis is the author's recognition that digital transformation should not be viewed solely as a technological process. Rather, it is presented as an organizational and communicative transformation that requires new competencies, new management approaches, and new forms of stakeholder interaction. This perspective demonstrates that contemporary corporate communications require the integration of traditional and di-

gital communication channels, as well as continuous adaptation to an increasingly dynamic media environment.

The issues examined in this section confirm that media relations, crisis communication, and digital transformation constitute central themes of contemporary corporate communications. Through the systematic integration of theoretical approaches, relevant examples, and current communication trends, the author demonstrates how communication processes have become inseparable from the strategic management of organizations. This part of the monograph makes a particularly valuable contribution to understanding how organizations build and protect their reputations, manage crisis situations, and leverage the potential of digital technologies to strengthen relationships with their various publics.

Measuring Communication Effectiveness, Global Dimensions, and Ethical Challenges in the Contemporary Corporate Environment

The concluding chapters of the monograph *Corporate Communications* are devoted to topics that are gaining increasing importance in contemporary communication theory and practice: the measurement of co-

munication effectiveness, the global dimensions of corporate communication, and the ethical challenges organizations face in the digital age. This thematic area represents a logical conclusion to the monograph because, after examining the theoretical foundations and practical applications of corporate communication, the author shifts attention to questions of effectiveness, internationalization, and social responsibility. In doing so, corporate communications are presented as a process that extends beyond the creation and dissemination of messages, encompassing the continuous evaluation of outcomes, the understanding of diverse cultural contexts, and adherence to ethical standards.

In the section dedicated to measuring communication effectiveness, the author analyzes various methods and indicators used to assess the success of communication activities. Particular attention is given to communication performance metrics, media visibility analysis, audience engagement assessment, reputation measurement, and the evaluation of return on communication investments. This analysis is especially valuable because contemporary organizations increasingly require measurable evidence of the outcomes generated by communication activi-

ties. For this reason, communication evaluation has become one of the central components of strategic communication management. Research demonstrates that organizations that systematically measure communication performance make better-informed decisions and more effectively align communication activities with organizational objectives (Volk, 2016).

Another important dimension of the analysis concerns the global aspects of corporate communications. The author points out that globalization and the internationalization of business activities require new approaches to communication management. Organizations today communicate simultaneously with diverse cultural, linguistic, political, and economic environments, necessitating a high degree of adaptability in communication strategies. The monograph effectively demonstrates that universal communication models are not always applicable across different cultural contexts and that understanding intercultural differences is a prerequisite for successful global communication. Contemporary research confirms that cultural sensitivity is one of the most significant determinants of effective communication in international environments and successful stakeholder

relationship management on a global scale (Tench & Moreno, 2015).

Through the analysis of ethical issues in corporate communication, the author addresses topics such as truthfulness and transparency of information, privacy protection, responsibility toward the public, information manipulation, and the ethical use of contemporary digital technologies. Particularly relevant are the discussions concerning the application of artificial intelligence, algorithmic information management, and organizational responsibility in an increasingly digitally dependent society. The monograph emphasizes that communication ethics is not merely a normative concern but also a strategic prerequisite for building trust, credibility, and long-term organizational reputation.

The significance of this section is further reflected in the author's ability to integrate communication measurement, global communication challenges, and ethical standards into a unified analytical framework. In doing so, the monograph demonstrates that the success of corporate communications cannot be evaluated solely through quantitative indicators but must also be assessed through an organization's ability to communicate responsibly with diverse publics and adapt its communication

practices to a complex international environment.

Considering all of the issues discussed throughout the monograph, it becomes evident that contemporary corporate communications occupy a central position within ongoing organizational, technological, and societal transformations. By integrating theoretical concepts, contemporary communication practices, and ethical dimensions of communication management, the author successfully develops a coherent concluding framework for the monograph. At the same time, the author highlights the fact that the future development of corporate communication will largely depend on the ability of organizations to respond to the demands of the global digital environment, maintain public trust, and ensure the ethical and socially responsible application of communication technologies.

