



**Centre for Distance and Online Education  
Punjabi University, Patiala**

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**Class : M.A. II (Journalism and Mass Communication)**

**Semester : 3**

**Paper : XII (Public Relations and Corporate Communication)**

**Medium : English**

**Unit : I**

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***Lesson No.***

- 1.1 : PR and Its Evolution
- 1.2 : PR and Marketing
- 1.3 : Public Opinion
- 1.4 : Perception Management
- 1.5 : Models of PR

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***Department website : [www.pbidde.org](http://www.pbidde.org)***

## **PAPER-XII : PUBLIC RELATIONS AND CORPORATE COMMUNICATION**

**Subject Code: JMCM2304T**

Max. Marks : 100

Theory: 70 Marks

Pass Marks : 40

Internal Assessment: 30 Marks

Time Allowed : 3 Hours

### **INSTRUCTIONS FOR THE PAPER-SETTER**

The question paper will consist of three sections A, B and C. Sections A and B will have four questions from the respective sections of the syllabus and will carry 12 marks each. Section C will consist of 11 short-answer type questions which will cover the entire syllabus uniformly and will carry 22 marks in all. Each question carries 2 marks.

### **INSTRUCTIONS FOR THE CANDIDATES**

Candidates are required to attempt two questions each from the sections A and B of the question paper and entire section C.

#### **SECTION-A**

Public Relations: Definition, Role and Functions; The Evolution of Public Relations; Ivy Lee and Modern Public Relations; PR Pioneers Edward Bernays and P.T Barnum; Distinguishing between Public Relations and Advertising; Public Relations Vs Marketing; Integrated Market Communication; Internal and External Publics in Public Relations; Public Opinion and Power of Persuasion; Perception Management and Reputation Management; Social Marketing Theory; Social Psychology and Social Influences; Public Relations and Propaganda; Public Relations and Lobbying; Public Affairs: Meaning and Importance; Models of Public Relations Practice: Press Agency, Public Information and Two - way Symmetrical and Asymmetrical Communication.

#### **SECTION-B**

Government Public Relations : Need and Objectives; Government PR Practices in India at Central and State levels; Corporate Communications: Meaning and Functions, Strategies and Barriers; Corporate Branding and Corporate Identity; Internal and External Corporate Communication; Managerial Perspective of Public Relations; Crisis Communication: Need and Importance; Corporate Social Responsibility; Commercial Marketing vs Social Marketing; PR Tools and Techniques: Press releases, Newsletters, Brochures and Catalogues, Press Conferences, Press Briefings , Social Media Marketing, Media Relations, Facility Visits, Bulletin Boards and Media Kit; Public Relations and Event Management; Role of Media in Public Relations; Public Relations Writing Basics; Good PR Skills; The Spoken Word and PR; New Media Technologies and PR; Understanding Law and Ethics in PR Practice.

#### **SUGGESTED READINGS**

1. *Reader in Public Opinion & Mass Communication* by Morris Janowitz, Free Press (1981).
2. *Public Relations – A Scientific Approach* by BaldeoSahai, Standing conference of Public Enterprises (1987)
3. *Handbook of Public Relations in India* by D.S. Mehta, Allied Publishers (1968).
4. *Corporate Public Relations* by K.R. Balan, Castle Book (1994).
5. *The Practice of Public Relations* by Fraser P. Seite, Pearson Education (2013).
6. *Mass Media* by Bohn Hiebert, Ungurait, VI. Longman.
7. *Future of Journalism: Mass Communication and Public Relations* by Jan R. Hakemuldar.
8. *The Public Relations of Everything: The Ancient, Modern and Post Modern* by Robert. E. Brown.

## **M.A (JMC) PART-II (Sem-III & IV) Distance Education 2023-24 & 2024-25**

9. *Public Relations Concept* by J. Shri, N. Jethu.
10. *Effective Public Relations* by Scott.M.Cutlip, Allen H. Center & Glen M. Broom, Prentice Hall (2005).
11. *Managing Public Relations* by James Grunig& Todd Hunt, Holt, Rinehart & Winston (1984).
12. *Public Opinion* by Walter Lippmann, BN. Publishing (2008).
13. *Media Today* by Joseph Turow, Routledge (2014).
14. *Public Relations A Managerial Perspective* by Danny Moss & Barbara Desanto, Sage Publication (2011).
15. *The Power of Corporate Communication Lightning Source Incorporated* by Paul Argenti& Janis Forman, Mc Graw Hill Publication (2002).
16. *Corporate Communication Theory and Practice* by Joep Cornelissen, Sage Publication (2011).
17. *The Theory and Practice of Corporate Communication* by Alan.T.Belasan, Sage Publication (2008).
18. *Strategic Corporate Communication* by Argenti, McGraw Hill Publication (2008).
19. *Essentials of Corporate Communication* by Cees B.M. & Charles, Routledge (2007).
20. *Ethics in Public Relations* by Kathy Fitzpatrick & Carolyn Bronstein, Sage Publication (2006).

**Lesson No. : 1.1**

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Last updated on June, 2023

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## **PR AND ITS EVOLUTION**

1.1.1 Objectives

1.1.2 Introduction

1.1.3 Public Relations: Definition and meaning

1.1.4 Roles and functions of a PR practitioner in the organization

1.1.5 Evolution of PR: Contribution of Ivy Lee, Edward Bernays and PT Barnum

1.1.6 Differences between PR and Advertising

1.1.7 Concept of Public Relations Advertising

1.1.8 Summary

1.1.9 Questions

1.1.10 References

### **1.1.1 Objectives**

After reading this lesson, you should be able to-

- Define and comprehend Public Relations, its roles and functions in an organization.
- Understand the evolution of Public Relations and also the contribution of various field experts in its growth.

### **1.1.2 Introduction**

With the whole gamut of the increasing marketing and dependable productivity, it seems a usual thing to market oneself. In a competitive society, it has rather become indispensable part of any growing market. Without marketing and promotional process, it nullifies the mere existence of a brand or a person from the market. To justify the presence of oneself in such a competitive market is a

significant task and is a creative job at the same time. Every organization has to work in accordance with its consumers as they are the ones who ultimately run the organization. Apart from the consumers, they have to do that for all the different publics concerned. Every organization has a defined public who are the set of people or institutes which effects the functioning of any organization to a greater extent.

In the similar context, Public Relations is an activity of managing the publics in a way that results in creating favorable impression of the organization among its publics. To a literal meaning, Public Relations as an act can be defined as any other strategy that is adopted to maintain and improve relations on the same front. It is a significant part of every modern organization to conduct public relations as it links an organization with all that matters.

To work on the above mentioned, PR plans and conducts every promotional event to talk about the organization it is associated with. PR is responsible for maintaining all the forms of communications that happens within and outside the organization. PR ensures the flow of information and most importantly the way information flows from an organization.

Most of the people now recognize the branch of Public Relations as corporate communications in the modern era. Although the basic functions of both are same, but there is a thin line between two of them. Whereas PR is a specified area, corporate communication would include other areas than only PR. Public Relations is about maintaining relations with the concerned publics. Public Relations is about planning for communication programs, Public Relations is about gauging the public's mood. Public Relations is about implementing planned communication. Public Relations is about linking the societal need with organization profits. Public Relations is about describing what can be done in what matter and how it can differ for varied audience. Public Relations is about evaluating the impact of something that can happen and also about handling something which should not happen.

### **1.1.3 Defining Public Relations**

There can be found numerous definitions for the term 'Public Relations'. The definition of Public Relations may change with the new technologies coming up every day. However the basic role of it remains the same which is to maintain good relationships with the corporate publics. According to a popular definition by Public Relations Society of America, 'Public Relations is a strategic communication process that builds mutually beneficial relationships between organization and their publics'.

According to the above mentioned definition by PRSA, Public Relations can be described as

-as a strategy oriented activity

- that involves around planning and structuring every form of communication  
-in a way that leads to the profitable relationship building between organization and its publics.

The British Institute of Public Relations defines Public Relations as ‘the deliberate planned and sustained effort to establish and maintain mutual understanding between an organization and its publics.’”

The above definition justifies the role of PR as an important wing of any organization where every communication is pre planned process which has been taken up after the rigorous works done to identify publics, best marketing strategies and putting them all together to evaluate its impact on the targeted public.

Public Relations is a set of activities performed by any organization to maintain the flow of communication from an organization to all its publics. It specifically directs its communication towards all the various publics concerned and through all the possible efforts it tries to maintain favorable image of the organization.

#### **1.1.4 Role of a PR Practitioner**

Apart from the general role of conducting the communication activities, a PR practitioner of the organization may have to serve the organization in various manners. A PR person links the organization to its outer publics. It determines the kind of image an organization intends to build among its corporate publics in the market. There are few responsibilities that every PR practitioner is adhered to and some of these are:

1. PRO is responsible for conducting research about its potential targeted audience.
2. Their role is to influence the public opinion in a good way.
3. Their role is to create favorable image of the organization.
4. Their role is to maintain continuous information flow.
5. Their role is to analyze the public’s needs and structure communication accordingly.
6. Their role is to link all the aspects of corporation and related activities through a structured form.

#### **Functions of Public Relations Practitioners**

In the most usual form, any corporation PR department works on every bit of maintaining relationships at all levels. However to specify on the major areas of work every PR practitioner works on following areas:

**To Draw Communication Pattern:** The basic function of PR is to draw the communication strategies of the organization. The PR would analyze what type of communication should flow and how shall this be passed on to the public at large. They draft the communication plans for the organization related to all aspects.

**To analyze the 'Publics':** The other important function of PR is to understand the audience of a organization. The PR would analyze all the stakeholders in a way that results in creating better communication plans as per their needs.

**To strengthen the relationship:** PR has to undertake all the activities that lead to strengthen the corporation's relationships with its concerned public. The PR would allow every move that creates a favorable response towards the organization from public and also would restrain that every action that creates disapproval of any sort.

**To analyze the new market trends:** Public Relations practitioners most important task is to analyse the new market trends. They are responsible to keep track of what the other rival companies are doing and how the new techniques are improving communication ways. They have to keenly learn the ways to adopt and operate new market trends accordingly.

