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BUSINESS ADMINISTRATION CLASSICS

公共关系

英文版·第10版

格伦·M·布鲁姆 (Glen M. Broom) 著

EFFECTIVE PUBLIC RELATIONS

..... Tenth Edition



中国人民大学出版社



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总 序

随着我国加入 WTO,越来越多的国内企业参与到国际竞争中来,用国际上通用的语言思考、工作、交流的能力也越来越受到重视。这样一种能力也成为我国各类人才参与竞争的一种有效工具。国家教育机构、各类院校以及一些主要的教材出版单位一直在思考,如何顺应这一发展潮流,推动各层次人员通过学习来获取这种能力。双语教学就是这种背景下的一种尝试。

双语教学在我国主要指汉语和国际通用的英语教学。事实上,双语教学在我国教育界已经不是一个陌生的词汇了,以双语教学为主的科研课题也已列入国家“十五”规划的重点课题。但从另一方面来看,双语教学从其诞生的那天起就被包围在人们的赞成与反对声中。如今,依然是有人赞成有人反对,但不论是赞成居多还是反对占上,双语教学的规模和影响都在原有的基础上不断扩大,且呈大发展之势。一些率先进行双语教学的院校在实践中积累了经验,不断加以改进;一些待进入者也在模仿中学习,并静待时机成熟时加入这一行列。由于我国长期缺乏讲第二语言(包括英语)的环境,开展双语教学面临特殊的困难,因此,选用合适的教材就成为双语教学成功与否的一个重要问题。我们认为,双语教学从一开始就应该使用原版的各类学科的教材,而不是由本土教师自编的教材,从而可以避免中国式英语问题,保证语言的原汁原味。各院校除应执行国家颁布的教学大纲和课程标准外,还应根据双语教学的特点和需要,适当调整教学课时的设置,合理选择优秀的、合适的双语教材。

顺应这样一种大的教育发展趋势,中国人民大学出版社同众多国际知名的大出版公司,如麦格劳-希尔出版公司、培生教育出版公司等合作,面向大学本科层次,遴选了一批国外最优秀的管理类原版教材,涉及专业基础课,人力资源管理、市场营销及国际化管理等专业方向课,并广泛听取有着丰富的双语一线教学经验的教师的建议和意见,对原版教材进行了适当的改编,删减了一些不适合我国国情和不适合教学的内容;另一方面,根据教育部对双语教学教材篇幅合理、定价低的要求,我们更是努力区别于目前市场上形形色色的各类英文版、英文影印版的大部头,将目标受众锁定在大学本科层次。本套教材尤其突出了以下一些特点:

- 保持英文原版教材的特色。本套双语教材根据国内教学实际需要,对原书进行了一定的改编,主要是删减了一些不适合教学以及不符合我国国情的内容,但在体系结构和内容特色方面都保持了原版教材的风貌。专家们的认真改编和审定,使本套教材既保持了学术上的完整性,又贴近中国实际;既方便教师教学,又方便学生理解和掌握。

● 突出管理类专业教材的实用性。本套教材既强调学术的基础性，又兼顾应用的广泛性；既侧重让学生掌握基本的理论知识、专业术语和专业表达方式，又考虑到教材和管理实践的紧密结合，有助于学生形成专业的思维能力，培养实际的管理技能。

● 体系经过精心组织。本套教材在体系架构上充分考虑到当前我国在本科教育阶段推广双语教学的进度安排，首先针对那些课程内容国际化程度较高的学科进行双语教材开发，在其专业模块内精心选择各专业教材。这种安排既有利于我国教师摸索双语教学的经验，使得双语教学贴近现实教学的需要；也有利于我们收集关于双语教学教材的建议，更好地推出后续的双语教材及教辅材料。

● 篇幅合理，价格相对较低。为适应国内双语教学内容和课时上的实际需要，本套教材进行了一定的删减和改编，使总体篇幅更为合理；而采取低定价，则充分考虑到了学生实际的购买能力，从而使本套教材得以真正走近广大读者。

● 提供强大的教学支持。依托国际大出版公司的力量，本套教材为教师提供了配套的教辅材料，如教师手册、PowerPoint 讲义、试题库等，并配有内容极为丰富的网络资源，从而使教学更为便利。

本套教材是在双语教学教材出版方面的一种尝试。我们在选书、改编及出版的过程中得到了国内许多高校的专家、教师的支持和指导，在此深表谢意。同时，为使我们后续推出的教材更适于教学，我们也真诚地期待广大读者提出宝贵的意见和建议。需要说明的是，尽管我们在改编的过程中已加以注意，但由于各教材的作者所处的政治、经济和文化背景不同，书中内容仍可能有不妥之处，望读者在阅读时注意比较和甄别。

徐二明

中国人民大学商学院

Preface

After all, it was Cutlip and Center, as much as anyone, who gave those of us who strayed or wandered into the profession from journalism and other professional pursuits, a sense of substance and legitimacy about practicing our adopted craft.

