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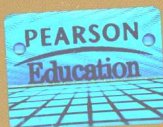
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# 公共关系实务

The Practice of Public Relations Tenth Edition

(美) 弗雷泽·P. 西泰尔 (Fraser P. Seitel) 著

第10版



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# 出 版 说 明

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为了适应经济全球化的发展趋势,满足国内广大读者了解、学习和借鉴国外先进的管理经验和掌握经济理论的前沿动态,清华大学出版社与国外著名出版公司合作影印出版一系列英文版经济管理方面的图书。我们所选择的图书,基本上是已再版多次、在国外深受欢迎、并被广泛采用的优秀教材,绝大部分是该领域中较具权威性的经典之作。

由于原作者所处国家的政治、经济和文化背景等与我国不同,对书中所持观点,敬请广大读者在阅读过程中注意加以分析和鉴别。

我们期望这套影印书的出版对我国经济科学的发展能有所帮助,对我国经济管理专业的教学能有所促进。

欢迎广大读者给我们提出宝贵的意见和建议;同时也欢迎有关的专业人士向我们推荐您所接触到的国外优秀图书。

清华大学出版社

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# 总序

世纪之交,中国与世界的发展呈现最显著的两大趋势——以网络为代表的信息技术的突飞猛进,以及经济全球化的激烈挑战。无论是无远弗界的因特网,还是日益密切的政治、经济、文化等方面的国际合作,都标示着 21 世纪的中国是一个更加开放的中国,也面临着一个更加开放的世界。

教育,特别是管理教育总是扮演着学习与合作的先行者的角色。改革开放以来,尤其是 20 世纪 90 年代之后,为了探寻中国国情与国际上一切优秀的管理教育思想、方法和手段的完美结合,为了更好地培养高层次的“面向国际市场竞争、具备国际经营头脑”的管理者,我国的教育机构与美国、欧洲、澳洲以及亚洲一些国家和地区的大量的著名管理学院和顶尖跨国企业建立了长期密切的合作关系。以清华大学经济管理学院为例,2000 年,学院顾问委员会成立,并于 10 月举行了第一次会议,2001 年 4 月又举行了第二次会议。这个顾问委员会包括了世界上最大的一些跨国公司和中国几家顶尖企业的最高领导人,其阵容之大、层次之高,超过了世界上任何一所商学院。在这样高层次、多样化、重实效的管理教育国际合作中,教师和学生与国外的交流机会大幅度增加,越来越深刻地融入到全球性的教育、文化和思想观念的时代变革中,我们的管理教育工作者和经济管理学习者,更加真切地体验到这个世界正发生着深刻的变化,也更主动地探寻和把握着世界经济发展和跨国企业运作的脉搏。

我国管理教育的发展,闭关锁国、闭门造车是绝对不行的,必须同国际接轨,按照国际一流的水准来要求自己。正如朱镕基同志在清华大学经济管理学院成立十周年时所发的贺信中指出的那样:“建设有中国特色的社会主义,需要一大批掌握市场经济的一般规律,熟悉其运行规则,而又了解中国企业实情的经济管理人才。清华大学经济管理学院就要敢于借鉴、引进世界上一切优秀的经济管理学院的教学内容、方法和手段,结合中国的国情,办成世界第一流的经管学院。”作为达到世界一流的一个重要基础,朱镕基同志多次建议清华的 MBA 教育要加强英语教学。我体会,这不仅因为英语是当今世界交往中重要的语言工具,是连接中国与世界的重要桥梁和媒介,而且更是中国经济管理人才参与国际竞争,加强国际合作,实现中国企业的国际战略的基石。推动和实行英文教学并不是目的,真正的目的在于培养学生——这些未来的企业家——能够具备同国际竞争对手、合作伙伴沟通和对抗的能力。按照这一要求,清华大学经济管理学院正在不断推动英语教学的步伐,使得英语不仅是一门需要学习的核心课程,而且渗透到各门专业课程的学习当中。

课堂讲授之外,课前课后的大量英文原版著作、案例的阅读对于提高学生的英文水平也是非常关键的。这不仅是积累相当的专业词汇的重要手段,而且是对学习者思维方式的有效训练。

