

商务英语

综合教程

BUSINESS ENGLISH:
AN INTEGRATED COURSE

学生用书 Student's Book



主编 王立非

副主编 许德金 陈俐丽

本册主编 杨颖莉

上海外语教育出版社 外教主SHANGHRI FOREIGN INNOURGE EDUCATION PRESS

商务英语

综合教程

BUSINESS ENGLISH:
AN INTEGRATED COURSE

学生用书 Student's Book

主编 王立非

副主编 许德金 陈俐丽

本册主编 杨颖莉

编者 项 东 李玉霞 杨颖莉 张筱霖

冯 悦 江进林 王吉美 郑佰青 陈俐丽

图书在版编目(CIP)数据

商务英语综合教程.4/杨颖莉主编,项东等编. —上海:上海外语教育出版社,2011

(新世纪商务英语专业本科系列教材)

学生用书

ISBN 978-7-5446-2218-9

I.①商... II.①杨...②项... III.①商务 – 英语 – 高等学校 – 教材 IV.①H31

中国版本图书馆 CIP 数据核字(2011)第 046930号

出版发行: 上海外语教育出版社

(上海外国语大学内) 邮编: 200083

电 话: 021-65425300 (总机) 电子邮箱: bookinfo@sflep.com.cn

网 址: http://www.sflep.com.cn http://www.sflep.com

责任编辑:曹娟

印 刷: 上海华业装璜印刷厂有限公司

开 本: 850×1168 1/16 印张 11.5 字数 310千字

版 次: 2011年7月第1版 2011年7月第1次印刷

印 数: 10 000 册

书 号: ISBN 978-7-5446-2218-9 / H • 1009

定 价: 35.00 元

本版图书如有印装质量问题, 可向本社调换

前言

到2010年为止,教育部已批准了15所高等院校开办商务英语本科专业,《高等学校商务英语专业本科教学要求》(试行)也编写完成,即将问世,商务英语专业作为我国高等外语教育教学改革的一个全新的探索,已走上了符合学科规律的健康发展轨道。作为一个新专业的建设,教材建设是关键,而其中的综合教程又更为重要,代表着一个专业的水平和质量。《商务英语综合教程》(以下简称《综合教程》)就是在这样一个背景下诞生的,它是商务英语专业第一套按商务英语专业教学要求编写的教材,本套教材由对外经济贸易大学和上海外语教育出版社共同策划,全力打造。

教材以现代语言教育理论和教材设计理论为指导,结合商务英语语言和教学的特点,将多年的商务英语教学实践应用到教材编写中。《综合教程》1-4册专为商务英语专业本科一、二年级编写,可供商务英语专业学生、财经类院校本科生、其他各类经管商务类学生使用,也可作为社会各类商务英语读者学习商务英语的教材。

一、编写思路与特色

- ◆ 体现《教学要求》的培养目标,着重打牢语言基本功,商务专业素质与人文素养并重。编排和选材不仅注重学生正确世界观和道德观的形成,而且注重思维能力、创新能力和自主学习能力的培养。
- ◆ 强调语言、文化与商务三者的有机融合,语言技能、商务知识、文化知识按比例分配,培养学生的 跨文化交际能力;兼顾同其他商务英语技能课程和商务专业课程的衔接。
- ◆ 每单元紧扣社会热点话题,选择不同难度和文体的课文,兼顾语言学习、商务通识、外国文化、中国文化;课文长短适中、语言精练,思想内涵深刻,语言可读性强,充分反映经济全球化时代的特点。
- ◆ 贯彻任务教学法,设计丰富多彩的学习任务,训练学生的交际能力和合作学习能力,符合当代 外语教学思想和方法的发展趋势。
- ◆ 突出多媒体技术的应用,提供丰富的相关视频材料,加大语言学习的趣味性和输入的有效性, 能调动学生课堂参与的积极性。

