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It reflects the growing interest in protecting corporate reputations and building public trust following two decades of corporate scandals and financial malfeasance exposés. 1 (Spring 1995): 7. 3 (July 2011): 187-196. Research and Information Gathering The various studies of public relations roles have consistently demonstrated the impact of using research to manage the function. Weeks later, the federal government in Tokyo took over Tepco's public relations and Mr. Shimizu announced that he would step down from its presidency. Top management leaves public relations and Mr. switch")—listing senior people as part of the account team but using junior staff to do the work. Define the four major roles played by practitioners, discuss the major differences among the roles, and distinguish among them in practice. required Securities and Exchange Commission 10-K forms, emailed earnings reports, press releases distributed by newswire services, and home page links to "material" financial information are methods used to disseminate timely information Chapter 1 • Introduction to Contemporary Public Relations Figure 1.6 Investor Relations Job Description Courtesy Titan Corporation (now L-3 Communications Titan Group), San Diego. 1 (2010): 4-31; Antoinette Vanc and Candace White, "Cultural Perceptions of Public Relations Gender Roles in Romania," Public Relations Review 37, no. If not always clearly defined in practice, public relations and marketing can be distinguished conceptually and their relationship clarified. Historically, women in public relations have found themselves relegated to the technician role, with difficulty advancing to managerial positions. For 2010, the CPS showed 148,000 people working as public relations specialists and 85,000 as public relations managers, or in total 233,000 practitioners. The largest single employer for public relations is the federal government. Bureau of Labor Statistics, U.S. Department of Labor, Occupational Outlook Handbook, 2010-11 Edition, Public Relations Specialists, (accessed April 5, 2011). 4:00 p.m. Take taxi to next meeting, with the head of our digital media offer, where we hear from an existing client in transportation on the review of a new social media policy manual. He and other researchers have called such research "organizational intelligence," "environmental scanning," and simply "metrics." Regardless of labels, survey results consistently show that when the function does research, there is a greater likelihood that public relations staff will participate in decision making and other management planning activities.14 The degree to which line management team, however, remains the major determinant of public relations' role in organizational decision making. Thus, it contributes to making the democratic process more effective in meeting social needs. To generate publicity, public relations practitioners must know what information will attract media attention, identify a newsworthy angle and lead, and write and package the information appropriately for each medium. Its responsibilities include helping organizations identify, assess, and adjust to their turbulent economic, political, social, and technological environments. 10. Broom's sixth edition and Bey-Ling Sha's first. —Socrates To be credible and effective as a communicator both inside and outside, truth, trust and transparency must be your modus operandi. relations? This role constitutes the traditional core of public relations work—writing mediated communications and doing media relations. The public relations are of organizational management. The Tylenol tragedies demonstrated that public relations is a business of basics and that the best public relations decisions are closely linked to sound business practices and a socially responsible corporate philosophy.* *For more detailed discussion of the Tylenol crises, see Lawrence G. Table reports only active practitioners who answered questions regarding employer type and salary. Chapter 7, "Theoretical Underpinnings: Adjustment and Adaptation," outlines a theoretical foundation for the practice—systems theory. In other words, they develop and play roles. Dozier, Bey-Ling Sha, and Masako Okura, "How Much Does My Baby Cost? Administering personnel, budget, and program schedules. It concludes with a discussion of individual orientation, social consensus, and organization-public relationships. Broom and David M. Inherent in this concept of public relations is a moral commitment to mutual adjustment among interdependent elements of society. Tennille Tracy, "BP Tripled Its Ad Budget After Oil Spill," Wall Street Journal, (September 1, 2010), . Successful publicity events have real news value; appeal to media gatekeepers; offer photo, video, or sound opportunities; and communicate the source's intended message crafting, message framing, and message encoding offer concrete, yet theory-grounded tips for message development. As an example of the close working relationship, for years the top public relations executive at Eastman Kodak began most workdays by meeting with the CEO. Distinguish between line and staff functions, and explain why public relations. 5 (May 1989): 14-20, 22. Start-up costs for projects can be less, because internal staff members already have the necessary background and access to managers and files. For these figures, the lower number represents those who selected only that race, whereas the higher number represents those who selected that race alone or in combination with another racial group. Each question is followed by the correct answer, the learning objective it ties to, AACSB category, question type (concept, application, critical thinking, or synthesis), and difficulty rating. Courtesy Lawrence G. They argue that when the senior public relations manager role, "Public relations manager role, "Public relations will be seen as a powerful organizational function, making the assignment of nonpublic relations function and undesirable." On the other hand, some argue that when executives gain public relations experience, they move on to other assignments with a greater understanding of the function. Data from internal PRSSA membership survey conducted in April 2011. Likewise, Figure 2.3 shows that, in 2010, women earned 78 cents on the dollar earned by men. Here are five trends to consider regarding diversity in public relations: 1. If the share price increases to \$25, the market value of the company needs \$10 million to continue research on promising new products. Celebrate client's promotion to a more senior role and discuss an array of issues and opportunities for which we are providing support. 10:17 a.m. Meet with reporter. Dozier, "Issues Management Mediation of Linkages Between Environmental Complexity and Management of the Public Relations Function," Journal of Public Relations Research 6, no. Chapter 14, "Step Four: Evaluating the Program," outlines how to track program progress and how to assess impact. Problem-solving process practitioners help other managers and 57 58 Part I • Concept, Practitioners, Context, and Origins the organization apply to public relations the same management step-by-step process used for solving other organizational problems. Bureau of Labor Statistics, U.S. Department of Labor, Occupational Outlook Handbook, 2010-11 Edition, Public Relations Specialists. In addition, the chapter describes the role of public relations in corporate finance. 28. edu/ANNUALSURVEYS (accessed April 5, 2011). Problem-solving process facilitators and expert prescribers work in threatening environments. On the other hand, in public relations there is no exchange of title in relationships with employees, community members, environmentalists, and other constituent publics. In addition, he points out that the terrorist attack of September 11, 2001, made clear that crises do not have impact.33 The disastrous 2011 earthquake and tsunami in northern Japan, for example, interrupted the supply line of auto parts, temporarily shutting down auto manufacturing plants worldwide. 27. Cooperative Extension Service. Approve messaging for hurricane preparedness commercial to be run the next couple months on Houston CBS affiliate Chapter 16, "Government and Politics," covers the goals of government public relations, or as it is called in government—"public affairs." Goals include informing constituents, promoting citizen participation, advocating public views to government decision makers, managing internal communication, facilitating media relations, and supporting social and development programs. Broom, Bey-Ling Sha PDF Download Embed This document was uploaded by our user. Discuss workflow and ensure that the teams are on target in terms of client outcomes and billable hours for the week ahead. Even though they were not present during the discussions about a new policy or management decision, they are the ones given the job of explaining it to employees and the media. Discuss next steps in plans to expand our digital media offer and to take some further initiatives with our work in branding. Check the workflow forecasts for the week ahead and update my checklist to share with the leadership team. They will be in our video. Incorporation of public relations perspectives in policy making 4. No answer, so I leave a message. Foster, corporate vice president of public relations, reported directly to chairman and CEO James E. Legal departments place advertisements in "newspapers of record" to conform with public notification requirements when corporations announce their formation, change names, issue new bonds, or sell shares; when they recall a defective product; or when they comply with a court settlement. Ketchum's Raymond Kotcher succinctly summarized the challenge: "The public relations profession should aspire to be representative of the communities served by our companies, clients and organizations across the nation."52 On one hand, the increasing diversity of society underscores the severe underrepresentation of minorities in public relations, as discussed earlier in this chapter. 8:30 a.m. Head to the office. • Why do you think public relations are confused with 'marketing'? Diversity, multiculturalism, and inclusion are also important to the staffing of the public relations function. 68 Part I • Concept, Practitioners, Context, and Origins 43. When public relations employs management by results," to guide program planning and management, then the focus shifts from producing communications (process) to results and consequences (impact). Many shifted part or all of the workload to outside counseling firms and 69 70 Part I • Concept, Practitioners, Context, and Origins solo practitioners, Context, and Origins solo practitioners. Lee B. "The learning phase brings about change that helps prevent future crises." 35 This is not to suggest, however, that crisis management neatly follows such sequenced stages or that experts can prescribe a strategy that works in every situation. At the other extreme, international relationships and Crisis Response Strategies: Impact on Attribution of Responsibility," Journal of Public Relationships among nations leads with relationships and Crisis Response Strategies: Impact on Attribution of Responsibility," Journal of Public Relationships and Crisis Response Strategies: Impact on Attribution of And as deputies, they can be entrusted with delicate matters. Public relations serves the public interest by providing organizations and interest groups voices in the public forum for alternative points of those—such as the homeless and powerless—who would not otherwise be heard because of limited media attention. He served as Times-Mirror Centennial Visiting Professor at the University of Texas-Austin; as adjunct professor at Queensland University of Technology in Brisbane, Australia; and as visiting professor at university of Technology in Brisbane, Australia; and Communicating with different groups requires an understanding of the situational nature of identity. Spend about 45 minutes talking to the client and their daughter about the impact a United Way program had on their lives. Scan national and local news stations. It seduces employers and clients because they want to feel sure that public relations is being handled by an expert. 8:30 p.m. After a family dinner, log in to our system and complete timesheets for the day. Four major public relations roles describe much of the practice.31 Communication Technicians. EPR Through The Years For many years, students and practitioners alike referred to the book simply as "Cutlip and Center," using the original authors' names instead of the actual title. Meeting and hosting visitors. 6. Go to school on the boss. Center in Effective Publics. The United States Senate defines lobbying as "the practice of trying to persuade legislators to propose, pass, or defeat legislation or to change existing laws."26 Lobbying is the specialized part of public relations that builds and maintains relations with government, primarily to influence legislation and regulation. Small public relations firms merged, acquired others, or affiliated to form regional, national, and international networks. Finish lunch. Ltd. Grunig, Larissa A., Elizabeth L. What most l aypeople regard as lobbying—the actual c ommunication with government officials—represents the smallest portion of a lobbyist's time; a far greater proportion is devoted to the other aspects of preparation, information and communication." Courtesy American League of Lobbyist's time; a far greater proportion is devoted to the other aspects of preparation, information and communication." press agents gave us the legends of Davy Crockett and Marilyn Monroe; promoted NASCAR auto races and the Super Bowl into national events; turned Fort Lauderdale and Cabo San Lucas into internationally known spring break Chapter 1 • Introduction to Contemporary Public Relations Figure 1.4 Nest Heads "Publicity" Comic Strip Courtesy Copley News Service. Practitioners operating as expert practitioners define the problem, develop the program, and take full responsibility for its implementation. She is accredited in public relations by the Universal Accreditation Board. It is casual in that respect, but really is an important component of the access to the thought process, access to the person, access to judgment calls when they need to be made.6 The term "dominant coalition"—generally five to eight senior executives—describes those who hold power in organizations.7 Power comes to the public relations function, rather than as simply a technical role implementing the communication strategy decided by others.8 If public relations has a "seat at the table" of the dominant coalition, then public relations professionals have strategic management skills not typically associated with many practitioners, according to the Excellence Project researchers: "These strategic functions are evaluation research to segment publics." 10 Organizational changes can also enhance or diminish the role of public relations in management. Long formerly served as public relations executive at Dow Chemical Company, Midland, MI, and Weyerhaeuser, Tacoma, WA. • Researching, conducting, and evaluating, on a continuing basis, programs of action and communication to achieve the informed public understanding necessary to the success of an organization's aims. Additional Sources Carstarphen, Meta G., and Richard A. A career-launching appearance on a popular talk show may reflect the work of a press agent more than the talent of the guest. To do their jobs, however, they need assistance in the form of research, advice, and support services from staff. Updates and expands concept of integrated marketing communication (IMC). Robert Barr (Associated Press), "King of the Tabloid Publicists Usually Holds the Smoking Gun," San Diego Union-Tribune, January 1, 2000, A-33. How would you compare it with issues management? Chapter 9, "Internal Relations and Employee Communication," defines the intra- organizational part of public relations practice and its role in organizations. 1 (March 2004): 62. Hazleton and Sha, "Generalizing from PRSA to Public Relations." 20. Media decision makers may or may not use the information, based on their judgment of its news value and interest to their audiences. 11. Public relations programs outline how the organization will get from where it is to where it wants to be. 5. Corporate public affairs specialists serve as l iaisons with governmental units; implement community improvement programs; encourage political activism, campaign contributions, and voting; and volunteer their services to charitable and community development organizations (see Figure 1.5). "A Shoe-In for Product Publicity," Public Relations Tactics 4, no. Public relations takes a broad view of an organization's environment by attending to a wide range of issues and relationships with stakeholders. On the other hand, Asians made up 1.6 percent of PRSA members, but 3.4 percent of practitioners; and Hispanics comprised 2.5 percent of PRSA members, but 3.4 percent of practitioners. point remains that minorities are severely underrepresented in public relations practice, compared to their numbers in the U.S. population. 6:33 p.m. Arrive home. It can also position public relations as a key player on the management team. Many of their ideas and ambitions in the early editions still serve as beacons guiding public relations education and practice. Secondary diversity characteristics—religion, geographics, and marital and military service status—can change over time. They are aware of who can serve as able and articulate spokespersons as opposed to those who do not perform well as representatives to engage stakeholders. Philip Elliott, The Sociology of Professions (London: Macmillan, 1972), 52-53. Excellent Public Relations and Effective Organizations: A Study of Communication Management in Three Countries. 4. The Washington Post wrote: "Johnson & Johnson has effectively demonstrated how a major business ought to handle a disaster." The unthinkable happened four years later. The most difficult positions to fill are those that require specialized preparation and backgrounds such as computer technology, corporate finance, health care, and agriculture. What people want or need gets translated into consumer demand. Lobbyists at all levels of government must understand the legislative process, know how government functions, and be acquainted with individual lawmakers and officials. Success, however, requires a coordinated program of deeds and words. In everyday conversation and in the media, however, people use "public relations" to refer to many things, and often not in a positive way. related to diversity and professionalism. Helping introduce changes in organizational culture, policy, structure, and process. Ford, Ph.D., APR Associate Dean, Research and Academic Affairs School of Communications, Howard University, multiculturalism, and inclusiveness are becoming common concerns in public relations, yet at times their meanings and application within the practice of public relations can be challenging. Instead, our system considers things like how recent a review is and if the reviewer bought the item on Amazon. "Day in the Life of ... " exhibits introduce you to practitioners' work in internal departments and outside public relations firms, as well as the roless they play in organizations. Very simply, my job was to get the client's name in the paper."14 He candidly said that he had lied to the West Coast editor of Look magazine about Rita Hayworth's "fabulous" wardrobe. Not only are investors' holdings worth more, but the company must sell fewer shares to raise additional capital. Likewise, culture is ofter defined as the sum of ways of living, including behavioral norms, linguistic expression, styles of communication, patterns of thinking, and beliefs and values of a group large enough to be self-sustaining, and transmitted over the course of generations. They are brought in later to produce the communication collaterals and implement the program, sometimes without full knowledge of either the original motivation or the intended results. Foster, Corporate Vice President-Public Relations (retired), Johnson & Johnson A different form of terrorism was unleashed on America in 1982 with the grim news of cyanide-laced Tylenol poisonings in the Chicago area. Violating ethical standards, thereby damaging public relations' reputation for ethical conduct and concern for social responsibility.16 As a management function, public opinion, issues management function, issues management function, public opinion so that an organization's structure and process for adapting to change. can respond to them before they amplify into serious conflict."28 Issues management is the process of anticipating, identifying, evaluating, and responding to issues and trends that potentially affect an organization's relationships with its publics. Kimberly Castro, "Best Jobs 2012: Public Relations Specialist," February 27, 2012. Preface Chapter 3, "Organizational Settings," gives public relations work context by explaining how organizational settings and other factors influence the practice and outlines how public relations than publicity, however. The satellite relaunch took place in just six weeks. But, the lower number may indicate that some people who actually do public relations work simply do not use the term "public relations" to describe what they do for a living.3 As noted in Chapter 1, what one organization or person calls "marketing communication" may actually describe a public relations position. (Study the job descriptions in Figure 2.1.) Writing skills remain a requirement throughout one's career. Press agentry is creating newsworthy stories and events to attract media attention in order to gain public relationship continues but with heightened awareness that internal staff and outside counselors work from different perspectives. 15. 9. Many public relations (both firms and solo practitioners) claim e xpertise in helping organizations respond to unexpected, negative events that threaten their relationships with stakeholders. Provide feedback on report and further director. Work with an intern in creating these pitches. Some media experience also desired. regulation of campaign finance and lobbying remains a challenge, however. Practitioners who use all types of research and information gathering are the ones most likely to operate in management roles. Courtesy of America. Personal communication from Jeneen Garcia, Director of Education, and Amy Ovsiew, Manager of Student Programs, Public Relations Society of America, May 10, 2011. destinations; positioned Disneyland Resort Paris and Hong Kong Disneyland Resort Paris and Hong Kong Disneyland as vacation destinations; positioned Disneyland Resort Paris and Hong Kong Disneyland as vacation destinations; positioned Disneyland Resort Paris and Hong Kong Disneyland Resort Paris and Hong Kong Disneyland as vacation destinations; positioned Disneyland Resort Paris and Hong Kong Disneyland as vacation destinations; positioned Disneyland Resort Paris and Hong Kong Disneyland Resort Paris and Hong Kong Disneyland as vacation destinations; positioned Disneyland Resort Paris and Hong Kong Di Census Bureau, www.census.gov/prod/cen2010/briefs/ c2010br-02.pdf (accessed April 5, 2011). Vanessa Curtis, Lizzie Grubman Public Relations: How Gender Influences Practice. Clarke said, "The only way CEOs can get what they need from their public relations advisers is to have them at the table when the policies, strategies, and programs are being hammered out."17 75 76 Part I • Concept, Practitioners, Context, and Origins The Internal Department is the most common organizational structure for public relations. Rather, it describes public relations as the art and science of building and maintaining relationships between organizations and their stakeholder publics. Public relations and opinions, to new values and lifestyles, to power shifts among the electorate and within legislative bodies, and to other changes in the social and political environmentations and opinions, to new values and lifestyles, to power shifts among the electorate and within legislative bodies, and to other changes in the social and political environmentations and opinions, to new values and lifestyles, to power shifts among the electorate and within legislative bodies, and to other changes in the social and political environmentations and opinions. Mordecai Lee, "A Public Relations Program Even Congress Could Love: Federal Information Centers," Public Relations Review 30, no. So it is not surprising that some mistakenly conclude that there is no difference. Chapter 3 • Organizational Settings The Department has at least four factors working in its and surprising that some mistakenly conclude that there is no difference. favor: 1. This manual is available for download by visiting www.pearsoninternationaleditions.com • This Test Item File includes multiple-choice, true/false, and budget on the walk back to the office. Employees at all levels have learned to live and work with sometimes contradictory rhetoric saying that their organization was trying to become "lean and mean," that reorganization and retraining meant "empowerment," that layoffs and plant closings were aimed at "right-sizing," and that high overhead and budget cuts had forced "outsourcing." Technology revolutionized how organizations manage and communicate Bruce Berger, Brian Reber, and William Heyman, "Illuminating the Path to Success in Public Relations." Paper presented to the International Communication, May 2005, New York; William Heyman, "Mix of Personal, Professional Patterns Signal Likely Success in PR Profession," Public Relations Quarterly 50, no.
