

# EFFECTIVE PUBLIC R E L AT IONS

EIGHTH EDITION

### Scott M. Cutlip, APR, PRSA Fellow

Dean Emeritus, Henry W. Grady College of Journalism and Mass Communication The University of Georgia

### Allen H. Center, APR, PRSA Fellow

Distinguished Resident Lecturer San Diego State University Vice President of Public Relations (retired), Motorola, Inc.

### Glen M. Broom, Ph.D.

Professor, School of Communication San Diego State University

## **BRIEF CONTENTS**

PART I	CONCEPT, PRACTITIONERS, CONTEXT, AND ORIGINS I
Chapter I	Introduction to Contemporary Public Relations I
Chapter 2	Practitioners of Public Relations 29
-	
Chapter 3	Organizational Settings 59
Chapter 4	Historical Origins 101
PART II	FOUNDATIONS 143
Chapter 5	Ethics and Professionalism 143
Chapter 6	Legal Considerations 179
Chapter 7	Theoretical Underpinnings: Adjustment and Adaptation 219
Chapter 8	Communication and Public Opinion 249
Chapter 9	Media and Media Relations 283
PART III	MANAGEMENT PROCESS 339
Chapter 10	Step One: Defining Public Relations Problems 339
Chapter I I	Step Two: Planning and Programming 369
Chapter 12	Step Three: Taking Action and Communicating 403
Chapter 13	Step Four: Evaluating the Program 429
PART IV	THE PRACTICE 457
Chapter 14	Business and Industry 457
Chapter 15	Government and Politics 487
Chapter 16	Nonprofit Organizations, Health Care, and Education 519
Chapter 17	Trade Associations, Professional Societies, and Labor Unions 555

## **CONTENTS**

#### PREFACE XVII

## PART I CONCEPT, PRACTITIONERS, CONTEXT, AND ORIGINS I

#### CHAPTER I INTRODUCTION TO CONTEMPORARY PUBLIC RELATIONS I

Objectives I

**Evolution of the Concept 2** 

Defining the Concept in Practice 4

Confusion with Marketing 6

Parts of the Function 9

Publicity 9  $^{\rm T}$  Advertising 11  $^{\rm \bullet}$  Press Agentry 14  $^{\rm \bullet}$  Public Affairs 15 Issues Management 17  $^{\rm \bullet}$  Lobbying 18  $^{\rm \bullet}$  Investor Relations 21

Development 22 • Confusion of Terms 23

Toward Recognition and Maturity 24

Notes 26

Additional Sources 28

#### CHAPTER 2 PRACTITIONERS OF PUBLIC RELATIONS 29

Objectives 29

Number and Distribution 30

Where They Work 30 • The New Majority: Women 32

**Education and Preparation 33** 

Salaries 34

Work Assignments 36

Roles 37

Communication Technician 37 • Expert Prescriber 41 Communication Facilitator 43 • Problem-Solving Facilitator 44

What Roles Research Tells Us 44

Technicians Versus Managers 45

Environmental Influences 46

Scanning and Evaluation 47

The Glass Ceiling 48

Minorities 49

Professionalism 50

Requirements for Success 52

Notes 54

Additional Sources 57

#### CHAPTER 3 ORGANIZATIONAL SETTINGS 59

Objectives 59

Origins within Organizations 60

Establishing a Public Relations Department 61 • Retaining Outside Counsel 62

Public Relations Starts with Top Management 63

Staff Role 65

Role in Decision Making 67

The Internal Department 69

The Department's Advantages 70 • The Department's Disadvantages 71 Titles and Reporting Relationships 72

Working with Other Departments 75

Marketing 75 • Legal Counsel 77 • Human Resources 79

The Outside Counseling Firm 80

Public Relations Firms 81 • Advertising Agency Ownership 84

Specialization 85 • Reasons for Retaining Outside Counsel 87 • Client-

Firm Relationship 89 • Counselors' Advantages 91 • Counselors'

Handicaps 92 • Counseling Firm Costs 93

New Approaches 94

Notes 97

Additional Sources 99

#### CHAPTER 4 HISTORICAL ORIGINS 101

Objectives 101

Ancient Genesis 102

American Beginnings: Born in Adversity and Change 102

Before the Revolution 103 • Independence 103 • Politics and Change 105

The Middle Years 106

Press Agentry 106 • Political Campaigning 107 • Business Practices 108 Other Activities 110 Evolution to Maturity 11 I