二、教材结构与使用建议

本套教材共分4册,包括学生用书、教师手册和多媒体光盘。每册共8个单元,每单元建议教学课时为5-6小时,每个单元围绕一个话题,三篇课文和配套视频资料相互联系又各有侧重,教师可以重点讲解一篇文章,引导学生阅读其余两篇课文,完成相应的练习。1-4册中的语言、商务、文化按比例合理分配,第1册比例为语言70%,商务与文化30%;第2册比例为语言60%,商务与文化40%;第3册比例为语言50%,商务与文化50%;第4册比例为语言40%,商务与文化60%。第4册每单元的大体结构如下:第1部分:激活准备(词汇、内容、知识),第2部分:课文I(阅读理解练习),第3部分:课文II(阅读理解练习),第4部分:课文II(问题讨论与词组练习),第5部分:语言训练(学习技能、写作技能、案例分析、视听练习)。

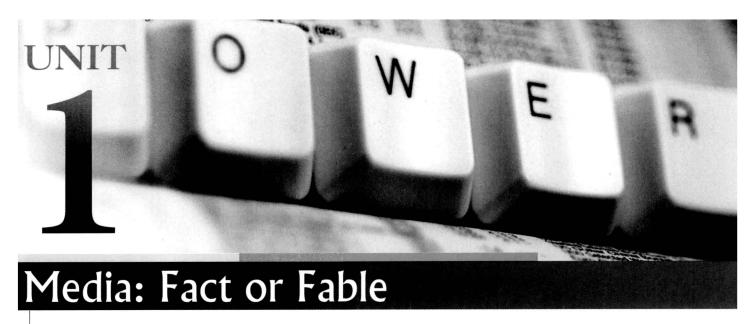
本套教材由国内知名的外语教学专家主编,长期从事商务英语基础教学的教授和博士参与编写,英美语言专家审校,教材编写得到上海外语教育出版社领导和编辑的大力支持,在此表示衷心感谢。

CONTENTS

Unit 1	Media: Fact or Fa	ble		
2	3	9	13	18
Part One	Part Two	Part Three	Part Four	Part Five
Activation	Text I What Makes Mainstream Media Mainstream	Text II Media Relations	Text III New Media: The Gazillion- Dollar Question	Study Skills: How to Distinguish Between Argumentative and Expository Essays Writing Skills: Book Review Case Study: Hollywood and the Internet: There Will Be Blood Video: Desperate Housewives
Unit 2	Originality and Fa	air Play		
22	23	30	35	40
Part One	Part Two	Part Three	Part Four	Part Five
Activation	Text I The Great Seduction .	Text II Intellectual Property: A Practice Focus	Text III Copyright, the Creative Industries and Traditional Cultural Expressions	Study Skills: Etymology Writing Skills: Quoting Effectively and Avoiding Plagiarism Case Study: Want to Use My Suit? Then Throw Me Something Video: Steal This Film
Unit 3	National Interest	in a World Community		
46	47	53	57	61
Part One	Part Two	Part Three	Part Four	Part Five
Activation	Text I On National Prejudices	Text II Turn a Social Problem into Wealth	Text III Who Gains When Wealth Is Evenly Distributed?	Study Skills: Use of Indices Writing Skills: Vocabulary Choice Case Study: Planning a Virtual Conference Video: The Bankruptcy of Lehman Brothers
Unit 4	Who Wins the Lic	on's Share		
64	65	72	76	81
Part One	Part Two	Part Three	Part Four	Part Five
Activation	Text I A Matter of Sovereignty: What the European Court's Ruling Means for the Technology Industry	Text II Antitrust in the European Union: Unchained Watchdog	Text III The Global Revival of Industrial Policy: Picking Winners, Saving Losers	Study Skills: Understanding Argumentation: Cause-effect Analysis Writing Skills: Indirect Speech Case Study: Legal Procedures of the European Court of Justice Audio: Opera's Jon von Tetzchner on t Browser Ballots