**To continuously work on Corporate Image, Identity and reputation:** It's the responsibility of every PR to continuously improve on the corporate image and identity. It is that area of the whole PR process where the specialty of the PR works gets counted. They have to continuously make amendments to something not inviting the desired response. They have to work rigorously on improving the corporate identity elements. They have to continuously give feedback to the production department to improve the quality of the produce which in turns builds company's reputation.

**To handle crisis and suggest plans to manage the same:** it is one of the major areas of PR works. They have a major responsibility of handling and managing the communication at the time of crisis. A good crisis management plan can lesser down the impact of a major setback to the company. They shall have the capacity and experience to sense the crisis on time so that to avoid the worst consequences later on.

**To manage media:** Every organization's PR department has a responsibility of managing with the media affairs. They have a major

responsibility to understand the media's attitude towards the company and to retain it or improve it through better communication accordingly. They are responsible for drafting media communication plans effectively.

**To ensure the free flow of same information:** Every PR has to ensure the communication happens consistently. They are responsible to ensure that the similar sort of statements flows from the organization.

### **1.1.5 Evolution of PR**

Since centuries, Public Relations has been the area of interest for the corporates and the entrepreneurs to help achieve the business targets in the competitive market structure. The first references to the field can be traced back to the early 20<sup>th</sup> century when Public Relations started emerging as a professional field. Since 1990, with the ever evolving influence of Globalization on the entire business structure of the world, it became essential to look after the relationship building as an important part of corporate promotions process. Although the field got recognition and prominence in the 20<sup>th</sup> century, the roots for the same can be found ever since 1800 onwards. Most of the businesses then started exploring the power of the trade unions to protect the workers in United States.

The origins of the profession cannot be marked as a one definite date because it is believed that the profession developed its roots over the time through various events. It was originally started with the establishment of The Publicity Bureau in Boston in mid 1900. Most of the scriptures on Public Relations claim that the practice officially began in the United States and steadily it became popular worldwide. However, an expert academician from United Kingdom claimed that it began simultaneously in UK and US. Since its inception, the practice of public relations has been nothing more than lying for the promotion of client's interest. The professional commencement of Public Relations began with the efforts of Ivy Lee and Edward Bernays. Ivy Lee was a journalist by profession when he started working for railroad companies in the public relations unit.

**Ivy Lee**, as the beginner of the public relations practice took over the corporate branding for Rockefeller's family after the Ludlow massacre of 1914 which has been considered as the deadliest strike in the history of United States. The strategized techniques suggested by Lee to Rockefeller was the first of the kind presentation done by any companies to win public support and belief. Lee proposed to Rockefeller to go to the Colorado himself and visit the families of the miners to confront the disaster that happened. This worked like wonders for the company. It helped the company to attract a lot of media attention and worked for the positive image formation for Rockefeller.



**Edward Berneys**, also one of the pioneers in Public Relations field had been credited as first theorist for his works in 1920s. He was held responsible for associating Public Relations with Propaganda after the First World War. Edward promoted the approach of persuading people to take an action. He himself worked on the Freud's theories about subconscious and wrote several related books on Propaganda and Public Relations. Berneys was one of the first influencers who worked in detail on the strategies to influence public opinion about an issue and then ultimately leading to behaviour change. Working on various public opinion and behavior change strategies, he created various methods that were being adopted worldwide by many civic and welfare groups, industrial organizations and governmental institutions. Edward was a part of very popular and successful campaign organised for Venida, an industry leader. The campaign emphasized on promoting the hairnets when women after the World War I, started discarding the hairnets following the trend of Bob cut. Berney conducted a PR campaign to promote the product. He got the artists to praise the 'Greek Coiffure' look supported by hairnets. He also got a labor expert to urge labor commissioners around the country to insist that women working with or near machines wear hairnets for their own protection. He was successful to gain much publicity through this. He also believed on relying too much on the third party authorities to please clients. He believed on influencing the leaders first and then the group. Edward Berney was also a philanthropist who worked for various committees and received much appreciation for his contribution in the field of Public Relations.

The beginning of Modern PR can be traced back with the emergence of practitioners like **P.T.Barnum** who supported the idea of using hoax information for the promotions rather than being too much honest. He became a name for introducing and employing many publicity tactics to generate attention among the targeted audience. He became famous for coining the phrase, "There's no such thing as Bad Publicity." His PR ethics weren't too much praised and followed. He was the one who commercialized the field of PR in to an extent. This commercialization can be seen in the practices of all corporate businesses these days. Today PR connects the organization to everything outside of the organization. With the ever growing involvement and increasing significance of image building and image retention, the field of Public Relations and Corporate Communication is booming and creating buzz among the field professionals.

### **1.1.6 Difference between Public Relations and Advertising**

Public Relations and Advertising both are done to draw the audience's attention. However there is a lot of difference between both advertising and public relations. To analyse the roles and functions of PR and advertising, both the activities draws promotions and marketing of the

organization it is associated with. However advertising is purely a paid form of marketing whereas PR is to earn free space and good will for the organization in the media. The following arguments justifies the variances between both the terms-

- PR is to earn good image whereas advertising is done to increase sales of the products and services.
- PR is a long term relationship building exercise whereas advertising is done to make an impact about a specific product for specified period of time.
- PR is oriented towards making efforts to improve on corporation's reputation whereas advertising is an effort to improve on profit-making.
- PR is a consistence process whereas advertising is timely.
- PR is a mix of integrated marketing techniques whereas advertising is a mere small part of the same technique adopted to market oneself.

### **1.1.7 Public Relations Advertising**

Public Relations advertising is a process of advertising the company's activities through a strategic communication process. It is oriented towards building and strengthening the company's image and reputation. PR advertising is a process of drawing the communication patterns about the organization which would direct the people attention towards the company's business activities. Every PR department of the organization uses the advertising tool to communicate with the external and internal publics. This is also popularly referred to as institutional and corporate advertising. PR advertising is done to advertise company in a manner that happens to create favorable image of the organization in the society. PR advertising is aimed at advertising company as a public service institution. Public Relations advertising usually serve more than one objective. Whereas Product advertising advertises the products and services produced by the organization, PR advertising is used to advertise all the activities that happen in the organization including products and services. To comment on the role of PR advertising, there are various areas towards which the PR advertising works such as-

**It creates a favorable image of the organization:** PR advertising promotes the organization as to increase its reputation among the varied publics. The advertising helps organizations creates favorable image of not only the organization but also of the industry and professional. All the advertising activities in turns favor the company forming and improving its overall image.

**It promotes the organization as a public service institution:** Public Relations advertising particularly promote the organization as a public service

institution. It promotes the organization by organizing for successful corporate social events thereby creative the positive image of the business among the publics.

**To make an impact on the stockholders:** Public Relations advertising confirms the investors that the organization continuously promotes the good will of the organization among the market thereby retaining the chances to survive for longer in the immense competition.

**To earn a good will among its employees:** Public Relations advertising contributes by making the employees aware of organizational activities. Through PR advertising, the organization works towards increasing the productivity of the current employees by ensuring them that they work for a countable organization and also attracts the potential skill labor for future.

**To ensure its active role in the societal issues:** Public Relations advertising promote the organization as an entity which takes a lead while referring to the societal matters.

**To arouse interest among the potential customers:** Public Relations advertising creates a positive image of the organization and its actions thereby arousing interest among the customers to believe more on organization and its products, services and communications.

**To clarify on the misconceptions:** Public Relations advertising help organizations to defend the arguments at the time of crisis by drafting a well-organized communication plan. It assists the organization to tactfully handle media and clarify any misconceptions among company's action on an issue.

**To promote the company's good will among its community neighbors:** PR advertising helps form the good image of the organization among the community neighbors. It helps ensuring the communities along that the organizations instead of only focusing on their profits plans for the effective events and strategies for community development.

**To ensure suppliers and dealers about the intentions of the organization:** PR advertising advertises on the organizations activities and communication plans thereby ensuring the suppliers and dealers that they are in a good taste by doing business with the organization.

### **How is Public Relations advertising done?**

There are numerous medias through PR advertising can be done. The principle media forms for public service advertising are the same as any other advertising medium. All the popular media forms can be used to promote the organization among its stakeholders

- **Radio and Television:** Most of the organizations for the purpose of advertising buy the space with the popular radio and television networks. They purchase the time with the fixed slots through which they advertise the activities of the organization.
- **Newspapers:** Advertising through the print media form is the most commonly used medium to advertise the PR activities of the organization. Majorly this is done through the national and local printed newspapers as they are the cheapest source of information for major of the audience.
- **Company's periodical magazines:** Periodical publications of the organizations are the specific and most target oriented medium of the promoting the company's vision and mission. It consists of employee newsletters, global newsletters, fortnightly newspapers, company's affairs magazines and ready to keep library material.
- **Bulletin Boards:** Bulletin Boards are most importantly used to flash on the most updated and specific information to the employees. Bulletin boards are the major source of providing the most important information from time to time to the most specific audience in most real sense.
- **Press conferences:** Organizing for Press Conferences is the most important and rigorous activity planned by the PR offices of the organization. However are significant to present the company's objectives, products and services visually and collecting the immediate feedback in the similar context.
- **Special events:** Special events would include the informal and formal events both which are organized by the organization to meet with several defined objectives. For e.g. Organizing for the community cultural events to publicize the company.
- **Special forums, panels and discussions:** These are the formal occasional activities done by the corporations directing towards the most specified audience. The success of the panel discussions and special discussions held depends highly on the leader speakers
- **Social media means:** In the technologically advanced world of communication, social media communication just can't be ignored. It is one of the most used platforms for public relations personnel to use social media platforms to reach to its vast and specified audience.
- **Motion pictures:** This is one of the most influential medium to advertise the company's activities as it makes it easier to communicate the information in the audio visual form makes it consumable by the larger chunk of audience.
- **Displays and exhibitions:** These are occasional events organized by the companies to exhibit their products, ideas, services or intentions to the consumers at a specified location and specified time.
- **Special speeches by industry leaders:** If done effectively, can be considered as the most effective mean to communicate the company's

objectives and products. This judges the audience reactions instantly and let the communicator evaluate the effectiveness there and then.

### **1.1.8 Summary**

The beginning of Modern PR can be traced back with the emergence of practitioners like **P.T.Barnum** who supported the idea of using hoax information for the promotions rather than being too much honest. He became a name for introducing and employing many publicity tactics to generate attention among the targeted audience. He became famous for coining the phrase, "There's no such thing as Bad Publicity.

