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# METHODS OF FORMING COMMUNICATIONAL IMPACT AND MANAGING SERIES: FROM PARLIAMENTAR CONFLICTS TO TERRORIST ACTIVITIES

## Abstract

*In this paper the author has a goal of presenting a detailed analysis of communicational management methods which are formed on touch points of different disciplines, praxis of management and integrative use of open and closed communication in different spheres of life. One of directions of such use is consisted in the method of forming communicational series of impacts and managing. In this paper, a series of mutually connected terms which represent the actuality of contemporary reality, which have not yet been enough studied or adequately graded from a CM aspect, will be thoroughly analysed. The author points towards an exceptional importance of communicational management in contemporary international relations, especially when talking of conflict dissolvent.*

**Key words:** communication, communicational management, parliamentary conflicts, terrorist activities, managing.

Open (for social consciousness) communicational series of action (CSA) are a successive series of events and/or pseudo-events (factoids)[1], which through FMI and/or informal communication channels (information „by word of mouth", rumour etc.) have a previously programmed impact on public, on individual key persons.

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1  Factoid – non-authentic or false claims (unchecked, untrue or made up), which are dressed in a uniform of credibility and are declared as credible. Term «factoid» was introduced in 1973 by American author Norman Mayler in his biography of Marilyn Monroe. Mayler defined this term as „facts that did not exist before its appearance in a magazine or newspaper".

Let us take a situation in parliament as an example: insult – returned insult – conflict situation with use of violence – publishing in FMI – reaction of target group to the event – subsequent event deliberation – public verdict. A small number of parliaments worldwide are not encountering similar, open or conditionally open (some moments are consciously being hidden from public) sequence of events.

Open or conditionally open CSA are actually characterized by a fact that they have a certain impact (but not necessarily a managerial one) on the targeted auditorium[2]. If not at every single one, then on an entire series of phases, poly-variance is possible in event developments, and the behaviour of management object is in complete or relevant divergence with goals of management subject.

It there is a contractor of CSA, he can, with a sufficient level of probability, assumes what the final effect of staging will be. Moreover, for achieving the necessary effect in different phases apparent illegal methods can be used (blackmail, bribery and etc.), which can, after being disfigured, give a clear picture of the CNM goals, the ones that suit them, and call to account the ones that are legally guilty.

Method of forming open or conditionally open communicational series of management (CSM) consists of forming a series of event, i.e. pseudo-events (factoids), which through FMI and/or informal communication channels (information „by word of mouth", rumour etc.) have a previously programmed impact on public, on individual key persons.

In CSM is, in our opinion, an applicable understanding of management impact (MI) in two basic senses.

Firstly, as a signal, this is characteristically for the theory of automatic management. Such impact is point-blank manifested onto the management object (MO) and causes (in the absence of protest) an unequivocal reaction in value change of parameters that characterize the state of MO. That is, „signal "can be perceived as a main reason of change of MO State.

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2 If convenient, a difference between CSA and series of impacts which are also based on a relation between matching events, but in which a bigger or smaller impact predisposition is confirmed by material and financial factors should be shown. For example, a situation in which the object of blackmail complies to his blackmailers under a threat of use of physical violence, is apparently different from the situation in which he is guided by, above all, public consequences of his decision (for example, loss of authority in the society) or makes a decision under the influence of pseudo threat which was artificially provoked in his consciousness. There is no sharp border between two forms of series of this kind, they intertwine, transform into each other, which can also be done by the managerial process, to a greater or lesser extent.

Secondly, in system theory, this term has a wider meaning and is not perceived only as a signal, but also as a command, instruction, order, directive, directions and stimulants and similar.[3] Thereby, unlike the „signal" interpretation of management impact, all other previously mentioned variables of meaningful term UV represent the necessity of previous fulfilment of some additional actions (functions) for their representation, in extreme cases, as "signal" impact – **direct impact** of state change of IO.

For this reason, the meaningful content of such UV is entirely based and can be interpreted as a „task "for a system which consists of IO, for implementation of all necessary actions in order to conduct a conversion of IO to a necessary state. But, in CSM, command is not the main means of management.

