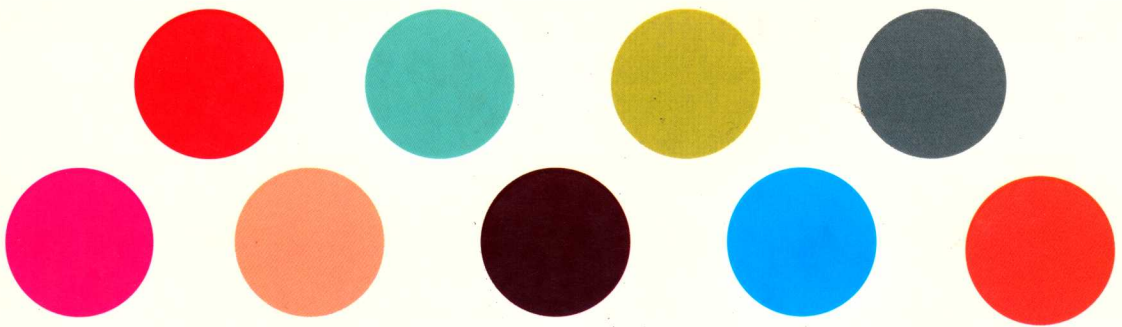


Public Relations

A MANAGERIAL PERSPECTIVE

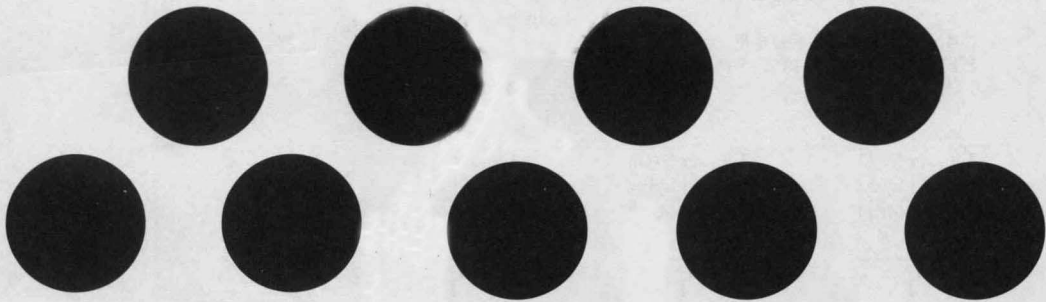
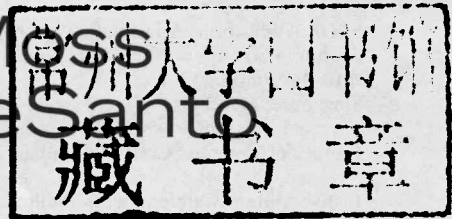
Danny Moss
Barbara DeSanto



Public Relations

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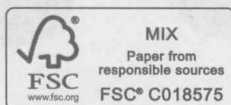
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Dedications

DANNY MOSS

This book is dedicated, like all my works, to the memory of my much loved and now sadly missed golden retriever Angus, who was a wonderfully uncritical listener to my ideas and plans for this book. I also have to thank my wife Eunice for putting up with many lonely hours while I was locked away typing the manuscript.

Finally, both Barbara and I want to thank our commissioning editor Delia Martinez Alfonso for her patience and support for this much delayed book, during the writing of which she has managed to give birth to two children!

BARBARA DESANTO

This book is dedicated to all of my graduate students from Oklahoma State University, the University of North Carolina at Charlotte, and Maryville University, St Louis. Thank you for all of your challenges and inspiration. To my co-author and colleague, Dr Danny Moss, thank you for being a superb colleague through the years. To my husband, Dr Robert John DeSanto, APR, Fellow PRSA, and Rosie Hoover, Frederick the Great, and Winky, thank all of you for strategically knowing how to bring joy to my life.

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Introduction

In writing this book, we did not set out to produce another introductory public relations textbook – there are far too many excellent textbooks of this nature already available to readers, whether they are students or practitioners. Rather, the aim of this book was to explore the managerial dimension of public relations and communication practice. All too often the term ‘management’ or ‘managerial’ is used within the communication/public relations field without sufficient thought or clarity as to what it means. We also sought to develop a framework that will enable both students and practitioners to identify and make sense of the key elements in managing any particular aspect of communication/public relations practice, and to improve the management of communication/public relations departments. The starting point in thinking about this textbook was a recognition that, despite the claim that public relations should be treated as a managerial function and should have a seat at the senior management table in many organisations, much of the writing about communication/public relations shows little recognition of how thinking about management and managerial practice has evolved in recent years. An examination of the bibliography in many contemporary communication/public relations textbooks reveals few references to contemporary managerial texts, and all too often references to management based on rather dated sources. Thus, we wanted not only to write a textbook that would re-examine how managerial practice could be applied to the communication/public relations field, but also to ensure that we drew on contemporary thinking about management and managerial practice.