Part Three Text II China-U.S. Trade Law der 114 Part Three	Part Four Text III Is a Currency War Unavoidable?	Part Five Study Skills: Compound Adjectives Writing Skills: How to Persuade Case Study: Japan's Currency Policy Aimed at Pressuring Yuan Video: The Economic Dispute
Text II China-U.S. Trade Law der	Text III Is a Currency War Unavoidable?	Study Skills: Compound Adjectives Writing Skills: How to Persuade Case Study: Japan's Currency Policy Aimed at Pressuring Yuan
de China-U.S. Trade Law der	Is a Currency War Unavoidable?	Writing Skills: How to Persuade Case Study: Japan's Currency Policy Aimed at Pressuring Yuan
114	119	
	119	
Part Three		125
	Part Four	Part Five
Text II War, Embargo or Nothing: U.S. Sanctions in Historica Perspective	Text III Four Decades of Failure: The U.S. Embargo Against Cuba	Study Skills: Search Guide — Use of Corp Writing Skills: Ways to End a Paragri Case Study: Economic Sanctions Video: "British Man Accused of Conspiring to Sell Missile Parts to Iran Fights U.S. Extradition"
of Power		
136	140	144
Part Three	Part Four	Part Five
Text II Who Gains When the Dollar Sinks?	Text III Is the Sun Setting on U.S. Dominance?	Study Skills: Alliteration Writing Skills: Concluding Sentence Case Study: The Return of the Reali Video: Barack Obama's Inaugural Address
s, Rich Nations	SWING CONTRACTOR	
157	162	167
Part Three	Part Four	Part Five
Text II Agriculture, Trade	Text III Shape of Things to Come	Study Skills: Understanding Statisti Writing Skills: Supporting Your Argume Case Study: The Land Rush Doesn't Have to End in a Poor Deal for Africans Video: Impacts of Globalization
		Agriculture, Trade Shape of Things to Come

本书获对外经济贸易大学"教育部商 务英语国家级教学团队"项目资助。



Part One

Activation Group the following words and phrases according to their related meaning.

academy college democracy fascist hospital journalist the privileged soap opera assumptions conjecture editor foundation hypothesis mass media power play university audience corporation entertainment government institute news reporter television

the big press the elite media evidence Hollywood investigation newspapers scandal

2 Explain the following words and phrases in English.

agenda-setting media null hypothesis

upper class

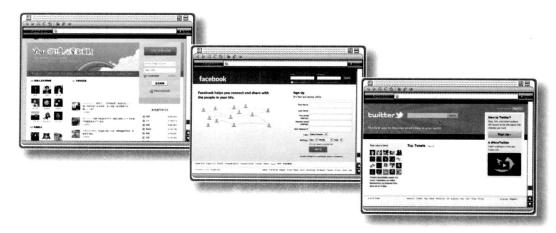
tyranny

3 Do you know the differences among the three terms below? Do you know any other terms related to the word "media"?

mainstream media

mass media

elite media



Part Two

Text I







Pre-reading Questions

- What types of media do mainstream media encompass? Whom do you think mainstream media are controlled by and
- what is the motive for controlling?

2 Group work

Work in pairs. Choose a real event that has got a lot of media exposure in the country/world. Try to uncover the real reasons why it got so much attention.

3 Discussion

- In your impression, how do newspapers get their source of information?
- What do you think are the major channels for the elite media to make money, such as *The New* York Times or CBS?

What Makes Mainstream Media Mainstream

Noam Chomsky

Part of the reason why I write about the media is because I am interested in the whole intellectual culture, and the part of it that is easiest to study is the media. It comes out every day. You can do a systematic investigation. You can compare yesterday's version to today's version. There is a lot of evidence about what's played up and what isn't and the way things are structured.