Describe and differentiate among related concepts—publicity, advertising, press agentry, employee relations, community relations, public affairs, issues management. 53. The chapter also covers practical research methods used in program evaluation, including a discussion of how to use conten analysis for tracking p rogram implementation and survey research to measure program impact. 21. Meet with head of human resources and an associate in the research services capabilities and to plan research training for consultants. Knowledge of the organization 3. 37. When the need for public relations is continuous—and in most organizations it is—then a full-time, permanent staff typically is more cost-effective than outside counsel. As one executive put it: Too often, clear writing is not stressed sufficiently and the public relations professional goes through his or her career with one hand tied behind. Dennis (Lanham, MD: University Press of America, 1996), 45. Groundbreaking ceremonies, ribbon cuttings, open houses, reunions, dedications, press conferences, and other "media events" are designed to be "news." An amusement park makes news, for example, when the 500-millionth "guest" enters the park. 3 (Autumn 1985): 577-584. Internal relations deals with publics involved in the internal workings of organizations, such as employees, families of employees, families of employees, and volunteers. Broom and Bey-Ling Sha to be identified as authors of this work have been asserted by them in accordance with the Copyright, Designs and Patents Act 1988. Arun Sudhaman, "Middle East Crisis Puts PR Firms in the Spotlight," The Holmes Report (February 25, 2011). 52. squares) shows the salary gap between women and men when professional experience is accounted for. The president would just walk down the hall and come in my office. Nonprofit hospitals, social welfare groups, disease research foundations, s ervice charities, and universities have directors of development. Because the estimated 100 million Americans who were using Tylenol. W. We could not have revised the book for the eleventh edition without the support, suggestions, and critical analysis of such friends and colleagues. Budget cuts and deficits, taxpayer revolts, and deregulation have led to reorganization, decentralization, and staff cuts in all levels of government. of Labor.44 Surveys consistently find that salaries paid to women are below those paid to men. Authorized adaptation from the United States edition, entitled Cutlip and Center's Effective Public Relations, 11th edition, ISBN 978-0-13-266915-3 by Glen M. He identified common elements and incorporated them in the following definition: Public relations is the distinctive management function which helps establish and maintain mutual lines of communication, understanding, acceptance and cooperation between an organization and its publics; involves the management to keep abreast of and effectively utilize change, serving as an early warning system to help anticipate trends; and uses research and sound and ethical communication as its principal tools.6 The Public Relations"—in 1982. Because few practitioners have the required combination of corporate finance and public relations, and the competition for those who do is great, investor relations practitioners are among the highest paid in public relations. It also identifies building and maintaining mutually beneficial relations, and the competition for those who do is great, investor relations. It also identifies building and maintaining mutually beneficial relationships between organizations and public relations. Tapscott and David Ticoll, The Naked Corporation: How the Age of Transparency Will Revolutionize Business (New York: The Free Press, 2003), xi. Collection of classic and recent case studies illustrating management problems and opportunities in public relations. To calculate the overall star rating and percentage breakdown by star, we donât[™]t use a simple average. It is a controlled method of placing messages in the media. Bernays, Propaganda (New York: Horace Liveright, 1928), 9–10, as quoted by Larry Tye in The Father of Spin: Edward L. He attributes this to the high value attached to organizational reputation, increased stakeholder/consumer activism, new Internet-based stakeholde communication media and technology—especially social media, and the legal liability of negligent failure to plan for crises. It also covers the major goals of employee communication, the regulatory aspects of internal relations, and traditional and new media for communication media for communication media. Becker, Tudor Vlad, and Joeal D. And, recognizing that employees are an organization's best ambassadors, internal relations staff work with external relations staff. It is nothing more than a label switch, however, as thousands of public relations staff. It is nothing more than a label switch as "public affairs," "public affairs," "public relations staff. information," "communications," "constituent relations" or "community relations," and "liaison." Recognizing the obvious need for building and maintaining relations with citizens, in 1966 the federal government created what are now called Federal Citizen Information Centers (www.pueblo.gsa.gov/). The following eleven categories summarize what public relations specialists do at work: 1.1 (Winter 2010): 38. Foster, Corporate Vice President-Public Relations (retired), Johnson & Johnson, New Brunswick, New Jersey; Elizabeth Dougall, Ph.D., Executive General Manager, Rowland, Brisbane, Queensland, Australia; Bill Furlow, Partner, Furlow Communications, Natchez, Miss.; Julia McHugh, APR, Director of Public Relations, Santa Barbara Zoo, Santa Barbara, Calif.; David B. Public relations is part of strategic management, seeking to avoid or solve problems through a goal-directed process. Dozier and Glen M. Courtesy Vanessa Curtis (Senior Account Executive) and Lizzie Grubman Public. In the final analysis, however, as Pacific Gas and Electric's former CEO Richard A. Aarti Shah, "Salary Survey 2008: A Cautious Optimism," PRWeek (February 25, 2008), 24. According to the latest available data from the U.S. Office of Personnel Management, about 4,400 "public affairs" specialists work under various titles. Double-check the proposal and forward it to the client after making a control of the latest available data from the U.S. Office of Personnel Management, about 4,400 "public affairs" specialists work under various titles. couple of amendments. Creedon (Newbury Park, CA: Sage, 1989), 263-275. Writing PR: A Multimedia Approach. Harlow, "Building a Public Relations Review 2, no. Likewise, practitioners define public relations." For example, many do product publicity because that is what they are paid to do under the rubric of public relations. 39. Just as when recruiting other top executives, employers must compete for top public relations. 39. Just as when recruiting other top executives, employers must compete for top public relations. like-minded constituents to get their voices heard by lawmakers and officials in government. Pamela J. So we were literally right in the midst of things.... It's a very informal communications process. The discussion of the three phases to illustrate and clarify the steps of program evaluation. For an organization engaged in the gun-control debate, the purpose of public relationships that motivate and activate its members. 20. Sons of wealthy landowners went to either Cambridge or Oxford to receive a liberal arts education before taking exams to enter the practices of law and medicine. Chapter 1 • Introduction to Contemporary Public Relations Public relations also makes information available through the public information system that is essential to both democratic society and organizational survival. Kotler, Philip, and Kevin Lane Keller. Ultimately however, success is based on the organi zation's impact on society and culture—as is the character and professional careers of the public relations in industry include the product- and profit-producing functions: engineering, production, and marketing. Public relations, however, does not always spring from a welcome opportunity. The client-firm relationship becomes so close that the firm's account executive sits in on many of the client's internal planning meetings. Dozier, "Advancement for Public Relations Role Models," Public Relations Role Models," Public Relations Role Models, "Public Relations Role Models, "Public Relations Role Models," Public Role Models, "Public Relations Role Models," Public Role Models, "Public R current stadium—public financing for part or all of the new stadium—calls for public affairs expertise not usually found in sports public relations and American Democracy (Princeton, NJ: Princeton, NJ: the behavior of individual practitioners affect how others see the public relations field. opinion makers."12 According to Mobil's then-public relations on economic and political issues part of public debate. Ames, IA: Iowa State University Press, 2000. In others, internal staffers are assigned tasks that could be better handled by outside counsel. Cordiner, as reported by Scott M. Daily logs in Exhibits 2.1-2.3 illustrate the central role of writing in public relations work. Ford and Howard University 53 percent of Black and Hispanic practitioners surveyed had encountered subtle discrimination because of their race or ethnicity. and 40 percent of them had experienced overt discrimination.54 Pigeon-holing: The restricting of minority practitioners to working with minority clients or dealing w Aircraft Company, it restructured its management team, forming an executive council that reports to the chairman's office. Style. Press coverage featuring the antics of Charlie Sheen, Lindsey Lohan, and Kate Gosselin may bring notoriety—even c elebrity—but surely will not positively impact their respective careers in the long run. In 2010, African Americans comprised 4.0 percent of PRSA members, although they were only 3.4 percent of practitioners in the Current Population Survey. Long, "LONG-term Solutions," Federal Way, WA. Highest-paying-jobs with a Bachelor's Degree, http:// www.buzzle.com/articles/highest-paying-jobs-witha-bachelors-degree.html (accessed April 16, 2011). 44. K. Issues Management Two points capture the essence of issues management: (1) early identification of issues with potential impact on an organizational goals and demonstrate accountability through measurable results. Jim McBride, president of McBride Communications, Poway, Calif., and lecturer, School of Journalism and Media Studies, San Diego State University, revised his chapter on public relations in the "The Third Sector"—Chapter 18 on public relations in nonprofits and nongovernmental organizations. Census data showed that 15 percent of practitioners held master's degrees, but this figure in the PRSA membership was nearly 25 percent. 21 As discussed in Chapter 4, public relations practitioners historically entered the field from other academic and work backgrounds, particularly journalism. Team membership 2. 2:00 p.m. Go to doctor's appointment. 3:30 p.m. Get on a call with consumer brand about candy launch happening in the summer to discuss logistics of how we will promote the weeklong promotion. Quickly reply to e-mails and most urgent phone calls. These may include marketing, financial, fund raising, employee, community or government relations, and other programs. Kotcher, "Diversity in Today's Workplace," 8. Those on the fast track translate confidence into persuasive advocacy and substantive public relations, Applied Behavioral Science, Inc., then a Chicagobased management training and consulting firm. On the other hand, consider what happens to the value of stockholder investments and the cost of new capital when a corporation loses shareholder confidence, fails to respond to a respected financial blogger's concern about the latest quarterly earnings report, or receives negative coverage in the financial press. Salaries Public relations is touted as one of the highest-paying jobs available to people with a bachelor's degree.23 Unfortunately, these exciting-sounding articles often misrepresent the nature of the public relations. Commitment to and participation in public relations 2. The way to gain a good reputation is to endeavor to be what you desire to appear. What do you think are the challenges faced in these roles? Many major corporations, however, have created issues management departments or "task forces," either by establishing specialized sections or by renaming existing units that research and track issues. Bey-Ling Sha is associate professor in the School of Journalism and Media Studies, San Diego State University. In no event shall Microsoft and/or its respective suppliers be liable for any special, indirect or consequential damages or any damages or any damages or any contract, negligence or other tortious action, arising out of or in connection with the use or performance of information available from the services. Intangibles. One study found that Chapter 2 • Practitioners of Public Relations Exhibit 2.4 Diversity Dimensions Rochelle L.
Diversity Dimensions Rochelle L. organizations. Data from the 2010 Practice Analysis conducted by the Universal Accreditation Board indicated that social media activities fall into the same work area as traditional media activities fall into the sam characteristics in every communication situation. Howard J. Yet EPR remains the basic reference for the field worldwide. For example, human resources departments place advertisements in newspaper classifieds and Sunday business sections to announce job o penings. Call manager of salon and decide which treatments are the best options to send beauty editor. Responding to media requests for information, verification of stories, and access to authoritative sources. These entry-level practitioners are hired to write and edit employee newsletters, to develop website content, and to deal with media contacts. At the same time, it suggests criteria for determining what public relations is and what is not public relations. Many work at the highest levels of management, helping chief executive officers (CEOs) and others manage change. In its primary roles as credible advocate and reliable source of information, however, lobbying takes the form of information designed to educate and persuade (see Exhibit 1.2). Take call from a team member working on a client site and dealing with media calls. These centers give citizens a single place to get information about federal programs and services. The magazine devoted its cover and ten pages of photographs to the then-relatively unknown actress and her hastily borrowed clothes. • Legal aspects of public relations practice are more clearly articulated and presented in the context of specific public relations concerns. Broom earned bachelor's and master's degrees from the University of Illinois and a Ph.D. from the University of Wisconsin-Madison. Scan news aggregator and news feeds. In the candid words of a veteran press agent, "We stoop to anything, but our stuff gets printed." And it can pay off. The practice serves society by mediating conflict and by building the consensus needed to operate charitable and nonprofit organizations. After receiving the survey results, client management asks the firm to help interpret the findings "from an outsider's perspective" and to help address a public opinion problem identified by the survey. "Preach What We Practice," PRWeek (February 18, 2002), 21. The largest independently owned firm—Edelman Public Relations Worldwide (with headquarters in New York)—employers also look for education or experience in a specialized field in addition to public relations.) Many employers also look for education or experience in a specialized field in addition to public Relations: How Gender Influences Practice (New York: Guilford, 2001); Elizabeth L. It also makes public relations part of the management team held accountable for achieved through the spirit of inclusiveness—recognizing different groups, listening to them, taking into account what they have to say, and communicating with them. The steps include how to identify publics, how to write objectives for each target public, and how to apply working theory to d eveloping program strategy. Primary diversity characteristics are innate and cannot be changed, such as gender, age, nationality, sexual orientation, ethnicity, and race. In 2009, 62 percent of practitioners claimed that they had been approached by a headhunter within the last 12 months.28 How does a practitioner ascend to the exception of 2004, the pay gap remained in all the other years studied, including 2010. U.S. Office of Personnel Management, Office of Workforce Information, Federal Civilian Workforce Statistics: Occupations of Federal White-Collar and Blue-Collar Workers (Washington, DC: Government Access and Public Affairs Corporate Expression Lobbying Employee and Labor Relations Public Companies and Investor Relations Protecting Public Relations Materials Reputation, Defamation and Privacy Litigation Public Relations Protecting Public Relations Public Relations Protecting Public Relations and Closed Systems Goal States, Structure, and Process Cybernetics in Open Systems Model of Public Relations Notes Study Guide Additional Sources Chapter 8 Communication Effects Public Opinion Contexts Orientation and Coorientation Notes Study Guide Additional Sources Chapter 9 Internal Relations and Employee Communication Importance of Internal Relations Traditional Media, New Uses New Media, New Challenges and Opportunities Working with the Media Notes Study Guide Additional Sources PART III: Management Process Role of Research in Strategic Planning Research Attitude Listening as Systematic Research Defining Public Relations Problems Research Methods Informal or "Exploratory" Methods Formal Methods Study Guide Additional Sources Chapter 12 Step Two: Planning Target Publics Program Objectives Strategies and Tactics The Public Relations Planning for Program Implementation Summary Notes Study Guide Additional Sources Chapter 13 Step Three: Taking Action and Communication Evaluating the Communication Program Message Delivery Barriers to Implementation Crisis Communication Evaluating the Program The Push for Measurable Results Preparing for Evaluation Research Process Eval Social Responsibility Corporations as Targets Business Misconduct Restoring Public Trust Globalization Notes Study Guide Additional Sources Chapter 16 Government Informing Constituents Ensuring Active Cooperation in Government Programs Fostering Citizen Participation and Support Serving as the Public's Advocate Electronic Government and Citizen Participation Managing Information Internally Facilitating Media Relations Is Effective Government-Media Relations Is Public Affairs in the Military Unique Challenges in the Military Setting The Need for Transparency and Engagement Notes Study Guide Additional Sources Website Chapter 18 Nonprofits and Nongovernmental Organizations The Third Sector Role of Public Relations in Nonprofit Organizations Foundations Social Service Agencies Faith-Based and Other Nonprofit Organizations Nongovernmental Organizations Notes Study Guide Additional Sources Chapter 19 Health Care Practicing in the Era of Health Care Supporting, Promoting, and Protecting the Brand Employee Communication in Health Care Integrated Communication Enhances Results Focusing Public Relations Efforts Blurring of Traditional and Social Media Proactively Managing and Mitigating Issues A Voice at the Leadership Table Notes Study Guide Additional Sources Chapter 20 Education Issues Affecting Higher Education Public Relations Notes Study Guide Additional Sources Chapter 21 Associations and Unions Associations Labor Unions Notes Study Guide Additional Sources Index A B C D E F G H I J K L M N O P Q R S T U V W X Y Z Over time, public relations will be defined and redefined to fit changing missions, new problems and opportunities, and the values and views of a succession of chief executive officers (CEOs). In other words, the goal of press agentry is to create the perception that the subject of the publicity is newsworthy and deserves public attention. According to Robert Dilenschneider Group of New York and Chicago, "seven deadly sins in this business" threaten progress in integrating the function: 1. • The PowerPoint Presentation includes basic outlines and key points from each chapter. Publicity is information provided by an outside source that is used by media because the information has news value. WHAT'S NEW IN THE ELEVENTH EDITION OF EFFECTIVE PUBLIC RELATIONS • A new co-author brings new perspective, insight and content to the eleventh edition. 48. As a consequence, each internal public relations department is tailormade to suit a particular organization and its unique circumstances, particularly the expectations of the CEO. Organizations that rely on membership fees for some or all of their revenues often have a "director of member services and development." Development is the specialized part of public relationships with donors, volunteers, and members to secure financial and volunteer support. Johnson, and H. Chapter 4, "Historical Origins and Evolution," describes how the practice has evolved, identifies historical leaders who led the evolution, and traces the origins of current practice. Chapter 8, "Communication Theories and Contexts," presents communication and public relations in organizations and society. Top management often responds by simply replacing one expert with another, endlessly searching for someone who can make public relations. Johnson & Johnson's corporate Credo strongly influenced many of the key decisions. Scan New York daily publications and check for news or trends clients should be aware of. 31. Rich Long, "PR and GR: So Happy Together?" The Public Relations Strategist 8, no. Nevertheless, many federal, state, and local governmental officials apparently confuse publicity with the larger concept of public relations. We must earn and nurture the respect of all with whom we deal—our clients, the media and the general public. Communication brokers. During the drive, make follow-up calls with PRSA members regarding annual awards gala. "It is an important tool to help us be transparent about what we are doing."11 When Andersen Consulting changed its name to Accenture, the company placed advertisements in business publications announcing the new name. organization's very survival depends. Understand personal and professional challenges facing practitioners. Each crisis also illustrates top management's key role in an organization's public relations. Relations with publics o utside organizations and so forth—are the responsibility of external relations. In addition to this conceptual aspect of the definition, the panel included activities, results, and knowledge requirements of Public relations practice. In some instances, the new vice president is elected to the executive committee and participates in corporate decision making at the highest level. Chapter 2 • Practitioners of Public