In Part One of the book, we sought to examine the core of managerial framework that we believe could be applied to most areas of communication/public relations practice. Establishing a managerial framework for the communication/public relations function also led us to consider other important dimensions of the management function that might apply equally to communication/public relations domain, namely managerial skills and competencies and how they might manifest themselves in terms of communication practice and leadership as applied to the communication function. The final important area we considered in Part One of the book was that of strategy and planning for communication/public relations. Here again a review of the existing literature suggested some confusion, or at least ambiguity, in the use of the terms ‘strategy’ and ‘planning’ in this context.

Having established our managerial framework and considered how some of the dimensions of management might apply to communication/public relations in Part One, in the remaining chapters of the book we examine a number of specialist areas

of public relations practice, in each case examining not only the issues and considerations surrounding that area of practice, but also drawing on the common managerial framework to explore the management of communication practice in that particular field. In Part Three, we also examine some of the professional considerations that impinge upon the management of communication/public relations departments, notably ethical and legal considerations.

The writing of this book has involved bringing together a number of experts in specific areas of communication/public relations practice, each of whom added their specific insights and knowledge of these specialist areas. In each case, however, we have asked these experts also to examine their subject area through the lens of our managerial framework and to consider the managerial implications for practice in their area. Here we have assembled a team of contributors from both the academic and professional worlds, which we believe provides the appropriate mix of academic and professional perspectives on the subject.

CHAPTER GUIDE AND CONTRIBUTORS

Chapter 1 sets the scene for the rest of the book, examining the current operating environment in which public relations practitioners work, and environmental forces which shape the working environment and the challenges that contemporary organisations face. Chapter 2 sets our underlying managerial framework, which informs much of the discussion of managerial practice in the communication/public relations context in the rest of the book. Here we also explore the development of managerial thinking and managerial theory over the years and set this in context with the way management has been discussed in the public relations literature. In Chapter 3 we explore the area of practitioner competencies, attributes and skills, relating these to both the managerial and technical work that practitioners perform. Chapter 4 examines the concept of leadership and its application to the communication/public relations field and considers the key attributes of leaders and their role in the communication/public relations context. Chapter 5, which concludes Part One, focuses on the concepts of strategy and planning and explores the development of thinking about these concepts from a managerial and communication/public relations perspective.

Part Two draws on the managerial framework advanced in Part One, and begins to explore a number of communication/public relations functions or contexts from a managerial perspective. Chapter 6 looks at the area of corporate branding and corporate reputation management and explores the way in which corporate brands are developed, sustained and defended, and the managerial process involved in developing and sustaining corporate brand/reputation. Chapter 7 looks at the area of government relations and public affairs, and examines the specialist area of communication practice and the important role it plays in managing the interface between organisations and businesses and government and government bodies. Chapter 8 looks

specifically at government communication – at how government departments develop their own communication programmes and manage the communication process with citizens and businesses and other bodies. Chapter 9 focuses on consumer and business-to-business communication and explores the way in which organisations and businesses manage the communication process with key customer and business partners. Chapter 10 looks at the specialist area of financial communication and financial public relations, the most regulated and perhaps the most controversial areas of communication. Chapter 11 shifts the focus away from business communication to the not-for-profit sector, and looks at the important role played by communication/public relations for charities and voluntary bodies as well as in fundraising and other areas. Chapter 12 looks at the important area of internal or employee communication and the important role that communication plays in achieving organisational missions and goals. Chapter 13 is concerned with the world of agency/consultancy work; it examines the way in which public relations agencies/consultancies interact with clients and client organisations and explores the process of managing consultancy operations. Chapter 14 focuses on the increasingly important area of the internet and the impact of Web 2.0 communication, exploring how the increasing prevalence of the internet has changed the business communication model that many organisations rely upon and the way individuals obtain information, supply information and interact in an e-commerce-based trading environment. Chapter 15 focuses on the area of issues management, exploring the way in which organisations monitor, analyse and attempt to manage the impact of issues of public policy and business on their operations.

In Part Three we look at three specialist areas impinging on the work of other functions. In Chapter 16 we examine the ethical dimension of communication/public relations management, exploring the ethical and moral dilemmas that practitioners face, the importance of professionalisation of the practice and how these influences affect the role of practitioners in their day-to-day operations. Chapter 17 examines the increasing emphasis given to corporate social responsibility within the corporate sector and explores the ways in which organisations are attempting to respond to the changing social environment and the changing expectations of corporate behaviour in countries around the world. Chapter 18 examines the legal dimension of public relations/mediation practice, examining the legal constraints on and considerations that must affect both organisational behaviour and communication/public relations practice. Chapter 19 turns the focus to the international/global arena and explores the key considerations that any organisation wishing to expand its organisational operations internationally/globally needs to take into account.

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