The Seedbed Era: I 900-1 9 17 112

Early Firms 113 • Early Pioneers 116 • Others of Influence 118

Growth in Other Areas 120

World War I Period: 191 7-191 9 122 Booming Twenties Era: 1920-1929 123

Roosevelt Era and World War II: 1930-1945 129

Postwar Boom: 1945-1965 132

Global Information Age: 1965-Present 135

Notes 136

**Additional Sources 141** 

#### PART II FOUNDATIONS 143

#### CHAPTER 5 ETHICS AND PROFESSIONALISM 143

Objectives 143

Ethical Foundations 144

Professional Ethics 144 • The Imperative of Trust 145 • Professional
Privilege 145 • Social Responsibility 146 • Positives 147 • Negatives 147

#### Other Professional Foundations 148

#### **Professional Education 149**

Degree Programs 150 • Continuing Education 152

#### Research and the Body of Knowledge 152

Body of Knowledge Project 152 • Support for Research 153 <sup>T</sup> The Literature 154

#### Licensing and Accreditation 155

Legal Considerations 156 » Accreditation 158

#### Professional Organizations 159

Public Relations Society of America 159 • International Association of Business Communicators (IABC) 160 • Canadian Public Relations Society (CPRS) 161 • Institute of Public Relations (IPR) (UK) 161 T Public Relations Consultants Association (PRCA) (UK) 161 • International Public Relations Association (IPRA) 162 • Specialized, Regional, and Local Associations 162 • Student Organizations 165

#### Codes of Ethics 165

Toward New Horizons 173

Notes 175

Additional Sources 177

Contents

#### CHAPTER 6 LEGAL CONSIDERATIONS 179

Objectives 179

Public Relations and the First Amendment 182

Commercial Speech 183 • Corporate Political Expression 185

Elections 185 • Referenda and Political Issues 187

#### Lobbying: The Right to Petition 189

Lobbying 189 • Grassroots Lobbying 190 T Foreign Agents 191

#### Access to the Media 192

Print Media 192 • Broadcast Media 193

Access to Government Information and Meetings 195

Libel and Privacy 196

Libel and Slander 196 • Privacy 198

Copyright and Trademarks 200

Copyright 201 • Trademarks 203

Labor Relations: Communication Between Labor and Management 204

Representation Elections 204 • Collective Bargaining 204

#### Financial Public Relations 205

Disclosure 206 • Securities Trading 207 • Fraud 209

Other Legal Issues 21 I

Notes 212

**Additional Sources 216** 

## CHAPTER 7 THEORETICAL UNDERPINNINGS: ADJUSTMENT AND ADAPTATION 219

Objectives 219

The Ecological Approach 220

Some Basic Trends and Changes 221

Protecting the Environment 221 • Health Care Reform 223 • AIDS 224 Globalization of Business and Economies 224 • Global Communication in the Information Age 225 <sup>T</sup> Realignment of the Family and Work 226 Civil Rights and the Empowerment of Individuals 227

Tracking the Trends 228

A Systems Perspective 228

Environmental Change Pressures 230 <sup>T</sup> Subsystems and Suprasystems 231 Organizations as Systems 233

Open and Closed Systems 234

Cybernetics in Open Systems 236

Open Systems Model of Public Relations 240

Notes 245

Additional Sources 247

#### CHAPTER 8 COMMUNICATION AND PUBLIC OPINION 249

Objectives 249

The Battle for Attention 251

**Dissemination Versus Communication 251** 

Elements of the Communication Model 253

Sender 253 • The Message 253 • The Medium or Channel 255

The Receivers 257 • Context of the Relationship 258 • The Social Environment 259

#### Effects of the Process 260

Creating Perceptions of the World Around Us 260 • Setting the Agenda 260 Diffusing Information and Innovation 262 • Defining Social Support 262

#### **Publics and Their Opinions 263**

Definition of Public Opinion 265 • The Publics 268

#### **Individual Orientations and Coorientation 269**

Orientation 270 • Coorientation 271 T Coorientational Consensus 272 Coorientational Relationships 274

Notes 276

Additional Sources 280

#### CHAPTER 9 MEDIAAND MEDIA RELATIONS 283

Objectives 283

New Media, New Challenges 285

Media for Internal Publics 287

Printed Words 289

Organizational Publications 291 • Letters 294 • Inserts and Enclosures 295 Printed Speeches, Position Papers, and "Backgrounders" 295

Bulletin Boards 295

#### Spoken Words 297

The Grapevine 297 • Meetings 297 • Speeches and Speakers' Bureaus 298

#### **Images and Words 299**

Teleconferencing 299 • Closed Circuit Television (CCTV) 301 • Videotape, Film and Slide Presentations 302 » Displays and Exhibits 303

#### Media for External Publics 304

Newspapers 305 • Wire Services and News Syndicates 309 • Magazines 313 Radio 305 • Television 317 • Cable Television 322

#### Working with the Media 323

The Person in the Middle 323 • Guidelines for Good Media Relations 325 Guidelines for Working with the Press 330