My impression is the media aren't very different from scholarship or from, say, journals of intellectual opinion — there are some extra constraints — but it's not radically different. They interact, which is why people go up and back quite easily among them. You want to study the media the way, say, a scientist would study some complex molecule or something. You take a look at its internal institutional structure and then make some 10 hypothesis based on the structure as to what the media product is likely to look like. Then you investigate the media product and see how well it conforms to the hypotheses. Virtually all work in media analysis is this last part — trying to study carefully just what the media product is and whether it conforms to obvious assumptions about the nature and structure of the media.

Well, what do you find? First of all, you find that there are different media which do different things, like the entertainment/Hollywood, soap operas, and so on, or even most of the newspapers in the country (the overwhelming majority of them). They are directing the mass audience.

There is another sector of the media, the elite media, sometimes called the agenda-setting

media because they are the ones with the big resources, they set the framework in which 20 everyone else operates. *The New York Times* and CBS, that kind of thing. Their audience is mostly privileged people. The people who read *The New York Times* — people who are wealthy or part of what is sometimes called the political class — they are actually involved in the political system in an ongoing fashion. They are basically managers of one sort or another. They can be political managers, business managers (like corporate executives or that sort of 25 thing), doctoral managers (like university professors), or other journalists who are involved in organizing the way people think and look at things.

The elite media set a framework within which others operate. If you are watching the Associated Press, who grind out a constant flow of news, in the mid-afternoon it breaks and there is something that comes along every day that says "Notice to Editors: Tomorrow's New York Times is going to have the following stories on the front page." The point of that is, if you're an editor of a newspaper in Dayton, Ohio¹⁰ and you don't have the resources to figure out what the news is, or you don't want to think about it anyway, this tells you what the news is. These are the stories for the quarter page that you are going to devote to something other than local affairs or diverting your audience. These are the stories that you put there because that's what The New York Times tells us is what you're supposed to care about tomorrow. If you are an editor in Dayton, Ohio, you would sort of have to do that, because you don't have much else in the way of resources. If you get off line, if you're producing stories that the big press doesn't like, you'll hear about it pretty soon. In fact, what just happened at San Jose Mercury News²² is a dramatic example of this. So there are a 40 lot of ways in which power plays can drive you right back into line if you move out. If you try to break the mold, you're not going to last long. That framework works pretty well, and it is understandable that it is just a reflection of obvious power structures.

The real mass media are basically trying to divert people. Let them do something else, but don't bother us (us being the people who run the show). Let them get interested in professional sports, for example. Let everybody be crazed about professional sports or sex scandals or the personalities and their problems or something like that. Anything, as long as it isn't serious. Of course, the serious stuff is for the big guys. "We" take care of that.

What are the elite media, the agenda-setting ones? *The New York Times* and CBS, for example. Well, first of all, they are major, very profitable, corporations. Furthermore, most of them are either linked to, or outright owned by, much bigger corporations, like General Electric, Westinghouse[®], and so on. They are way up at the top of the power structure of the



private economy which is a very tyrannical structure. Corporations are basically tyrannies, hierarchic, controlled from above. If you don't like what they are doing you get out. The major media are just part of that system.

What about their institutional 60 setting? Well, that's more or less the same. What they interact with and relate to is other major power centers — the government, other corporations, or the universities. 65 Because the media are a doctrinal

system they interact closely with the universities. Say you are a reporter writing a story on Southeast Asia or Africa, or something like that. You're supposed to go over to the big university and find an expert who will tell you what to write, or else go to one of the



foundations, like Brookings Institute[®] or American Enterprise Institute[®] and they will give you the words to say. These outside institutions are very similar to the media.