In case of a terrorist act, the highest leadership (and the ones following on the hierarchy ladder) gives orders under the influence of management signal (terrorist act or a threat of its execution). This signal also becomes managerial (in wanted form for a contractor of terrorist act), as soon as it gets (under the threat of arrival) into the field of public FDI, which serve as its sort of mega enhancers.

The use of informal communication (for example, rumour) is also possible for enhancing signal. Compliance (or non-compliance, which can easily be programmed) of some terrorist demands is also happening with taking into consideration not always adequate response of the state leadership and special forces, to reactions of different national and international public groups.

A following sequence of events can be used as an apparent example of CSM: a terrorist act with victims and destruction in a densely populated area of a capital in, for example, Europe, **always** causes **an appropriate reaction or state**: leaders of countries stop preforming their routine tasks or even shorten very significant international visits and return to their countries.

They **always** give appropriate statements with **mandatory** anger towards terrorists, promises that everything will be done for the crime to be investigated, condolences to families and family of the killed are always present. Such terrorist actions **always** cause stepped-up security measures that are **transferred** to public conscience through FDI channels and informal communication.

**In a democratic society,** critics towards individual politicians or members of the leadership in total for failure to take the necessary security measures are **always**

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3 *Big Economical dictionary*, under red. of. A. N. Azriliana, 7. ed. Moscow., 2008.

increasing. Some general trends in public conduct are **always** present. So all explosions in European metro station resulted in noticeable, (and sometimes to a very noticeable) temporary reduce in number of passengers.

In Moscow, for example, where metro is a developed and popular way of transport (metro stations have about 10 millions of passengers per day), terrorist attack resulted in a significant temporary reduce of income of metro, etc.

Of course, even in conditionally open CSM we can see that computation in conscience of some groups and individuals in even series can only partially lead towards managerial effects.

We can see how terrorists, practically, **manage activities** of alerting agencies: after a terrorist act they always intensify. But, the character of concrete decisions taken is only partially pre-destined. The activity of alerting agencies are further unearthed in media, but the character of the unearthing cannot be guaranteed entirely by communication tools.

By managing more or less the state and actions of management object, terrorists to some extent affect the environment which is favouring them. However, this impact rarely has a managerial character.

The strength and weakness of terrorists' CSM are all shown in one. Terrorists' CSM refers to life of people and is connected to demonstration of real action or to a threat of its execution (in the second case its impact on public is often weaker).

Solid connectivity with an apparent event is at the same time not only a strength, but also a weakness of conditionally open CSM, since it gives, even a minimal, but real complete of material symptoms of "constructing" series of events, and is from the mere beginning accepted as a target oriented action of a group of individuals (often with quite narrow probable vector in search of perpetrators and contractors). Even more, they are often not even hidden, since they are very interested in gaining publicity when speaking of their involvement in a terrorist act.

And with all the „pluses" of terrorist attacks for its contractor, the end of event series can from the beginning be predicted if not by the entire public, then at least by the responsible employees of the management system, alert agencies and representatives of the FMI.

Open or conditionally open CSM enables to, by means of even not easy, but difficult and sometimes very long-lasting research, reach to not only the direct

perpetrators of the terrorist act, but also its organizers and contractors, though not every single time.

Closing up not only for the entire public, but also for the state leadership, top-management, classical special service (without specialists for communicational safety) systems closed CSA and CSM is a totally different thing. Apparently, by having „their own people "in the leadership of the structure which is ready for such actions, such events are preventable and there is a chance of minimizing the damage it might cause.

However, such situation is not the norm, but a rare confluence of favourable circumstances, in the end at least for the special agency which is opposing a certain terrorist organization, and is not directly or indirectly channelling its activity (the latter is a rare praxis in Cold War conditions, which did not stay in the past even after it ended).

Closed communications are also natural forms of restricting communication in many life situations (from national and corporal security to strictly private motives for restricting communication, for example, sign language is not understandable to majority of people). The term is quite conditional.

Every most simple communication has restrictions in terms of deciphering transmitted signals. The speaking of little English child might lead to a dead end a grown-up person from any other country that does not speak English – basically, this kind of speaking would be entirely or partially "closed" for the grown-up's consciousness. But, the grown-up person would spot the problem and could take measures in order to solve it (he would learn English or resort to help from a translator).

