Public Relations
A Values-Driven Approach
Public Relations
A Values-Driven Approach
SIXTH EDITION

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Brief Contents

1 What Is Public Relations? 1
2 Jobs in Public Relations 18
3 A Brief History of Public Relations 31
4 The Publics in Public Relations 49
5 Communication Theory and Public Opinion 70
6 Ethics and Social Responsibility 89
7 Research and Evaluation 106
8 Planning 126
9 Communication 142
10 Multimedia Message Development 163
11 Cyber-Relations in the Digital Age 183
12 Crisis Communications 203
13 Public Relations and Marketing 224
14 Cross-Cultural Communication 239
15 Public Relations and the Law 254
16 Public Relations in the 21st Century 278
Contents

Preface xiii
About the Authors xvii

1 What Is Public Relations? 1
   Real World 1
   1.1 Public Relations: Everywhere You Look 2
       1.1.1 The Scope of Public Relations 2
       1.1.2 The Search for a Definition 3
       1.1.3 Public Relations Defined 3
       QuickBreak 1.1 4
   1.2 Marrying Theory and Practice 5
       1.2.1 Public Relations Models and Theories 6
       Social Media Apps 7
       QuickBreak 1.2 8
   1.3 The Public Relations Process 9
       1.3.1 The Traditional Four-Step Model 9
       1.3.2 The Dynamic Model 10
   1.4 The Role of Values in Public Relations 11
       1.4.1 Actions Speak Louder Than Words—Part I 11
       QuickBreak 1.3 13
       Values Statement 1.1 13
       QuickBreak 1.4 14
       Summary: What Is Public Relations? 14
   1.5 Values-Driven Public Relations 15
       1.5.1 Actions Speak Louder Than Words—Part II 15
       1.5.2 Whose Values Should You Follow? 16
       Values Statement 1.2 17
       QuickBreak 2.1 17
       Case Study: Got 2B Safe! 19
       Case Study: Sad Days in Happy Valley 19

2 Jobs in Public Relations 20
   Real World 20
   2.1 An Overview of Jobs in Public Relations 21
   2.2 Public Relations Activities and Duties 22
       QuickBreak 2.2 23
       Social Media Apps 24
       QuickBreak 2.3 24
   2.3 Where the Jobs Are 25
       2.3.1 Corporations 25
       2.3.2 Nonprofit Organizations and Trade Associations 26
       2.3.3 Governments 27
       Values Statement 2.1 28
       QuickBreak 2.4 28
       2.3.4 Public Relations Agencies 29

3 A Brief History of Public Relations 30
   Real World 30
   3.1 Why History Is Important to You 31
   3.2 Premodern Public Relations 31
       3.2.1 Trends Leading to the Development of Modern
            Public Relations 32
       Social Media Apps 33
       QuickBreak 3.1 34
   3.3 The Seedbed Years 35
       QuickBreak 3.2 36
       3.3.1 Theodore Roosevelt (1858–1919) 36
       3.3.2 Ivy Ledbetter Lee (1877–1934) 37
       Values Statement 3.2 37
   3.4 War and Propaganda 39
       3.4.1 Edward L. Bernays (1891–1995) 39
   3.5 The Postwar Boom 40
       3.5.1 Postwar Social Activism 41
       QuickBreak 3.3 42
       3.5.2 Why Bernays and Not Lee? 42
   3.6 The Information Age 43
       3.6.1 Public Relations Takes a Higher Profile 43
   3.7 The New Millennium 45
       Summary: A Brief History of Public Relations 45
       Social Media Apps 46
       QuickBreak 3.4 47
       Case Study: The Fog of War 48

4 The Publics in Public Relations 49
   Real World 49
   4.1 What Is a Public? 50
       4.1.1 Why Do We Need Relationships with Publics? 50
   4.2 The Categories of Publics 51
   4.3 “Public Relations: Everywhere You Look” 52
5 Communication Theory and Public Opinion