The universities, for example, are not independent institutions. There may be independent people scattered around in them but that is true of the media as well. And it's generally true of corporations. It's true of Fascist states, for that matter. But the institution itself is parasitic. It's dependent on outside sources of support and those sources of support, such as private wealth, big corporations with grants, and the government (which is so closely interlinked with corporate power you can barely distinguish them), they are essentially what the universities are in the middle of. People within them, who don't adjust to that structure, who don't accept it and internalize it (you can't really work with it unless you internalize it, and believe it); people who don't do that are likely to be weeded out along the way, starting from kindergarten, all the way up. There are all sorts of filtering devices to get rid of people who are a pain in the neck and think independently. Those of you who have been through college know that the educational system is very highly geared to rewarding conformity and obedience; if you don't do that, you are a troublemaker. So, it is kind of a filtering device which ends up with people who really honestly (they aren't lying) internalize the framework of belief and attitudes of the surrounding power system in the society. The elite institutions like, say, Harvard and Princeton and the small upscale colleges, for example, are very much geared to socialization. If you go through a place like Harvard, most of what goes on there is teaching manners; how to behave like a member of the upper classes, how to think the right thoughts, and so on.

Okay, you look at the structure of that whole system. What do you expect the news to be like? Well, it's pretty obvious. Take *The New York Times*. It's a corporation and sells a product. The product is audiences. They don't make money when you buy the newspaper. They are happy to put it on the World Wide Web for free. They actually lose money when you buy the newspaper. But the audience is the product. The product is privileged people, just like the people who are writing the newspapers, you know, top-level decision-making people in society. You have to sell a product to a market, and the market is, of course, advertisers (that is, other businesses). Whether it is television or newspapers, or whatever, they are selling audiences. Corporations sell audiences to other corporations. In the case of the elite media, it's big businesses.

Well, what do you expect to happen? What would you predict about the nature of the media product, given that set of circumstances? What would be the null hypothesis, the kind of conjecture that you'd make assuming nothing further? The obvious assumption is that the product of the media, what appears, what doesn't appear, the way it is slanted, will reflect the interest of the buyers and sellers, the institutions, and the power systems that are around them. If that wouldn't happen, it would be kind of a miracle.

(Total words: 1463)

^{*} This text is adapted from "What Makes Mainstream Media Mainstream" by Noam Chomsky, Z Magazine, Oct. 1997.

New Words and Expressions

play sth up to try to make sth seem more important than it is 夸大…的重要性; 渲染

molecule /'mplrkju:l/ n. the smallest unit, consisting of a group of atoms, into which a substance can be divided without a change in its chemical nature 分子

grind out to produce with great efforts 努力地制造出

get off line to become strayed from the guidelines or rules 偏离正轨

be crazed about to have strong feelings and lack control with sth 为…狂热、着迷

outright /'aut'raɪt/ a. & ad. complete and total 完全的(地)

doctrinal /dɒk'traɪnl/ a. (formal) relating to a doctrine or doctrines 教义的, 学说的

Fascist states /'fæ∫ɪst/ countries that follow facism 法西斯 国家

parasitic /pærə'sıtık/ a. (of a person) always relying on or

benefiting from other people and giving nothing back 寄生的

weed out to remove or get rid of (people or things) from a group because they are not wanted or are less good than the rest 清除. 淘汰

a pain in the neck sth/sb that is unpleasant to deal with 令 人讨厌的人或事

gear to [usually passive] to make, change or prepare sth so that it is suitable for a particular purpose 适应

null hypothesis /har'ppersis/ the idea that an experiment that is done using two groups of people will show the same results for each group 无效假设

conjecture /kənˈdʒektʃə/ n. an opinion or idea that is not based on definite knowledge and is formed by guessing 猜想

slanted /'sla:ntrd/a. tending to be in favor of one person or thing in a way that may be unfair to others 有倾向性的

Notes to Text I

- 1 A newspaper in Dayton, Ohio: used in a general sense to represent any small local newspaper which does not have much power in deciding what is to appear as important content for their newspaper pages.
- 2 The *San Jose Mercury News*: a major daily newspaper in San Jose, California and Silicon Valley. In August 1996, the newspaper published a series of investigative articles linking the CIA to Nicaraguan contras organizing the distribution of cocaine into the United States. While first enthusiastic about the story, eight months later the executive editor would claim the story was faulty.
- 3 Westinghouse: refers to the Westinghouse Electric Corporation (WEC), which is a Delaware corporation founded in 1998 by CBS Corporation to manage the intellectual property assets relating to the Westinghouse brand.
- 4 The **Brookings Institute:** a non-profit public policy organization based in Washington, D.C. One of Washington's oldest think tanks, Brookings conducts research and education in the social sciences, primarily in economics, metropolitan policy, governance, foreign policy, and global economy and development.
- 5 The American Enterprise Institute for Public Policy Research (AEI): a conservative think tank founded in 1943. An independent pon-profit organization supported primarily



