

清华管理学系列英文版教材

Pearson

# 公共关系实务

The Practice of Public Relations Twelfth Edition

[美] 弗雷泽·P. 西泰尔 (Fraser P. Seitel) 著

第12版

清华大学出版社



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北京市版权局著作权合同登记号 图字: 01-2016-9328

Original edition, entitled **The Practice of Public Relations**, 12th Edition, 9780133083576, by Fraser P. Seitel, published by Pearson Education, Inc., copyright © 2014.

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China edition published by **PEARSON EDUCATION ASIA LTD.**, and **TSINGHUA UNIVERSITY PRESS** Copyright © 2017.

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#### 图书在版编目(CIP)数据

公共关系实务 = the Practice of Public Relations: 第12版: 英文 / (美) 弗雷泽·P. 西泰尔(Fraser P. Seitel) 著. —北京: 清华大学出版社, 2017  
(清华管理学系列英文版教材)  
ISBN 978-7-302-46298-9

I. ①公… II. ①弗… III. ①公共关系学—高等学校—教材—英文 IV. ①C912.31

中国版本图书馆 CIP 数据核字(2017)第 011311 号

责任编辑: 王 青

封面设计: 常雪影

责任印制: 宋 林

出版发行: 清华大学出版社

网 址: <http://www.tup.com.cn>, <http://www.wqbook.com>

地 址: 北京清华大学学研大厦 A 座

邮 编: 100084

社 总 机: 010-62770175

邮 购: 010-62786544

投稿与读者服务: 010-62776969, [c-service@tup.tsinghua.edu.cn](mailto:c-service@tup.tsinghua.edu.cn)

质量反馈: 010-62772015, [zhiliang@tup.tsinghua.edu.cn](mailto:zhiliang@tup.tsinghua.edu.cn)

印 刷 者: 清华大学印刷厂

装 订 者: 三河市新茂装订有限公司

经 销: 全国新华书店

开 本: 203mm×260mm 印 张: 27

版 次: 2017 年 1 月第 1 版

印 次: 2017 年 1 月第 1 次印刷

印 数: 1~3000

定 价: 49.00 元

产品编号: 070563-01

# 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

2016.12

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。无论是无远弗届的互联网，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。

赵纯钧 教授

清华大学经济管理学院

# Foreword



David Rockefeller (Photo courtesy of Virginia Sherwood)

Opaque, confused, and inadequate communications by business and financial leaders characterized the 2008 financial crisis and the resulting dizzying descent into global economic recession. Unfortunately, their political brethren have not done much better in explaining what happened and what they are going to do about it. As a result, all institutions are under unprecedented stress and scrutiny.

As Fraser P. Seitel shows in the 12th edition of his text, good public relations will not solve these problems, but the dissemination of principled policies by seasoned professionals will allow the rest of us to understand the basic issues and lead to the formulation of more appropriate and effective policies.

Regaining and maintaining public confidence is essential as we move forward. But saying it and doing it are two 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.

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 chair 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; he is considered by many to be "America's last great business statesman." Over 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 chair 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 my book. I appreciate it.

This book has been around for a good while, as have I.

Public relations continues to be a practice that is “contemporary” in every respect: new research findings, new communication methods, new social media communication techniques, and constantly changing case studies. Stated another way, a text like this one can’t afford to rest on its laurels. It has to keep up to remain current.

In that context, your author is fortunate to continue to spend each day engaged in the practice of public relations, as a working consultant, with real clients, who demand real publicity and occasionally find themselves in real crises.

This helps keep the text fresh and up-to-date and practically grounded, so that events and innovations can be approached in proper public relations context. For example, social media, which has become so important in the field and has consequently moved up to Chapter 10 in this book, is approached here in a realistic, practical application sense as an important public relations “tool,” but a tool nonetheless.

The point is that the approach of this book, unlike other basic texts, is intensely practical—long on reasoning and justification and applications that work and short on ethereal philosophy, dubious theory, or new wave communication panaceas. This 12th edition of *The Practice of Public Relations* will prepare you for public relations work in the second decade of the 21st century.

## What’s New in the 12th Edition of *The Practice of Public Relations*?

- Eleven new, full cases featuring the most current and relevant topics in the industry, including:
  - BP oil spill
  - Walmart bribery charges
  - Blackberry collapse
  - Hewlett Packard’s CEO resignation
  - Amazon’s pedophilia experience
  - McDonald’s Twitter fiasco
  - Chrysler’s F-bomb episode
  - Weinergate
  - Penn State’s nightmare
  - Carnival Cruise Lines crash
  - Linsanity
- Refortified emphasis on ethics with 18 brand-new ethics cases, including:
  - Christian Dior and anti-Semitism
  - Burson-Marsteller and Facebook
  - Occupy Wall Street
  - Aflac and Gilbert Gottfried



- Mitt Romney and WAWA
- Goldman Sachs and its objecting employee
- Chick-fil-A and gay marriage
- Campbell's Soup and product labeling
- Kenneth Cole and the Arab Spring
- *Wall Street Journal* and Colorado theater tragedy
- Morning Joe
- Nancy Grace
- Pink slime
- Six new "From the Top" interviews with today's top authorities in the worlds of management, media, and academia, including:
  - Communication researcher Sandra Bauman
  - Agency CEOs Kathy Bloomgarden and Tadd Schwartz
  - Corporate public relations veterans Craig Rothenberg and Ned Raynolds
  - Military and government public relations expert Chuck Suits
- New, expanded social media content in Chapter 10, "Public Relations and Social Media," encompassing the most up-to-date (at least as we write this) analysis of social media applications to public relations practice. In addition, comprehensive coverage of the role of social media in Public Relations is discussed throughout the text.
- Updated "Public Relations Library" features the most current public relations literature—primarily post-2004—as well as one new contemporary "Pick of the Literature" per chapter.
- Every chapter begins with a contemporary issue relating to the chapter content. Issues new to this edition include Taco Bell's "Thank you for suing us" PR campaign in Chapter 7, "The Law;" Rupert Murdoch's *News of the World* scandal in Chapter 9, "Media;" the Susan G. Komen Planned Parenthood controversy in Chapter 13, "Community Relations;" and Warner Brothers' response to the Aurora, Colorado, movie theater shooting in Chapter 17, "Crisis Management."