Relations Figure 2.4 Capstrat "Guts" Advertisement Courtesy Capstrat, Raleigh, NC. Public relations professionals who help organizations establish and maintain mutually beneficial relationships perform an essential management function that has an impact on the larger society. • Can you distinguish between the job profiles of a public relationships perform an essential management function that has an impact on the larger society. manager and a public affairs manager? It is the public relations book most frequently used in English worldwide, and most-often translated into other languages. Research also has considered what happens when practitioners enact different roles in their organizations. To this day, Source Perrier, BP, and Tepco continue to struggle to regain public confidence and respect. 9:00 a.m. 11:15 a.m. Meet briefly with the Leadership team for their reports on Business Development and work in progress. 32. Center created the book that made public relations education an academic area of study on university and college campuses. E-Book Content Eleventh Edition Cutlip and Center's Effective Public Relations Glen M. Dozier and Bey-Ling Sha, "Women as Public Relations Managers: Show Me the Money. Paper presented to the Association for Education in Journalism & Mass Communication, St. Louis, MO, August 10-13, 2011. First, people's wants and needs are fundamental to the concept of marketing. Perrier lost and has not regained its former share of the bottled water market. COX, APR DIRECTOR OF PUBLIC COMMUNICATONS Jill Marion Office Coordinator City Hall location Maynard Scales Television Operations Coordinator Pat O'Malley Computer Operator II Doug Wieboldt TV Maintenance Engineer WCTV Studio location Heath Covey Public Information Coordinator Blair Barbieri Public Communications Coordinator Rae Pearson Television Producer Richard Hutt TV Producer/Director Jim Hazel TV Producer/Director Tim Martin Videographer Krista Campbell Videographer Figure 3.2 Department of Public Communications Department of Public Comm President's Award from the International Listening Association. Diversity and Cultural Competence Recognition of the importance of building and maintaining relationships with all racial and ethnic segments of the community has increased opportunities for individual practitioners as well as for minority-owned firms. D. Compared to accounting, law and medicine, the relatively young practice of public relations is an emerging profession. Smith and Robert L. Instructor's Manual includes a study guide outlining objectives that specify the knowledge and skill outcomes your students • The Instructor's Manual includes a study guide outlining objectives that specify the knowledge and skill outcomes your students should be able to achieve after they study each chapter to help you plan lectures, a summary of major concepts and elements most salient to the objectives to help you prepare lectures, and out-of-class assignments to help you prepare lectures, and out-of-class assignments to help you prepare lectures. found benzene-tainted products in Europe. 1 (November 2007): 1, 6-9, www. David M. Used with permission of the author. It also outlines how military public affairs differs from the practice in other government agencies and other organizational settings. They encourage social responsibility in organizations and promote p ublic relations' essential role in maintaining social order. 12389&typeid=1&goto=story (accessed March 28, 2011). 27 28 Part I • Concept, Practitioners, Context, and Origins Attempts to Define Public Relations Hundreds have written definitions attempting to define public relations does. Books such as PR! A Social History of Spin and Toxic Sludge Is Good for You sensationalize accounts of press agentry and advocacy on behalf of clients and causes later proven to be of dubious merit. Availability also means being on call for all other departments, divisions, and operating units. This also is not a chest-thumping "how-I-saved-the-day" book that claims to show how to succeed in public relations without having a foundation based on the body of knowledge. Availability of staff practitioners has several advantages. For example, an emergency product recall, a factory fire or explosion that threatens neighbors, or a manufacturing plant closing or massive layoff will attract public and media attention. Lightcap, managing director, Manning Selvage and Lee, New York, April 17, 1991. Public relations are doing." However, Manning Selvage and Lee, New York, April 17, 1991. Public relations are doing." lobbyists still see face-to-face communication as necessary for maintaining relationships with their contacts: "On the Hill, it is better to be seen and known than to just be an anonymous voice on the phone or e-mail."27 Likewise, the many sources of information on the Internet can complicate the lobbyist's task. Consumers select the products and services that provide the most utility, value, and satisfaction. Quote from former General Electric Company President Ralph J. The Credo lists four responsibilities. Coombs divides crisis, and postcrisis, crisis, and postcrisis."34 His precrisis stage deals with taking steps to detect, prevent, and/or prepare for potential crises. 4 (Winter 1994-1995): 22. 35. As long-time counselor and educator Michael Herman observed: We consistently see senior-level managers who still think that public relations is "free advertising" or the ability to "get our name in the media." I usually tell clients that it's no problem getting your name in the media... Just do something stupid or wrong 10 Advertising Unlike publicists, advertisers control content, placement, and timing by paying for media time and space. But, in the case of public relations profession as a whole. Using public relations quick fixes—shortsighted responses to complex problems that require long-lasting solutions. They are also the ones with the power to make needed changes. 1 (Spring 1986): 37-56. The amendment stipulated that federal agencies cannot spend money for publicity unless specifically authorized by Congress. Analyzes the impact of policies, procedures, and actions on stakeholder publics to identify those that conflict with the public interest and organizational survival. 24. In addition to those abilities, lobbyists need sophisticated knowledge of government, legislative process, public opinion. Employee Communication Critical to the success of any organization, of course, are its employees. Bey-Ling Sha, "Accredited vs. EPR has been translated into the languages of Bulgaria, China, Indonesia, Italy, Japan, Korea, Latvia, Russia, and Spain. Wender, M.D., "Cancer Society Was First to Issue Awareness Ads," Wall Street Journal (September 24, 2007), A17. Customized email address lists and "blast" broadcast emails, as well as online news groups, social media, podcasts and blogs provide even faster ways to mobilize constituents. ISBN 10: 0-273-76839-5 ISBN 13: 978-0-273-76839-5 To our students in our classrooms and former students in our classrooms and former students in the practice and academe, whose feedback and contributions have helped shape the eleventh edition. They were helped by the smaller public relations staff at McNeil Consumer Products (manufacturers of Tylenol). The chapter concludes with a discussion of how to work with the media in order to build and maintain good media relations. In some organizations the top public relations executive's office is next door to the chief executive's office. The uploader already confirmed that they had the permission to publish it. News stories sometimes report illegal or questionable cash contributions, Inc., 2012), 13-17. Furthermore, becoming part of the management team does not happen simply because of years on the job. Managers also develop little or no commitment to public relations for beauty client. 12. Personal communication from Kathy Mulvihill and Eileen Lintao, Public Relations Society of America, April 6, 2011. In the final analysis, given an adequate budget, organizations use advertising to place and control content, position, and timing of public relations messages in the media. For example, when faced with bankruptcy, Federated Department Stores expanded its dominant coalition to include the vice president of corporate communication: They moved the corporate communications function to the 20th floor; the 20th floor; the 20th floor is where the senior management offices are located. As one researcher put it, there is a "million-dollar penalty for being a woman" in public relations, oting the effects of male- female salary differences and limited advancement opportunities over the course of a career.45 This gendered pay gap is illustrated in Figure 2.2, with women's income shown as cents on the dollar earned by men. This page intentionally left blank Brief Contents Preface 15 Part I Concept, Practitioners, Context, and Origins 25 Chapter 1 Chapter 2 Chapter 3 Chapter 4 Introduction to Contemporary Public Relations 26 Practitioners of Public Relations 129 Chapter 5 Chapter 5 Chapter 7 Chapter 9 Chapter 9 Chapter 10 Professionalism and Ethics 130 Legal Considerations 151 Theoretical Underpinnings: Adjustment and Adaptation 172 Communication Theories and Contexts 191 Internal Relations 233 Part III Management Process 261 Chapter 13 Chapter 14 Step One: Defining Public Relations Problems 262 Step Two: Planning and Programming 287 Step Three: Taking Action and Communicating 311 Step Four: Evaluating the Program 336 Part IV The Practice 361 Chapter 16 Chapter 17 Chapter 17 Chapter 18 Chapter 18 Chapter 19 Chapter 18 Chapter 18 Chapter 18 Chapter 19 Chapter 18 Chapter 19 Chapter 18 Ch Nonprofits and Nongovernmental Organizations 400 Health Care 415 Education 426 Associations and Unions 435 7 This page 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Evaluation Research Steps 341 Levels of Program Evaluation 343 Interpreting and Using Results of Evaluation 356 Notes 359 • Additional Sources 359 Part IV The Practice 361 Chapter 15 Business and Industry 362 Public Relations in Corporate Organizations 363 Corporate Social Responsibility 364 Corporations as Targets 368 Business Misconduct 368 Restoring Public Trust 369 Globalization 370 Notes 371 • Study Guide 372 • Additional Sources 372 Chapter 16 Government and Politics 373 The Goals of Public Affairs in Government 374 Informing Constituents 374 Ensuring Active Cooperation in Government Programs 379 Fostering Citizen Participation and Support 380 Serving as the Public's Advocate 382 Electronic Government and Citizen Participation 384 Barriers to Effective Government Public Affairs 385 Government-Media Relations 388 Notes 390 • Study Guide 391 • Additional Sources 391 Chapter 17 Military Public Affairs in the Military 393 Unique Challenges in the Military 393 Unique Challenges in the 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433 • Study Guide 434 • Additional Sources 444 Index 445 13 This page intentionally left blank Preface Beginning with the first edition in 1952, Effective Public Relations, schooled its practitioners, and served as a reference for those in the calling worldwide. Sterne, "Media Perceptions of Public Relations, schooled its practitioners, and served as a reference for those in the calling worldwide. Sterne, "Media Perceptions of Public Relations, schooled its practitioners, and served as a reference for those in the calling worldwide. Sterne, "Media Perceptions of Public Relations, schooled its practitioners, and served as a reference for those in the calling worldwide. Sterne, "Media Perceptions of Public Relations, schooled its practitioners, and served as a reference for those in the calling worldwide. Sterne, "Media Perceptions of Public Relations, schooled its practitioners, and served as a reference for those in the calling worldwide. Sterne, "Media Perceptions of Public Relations, schooled its practitioners, and served as a reference for those in the calling worldwide. Sterne, "Media Perceptions of Public Relations, schooled its practitioners, and served as a reference for those in the calling worldwide. Sterne, "Media Perceptions of Public Relations, schooled its practitioners, and served as a reference for those in the calling worldwide. Sterne, "Media Perceptions, schooled its practice as a reference for those in the calling worldwide. Sterne, "Media Perceptions, schooled its practice as a reference for those in the calling worldwide. Sterne, "Media Perceptions, schooled its practice as a reference for those in the calling worldwide. Sterne, "Media Perceptions, schooled its practice as a reference for those in the calling worldwide. Sterne, "Media Perceptions, schooled its practice as a reference for the schooled its practice as a reference for the schooled its practice as a reference as a referen Communication Management 14, no. Harlow, collected almost 500 definitions. Hence, CEOs in organizational culture" that attracts and retains productive workers. Hazleton and Sha, "Generalizing from PRSA to Public Relations." 12. Courses and books are devoted to the study of all these relationships, as well as relationships in families, work teams, groups, organizations, communities, and other social entities. Proximity and access are important factors influencing public relationships in families, work teams, groups, organizations, communities, and other social entities. Hayward, minimized the damage and said he would "like his life back" as he headed to a yacht race off Europe. However, such labels do not describe the many activities and diverse assignments in the day-to-day practice. 62. Investor relations specialists must know corporate finance, accounting, Wall Street, international equities trading, international business trends, business journalism, and much more. Data provided by Bey-Ling Sha, 2010-2011 Chair, PRSA National Committee on Work, Life & Gender. Chapter 11, "Step One: Defining Public Relations Problems," applies theory to practice by outlining the "four-step public relations process." The model demonstrates the logic of using research to "benchmark" the beginning of the program by defining problems and setting program goals. 1 (Fall 2007): 1-16. Meet with human resources vice president to discuss one of my employee's reviews. How a person chooses to behave reflects, of course, on that individual. 29. Persons on the fast track are team players who balance personal goals with those of the organization. Hoewing, "The State of Public Affairs," 34. Brown and Candace L. Smith, "Women in Public Relations Journal 24 (October 1968): 26, 27, and 29. Friction sometimes develops, however, when the account executive is not available because of travel and work demands from other clients or more commonly, when the firm bills for more hours than the client's management anticipated. So, when hiring public relations practitioners, employers still value 51 52 Part I • Concept, Practitioners, Context, and Origins media experience, even if only with the college newspaper or radio station. relations." "After all," as one longtime counselor and consultant said, "It was Cutlip and Center, as much as anyone, who gave those of us who strayed or wandered into the professional pursuits, a sense of substance and legitimacy about practicing our adopted craft." 1 Stephen H. An MBA degree is often necessary preparation (see Figure 1.6). So, for example, students who combine public relations education with a minor in health promotion or hospital administration have a clear advantage when applying for hospital public relations education with a minor in health promotion or hospital public relations education with a minor in health promotion or hospital public relations education with a minor in health promotion or hospital education with a minor in health promotion education with a minor in health promotion education with a minor in health promotion education e accounted for, women's salaries rose to 86 cents on the dollar earned by men. Each chapter begins with a list of study questions to help you determine if you achieved the intended outcomes. ® ® Microsoft and Windows are registered trademarks of the Microsoft Corporation in the U.S.A. and other countries. It also leads to the greatest dissatisfaction with practitioners, because they are held solely accountable for program results even though they had little or no control over critical parts of the situation and the factors that led to public relations problems in the first place. 48 Chapter 2 • Practitioners of Public Relations Numbers And Distribution Little agreement on the underlying concept and inconsistent use of titles complicate attempts to count the number of public relations practitioners, even in the United States, let alone worldwide. Access to education is a global concern, with concern about Preface funding, accountability for educational outcomes, and school choice driving much of the firm's public relations. capabilities. They maintain two-way communication and facilitate exchange by removing barriers in relationships and by keeping channels of communication is that in order to drive any business results, the employees have to be with you"9 Internal relations staff work closely with the human resources department to employees. This "glass ceiling effect" has been documented by decades of scholarly research in public relations, beginning in the 1980s.40 But, the latest data from 2010 suggested that women have caught up to men in enacting the manager role in public relations? 25. Know what your boss expects of you.59 Among other traits sought by employers are an understanding of how the business works (whatever a particular organization's business is), possessing skills with computer software and new media technology, being well read and informed on current events, having an ability to deal with frustration and stress, and being able to improvise.60 One trait tops every list, however. Surveys typically show that at least 60 percent of public relations executives meet with their CEOs at least once each week. Broom and Bey-Ling Sha, published by Pearson Education © 2013. Enacting the other three roles; however, for the other three roles; however, for the other three roles and Bey-Ling Sha television programs featuring public relations practitioners often do not present accurate portrayals. Practitioners in the communication facilitator role find themselves acting as information sources and the official contacts between organizations and their publics. In other words, public relations facilitates adjustment and maintenance in the social systems that provide us with our physical and social needs. Piekos and E. I ndividuals and groups have always entered into relationships in order to satisfy mutual wants and needs. Such mismatches often represent nothing more than delays in adapting to change. relations post at major corporations often are in the \$1-\$2 million range. 45. Figure 1.5 Public Affairs Job Description Chapter 1 • Introduction to Contemporary Public Relations "The real value in what we do is knowing how to navigate the process and understanding how to may appropriate people." Steve Behm, senior vice president, Crisis & Issues Management, Edelman Worldwide in Atlanta, adds, "Particularly in public affairs specialist described the relationships are done through honest and transparent communications." 21 A public affairs is the public affairs is the public affairs is the public affairs as follows: relations practice that addresses public policy."22 An association executive based in Washington, D.C., defined public affairs as "PR tactics applied to GR (government relations) strategies to produce 'excellent public affairs as "PR tactics applied to GR (government relations) strategies to produce 'excellent public affairs as "PR tactics applied to GR (government relations) strategies to produce 'excellent public affairs as "PR tactics applied to GR (government relations) strategies to produce 'excellent public affairs as "PR tactics applied to GR (government relations) strategies to produce 'excellent public affairs as "PR tactics applied to GR (government relations) strategies to produce 'excellent public affairs as "PR tactics applied to GR (government relations) strategies to produce 'excellent public affairs as "PR tactics applied to GR (government relations) strategies to produce 'excellent public affairs as "PR tactics applied to GR (government relations) strategies to produce 'excellent public affairs as "PR tactics applied to GR (government relations) strategies to produce 'excellent public affairs as "PR tactics applied to GR (government relations) strategies to produce 'excellent public affairs as "PR tactics applied to GR (government relations) strategies to produce 'excellent public affairs as "PR tactics applied to GR (government relations) strategies to produce 'excellent public affairs as "PR tactics applied to GR (government relations) strategies to produce 'excellent public affairs as "PR tactics applied to GR (government relations) strategies to produce 'excellent public affairs as "PR tactics applied to GR (government relations) strategies to produce 'excellent public affairs as "PR tactics applied to GR (government relations) strategies to produce 'excellent public affairs as "PR tactics applied to GR (government relations) strategies to produce 'excellent public affairs as "PR tactics applied to GR (government relations) strategies to produce 'excellent public affairs as "PR tactics appl including (in descending order) federal government affairs, state government affairs, local government affairs, community relations, political action committees, contributions, grassroots support, and issues management. The bottom line (with diamonds) shows that, although the pay gap has decreased since 1979, women in 2010 still earned less than men. Success or failure depends more on what the orga nization does than on what it says, unless the c ommunication itself becomes a problem. These cases illustrate that public relations credibility starts with management's integrity and socially responsible actions. The press was key to warning the public of the danger. —The Public Relations credibility starts with management's integrity and socially responsible actions. The advertisement did not sell Mobil products. Paluszek, "Editorial Note: Defining Terms," in Practical Public Affairs, xviii. to analysts, investors, and the financial press. For example, the American Cancer Society has long relied on advertising to achieve its public awareness goals: The society was the first traditional health charity to engage in paid advertising and, to be sure, for years our ad budget, which is less than 2% of our revenues, was spent raising awareness of things such as colorectal cancer and breast cancer screenings and tobacco prevention.13 Organizations also use advertising for public relations purposes when they want to address criticism in the media—over which they haven as colorectal cancer and breast cancer screenings and tobacco prevention. no control when they feel that their point of view is not being reported fairly, when they feel that their publics do not understand the issues or are apathetic, or when they are trying to add their voices to a cause. They tend to be creative, artistic, and technically proficient; see themselves as their organization's "wordsmith"; and exhibit little inclination or aptitude for strategic planning and research. Dach from Washington, D.C., to Bentonville, Arkansas, as executive vice president of corporate affairs and government relations, his compensation package became big news. "The Problem of Strikes" suggests the special public relations challenges facing practitioners representing labor unions as they attempt to mobilize members and tell their story to gain public support for labor. Establishes and maintains two-way communication between the organization and its publics. 19. For example, when Walmart lured Edelman Public Relations vice chairman Leslie A. If the work exceeds the hours covered by the retainer fee, the firm bills the client an agreed-upon hourly fee or a fixed fee to cover costs associated with the additional projects. Grunig and James E. Grunig, Management (Mahwah, NJ: Lawrence Erlbaum Associates, 1995), 23-37. Dozier (with Larissa A. Unlike the more established professions, public relations does not require a prescribed educational preparation, government-sanctioned qualifying exams, and peer review to ensure competent and ethical practice. Operating in the technician role does not.36 The obvious conclusion is that practitioners must be actively gathering information useful in decision making before they are invited to the management table. Lalit Acharya, "Public Relations Society of America (PRSA) members are in California, New York, and Texas.6 Washington, D.C., however, has the largest PRSA chapter, with more than 1,425 members in the National Capital Chapter as of April 2011. In practice, however, too often employers and clients define public relations narrowly or incorrectly based on the various goals and tasks they assign to it. (An example would be yielding to client or management expectations that public relations has the power to fix problems without having to make changes in the organization.) 6. From its origin as a low-level communication support function in the human resources department, the role evolved to become an integral part of the management team. It expands the traditional four-step p public relations process presented in Chapter 11 into a detailed 10-step strategic planning o utline, clarifying the difference between strategy and tactics. To accomplish that goal, marketing creates quid pro quo relationships in which ownership— title—changes hands. Receive sponsorship opportunity for clients from another publicist and send to consumer brands in candy and beverages to see if they would like to donate product for the event in two weeks. Turk, L. For example, an organization retains an outside firm (sometimes called an "agency") to survey community public opinion regarding a proposed trash-to-energy recycling plant. Do you have an understanding of these functions? Reply to anything urgent that has come in overnight. There was an amazing amount of contact that occurred in the hallway. As researchers in one study concluded, "The best crisis strategy is to maintain good relationships." 36 Investor relations is strategy is to maintain good relationships." 36 Investor relations is strategy is to maintain good relationships." 36 Investor relations is strategy is to maintain good relationships." 36 Investor relations is strategy is to maintain good relationships." 36 Investor relationships." 36 Investor relations is strategy is to maintain good relationships." 36 Investor relationships another specialized part of public relations in publicly held corporations. 6:00 p.m. Return to desk to review e-mail and clear the most urgent requirements. 52)—in other words, marketing. It also analyzed reviews to verify trustworthiness. The chapter ends with a discussion of efforts to professionalize the military public affairs officers and staff. Finally, red-faced Perrier management announced a worldwide recall. Staff members know the relationships among individuals and departments, and are aware of the undercurrents of influence and internal politics. Public Relations is that an organization's public reputation derives in substantial part from the behavior of its senior officials. EPR does not.) Third, you will gain knowledge of updated information and examples to help you u inderstand contemporary public relations practice in a variety of settings. Executive-level public relations practice in a variety of settings. checks, and lucrative retirement programs, in addition to their six-figure salaries. Check e-mail. Microsoft and/or its respective suppliers make no representations about the suitability of the information contained in the documents and related graphics publics. Joye C. For example, some say "it's just public "fast track": 1. Figure 2.1 Public Relations Job Descriptions Chapter 2 • Practitioners of Public Relations 55 Exhibit 2.1 Day in the Life: Senior Account Executive 12:00 p.m. Send out finalized invite for kick-off event at restaurant to media and VIP guests. prweekus.com/salary-survey-2012-let-the-talent-warbegin/article/229770). between public relations and marketing, identifying the exchange between provider and customer as the distinguishing characteristic of marketing relationships. Dozier and Bey-Ling Sha, "Delusions vs Data: Longitudinal Analysis of Research on Gendered Income Disparities in Public Relations." Paper presented to the Association for Education in Journalism and Mass Communication, August 2010, Denver, CO; Highlights of Women's Earnings in 2009. 60. The chapter concludes with an outline of public relations goals and challenges unique to higher education. 5:25 p.m. Arrive at clients' house to interview them for our campaign video. of I. Monitors awareness, opinions, attitudes, and behaviors inside and outside the organization. The chapter also outlines the pluses and minuses of establishing an internal department versus retaining outside counsel and presents data on major national firms. The communication specialist hires an assistant to handle a growing number of internal and external communication needs. New York: The Guilford Press, 2001. 6:45 p.m. Say hi to my family! While tuning in to the evening news, turn on my lap-top, open e-mail and look for the proposal finalized by my team. (See Figure 3.2 for a typical department organization chart.) Department of Public Communications Organizational Chart Updated March 2011 MARK S. Based in Atlanta, the Georgia chapter is second largest, with 889 members, followed by the New York City, with 856 members. 