### **1.1.9 Questions**

1. Explain Public Relation Advertising.
2. Difference between Public Relation and Advertising.

### **1.1.10 References**

- Public Relations Principles, Cases and Problems by H. Frazier Moore
- and Frank B.Kalupa, Surjeet Publication
- <https://corporatewatch.org/content/pr-industry-overview>
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## **PR and Marketing**

- 1.2.1 Objectives
- 1.2.2 Introduction
- 1.2.3 Integrated Marketing Communication
- 1.2.4 Concepts of PR and Marketing
- 1.2.5 Differences between PR and marketing
- 1.2.6 Various publics of PR
- 1.2.7 Summary
- 1.2.8 Questions
- 1.2.9 References

### **1.2.1 Objectives**

After reading this lesson, you should be able to-

- Understand the concepts of Public Relations and advertising, integrated marketing communication, major differences in PR and marketing.
- Understand the concept of *publics* in PR and significance of building and maintaining relationships with these *publics*.

### **1.2.2 Introduction**

1. In the competitive marketing world, anything an organization does to promote itself seems less. Almost every day evolving promotional and advertising mediums makes it such a competitive notion to promote the organization in the best possible manner. Marketing's immediate goal is

increase the sales and to earn the profits however public relations immediate goal is to pursue audience and build favorable relationships.

### **1.2.3 Integrated Marketing Communication**

In the competitive marketing world, anything an organization does to promote itself seems less. Almost every day evolving promotional and advertising mediums makes it such a competitive notion to promote the organization in the best possible manner.

Whereas an organization highly depends upon the advertising techniques to promote its products and services, there are many more promotional strategies that an organization tends to use in collaboration to make more impact. The experts believe that the message becomes more powerful and effective if it is imparted through collaborative media forms. The integration of all modern mediums to communicate makes it much more powerful.

### **1.2.4 PR and Marketing**

Many a times, PR and marketing are often confused due to the similarity of the strategic process both follows to reach to the targeted audience. However when analysed thoroughly, there are notable differences in both the activities. Where marketing has a sole purpose to promote and influence, PR aims to build relationships and connect to the people. To establish the differences between both, let us analyse the following two definitions:

*As defined by Dr. **Phillip Kotler** : “Marketing is the science and art of exploring, creating, and delivering value to satisfy the needs of a target market at a profit.”*

According to the definition stated above, Marketing follows a rigorous process generally orient by the fixed strategies to deliver the message to its targeted audience. It is basically the process to analyse the market mood and current trends; forming a plan strategy and then executing the same to get the desired response from the audience. Marketing allows the combination of many activities put together to make communication stronger. Marketing is oriented towards increasing sales and earning profits.

*According to Public Relations Society of America) “Public relations helps an organization and its publics adapt mutually to each other. Public Relations broadly applies to organizations as a collective group, not just a business; and publics encompass the variety of different stakeholders.”*

According to the definition stated above, Public Relations is a strategic process to organize all forms of activities to help an organization and its public accept each other. Public Relations does all to form a mutually benefit relationship

between both the organization and its publics concerned. Public relations unlike marketing aim to work for the reputation building of the brand rather than focusing on one product or idea. It collectively works for all the stakeholders of the business rather than a specific group or population.

### **1.2.5 Difference between PR and Marketing**

The basic differences between both Public Relations and Marketing can be justified in following points:

2. Marketing is time bound and it is purely a promotional event whereas Public Relations is never time bound and it is the combination of many events to increase the corporate reputation.
3. Marketing is the combination of all promotional activities done to increase the sales whereas public relations works on the positioning the brand in the more favorable level of the audience.
4. Marketing is all directed towards earning profits whereas Public Relations is directed towards creating positive perception of the organization among its audience.
5. Marketing programs success is evaluated with the increase in the profits whereas public relations programs effectiveness is evaluated through the publically expressed opinion about the organization.
6. Marketing is entirely different in terms of employing tactics to market whereas tactics employed to do PR would be persuasion than only propagation, publicity and advertising.
7. The targeted audience of the marketing is specific however public relations works on creating favorable impression on the all the sets of publics concerned with the organization.
8. Marketing's immediate goal is increase the sales and to earn the profits however public relations immediate goal is to pursue audience and build favorable relationships.
9. The messages designed in public relations are more emotive and it involves the persuasion strategies to make an impact on the audience however the messages designed in the marketing are purely directed towards promotions.
10. Marketing outcomes are tangible whereas the outcomes of public relations can be seen in the form of popularity of the organization among its audience.
11. Marketing is a short term promotions based activity whereas public relations is long term relationship building exercise.
12. Marketing is a paid form of promotions whereas public relations is earned space in the media.
13. Marketing is focused on profits building, public relations is focused on relationship building.



### **1.2.6 The publics of PR**

As discussed above, Public Relations is a strategic process of building relationships between an organization and its publics. For PR practitioners, the organization's public is the most important component as all PR programs are designed and executed keeping the concerned publics in mind. Every organization has its own defined publics for which they design every communication. For every organization, the publics are most important because they define the success of the organization. Any organization comprise of two types of publics- Internal and external public.

Internal public majorly consist of employees, stockholders whereas external public of an organization consist of consumer, communities, government, media, suppliers and educators.

Basically the principle publics of a corporation are the consumers, employees, communities, investors, government, media, suppliers and distributors, educators and the stockholders. Each of these publics benefits an organization in its own way. For instance; consumers defines the profitability and sustainability of the organization, they buy the products produced and manufactured by the corporation and in turn increases the sales of an organization, likewise employees are the most closely related public of a corporation who become the successive promoters of an organization. They promote the organization and its functions to the related communities which in turn helps an organization to spread its operations, hence it is extremely important to win the belief of the communities around. Another significant group of people for an organization are the ones who invest in the company's operations. It is important to consistently work on them so that they do not withdraw their support from the organization. Similarly, an organization has to maintain good relationships with the administration, state and local government to avoid any hindrances in the successful implementation of their programs. An organization has to consistently work on influencing the educator groups so that they can promote the industry among forth coming labor and skilled workers.

Many of the studies done in the similar context have proved that the organization that doesn't lay emphasis on establishing and maintaining good relationships with its publics cannot survive for long. It is important for the corporations to work out strategies to maintain consistent connection and

communication with their publics. It is significant to win the support and belief of the organization which writes the success of an organization.

### **Maintaining Employee relationships**

Most of the organizations overlook the fact that the employees of an organization are as important as any other public of the corporation. An organization's communication plan mostly lacks in terms of improving the corporation image to the employees. However it is very important because they are the immediate influencers and promoters of the corporation. Employees are the first promoters of an organization so if they won't be influenced by the company and its policies, they won't promote the organization in good way. Designing the communication policy for the employees is a carefully planned exercise that should always be done under the management supervision. Good employee relationships are the base for the successful organization. An employee communication policy should consist of regular interaction with the employees, fair compensation, regulated work hours, effective incentive policy, and flexibility in terms of handling employee's related grievances, opportunity and platform to express their opinion. Designing employee communication policy is even a tougher business than satisfying other publics associated with the organization. It is so because they are closely related and regular observer of corporation's activities. Bringing the level of satisfaction among employees about the organization and its work policies is a tough task to undertake.

### **Designing employee communication policy**

There are numerous factors to consider while designing the communication policy for employees.

1. As the communication plan serves as a link between organization and its employees, it has to be structured in accordance with the employees needs and management needs.
2. It should be the outcome of the research conducted in the context of what employees require and how it shall be implemented.
3. A good employee communication plan should emphasize on providing information of all sorts to the employees because the workforce usually is highly interested to know about company's operations.
4. The communication plan should always remind employees about the organization's goal so that they feel associated with the company's ultimate plans and objectives.
5. A good communication plan shall update its personnel on company's profits, targets, layoff plans, business expansions and new tie ups.
6. A good communication policy should look like a plan willingly shared by the management to its employees. It shouldn't be intentionally tempered. No information shall be manipulated.

7. A good communication plan shall be written and communicated according to the level of employees. There has to be no ambiguous expression in the plan.
8. A good communication policy shall be finalized only after the prior discussion with the employees. Their feedback is important to frame a good policy.
9. Media to communicate the provisions of the plan should be selected carefully. It shouldn't limit the idea of expression especially.
10. Written messages should be used to communicate and there has to be repetition of the messages so that the message gets properly assimilated.
11. Information shall be given in parts to avoid information overload.
12. Information has to be consistently imparted.

### **Media for employee communication**

**Oral communication:** Oral communication is one of the most effective tools for successful employee communication. It can be done both formally and informally. Most of the employee communication happens through the oral communication. Other than the informal discussion, panel discussions, regular interactions with the representatives, formal announcements, frequent question-answer sessions, management meetings, open houses for employees are normal forms of interpersonal communication.

**Employee newsletters:** The PR department of all the organizations publishes newspapers and magazines for its internal public. These periodicals provide information and entertainment to the employees. The periodicals also become a medium to get feedback from the employees on an important matter sometimes. An employee newsletter consists of product information, the CEO message, regular columns, self-written articles, birthday wishes, special events happening within the organization, current news and latest trends.

**Bulletin Boards:** The conventional wooden boards have been replaced by electronic boards which flash the important and small segments of information to the employees. It is considered the most effective because of the repetitive consumption of the content throughout the day. Mainly bulletin boards are placed in the most accessible area of the office where most of the people can read the information for instance usually in the cafeteria areas. Usually the bulletin boards flash birthdays, important events, thought of the day etc.

**Notice- boards or pin up boards:** These boards usually communicate the small segments but important information to the employees. They are usually specific for a particular division of the office. The pins up boards are never for public communication. They are placed near to the division it comprises the information of.

**Annual reports:** These are usually published to let employees know the company's turnover, target achieved vs target planned report and also the expectations for the new session.

**Motion-pictures:** This is one of the most effective forms of employee communications. Motion pictures are usually made to comment on the historical context of the organization and also on the evolution of the business over time.

### **Maintaining Community relations**

As it is important for the organization to maintain relationships with the employees, it is even more important to plan for a good community relations program. An organization has to pay extra attention while handling the communities as they get the skilled labor and all sort of assistance from them for their survival. The good relationship building between an organization and its neighbor community proves beneficial for both as they work for each other. The community depends upon an organization for the supply of goods and services and the organization is certainly dependent upon the community to provide the good labor and also to become its communication vehicle.