—Stephen H. Baer

“Cutlip, Center, and Broom” . . . [is] the standard against which all basic public relations textbooks are measured.

—Donald K. Wright

Beginning with the first edition in 1952, *Effective Public Relations (EPR)* has introduced the theory and principles of public relations, schooled its practitioners, and served as a reference for those in the calling worldwide. This tenth edition completes **six decades** of advancing public relations toward professional status.

Effective Public Relations is the book most frequently used by those preparing for accreditation exams, most frequently cited in public relations literature, most widely used worldwide in English, and most translated for study. You are in good company when you use this book in preparation for an exciting and rewarding career.

Cutlip and Center

Students and practitioners alike often refer to *Effective Public Relations* simply as “Cutlip and Center,” using the original authors’ names instead of the actual title. **Scott M. Cutlip** and **Allen H. Center** created the book that made public relations education an academic area of study on university and college campuses. Many of their ideas and ambitions in the early editions still serve as beacons leading public relations education and practice.

EPR is known to this day as “the bible of public relations.” “After all,” as one long-time counselor and consultant said, “it was Cutlip and Center, as much as anyone, who gave those of us who strayed or wandered into the profession from journalism and other professional pursuits, a sense of substance and legitimacy about practicing our adopted craft.”ⁱ

Because the body of knowledge in public relations has outgrown the bounds of a single textbook, no longer can *EPR* serve as a comprehensive encyclopedia of public relations. Public relations education and professional practice extend well beyond the limits of a single book or course. Yet *EPR* remains the basic reference for the field worldwide and it will serve you well in your career. As one reviewer said, “‘Cutlip, Center, and Broom’ . . . [is] the standard against which all basic public relations textbooks are measured.”ⁱⁱ

This tenth edition has Cutlip’s and Center’s names above the title for the first time. Their contribution to the field and this work led Pearson and me to honor

them in this way. Scott Cutlip died in 2000 and Allen Center in 2005, but their influence and contributions remain intact in *Cutlip and Center's Effective Public Relations*, Tenth Edition. Learn more about Cutlip and Center's contribution to the field of public relations in Chapter 4, pages 109 and 110.)

Contents

What will you learn from the tenth edition of *EPR*?

- You will learn basic concepts necessary to understand what public relations is and is not, and how it evolved to today's practice.
- You will learn the values, theory, principles, and management process that guide the practice.
- You will learn updated information and read key examples to help you understand contemporary public relations practice in a variety of settings.

Each chapter begins with a study guide that outlines specific learning objectives to help you focus your reading and master the material.

The tenth edition comprises four parts:

- Part I (Chapters 1–4)—Concept, Practitioners, Context, and Historical Origins
- Part II (Chapters 5–10)—Foundations
- Part III (Chapters 11–14)—Management Process
- Part IV (Chapters 15–17)—The Practice

In short, the book covers a broad range of public relations theory and practice. However, *EPR* does not trivialize public relations by presenting brief, oversimplified case studies. Rather, *EPR* gives you a foundation for subsequent courses and books devoted to developing, implementing, and evaluating programs.

Following is an annotated description of each of the chapters:

Chapter 1, "Introduction to Contemporary Public Relations," introduces the concept of contemporary public relations and defines terms often confused with the practice. Most importantly, the chapter introduces for the first time "core axioms" that spell out the principles and values central to contemporary practice (Exhibit 1.4, page 26).

Chapter 2, "Practitioners of Public Relations," presents recent data on employment, salary, diversity, population demographic changes, and the feminization of the field. Three new "Day in the Life of ..." exhibits introduce you to what practitioners do at work in nonprofits, corporate departments, and public relations firms.

Chapter 3, "Organizational Settings," gives public relations work context by explaining how organizational settings and other factors affect the role of practitioners and outlines how public relations often begins and is integrated into organizations. The chapter also outlines the pluses and minuses of internal departments and outside counsel, and presents data on major national and international firms and their councils.

Chapter 4, "Historical Origins," describes how the practice evolved, identifies historical leaders who led the evolution, and traces the origins of current practice. This edition features Harold Burson, Rachel Carson, Allen Center, Scott Cutlip, Daniel Edelman, Tim Traverse-Healy, Inez Kaiser, Dr. Martin Luther King Jr., Ralph Nader, and Betsy Plank in discussions of recent public relations history.