Social media applications run throughout the chapters and, as noted, the chapter devoted to "Public Relations and Social Media" offers a comprehensive, updated discussion of social media vehicles and how they relate to public relations practice.

As important as social media has become to public relations work, the field still depends on technical skill, experience, and judgment, all grounded in solid relationships with colleagues, constituents, and media.

Above all, public relations responses and relationships must be based on the single concept of *doing the right thing*. Indeed, acting *ethically* lies at the heart of the solutions for the more than three dozen case studies that this edition presents.

With economic and political uncertainty around the world, the practice of public relations has never been a more potent force in society or a more valuable factor in an organization's reputation. In the second decade of the 21st 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 12th 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.

This contemporary, real-life approach is intended to increase your enthusiasm for public relations study and practice.

Among the highlights of the 12th edition:

## Comprehensive Social Media Content

As in so many other lines of work, mastering social media has become a key tool for public relations practitioners to engage in “direct conversations” with public relations publics. Public relations professionals must understand the communications opportunities and limitations of mobile and tablets, Facebook and Twitter and YouTube, blogs and podcasts and Pinterest, and all the rest.

No public relations textbook offers a more comprehensive discussion of social media than the 12th edition of *The Practice of Public Relations*.

## Refortified Emphasis on Ethics

Proper public relations practice must be underpinned by a strong sense of ethics. The principle of *doing the right thing* is what should distinguish the practice of public relations.

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.

Also included is a “PR Ethics Mini-Case” in each chapter. These cases bring to life the daily ethical 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 12th edition does so by chronicling the most important contemporary public relations cases—from BP’s Gulf of Mexico oil spill crisis to Penn State’s catastrophic child abuse scandal to the transformation of an unknown Asian American basketball player into the international phenomenon of Linsanity.

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

## Additional New Elements

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

In addition to the new, contemporary cases and the expanded Social Media discussion, unique elements in the 12th edition include:

- **NEW! From the Top** interviews with distinguished communicators including agency CEOs and corporate and research leaders. These complement interviews with former Presidential Press Secretary and Obama Advisor Robert Gibbs; illustrious *USA Today* publisher Al Neuharth; legendary public relations counselors Harold Burson, Howard Rubenstein, and Richard Edelman; former Johnson and Johnson communications director Ray Jordan; and management guru, the late Peter Drucker; as well as an interview with the late Edward Bernays, one of the “fathers” of public relations
- **NEW! PR Ethics Mini-Cases**, which highlight the ethical challenges that public relations professionals face on a daily basis—from the public resignation of a Goldman Sachs executive to a campaign against gay marriage by the Chick-fil-A chicken restaurant to the questionable journalistic practices of prosecutor-turned-talk-show-host Nancy Grace.
- **NEW! Outside the Lines** features that expose off-line curiosities that make the practice of public relations such a fascinating art form.
- **NEW! Public Relations Library and Pick of the Literature** features, encompassing the most comprehensive, post-2004 bibliography in public relations literature.
- **NEW! Newscom 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.

## Student Resources

**Companion Website:** This text’s Companion Website at [www.pearsonhighered.com/seitel](http://www.pearsonhighered.com/seitel) offers free access to self-assessment quizzes and applicable links.

**CourseSmart:** CourseSmart eTextbooks were developed for students looking to save on required or recommended textbooks. Students simply select their eTextbook by title or author and purchase immediate access to the content for the duration of the course using any major credit card. With a CourseSmart eTextbook, students can search for specific keywords or page numbers, take notes online, print out reading assignments that incorporate lecture notes, and bookmark important passages for later review. For more information or to purchase a CourseSmart eTextbook, visit [www.coursesmart.com](http://www.coursesmart.com).

## Unique Perspective

Clearly, *The Practice of Public Relations*, 12th Edition, isn't your grandma'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. The extensive explanation of Social Media and its application to public relations practice is unique in public relations textbooks.

Although other texts may steer clear of the contemporary major cases, perplexing ethical mini-cases, thought leader interviews, "how to" counsel, and the public relations conundrums that force you 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*, 12th 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 second decade of the 21st century.

Happy reading, and thanks again for buying the book.

## ACKNOWLEDGMENTS

The author and the publisher would like to thank the following reviewers for providing feedback for this revision.

Joseph Basso, Rowan University

Richard T. Cole, Michigan State University, East Lansing

Suzanne Fitzgerald, Rowan University

Dr. Andrew Lingwall, Clarion University

Jack Mandel, Nassau Community College

Michael Smilowitz, James Madison University

# About the Author

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**Fraser P. Seitel** is a veteran of four decades in the practice of public relations. (Although he claims still to be "extraordinarily young!") 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 regular guest on television and radio. In addition to his appearances on a variety of programs on the Fox News Network, he has appeared on ABC's *Good Morning America*, CNBC's *Power Lunch*, CNN's *Larry King Live*, as well as on MSNBC, Fox Business Network, the Fox Radio Network, and National Public Radio.

Mr. Seitel has counseled hundreds of corporations, hospitals, 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 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 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 four 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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