A community is basically the set of people who are also located in the similar space as the organization. A community shares its government, cultural and historical heritage with the organization. It is nearly impossible for an organization to survive without the support of the community. For that matter, an organization has to think over the welfare of the community by contributing in the financial matters, by organizing cultural events and thereby facilitating its advancement, by supporting education, promoting community health, providing recreation facilities and maintaining law and governance.

### **Designing Community Relations Program**

1. A good community relations program should emphasize on informing community about company's policies, mission, objectivities and operations.
2. A community relations programs should revolve around building better living environment for the community around.
3. A good community relations program should focus on the promotion of community health. It should emphasize on arranging for medical facilities for the communities around the organization.
4. A good community relations program should emphasize on the promotional of cultural essence of the community.
5. A good community relations program should focus on extracting what neighbor communities' thinks of the organization and its policies.

6. A good community relations program should promote the community and its related business by advertising its attraction to the tourists.
7. A good community relations program should focus on organizing for events to call the opinion leaders to inform about the current operations and plan by organizing for facility visits etc.
8. A good community relations program should work towards the development of educational material and organizing for training sessions to improve the overall education structure.
9. A good community relations programs should not only represent company as a big corporate enterprise but also shall ensure the common citizens that it works towards maintaining the proper law and discipline.
10. A good community relations policy shall include all the provisions that lead to the overall development of not only the organization but the company's and community's both.

### **Media for Community communication**

1. **Announcements, displays and local advertising:** These are some of the most accessible and convenient form of Medias to use while doing any sort of communication with the community neighbors of the organization. These Medias are the cheap and most relatable media forms that can be used to convey any information to the community people.
2. **Facility visits and community events:** The organization shall ensure time to time facility visits of the community opinion leaders so that they can know about the company's operations and can associate with the company's objectives closely. For the community level communication, organization can also think of the unique and involving events at times.
3. **Oral communication:** As we do with all the other forms of public, so it is important in community communication too. Organizations can improve and retain their image to a greater extent by the oral form of communication. This shall be done frequently and also the management should recognize the efforts made by the communities in order to maintain law and order in the society. They shall call the community representatives from time to time and inform them about the company's aims and plans specifically for the community development.
4. **Radio and Television:** Looking at the penetration of the platforms like community radio and community channels, it has become much easier to reach to the mass audience at community level. Communities also expect that they should be informed about their surroundings through these platforms.

5. **Annual Reports, Brochures and Pamphlets:** Every organization should print annual reports specifically for the community and the opinion leaders so that they can further brief about the company's achievements, plans to accomplish and relevant information to the general public.

### **Maintaining Media Relations**

Maintaining cordial relationship with the media is essential for almost all organizations. Media gives the companies free space in the form of press releases and advertising hence it becomes extremely important to update media firms on the company's operations and also to know what are the policies of media to give due importance to a specific organization. Every media organization works with specific deadlines so it's important that the organizations respects those deadlines and helps media to extract as much as requires. Other than that it is also important that PR departments maintain the smooth flow of communication between the organization and the media. Media should be frequently invited to be the part of company's important events and days.

### **Media relations policy**

1. A good media relation program shall emphasis on meeting the requirements of the media organizations rather than just fulfilling their objectives.
2. A good media relations policy shall include the details for the special events to be organized from time to time targeting only media firms.
3. A good media relations program shall always lay emphasis on directing the workers to respect the deadlines of the reporters.
4. A good media relations program of any organization shall emphasize in creating favorable view point of media towards the organization at any cost.
5. A good media relations program shall include the recommendation to organize for events time to time where specifically media is being invited and given clarifications.
6. A good media relations program shall be the honest representation of the organizations' values and work ethics.

### **1.2.7 Summary**

Maintaining cordial relationship with the media is essential for almost all organizations. Media gives the companies free space in the form of press releases and advertising hence it becomes extremely important to update media firms on the company's operations and also to know what are the policies of media to give due importance to a specific organization.

### **1.2.8 Questions**

- 1 Write short note on  
Marketing

Bulletin Board  
Annual Reports

### **1.2.9 Suggested Readings**

PUBLIC RELATIONS PRINCIPLES, CASES AND PROBLEMS by H. FRAZIER  
MOORE

AND FRANK B.KALUPA, SURJEET PUBLICATION

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## **Public Opinion**

### **Contents**

- 1.3.1 Objectives
- 1.3.2 Introduction
- 1.3.3 Public Opinion: Features of public opinion, the Opinion Leaders
- 1.3.4 Persuasion: Persuasive Message Techniques
- 1.3.5 Ethics in Public Relations
- 1.3.6 Social Psychology and Social Influences
- 1.3.7 Community Relations Objectives in PR
- 1.3.8 PR and allied terms
- 1.3.9 Questions
- 1.3.10 Key terms
- 1.3.11 References

Self Assessment

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### **Public Opinion and Power of Persuasion**

#### **1.3.1 Objectives**

- Understand how the public opinion is formed
- Have the idea of different PR terms
- Understand the core concepts of PR models.



### **1.3.2 Introduction**

Public relations basically changes and neutralizes hostile opinions. It crystallizes unformed or latent opinions, or conserves favorable opinions by reinforcing them. This whole process is done through persuasion. Persuasion is an effort to convey information in such a way as to get people to revise old pictures in their heads, or form new ones, and thus result in change of their behavior.

### **1.3.3 Public Opinion**

Public opinion is the sum of individual opinions on an issue affecting those individuals. Public opinion is a collection of views of persons who are interested in the subject.

#### **Features of public opinion are**

- They are Inherent in the concept of self interest.
- Opinion is highly sensitive to events that have an impact on the public at large or a particular segment of the public.
- By and large, public opinion does not anticipate events. It only reacts to them.
- Events trigger formation of public opinion.
- Events of unusual magnitude are likely to swing public opinion temporarily from one extreme to another.

#### **The Opinion Leaders**

In forming public opinion, the role of an opinion leader is very impactful. An opinion leader is a well-known individual or organization that has the ability to influence public opinion on the subject matter for which the opinion leader is known. Opinion leaders can be politicians, business leaders, community leaders, journalists, educators, celebrities and sports stars.

Opinion leaders are highly interested in a subject or issue. They are better informed on an issue than an average person. They are the consistent consumers of mass media and also the early adopters of new ideas. They are the one who can get other people to take action.

There are two types of opinion leaders known as formal and informal opinion leaders. The formal opinion leaders are usually elected officials,

presidents/CEOs of companies, or heads of membership groups. News reporters often ask such people for statements when a specific issue relates to their positions of responsibility, concern and/or expertise. The people involved in formal leadership positions are also called “power leaders.”

On the other hand, informal opinion leaders are those who have clout with peers because of some special characteristic. They may be role models who are admired and emulated or opinion leaders who can exert pressure on others to go along with something. Informal opinion leaders exert considerable influence on their peer groups by being highly informed, articulate, and credible on particular issues. Think about your own friends and peers who may influence your views on, say, music, fashion, entertainment choices.

### **1.3.4 Persuasion**

Persuasion is a process that aims at changing the attitude or behavior of a person or a group toward some event, idea, object or concept. The tools of persuasion may be written or spoken words to convey information, feelings, or reasoning, or a combination thereof. Persuasion is part of the dominant view of Public Relations when talked about persuasive communications on behalf of clients.

Persuasion can be used to change or neutralize hostile opinions, crystallize latent (or already existing positive) opinions and positive attitudes, conserve favorable opinions etc.

Persuasive Messages appeal to the self-interest of an audience. The persuasive theme examples are like, Make/Save Money, Save Time, Avoid Effort, More Comfort, Better Health, Cleaner, Escape Pain, Gain Praise, Be Popular, Be Loved/Accepted, Keep Possessions, Protect Family/Reputation, Be Stylish, Have Beautiful Things, Satisfy Appetite, Be Like Others, Avoid Trouble/Criticism, Be an Individual, Be Safe/Secure, Make Work Easier and goes on.

### **Persuasive Message Techniques**

When drama helps create interest and engage an audience, the statistics impress people. Use of numbers can give impression of objectivity, size, and importance in a credible way that can influence public opinion. Opinions of eminent individuals can be more persuasive if supported by examples. Using celebrity endorsers or victims/survivors can humanize message. Third party

endorsements like doctors, celebrities, national organizations, or media through editorials are also persuasive.

### **1.3.5 Ethics in Public Relations**

A PR Personnel should be aware of propaganda techniques to make certain that he or she doesn't intentionally use them to deceive or mislead the public. Ethical responsibilities exist in every form of persuasive communication. To check the ethical issues related to public relations, the PRSA Board of Ethics and Professional Standards (BEPS) developed the PRSA Code of Ethics that sets out principles and guidelines that uphold the core values of the ethical practice of public relations, including advocacy, honesty, loyalty, professional development and objectivity.

### **1.3.6 Social Psychology and Social Influences**

According to Lisa Rashotte, Social influence is marked by a change in an individual's thoughts, feelings, attitudes, or behaviors that results from interaction with another individual or a group. Social influence is, however, distinct from conformity, power, and authority. Conformity occurs when an individual expresses a particular opinion or behavior in order to fit in to a given situation or to meet the expectations of others. The individual does not necessarily hold that opinion or believe that the behavior is appropriate. Power is the ability to force or coerce particular way by controlling its outcomes. Authority is power that is believed to be legitimate (rather than coercive) by those who are subjected to it. Social influence, however, is the process by which individuals make real changes to their feelings and behaviors as a result of interaction with others who are perceived to be similar, desirable, or expert. People adjust their beliefs with respect to others to whom they feel similar in accordance with psychological principles such as balance. Individuals are also influenced by the majority: when a large portion of an individual's referent social group holds a particular attitude, it is likely that the individual will adopt it as well. Additionally, individuals may act accordingly when the minority group is consistent in what it presents to the majority.

When we talk about social psychology, persuasion, behavior change group behavior, and attitude formation are main concepts covered, but they are also the basic concepts for planning a public relations campaign. Understanding the background of the key publics and why they hold their opinions, belief, and attitudes, is the first step in the plan. Knowledge of the principles behind

attitude formation and group behavior is essential while planning and deciding what strategies and tactics will relate and be the most successful for the PR campaign's messages and goals.