Conclusion

The scientific monograph *Corporate Communications* by Professor Dejan Dašić, PhD, represents a comprehensive, systematic, and scientifically grounded work that significantly enriches the domestic body of literature in the field of corporate communication. Through eleven themati-

cally interconnected chapters, the author successfully integrates theoretical concepts, contemporary communication models, practical experiences, and the current challenges faced by organizations in the context of digital transformation and globalization.

A particular strength of the monograph lies in its interdisciplinary approach. Corporate communications are not examined solely as a function of public relations or marketing, but rather as a strategic management discipline that integrates organizational culture, corporate identity, reputation, stakeholder management, corporate social responsibility, and ethical business practices. The author convincingly demonstrates that communication has become one of the most important resources of contemporary organizations and a critical factor influencing their competitiveness, sustainability, and social legitimacy.

The monograph is characterized by a clear structure, logical organization of content, and a balanced integration of theoretical discussion and practical application. Of particular importance is the inclusion of topics that occupy a central position in contemporary academic and professional debates, including digital co-

mmunications, crisis communication, communication effectiveness measurement, intercultural communication, and the ethical implications of emerging technologies.

The scholarly contribution of this monograph is reflected in its systematic synthesis of contemporary knowledge in the field of corporate communications, while its practical significance lies in the applicability of the presented concepts for managers, public relations professionals, communication consultants, researchers, and students. Consequently, it may be concluded that Corporate Communications represents a valuable scholarly and educational resource with the potential to become one of the leading reference publications in the field of corporate communication within the Serbian-speaking academic and professional community.

The work of Professor Dejan Dašić, PhD, confirms that corporate communications today represent far more than a mechanism for the transmission of information. Rather, they constitute a strategic instrument through which organizations build identity, cultivate trust, shape reputation, and establish long-term relationships with their stakeholders. It is precisely in this capacity that the enduring scholarly and practical value of this monograph resides.

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KRITIČKI OSVRT NA NAUČNU MONOGRAFIJU „KORPORATIVNE KOMUNIKACIJE“: TEORIJSKI OKVIRI, SAVREMENI KOMUNIKACIONI IZAZO- VI I PRAKTIČNE IMPLIKACIJE ZA UPRAVLJA- NJE ORGANIZACIONIM KOMUNIKACIJAMA

Sažetak: Predmet ovog rada je kritički osvrt na naučnu monografiju *Korporativne komunikacije* autora dr Dejana Dašića, koja predstavlja sveobuhvatno i sistematično naučno delo posvećeno proučavanju korporativnog komuniciranja kao jedne od ključnih funkcija savremenog menadžmenta. U monografiji se analiziraju teorijski osnovi, modeli, strategije i instrumenti korporativnih komunikacija, sa posebnim osvrtom na ulogu komunikacije u izgradnji korporativnog identiteta, reputacije i odnosa sa zainteresovanim stranama. Autor razmatra značaj interne i eksterne komunikacije, upravljanje kriznim situacijama, odnose s medijima, digitalnu transformaciju komunikacionih procesa, kao i savremene izazove koje donose nove informaciono-komunikacione tehnologije. Monografija se odlikuje interdisciplinarnim pristupom koji uspešno povezuje teorijske koncepte sa praktičnim primerima iz poslovne prakse. Njena posebna vrednost ogleda se u doprinosu unapređenju naučnih saznanja iz oblasti korporativnih komunikacija, kao i u njenoj primenljivosti u akademskom obrazovanju, istraživačkom radu i profesionalnoj praksi. Stoga se monografija može posmatrati kao značajan doprinos razumevanju savremenih komunikacionih procesa u organizacijama i njihove uloge u ostvarivanju strateških ciljeva.

Ključne reči: korporativne komunikacije, korporativni identitet, korporativna reputacija, komunikacioni menadžment, zainteresovane strane