In accordance with that, access to special agencies communication, or business of private correspondence might be sanctioned or unsanctioned. It is a political, administrative, moral or technical problem (or all of the above). Because of that, we will call this type a conditionally closed communication.

At the same time, a fast forming and perfecting of methods and systems that provide a hidden communicational treatment of object with a specific goal is happening. In more educated and more complex societies, this goal is difficult to achieve. To a greater or lesser extent, communication by means of advertising content of FMI emissions creates a hidden burden among people.

Concentrated propaganda and advertising campaigns today still achieve success, especially if aimed at a specific target group. But, most people know of the risks of advertising impact and they could, if there is a will for it, resist it more or less successfully.

In developed countries of the West, it is not by chance that it is by far most subjected to a legislation, which, by the way, does not protect it from the fierce public criticism. In the European Union, there are more and more media education programs being developed, which are directed towards, among everything else, reduction of possibility of media manipulation by the FMI. Hence, previously closed communication is in an increasing degree becoming open, since public consciousness is not standing still, but is acquiring new experience, knowledge and habits. But that by no means does not terminate the objective need (for different types of „high "and „low "motives) for closed communication.

Closed communications are the totality of the forms, methods, systems of communicational action, which allow a hidden management of a personality. The communication process itself can partially consciously be accepted by the receiver of the information package, but can be declined too (like, for example, in the effect of "Subliminal stimuli"), but in any case, concealment of methods and results of systemic communicational action is present by default.

Complicated action methods within the CM and the informational opposition have become a sort of „stealth "technology for managing the developed individual and social conscience. This can be explained with a simple example. For a child, even a suggestion that it should eat another spoonful "for mommy and daddy" would be a form of concealed managing with use of, for a child's conscience, a partially closed communication: appropriate mimicry, colour of voice, intonation, a polite smile on the face of a parent and many other mutually connected elements off communication accompany this request with appropriate managing action skills.

In case a child is sick, losing weight, if it is stubborn or too young and does not understand a rational request to eat up, such managing could save its health, and even life. It is a different case when a child is too obese – a conscious use of this harmless technology is then called manipulation. In other words, a child does not and could not know at its level of development that the meaning of the message we are sending is only partially open towards its consciousness, which means that it would give it an adequate grade.

According to that, communications that provide transmitting of signals unreachable for a complete deciphering to majority of people on a contemporary level of their knowledge and skills, and which, with all that, show a real planned impact on their thoughts, feelings and actions, we classify in the category of closed communication.

Propaganda was not so long ago one of the means of concealed managing the masses in Europe and in some way still is. But, it is somewhat suited as a means of influencing the managers of higher, and even the middle level, and experts of competitive structures (from a corporation to a state).[4]

Since direct methods of open management are not always productive, together with closed communications from the past, their new forms are being developed, which we will illustrate in below on an example of closed communicational action and managing series.

Without falling into details of forming the closed CSM and CSA, we would like to draw attention to following characteristic features they have:

 Closed CSM and CSA represent an always integrative complex product of open and closed communication. The first one serves not only for achieving the inter-goals, but also for additional masking of others.

 It is impossible to connect the beginning and the end of the strain into a unique „handmade "whole, not even by their practical end results. Neither the wider public nor specialists (excluding individual specialists of CS out of the subject of CSA and CSM) are capable of that. In best case scenario, unclear and hardly verifiable assumptions are possible.

 Unlike complex management series of political and financial fields, in the field of security, the main effect of management action in closed communicational series is accomplished at the expense of connectedness of events by means of complex integration of forms, resources and methods of communicating (of course, with possible inclusion of other "material" events which make that strain into it, without speaking of a final result).

 Sequence of events and its final result are transmitted from the object of concealed action or concealed managing as a reflection of a circumstance of force majeure or the forces which in reality does not bear the main responsibility for what is done

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4 *Коммуникация и терроризм*, (ур.) О. С. Полунина , Т. В. Василенко, Международный центр социально-политических исследований и консалтинга, Москва, p. 56.

(effects of secondary actor of the event-communication series are predestined by the sequence of events, as such are when firemen react to a call for extinguishing fire, ambulance reaches the ill, journalists react to a sensation, etc.).