### **1.3.7 Community Relations Objectives in PR**

Kim Harrison, a PR Consultant and an author in the field of PR suggests that setting goals and objectives makes the PR planning more effective. Knowing how to set goals and objectives in the planning of communication activities makes it much more effective. He suggests, setting communication goals and objectives creates several benefits. It lets people know what is expected of them, it lets others know what is planned, it helps to quantify the resources that are needed and when, it helps to improve communication between the participants, and it creates measurable results.

Kim analyses, there are generally three types of goals in public relations:

- Reputation management goals, which deal with the identity and perception of the organization.
- Relationship management goals, which focus on how the organization connects with its stakeholders.
- Task management goals, which are concerned with achieving tasks.

Other *informational objectives* concentrate on message exposure, comprehension or retention. Message comprehension informational objectives can also be measured by readability formulae, audience survey or focus groups.

### **1.3.8 Public Relations and allied Terms: Publicity, Propaganda, Lobbying, Public Affairs**

There are differences between publicity, propaganda and advertising and many other allied terms. They should be distinguished from each other and not to be confused to have a clear and precise idea of public relations.

#### **Publicity**

Public relations and publicity are not two different branches but are the two concepts of the same subject. They differ in the technique of their approach. Public relation deals with individual publicity with the people in a mass while dissemination of information to the people in the mass is distinct from individual publicity. It has been defined as 'The art of dealing with the people in

the masses'. Its chief function is to gain public attention for clients. It is also a process of making something known. We can also say that it is an unpaid form of advertising.

### **Propaganda**

Public relation is not propaganda. The definition given by Gobbles is, "it is a deliberate & guided campaign to induce people for the acceptance of given idea. No regard is given to the public opinion in propaganda and it always seeks to serve its own selfish end." It is the end that matters in propaganda and not the means. In propaganda false information and sinister motives often enter. The propaganda technique, include deliberate lies, double talk, omission of facts, distortion of facts, exaggeration, prejudiced appeals, etc.

### **Advertising**

Advertising is the business of selling goods & services & ideas by inducing people to want them or it is a paid form of publicity. Public Relation is not advertising. The advertising media are newspaper, radio, television, film, mails, internet, websites, outdoor publicity, etc.

### **Lobbying**

Lobbying is the act of attempting to influence decisions made by officials in a government, most often legislators or members of regulatory agencies. Lobbying is the act of promoting an organization's agenda to decision makers, usually represented by government, in order to influence a specific reform. The term is associated with politics and public policymaking, and in corporate settings it is often referred to as government relations. Any individual who attempts to manipulate public policy is a lobbyist. Lobbying is often divided into two sub-groups. These are:

- **Direct Lobbying:** Lobbying that involves direct contact between an organization, or their representatives, and government decision makers.
- **Indirect Lobbying:** Lobbying that involves efforts to shape, mobilize, and enlist public opinion, often through the media, in order to influence the policies or priorities of government.

### **Public Affairs**

Public Affairs is a term used to describe the relationship of an organization with its stakeholders. These are individuals or groups with an interest in the

organization's affairs, such as politicians (MPs, MSPs, AMs, MLAs, and MEPs), civil servants, customers and local communities, clients, shareholders, trade associations, think tanks, business groups, charities, unions and the media.

Public affairs practitioners engage stake-holders to explain organizational policies and views on public policy issues, assisting policy makers and legislators in amending or laying down better policy and legislation. They provide statistical and factual information and lobby on issues which could impact upon the organization's ability to operate successfully. Public affairs work combines government relations, media communications, issue management, corporate and social responsibility, information dissemination and strategic communications advice. Practitioners aim to influence public policy, build and maintain a strong reputation and find common ground with stakeholders. There may be some aspects of public affairs and policy work associated with working in public relations, press and media relations and crisis communications.

### **1.3.9 Questions**

1. What are the features of public opinion? How the opinion leaders are significant in forming public opinion?
2. What are the Ethical perspectives that are to be in practice of Public Relations?
3. What are the objectives of Public Relations?
4. How the society is a significant factor in PR practice?

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### **1.3.10 Key Terms**

Public relations

Persuasion

Public opinion

Self interest

Opinion Leaders

Power leader

Persuasion

Clients

Endorsement

PRSA

BEPS

PR campaign

Community Relations

Publicity

Propaganda

Lobbying

Public Affairs

Models of Public Relations

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### **Perception Management**

- 1.4.1 Objectives
- 1.4.2 Introduction
- 1.4.3 Perception Management
- 1.4.4 Reputation Management
- 1.4.5 Social Marketing Theory
- 1.4.6 Social Psychology
- 1.4.7 Social Influences
- 1.4.8 Summary
- 1.4.9 Questions
- 1.4.10 Suggested Readings

#### **1.4.1 Objectives**

After reading this lesson you should be able to –

- Understand the Perception Management
- Understand Reputation Management
- Apply Social Marketing theory in daily life
- Understand Social Psychology
- Understand Social Influences

#### **1.4.2 Introduction**

Perception word has often been mentioned in the media and organizational behaviour textbooks. It (perception) is defined as the process through which individuals choose, arrange, and interpret the signals received from their senses to give meaning and order to the world around them.

#### **1.4.3 Perception Management**

‘Perception management’ term has evolved from the term perception. This term was introduced by the US military. They defined it as “Actions to convey and/or deny selected information and indicators to foreign audiences to influence their emotions, motives, and objective reasoning as well as to intelligence systems and



leaders at all levels to influence official estimates, ultimately resulting in foreign behaviors and official actions favorable to the originator's objectives." Perception management is the art and science of creating a favorable impression of an organization in front of its stakeholders.

Media plays a crucial role in developing perception management of any organization of a person. The electronic and digital media-driven world has often provided easy tools to manage perceptions. This is possible because audio visuals speak a thousand words and put an effective influence on the perceptions of an individual. However digital age, intoxicating information transmission and consumption, victimize the viewers and the readers for information warfare through perception management. Sometimes receivers face difficulty in separating myth from fact and image from reality.

#### **1.4.4 Reputation management**

Reputation management is an exercise to influence the stakeholder's thinking about a brand or person. In another word, it is an effort that seeks to influence stakeholders' opinions by changing their surroundings. It can be done by manipulating the things that they see or observe during social interaction or searches or other online interactions. Reputation management is a practice that can also affect the offline world. The actions were taken during a reputation management program often include work in the areas of customer experience, online marketing, social media, search engine results, online ratings and reviews, and customer satisfaction. Reputation management is also popular with other names such as online reputation management (ORM), internet reputation management, impression management, rep management, brand perception, brand reputation management, brand reputation, and digital reputation management.

#### **1.4.5 Social Marketing Theory**

A collection of theories that focus on different ways of promoting socially valuable information is known as Social Marketing Theory. This theory has been applied by government and non-government organizations associated with the social and welfare of society to promote or discourage various behaviors among the common public. Social Marketing Theory attempt to provide an outline of a framework that can be used to design, implement, and evaluate information campaigns. After identifying the need of target receivers, the information is packaged and distributed in a manner that will be easily accessible to the intended receivers. This theory comprises various features such as creating audience awareness, targeting the right audience, reinforcing the message cultivating images, impressions stimulating interest, and inducing the desired result.

## **Features of Social Marketing Theory**

### **Creating Audience Awareness**

Creating awareness about the existence of any new idea, person or behavior is an essential initial step to promoting the same. Awareness about a new idea, person, or behavior can be created by using all available channels at one's disposal like face-to-face interaction, group interaction, news media, and even new media like the internet. One of the traditional ways to create awareness is having a saturation television campaign or outdoor campaign. The traditional ways of campaigns are expensive and have a small amount of reach rather than the new media. The dissemination of information on new media is faster and cheaper as compared to other forms of traditional media.

### **Targeting the Right Audience**

Identification of target receivers/audience and finding the most efficient means of communication is very important in disseminating messages. The efficient means of communication will help in reducing the costs of message dissemination and ensures higher levels of receivers' penetration. For example, if the message is intended for old people, using the internet to spread information would be a waste of time as most elderly people as they are digital immigrants and use computers rarely. However, the internet is the best tool to circulate messages among digital natives.

### **Reinforce the Message**

When people receive a new message once, they tend to forget it easily. It's, therefore, necessary to reinforce the message by repeatedly ensuring that individuals are exposed to the message from different channels. It can be done by promoting the message in various mass media, visiting door to door, holding group discussions, and having debates on television are several ways to reinforce the message.

**Cultivate Images or Impressions**

Cultivation of images or impressions is very important if the receiver is not interested in the person, product, or service being promoted. In that case, audio-visual medium or easily understandable images can help in cultivating images, for instance, watching an old couple reminisce about their college days and romance while sipping a hot cup of coffee is a tactic where a familiar event is used to attach happy emotions to a new coffee product, thus developing its image.

**Stimulate Interest**

To make the audience seek information, it is necessary to grab their attention and stimulate interest. Once this is done, information should be made easily accessible to the public. For instance, a dishwashing product that claims one pack will clean a thousand plates could organize an event where a thousand or more plates are washed in real using a single bottle. This event could be promoted as breaking the Guinness Book of World Record and immediately causes people to become interested in the product.

**Induce Desired Result**

Only disseminating needed information to the intended audience does not provide the desired results. An effort should also be needed to ensure that the desired decision is arrived at.

**1.4.6 Social Psychology**

Gordon Allport defined social psychology as a scientific method that explains how thoughts, feelings, and behavior of an individual are influenced by the actual, imagined, or implied presence of other human beings. Expressly social psychology explains how the surroundings of individuals influenced their behavior and attitude. The best example to understand social psychology is your behavior in presence of other people in a room and alone. Social psychology encompasses a wide range of social topics, including:

Group behavior

Social perception

Leadership

Nonverbal behavior

Conformity

Aggression

Prejudice

Another vital dimension of social psychology is social perception and social interaction. It is often confused with folk wisdom, personality psychology, and sociology. Unlike folk wisdom, which relies on anecdotal observations and subjective interpretation, social psychology employs scientific methods and empirical study.

#### **1.4.7 Social influence**

Social influence contains specific action, command, or request, through which an individual changes their attitude and behavior to meet the demands of a social environment. It takes many forms and can be seen in conformity, socialization, peer pressure, obedience, leadership, persuasion, sales, and marketing. A famous psychologist Herbert Kelman suggested three broad varieties of social influence.