Chapter 5, “Professionalism and Ethics,” introduces the professional and ethical principles that underpin the practice. Chapter exhibits document the development of public relations internationally, particularly in Australia, Sweden, and China, as well as with the Global Alliance for Public Relations and Communication Management.

Chapter 6, “Legal Considerations,” summarizes the legal considerations so vital to public relations practice. Included in this chapter are guidelines for copyright law and permission requirements, and exhibits explaining the hierarchy of the law and campaign finance reform. In response to a series of corporate scandals and bankruptcies, the chapter discusses new federal legislation (the Sarbanes–Oxley Act of 2002) and Securities and Exchange Commission and New York Stock Exchange rules that increase transparency and timeliness, hold top management accountable for financial reports, and reduce insiders’ power to set their own compensation and to take unfair advantage when trading stock.

Chapter 7, “Theoretical Underpinnings: Adjustment and Adaptation,” outlines a theoretical foundation for the practice—systems theory. The chapter distinguishes between an open system approach and the reactive, closed system approach that all too often characterizes the practice. The ink-squirting cuttlefish serves as a memorable metaphor for the routine, publicity-dominated practice.

Chapter 8, “Communication and Public Opinion,” presents communication and public opinion theories and models essential to understanding the function of public relations in organizations and society. Within a systems theory framework, the chapter also focuses on the changes in what people inside and outside the organization know, feel, and do that affect organization-public relationships and the public opinion climate.

Chapter 9, “Internal Relations and Employee Communication,” discusses organizational culture and the application of systems theory to employee communication programs. The chapter also covers traditional and new media used in internal communication.

Chapter 10, “External Media and Media Relations,” discusses the workhorse medium in public relations—newspapers—and the other traditional and new media for communicating program messages to external publics. The chapter also covers new uses of old media and how new media—blogs, e-mail, social media, and so on—have changed organization-public interaction in the digital virtual world.

Chapter 11, “Step One: Defining Public Relations Problems,” introduces the benchmark model for applying theory to practice in the “four-step public relations process.” The model demonstrates the logic of using research to “benchmark” the beginning of the program by defining problems and setting program goals. (The model is repeated in Chapter 14 to illustrate the three phases of evaluation and to close the loop on benchmarking.) Chapter 11 also describes new technology used to gather data for detecting, exploring, and describing public relations problems.

Chapter 12, “Step Two: Planning and Programming,” builds a rationale for strategic planning, using many examples to illustrate key concepts. The chapter expands the traditional four-step public relations process presented in Chapter 11 into a detailed 10-step strategic planning outline. The steps include how to identify publics and how to write objectives for each target public, and how to apply working theory to developing program strategy.

Chapter 13, “Step Three: Taking Action and Communicating,” illustrates major tactics for implementing program strategy. The chapter emphasizes the necessity of taking action, particularly corrective action, in addition to communication. Actual examples from practice illustrate the challenges and barriers to framing and disseminating effective messages.

Chapter 14, “Step Four: Evaluating the Program,” outlines how to track program progress and assess impact. The discussion of the three phases of program evaluation—preparation, implementation, and impact—includes numerous models and examples to illustrate and clarify evaluation steps. The chapter also covers practical research methods used in program evaluation, including a discussion of how to use content analysis for tracking media placement effectiveness in program implementation.

Chapter 15, “Business and Industry Public Relations,” outlines the role of public relations in corporate social responsibility, corporate philanthropy, and corporate finance. The chapter reflects the growing interest in corporate governance following almost two decades of corporate scandals and financial malfeasance exposés. The discussion also addresses globalization and its impact on the practice in corporations and global public relations firms.

Chapter 16, “Government and Public Affairs,” covers the role of media and media relations in governmental public affairs, including the journalist embed program implemented during Operation Iraqi Freedom. The chapter discusses public relations practice in local, regional, and national governments in the United States and other nations. Additionally, the chapter explains how technology is changing public relations in government.

Chapter 17, “Nonprofits, Trade Associations, and Nongovernmental Organizations,” covers public relations practice in a broad range of “Third Sector” and other not-for-profit organizations. The chapter discusses how tight government budgets have forced private groups to take on many formerly public tasks, thus creating greater need for volunteerism and philanthropy, and an expanded role for public relations in securing both. Of particular importance is a discussion of the role of public relations in and the impact of global nongovernmental organizations (NGOs).

