

清华管理学系列英文版教材

# The Practice of Public Relations

Eighth Edition

# 公共关系实务 (第8版)

Fraser P. Seitel

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清华大学出版社

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# 公共关系实务

第8版

## The Practice of Public Relations

【Eighth Edition】

Fraser P. Seitel

*Managing Partner, Emerald Partners*

*Senior Counselor, Burson-Marsteller*

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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。在选书的过程中,我们得到了很多专家、学者的支持、帮助和鼓励,在此表示谢意!清华管理学系列英文版教材由清华大学经济管理学院马力、毛波、王雪莉、刘丽文、郎立君、钱小军、姜彦福、蔚林巍等老师审阅,在此一并致谢!

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。

清华大学出版社第三编辑室  
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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。正如朱镕基总理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营学院。”作为达到世界一流的一个重要基础,朱镕基总理多次建议清华的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 and 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。

赵纯均 教授

清华大学经济管理学院院长  
全国工商管理硕士教育指导委员会副主任

## foreword



Unquestionably the major advance in the practice of public relations over the last quarter-century has been “reaction time,” the speed at which PR practitioners can disseminate their messages. The fax machine provided the first big breakthrough, and now, with a network of computers and the Internet linking practitioners, clients, and the press, messages can be rocketed around the country (or the world) in a matter of seconds. In the 2000 election cycle, there were times when the spinmeisters for one political candidate reacted to a statement by the opposition candidate even before the statement was made, based on expectations or leaks.

Media guru Marshal McLuhan once stated that “instant information creates involvement in depth.” True enough, but in hailing the technological advances that permit information to be flashed around the world in a split-second, we should not overlook one critical fact: Content is more important than speed. In other words, the message takes preference over the speed at which it is sent. It does the PR practitioner’s client little good if he flashes a message to every news outlet known to man at the speed of light—unless it is the right message.

And that’s the beauty of Fraser Seitel’s book. He discusses not only how to communicate messages speedily but, more importantly, how to design and frame those messages. Anyone who knows how to use e-mail can send a message quickly; the real skill is knowing what message to send. This is what makes *The Practice of Public Relations* so valuable to everyone in our business—from the neophyte to the seasoned professional.

That Fraser Seitel is able to describe these techniques, complete with pertinent examples, in a way that is both profound and fun to read is a tribute to his own considerable communications skills. Like all good strategists, he can explain complex problems in language so simple it seems obvious, but those of us who do this for a living know just how difficult it really is.

So read, learn, enjoy, and prosper!

—Joseph Napolitan

*Joseph Napolitan is a pioneer in the field of political counseling and is believed to be the first person ever to describe himself as a political consultant. He served on the campaign staffs of John F. Kennedy, Lyndon B. Johnson, and Hubert H. Humphrey. He was among the first Americans to serve as a consultant in foreign elections and has been a personal adviser to nine foreign heads of state. In 1999, he was chosen by PR Week as “one of the 100 most influential PR people of the century,” and in 2000 he was selected as one of the eight political consultants in the United States who have done the most to establish and maintain high standards in the industry. He is the author of *The Election Game* and *How to Win It* and *100 Things I’ve Learned in 30 Years as a Political Consultant*. He maintains offices in New York City and Springfield, Massachusetts, where he lives.*

## preface

In the last edition of this book, I opined, “The practice of public relations will never be replaced by a computer.” I was right—sort of.

Public relations remains at base a personal, relationship-oriented practice demanding experienced judgment and finely honed interpersonal communications skills. *But . . .* the three years since the last edition of this book, the Internet has arrived with a vengeance in the practice of public relations, just as it has in every area of society. It is incumbent on public relations students and practitioners to understand the potential and pitfalls of the Internet and World Wide Web. Knowledge of the Web, in fact, has become a frontline public relations responsibility.

For example, a public relations vehicle as rudimentary as the news release has become a revitalized weapon on the Web. The Web enables corporations to communicate directly with investors, and a flurry of news releases indicates an aggressive company to many.

And so *The Practice of Public Relations*, Eighth Edition, places due emphasis on how every aspect of the field has been impacted by the growth of online communications.

From the chapter 1 ethical box feature on how Internet communications influenced the war in Kosovo to the chapter 20 discussion of how public relations positions are in high demand for the first time in history, thanks principally to the unbridled growth of the Internet, the clear bias of this book is the emerging cyberspace emphasis of the practice of public relations.

The purposes of this book remain the same: (1) to introduce readers to effective public relations and (2) to prepare students and professionals to deal with the situations and arrive at the solutions that distinguish the practice.