1. Compliance is when people appear to agree with others but keep their dissenting opinions private.
2. Identification is when people are influenced by someone who is liked and respected, such as a celebrity.
3. Internalization is when people accept a belief or behavior and agree both publicly and privately.

Morton Deutsch and Harold Gerard described two psychological needs that lead humans to conform to the expectations of others. These include human's need to be right (informational social influence) and to be accepted by others (normative social influence). Informational influence is an influence to accept information from

another as evidence about reality. Informational influence comes into play when people are uncertain, either because stimuli are intrinsically ambiguous or because there is social disagreement. Normative influence is an influence to conform to the positive expectations of others.

#### **1.4.8 Summary**

'Perception management' term has evolved from the term perception. This term was introduced by the US military. It is defined as a propaganda technique that cautiously reshapes the perception of the target receivers to fulfill the desired motive. In the present scenario, Electronic and Digital media play a very crucial role in creating a perception of an individual about any product or service.

Reputation management is an effort that seeks to influence stakeholders' opinions by changing their surroundings. Another popular name of reputation management is also popular with other names such as online reputation management (ORM), internet reputation management, impression management, rep management, brand perception, brand reputation management, brand reputation, and digital reputation management.

A collection of theories that focus on different ways of promoting socially valuable information is known as Social Marketing Theory. This theory has been applied by government and non-government organizations associated with the social and welfare of society to promote or discourage various behaviors among the common public. Social Marketing Theory attempt to provide an outline of a framework that can be used to design, implement, and evaluate information campaigns. After identifying the need of target receivers, the information is packaged and distributed in a manner that will be easily accessible to the intended receivers. This theory comprises various features such as creating audience awareness, targeting the right audience, reinforcing the message cultivating images, and impressions stimulating interest, and inducing desired results.

Gordon Allport defined social psychology as a scientific method that explains how thoughts, feelings, and behavior of an individual are influenced by the actual, imagined, or implied presence of other human beings.

Social influence contains specific action, command, or request, through which an individual changes their attitude and behavior to meet the demands of a social environment. It takes many forms and can be seen in conformity, socialization, peer pressure, obedience, leadership, persuasion, sales, and marketing.

#### 1.4.9 Questions

1. What is Reputation Management? What businesses need reputation management?
2. Discuss in detail the feature of Social Marketing Theory?
3. What is Perception Management and why it is Important for Organizational Success?

#### 1.4.10 Suggested Readings

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### **Models of PR**

1.5.1 Objectives

1.5.2 Introduction

1.5.3 The Press Agency Model

1.5.4 The Public Information Model

1.5.5 The 2-way asymmetrical model

1.5.6 The 2-way symmetrical model

1.5.7 Summary

1.5.8 Questions

1.5.9 Key terms

1.5.10 References

#### **1.5.1 Objectives**

- Have the idea of different PR terms
- Understand the core concepts of PR models.

#### **1.5.2 Introduction**

J. Grunig and Hunt practiced the four models of public relations in year 1984. At that time, many scholars of public relations were doing the research of how public relations practitioners practice these four models and why they practiced. The four models are press agency model, public information model, two-way asymmetrical model and two-way symmetrical model. They described how public relations practitioners to be effectively and ethically practice by offering a normative theory in two-way symmetrical model. Mixed-motive public relations were practiced by combining the two-way symmetrical model and two-way asymmetrical model.

In 1975, J. Grunig did the first study on the behavior of public relations, he categorized it and published the result in 1976. The study tells about how the communication functions are performed in the different ways by the public relations practitioners and why their behavior is not alike. In order to categorize the different behavior of public relations, an excellent public relations model was introduced. Although there is no representation that can perfectly describe the reality of the world, but there is still a need of a model for people to understand and work on it. "Model" is defined as a set of values and a scheme of behavior practiced by public relations practitioners and public relations department in organizing their programmes and campaigns.

The different kinds of public relations have been described by the historians and some other textbooks' authors with some coarse terms. For instance, according to historian Eric Goldman (1948), press agency model in the early era was named as "the public be fooled" and public information theory was named as "public be informed". The one-way and two-way communication also named like the same manner in the textbooks by Cutlip and Centers in the first edition in 1952. J. Grunig stated one-way and two-way models of communication in his first study of the behavior of public relations which included the direction and purpose of communication. Synchronic and diachronic communication are the concepts took by J. Grunig from Thayer's (1968) which is the behavior used by particular organization to practice it all the time in order to be isolated from any interference. The diachronic communication is used to maintain mutual affairs of organization not only to benefit the organization itself but also their public.

The four models of public relations and communication are leading and bringing the researchers to understand their behaviour in practicing like advertising or campaign. The models are used till today because they are effective to convey the particular message from sender to the receiver which is the organisation to their public. They are using these models in order to achieve their objectives of placing their message in media. Press agency model is intended to get favourable attention in media. Public information model is used to inform the public like a fact, it is frequently used by the non-profit organisations, education institutions, government agencies and some other corporations. Two-way asymmetrical model is a persuasion and manipulation which aimed to influence the public to act in the way organization's desire. Two-way symmetrical model is attempted to achieve a situation which build



mutual understanding between the organization and its public (Kellimatthews, 2009).

### **1.5.3 Press Agency Model**

Press Agency model was the earliest PR model. It comes out in the late 19th century (Grunig & Hunt, 1984). The heyday of this model from 1850 to 1900 and P.T. Barnum was the representative of the historical figure (Chao, 2012). Press Agency model is one-way communication as the flow of information is from the sender to the receiver which is known as source-to-receiver communication. People who send out the message take no account of second party's response, comment, point of view and so on. Press Agency attempts to alter the act of publics whereas does not have the intention to change the behavior of the organization. Public relations which are under Press Agency struggle for publicity in the media in almost any way possible.

Practitioners of Press Agency have included so-called fathers of modern PR, Ivy Lee and Edward Bernays. In the early 20th Century, both were Broadway press agents, when Broadway was the capital of the entertainment world, before moving on. Bernays' move into constructed news that accounts for audience perceptions and biases is a sophisticated form of Press Agency. His 1915 80-page press packet for the Diaghilev Ballet Russe American tour was an early example, and his work in 1932 publicizing autos for General Motors with testimonials from business and academic leaders was more elaborate.

Press agents had done a research by monitoring the media in which they sought to post favorable articles related to their clients. Besides that, the American impresario P. T. Barnum is the prototype practitioner of this model at the same time he also promoted circuses and other entertainment venues such as the singer Jenny Lind. In Press Agency publicity model, public relations expects increase in the reputation of the organization to their target audience, stakeholders, employees, partners, all other affiliated with it through managements. In additions, this model hiring public relations expects who established a positive reputation of their brand and states in the minds of the audiences through arguments and reasons. Their potential customers had influence by simply imposing creative stories of their brand, idea, thoughts and USPs of the products.

Although J. Grunig and Hunt claims that the "public-relations-like" activities are completely history, they argues that the press agents used the first name in

the mid-19th century and its specialists to the practice of public relations. Andrew Jackson, Daniel Boone, Buffalo Bill Cody, and Calamity Jane who's practiced the Press Agency model of public relations are such heroes. Furthermore, P.T. Barnum, the most prominent practitioner skillfully presented his circus performance by using the axiom which is "There is a sucker born every minute."

Moreover, Curiosity and skepticism played an important role in the process of success of the Press Agency model. Butterick (2009) recommended that when we read the tabloid newspaper, we can just take a look to the inner editorial pages, the new movie or CD launched to see the Press Agency model. Therefore, Press agents like Max Clifford who are masters of the industry and are carefully managing the media coverage of their customers also claims that 'even the so-called exclusive pictures of semi-naked celebrities on a beach in a Sunday newspaper can sometimes be the result of a collusion between the star's publicist and photographer'.

Nowadays, Press Agency model is still used in our society. It can easily clarify that the ethics which are involved in this model are highly questionable at the same time the admission from Grunig & Hunt announced that the model there are characteristics of propaganda attached to distil the negative connotations (Butterick, 2009). However, it eventually shows that the curiosity and skepticism of it which make sure the Press Agency model is still working and prominent in modern day. Although it is a modern day, PR practitioner should be more familiar with the truth, the foundations of this model still exist whether it is to publicize a sporting event, a theatre production, or 'the scariest film of the decade', as in the recent movie release 'Paranormal Activity' (2009). We, the public, will either want to believe what we see, or find out for ourselves if our skepticism can be improved or corrected that why this model is still working for practitioners seeking to gain the illusive media spotlight in 21st Century.

Press Agency is closely associated with publicity in the entertainment world. Press Agency is the practice of attracting the attention of the press through technique that manufactures news. Methods associated with Press Agency include staged events, publicity stunts, faux rallies or gatherings, spinning, and hype. A common practice is the late 1800s and early 1900s, Press Agency is not part of mainstream public relations. Rather, it is a practice primarily associated with major entertainment-related events, such as Hollywood premieres and boxing matches. The goal of Press Agency is to attract attention

rather than gain understanding. Even today, however, the term press agent is sometimes used interchangeably with publicist in traditional Broadway Theater and motion picture industries. Today's entertainment industries are populated with publicists rather than press agents. Publicists are individuals skilled in media relations who attempt to get the name of their clients or events in the media by carefully constructing messages that inform, educate, and persuade. Some are astute in branding and positioning strategies to aid the careers and success of their clients.

In contrast, press agents want attention either good or bad in most any form. Press Agency had been called persuasion for short-term advantage through the use of truth bending and even distortion, but it can also be simply the staging of provocative acts to get publicity and draw attention to an individual, event, or cause. Therefore, it is understandable that one of the earliest proponents of press Agency was Phineas Taylor (P.T) Barnum, the famed American showman and promoter who put gun Gen. Tom Thumb on exhibit and launched a mobile circus featuring Jumbo the elephant and freak shows. Barnum was a master of press Agency. For instance, he wrote letters both praising and criticizing his circus show to newspaper under an assumed name.