Contributors

My former students formed a pipeline of new information and examples for the tenth edition, for which I am grateful and in their debt. **Ronald Anderson**, Associate Professor, College of Communication, University of Texas at Austin, suggested changes in the four-step process chapters, but those contributions are not credited in the chapters. However, the following former students are identified with their contributions: **Erin Barrier**, Senior Account Executive, GolinHarris, Los Angeles; **Mark S. Cox**, APR, Director of Public Communications, City of Chesapeake, Va.; **Greg Davy**, Communications Specialist, Williamsburg–James City County Public Schools, Williamsburg, Va.; **Yelena Durmashkin**, Senior Coordinator, Corporate Communications, Qualcomm, Inc., San Diego; **Rachel Kay**, Principal, Rachel Kay Public Relations, San Diego; **MaryLee Sachs**, Chairman, Hill & Knowlton USA, New York; **Jim McBride**, president of McBride Communications and lecturer, School of Journalism and Media Studies, San Diego State University; and **Lieutenant Commander Wendy L. Snyder**, APR, Public Affairs Officer, U.S. Navy Region Europe, Naples, Italy.

Other colleagues in the practice contributed important new material to the tenth edition. **Bill Furlow**, Partner, Furlow Communications, Natchez, Miss.; **Tracy Jones**, FPRIA, Managing Director Creative Territory Pty. Ltd., Darwin, Australia; **George Lennon**, Director for Public Affairs, National Science Foundation, Arlington, Va.; **Debra Lynn Ross**, Director, Corporate Communications, Consorta, Inc., Schaumburg, Ill.; and **Susan D. Simmons**, Development Associate, Dress for Success Worldwide, New York.

Colleagues in the academy once again made significant contributions new to the tenth edition and are credited in the text. **Rochelle L. Ford**, Ph.D., APR, Associate Dean, Research and Academic Affairs, John H. Johnson School of Communications, Howard University, Washington, D.C.; **Martin Kruming**, J.D., private practice lawyer and lecturer, School of Journalism and Media Studies, San Diego State University; **Larsåke Larsson**, Professor, Örebro University, Sweden; **Suman Lee**, Ph.D., Assistant Professor, Greenlee School of Journalism and Communication, Iowa State University, Ames; **Jim Macnamara**, Ph.D., FPRIA, Professor, Public Communication, and Director, Australian Centre for Public Communication, University of Technology Sydney; **Ming Anxiang**, Professor, Institute of Journalism & Communication, Chinese Academy of Social Sciences, Beijing; **Juan-Carlos Molleda**, Ph.D., Associate Professor, College of Journalism and Communications, University of Florida, Gainesville; **Bey-Ling Sha**, Ph.D., APR, Associate Professor, School of Journalism and Media Studies, San Diego State University. In addition, two colleagues gave me useful feedback and guidance, but their contributions were embedded in the revision without specific attribution: **David Dozier**, Ph.D., Professor, and **Kenn Ulrich**, APR, PRSA Fellow, Lecturer, School of Journalism and Media Studies, San Diego State University.

Alas, I cannot list all the former students and colleagues in education and in the practice who contributed to this edition. They will recognize how their feedback changed and improved the book. Many responded to my requests for help, while others cited in the book contributed through their own publications. I could not have revised the book for the tenth edition without the support, suggestions, and critical analysis of such friends and colleagues. I thank them all and hope that you will be as generous with your feedback and suggestions as you study this tenth edition.

Pearson Prentice Hall editors provided able assistance and firm direction in getting the tenth edition produced: **Ashley Santora**, Product Development Manager, Business and Economic Publishing, and **Clara Bartunek**, Project Manager, guided the process from manuscript to an actual book. **Angela Williams Urquhart**, Editorial Director, Thistle Hill Publishing Services, LLC, Fort Worth, Texas, made sure that the words you are reading made sense and were spelled correctly. I appreciated their help in producing the tenth edition and relieve them of any responsibility for typos and wording problems created by yours truly.

I am also grateful for the love and support of my wife, **Betty**, professor emerita of nursing at San Diego State University, who taught students how to help families bring healthy babies into the world. As I worked on this revision, she was teaching her last semester before retiring. We look forward to more travel and house remodeling projects before I start work on the eleventh edition.

I hope this book helps you prepare for the challenging and rewarding calling of building organization-public relationships in the digital age. Best wishes for success in that mission.

Glen M. Broom, Ph.D.



Notes

¹Stephen H. Baer, Fellow, PRSA, writing in a book review published in *Public Relations Review* 18, No. 4 (Winter 1992): 392.

²Donald K. Wright, "Review of Public Relations Literature: Basic Textbooks," *Public Relations Review* 22, no. 4 (Winter 1996): 380.

Student Supplements

Companion Website

This text's Companion Website at www.pearsonhighered.com/broom contains valuable resources for students including access to an online Study Guide.

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Notes

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Effective Public Relations

Part 1
Concept,
Practitioners,
Context, and Origins