我们知道,就阅读而言,学习和借鉴国外先进的管理经验和掌握经济理论动态,或是阅读翻译作品,或是阅读原著。前者属于间接阅读,后者属于直接阅读。直接阅读取决于读者的外文阅读能力,有较高外语水平的读者当然喜欢直接阅读原著,这样不仅可以避免因译者的疏忽或水平所限而造成的纰漏,同时也可以尽享原作者思想的真实表达。而对于那些有一定外语基础,但又不能完全独立阅读国外原著的读者来说,外文的阅读能力是需要加强培养和训练的,尤其是专业外语的阅读能力更是如此。如果一个人永远不接触专业外版图书,他在获得国外学术信息方面就永远会比别人差半年甚至一年的时间,他就会在无形中减弱自己的竞争能力。因此,我们认为,有一定外语基础的读者,都应该尝试一下阅读外文原版,只要努力并坚持,就一定能过了这道关,到那时就能体验到直接阅读的妙处了。

在掌握大量术语的同时,我们更看重读者在阅读英文原版著作时对于西方管理者或研究者的思维方式的学习和体会。我认为,原汁原味的世界级大师富有特色的表达方式背后,反映了思维习惯,反映了思想精髓,反映了文化特征,也反映了战略偏好。知己知彼,对于跨文化的管理思想、方法的学习,一定要熟悉这些思想、方法所孕育、成长的文化土壤,这样,有朝一日才能真正“具备国际战略头脑”。

以往,普通读者购买和阅读英文原版还有一个书价的障碍。一本外版书少则几十美元,多则上百美元,一般读者只能望书兴叹。随着全球经济合作步伐的加快,目前在出版行业有了一种新的合作出版的方式,即外文影印版,其价格几乎与国内同类图书持平。这样一来,读者可以不必再为书价发愁。清华大学出版社这些年在这方面一直以独特的优势领先于同行。早在1997年,清华大学出版社敢为人先,在国内最早推出一批优秀商学英文版教材,规模宏大,在企业界和管理教育界引起不小的轰动,更使国内莘莘学子受益良多。

为了配合清华大学经济管理学院推动英文授课的急需,也为了向全国更多的MBA试点院校和更多的经济管理学院的教师和学生提供学习上的支持,清华大学出版社再次隆重推出与世界著名出版集团合作的英文原版影印商学教科书,也使广大工商界人士、经济管理类学生享用到最新最好质优价廉的国际教材。

祝愿我国的管理教育事业在社会各界的大力支持和关心下不断发展、日进日新;祝愿我国的经济建设在不断涌现的大批高层次的面向国际市场竞争、具备国际经营头脑的管理者的勉力经营下早日中兴。

赵世瑜 教授

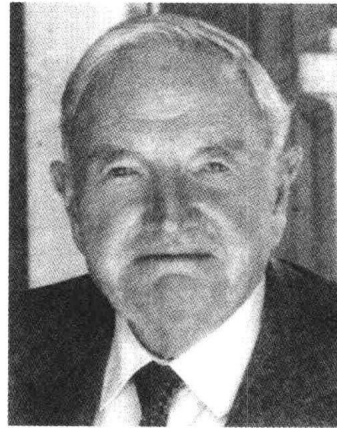
清华大学经济管理学院



# Foreword

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**T**he need for clear, simple, and effective communications—the essence of public relations—has never been more apparent, or more necessary. The corporate scandals of the first years of this century, the devastating impact of the September 11th terrorist attacks, and the halting manner in which our country's political leadership has reacted to crises both foreign and domestic has placed all of our institutions under unprecedented stress. As Fraser P. Seitel points out in the tenth edition of his text, our well-being as stockholders, customers, employers, and most importantly, citizens, depends directly on the dissemination of principled policies by professionals who understand that basic integrity must take priority over rosy quarterly reports, and short-term political advantage.



Regaining and maintaining public confidence is an absolute essential as we move forward. But saying it and doing it are two very different things. For students and even for professionals who have worked in the field for some time, *The Practice of Public Relations* is an excellent place to start. Seitel bridges the gap between theory and practice in a compelling and vivid way. His use of case studies, interviews, news photos, and other techniques, as well as his humorous and lucid text, brings the process brilliantly to life. His latest edition also includes case studies about individuals such as Martha Stewart, Donald Trump, and George W. Bush, who have had to deal with the media and the court of public opinion, and have sometimes done it unsuccessfully.

Leaders in the public, private, and not-for-profit sectors have learned from painful experience that they should rely on their public relations counselors for cogent advice on strategy and policy as well as communications. I learned to trust Mr. Seitel's instincts and abilities long ago when I was the chairman and chief executive officer of The Chase Manhattan Bank. I continue to rely on his advice to this day.