In the early part of his career, Edward L. Bernays was also a master of Press Agency. He persuaded 10 debutantes to hold up Lucky Strike cigarettes manufactured by his client, the American Tobacco Company, as "torches of freedom" while participating in New York's Easter parade. In 1929, Bernays staged a global news event by organizing the "Light's Golden Jubilee," a worldwide celebration commemorating the 50th anniversary of the electric light bulb for his client, General Electric. Bernays managed to secure several prominent individuals for that event, including carmaker Henry Ford, electricity scientist Thomas Edison, and President Herbert Hoover.

Henry Rogers, one of the founders of Rogers and Cowan, the largest and most successful West Coast entertainment publicity firm, became famous when he promoted an unknown contract player for Columbia Pictures named Rita Hayworth. A fictitious group of Look magazine from the Fashion Couturiers Association of America asserts that Hayworth was the best-dressed off-screen actress after Henry contact with them. Look magazine took the bait and put Hayworth on the cover and published 10 pages of her photographs.

## **Characteristic**

Press Agency is ink. A sales-driven approach does whatever it takes to get exposure for clients in the media without resorting to paid advertising. Press Agency is not above truth-bending or lying to reach its pragmatic objective. It will make up facts if it needs to do so. It is persuasion for short-term advantage. Press agency will not dissolve because it is a long term job of PR. Press agency has converted its operation with the value of ethnics for more than 10 years ago. It made a balance within getting exposure and maintaining the reality for fact. However, getting exposure will be serving as first if there are any failures.

Press Agency relies on spin. It is interpreting facts to fit one's view and to get media coverage. Christopher Buckley's hilarious novel, "Thank You for Smoking" lampoons this type of practitioner brilliantly, and post-presidential debate commentary from Democrats and Republicans is a quadrennial example of spinning. Press Agency includes any technique that manufactures news which is publicity stunts, faux surveys, fake committees, constructed events and other tactics practitioners continue to use.

Propaganda classified as one of the characteristic of press agency model (Grunig & Hunt, 1984). The term of propaganda in press agency model, refer to PR practitioner exaggerate and more hype than facts in order to get publicity for their client. They will not care the public feedback and just want the public behave as they want. According to the academics such as Butterick (2009), Theaker (2004), and Johnston & Zawawi (2004), when we create news to influence the audience, the precision and reliability are compromised through the way of stunts or specific publicity seeking. PR practitioners use various types of PR tool to make sure that audience take a specific course of action and behave what they wish. This type of practitioners will go into 'press agents' (Butterick, 2009).

### **1.5.4 Public Information Model**

Public information model is one of the four models of public relation. It is the second earliest model. It is a one-way communication model. This model is revolved from half-truths to more ethical practices. This model aims to inform the public. It involves the sender who sends message or information and receiver who receives the message of the information. The model involves little of research, on contrary, the readability and readership is quite high. The model mainly practices by the government, non-profit association and business.

According to Grunig & Hunt (1984, pp. 22), "the purpose is the dissemination of information necessarily with persuasive intent. The public relations person objectively reports information about the organization to the public." Unlike the Press Agency model, public information model focus more on the distribution of information than creating news. It intended to give clear and factual information to the audience.

One of the examples of the public information in Malaysia is the declarations of Deputy Chief Minister Lim Guan Eng and the state executive councilors on the assets they owned. The news was published in the early year of 2012. They had reviewed about their investments, fixed deposit, loans, shares, houses, cars, property like shop lots and others (The Star Online, 2012). This action had showed that Lim Guan Eng and the state executive councilors had practiced the public information model. They tell the truthful information to the public through media. They let the people to get informed about their personal assets. They try to be transparent which shows their fair and honesty in ruling the state.

Ivy Lee's, one of the earliest public relations practitioners, was the first to use the public information model. He was advising a railway company to be honest to the public and media regarding the accidents on the railways. The reputation of the company had risen. Further, it had increased the public information model's value especially for the crisis management (American essays, 2011). Some statements argue that the transmission of honest and truthful information in managing the crisis is vital though it is not the only way in managing crisis management. Telling the truth to the public may bring deficit to the company. However, the appropriate management of crisis and adequate apologize would give a better reputation than closing the truth (America essays, 2011).

As for the crisis in the Malaysia context was the crisis faced by the MAS Sdn. Bhd. This is the news reported in The Sydney Morning Herald, an Australia online newspaper titled, "Malaysia Airlines in 'crisis' after loss". This issue started in 2005. MAS were facing the financial crisis and this issue reviewed the public about the reason. This online press reported the amount of the loss like the loss of 2.52 billion ringgit and the problems faced by the flights like the competition with other airlines like Air Gordon Allport Asia. The company told the true story of the crisis to the public which may bring damage to the company and the reputation of the company may fall. This shows that the

company serves the public by telling the truth. It put the public before its company. This goes same for the press that published the news. The press practices the public information model in this particular case. The press serves not only for the business company, it also reserve the right of the public to know the facts and truth (The Sydney Morning Herald, 2012).

As the example above, these days, the other companies like the media company also practice the public information model, even though the model is applied by the government, non-profit association and business in the past.

There is a statistic data showing that this model has the highest percentage of 50% organization practicing this model nowadays (Theaker, 2004, 2nd ed.). The tools such as the press release, brochure, flyers, the web content, and others are used to distribute the information to the public (Thoughtsleeding, 2008). The information that will be included in the distribution materials are the details of the company, products, testimonial, success stories and others. Promotion and publicity of the companies are aimed to be spread among the target audience. Though the main objective of the public information model is to disseminate the information to the public, this model does not pursue to persuade the public nor change their attitudes. It should be benefiting the public the most. However, some of the companies have other motives. They wish to publicize their company, products and services, build brand awareness and brand image, position the brand, and others (Management study guide, 2012).

This model is still practicing and it is highly practiced by the public nowadays. This had indirectly showed that the model has certain effectiveness in communication. The following will be discussing the model with the government agencies about how they utilize this model in producing the respective news to the public.

The present Prime Minister, YAB Datuk Seri Najib Tun Razak had announced the 1Malaysia concept. The government had put much effort in publicizing the concept especially to educate and to inform the public about the concept. The effort can be seen in the Malaysia mainstream media, such as radio, newspaper and television. Newspaper is the tool that is used the most often to transmit the vital and detail information about 1Malaysia concept.

In the one of the mainstream newspaper, The Star, 1Malaysia is strongly publicized. The Star is used to inform the public about the announcement of the plans and programmes under 1Malaysia. The most popular 1Malaysia plan

is the 1Malaysia Grocery Shops. The Star published about the details of the shop like the location, grocery items sold, the pricing list, business hours and other information. This is to educate rather to inform the public about the groceries in 1Malaysia. (The Star Online, 2012)

The mainstream media are indirectly linked with the Malaysia government. The content is sometimes bias and being controlled. The publishing of 1Malaysia concept seems as one of the controlled content of news. This can be argued as agenda setting. The media emphasize and report a lot of news about 1Malaysia. It seems like the media shape and directs the public to think about the grocery shop (Mohd. Adnan Hashim, 2011).

In addition, the news published is rather good news. This had made the public to believe that the 1Malaysia grocery shops are well running and this will gain confidence and support. There are other government plans like the New Economic Model, Vision 2020, Green Technology and other government plans. They are mostly used as public information model and agenda setting.

### **1.5.5 Asymmetrical Model**

Asymmetrical model include one-way asymmetrical and two-way asymmetrical. One-way symmetrical model does not use any research to find out what the public perceive about a particular organisation. However, the organization does not change anyway but intend to persuade and manipulate the public to behave and to support in the way the organisation wish to. Two-way asymmetrical model also known as scientific persuasion as the model use social science methods to produce more and more persuasive communication. This model usually focuses on the achievement of changing the audience's behavior and attitude in short period of time. Communication under this model is two-way which is from the organization to its publics; there is also gain of the feedback from the public. The main purpose to gain the public's feedback is solely to help the organization place their message in a more acceptable way to the public (Grunig & Hunt, 1984). For instance, many of the cosmetics companies don't use animal to test their products as they found that the consumers tend to pay more concern towards animals and environment. They try to approach consumers with the aim to place their approach to companies' point of view (Shirley Harrison, n.d.).

According to the historical studies of Olasky (1987, 1989) shows that the success of propagandists at World War II, Bernays believed that humans can be

manipulated. He mentioned that humans can be manipulated for bad purpose as well as good purpose. However, Grunig (1989) stated that publics often take advantage from the strange things such as dangerous products, gender discrimination, pollution etc. For the past examples, Bernays comes out with a thought to boost the sales of Lucky Strikes' cigarettes towards women, he persuaded ten ladies who were first time participating in a social event to smoke on the public place while walking in the parade of New York's Easter. Besides, in year 1929, Bernays also hired General Electric to persuade many of the world's electricity supply to switch off the power and light to celebrate the fiftieth anniversary of Thomas Edison for his invention of light bulb to commemorate the greatness of Edison. In 1924, Bernays started the first education course of Public Relations at New York University. He was the pioneer of public relations academic.

Some people do not believe in public relations practitioner as persuasion is being doubted by them and undesirable for nowadays propaganda. There are positive and negative persuasive communication in the marketplace and society. Such as public healthy campaigns like 'TAK NAK' that persuade the public to reduce smoking or even not to smoke to keep the body healthy. The Public Service Announcement (PSA) of encouraging safe driving like not to break through the traffic light and not driving after drinking alcohol. Furthermore, the political campaign for the elections is using the two-way asymmetrical model in which the candidate is seeking to influence the voters to stand by their point of view. The candidate will try to persuade the voters to vote for them with slogan like "vote Barisan National to preserve the country's peace". This is to create fear among the people deep-seated worries, they play with special appeals to place the propaganda onto the public. Most of the advertising would like to use this model because at the end of the time, the benefits are not enjoyed by the consumer but the advertiser which is the organization.

The propaganda can use to describe this model. Propaganda intends to alter the public perception on certain thing. It is used as a communication to achieve the organization's desire and expectation. The priority of place the propaganda is to change the way public behaves currently to act in the way an organization aimed to. According to Lasswell's propaganda theory, the existing environment can influence the people to be vulnerable to simple form of propaganda. One of the examples of propaganda is glittering generalities, which is using the positive



words to represent a particular product or person. Such as the newspaper of Guang Ming Daily, they use the slogan "your everyday best friend" to make people accept and support their newspaper just like a best friend that you needed every day. Another example is "McDonald is America's favorite", this is a kind of bandwagon that carries a meaning that every American like to eat McDonald, and thus you should be one of them. More and more advertising use propaganda to place their product or service in order to manipulate their consumer to agree with the organization's point of view and tend to support their product or service. For example, the advertisement of Calvin Klein's perfume, the scene shows a character that use the perfume will look cool and able to attract the opposite sex to approach them. In other words, whoever wants to look attractive must use the Calvin Klein's perfume.