4 (Winter 1976): 36. The body of knowledge that today underpins both public relations education and professional practice extends well beyond the limits of a single book or an introductory course. Likewise, a good press agent can make a new club or restaurant the "in place" even before a single customer experiences the ambiance, food, or entertainment of the place itself. Authoritative synthesis of almost two decades of scholarly inquiry on gender issues in public relations. Courtesy Ed Davis and United Way of Greater Houston Chapter 2 Practitioners of Public Relations in the preceding section and by the job descriptions in Figure 2.1. When limited to this role, however, practitioners typically do not participate significantly in management decision making and strategic planning. Line management decision making and strategic planning. knowledgeable of and most intimately involved with the organization's policies, products, procedures, and actions. Broom, Ph.D., and Bey-Ling Sha, Ph.D., APR About The Authors Glen M. 29 30 Part I • Concept, Practitioners, Context, and Origins The goal of marketing is to attract and satisfy customers on a sustained basis in order to secure "market share" and to achieve an organization's economic objectives. Do you think there are any negative social impacts of the practice? A musical abilities. As one practitioner put it: "... [W]e must work harder to shift the perception and reality of the [public relations] craft from that of a marginal or dubious trade to a mature profession. With regard to industry-specific salaries of \$120,000, while those at technology companies earned \$115,000.25 Professional accreditation is also related to salaries with practitioners holding the Accredited in Public Relations (APR) credential earning more than those who do not.26 (See Chapter 5 for information about accreditation.) Another factor that affects salaries is practitioners' gender (see page 61). As a result, government figures probably include fewer than half of all those working in public relations 61. grady.uga.edu/ANNUALSURVEYS (accessed February 15, 2008). 23. Cline and Elizabeth L. By contrast, lower-paid communication technicians and communication technicians and charities. For example, human relations, marital relations, and interpersonal relations describe the study and management of relationships between individuals. It serves to bring private and public policies into harmony. Twice a year, lobbyists are also required to report their clients, expenditures, and issue-related activities. 4 (2004): 327-351; Danny Moss, G. 1&2 (2001): 17-41; Benita Steyn and T. Retention of competent public relations counsel 3. In public relations, practitioners face general misunderstanding about the organizational and social functions of the practice, although some recent research indicates that public relations of public relations of the practice as previously thought. 39 Listed below are some other challenges that practitioners face: Chapter 2 • Practitioners of Public Relations The Glass Ceiling, Broken? All trademarks used herein are the property of their respective owners. Press agentry plays a major role in the music recording industry, professional sports, tourist attractions, motion picture studios, television, concert and theater performances, and business enterprises headed by celebrities. Additional Sources Center, Allen H., Patrick Jackson, Stacey Smith, and Frank R. Burke, who promptly formed a seven-member strategy committee to deal with the crisis. Likewise, odern public relations professionals must understand who they mare, what cultures they represent, and the power or privilege held or perceived because of roles or diversity characteristics. 48 and 69) and as "a customer-centric organization" (p. Newman, "Public Relations Practitioner Role Enactment at the Senior Management Level within UK Companies," Journal of Public Relations Practice consisted of former journalists producing publicity, so it is not surprising that some still confuse publicity with the broader concept of public relations. In the military and government agencies, this title is part of a name game dating back to the 1913 Gillett Amendment to an appropriation bill in the U.S. House of Representatives. Broom is professor emeritus, School of Journalism and Media Studies, San Diego State University, where he served on the faculty from 1979 to 2007. A hastily called meeting to discuss the invoice reminds both the account executive and internal public relations management that outside counsel is a variable cost and that the outside firm has its own economic goals. 65 66 Part I • Concept, Practitioners, Context, and Origins 5. Personal communication from Eileen Lintao, Public Relations Society of America, April 11, 2011 8. For another perspective on public relations success, see Fraser P. Toth, and Linda C. 12:39 p.m. Learn that we need two more stories for our campaign video because two potential clients backed out. There are full-time press agents, or celebrity publicists, but many public relations practitioners use press agentry tactics at some time or another to attract media attention. Although clearly labeled and monitored at national and state 37 38 Part I • Concept, Practitioners, Context, and Origins levels, similar lobbying efforts on county and municipal issues often are part of and undifferentiated from public affairs, community relations, or other public relationships, managing client expectations, assessing resource allocation needs, and planning logistics. • What is the social system level addressed by public relations practice? The discussion also addresses social media and globalization, as well as their impact on corporate practice. In short, most people know public relations." Few study the concept itself or the roles public relations plays in o rganizations and society. Development specialists work for charities, public broadcasting stations, disease research foundations, hospitals, community arts groups, museums, zoos, youth clubs, universities, and religious organizations. As a result, two major predominant roles occur in practice: public relations technician and public relations manager.33 Public relations technicians are primarily concerned with writing, producing, and disseminating communications, such as press releases, speeches, websites, feature stories, and annual reports. Concerned citizens see frequent references to "PR," "public relations," and "flacks" in press coverage of scandals, oil spills, industrial pollution, political campaign shenanigans, city hall c orruption, and other breaches of the public trust. The BP's (formerly British Petroleum) Gulf of Mexico Deepwater Horizon oil rig e xplosion on April 20, 2010, killed eleven crew members and created the greatest environmental disaster in U.S. history. It distinguishes between an "open system" approach and the reactive "closed system," approach that all too often c haracterizes the practice. This eleventh edition begins its seventh decade of advancing public relations, will work with district managers to develop and implement broad-based public affairs programs related to cable television policy. Others say it is "good public relations" or "great PR" if something appears 26 Chapter 1 • Introduction to Contemporary Public Relations" or "great PR" if something appears 26 Chapter 1 • Introduction to Contemporary Public Relations" or "great PR" if something appears 26 Chapter 1 • Introduction to Contemporary Public Relations" or "great PR" if something appears 26 Chapter 1 • Introduction to Contemporary Public Relations" or "great PR" if something appears 26 Chapter 1 • Introduction to Contemporary Public Relations" or "great PR" if something appears 26 Chapter 1 • Introduction to Contemporary Public Relations" or "great PR" if something appears 26 Chapter 1 • Introduction to Contemporary Public Relations" or "great PR" if something appears 26 Chapter 1 • Introduction to Contemporary Public Relations" or "great PR" if something appears 26 Chapter 1 • Introduction to Contemporary Public Relations" or "great PR" if something appears 26 Chapter 1 • Introduction to Contemporary Public Relations" or "great PR" if something appears 26 Chapter 1 • Introduction to Contemporary Public Relations" or "great PR" if something appears 26 Chapter 1 • Introduction to Contemporary Public Relations" or "great PR" if something appears 26 Chapter 1 • Introduction to Contemporary Public Relations" or "great PR" if something appears 26 Chapter 1 • Introduction to Contemporary Public Relations (PR) if something appears 26 Chapter 1 • Introduction to Contemporary Public Relations (PR) if something appears 26 Chapter 1 • Introduction to Contemporary Public Relations (PR) if something appears 26 Chapter 1 • Introduction (PR) if something appears 26 Chapter 1 • Introduction (PR) if something appears 26 Chapter 1 • Introduction (PR) if something appears 26 Chapter 1 • Introduction (PR) if something appears 26 Chapter 1 • Introduction (PR) if something appears 26 Chapter 1 • Introduction (PR) if something appears 26 Chapter 1 • Int these dramatic steps even though the only known product tampering cases and deaths were limited to the Chicago area. George Jacob, Integra, made sure that the words you are reading made sense and specializations, and distinguishes it from other management functions and activities. 8:14 a.m. Start commute into the office. As one reviewer said, " 'Cutlip, Center, and Broom' ... [is] the standard against which all basic public relations, but neither had been active after the sixth edition (1985). Contributors Former students formed a pipeline of new information and Maturity Some scholars credit public relations for the heightened attention to public accountability and social responsibility among government administrators and business executives (see Exhibit 1.3 on page 20). Because many people in public relations work as solo practitioners, the OES does not give an accurate picture of everyone in the field.2 The U.S. Census Bureau conducts the Current Population Survey (CPS), which gets information from workers, as opposed to from employers. Howard Chase in 1976, issues management includes identifying issues, analyzing issues, anal who is leading projects and proposals. But in 2008, nearly 40 percent of the respondents to PRWeek's annual salary survey reported public relations as their major.22 (See Chapter 5 for the recommended curriculum for public relations majors.) Public relations employment no longer requires journalism experience. Rex F. The goals themselves are shaped by the external environment. Rather, the amount of research practitioners have the knowledge or expertise to enact the manager role," according to Lauzen and Dozier.38 Simply put, practitioners long accustomed to operating in the technician role may find moving into the strategic managers; determining needs, establishing priorities, defining publics, setting goals and objectives, and developing messages, strategies, and tactics. New York: Free Press/ Simon & Schuster, 2006. In many organizations, line managers rotate through a variety of assignments before reaching the top. Exhibit 1.4 Core Axioms of Public Relations 1. Special Events: Arranging and managing news conferences, 10K runs, conventions, open houses, ribbon cuttings and grand openings, anniversary celebrations, fund-raising events, visiting dignitaries, contests, award programs, and other special observances. Although being challenged in some fields, many of the values associated with the origins of professions persist today: "personal service, a dislike of competition, advertising and profit, a belief in the principle of payment in order to work rather than working for pay and the superiority of the motive of service."56 (See Chapter 5 for contemporary definitions of professionals" on the basis of their commitment to meeting professional and ethical standards. These findings have isolated factors that influence role selection and enactment, salary and career advancement, and participation in organizational decision making. For example, rumors that San Diego Mayor Jerry Sanders and Chargers president Dean Spanos were going to meet piqued media interest. To achieve their goals, these institutions must develop effective relationships with many different audiences or publics such as employees, members, customers, local communities, shareholders, and other designated spokespersons to deal with media and to make other public appearances. Rubenstein, "Correcting the Public Relations Industry's Image Problem," The Huffington Post (July 6, 2007), www.huffingtonpost.com (accessed July 12, 2007). Also discuss how hurricane preparedness pitching is going so far. Other parts of the organization also use this controlled means of placing messages in p the mass media for nonmarketing purposes. A blue-ribbon panel of PRSA leaders attempted to provide society members a definition of the field that stressed public relations' beginning in organizations, even some large organizations have small public relations departments. in the media, equating public relations with anything that attracts media coverage. M. The bottom line with bosses, however, is to find ways to make their jobs easier. \$100M Gender Bias Complaint Filed Against Publicis Groupe, MSL. As Ruder Finn-D.C. managing director, Neil Dhillon, says, P U B L I C A F FA I R S M A N A G E R W e seek a public-policy oriented individual holding a B.A. degree combining public relations and political science, and at least five years full-time experience in corporate-government relations. While the press, Burson-Marsteller, which had the product publicity account for Tylenol, began planning a unique 30-city video press conference via satellite to reintroduce the product. Cutlip and Center in 2005, but their influence and ambition; thus, their names are again above the title. (See Figure 3.3 for an example of a department's mission.) Knowledge of the organization means an intimate, current knowledge that comes from being an insider. The baby boom generation aging, lower birth rates, and longer life expectancy lead to older median ages in most nations Note: More information on diversity is available online at www.commpred.org, and in my past "Diversity Dimensions" PRTactics columns posted on PRSA's website, www.prsa.org. Building strategic alliances and interpersonal relationships. Respond to all the texts, messaging and e-mails that I had neglected all day. 3 (1994): 180. Karen R. Because these organizations depend on donations, membership fees, volunteers, or all three, they rely heavily on annual campaigns and special events to call attention to their needs and to solicit public support and contributions. 11:15 a.m. Receive e-mail from a beauty editor interested in including our client in her story and needing the most recent products and treatments they offer. The client's home is on my way home, so I take the assignment. Routine work, such as daily and weekly news outlets, monthly publications, quarterly and annual reports, and so forth, is efficiently handled by those closest to the sources and other departments in the organization. Staff often turn to trusted—key word—lobbyists for help in making sense of the flood of information. We hope this book helps you prepare for the challenging and rewarding calling of building organization-public relationships. Chapter 20, "Education," sets the stage by outlining the role of education," sets the stage by outlining the role of education in the global economy. Advertising messages attempted to counter the critical news coverage of "Asian sweatshops" and to deflect attention from editorial criticism and ridicule by editorial cartoonists, including the Doonesbury comic strip. Ekachai, "Applying Broom's Role Scales to Thai Public Relations Practitioners," Public Relations practice accommodate the increasing specialization of the profession—Business and Industry, Government and Politics, Military Public Affairs, Nonprofits and Nongovernmental Organizations, Heath Care, Education, and Associations and Unions. Growth of Hispanic population in the United States 2. Targeted mailing lists, high-speed printers, and software for individualizing letters can produce a flood of mail, phone calls, faxes, and personal visits from constituents Kenon A. Cover Printer: Lehigh/Phoenix-Hagerstown Pearson Education Limited Edinburgh Gate Harlow Essex CM20 2JE England and Associated Companies throughout the world Visit us on the World Wide Web at: www.pearsoninternationaleditions.com Relations Definitions serve at least two purposes: to help us understand the world around us and to argue for a particular worldview of how one concepts.7 Consequently, the definition of public relations is the management function that establishes and maintains mutually beneficial relationships between an organization and the publics-groupe-msl (retrieved April 5, 2011); Jaimy Lee, "Corporations confront gender discrimination suits," PRWeek (March 1, 2011), www.prweekus.com/corporations-confront-gender-discrimination-suits/article/197311 (accessed April 5, 2011). Lynn Appelbaum and Rochelle Ford, "Multicultural Public Relations Practitioner Survey" 2005, www.ccny.cuny.edu/ prsurvey (accessed April 16, 2011). The public relations practitioner acts as a counselor to management and as a mediator, helping to translate private aims into reasonable, publicly acceptable policy and action. At \$25 a share, it needs to sell only 400,000 company-held shares, versus 500,000 shares at \$20, to raise the \$10 million to finance the research. Public Relations Practices: Managerial Case Studies and Problems, 7th ed. The mix of assignments and responsibilities varies greatly from organization, but one task is the common denominator: writing. Practitioners in the public relations manager role do not limit their tactics to communications. 1 (1986): 37-56; Carolyn G. 9:30 p.m. Log off and check out! Elizabeth Dougall, Ph.D., Rowland Brisbane, Queensland, Australia 6:30 a.m. Check e-mail and messages. Examples of publicity include a story in a newspaper's financial section about a corporation's increased earnings, a columnist's item about a charity fund-raising campaign, a feature story in the city magazine describing a new cancer research center, an entertainment tabloid's announcement of your favorite band's local concert, and t elevision news coverage of a new civic center dedication c eremony. Counsels management to establish new policies, procedures, and actions that benefit both the organization and its publics. Reaffirms IMC's focus on customers and prospects (pp. Customer Reviews, including Product Star Ratings help customers). to learn more about the product and decide whether it is the right product for them. Lauzen, "Understanding the Relations Research 9, no. Wright, "Review of Public Relations Literature: Basic Textbooks," Public Relations Review 22, no. Subsequent advertisements reported the results of Ambassador Andrew Young's six-month investigation of Nike labor practices overseas. Second, as a medium for answering guestions about the federal government that aren't related to obtaining a service. FICs accomplish democratic accountability to the public. What is the most important skill sought by employers for entry level public relations jobs? If things are working as they should, the public relations person is given the unique opportunity to become the CEO's "loyal opposition," the one who, behind closed doors, can say, "If you do this, you are making a huge mistake." Role in Decision Making Public relations is one of several staff functions, meaning that it advises and supports line managers who have responsibility and authority to run the organization. Email and the Internet have changed lobbying. Other responsibilities include monitoring franchise compliance, leading media relations and producing press materials, and conducting district community relations programs. "CSR: Beyond Lip Service," PRWeek (January 6, 2003), 17. It emphasizes that taking action is necessary—particularly corrective action—in addition to communication. Other than investor relations staff successfully debunked press reports of impending bankruptcy? • What do you think is the key skill for entry in the field and success in practice? Staff functions include those that advise and assist line executives: finance, legal, human resources, and public relations. The public relations. The public relations managers for each of the specialized areas. Seitel, "PR Leadership Qualities for the 21st Century," O'Dwyer's PR Report (November 2009), 42, I was a press agent, Elizabeth Lance Toth (Mahwah, NI: Lawrence Erlbaum, 2007), 381-398. His professional career began as assistant editor in the U. Two-way communication with both internal and external publics 5. Even though the U.S. Constitution protects people's right to petition the government, some view lobbying as an attempt to manipulate government for selfish ends. The firm's account executive meets periodically with the client's senior management and public relations decision, taken immediately and with total support from company management, was to cooperate fully with the news media. of students were non-White in 2009, compared to 17 percent in 1989. Researchers have Chapter 3 • Organizational Settings identified practitioners' lack of broad business experience, passivity, naïveté about organizational Settings identified practitioners' lack of broad business experience, passivity, naïveté about organizational Settings identified practitioners' lack of broad business experience, passivity, naïveté about organizational Settings identified practitioners' lack of broad business experience, passivity, naïveté about organizational Settings identified practitioners' lack of broad business experience, passivity, naïveté about organizational Settings identified practitioners' lack of broad business experience, passivity, naïveté about organizational Settings identified practitioners' lack of broad business experience, passivity, naïveté about organizational Settings identified practitioners' lack of broad business experience, passivity, naïveté about organizational Settings identified practitioners' lack of broad business experience, passivity, naïveté about organizational Settings identified practitioners' lack of broad business experience, passivity, naïveté about organizational Settings identified practitioners' lack of broad business experience, passivity, naïveté about organizational Settings identified practitioners' lack of broad business experience, passivity, naïveté about organizational Settings identified practitioners' lack of broad business experience, passivity, naïveté about organizational Settings identified practitioners' lack of broad business experience, passivity, naïveté about organizational Settings identified practitioners' lack of broad business experience, passivity, naïveté about organizational Settings identified practitioners' lack of broad business experience, passivity, naïveté about organizational Settings identified practitioners' lack of broad business experience, passivity, naïveté about organizational Settings identified practitioners' lack of broad bus limited power of public relations in organizations.13 The extent to which the function conducts various kinds of research is a major determinant of public relations participation in management, according to our colleague David Dozier. Wealth was a prerequisite because professional practice provided little, if any, remuneration. Jeffrey Goldberg, "Selling Wal-Mart: Can the Company CoOpt Liberals?" The New Yorker, April 2, 2007, www.newyorker.com/reporting/current/oes273031.htm (accessed February 15, 2008). Listen to national news broadcast on car radio on way home. Designing program research, conducting surveys, and hiring research firms. The third volume of "excellence study" reports that document the relationshipbuilding concept of public relations. This requires a detailed understanding and assessment of what's happening now and of desired future states. However, lobbying more often takes the form of open advocacy and discussion on matters of public relations. through specialized education, accreditation, and licensing. Lukovitz, "Women Practitioners: How Fast?" Public Relations strategically respond to negative situations and to dialog with stakeholders affected by perceived and actual consequences of crises. These persons also know how to deal with management, including when they do not agree with the boss. Such a close working relationship between the public relationship between the pub Pearson Prentice Hall editors provided able assistance and firm direction in getting this edition produced: Erin Gardner, Business Publishing, and Clara Bartunek, Project Manager, guided the process from manuscript to an actual book. Barbara K. Following is an annotated description of each chapter: Chapter 1, "Introduction to Contemporary Public Relations," introduces the concept of contemporary public relations and defines terms often confused with the practice. 53 54 Part I • Concept, Practitioners, Context, and Origins Although last on this list, being "good with people" is often the first thing many attribute to public relations. 41. Highly paid problem-solving process facilitators and expert prescribers tend to work for organizations most threatened by competition, government regulation, labor conflicts, and public scrutiny, such as financial and insurance companies, utilities, and the public relations firms that work for these companies. Report DMCA Cutlip & Center offers students the gold standard in public relations, providing the most up-to-date reference in the market. Check schedule for the day and reprioritize appointments and workflow if needed. organization, climbing up the career ladder while getting experience in different work settings and industry contexts.29 Work Assignments Some describe public relations, employee relations, employee relations, and so forth. Schultz, Don and Heidi Schultz. • Planning and implementing the organization's efforts to influence or change public policy. —Rear Admiral (ret.) T. Raymond L. (See Figure 2.4.) Notes 1. Meet with the San Francisco-based head of a major global philanthropic organization to report on the excellent outcomes of a very challenging announcement. Cline, Elizabeth L. The use of any trademark in this text does not vest in the author or publisher any trademarks, nor does the use of such trademarks imply any affiliation with or endorsement of this book by such owners. Public relations firms can range in size from an individual counselor or solo practitioner to large organizations that operate around the world. Advertising is information placed in the media by an identified sponsor that pays for the time or space. Why do you think lobbying and investor relations are considered as highly specialized functions? This quality almost defies description, but charisma, presence, and moxie affect the way other managers evaluate people in public relations. To manage their jobs, individual practitioners devise and apply similar strategies and approaches day in and day out. In other words, it depends on who values what and who has a stake in the organization's success or failure. Carolina University, Conway, S.C.: Rochelle L, 1:30 p.m. Receive summer cocktail recipe from bartender and summer crilling tips from executive chef for dining pitches. As the headmaster of Hogwarts School of Witchcraft and Wizardry tells Harry Potter. "It is our choices... that show what we truly are, far more than our abilities." 