At the heart of public relations practice are real-life experiences—cases—that alter the communications landscape and redefine how we assess and handle communications challenges. The contemporary cases that dominate public relations discussion are the same ones that dominate the news of the day: Microsoft and its battle with the government, Coca-Cola’s product contamination scare in Europe, Denny’s rebound from race discrimination, the World Wrestling Federation’s controversial rise to media prominence, the National Rifle Association, John Rocker, JonBenet Ramsey, George W. Bush, Al Gore, Puff Daddy and Jennifer Lopez, the President and the intern. All play a part in public relations lore and learning, and they’re all here.

So too are the Internet issues: Lockheed Martin’s Internet employee ethics test, bogus Internet news releases, Beanie Baby Web warnings, rogue Web sites, investor Internet threads, intranet replacement of internal print publications.

*The Practice of Public Relations*, Eighth Edition, is different from other introductory texts in the field. Its premise is that public relations is a thoroughly engaging, constantly changing, Internet-influenced field. Although other texts may steer clear of the 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.



This edition is divided into six discrete parts:

- Part I, "Evolution," deals with the field's antecedents and pioneers, definitions, and theoretical underpinnings.
- Part II, "Validation," deals with the concepts that separate the field from others—public opinion, ethics, research, and the law.
- Part III, "Activation," reviews the areas of expertise in which public relations practitioners must be knowledgeable, from the communications understanding that is the field's bedrock skill through general and crisis management through integrated marketing communications.
- Part IV, "Execution," reviews the primary technical skills that public relations professionals must possess—writing for the eye and ear and working in the on-line medium.
- Part V, "The Publics," discusses the field's most important constituencies, from employees and the media to consumers, investors, and diverse communities.
- Part VI, "The Future," discusses the challenges and opportunities presented to public relations in the new millennium.

The 40 case studies included here confront the reader with the most prominent and perplexing contemporary and legendary public relations problems: President Clinton and Monica Lewinsky, CNN and the Tailwind "exposé," the selling of the Blair Witch Project, Jesse Ventura's amazing gubernatorial victory, Exxon and the Gulf of Valdez, Dow Corning and the Tylenol murders, and many more.

Beyond this, a number of unique elements set this book apart:

- Wall-to-wall Internet application to public relations. Beyond the references in each chapter, chapter 13 offers the most comprehensive explanation of the practice of public relations on the Web.
- The prominence of ethics in the practice of public relations is highlighted with "A Question of Ethics" box features in every chapter, especially ethical issues surrounding Internet privacy.
- "Backgrounder" features complement the text with provocative examples of what's right, what's wrong, and what's wacky about public relations practice today.
- Chapter Summaries and Discussion Starter Questions highlight the key messages delivered in each chapter.
- Updated Suggested Readings, nourishing Appendices, and "Top of the Shelf" book reviews supplement the text with the field's most current literature. The vast majority of references cover 1997 to the present.
- "Over the Top" interviews air the views of the field's most prominent professionals—from President Clinton's White House Press Secretary Joe Lockhart to the most prominent public relations practitioner of the 20th century, Harold Burson—and the CEO newsmakers who presided over the field's most striking moments, from ValuJet CEO Lewis Jordan to PepsiCo CEO Craig Weatherup to Dow Corning CEO Richard Hazelton to the eminent management guru Dr. Peter Drucker.

All of these elements add to the excitement of this book. And the new features—Internet backgrounders and ethical questions, CEO interviews, 1999 to present cases, current readings, and so on—make this book particularly pertinent.

In that context, *The Practice of Public Relations*, Eighth Edition, is once again produced in a full-color format to underscore the liveliness, vitality, and relevance of a field that is built on the important personal relationships, judgmental skills, and on-line knowledge that will dominate the 21st century.

—Fraser P. Seitel

## acknowledgments

The eighth edition of *The Practice of Public Relations* is dominated by the same force that has overtaken society in the 21st century: the Internet.

Notwithstanding this new cyberinfluence, the practice of public relations still depends on personal relationships. This public relations book therefore still depends for its inspiration on people, and there are many of them.

On the “front end” of the process, I am grateful to the top executives who sat with me for interviews. The CEOs of CBS, PepsiCo, Navistar, Madison Square Garden, and ACNielsen, Postmaster General Marvin Runyon, Air Force Secretary Sheila Widnall, management legend Peter Drucker, and the others originally were interviewed for *Public Relations Strategist* magazine, from which these interviews were excerpted. If public relations is to be accepted as a “management function,” then public relations people must hear the views of top managers. We do that here because of the willingness of these CEOs.