For those who are working to restore and enhance the capacity of our institutions and their leaders to deal honestly and effectively with the public, this book will provide useful and essential guidance.

—David Rockefeller

*David Rockefeller is one of the most influential figures in the history of U.S. business, finance, and philanthropy, considered by many, "America's last great business statesman." Through four decades, Mr. Rockefeller served as an executive with The Chase Manhattan Bank, joining as assistant manager in the foreign department in 1946 and retiring in 1981, after 11 years as chairman and CEO. Over his 90+ years, Mr. Rockefeller has met hundreds of world leaders and traveled around the globe many times. Since his retirement, Mr. Rockefeller has continued to stay active, with wide-ranging interests and involvement in the fields of international relations and civic affairs. He is the last remaining child of John D. Rockefeller, Jr., who hired Ivy Lee in 1914 as the first modern-day public relations counselor.*

# Preface

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First, thank you for buying the book. (Whatever you do, don't sell it back to the book store!)

Second, permit me a less-than-modest observation: I really *like* this tenth edition of *The Practice of Public Relations*. It was a hoot to write. I mean any work of scholarship that can combine the public relations lessons learned from the likes of Michael Jackson, Martha Stewart, George W. Bush, Britney Spears, Donald Trump, and Buckethead can't be all bad!

This book is shorter than previous editions and, as a consequence, moves more briskly through the important theoretical and practical elements that underpin the practice of public relations. The book discusses these principles exclusively in the context of twenty-first-century events and communications technologies.

Public relations has never been a more potent force in society or a more valuable factor in an organization's reputation. In the twenty-first century, public relations crises and opportunities are front page news on a daily basis.

The field remains, at heart, a personal, relationship-oriented practice, demanding experienced judgment and finely honed interpersonal communications skills. And so, this tenth edition of *The Practice of Public Relations* places its emphasis on the principles, processes, and practices that lead to building positive relationships in a 24/7 communications environment.

Among the highlights of the tenth edition:

## Refortified Theoretical Framework

Proper public relations practice must be underpinned by a strong sense of ethics. This edition focuses on the ethical base that provides the theoretical foundation of effective communications and public relations.

The book's introductory chapters place significant attention on how an understanding of and facility with communications research, theory, and public opinion can be applied to strategic public relations planning and creation of believable and persuasive messages.

The process of communication to achieve specific goals—informing, motivating, persuading, building mutual understanding—is explored in the context of acting ethically. “*Speaking of Ethics*” features in each chapter complement introductory theoretical material and bring to life the daily dilemmas that confront professional public relations practitioners.

## New Contemporary Cases

Public relations practice confronts an ever-changing landscape of problems and opportunities. It is imperative, therefore, that a textbook in the field keep current with the most contemporary examples of the good, the bad, and the ugly in public relations work.

This tenth edition does so by chronicling the most important contemporary public relations cases—from Martha Stewart's disastrous handling of insider trading charges to Wal-Mart's public relations offensive to improve its image; from the NBA's valiant attempt to recover from an ugly on-court brawl to the Bush administration's fumbling attempts to change the image of America in the Muslim world. These contemporary cases are complemented by the field's most historic conundrums—from Tylenol's poisoned pills to Exxon's Gulf of Valdez disaster—as well as hypothetical student cases on issues from sex discrimination to organizational positioning to Internet sabotage and surveillance.



Every case is designed to test student application of the theories discussed in solving real-world challenges.

## Bolstered Internet Chapter

As in so many other lines of work, the Internet has become a key tool for public relations practitioners. This edition, therefore, offers an extensive discussion of evolving Internet technologies such as blogs, webcasts, podcasts, Wikis, RSS feeds, and the other applications that are becoming public relations staples.

The tenth edition also discusses how a concentrated communications campaign on the Web can assist the delivery of one message—as in the case of Michael Jackson—or torpedo another—as in the case of Dan Rather. The importance of monitoring the Web is also explored.

## Additional New Elements

The strength of this book rests in its application of theory to real-life practice.