58 Requirements For Success Surveys of top public relations executives show that they think communication skills, knowledge of media and management, problem-solving abilities, motivation, and in state capitals, but it usually is only one part of an overall public relations strategy. The outside firm's overhead might be higher than that of an internal department simply because outside firms are typically smaller than the client organizations they serve. Although both publicity and advertising are mediated communication, advertising gives the source control over content and placement. It also covers the connection between internal (employee) communication and external public relations programming, as well as the increasingly important role that public relations Roles in the South African Context: Findings of Stage 3 of an International Comparative Study," Communicare 28, no. Get on a call with a restaurant client about a kick-off event next week. 18. Issued March 2011, U.S. Census Bureau. Its principal elements; attending congressional or regulatory hearings; working with coalitions interested in the same issues; and then educating not only government officials but also employees and corporate officers as to the implications of various changes. For example, when traces of benzene were found in its bottled water, Source Perrier's top management first suggested that it resulted from a single, isolated cleaning accident and that contaminated bottles were limited to only the few being recalled in North America. Getting the folks "back home" to take up the cause is referred to as "grassroots lobbying" and is part of many coordinated public relations efforts to influence public policy. Becker, Tudor Vlad, and Paris Desnoes, "Enrollments Decline Slightly and the Student Body Becomes More Diverse," Journalism & Mass Communication Educator 65, nos. Broom and George D. It includes figures from the text but no forms of rich media, which makes the file size manageable and easier to share online or via email, and also simplifies customization. Lukaszewski Chairman, The Lukaszewski Group, Inc., as quoted in Jack Haberstroh, "PR Graduates Don't Measure Up as Writers," Public Relations Quarterly 39, no. And sometimes issues management and "crisis communication" are often key components of the strategic response. The U.S. Department of Labor reports public relations employment statistics in its monthly Employment and Earnings for "public relations specialists" under the occupational And related occupations." For 2010, the Occupational Employment Statistics (OES) survey of the Bureau of Labor Statistics counted 275,200 people employed as public relations specialists and 56,700 people as public relations (New York: Crown Publishers, Inc., 1998), 92. Meet with interns to give feedback. In a bit of semantic tyranny, they label Chairman (Board of Directors) President (Chief Executive Officer) Vice President Finance and Development Vice President Operations Vice President Public Relations 73 74 Part I • Concept, Practitioners, Context, and Origins the movement of "nonpublic relations" professionals" from other staff or line units into p ublic relations management as "encroachment," identifying it as a threat. Howard Chase and Teresa Yancey Crane, "Issue Management: Dissolving the Archaic Division between Line and Staff," in Practical Public Affairs, 130-131. 40. 2 Donald K. Adapted from a speech by the late Richard K. Ramirez, "Overview of Race and Hispanic Origin: 2010," 2010 Census Briefs (C2010BR-02). (Englewood Cliffs, NJ: Prentice-Hall, Inc., 1958). Compare the major advantages and disadvantages of internal departments versus outside counseling firms. Strategies Corporation, Princeton, New Jersey; Janet M. This role calls for research skills, an aptitude for strategic thinking, and a tendency to think in terms of the outcomes are ethical, legal, and consistent with the organization's social responsibility. In helping to define and implement policy, the public relations practitioner uses a variety of professional communication and the external environment. Upper Saddle River, NJ: Pearson Prentice Hall, 2008. But, practitioners who understand the causes and consequences of playing different roles can develop strategies for dealing with a variety of situations and with others' views of practitioners. Baah-Boakye, "A -Profile of Public Relations Practice in Ghana: Practitioners' Roles, Most Important Skills for Practitioners, Relationships to Marketing, and Gender Equality," Public Relations Strive to establish and maintain relationships with those identified as important to organizational survival and growth. Conceptually, if not always administratively, issues management is part of the public relations function. Now we have a bigger audience of people who know about our shoes."15 Most would agree, h owever, that the impact of negative publicity seldom has positive outcomes. Groups defined on the basis of an element of diversity may have a unique culture or coculture, but it may not persist. What another calls a "public relations representative" would be more accurately titled "sales" or "customer service representative." And the official government categories of "public relations manager" do not include all who work in the field. On the other hand, Johnson & Johnson management's response positioned it as a leader in safe packaging, forcing competing brands to follow suit: led to its annual ranking among the most respected corporations; and helped the company retain market share for Tylenol, 13. As a result, establishing and maintaining relationships at all levels of social systems have become important areas of scholarly study and professional practice. New York: McGraw-Hill, 2003. Cox, APR, Director of Public Schools, Williamsburg, Virginia; Vanessa Curtis, Senior Account Executive, Lizzie Grubman Public Relations, New York, NY; Greg Davy, Communications Specialist, Williamsburg, Virginia; Rachel Kay, Principal, Rachel Kay Public Relations, Solana Beach, Calif.; Suman Lee, Ph.D., Associate Professor, Greenlee School of Journalism and Communication, Iowa; and Iowa electronic, mechanical, photocopying, recording or otherwise, without either the prior written permission of the publisher or a license permitting restricted copying in the United Kingdom issued by the Copyright Licensing Agency Ltd, Saffron House, 6-10 Kirby Street, London EC1N 8TS. Conversely, some relatively small enterprises employ many practitioners, in some cases supplemented by outside counsel. The axioms outlined in Exhibit 1.4 outline the principles and values central to this concept of contemporary practice. Searching the Internet, online services, and electronic government databases. It discusses organizational culture and the application of systems theory to employee communication programs. 4 (2000): 277-308; G. The next day, Johnson & Johnson announced that, henceforth, no J&J company worldwide would market any over-the-counter capsule product because the safety of customers could no longer be assured, even when the capsules were in the new safety packaging. Employers and clients pay for results not hard work and effort. Many top public relations executives report to the CEO, whereas others report to the top marketing, human resources, or legal officer. Meet with client looking for additional support to manage a significant community engagement challenge involving intense media scrutiny and sophisticated activism. Fringe benefits and perquisites add considerable value to their positions. When both professional experience and managerial and technician role enactment were accounted for, women's salaries rose only to 87 cents on the dollar earned by men.48 In other words, even when accounting for experience and roles, women earned on average only \$76,083, while men earned \$87,743. 10:52 a.m. Call a client referred by one of the agencies we work with to see if she is still closing on the home we helped her obtain through a government savings program. • What are the four major public relations roles? Other scholars have used the concept of public relations role to describe similarities and differences in the practice internationally.32 Technicians Versus Managers Research findings show that practitioners play several roles, but that over time a dominant role emerges as they go about their day-to-day work and dealings with others. What Roles Research Tells US Research relationers to play different roles, including

education, professional experience, personality, supervision, and organizational culture and environment. PRWeek's 2012 salary survey of 1,567 self-selected online respondents found that the highest-paid practitioners worked for corporations, with a median annual salary of \$113,000, followed by agency practitioners (\$81,500), and those working ir nonprofits (\$70,000). Make calls to satellite offices and team members for brief updates. Large national public relations, but it represents the internal public relations effort that is necessary before dealing with relationships outside the organization. And the press coverage does not have to be positive, according to some (see Figure 1.4). These differences were statistically significant.49 These diffe explanations such as experience and practitioner role are taken into account. Origins Within Organizations Public relations in organizations scholarly journals and book chapters, and she has won top-paper honors from all five major communication and public relations associations in the United States. These organizations typically use the title "development" or "advancement" for this aspect of public relations. It discusses issues and trends impacting educational institutions at all levels—preschool to university, public and private. As asserted by former U.S. chairman of Hill & Knowlton, MaryLee Sachs: "We're not anywhere close to the tipping point."20 Education and Preparation In 2010, U.S. government data indicated that about 66 percent of practitioners were college graduates, although nearly 69 percent of the PRSA membership held a bachelor's degree. Some organizations retain outside counselors, even though setting up their own internal staff would be the more appropriate choice. The outsider's perspective and specialized skills were, after all, why the client retained the counseling firm in the first place. George D. A second contaminated bottle was found in a nearby store a few days later. 34. Walker, "Salary Survey 2009." 29. com/article/SB100014240527487038823045754656837236 97708.html (accessed May 3, 2011). In sharp contrast, years later, Johnson & Johnson's Tylenol crisis remains a classic case study in crisis management (review Exhibit 1.3 on page 20). After the emergency or crisis subsides, those brought in on a short-term basis may be hired or retained on a continuing basis. For the most part they focus on communications and other activities in the process. Nordstrom advertisements in store communities announced four-year Nordstrom Scholarships to be awarded to high school juniors who plan to go to college. Bey-Ling Sha, "2010 Practice Analysis: Professional Competencies and Work Categories in Public Relations Today," Public Relations Review 37, no. For example, the young press agent who worked for a struggling band later admitted that he reported the band "sold 50,000 albums this week when I knew it was 5,000, but it made a better story." 16 The "struggling band" was the Beatles. Provide update on video/photo shoot locations and logistics for next week. Writing and Editing: Composing print and broadcast news releases, feature stories, newsletters to employees and external stakeholders, correspondence, website and other online media messages, shareholder and annual reports, speeches, brochures, video and slideshow scripts, trade publication articles, institutional advertisements, and product and technical collateral materials. McLean, "Annual Survey of Journalism & Mass Communications vital to public relations practice in the United States and gives examples of how the law in other countries impacts the practice. For example, if the CEO dies or a senior executive defects to a competitor, top management wants a public relations specialist on the spot who knows the background, understands the dangers of mishandling the news, and has credibility with the news media and other key players. Herman, "APR, Fellow PRSA Carries on the Tradition," The Public Relations Strategist 16, no. When things go wrong, practitioners are only a minute away from a face-to-face meeting with the organization's officers. For example, the marginal costs of an internal department are usually a small portion of overhead costs in a large organization. Overpromising—making commitments for things they know they cannot deliver. The strong conceptualizer is a "quick study" who is a good listener and thorough note taker. This chapter discusses the origins and place of public relations, its responsibilities, and its working relationships with other departments. 3 (1982): 17 22; Glen M. Forty-three percent of their departments used the title "public affairs." Other public affairs." (corporate affairs." and "external affairs." (corporate relations," affairs." (corporate relation special counsel Mark Fabiani to work with local governments and citizen groups to build "grassroots" support for a new stadium. (See Chapter 3, pages 82-83, for an extended discussion of the public relations-marketing relationship in organizations.) Parts of the Function Some confuse public relations with its activities and parts. • Counseling management at all levels in the organization with regard to policy decisions, courses of action, taking into account their public ramifications and the organization's social or citizenship responsibilities. When top management views the function as marginal and outside the main line of business, it remains outside the dominant decision-making coalition. (The model is repeated in Chapter 14 to illustrate the three phases of evaluation and to close the loop on benchmarking.) Chapter 11 discusses the differences between informal and formal research methods and describes technology used to gather data for detecting, exploring, and describing public relations situations Priscilla Murphy, "Chaos Theory as a Model for Managing Issues and Crises," Public Relations Review 22, no. Produces measurable changes in awareness, opinion, attitude, and behavior inside and outside the organization. Practitioners in this role usually are not present when management defines problems and selects solutions. Chapter 19, "Health Care," outlines the challenges and opportunities of public relations practice in the era of health care reform. In the end, the role of lobbyists is to ethically advocate the interests of their clients in the public policy debate. This edition are shaping PR. Scan the major news websites and review online our client media monitoring accounts. "Employee Comms Vital to How IBM's Work Gets Done," PRWeek (May 17, 2004), 7. Chapter 3, you should be able to: Discuss how top management decides the status and role of public relations. Schedule a meeting with boss for later in the day to give her an update on video/photo shoots. The Excellence Theory in public relations explains that support for women and minorities are important, but the term "minorities" is becoming outdated as Hispanics and Blacks outnumber Caucasian and non-Hispanics in many communities. Used with permission. Mobile technologies, the Internet, and other digital communication expand the reach and connections among people, particularly along diversity dimensions 4. The Minnesota Law Review described such corporate advertising as "a hybrid creature designed to use the means of paid advertising to accomplish the goals of PR." 33 34 Part I • Concept, Practitioners, Context, and Origins Similarly, some charities also use advertising for public relations helps improve organizations and society. Its missions are to improve communication and to build better relationships with all the corporation's major internal and external stakeholders. Their work involves tracking management, and responding to requests for financial information. He began his academic career as head of the public relations 35 36 Part I • Concept, Practitioners, Context, and Origins "springs from the fear lest programs undertaken in the name of administrative efficiency should result in an excessive concentration of power in the Executive."18 Neither the 1913 amendment nor the 1973 law actually referred to public relations. Hewlett-Packard's public affairs department's mission is to "shape public policy to foster an environment that allows HP to achieve its business objectives."20 Likewise public relations counseling firms (see Chapter 3) use the public affairs label for their lobbying and governmental relations services designed to help clients understand and address regulatory and legislative processes. Howard Chase, "Public Issue Management: The New Science," Public Relations Journal 33, no. 10 (October 1977): 25–26. In another, public relations attempts to maintain a silent, low profile. Report 1025, June 2010; U.S. Department of Labor, U.S. Bureau of Labor, Statistics, www. 49 50 Part I • Concept, Practitioners, Context, and Origins Table 2.1 Public Relations Employers of Responses Corporation 27.80 158 88,822.80 125 Nonprofit/Association 21.60 123 62,274.81 97 PR Firm/Agency 17.00 97 84,062.50 80 Government/Military 13.40 76 75,140.73 66 Educational Institution 8.40 48 71,453.33 45 Independent/Solo Practitioner 6.90 39 89,111.11 27 Professional Services 3.30 19 69,785.71 14 Other 1.60 9 75,966.67 6 Total 100.00 569 78,004.34 460 Notes: Estimates based on PRSA membership survey conducted by its National Committee on Work, Life & Gender, December 2010 to January 2011. Diversity is so essential to public relations practice that the Commission on Public Relations Education infused the concept throughout its 2006 report and addressed it as a foundational concept. Finalize shoot with make-up artist from salon with an online magazine for two and a half weeks from now. That's probably being kind ... 'appalling' is what's really crossing my mind."62 In short, both entry-level employment and long-term career success require the ability to write grammatically correct, easy-toread, forceful, informative, and persuasive copy for publication and speech in both traditional and digital formats. 7:15 p.m. Receive an e-mail from an entertainment publicist asking to make a reservation for her client this evening. sets up visions of manipulation—that an organization can "manage" major public issues. 15 16 Preface In the early years, EPR served as the comprehensive encyclopedia of public relations, but no longer is that its role. (See Exhibit 1.1.) PRSA's current website presents a new and much shorter definition similar to what was first presented in this textbook in its 1985 edition: Public relations is a strategic communication process that builds mutually beneficial relationships between organizations and their publics. 36. For example, top managers in a rapidly growing corporation discover that they have lost touch with employees because faceto-face communication with all their employees is no longer possible. Public relations outcomes must be quantified and measured. Personal Contacts: Serving as liaison with media, community, and other internal and external groups. McCreary1 T his chapter discusses public relations practitioners—who they are, what they do, the roles they play, and their professional aspirations. Geography Employment opportunities for public relations specialists exist in almost every community but are concentrated in major population centers. Take urgent call from a client and arrange to meet in 20 minutes. The goal is to provide both management and publics the information they need for making decisions of mutual interest. 8:00 p.m. Attend a networking event with press and other publicists at a new restaurant opening. Public relations is the management function that establishes and maintains mutually beneficial relationships between an organization and the publics on whom its success or failure depends. Only "spin doctor" was used more often—in 56 percent of the stories.17 Public Affairs The armed services, many governmental agencies, and some corporations use the title "public Relations: How to Accommodate Sampling Bias in Public Relations. Vince Hazleton and Bey-Ling Sha, "Generalizing from PRSA to Public Relations: How to Accommodate Sampling Bias in Public Relations." Research Conference, Institute for Public Relations, Miami, FL, March 10, 2011. It outlines the challenges public relations programs. Martin, "CEO Perceptions of Investor Relations as a Public Relations Function: An Exploratory Study," Journal of Public Relations Research 8, no. They all deal with organizations' relationships with specific groups or publics. 1 (2007): 30-36. • What are the activities and functions within public relations? 54. For example, after the tragic Deepwater Horizon oil spill in the Gulf, BP spent more than \$93 million on advertisements, but not to market its products: "Our objective has been to create informational advertising to assure people that we will meet our commitments and tell them how they can get help—especially claims," said BP spokesman Scott Dean. When concerned with adjusting the organization and building relationships with stakeholders to achieve mutual goals, "public relations and issues management are quite similar and result in similar outcomes."32 39 40 Part I • Concept, Practitioners, Context, and Origins Crisis Management Stuff happens. As a result, economies of scale are reduced on overhead—such as the costs of facilities, utilities, employee benefits programs, and supplies. Because the sources do not pay for the placement however, they have little or no control over if the information is used, when it is used or misused by the media. 3. money/careers/articles/2012/02/27/best-jobs-2012-publicrelations-specialist (accessed February 27, 2012). 33. Additionally, the chapter describes barriers to effective government practice, explains how technology is changing government public affairs, and discusses public affairs' role in international relations. • Examples of the knowledge that may be required in the professional practice of public relations include communication arts, psychology, social psychology, soci last potential client participant. Whatever name is used, the basic concept and motivation of public relations are similar from one organization to the next—large or small, local or global. Many years ago, a management expert made the distinction between line and staff managers rather bluntly: "Specialists are necessary, but 'they should be on tap not on top.' "3 Public relations practitioners typically applaud when public relations executives move into line management but view the reverse with alarm. Immigration changes the culture and workforce of all nations 5. Send out celebrity invites. In organizations where public relations is largely decentralized, the on-site internal staff members are relatively handy for 77 78 + RPH & RQWDFW)\$4V \$=,QGH[6LWH0DS 6HDUFK)ULGD\)HEUXDU\ (FRQRPLF'HYHORSPHQW 6FKRROV H6HUYLFHV (PSOR\PHQW /LEUDU\ 0DSV 1HZV5RRP 7D[HV &,7 E-Book Information Year: 2,012 Edition: 11 Pages: 456 Pages In File: 456 Language: English Identifier: 0132669153,9780132669153 Org File Size: 12,898,830 Extension: pdf Toc: Cover Contents Preface PART I: Concept, Practitioners, Context, and Origins Chapter 1 Introduction to Contemporary Public Relations Confusion with Marketing Parts of the Function Confusion of Terms Toward Recognition and Maturity Notes Study Guide Additional Sources Chapter 2 Practitioners of Public Relations Numbers and Distribution Salaries Work Assignments For Success Notes Study Guide Additional Sources Chapter 3 Organizations Public Relations Starts with Top Management Role in Decision Making The Internal Departments The Outside Counseling Firm New Approaches Notes Study Guide Additional Sources Chapter 4 Historical Origins and Evolution Ancient Genesis American Beginnings: Born in Adversity and Change Evolution to Maturity Stages of Development Seedbed Era: 1900-1916 World War I Period: 1917-1918 Booming Twenties Era: 1919-1929 Roosevelt Era and World War II: 1930-1945 Postwar Boom: 1946-1964 Period of Protest and Empowerment: 1965-1985 Digital Age and Globalization: 1986-Present Notes Study Guide Additional Sources PART II: Foundations Chapter 5 Professionalism and Ethics Criteria of a Professional Associations Specialized Educational Professionalism Codes of Ethics Accountability: Licensing and Accreditation Winning Acceptance and Stature Toward a Promising Future Notes Study Guide Additional Sources Chapter 6 Legal Considerations What Is Law? It discusses how the practice in health care settings has to protect patient privacy, communications: A Casebook Approach (New York: Routledge/Taylor & Francis, 2011), 8. I update and send back to her 15 minutes later. But there is a difference that makes the difference. Putting the public relations firm's profits ahead of the client's performance and results. Registration laws and their enforcement vary from state to state, but all who engage in lobbying the U.S. Congress must register with the Clerk of the Senate. It was and their enforcement vary from state to state, but all who engage in lobbying the U.S. Congress must register with the Clerk of the Senate. can begin with someone simply answering letters and phone calls from customers or members; with someone writing the organization's newsletter and annual meeting; or with someone serving as the organization's ombudsman for employees or neighbors. Because this knowledge may not be part of many public relations practitioners' educational preparation and professional experience, lobbyists often have backgrounds as well-connected lawyers, governmental administrators, elected officials' important staff members, or other insiders with good relationships with governmental decision makers. Public relations initiatives must have senior management's support and cooperation, and cannot be isolated from other operations. Chapter 10, " External Media and Media Relations," provides detailed discussion of the traditional and new media for communicating program messages to external publics. bls.gov/cps/cpswom2009.pdf (accessed April 5, 2011). They can call on key people to make decisions and lend support. Likewise, public relations could not rescue Tepco President Masataka Shimizu after Japan's largest earthquake and tsunami damaged the Fukushima-Daiichi nuclear plant. Many also work as individual consultants ("solo practitioners"), often after being released from positions in downsizing internal departments. As a result, governmental agencies typically use other terms to describe building and maintaining relationships with their constituents. Nationally publicized scandals, embarrassing revelations about executive salaries and benefits, increasing demand for social services, and vigorous competition for funds during the "great recession" have forced changes in the missions and fund-raising methods in many nonprofit organizations. 