Notes 334

Additional Sources 337

Contents XI

#### PART III MANAGEMENT PROCESS 339

#### CHAPTER 10 STEP ONE: DEFINING PUBLIC RELATIONS PROBLEMS 339

Objectives 339

**Management Process 340** 

Role of Research in Strategic Planning 342

Research Attitude 343

Listening as Systematic Research 344

**Defining Public Relations Problems 344** 

Problem Statement 346 • Situation Analysis 347

Research Process 351

Informal or "Exploratory" Methods 352

Personal Contacts 352 • Key Informants 353 • Focus Groups and

Community Forums 353 • Advisory Committees and Boards 355

Ombudsman 355 <sup>T</sup> Call-In Telephone Lines 356 • Mail Analysis 357

On-Line Sources 358 • Field Reports 359

#### Formal Methods 359

Secondary Analysis and On-Line Databases 361 » Content Analysis 362 Surveys 362

Notes 365

Additional Sources 366

#### CHAPTER 11 STEPTWO: PLANNING AND PROGRAMMING 369

**Objectives 369** 

Strategic Thinking 370

Public Relations as Part of Strategic Thinking 371 • Management Expectations 371

Strategic Management 373

Mission Statements 374  $^{\rm T}$  Management by Objectives 375 • Strategy and Tactics 377 • Reasons for Planning 378

Writing the Program 379

Program Plan 380 <sup>T</sup> Role of Working Theory 381 • Defining Target Publics 383 • Writing Program Objectives 385

#### Planning for Program Implementation 388

Writing Planning Scenarios 388 • Anticipating Disasters and Crises 389 Establishing an Information Center 391 • Budgeting 394 • Pretesting Program Elements 396 • Selling the Plan 397

Notes 398

Additional Sources 400

#### CHAPTER 12 STEP THREE:TAKING ACTION AND COMMUNICATING 403

Objectives 403

Action and Communication 404

Action Component of Strategy 404

Acting Responsively and Responsibly 404 • Coordinating Action and Communication 405 • Action as an Open Systems Response 407

Communication Component of Strategy 410

Framing the Message 410 • Semantics 413 • Symbols 415 • Barriers and Stereotypes 417 » Putting It All Together in a Campaign 419
Disseminating the Message 420 • Reconsidering the Process 423

Notes **425** 

Additional Sources 426

#### CHAPTER 13 STEP FOUR: EVALUATING THE PROGRAM 429

Implementing the Strategy 424

Objectives 429

The Push for Measurable Results 430

Evaluation Research Process 432

Levels of Program Evaluation 436

Preparation Criteria and Methods 436 • Implementation Criteria and Methods 442 • Impact Criteria and Methods 448

Interpreting and Using Results of Evaluation 452

Notes 454

Additional Sources 456

#### PART IV THE PRACTICE 457

#### CHAPTER 14 BUSINESS AND INDUSTRY 457

Objectives 457

Public Relations in the Competitive Setting 459

Titles in Corporate Settings 460

Corporate Social Responsibility 461

Prelude to the Present: The Uneasy 1960s and 1970s 461 • New Era of Corporate Social Responsibility: The 1980s 464 • New Roles for Public Relations: The 1990s 466

Corporate Philanthropy **469** 

Corporate Financial Relations 473

Investor Relations 474 • Annual Reports 475 • Annual Meetings 477

Contents

Consumer Affairs and the "Marketing Mix" 478

Quest for Quality 479

Corporate Practice as the Model 481

Notes **482** 

Additional Sources 484

#### CHAPTER 15 GOVERNMENT AND POLITICS 487

Objectives 487

The Role of Public Relations in Government 488

Maintaining an Informed Citizenry 491

United States Information Agency (USIA) 493 T Citizen Participation in Government 494

#### Barriers to Effective Government Public Relations 495

Public Apathy 496 » Legislative Hostility to the Function 499

#### Government-Media Relations 502

Media Access to Government 502 T Government Dependence on Media 504 Media Reporting on Government 506

Military Public Relations 508

Government As Business 512

Public Relations in Politics 513

Notes 515

Additional Sources 517

#### CHAPTER 16 NONPROFIT ORGANIZATIONS, HEALTH CARE, AND EDUCATION 519

Objectives 519

The Third Sector 520

Defining Nonprofit Organizations 520 • Volunteerism and Philanthropy 521 Changing Climate 522

Role of Public Relations in Nonprofit Organizations 525

Foundations 529

Health Care 529

Health Care in Crisis 530 • Public Relations as Marketing 530 T Role of the News Media 532

Social Welfare 534

**Education 537** 

Accountability 537 r Public Relations for Public Schools 538 • Higher Education 542 T College President's Public Relations Role 548

Churches and Other Nonprofit Organizations 548

Notes 551

Additional Sources 553