Nowadays, more and more of the advertisers like to invite the celebrities to be the endorser of a particular product or service. This is because the celebrities have the ability to influence their fans approach towards a particular product and boost the sales indirectly. For example, Pepsi, a soft drink company which invest a large amount on the famous celebrities at home and abroad such as Taiwan, Hong Kong and western countries to endorse their product. This is to create a celebrity charm in order to boost their sales. This technique is known as testimonial that able to influence and manipulate the audience to act according to the advertiser which is the indeed objective behind the advertisement. The advertisers are aimed at the idolater mentality of the audiences, and then provide the information how to approach their idol with Pepsi soft drink. In addition, the Disneyland's slogan, "the happiest place on earth" makes the audiences feel that there is the place to go to feel good and having a better life with no worries. Apparently, the organization is intended to create an impact among the audiences to step toward to Disneyland to join the joy.

### **1.5.6 Symmetrical Model**

According to James E Grunig, Public relations are the spread of management of an organization and publics and the purpose is to establish public relationship of mutual trust. Mr. James E Grunig is a noted public relations theorist and added new theories to four models of public relations in 1984. One of the models of public relations is two-way symmetrical model which is the best and ideal model than other three models, said by James E Grunig.

Two-way symmetrical model is emphasizes on dialogue, complete and accurate two-way communication. The main purpose is to promote mutual understanding between organizations and publics therefore the results of communication benefits both sides. Furthermore, it emphasis on public relations works to be built on the basis of the investigation and communication to resolve conflicts with strategies public through the dissemination of public relations mode. Besides that, two-way symmetrical models express the meaning of emphasized moral, stressed the need to balance between the interests of social organizations and publics. For example, some public relations department is using a two-way symmetrical model rather than two-way asymmetrical model to carry out the public relations activities.

James E Grung, who always get attention to others person dialogue, attitudes and behaviour and believes that two-way symmetrical model is unique than two-way asymmetrical model. It is because two-way asymmetrical model just to change others without changing ourselves. For example, public relations mostly used two-way asymmetrical model to reach their target audience. Moreover, he claims that good public relations not only successes by persuading one side which is client or publics, he or she must persuaded both sides to change. A successful two-way symmetrical model is to let others recognize that there is self-interest included in the information to persuade them as well as uses each other common interest to persuade them.

Two-way symmetrical model refers to the interaction of two factors that affect each other in order to achieve the balanced state in society. There are several characteristics positioning relationship between the government, mass media and publics. Thus, this is also a kind of communication between the states on behalf of both. Firstly, it is two-way in performance of the government and media to maintain cooperation and mutual restraint. It means that government should actively use the mass media public resources, truthful, fair, proactive in mass media to provide government information to understand the ideal of the spread of mass media and value orientation therefore maintain relationship between government and publics. Besides that, mass media as social and public resources helps publics to convey their perceptions and comments for government. Two-way symmetrical model used for media to enhance the relationship between government and publics at the same time achieve the harmony of social relations. Second, two-way symmetrical is the best way to lead the government and media to share a common goal which is to protect

public's interest. For example, government promoted 1Malaysia concepts through media such as television and radio. This shows that government used two-way symmetrical model to maintain good relationship with media and publics.

James E Grunig argued that two-way symmetrical model can be included in the central route to persuasion. The central route to persuasion is persuaded by the arguments or content of the message. For example, after hearing a solution of the problems, people may decide to forgive and forgot the problems because they will be convinced to it. Furthermore, Public relations also used the two-way symmetrical model to resolve conflict. For example, public relations provided the ways that will benefit two sides therefore the conflict will be fulfillment. In addition, public relations increases the effectiveness of organizations by maintaining the independence to organization and publics. For example, organizations manage the independence by building long-term effect and stable the relationship between organization and publics.

Two-way symmetrical model also used by public relations to shared mission of their organization. For example, there are many public relations programs such as fund raising or health campaigns are motivated more for the need to support from public than conflict. Moreover, two-way symmetrical model mostly used in maintaining the relationship between organization and publics and negotiate with publics. It will make the organization more responsible to their clients and publics. For example, organizations need to fulfill public's needs and wants at the same promoted organization reputation. Therefore, two-way symmetrical model can even define the ethics of public relations rather than an outcome.

Two types of research shows that two-way symmetrical model makes organizations more effective. It shows that two-way symmetrical model is the most ethical approach to public relations and the ethics of public relations and the effectiveness of the models will helps to achieve the public relations objectives. For example, public relations announced to publics the information and together to achieve the organizations objectives and goals.

Public relations provided a normative theory to argue that the two-way symmetrical model used in excellence communication management. Public relations used two-way symmetrical model to effective two-way communication between an organization and stakeholders to achieve the understanding and cooperation. It provides that public relations should be ethical and effective. For

example, public relations using media to provide information about their organization to create awareness to publics.

Furthermore, two-way symmetrical model used by media to provide news to publics. For example, media provide information to publics at the same time create credibility for media. Besides that, normative theory described that media system is controlled and operated by government and publics. It sometime can consider freedom to publicize and did not direct threat to their power to media however the existence of Printing presses and publication Act (PPPA) and the Official Secrets Act (OSA) has strangled the freedom of mainstream media. For example, government provided the information about politics to publics through media. It shows that two-way symmetrical model is existing in government, media and publics.

### **1.5.7 Summary**

James E. Grunig a noted public relations theorist has helped to improve the Public Relations profession by adding new theories including the four models of Public Relations. These four models were drawn from systems theory in which they revolve around the understanding of organizational or management practice. In Grunig and Hunt's book 'Managing Public Relations,' they write that the four models "help us to understand the diversity of public relations practice today" (Grunig & Hunt 1984, pp.14) as the practice has changed and grown in complexity throughout history.

The four models of public Relations of James E. Grunig are:

- Press Agency/Publicity
- Public Information Model
- Two-way Asymmetrical Model
- Two-way Symmetrical Model.

### **The Press Agency Model**

Press agency/publicity is a one-way form of PR communication. It is the flow of information only from sender to receiver and revolves around propaganda whereby truth is not completely essential. It occurs in sports encouraging barracking for teams, product promotion, infomercials, etc. A press

agent is a professional publicist who acts on behalf of his or her client on all matters involving public relations. Press agents are occasionally required to act as 'spin doctors' to put into the best light their clients' public actions. With roots in the 19th century, press agents worked to influence public opinion by creating news. P. T. Barnum was a master of the art form, weaving fantasy and half-truths into his messages. Press Agency Publicity model is also called P.T Barnum model.

The basic purpose of Press Agency /publicity model is Propaganda. It is a one-way communication model which works with Provider – Receiver concept. It uses persuasion and manipulation to influence audience to behave as the organization desires.

### **The Public Information Model**

Public information is the spread of information and is also one-way communication model; however, the truth is incredibly important here. This includes the dissemination of press releases from government, non-for-profit associations and general businesses etc. Somewhere in the early 20th century enlightened PR types shifted toward truth and accuracy in communication, but they did little more than distributing information. Acting in the role of 'journalist in residence,' a PR person under the public information model used no formal research to guide his work. But the move away from pseudo events and half-truths was a significant shift toward more ethical practices. Press releases, brochures, even static Web content, are tools used by these information dispensers. They tell the story and hope someone is paying attention.

### **The 2-way asymmetrical model**

Two-way asymmetrical model of public relations uses relevant research from others (two-way) in an effort to change the behaviors to benefit the organization. This can be called scientific persuasion. Competitive businesses or agencies use this method the most.

The post World War II rise in consumer products created a need for targeted, scientific marketing. PR played a role. Under the 2-way asymmetrical model, practitioners used research to get inside the heads of consumers and to help fashion to sell messages. Grunig and Hunt called it 'scientific persuasion', and it remains the stock-in-trade of advertisers everywhere.

While asymmetrical communication is two way, the goal is anything but balanced. It's all about persuasion to trigger a transaction, thus its popularity with marketers.

### **The 2-way symmetrical model**

Two-way symmetric revolves around mutual understanding as it attempts to balance the interests of organizations with those of their publics. The information is two way and strives for balanced effects. It is used by regulated businesses and agencies. It uses communication to negotiate with publics, resolve conflict, and promote mutual understanding and respect between the organization and its publics.

The 2-way symmetrical model casts public relations in the role of mediator versus persuader. This model suggests listening to the concerns of both clients and key publics and helping them adapt to one another. The basic purpose of this model is to establish and strengthen mutual understanding.

From time to time, the ways of communication became more advance along with the improvement and innovation of technology. From the press agency model change into public information model, two-way asymmetrical model and two-way symmetrical model.

Although two-way models were invented, the one-way models are still in practice in the society and especially the public information model is one of the most used models nowadays. One should improve and take on the further steps, same as the practices of the models. The two-way asymmetrical and symmetrical models had been invented long time ago, the practice of improved models should be practiced more in the society. However, people yet remain on their footsteps on the public information model.

The society has to change and fight for the practices of two-way symmetrical model remarkably practices on the reviewing government and companies' transparency and for the government and organizations' policies and plans. This will bring the society to a better knowing towards the government, instead of gaining confidence towards the government and companies through the public information model, which would be short period of trust.

As mentioned in the discussion of public information model, the agenda setting does stand a role in the four models of public relations. This probably because of the ownership of mainstream media. In contrast, the two-way model is

argued as the normative theory which is the ideal thinking of the practitioners but is not what the real world reflex. The society has to fight for the real information in order to bring the country to become a better country.

### **Excerpts collected from**

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### **1.5.8 Questions**

1. Discuss the four models of public Relations of James E. Grunig.

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### **1.5.9 Key terms**

Public relations

Persuasion

Public opinion

Self interest

Opinion Leaders

power leader

Persuasion

clients

Endorsement

PRSA

BEPS

PR campaign

Community Relations

Publicity

Propaganda

Lobbying

Public Affairs

Models of Public Relations

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