4 (2008): 344–358; G. Chapter 1 • Introduction to Contemporary Public Relations In summary, the many definitions suggest that public relations: 1. In the weeks following the murders, Foster and his three senior staff members, all former journalists, responded to more than 2,500 calls from the press. Marc Longpre, "Public Affairs Pros Must be Open to New Relationships," PRWeek (April 30, 2007), 6. Many responded to our requests for help, while others cited in the book contributed through their own writings. Warnaby, and A. Meanwhile, much of the credit for progress goes to women in public relations who documented the process and effects of gender discrimination. As a result, public relations thinking is factored into management decision making. Graduate work or a law degree would be a definite plus. Crisis management has become an increasingly important part of public relations practice, according to scholar Tim Coombs. For example, as Table 2.3 illustrates, a practitioner's dominant role is a function of an organization's environment. They see public relations as a sometimes-necessary job handled by support staff not directly involved in the organization's main line of business. G. Congressional panel hosted by the American Association of University Women (April 11, 2011): Washington, D.C. Data from David M. Those in this role typically make less and are not part of the management inner circle, but enjoy high levels of job satisfaction if they remain in the technician role by choice. Smith, "Testing the Practitioner's Impact on Clients," Public Relations Review 5, no. Johnson School of Communications, Howard University, Washington, D.C.; Larsåke Larsson, Ph.D., Professor, Örebro University, Sweden; Ming Anxiang, Professor, Institute of Journalism & Communication, Chinese Academy of Social Sciences, Beijing; Juan-Carlos Molleda, Ph.D., ASSociate Professor, College of Journalism and Communication, University of Georgia, Athens; and Robina Xavier, FPRIA, Associate Professor and Head of the School of Advertising, Marketing and Public Relations, It often plays a major role in the larger public Relations, it often plays a major role in the larger public Relations and Public Relations (Neuronal School of Advertising). relations function in such organizations. Later, sales of Tylenol began soaring to new highs. Wife calls to say she will be home by 7 p.m. 8:22 p.m. Check e-mail for the last time—but the blackberry and phone are never turned off— respond to a couple of questions from staff about communications plan. Changes are periodically added to the information herein. It also helps if journalists and targeted bloggers trust the news source. The CEO then directs the human resources department to hire a writer-editor to write news updates on the company's intranet and to publish a quarterly newsletter for employees' families on the company's website. When line managers participate in the public relations strategic planning process, they understand program motivations and objectives, support strategic and tactical decisions, and are committed to making the resources needed to achieve program goals. Examples from practice illustrate crafting, framing, and disseminating effective messages. Line Versus Staff Management The line-staff management distinction originated in the military—those who fight the battle versus those who support the fighters—but now is used in most large organizations. In short, change pressures have transformed most organizations. In short, change pressures have transformed most organizations. to maintain a fair valuation of a company's stock. The crisis stage comprises dealing with the "trigger event," containing the damage, and recovering from what happened. Non-accredited: The Polari zation of Practitioners in the Public Relations Review 37, no. See exhibits in Chapter 6 for information about public relations in Brazil and Russia. Lauzen and David M. Jones, and Roberto R. Although the glass ceiling and gender discrimination may not have been eliminated, as one group of researchers put it, "Watch for falling glass." 42 Gendered Pay Gap In 2011, a female executive with a major public relations firm filed a \$100 million class-action lawsuit against the company, alleging gender discrimination in both promotion and salary.43 Unfortunately, her claim of a gendered salary gap is supported by nearly half a century of research in public relations, as well as by general income data from the U.S. Dept. 1 (1997): 80. Because they are part of the organization, internal staff typically can advise, conciliate and provide services while taking into account intimate details of organizational history, culture, and people. We thank them all and hope that you also will be as generous with your feedback and suggestions as you study this eleventh edition. Gordon, "Interpreting Definitions of Public Relations: Self Assessment and a Symbolic InteractionismBased Alternative," Public Relations Review 23, no. It points out the unique challenges and barriers military public affairs officers face in the era of public-demanded transparency, operational engagement, and media scrutiny. But even practitioners disagree about what is the best structure and place for the function in various types of organizations. And because there are no complete official lists, estimates of how many practice public relations are based on membership data from the major professional societies worldwide and statistics from various government agencies. The Los Angeles chapter has 559 members, and the Chicago chapter, 553.7 Employers The most common employers of practitioners are business and commercial corporations, followed by nonprofits and associations, then by public relations firms and agencies. Martha M. Walters, N. Chapter 18, "Nonprofits and Nongovernmental Organizations," covers public relations firms and agencies. how reduced government budgets have forced private groups to take on many former tasks of government, thus creating greater need for volunteers and philanthropic support, and an expanded role for public relations in securing both. The topic is contentious and complex and the presentation must be a game changer. Most recent data available of this documents, please report to us by using this DMCA report form. On the other hand, journalistic media experience gives practitioners an understanding of media gatekeepers' values and ways of working. Limited participation by key top managers, however, means that their relevant knowledge does not get factored into the problem-solving process. They operate under the assumption that effective two-way communication improves the quality of decisions that organizations and publics make about policies, procedures, and actions of mutual interest. Scott M. 527-30). Broom, "A Comparison of Sex Roles in Public Relations," Public Relations, Public Relations, "A Comparison of Sex Roles in Public Relations," Public Relations, "A Comparison of Sex Roles in Public Relations," Public Relations, "A Comparison of Sex Roles in Public Relations," Public Relations, "A Comparison of Sex Roles in Public Relations," Public Relations, "A Comparison of Sex Roles in Public Relations, "A Comparison of Sex Roles in Public Relations," Public Relations, "A Comparison of Sex Roles in Public Relations, "A Comparison of Sex Roles in Public Relations," Public Relations, "A Comparison of Sex Roles in Public Relations, "A Comparison of Sex Roles in Public Relations," Public Relations, "A Comparison of Sex Roles in Public Relations, "A Comparison New York, died after ingesting a Tylenol capsule that contained cyanide. Jason Vines, who as vice president of corporate communications had been reporting directly to the CEO, resigned.12 Characteristics of the practitioners themselves—particularly personal credibility— also contribute to their inclusion from the dominant coalition. 2 (1998): 145-163. Bedrosian, APR, Deputy State Director (retired), Bureau of Land Management, Sacramento, Calif.; Ed Davis, Director of Media and Public Relations, United Way of Greater Houston, Texas; Lawrence G. Challenges No career field is easy; all professions and the practitioners in them face various challenges, some more easily surmounted than others. 56. Closing was moved to Friday, so I must find someone to cover the assignment because I'll be out of town. Those operating under the publicity model typically began their careers as journalists and use their understanding of the media to craft newsworthy messages and events that will attract media coverage. This part of public relations practice deals with internal relations. Confusion results when press agents describe what they do as "public relations" or use that term to give their agencies more prestigious, but less accurate, titles. Others emphasize the function's role in making organizations more responsive to public interests and more accepting of their corporate social responsibility (CSR): The new era of transparency is part of an offshoot movement in CSR that's been dubbed "sustainability." Sustainability." Sustainability roponents argue that companies that are consistently indifferent to their impact on the environment and its various stakeholders—such as employees and customers—are threatening their own long-term sustainability.38 As the authors of The Naked Corporation: How the Age of Transparency Will Revolutionize Business said, "If you are going to be naked, you had better be buff!" 39 One business leader long ago said: We know perfectly well that business does not function by divine right, but, like any other part of society, exists with the sanction of the community as a whole 1 (Spring 1997): 57-66. Public relations practitioner data and PRSA membership data as reported in Vince Hazleton and Bey-Ling Sha, 2011. See exhibits in Chapter 5 for information about public relations in Australia, Sweden, and China. Exhibit 1.1 Public Relations Society of America's "Official Statemen of Public Relations" Public relations helps our complex, pluralistic society to reach decisions and function more effectively by contributing to mutual understanding among groups and institutions. Network news crews cover the president signing health care reform legislation as leaders of health care groups pose alongside on the White House lawn. Microsoft and/or its respective suppliers hereby disclaim all warranties and conditions with regard to this information, including all warranties and conditions of merchantability, whether express, implied or statutory, fitness for a particular purpose, title and non-infringement. Rounding out the top-three independent firms, Waggener Edstrom Worldwide has more than 800 employees and Ruder Finn more than 600.9 Gender The numbers of women in public relations have increased steadily in the late 1960s to a female majority by the late 1980s.10 Data from the U.S. Census Bureau for 2010 show that women comprise 59.2 percent of practitioners, although they comprise 70.7 percent of the members of the Public Relations Society of America.11 In contrast, in 1968, only one in ten members of PRSA was female.12 Women are likely to continue increasing their presence in public relations as new practitioners come into the field. 3 (Summer 2002): 17. In effect, other managers in the organization assume an "it's-not-my-job" stance on public relations: The \$1 Million Penalty for Being a Woman," in Women in Mass Communication: Challenging Gender Values, ed. Let dog out. Snyder, APR, U.S. Navy, Pentagon, Washington D.C. Colleagues in the practice contributed much to this edition. The expert prescriber role seduces practitioners because it is personally gratifying to be viewed as the authority on what needs to be done and how it should be done. Marketers offer products and services to satisfy the demand. For example, crisis communication counselor Jim Lukaszewski has been referred to as one of the experts "to call when all hell breaks loose." In addition to helping clients deal with crises, he writes books, conducts workshops, and blogs on the subject (. Job openings for "public relations representatives" turn out to be positions as shopping mall sales representatives or telephone solicitors. The New Yorker magazine reported: He was given three million dollars in stock and a hundred and sixty-eight thousand stock options, in addition to an undisclosed base salary. Technical knowledge and skills are required for opinion research, public-issues analysis, media relations, direct mail, institutional advertising, publications, film/video productions, special events, speeches, and presentations. The total jumps to more than 18,000 in the "Information and Arts" category, which includes photographers, writers and editors, visual information specialists, and others working in internal and external communication for the government.8 However, because the function is often camouflaged to hide it from Congress and the press, reliable figures on the number of public relations specialists working in government are not available. Title confusion is further compunication, university advancement, hospital relations, public affairs, and public information. It also helps to know more than one language, to study economics, to be widely traveled, and to follow the rapidly changing international political scene. Cutlip and Allen H. Multicultural Public Relations: A SocialInterpretive Approach. Rea W. In other words, practitioners work in turbulent organizational settings, dealing with both internal and externa change. Newsworthy events also generate publicity by attracting media coverage and to gain some control over what is reported. Broom authored Using such events hope to attract media coverage and to gain some control over what is reported. Research in Public Relations (Prentice-Hall, 1990). Investor relations specialists work to enhance the value of a company's stock. Shortly after, the job expands to include duties Chapter 3 • Organizational Settings such as speechwriter for the CEO and as media contact. Practitioners not only begin their careers in this role, but also spend much o their time in the technical aspects of communication, as illustrated by the list of work assignments presented 56 Part I • Concept, Practitioners, Context, and Origins Exhibit 2.2 Day in the Life: Director of Media and Public Relations Ed Davis, United Way of Greater Houston 2012 President, Public Relations Society of America, Houston chapter 5:52 a.m. Get up. The public made Tylenol caplets a best seller soon after, and to this day Johnson & Johnson has kept its pledge not to market an over-the-counter capsule product anywhere in the world. Hoewing, "The State of Public Affairs: A Profession Reinventing Itself," in Practical Public Affairs in an Era of Change, ed. L. A. Since this figure includes solo practitioners, one would expect the number of public relations practitioners to be higher than that reported in the OES. Robert Wood Johnson, son of the company, wrote the one-page Credo in 1943. Retrieved April 5, 2011, from www.census.gov/prod/cen2010/briefs/c2010br-02.pdf Mallette, "African Americans in Public Relations: Pigeonholed Practitioners or Cultural Interpreter?" (Unpublished dissertation, Southern Illinoisty of Maryland, College Park, 1995); Rochelle Tillery-Larkin, a.k.a., Ford, "Surveying Perceived Pigeonholing Among African Americans in Public Relations: Pigeonholed Practitioners." (Unpublished dissertation, Southern Illinoisty of Maryland, College Park, 1995); Rochelle Tillery-Larkin, a.k.a., Ford, "Surveying Perceived Pigeonholing Among African Americans in Public Relations: Pigeonholed Practitioners." (Unpublished dissertation, Southern Illinoisty of Maryland, College Park, 1995); Rochelle Tillery-Larkin, a.k.a., Ford, "Surveying Perceived Pigeonholing Among African Americans in Public Relations: Pigeonholed Pigeonh University, Carbondale, 1999). • Each chapter begins with "Learning Outcomes" and ends with related questions in a "Study Guide." • Considerations of social media and other new media technologies are incorporated throughout the text. I can get quicker information without taking them away from what they Exhibit 1.2 Lobbying "Lobbying". involves much more than persuading legislators. Nor do its practitioners operate in clearly defined roles recognized as essential for the common good. Sources: U.S. population data from Karen R. On the basis of the success of these employee communication specialist to write occasional news releases about employee achievements and corporate successes. They complain that they are not part of the management team and that they are "the last to know." Expert Prescriber When practitioners take on the expert role, others see them as the authority on public relations problems and solutions. Philip Kotler and Kevin Lane Keller, Marketing Management, 14th ed. 4 (Fall 2002): 16-20; and Foster's Robert Wood Johnson: The Gentleman Rebel (Ashland, OH: Lillian Press, 1999). Establishing a Public Relations on the organization chart and its relationship to top management often can be explained by how the function came into being. Useful reference on the origins and evolution of professions. Merck & Company used advertising to announce its withdrawal of VIOXXTM from the market (see Figure 1.3). When an organization has a diverse team, it will be able to monitor and address issues more effectively because of the diversity of ideas and perspectives that the team members bring to the issue. In one organization, public Chapter 1 • Introduction to Contemporary Public Relations r elations takes the form of candid, open communication with many publics. An example illustrates how it works to benefit both a company and its investors: A new biotechnology company has 10 million shares outstanding, with each share s elling for \$20. Reestablishing and upholding the highest ethical standards is at the core of that task."57 So, perhaps the most important challenge faced by public relations practitioners today is one of personal choice: To choose to behave ethically or to choose to behave ethical standards is at the core of that task."57 So, perhaps the most important challenge faced by public relations practitioners today is one of personal choice: To choose to behave ethically or to choose to behave ethically or to choose to behave ethically or to choose to behave ethical standards is at the core of that task." and relieve them of any r esponsibility for problems created by the authors. Tests showed that consumers around the world had been drinking contaminated products for months. United States Senate, Virtual Reference Desk (February 6, 2008), subjects/Lobbying_vrd.htm (accessed May 9, 2011). The firm's account executive and the internal department staff work as a team to plan and carry out the public relations program. Basic requirements include strong oral and written communication skills, as well as knowledge of local government and/or public sector regulatory processes. Criteria used to assess the professional status of a field date back to preindustrial England. Humes, Nichola A. Grunig, Elizabeth L. Toth, and Linda C. This reduces the cost of capital by increasing shareholder confidence and by making the stock attractive to individual investors, financial analysts, and institutional investors. Chapter 2 Practitioners of Public Relations Learning Outcomes After studying Chapter 2 you should be able to: Describe practitioners' characteristics and work assignments. Public relations experience would add to the credibility of public relations as a management function, demystify the function, demystify the function in Management Traditional and somewhat rigid distinctions between line and staff managers—giving orders versus giving advice—do not always represent their respective roles in decision making. Johnson's top management put customer safety first, immediately pulling the product off retail shelves and recalling Tylenol capsules in the United States and abroad. A third challenge is outright discrimination. 46. Some examples include D. • What do you think are the positive outcomes of public relations based on a wide margin. During the crisis phase of the Tylenol tragedy, virtually every public relations decision was based on sound, socially responsible business principles, which is when public relations is most effective. Even though the practitioner data are incomplete, The U.S. News & World Report rated public relations among the "best jobs of 2012".4 Furthermore, the latest Occupational Outlook Handbook published by the Bureau of Labor Statistics indicated that public relations "employment is projected to grow much faster than average, [with] keen competition... for entry-level jobs." The U.S. government expects more than 341,000 practitioners in public relations by 2018.5 The growth of public relations is not restricted to the United States; it's a worldwide phenomenon. According to Jon Iwata, senior vice president of marketing and communications at IBM, "When we talk about employee communications, we really think of it in terms of corporate culture— how work gets done in our company, how we view things here." He points out that the CEO plays a critical role: "The CEO has to get his or her business to perform, and that is down to the workforce. Many associate advertising with marketing goods and services, but it is not limited to that urpose. (See the complete Credo in Chapter 12.) At Johnson, Lawrence G. Thus, public relations is inescapably tied, by nature and by necessity, to top management, with public relations staff providing counsel and communication support They referee interactions, establish discussion agendas, summarize and restate views, call for reactions, and help participants diagnose and correct conditions interfering with communication relationships. The Embassy of Kuwait purchased full-page advertisements in major U.S. newspapers announcing "America is our ally" and support for "the international effort to eradicate terrorism." An aerospace company's community relations department placed an advertisement announcing its gift to the local symphony, yet not a single member of the intended audience buys the wing assemblies and airframes manufactured by the company. chapters or writing new chapters. 11 (November 1993): 38-40. McKinney, APR, ABC, Senior Communications, Consorta, Inc., Schaumburg, Ill.; and Wendy Harman, Director, Social Strategy, American Red Cross, Washington, D.C. Colleagues in the academy made significant contributions to the eleventh edition and are credited in the text. They focus on how to respond to public concerns such as terrorism, global warming, deregulation, offshore "outsourcing," globalization, food safety, biotechnology (genetic engineering), toxic waste disposal, managed care, an aging population, and corporate influence in politics. Head back to the office. Speaking assignments, and managing a speakers' bureau to provide platforms for the organization before important audiences. Communication facilitators predominate in organizations with relatively turbulent settings that pose little threat, such as school districts and some governmental agencies. Increasingly, their job is to help legislation. Foster and five other senior executives on the committee met with Burke twice daily for the next six weeks to make key decisions, ranging from advertising strategy and network t elevision interviews to planning Tylenol's comeback in tamper-resistant packaging. Assume that the stock becomes more attractive to institutional investors, financials," and plans. For example, when Compaq Computer merged with Hewlett-Packard, HP stock lost almost one fifth of its premerger value and Compaq stock fell about 10 percent. 2:30 p.m. Check e-mail and calls on walk back to the office. They also erroneously assume that they will no longer have to be involved once the expert is on the job. This is Glen M. That calling motivates the chapters that follow. 4:15 p.m. Edit intern-written pitches for specified clients. Likewise, top public relations executives in the top 10 percent of organizations.15 When public relations operates in the realm of programmed decisions, it is seen as part of organizational routine and overhead. Whereas the expert prescriber role is called for in crisis situations thinking throughout the organization. They will recognize how their feedback changed and improved the book. Human Relations. Dozier, "Advancement for Public Relations Role Models," Public Relations Review 7, no. In practice, lobbying must be closely coordinated with other public-private revolving door" say that lobbyists working for special interests "cash in" on the access and credibility they earned while working in government. Even for non-executive-level positions, professional recruiting and training staff, developing facilities—in short, managing the resources needed to perform all of the above. The postcrisis stage covers activities and plans after the c risis is considered "history." Kathleen Fearn-Banks describes five stages of crises: (1) detection, (2) prevention/preparation, (3) containment, (4) recovery, and (5) learning. Before becoming a full-time educator, Sha worked as a public affairs officer for the U.S. Census Bureau, where she helped oversee the execution and evaluation of the Census 2000 promotional campaign, which won a 2001 Silver Anvil Award of Excellence from the Public Relations Society of America. 61 62 Part I • Concept, Practitioners, Context, and Origins Unadjusted 0.78 Controlling for Roles & Experience 0.87 \$-\$20,000 \$40,000 Men \$60,000 \$80,000 \$100,000 Women Figure 2.3 Gendered Pay Gap in the Professions. • What is your take on diversity in public relations? Clarke, Torie. For example, four of the largest U.S.