The Brookings Institute

non-profit organization supported primarily by grants and contributions from foundations, corporations, and individuals, AEI is headquartered in Washington, D.C.

Comprehension Check

• Reading for general ideas

Read the text through quickly and answer the following questions.

- 1 In Chomsky's eyes, why are the media, as a part of the whole intellectual culture, the easiest to study?
- 2 According to Chomsky, what are the steps for studying the media, the way a scientist would conduct research?
- 3 According to the text, what are the two major sectors of the media?
- 4 Why are the elite media also called the "agenda-setting" media?
- 5 What would happen if a local newspaper published contents that the big press does not like?

	D 1:	C			C
64	Reading	tor	specific	ın	formation

Read	the text again more carefully and decide whether the following statements are true or false.
1000000	To Chomsky, it is almost impossible to study the media in the manner of scholarship.
	Almost all work in the media analysis is in making the assumptions about the nature and structure of the media.
	The real mass media are basically trying to divert people and the important contents are reserved for the elite media to manage.
	There are filtering devices in academic institutions such as universities to weed out people who think independently and don't conform to the power system.
5	The New York Times makes money via two channels: selling newspapers to its audience and selling advertisements to big corporations.
Reac	ling and making interpretations
	the text again more carefully. Paraphrase the following sentences from the text. Payeular attention to the <i>italicized</i> words.
op	impression is the media aren't very different from scholarship or from, say, journals of intellectual nion — there are some extra constraints — but it's not radically different. They interact, which is y people go up and back quite easily among them.
do	ey can be political managers, business managers (like corporate executives or that sort of thing), ctoral managers (like university professors), or other journalists who are involved in organizing way people think and look at things.
	see are the stories for the quarter page that you are going to devote to something other than local airs or diverting your audience.
	it is kind of a filtering device which ends up with people who really honestly (they aren't lying) ernalize the framework of belief and attitudes of the surrounding power system in the society.

5 What would be the null hypothesis, the kind of conjecture that you'd make assuming nothing further?

Media: Fact or Fable

4 F	ill in the blanks with the correct form of the words given.
1	A. While our faculty and board annually affirm their agreement with the fullstatement as shown below, students need only agree with the very essentials. B. What are the basics of Christian?
2	parasitic A. He regards those who live solely on social welfare as on society. B. It looks like the little boy has contracted a infection.
3	A. His view on this issue is somewhat biased and B. The desk faces the door at a
4	hypothesis A. These researchers have formulated a about the function of dreams. B. I wasn't asking about anybody in particular — it was a purely question.
5	A is a radical and authoritarian nationalist political ideology. B. During World War II, German persecuted Jewish people all over Europe
6	A. The curriculum has been towards the specific needs of our students. B. The snorkeling includes a diving mask, a shaped tube called a snorker and usually swimfins, the use of which allows the snorkeler to observe underwater attractions — e. fish and corals — for extended periods of time with relatively little effort.
1 随	ranslate the following into English, using words and phrases given in brackets. 着中国市场经济的不断发展,中国广电传媒市场也日趋成熟,呈现出了一幅百花齐放、百家争鸣景象。(broadcasting media, all styles of art and all schools of thought)
2 传	统的电视传播观念已不能适应当今多样化的媒体传播格局和竞争需要。(diversified mass media)
	媒体设计是相对于传统媒体设计而言的,它具有综合性、实时性、交互性等多种特点。(be ntrasted with)
4 和 目	法语一样,汉语也朝着净化的道路坚定地迈出了一步。为了净化语言,中国有关部门要求广播电视节中不再使用NBA、WTO和GDP等常用英语缩略词。(linguistic purity, English-based acronyms)
	然全球化使得好莱坞电影在世界范围畅行无阻,但它并不能替代我们对本土文化、本土生活、本 经验的关注与书写。(great hits, domestic culture, life and experiences)