In addition to the new, contemporary cases and the expanded Internet discussion, unique elements added in the tenth edition include:

- **NEW! Voice of Authority** interviews with distinguished communicators from the worlds of management, media, and academe, including two of the most legendary public relations counselors, Harold Burson and Howard Rubenstein; cable TV talk show star Rita Cosby; Wal-Mart public relations chief Mona Williams; Internet communications guru Shel Holtz; and even the public relations industry's most notorious critic, John Stauber. There's also a "non-interview" with befuddled former White House Press Secretary Scott McClellan that is revealing in what it doesn't say.
- **NEW! Speaking of Ethics** features, which highlight the ethical challenges that public relations professionals face on a daily basis—from the Catholic Church's summer of shame to Sony's spray painting publicity campaign to a lapse in judgment by an *American Idol* judge.
- **NEW! Talking Points** features that expose off-line curiosities that make the practice of public relations such a fascinating art form.
- **NEW! Suggested Readings**, encompassing the most comprehensive, post-2000 bibliography in public relations literature.
- **NEW! Associated Press photos**, taken straight from the news wire, add a real-life feel to this edition that isn't found in any other textbook.

All of these elements add to the excitement of this book. So, too, does the full-color format that underscores the liveliness, vitality, and relevance of the field.

## Teaching and Learning Resources

### Faculty Resources

The following resources are available to faculty who adopt the tenth edition of *The Practice of Public Relations* for use in their classroom.

**Instructor's Manual (ISBN 0-13-230452-X)**

Prepared by the author, the Instructor's Manual includes brief chapter outlines, suggested teaching devices to enhance topics discussed, suggested answers for the case studies, the "Speaking of Ethics" mini-case studies and the "Discussion Starters." Review Quizzes are provided for each chapter as are one suggested midterm and one final exam.

**Test Item File (ISBN 0-13-230453-8).**

Revised and updated for the tenth edition by industry professional and visiting lecturer at SUNY College at Geneseo, Jerry M. Engel, APR, the Test Item File includes nearly 50 or more test questions per chapter, including multiple choice, true/false, and short essay. Each question is rated high, medium, or low in level of difficulty, and includes a reference to the text page where correct answers can be found.

**TestGen (ISBN 0-13-230457-0)**

This computerized package allows instructors to customize, save, and generate classroom tests. The test program permits instructors to edit, add, or delete questions from the test banks, create questions with graphics, analyze test results, and organize a database of tests and student results. This software allows for extensive flexibility and ease of use. It provides many options for organizing and displaying tests, along with search and sort features. The software and the test banks can be downloaded from the Instructor's Resource Center ([www.prenhall.com/seitel](http://www.prenhall.com/seitel)).

**PowerPoint (Online at [www.prenhall.com/seitel](http://www.prenhall.com/seitel))**

Completely revised and updated for the tenth edition by Dr. Leslie Turner of Youngstown University, the PowerPoint files include 20–30 slides per text chapter. The slides complement the text as well as class lecture by outlining all major concepts. The PowerPoint slides can be downloaded from the Instructor's Resource Center ([www.prenhall.com/seitel](http://www.prenhall.com/seitel)).

## Student Resources

**Companion Website ([www.prenhall.com/seitel](http://www.prenhall.com/seitel))**

Significantly expanded for the tenth edition, the Companion Website for *The Practice of Public Relations* is a great study tool with chapter objectives, applicable links, and a review quiz for each chapter.

## Unique Perspective

Clearly, *The Practice of Public Relations*, Tenth Edition, isn't your mother's PR textbook.

This book is a lot different from other introductory texts in the field. Its premise is that public relations is a thoroughly-engaging and constantly-changing field. Although other texts may steer clear of the up-to-date cases, the ethical challenges, the "how to" counsel, and the public relations conundrums that force students to think, this book confronts them all.

It is, if you'll forgive the vernacular, an in-your-face textbook for an in-your-face profession.

Most important, *The Practice of Public Relations*, Tenth Edition, is built around the technical knowledge of theory, history, process and practice, judgmental skills, and personal relationships that underlie public relations practice and will be so essential in building the trust and respect of diverse communities in the twenty-first century.

Happy reading, and thanks again for buying the book.

## ACKNOWLEDGMENTS

The tenth edition of *The Practice of Public Relations* owes much to a multitude of professors and others, who have helped immeasurably in the evolution of this work.

First and foremost, my friend and client David Rockefeller, was most kind to agree to write the Foreword. David Rockefeller is a legendary world business statesman and a unique figure in modern history. It is an honor to include his words in these pages.

I am also most grateful to the busy people who agreed to be newly-interviewed for this text. Public relations leaders Harold Burson, Mona Williams, Kathleen Hessert, Howard Rubenstein, John Kramer, Mike Paul, Amy Binder, Marina Maher, Shel Holtz, and Bill Heyman are the top of the industry. When they speak, as they do here, students and professionals ought to listen.