-based international firms—Weber Shandwick Worldwide, Fleishman-Hillard, Burson-Marsteller, and Hill & Knowlton—each employs between 2,500 and 3,000. Most importantly, it introduces a set of "core axioms" that spells out the principles and values central to contemporary practice (Exhibit 1.4, page 23). "Salary Survey 2012: Let the Talent War Begin," PRWeek (March 29, 2012) (accessed April 4, 2012, from www. In small organizations, the same person may do both public relations and marketing, often without distinguishing between the two. 3 (Fall 1979): 47-59. Scott Farrell, President, Global Corporate Communications, GolinHarris, Chicago, Ill., updated Chapter 15 about public relations in business and industry. IMC: The Next Generation. For the original conceptual definitions of the roles, see Glen M. signonsandiego.com/news/2011/feb/21/sanders-spanos-tomeet-privately-on-chargers-stad/ (accessed May 6, 2011). Researcher Kurt Wise called the explosion of email the " 'Blackberrization' of Capitol Hill." As one lobbyist told him, "Now, I can get so much more done sitting right here [at his desk] than I can walking the hall [on Capitol Hill] and invading their space. A local charity's public relations committee bought a full-page advertisement to thank contributors who funded a new center for the homeless. Intense criticism of Tepco management's slow response to the crisis, and its misleading and confusing statements about radiation levels leaking from the plant, prompted Mr. Shimizu to drop from public view and to issue a statement for entry to the field and success in the practice. The student enrollment in 2009 was 15.4 percent Black.16 This latest report on undergraduate enrollment did not break out other racial or ethnic groups, but the 2010 census indicated that the nation's population was 12.6-13.6 percent Black or African American, 4.8-5.6 percent Asian, and 0.9-1.7 percent American Indian and Alaskan Native. 32 Part I • Concept, Practitioners, Context, and Origins organization in a favorable light. An annual telethon, 10K run, open house, homecoming, and celebrity auction, however, represent only a few of the activities in a yearlong program to establish and maintain relationships with volunteers, alumni, members, and donors. The actual meaning varies across different types of organizations, but in general the concept of public affairs is as follows: Public affairs is the specialized part of public relations that builds and maintains organizational relationships with governmental agencies and community stakeholder groups to influence public policy. In relatively stable settings, including some utilities and associations, the problem-solving process facilitator role dominates. Federated Department Stores moved the public relations function to the 20th floor where other senior management offices are located because "it's a more complicated, complex, interrelated... involvement than ever before."19 Frequent contact between the public relations department and top-line management is the rule rather than the exception. Based on the systems perspective of how organizations adjust and adapt to environmental change pressures, the discussion concludes with a presentation of an open systems model for public Relations Practitioners," Public Relations Research Annual 2 (1990): 95-113. 17. Education levels, years of professional experience, and career interruptions also affect how much people are paid, in any field. 57. Internal relations is the specialized part of public relationship between managers and the employees on whom an organization's success depends. Most of all, however, they must know Securities and Exchange Commission and stock exchange financial reporting requirements. Practitioners increase public knowledge and understanding by promoting expression and debate in the competitive marketplace of ideas regarding, for example, the need for health care and immigration reform, the causes and cures of global warming, the value of a new public transportation system, the impact of international trade barriers, or the need for blood and organ donations. The key is approaching public relations with sensitivity, informed by research. Learn how to write before you start to climb the public relations and organ donations. The key is approaching public relations with sensitivity, informed by research. weakest areas of most new graduates. Gerri L. Some refer to these pseudo-grassroots movements as "Astroturf lobbying." Examples of such front groups include "Citizens for Riverboat Gambling," funded by a gambling organization trying to pass a local referendum, and numerous pro-gun ownership "grassroots networks" formed by National Riflexing. Association of America (NRA) members at the encouragement of the NRA's lobbying arm, the Institute for Legislative Action. Thomas J. As originally conceived by the late public relations," presents recent data on employment, salary, diversity, population demographic changes, and the feminization of the field. If no one on the staff is qualified to deal with the media and to communicate with affected public relations counsel. Stephanie Casenza, APR, Executive Director, Peralta Colleges Foundation, Oakland, Calif., helped create the new Chapter 21 on public relations in education settings. On the other hand, the belief that only minority practitioners are qualified to communicate with minority publics underscores challenges faced by these practitioners. Do you know how to distinguish between these functions? Boston: Pearson/Allyn and Bacon, 2004. Clearly defined goals and objectives Chapter 3 • Organizational Settings The first and continuing task for public relations is to earn and hold support from top management. Former Pentagon spokeswoman and assistant secretary of defense for public affairs outlines why the concept of "spin" is both not possible and irrelevant in the Internet age. fine of up to \$50,000 under the Lobbying Disclosure Act of 1995 (see Chapter 6). The client pays the firm a monthly retainer fee, ensuring access to outside counsel and covering a set number of hours of service each month. In the interconnected global community, however, increasing interdependence requires even more c omplex social, political, and economic interaction. Becker, Vlad, and Desnoes, "Enrollments Decline Slightly and the Student Body Becomes More Diverse." 17. Fund-raising activities and membership services make up a major part of the overall program. Occasionally a trusted outside counselor is able to acquire such knowledge, but insiders are in a better position to do so and to apply their knowledge on a continuous basis. Instructing others in the organization to improve writing and communication skills. Linda Aldoory and Elizabeth L. There is little news value or market for reports about the good work done by public relations on behalf of clients and causes judged worthy of public support. When viewed merely as persuasive communication, however, it becomes a tactic to influence public policy, not part of an organization's strategic planning. While these numbers are useful, they do not include people who are self-employed because the OES looks only at the records of employers. Typically, such stories came from the c orporation's investor relations department, the charitable organization's director of donor relations and development, the university medical school's news bureau, the band's publicist, and the mayor's press secretary. 45 46 Part I • Concept, Practitioners, Context, and Origins Notes 1. Broadcast media and blogs typically receive a b roadcast-style news script, recorded interview or "sound bites," video news release (VNR), or media kit including material suitable for broadcast or Internet posting (see Figure 1.2). 4 (1995): 325-337; Juan-Carlos Molleda and Mary Ann Ferguson, "Public Relations Roles in Brazil: Hierarchy Eclipses Gender Differences," Journal of Public Relations Research 16, no. When communicating across cultures, it is important to ensure that publics feel respected and valued even if differences exist. He and his wife, a nutritionist, recently bought a \$2.7-million house in the Cleveland Park neighborhood of Washington. Despite occasional abuse and public rebuke, lobbying remains a legal and accepted way for citizen groups, associations, labor unions, corporations, and other special-interest groups to influence government decision making. "Telling our story" remains one of the most frequently practiced models of public relations. The mayor's "tight-lipped" press secretary confirmed the meeting is being scheduled. Accountability and participation in organizational management earn these practitioners high salaries, as well as high stress and responsibility. Petersen and Hugh J. Mobil Oil (now ExxonMobil) began the practice of using "advertorials" on op-ed pages and in magazines in 1970 "to speak out on a variety of issues designed to reach Chapter 1 • Introduction to Contemporary Public Relations Figure 1.3 Vioxx Recall Advertisement Courtesy Merck & Company, Inc. Banks, Stephen P. Media coverage seldom associates public relations with positive stories of organizations and their accomplishments. The most important style-related trait is a "can-do" attitude. Because the function expanded beyond its original employee communication origins, top management moves it out of the human resources department." The new department and gives it a title—"Public Relations Department manager reports directly to the CEO. See Table 2.1 for one estimate of where practitioners work and how much they earn. Some organizations divide the function into internal and external departments. 21 This page intentionally left blank Eleventh Edition Cutlip and Center's Effective Public Relations This page intentionally left blank Part I Concept, Practitioners, Context, and Origins Chapter 1 2 3 4 Introduction to Contemporary Public Relations Practitioners of Public Relations Organizational Settings Historical Origins and Evolution Chapter 1 Introduction to Contemporary Public Relations as the management function that builds and maintains relationships between organizations and their publics. This book is not sponsored or endorsed by or affiliated with the Microsoft Corporation. Confusion of Terms The preceding sections discuss terms that are all parts of the broader organizational management function known as public relations. What you will learn in EPR First, when you study this edition of EPR, you will learn basic concepts about what public relations is and is not and how it evolved to today's practice. Get call back from client during lunch. Growing recognition of gay, lesbian, bisexual, and transgender communicate our recommendations to the client. Keeping the book relevant is both our challenge and our commitment to maintaining its longtime legacy in public relations. (Chapter 9 discusses internal relations 31 Publicity Much of the news and information in the media originates from public relations sources. Another is constructive competitiveness. 3&4 (Autumn/Winter 2010): 224-249, www.grady.uga. For a theoretical basis of issues management, see Robert L. By the late 1800s, the "status professionalism" of England began to give way to "occupational professionalism" of England entry, opening the way for the growing middle class. As those in top management act and speak, so go the interpretations and echoes created by the 71 72 Part I • Concept, Practitioners, Context, and Origins public relations function. Walk the floor to do a climate check on the day ahead. Lennon, Director for Public Affairs, National Science Foundation, Arlington, Va., updated his Chapter 16 on government and politics. Some specialists criticized how the investor relations department takes on responsibilities for maintaining relationships with investors and financial analysts, government agencies at all levels, community groups, environmental and other special-interest groups, and an increasingly diverse workforce. In the eyes of readers, listeners, or viewers, the medium carrying the information is the source. Current big projects include strategic planning for the upcoming vear, revamping of our measurement and analytics, planning video and photo shoots for our annual fundraising campaign materials, and finalizing a donor newsletter and coordinate pitching around hurricane preparedness to generate awareness of our helpline and emergency transportation registry we manage for the state. This means the company has a "market capitalization" of \$200 million. Send e-mails to agencies and hope someone responds quickly. Introduces a wide range of writing assignments in public relations practice. Economy may occur from typically lower overhead costs and efficient integration. Kotcher, "Diversity in Today's Workplace and Marketplace," Public Relations Quarterly 40, no. In addition, long-term success in public relations calls for the following from top management: 1. Lloyd B. The publicity model of practice often operates under the "public information" title. Finally, the marketer delivers the product or service to the consumer in exchange for something of value. Employers do not frivolously dispense high salaries or extra benefits, however, Above and beyond regular counsel and services, the firm takes on special-event planning for the grand opening of a new facility. The Test Item File is available for download by visiting www.pearsoninternationaleditions.com. • Expanded sections on measurement, evaluation and metrics. Lobbyists succeed or fail in part based on their traditional public relations skills—researching legislators' positions on issues and information needs, and communicating persuasive information to government officials, to grassroots constituencies, and to their clients. 4 (Winter 1996): 380. Dozier, "The Innovation of Research Annual 2 (1990): 24; J. Others see it as "getting ink" or "hits" (exposure in the mass media or on the website), because that is their experience as former journalists now working in public relations. 9:30 a.m. Look through Google alerts for any placements where clients have come up. Print media usually receive a news release, feature story with photographs, or media kit including detailed background information. Strategic planning begins by identifying the current conditions motivating the process, the contributing forces and actors in the situation, the objectives to be achieved with each target public, and the overall program goal. Communications and publics. Chapter 13, "Step Three: Taking Action and Communicating," illustrates major tactics for implementing program strategy, grounding them in theoretical principles. In the final analysis, an organization's relationships are the responsibility of top management. Meet with interns about tasks. Likewise, graduates who minored in computer science while completing their public relationships are the responsibility of top management. high-tech public relations. Provide feedback and further direction to the team, 2 (April 2011): 121-128. True enough, public relationships, but it would be misleading to limit one's view of public relations work to this commonly held stereotype, 3:08 p.m. Hear back from one agency about providing a client for our video. 14. Wesley A. Dock laptop and scan the major daily newspapers at the news tables. Meet with a colleague to brainstorm ideas about a consumer brand who is participating in a national campaign for the launch of a candy product before a call with the client. • What are some major requirements for success in public relations? Once again, Robert Wood Johnson's Credo had shown the way. Polls showed that 90 percent of Americans did not fault the company, and 79 percent said they would again purchase Tylenol. Over the years, this definition may have evolved but the broader functions remain the same. His awards and recognitions include the Public Relations Society of America's (PRSA) 1991 Outstanding Educator Award, the PRSA Foundation's 1993 Jackson, Jackson & Wagner Behavioral Science Award for Research Article. Communication facilitators serve as liaisons, interpreters, and mediators between an organization and its publics. Who outside the inner circle of a children's hospital pays attention to a successful development campaign that funded a new pediatric wing? This legislative hostility was reaffirmed in Public Law 93-50, Section 305, enacted July 1, 1973. In other organizations, public relations starts as product publicity for a national advertising campaign or as communication support for a fund-raising or membership drive. Corporations and investor relations specialists increasingly deal in a global economy. 58. Practitioners therefore need to understand the staff role. Congressional panel hosted by the American Association of University Women, April 11, 2011, Washington, DC. Coordination of what is done with what is said 6. The customer is placed first and foremost, followed by responsibility to the stockholders. The single most important key to success is a reputation for getting results, being goal oriented. As summarized by Mordecai Lee: First, they perform a marketing function, helping increase the utilization of public-sector services and products. Need to meet her and her children at her home to get their reaction so we can potentially include it on our video. They use environmental scanning and organizational intelligence, negotiation and coalition building, issues management, program evaluation, and management counseling as public relations tools. Hall, "Sanders, Spanos to Meet on Chargers Stadium," SignOn San Diego (February 21, 2011), . As a result, they must participate in the evolutionary thinking and strategic planning behind public relations programs Hence, many journalists mistakenly refer to all public relations practitioners as "flacks," even though the Associated Press Stylebook defines "flack" as "slang for press agent." In fact, consumer press writers often use "flack" as "slang for press writers often use "flack" as "slang for press agent." In fact, consumer press writers often use "flack" as "slang for press agent." In fact, consumer press writers often use "flack" as "slang for press agent." In fact, consumer press writers often use "flack" as "slang for press agent." In fact, consumer press writers often use "flack" as "slang for press agent." In fact, consumer press writers often use "flack" as "slang for press agent." In fact, consumer press writers often use "flack" as "slang for press agent." In fact, consumer press writers often use "flacks" as "slang for press agent." 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The many editions of EPR reflect an evolving practice based increasingly on professional standards, theory, and principles, as well as on a requirement of specialized educational preparation for entry and advancement. Go to meeting with several members of communications team to discuss video/photo shoot logistics and any remaining issues. Expert prescribers dominate in rapidly changing environments, particularly in public relations firms that specialize in crisis communication and in consumer products companies subject to high levels of competition and government regulation.35 In short, the expert prescriber role appears when immediate action is imperative, whereas the problem solving process facilitator role is preferred when there is time to go through a process facilitator role is preferred when there is time to go through a process facilitator role is preferred when there is time to go through a process facilitator role is preferred when there is time to go through a process facilitator role is preferred when there is time to go through a process facilitator role is preferred when there is time to go through a process facilitator role is preferred when there is time to go through a process facilitator role is preferred when there is the problem solving process facilitator role is preferred when there is the problem solving process facilitator role is preferred when there is the problem solving process facilitator role is preferred when there is the problem solving process facilitator role is preferred when there is the problem solving process facilitator role is preferred when there is the problem solving process facilitator role is preferred when there is the problem solving process facilitator role is preferred when there is the problem solving process facilitator role is preferred when the problem solving process facilitator role is preferred when the problem solving process facilitator role is preferred when the problem solving process facilitator role is preferred when the problem solving process facilitator role is preferred when the problem solving process facilitator role is preferred when the problem solving process facilitator role is preferred when the problem solving process facilitator role is preferred when the problem solving process facilitator role is preferred when the problem solving process facilitator role is preferred when the problem solving process facilitator role is preferred when the problem solving process facilitator role is preferred when the problem solving process facilita public relations that is the subject of this book. 38. The lowest-paid 10 percent of practitioners earned less than \$30,000, and the highest-paid 10 percent of practitioners earned less than \$40,000, and the highest-paid 10 percent of practitioners earned less than \$40,000, and the highest-paid 10 percent of practitioners earned less than \$40,000, and the highest-paid 10 percent of practitioners earned less than \$40,000, and the highest-paid 10 percent of practitioners earned less than \$40,000, and the highest-paid 10 percent of practitioners earned less than \$40,000, and the highest-paid 10 percent of practitioners earned less than \$40,000, and the highest-paid 10 percent of practitioners earned less than \$40,000, and the highest-paid 10 percent of practitioners earned less than \$40,000, and the highest-paid 10 percent of practitioners earned less than \$40,000, and the highest-paid 10 percent of practitioners earned less than \$40,000, and the highest-paid 10 percent of practitioners earned less than \$40,000, and the highest-paid 10 percent of practitioners earned less than \$40,000, and the highest-paid 10 percent of practitioners earned less than \$40,000, and the highest-paid 10 percent of practitioners earned less than \$40,000, and the highest-paid 10 percent of practitioners earned less than \$40,000, and the highest-paid 10 percent of perc other things. The management of institutions needs to understand the attitudes and values of their publics in order to achieve institutional goals. In all four cases, the CEOs set the course and became the public face in responding to the crises. economy."29 Chase later defined issues management as the process of closing the "gap between corporate action and stakeholder expectation."30 A panel of experts expanded the definition to include the following: ... anticipating, researching and prioritizing issues; assessing the impact of issues on the organization; recommending policies and strategies to minimize risk and seize opportunities; participating and implementing strategy; evaluating program impact."31 Even though issues management was originally touted as a new approach that would give practitioners elevated status, many do not see it as anything different from what they already do. It also covers new uses of old media and how new media—blogs, e-mail, social media, and so on—have changed organization-public interactions in the digital communication world. From speech to Black Public Relations Society of Greater New York by Kenneth R. 4:15 p.m. Catch up on e-mail and return a few phone calls. Emig, "Watch for Falling Glass... Women, Men, and Job Satisfaction in Public Relations: A Preliminary Analysis," Journal of Public Relations Research 9, no. Results in new and/or maintained relationships between an organization speaks with "one voice," whether in face-to-face discussion with neighbors and friends or in social media postings. Learn more how customers reviews work on Amazon VDOC.PUB Authors: Glen M. This definition positions must attend to relationships with their publics. 4:45 p.m. Running 15 minutes late for an internal meeting to review the work in progress on a client project. Production: Creating communication collateral products using multimedia knowledge and skills, including art, typography, photography, layout, and computer desktop publishing; audio and video recording and editing; and preparing audiovisual presentations. Heath, Strategic Issues Management: Organizations and Public Policy Challenges (Thousand Oaks, CA: Sage Publications, Inc., 1997). Broom, "Evolution of the Manager Role in Public Relations Practice," Journal of Public Relations Practice," Journal of Public Relations Practice," Journal of Public Relations Practice, "Journal of Public Relations, Inc., 1997). Broom, "Evolution of the Manager Role in Public Relations Practice," Journal of Public Relations Practice, "Journal of Public Relations, Inc., 1997). Broom, "Evolution of the Manager Role in Public Relations Practice," Journal of Public Relations, Inc., 1997). Broom, "Evolution of the Manager Role in Public Relations, Inc., 1997). Broom, "Evolution of the Manager Role in Public Relations, Inc., 1997). Broom, "Evolution of the Manager Role in Public Relations, Inc., 1997). Broom, "Evolution of the Manager Role in Public Relations, Inc., 1997). Broom, "Evolution of the Manager Role in Public Relations, Inc., 1997). Broom, "Evolution of the Manager Role in Public Relations, Inc., 1997). Broom, "Evolution of the Manager Role in Public Relations, Inc., 1997). Broom, "Evolution of the Manager Role in Public Relations, Inc., 1997). Broom, "Evolution of the Manager Role in Public Relations, Inc., 1997). Broom, "Evolution of the Manager Role in Public Relations, Inc., 1997). Broom, "Evolution of the Manager Role in Public Relations, Inc., 1997). Broom, "Evolution of the Manager Role in Public Relations, Inc., 1997). Broom, "Evolution of the Manager Role in Public Relations, Inc., 1997). Broom, "Evolution of the Manager Role in Public Relations, Inc., 1997). Broom, "Evolution of the Manager Role in Public Relations, Inc., 1997). Broom, "Evolution of the Manager Role in Public Relations, Inc., 1997). Broom, "Evolution of the Manager Role in Public Relations, Inc., 1997). Broom, "Evolution of the Manager Role in Public Relations, Inc., 1997). Broom, "Evolution of the Manager Role in Public Relations, Inc., 1997). Broom, "Evolution of the Manager Role in Public Relations, Inc., 1997). Broom, "Evolution of the Manager Role in Public education, professional experience, and tenure in their jobs.47 The middle line in Figure 2.2 (with Women's Earnings on the Dollar Earned by Men \$1.20 \$1.00 \$0.60 \$0.40 \$0.20 \$1979 1991 Unadjusted 2006 Controlling for Experience 2010 Pay Equity Figure 2.2 Gendered Pay Gap in Public Relations, 1979-2010 Sources: Chart presented by Bey-Ling Sha, "Gendered Pay Inequities in Public Relations," New Voices for Pay Equity: New Data on Pay Gap in the Professions. Toth, Judy V. The discussion also covers the diffusion process and the role of opinion leaders in public relations." inaccuracies or typographical errors. Globalization has also increased demand for skilled practitioners able to bridge cultural and communication gaps.51 Minority practitioners with publics in an increasingly pluralistic society (see Exhibit 2.4). However, EPR does not trivialize public relations by presenting brief, oversimplified case studies. Wells. Answer e-mails for editor reservations. For example, many think that "publicity" is simply another way of saying "public relations."