I am indebted also to Ray Gaulke, president and cyclonic force behind the Public Relations Society of America, who was most kind to participate in this project and sit for the lead interview. Multitalented professional Paul Swift kindly prepared the bibliographic material and “Top of the Shelf” box features. Of course, the inestimable Jack O’Dwyer, who roars like a lion but is actually a teddy bear, was most kind to share photos from his industry magazine and sit for the final interview. Karen Randall, the pro’s pro at Advantica Corp., the fine people at Historic Mount Vernon, and my old pal Bill Adams all pitched in with materials for the effort.

On the “back end” of the project, I am indebted to the finely tuned Prentice Hall team who patiently waited for the author to come through and then handled the new book effortlessly. Leah Johnson skillfully quarterbacked the project from her lofty perch north of the border. Closer to home, Rebecca Calvert did all the heavy lifting. And out there somewhere in the heartland, Arik Ohnstad and his copyediting staff sutured the broken syntax, patched up the factual errors, and nursed the failing grammar back to health. Meanwhile, managing editor John Roberts and permissions coordinator Suzanne Grappi kept the production team humming.

I also thank the public relations teachers whose insightful suggestions aided this eighth edition: Thomas Bivins at the University of Oregon, Charles Lubbers at Kansas State University, and Nancy Wolfe at Elon College all were quite helpful. They join in the Hall of Thanks those other distinguished professors who have reviewed past editions: Nickieann Fleener, Department of Communication, University of Utah; Mort Kaplan, Department of Marketing Communication, Columbia College (Chicago); Jack Mauch, Department of Communication, University of Idaho; Donnalyn Pompper, Department of Communication, Cabrini College; Cornelius B. Pratt, Department of Communications,

Michigan State University; J. D. Rayburn II, Department of Communication, Florida State University; Nancy Roth, Department of Communication, Rutgers, The State University (New Jersey); William C. Adams, School of Journalism and Mass Communications, Florida International University; John Q. Butler; Rachel L. Holloway, Department of Communications Studies, Virginia Tech; Diana Harney, Department of Communication and Theater, Pacific Lutheran University; Cornelius Pratt, Department of Advertising, Communications, and Public Relations, Michigan State University; Robert Cole, Pace University; Janice Sherline Jenny, College of Business, Herkimer County Community College, Craig Kelly, School of Business, California State University, Sacramento; Lyle J. Barker, Ohio State University; William G. Briggs, San Jose State University; E. Brody, Memphis State University; John S. Detweiler, University of Florida; Jim Eiseman, University of Louisville; Sandy Grossbart, University of Nebraska; Marjorie Nadler, Miami University; Sharon Smith, Middle Tennessee State University; Robert Wilson, Franklin University; Paul Brennan, Nassau Community College; Carol L. Hills, Boston University; George Laposky, Miami-Dade Community College; Mack Palmer, University of Oklahoma; Judy VanSlyke Turk, Louisiana State University; Roger B. Wadsworth, Miami-Dade Community College; James E. Grunig, University of Maryland; Robert T. Reilly, University of Nebraska at Omaha; Kenneth Rowe, Arizona State University; Dennis L. Wilcox, San Jose State University; Albert Walker, Northern Illinois University; Stanley E. Smith, Arizona State University; Jan Quarles, University of Georgia; Pamela J. Creedon, Ohio State University; Joel P. Bowman, Western Michigan University; Thomas H. Bivins, University of Oregon; Joseph T. Nolan, University of North Florida; Frankie A. Hammond, University of Florida; Bruce Joffe, George Mason University; Larissa Grunig, University of Maryland; Maria P. Russell, Syracuse University; and Melvin L. Sharpe, Ball State University.

Finally, the silent partners in this exercise remain critical to the effort. Architectural diva Rosemary, network mogul Raina, and Rose Bowl victor David Seitel are the real power behind the throne.

I thank you, one and all.

—Fraser P. Seitel  
July 2000

## about the author



Fraser P. Seitel is a veteran of close to three decades in the practice of public relations. In 1992, after serving for a decade as senior vice president and director of public affairs for 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. In his practice, Mr. Seitel continues to counsel corporations, nonprofits, associations, and individuals in the areas 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 has supplemented his professional public relations career with steady teaching assignments at Fairleigh Dickinson University, Pace University, New York's Professional Development Institute, Chicago's Ragan Communications Workshops, and Colorado's Estes Park Institute. Over the course of his career, Mr. Seitel has taught thousands of public relations professionals.

After studying and examining many texts in public relations, he concluded that none 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 nearly 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.

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## Part I ■ Evolution

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