Part Three

Text II

Key Words and Expressions

phalanx /ˈfælæŋks/ n.
estate /ɪˈsteɪt/ n.
pew /pju:/ n.
add to that
saturation /ˌsætʃəˈreɪʃən/ n.

high-stakes /'harsterks/ a.
place great demands on
foster good relations with
self-preservation /'self.prezə'verʃən/ n.
go off the record

speculate /'spekjo.leɪt/ v.
tarot /'tærəut/ n.
non-starter /nɒn'sta:tə/ n.
blurt /bl3:t/ v.
conventional wisdom

Media Relations

David W. Guth & Charles Marsh

It has become an all-too-familiar image in our media-saturated society: someone in the midst of a personal crisis, trapped on the courthouse steps, bathed in the harsh glare of artificial light and confronted by a phalanx of reporters and television cameras. It is a scene that many find troublesome. While a recent Gallup Poll[®] determined that a little more than half of those surveyed said they have "a great deal" or "a fair amount" of trust in the fullness, accuracy, and fairness of what they see and hear on the news, they do not completely trust the media. Forty-five percent of the respondents in the same survey said they believe the news media in the United States are too liberal, while 14 percent said the news media are too conservative.

It is sometimes easy to forget that journalists play an important role in democratic societies. They are often referred to as the Fourth Estate²², an unofficial fourth branch of government. At their best, reporters are the people's representatives. They are eyewitnesses to history. They report on things that matter — or at least should matter — to us.

The nation's founders understand the importance of a free press when they gave it constitutional guarantees under the First Amendment[®]. Thomas Jefferson wrote, "Our liberty depends on the freedom of the press, and that cannot be limited without being lost." One of Jefferson's successors in the White House, Harry Truman, had a more pragmatic view of the media. "Whenever the press quits abusing me I know I'm in the wrong pew," Truman said.

Journalism is big business. Advertising expenditures in the United States were expected to top \$247 billion in 2003 — nearly a quarter of a trillion dollars. At the beginning of this decade, there were 1,480 daily newspapers and 7,689 weekly newspapers in the United States. Add to that the more than 13,000 radio stations, 1,700 television stations, 17,815 magazines, and millions of people surfing the Internet. With this media saturation comes a high-stakes competition for the attention of viewers, readers, and listeners. With increasing frequency, individuals and organizations get caught in the middle of this battle for truth, justice, and higher ratings. At those times, the services of public relations practitioners are most needed.

Students often ask why so much literature on public relations addresses the care and feeding of the news media. The answer is simple: Although reporters are not the only target public important to your organization, they sometimes are the most important. This is a relationship that

25

places great demands on public relations practitioners' critical thinking skills.

A wise old sage once said that you shouldn't get in an argument with someone who buys paper by the ton and ink by the barrel. That is a profound truth in media relations. In a free society with constitutional protections for the media, it is more likely that the media can harm your organization than that you can harm the media. In a sense, the fostering of good media relations is an act of self-preservation.

However, public relations is more than just keeping something bad from happening to your organization. It is also about making something good happen. When executives wish to move an organization from reactive media relations to proactive media relations, a strong working relationship between the journalist and the practitioner can become a valuable asset.

There is no such thing as a single recipe or road map to better media relations. The ability to develop good relationships with reporters is both an art and a science and is usually gained from experience. Because of the naturally adversarial relationship between the reporter and the practitioner, the maintenance of good media relations requires constant attention. These are a few tips to help you meet that challenge.