Every separate link in the concealed CSA or CSM does not have a real alternative, except for one possibility. In that way, the possibility of the event happening is 100%, which makes the result of the entire series practically predictable. Of course, not hundred-present guaranteed, but the risks are equal or close to the case of even concealed CSA (not to speak of CSM) with functioning indicators of a traditional system of management. Force majeure exists even in CSM. Sometimes „branching of the events "is possible, but the planned variability only gives a higher "naturalness "to the communicational series.

CSA and CSM must have an optimal number of links. If a number of links is too small, the risk of detecting the entire series is more probable, while a too big number of links makes the process of constructing and realization of event-communication series more complex, expensive, timely stretched and less reliable.

Concealed CSA and CSM are based on unconditional factors of reaction of the targeted auditorium (or individuals) to given information. So, for example, if a powerful fire that blocks windows occurred in a room at the 20th floor at a skyscraper, people would attempt to leave the room through door and would not approach to the windows and risk their lives.

In planned conditionally open CSA and CSM with solid embedded element of "reality" (terrorist attack, war, company's bankruptcy etc.), in spontaneous factoid series[5] the main management object is from the beginning submitted to the attack of concentrated strengths which determines its active reaction and an advanced communication-even series. In closed CSA and CSM, events that initiates a series of future impacts do not even have to be accepted by the final management object, for example, by a big corporation (from simple associates to high-rank management and security agencies) as events that represent a serious threat. Sometimes,

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5  When initiators of the communication-event series do not plan its serious consequences, the population is, even though with a delay, still managing in the "phantom" character of the threat. Let us remember the famous case of radio staging of the G. Wells' novel "War of the worlds" on the 30th October 1938, when people understood this radio spectacle as a real reportage of the invasion of Martians.  This led to a general panic in the United States of America. The same, though later, staging in Ecuador, after clarifying the circumstances, led to a rebellion and burning of the radio station, when 21 people was killed.

they are totally outside the range of monitoring and control of the main management object.

Transmission from one link of the strain to another inter-objects and final object perform by its own choice, without any apparent intervention by the subject of CSA or CSM, which represents its true intentions. Only concealed or open actions of the communication-event subject are possible, and only on some of its links which the object has no means of recognizing as a part realized by CSA or CSM while fixating them.

With an increase of accepting new technologies level in the field of FMI by population, efficiency of forming CSA and CSM is also increasing.

This is only a small part of overall characteristics of forming closed even-communication series. Unfortunately, the mere possibility of their forming is gradually becoming a praxis that is not always compatible with the democratic society norms. The trouble is that people can not react to something they do not see.

Besides, within a socially oriented model of development, media literacy of the population, open communicational management series deprived of its manipulative component can, in a great range, increase management efficiency, especially of the highest echelons of the state leadership and top management of the business entities in the interest of the entire society. Lower support of administrative resources and material stimulants, and greater – to a well-designed system of communicational and psychological imperatives of cooperation and coordination transmissions in the name of socially relevant goals would be, in our opinion, quite realistic. On the other hand, mastering the method of forming communicational management series leads towards more successful opposing to the attempts of degradation of the public awareness in the field of information war.

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## METODA FORMIRANJA KOMUNIKACIONIH NIZOVA UTICAJA I UPRAVLJANJA: OD PARLAMENTARNIH KONFLIKATA DO TERORISTIČKIH AKTIVNOSTI

### Apstrakt

*U ovom radu autor ima za cilj da prezentuje podrobnu analizu metoda komunikacionog menadžmenta koje se formiraju na dodirnim tačkama raznih disciplina, prakse upravljanja i integrativne upotrebe otvorenih i zatvorenih komunikacija, u najrazličitijim sferama života. Jedan od pravaca takve upotrebe sastoji se u metodi formiranja komunikacionih nizova uticaja i upravljanja. U radu se analizira čitav niz međusobno povezanih termina koji označavaju realnost savremene stvarnosti, a koji još uvek nisu dovoljno proučeni, niti adekvatno ocenjeni sa aspekta KM. Autor ukazuje na izninmu važnost komunukacijskog menadžmenta u savremenim međunarodnim odnosima, pogotovo kada je reč o rešavanju konflikata.*

**Ključne reči:** komunikacija, komunikacijski menadžment, parlamentarni konflikti, terorističke aktivnosti, upravljanje.