program tactic. Address to military public affairs officers in graduate program at the School of Journalism and Media Studies, San Diego State University, April 4, 2011. Smith, The Velvet Ghetto: The Impact of the Increasing Percentage of Women in Public Relations and Business Communicators Research Foundation, 1986); Larissa A. Assign RSVP e-mail to an internal relations," or "internal relations." They plan and implement communication programs to keep employees informed and motivated and to promote the organization's culture. An Analysis of Gender Differences in Income, Career Interruption, and Child Bearing," Public Relations Journal 1, no. Problem-solving process facilitators get invited to the management team because they have demonstrated their skill and value in helping other managers avoid and solve problems. Grunig, and David M. Shirley A. 47. Wright, and Arthur G. The media blasted Perrier, questioning management's integrity and raising concern for public safety. Total number of 18.6 percent. All rights reserved. Simpson murder trial—putting a positive spin on what many considered to be negative publicity, "It's certainly not the best way to get the name out there, but it's effective. Roles Over time, practitioners adopt patterns of behavior to deal with recurring situations in their work and to accommodate others' expectations of what they should do in their jobs. According to marketing scholars Philip Kotler and Kevin Lane Keller "Marketing is a societal process by which individuals and groups obtain what they need and want through creating, offering, and freely exchanging products and services of value to each other. "8 This special relationship d istinguishes the marketing function—two parties exchanging something of value to each other. approaches public relations firms most frequently use to bill clients. Investor relations at another company placed advertisements to assure stockholders and financial analysts that the corporation had thwarted a hostile takeover attempt. Chapter 17, "Military Public Affairs," discusses the roles and goals of public relations in the military branches. They base their approach on agenda-setting theory, which says that the amount of mass media coverage subsequently determines public perception of the relative importance of topics and people (see Chapter 8 for more on agenda setting). Madden, Spin Man: The Topsy-Turvy World of Public Relations... a Tell-All Tale (Boca Raton, FL: TransMedian). Publishing, Inc., 1997), 1. Serini, Elizabeth Toth, Donald K. Investor relations is the specialized part of corporate public relations that builds and maintains mutually beneficial relationships with shareholders and others in the financial community to maximize market value. To the extent that mass media coverage confers status, Rita Hayworth's early stardom can be attributed in part to her press agent's lies about the size and worth of her wardrobe. Many large cities, however, have or are developing regulations to make lobbying more transparent in making local public policy. Edward L. The term "public relations" refers to the management of organization-public relationships and is one of the fastest-growing fields of professional employment worldwide. Increasingly, practitioners are assuming positions in the policy-setting and decision-making processes, but those positions are earned, not automatically awarded. Review the daily coverage reports collated by the consultant teams. If you are a talented writer, assertive and skilled professional, and experienced in working with top management to achieve corporate goals, we want you to apply for this high-profile, well-company. Toth, "What the Numbers Tell Us: A Survey of IABC and PRSA Members in the US and Canada," in Beyond the Velvet Ghetto (San Francisco: International Association of Business Communicators Research Foundation, 1989), 97-137; Carolyn G. The PRSA San Diego c hapter named Sha its 2007 Professional of the Year. Common definitions of diversity typically address all the differences that exist between and among people. Dozier. In short, the book covers a broad range of public relations theory and practice. • Five leading practitioners helped revise chapters on contemporary practice in Part 4 of the text—The Practice. James E. Such front organizations are designed to give the appearance of widespread citizen support, when in reality they often are created by sponsors to promote narrow interests. Rogers Walking the Tightrope: The Private Confessions of a Public Relations Man (New York: William Morrow, 1980), 14. It concludes with a discussion of the role of public relations in faith-based and nongovernmental organizations (NGOs). 8. Courtesy Elizabeth Dougall and Rowland 59 60 Part I • Concept, Practitioners, Context, and Origins Table 2.3 Organizational Environments and Roles Low Threat High Threat Little Change Communication technician Problem-solving process facilitator Environmental Influences Important distinctions are lost when the three managerial roles are combined. Broom, Ph.D. Professor Emeritus Bey-Ling Sha, Ph.D., APR Associate Professor School of Journalism and Media Studies San Diego State University International Edition contributions by Sunanda Seshadrinathan Boston Columbus Indianapolis New York San Francisco Upper Saddle River Amsterdam Cape Town Dubai London Madrid Milan Munich Paris Montreal Toronto Delhi Mexico City Sao Paulo Sydney Hong Kong Seoul Singapore Taipei Tokyo Editorial Director: Sally Yagan Acquisitions Editor: Erin Gardner Senior Editorial Assistant: Anastasia Greene Director of Marketing: Maggie Moylan Executive Marketing Manager: Anne Fahlgren Production Project Manager: Clara Bartunek Publisher, International Edition: Angshuman Chakraborty Publishing Administrator and Business Analyst, International Edition: Jayashree Arunachalam Publishing Administrator, International Edition: Hema Mehta Project Editor, International Editions: Karthik Subramanian Senior Manufacturing Controller, Production, International Editions: Trudy Kimber Creative Art Director: Jayne Conte Cover Designer: Suzanne Behnke Cover Image: Razihusin/Shutterstock.com Full-Service Project Management: Integra Software Services, Pvt. High correlations among these three roles suggest that they go together to form a single, complex role that is distinct from the communication technician role. They ask if someone can meet with the client this evening. Mahwah, NJ: Lawrence Erlbaum Associates, 2002. When it participates in nonprogrammed decision making, on the other hand, it is seen as playing an important strategic role in achieving organizational goals and contributing to the bottom line. Seven people died. 16. 1 (2011): 103-105. Stuart Ewen, PR! A Social History of Spin (New York: Basic Books, 1996), viii. Panigyrakis, "Public Relations Managers' Role and Effectiveness in Product and Service Firmson's and contributing to the bottom line. in Six European Countries," Journal of Promotion Management 7, nos. A department may consist of only one person, as in a small community hospital, or have a staff of hundreds, as in a major corporation. 11:22 a.m. Arrive eight minutes early for lunch with colleague, and catch up on e-mail while waiting. Kerry Tucker and Glen Broom, "Managing Issues Acts as Bridge to Strategic Planning," Public Relations Journal 49, no. The issues go well beyond scores and players, and media attention is intense. We can, and I ask her to speak to our communications coordinator who will schedule and staff the interview and prepare the spokesperson. In some cases, however, responses actually come from "front" groups created to deceive or mislead policy makers about public sentiment. Second, you will learn the v alues, theories, principles, and management process that guide the practice. Lipstick on a Pig: Winning in the No-Spin Era by Someone Who Knows the Game. 1:00 p.m. Host key client lunch with Managing Director at a local Japanese restaurant. Bey-Ling Sha, "Gendered Pay Inequities in Public Relations," New Voices for Pay Equity: New Data on Pay Gap in the Professions. Feed the dog and make dinner. The challenge for practitioners is to define and perform public relations. Stansberry. In other words, practitioners who play the dominant role of expert prescriber, communication facilitator, or problem-solving process facilitator, or problem-solving process facilitator, or problem-solving process facilitator also tend to play the other two roles. no. Efficiency contributes to cost-effectiveness. Public relations could not undo the damage caused by the company's most visible executive. Timothy W. Public relations people, if they are to be truly respected by management table. (Other public relations books and courses cover writing techniques) and detailed management case studies. EPR comprises four parts: Part II (Chapters 1-4)—Concept, Practitioners, Context, and Historical Origins; Part II (Chapters 15-21)—The Practice. Therefore, a public relations practitioner must conduct research in order to understand both the culture(s) of the organization and the public(s) of the organization. 2. Alas, we cannot list all the former students and colleagues in education and in the practice who do not have solid training and experience 41 42 Part I • Concept, Practitioners, Context, and Origins in business, management, and law will apparently be unable to fill even entry level positions in investor relations," according to researchers who studied CEO perceptions of investor relations. 37 As a result, those aspiring to careers in investor relations should combine studies in public relations with coursework in finance and business law. 55. The poisonings also called for immediate action to protect the consumer, so the decision was made to recall two batches of the product and later to withdraw it from store shelves nationally. In an organization attempting to resolve differences with a labor union in order to avoid a work stoppage, public relations in the 1920s," Journal of Communication Management 12, no. Before any relationships can be maintained with customers, neighbors, investors, and others outside the organization, management must attend to those who do the work—the employees. They may use the information as provided, change the original information, or change how it is p resented, usually without identifying the original source. The rest are spread across the more than 250 operating companies in 57 companies across three major business segments: consumer health care, pharmaceuticals, and medical devices and diagnostics.18 Whereas the public relations department's size, role, and place on the organization chart vary from one organization to the next, there generally is one public relations department may be concentrated in the organization's headquarters or scattered among many locations. Three months later, Mr. Hayward agreed to step down as CEO and was transferred to a BP facility in Russia with a large severance payment and/or the agreed to step down as CEO and was transferred to a BP facility in Russia with a large severance payment and retirement package. product(s) and/or the program(s) described herein at any time. They work with the legal department in communication related to labor relations and work stoppages. For example, The New York Times quoted a spokesperson for Bruno Magli shoes—featured as evidence in the O. Chapter 15, "Business and Industry," outlines how the practice in corporate settings is different from that in other settings. Economy to the organization for ongoing programs 4. Ltd Printed and bound by Courier Kendalville in The United States of America The publisher's policy is to use paper manufactured from sustainable forests. Complete press recap for meeting with beauty client tomorrow to discuss past press hits, upcoming press opportunities, and media placement goals. John A. Toth and Shirley A Serini, "Trends in Public Relations Review 24, no. Conducts a planned and sustained program by an organization's management. Press agentry also is an important factor in political campaigns and national political party conventions designed to build name recognition and attract voters through media exposure. Dozier and Bey-Ling Sha, 2011. Other than the mayor's staff and Mr. Fabiani.... Of course, a potential stadium downtown will be on the agenda."25 Lobbying An even more specialized and criticized part of public affairs-lobbying-attempts to influence legislative and regulatory decisions in government. Stereotypical images of the cigar-chomping insider dispensing stacks of cash no longer apply to most lobbyists and their work. If women's incomes were equitable to those of men-in other words, if the pay gap did not exist—the salaries would be represented by the top line (with triangles).46 Of course, differences in salary are not only about gender. 10:15 a.m. Send the daily celebrity bulletin to a beauty client and a restaurant client to approve celebs they would like to invite in for dinner or spa services while celebrities are in New York City for events, premieres, and press tours. British Library 10 9 8 7 6 5 4 3 2 1 14 13 12 11 10 Typeset in Minion Pro by Integra Software Services, Pvt. Supplemental exhibits document the development of public relations outside the United States, particularly 10 9 8 7 6 5 4 3 2 1 14 13 12 11 10 Typeset in Minion Pro by Integra Software Services, Pvt. Supplemental exhibits document the development of public relations outside the United States, particularly 10 9 8 7 6 5 4 3 2 1 14 13 12 11 10 Typeset in Minion Pro by Integra Software Services, Pvt. in Australia, Sweden, and China, as well as with The Global Alliance for Public Relations and Communication Management. For 2011 data on employee numbers for independent Firms, see Worldwide Fees of Independent Firms with Major U.S. Operations, www.odwyerpr.com/pr firm rankings/ independents.htm (accessed February 27, 2012). Confusion with Marketing Many confuse public relations with another management function-marketing. J. Artists, graphic designers, photographers, ind other specialists who work in public relations departments and firms may be counted in other categories. 4 (Winter 1992): 392. Today's public opinion, though it may appear as light as air, may become tomorrow's legislation for better or worse.40 43 44 Part I • Concept, Practitioners, Context, and Origins Exhibit 1.3 Public Relations in the Tylenol Crises Lawrence G. This is an uncontrolled method of placing messages in the media because the source does not pay media outlets for placement. Johnson & Johnson's former public relationship among senior executives in a company, the chemistry that exists between the CEO and the senior public relations executive is most critical. Public relations uses advertising to reach audiences other than the customers targeted by marketing. For example, a company may make the staff role explicit in the position title—"Staff Vice President/Director of Public Relations." (Notice how the legal and public relations vice presidents' reporting lines differ from those of the other vice presidents in Figure 3.1.) Staff support becomes increasingly necessary as an organization increases in size and complexity. Movies and television programs depicting smoke-filled rooms and payoffs by lobbyists working for powerful corporate and special interests perpetuate this cynical view of lobbying. Meet with a client on the comprehensive operational and market review of the association's newspaper with a view to improving market share. Non-white Hispanics accounted for 16.3 percent.18 (See Table 2.2.) When comparing student enrollment data to U.S. population data, it's clear that African Americans are fairly represented, whereas other minority groups are underrepresented. 1 (2011): 90. Marketing experts' view of the role of "marketing public relations" in marketing programs (pp. Retaining Outside Counsel Client relationships with outside counseling firms also can begin in simple and unexpected ways. Diane Gage-Lofgren, APR, Fellow PRSA, Senior Vice President of Brand Strategy, Communication, and Public Relations, Kaiser Permanente, Oakland, Calif., (along with colleague Jon Stewart, Senior Project Director) added the new chapter on public relations in health care. 4 (2007): 368. Rather than expecting minorities to be the only practitioners should strive to develop what scholars call "cultural competence." This kind of competences, sensitivity to how cultural knowhow to include genuine respect for cultural differences grounded in race, gender, sexual orientation, age, education, socioeconomic level, marital and family status, and physical abilities and qualities.55 63 64 Part I • Concept, Practitioners, Context, and Origins Professionalism When practitioners assemble at professionalism when practitioners assemble at professionalism. expressly prohibited government spending on "publicity or propaganda purposes designed to support or defeat legislation pending," builds a rationale for strategic lanning, using many examples to illustrate key concepts. Other former students contributing include Mark S. Randi Schmelzer, "The Diversity Riddle," PRWeek (December 17, 2007), 16. Chapter 1 • Introduction to Contemporary Public Relations professionals who support the Johnson & Johnson global business, only about 30 are in the public affairs and corporate communication department at its world headquarters in New Brunswick, New Jersey. Within a systems theory framework, the chapter outlines the major effects of public relations Managers." 50. 4 (Winter 1990): 49. John L. This time, management attributed the benzene to a simple problem with the filter system. Problem-Solving Process Facilitator, they collaborate with other managers to define and solve problems. Data from colleges and universities indicate that, in 2009, women made up 64 percent of undergraduate students in advertising, journalism, public relations, and mass communication.13 Membership of the Public Relations Student Society of America (PRSSA) was 84 percent of members were non-White.15 Enrollment data for undergraduate journalism and mass communication programs—where public relations is often one of the majors—indicated that 32 percent Chapter 2 • Practitioners of Public Relations Table 2.2 Minorities in the United States, in public relations, and in the Public Relations Society of America Population Total U.S PR PRSA 308,745,538 233,000 20,733 16.3 7.42 2.5 12.6-13.6 3.4 4.0 4.8-5.6 3.4 4.0 4.8-5.6 3.4 1.6 Percentage of Total Population Hispanic (of any race) Black/African Americans and Asians presented as range, with lower number indicating those selecting the race either alone or in combination with another race. Press Agentry In Walking the Tightrope, the late Hollywood publicist Henry Rogers summarized the essence of press agentry, "When I first started, I was in the publicity business. The Excellence Study researchers discovered that CEOs in the top 10 percent of organizations were almost three times more supportive of the p ublic relations includes all the following activities and specialties. Only time and future research will tell. This book is about relationships between organizations and their stakeholder publics—people who are somehow mutually involved or interdependent with organizations. 6:00 p.m. Receive recaps of interns' completed work for the day. Rowling, Harry Potter and the Chamber of Secrets (New York: Scholastic, 1998), 333. Many, if not most, organizations reorganized the public relations function, reduced department staff size, and tried to do more with fewer people. One such challenge is called pigeon-holing, meaning that minority practitioners are restricted to working with minority practitioners are restricted to working with minority practitioners are restricted to working with minority practitioners are restricted to work on "mainstream" public relations programs or accounts.53 A related challenge is "cultural interpretation," whereby minority practitioners are expected to know everything about the cultural group to which they appear to belong, and they are expected to explain that culture to others. Chapter 5, "Professionalism and Ethics," introduces the professional and ethical principles that underpin the practice. McCreary, Rear Admiral, U.S. Navy (retired), Lorton, Va., now President, Military.com contributed the new Chapter 17 on military public affairs. By not participating themselves, managers become dependent on the practitioner any time public relations issues arise. Researchers who studied 321 organizations in the United States, Canada, and the United States, and the United States, and the United States, and the United States, was the extent to which the organization's top public relations executive was able to enact the manager role versus the technician role.34 Chapter 2 • Practitioners of Public Relations Exhibit 2.3 Day in the Life: Executive General Manager 12:00 p.m. Attend presentation of research commissioned for a client facing a very contentious issue with high business risk. A longtime public relations scholar and professional leader, the late Rex F. 7:00 a.m. Channel-surf cable and network news to find out what is happening around the world and locally while getting some early-morning exercise. In addition to discussing the contributions of founders such as Ivy Lee, Edward Bernays, and Doris Fleischman, the chapter features the contributions of twentieth-century leaders, including Harold Burson, Allen Center, Scott Cutlip, Daniel Edelman, Tim Traverse-Healy, Inez Kaiser, and Betsy Plank. Chapter 21, "Associations and Unions," begins with a discussion of the different types of associations and the roles they play in society. All such documents and related graphics are provided "as is" without warranty of any kind. Communications tend to work in organizations and charities. Those on the fast track have an ability to focus on the employer's or client's needs. Sha, "Gendered Pay Inequities in Public Relations." 49. Toth, "Trends from Focus Group Interviews," in Beyond the Velvet Ghetto (San Francisco: International Association of Business Communicators Research Foundation, 1989), 71-95; Elizabeth L. Sections regarding the First Amendment, public access to government information, corporate expression, lobbying, employee and labor relations, investor relations, copyright law, defamation, and privacy all explicitly connect legal issues to specific areas and elements of public relations, copyright law, defamation, and privacy all explicitly connect legal issues to specific areas and elements of public relations, copyright law, defamation, and privacy all explicitly connect legal issues to specific areas and elements of public relations practice. 2 (1997): 99-118. public relations practitioner. 2:40 p.m. Take a call from local Telemundo affiliate asking if we can provide a Spanish-speaking spokesperson for a piece on hurricane preparedness. Treating public relations as simply a support function charged with implementing strategies formulated by lawyers, financial officers, and top-line managers. Even the "mommy track" cannot explain why women earn less than men; the annual salary difference between a woman who took a career break to have a baby and a woman who did not was a mere \$148!50 Clearly, the gendered pay gap remains a challenge practitioners face in public relations, as well as in other fields. They contribute to an informed citizenry, the sine qua non of democracy.19 In corporate social responsibility." They may use the title "community relations" to describe their position. On the way home call my boss to let her know that we are all set with clients for the campaign video shoot. Without effective public relations, organizations tend to become insensitive to changes occurring around them and to become insensitive to change occurring around them and to become insensitive to change occurring around them and to become insensitive to change occurring around them and to become insensitive to change occurring around them and to become insensitive to change occurring around them and to become insensitive to change occurring around them and to become insensitive to change occurring around them and to become insensitive to change occurring around them and to become insensitive to change occurring around them and to become insensitive to change occurring around them and to become insensitive to change occurring around them and to become insensitive to change occurring around them and to become insensitive to change occurring around them and to become insensitive to change occurring around them and to become insensitive to change occurring around them and to become insensitive to change occurring around them and to become insensitive to change occurring around them and to become insensitive to change occurring around them and to become insensitive to change occurring around them are change of the second term of term o Materials Courtesy Nuffer, Smith, Tucker, coverage that will attract media coverage and put the Inc., San Diego. He commutes to Bentonville during the week, to an apartment furnished out of a Wal-Mart store. 27 Competition for management-level talent is so intense that executive search firms (sometimes called "headhunters") are retained to identify, screen, and recruit finalists for top public relations positions. Public relations serves a wide variety of institutions, foundations, fo greatest advantage over outside counsel. Ethical Conduct Closely related to the challenge of professionalism is the need for ethical conduct among practitioners. Bey-Ling Sha and Rochelle Larkin Ford, "Redefining 'Requisite Variety': The Challenge of Multiple Diversities for the Future of Excellence," The Future of Excellence in the challenge of Multiple Diversities for the Future of Public Relations Excellence," The Future of Excellence in the challenge of Multiple Diversities for the Future of Public Relations Excellence, "The Future of Excellence in the challenge of Multiple Diversities for the future of Excellence," The Future of Excellence in the challenge of Multiple Diversities for the future of Excellence in the future of Excellence in the future of Excellence in the future of Excellence, "The Future of Excellence," The Future of Excellence in the future of Excellence in the future of Excellence in the future of Excellence, "The Future of Excellence," The Future of Excellence in the future of Excellence, "The Future of Excellence," The Future of Excellence," The Future of Excellence, "The Future of Exce Public Relations and C ommunication Management: Challenges for the Next Generation, ed. Heath, "Moral Appeals in Mobil Oil's Op-Ed Campaign," Public Relations Review 16, no. Talk to the team leaders and their teams as needed to see what is going on and double-check on priorities for the day ahead. 42. Foster, Corporate Vice President-Public Relations (retired), Johnson & Johnson. She would like to see some additional detail in one particular area. Ibid. Upper Saddle River, NJ: Pearson/Prentice Hall, 2012. Media Relations and Social Media: Contacting news media, magazines, Sunday supplements, freelance writers, and trade publications with the intent of getting them to publish or broadcast news and features about or originated by an organization. R. Counseling: Advising top management team on how to avoid or respond to crises; and working with key decision makers to devise strategies for managing or responding to critical and sensitive issues. As a management function, public relations encompasses the following: • Anticipating, and interpreting public opinion, attitudes, and issues that might impact, for good or ill, the operations and plans of the organization. Its social function—its mission—its accomplished when it replaces ignorance, coercion, and intransigence with knowledge, compromise, and adjustment. Grunig, Larissa A., James E. As counselor and author Henry DeVries rephrased our definition of public relations is the boss's job to build and keep strong bonds with key groups that the organization needs to grow and thrive." Once this concept of public relations is embraced at the top, it spreads and becomes part of an organization's culture. Marketing is the management function that identifies human needs and services to users in exchange for something of value to the provider. As one publicist said, "We encourage that feeling because that's what we do."1 (See Figure 1.1.) Critics see public relations as an attempt to hide the truth or to put a positive "spin" on bad news—"an industry designed to alter perceptions, reshape reality and manufacture consent." 2 For example, during unrest in the Middle East, critics claimed that public relations firms were engaged in "reputation laundering": "What people assume with PR agencies is their real business is burying the truth." Another critic suggested "the terms PR and public relations have become widely accepted shorthand for subterfuge and deception." Even more extreme is a long-held view that public relations people "pull the wires which [sic] control the public mind, who harness old forces and contrive new ways to bind and guide the world."5 This book is not about the kinds of public relations represented in these views. 7:21 a.m. Take call from a Houston Chronicle reporter asking if she can get a guote from my boss about the effect the economy is having on nonprofits. Research: Gathering information about public opinion, trends, emerging issues, political climate and legislation, media coverage, special-interest groups, and other concerns related to an organization's stakeholders. For example, Nike ran fullpage newspaper advertisements denying that the company used unfair labor practices in its Asian factories. Courtesy Dr. Rochelle L. Glen M. Ibid., 10. Results. Toth, "Gender Discrepancies in a Gendered Profession: A Developing Theory for Public Relations," Journal of Public Relations," Journal of Public Relations, "Journal of Public Relations," Journal of Public Relations, D.C., and state capitals, lobbying and other public affairs efforts play increasingly important roles in formulating and implementing public policy. Chairman Burke reconvened the strategic planning team. Collaboration and consultation begin with the first question and continue until the final program evaluation. Communicating, and managing conflict with stakeholders. The vice president of ethics report to the council, placing these staff management executives in positions to influence.11 On the other hand, when Germanybased Daimler AG (makers of Mercedes-Benz cars) sold the Chrysler division to Cerberus Capital Management LP, new CEO Robert Nardelli restructured the senior vice president of human resources. Lobbying is an outgrowth of our democratic system in a pluralistic society, keeping government open to those affected by proposed legislation and government regulation. And T. Only through research will a practitioner know which aspect of her identity is likely to be important in a particular situation. Media coverage praised the company's socially responsible actions, reported the company's cooperation with federal agencies, and gave full coverage to later announcements of new tamper-resistant packaging.

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