I am equally indebted to three extraordinary public-relations professors—Jim Fahey, Shaune Wallace, and Bonnie Grossman—whose interviews here are highlights. And finally, candid interviews with the lovely Rita Cosby, television talk show star, and the equally lovely John Stauber, public relations critic, make this edition special.

Why, I'm even grateful that President Bush's former White House Press Secretary Scott McClellan reneged on an interview request, so that I could use his off again/on again indecisiveness as an example of "what not to do" as a public relations professional.

Thank you, all.

The distinguished citizens at Prentice Hall, recognizing the author's ineptitude in a multitude of areas, assigned the first team to this effort, led by our captain, the ever-radiant Executive Editor, Deirdre Cavanaugh Anderson. Deirdre was supported by the eminently talented cadre of: Editorial Assistant, Christina Volpe; Assistant Editor, Melissa Beth Casciano; Marketing Manager, Kate Mitchell; Senior Production Liaison, Shelly Kupperman; Art Director, Amy Rosen; and the always reliable Production Editor, Bruce Hobart at Pine Tree Composition Production Services. Truly, the New York Yankees of publishing.

I am also most grateful to the very kind professors whose critiques were invaluable in preparation for this edition: Johnny Mac Allen, Oral Roberts University; Thomas Boyle, Millersville University; Christopher J. Fenner, Florida Southern College; Jan W. Kelly, University of Scranton; Bruce L. Smith, Texas State University—San Marcos; Erin E. Wilgenbusch, Iowa State University; and Beth Wood, Indiana University.

Other professors who have reviewed past editions include: Carolina Acosta-Alzuru at the University of Georgia; Bill Brewer at Miami University; Meta G. Carstarphen at University of North Texas; Jerry M. Engel at Ithaca College; Lisa Ferree at Eastern Kentucky University; Susan Gonders at Southeast Missouri State University; Carole Gorney at Lehigh University; Kirk Hallahan at Colorado State University; Christine R. Helsel at Eastern Illinois University; Liese L. Hutchison at Saint Louis University; Ken McMillen at University of Oklahoma; Robert J. O'Gara at Point Park College; E. Jerald Ogg at the University of Tennessee at Martin; Michael G. Parkinson at Texas Tech University; Betty J. Pritchard at Grand Valley State University; Robert S. Pritchard at Ball State University; William E. Sledzik at Kent State University; and Don W. Stacks at the University of Miami.

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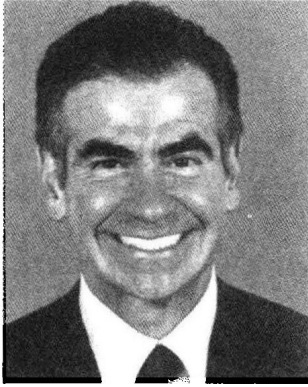
Finally, as ever, the top management team of Chief Executive Officer, Rosemary Seitel; Chief Operating Officers, Raina and Adam Gittlin; and Treasurer, David Seitel, merit special commendation; as does office manager Theo Gittlin, despite his skittishness.

Again, thank you, one and all.

—Fraser P. Seitel

# About the Author

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**Fraser P. Seitel** is a veteran of more than three decades in the practice of public relations. In 2000, *PR Week* magazine named Mr. Seitel one of the "100 Most Distinguished Public Relations Professionals of the 20th Century."

In 1992, after serving for a decade as senior vice president and director of public affairs for The Chase Manhattan Bank, Mr. Seitel formed Emerald Partners, a management and communications consultancy, and also became senior counselor at the world's largest public affairs firm, Burson-Marsteller.

Mr. Seitel is a frequent contributor to television. Among other programs, he has appeared on ABC's *Good Morning America*; Fox News Channel's *The O'Reilly*

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Mr. Seitel has counseled hundreds of corporations, nonprofits, associations, and individuals in the area for which he had responsibility at Chase—media relations, speech writing, consumer relations, employee communications, financial communications, philanthropic activities, and strategic management consulting.

Mr. Seitel is an Internet columnist at [odwyerpr.com](http://odwyerpr.com) and a frequent lecturer and seminar leader on communications topics. Over the course of his career, Mr. Seitel has taught thousands of public relations professionals and students.

After studying and examining many texts in public relations, he concluded that not one of them "was exactly right." Therefore, in 1980, he wrote the first edition of *The Practice of Public Relations* "to give students a feel for how exciting this field really is." In more than two decades of use at hundreds of colleges and universities, Mr. Seitel's book has introduced generations of students to the excitement, challenge, and uniqueness of the practice of public relations.

# **The Practice of Public Relations**



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