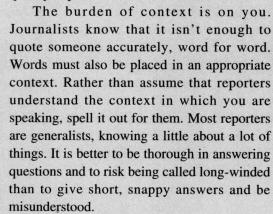
Be prepared. With apologies to the Boy Scouts, this is a pretty good motto for just about everything in life, especially public relations. It means anticipating reporters' questions and needs. To do that, you have to be familiar with both your subject matter and the requirements of the various media.

Be cool. Reporters sometimes say and do things that prompt an emotional response. This is often a deliberate ploy to provoke a reaction that can get bigger play in the media than the substance of the response. Remember for whom you are speaking. Losing your cool reflects as much on your client as it does on you.

Never lie. There are times when a practitioner may have legal, ethical, and security considerations for withholding information. However, there is no excuse for deliberately deceiving people. Whatever short-term gains may be realized by lying, they will evaporate along with your reputation. Without credibility, a public relations practitioner is of little value. When that happens, it's time to look for a new career.

Demand accuracy. The practitioner shares the journalist's need for accurate information. The failure to provide accurate information to reporters, even if by an honest mistake, can cast serious doubt on your competence and credibility. Verify your facts first. When you make a mistake, move as

quickly as possible to correct the error.



Don't go off the record. Because most journalists are honorable people, the advice against going off the record with reporters is 75



not a statement about trusting reporters. Most disputes about what was and was not off the record stem from misunderstandings. Confusion won't happen if you avoid the practice. However, if a situation justifies going off the record, make certain everyone understands the ground rules before saying anything.

Never speculate. Reporters love to ask speculative questions. Just because they ask them 80 does not mean that you have to answer them. Speculative answers can create false expectations that come back to haunt an organization. Leave speculation up to gold prospectors and people with tarot cards and a crystal ball.

"No comment" is a non-starter. Blurting out those two words in response to a question leaves the impression that you have something to hide. If you are not in a position to answer a reporter's question, explain your reasons. When you are candid about your reasons for silence in certain matters, you improve your chances of being asked a follow-up question that you can answer.

Be there in good times and bad times. Take a long-term view of your relationship with reporters. If you want the media to respond to you when times are good, you have to respect their 90 need for information when times are bad. Reporters respect candid practitioners who answer tough questions. That, in turn, reflects well on the organization.

As is true in developing relationships with any other public, organizations must be true to their values when engaged in media relations. Doing the right thing is not always easy, especially when they are forced to take necessary, but unpopular, actions. It can be tempting to allow the 95 conventional wisdom of editorial writers and television commentators to dictate future actions. Like any other public, their views should be thoughtfully considered. However, in the final analysis, public relations practitioners need to be comfortable in who they are, the organizations they represent, and what they believe. While it is important to have a good relationship with journalists, that desire should not compromise a commitment to core values.

(Total words: 1301)

100

This text is adapted from "Media Relations", David W. Guth & Charles Marsh: Adventures in Public Relations: Case Studies and Critical Thinking, Pearson Education, Inc., 2005.

Notes to Text II

- 1 Gallup Poll: the division of Gallup that regularly conducts public opinion polls in more than 140 countries around the world. Gallup Polls are often referenced in the mass media as a reliable and objective measure of public opinion. Gallup Poll results, analyses, and videos are published daily on Gallup.com in the form of data-driven news.
- 2 The Fourth Estate: a term used to refer to the press. France under the Ancien Régime (before the French Revolution) divided society into three estates: the First Estate (clergy); the Second Estate (nobility); and the Third Estate (commoners). In American usage, the phrase "fourth estate" is contrasted with the "fourth branch of government" — the former is used to emphasize the independence of the press while the latter the control of the government.
- 3 ▶ The First Amendment: a part of the Bill of Rights; also called "Amendment I" (to the United States Constitution). The Amendment prohibits the making of any law "respecting an establishment of religion", impeding the free exercise of religion, infringing on the freedom of speech, infringing on the freedom of the press.