5.1 The Power of Public Opinion

5.2 A Communication Model

5.3 Mass Communication Theories

5.4 Motivation

5.5 Persuasion and Public Opinion

6 Ethics and Social Responsibility

6.1 What Are Ethics?

6.2 The Misleading Debate between Objectivity and Advocacy

6.3 Challenges to Ethical Behavior

6.4 The Rewards of Ethical Behavior

6.5 Trust and Corporate Social Responsibility

6.6 Creating an Ethical Culture

7 Research and Evaluation
QuickBreak 7.1
QuickBreak 7.2
7.2 Developing a Research Strategy—What Do I Want to Know?
7.2.1 Client Research
7.2.2 Stakeholder Research
7.2.3 Problem–Opportunity Research
7.2.4 Evaluation Research
Values Statement 7.1
QuickBreak 7.3
7.3 Implementing a Research Strategy—How Will I Gather Information?
7.3.1 Secondary (Library) Research
7.3.2 Feedback Research
Social Media Apps
7.3.3 Ethnography
7.3.4 The Communication Audit
THE COMMUNICATION GRID
7.3.5 Focus Groups
HOW TO CONDUCT A FOCUS GROUP
QuickBreak 7.5
7.4 Survey Research
QuickBreak 7.4
7.4.1 The Survey Sample
7.4.2 Developing a Sampling Strategy
7.4.3 Nonprobability Sampling
7.4.4 Probability Sampling
Cluster Sampling
7.4.5 The Survey Instrument
QuickBreak 7.5
7.5 Analyzing Survey Results
7.5.1 The Rest of the Story
Summary: Research and Evaluation
Case Study: From Hashtag to Bashtag
Case Study: Talk to Ted and Tina
8 Planning
8.1 The Basics of Values-Driven Planning
8.1.1 Planning Follows Research
8.2 Types of Public Relations Plans
8.2.1 Ad Hoc Plans
8.2.2 Standing Plans
8.2.3 Contingency Plans
QuickBreak 8.1
8.3 Why Do We Plan?
8.3.1 Align Actions with Values-Based Mission
8.3.2 Secure Needed Resources
8.3.3 Control Our Destiny
8.3.4 Better Understand Our Research
8.3.5 Help to Achieve Consensus
Social Media Apps
8.3.6 Effectively Manage Resources
Values Statement 8.1
8.4 How Do We Plan?
8.4.1 Consensus Building
8.4.2 Brainstorming
8.4.3 Developing a Written Plan
8.4.4 Goals
8.4.5 Objectives
QuickBreak 8.2
8.4.6 Strategies
QuickBreak 8.3
8.4.7 Tactics
QuickBreak 8.4
8.5 Expanding a Plan into a Proposal
8.6 Qualities of a Good Plan
Summary: Planning
Memo from the Field
Case Study: Watson and IBM in Jeopardy!
Case Study: The Breast-Cancer-Screening Debate
9 Communication
9.1 Tactics, Fun, and Values
9.2 Tactics as Messages and Channels
9.2.1 Controlled Media
QuickBreak 9.1
9.2.2 Uncontrolled Media
9.2.3 Controlled versus Uncontrolled Media
Social Media Apps
9.3 Tactics and Traditional Publics
9.3.1 Employees
FACE-TO-FACE MEETINGS • NEWSLETTERS • MAGAZINES • VIDEOS • SPEECHES • INTRANETS • E-MAIL • INSTANT MESSAGING • SPECIAL EVENTS
9.3.2 News Media
DIGITAL NEWSROOMS • NEWS RELEASES
Media Kits
MEDIA ADVISORIES • PITCHES • VIDEO NEWS RELEASES • ACTUALITIES • SEARCH ENGINE OPTIMIZATION • NEWS CONFERENCES • PUBLIC SERVICE ANNOUNCEMENTS • GUEST EDITORIALS/COMMENTARIES • LETTERS TO THE EDITOR AND COMMENTS • INTERVIEWS • STORIES FOR TRADE OR ASSOCIATION MAGAZINES
QuickBreak 9.2
9.3.3 Investors
WEB SITES • NEWSLETTERS AND MAGAZINES • LETTERS AND E-MAIL MESSAGES • ANNUAL MEETINGS • ANNUAL REPORTS • OTHER TACTICS FOR INVESTMENT ANALYSTS, MUTUAL FUND MANAGERS, AND THE FINANCIAL NEWS MEDIA
Values Statement 9.1
9.3.4 Community Groups
VOLUNTEERING • DONATIONS AND SPONSORSHIPS • CAUSE MARKETING/CAUSE BRANDING • SPEECHES • OPEN HOUSES/TOURS • FACE-TO-FACE MEETINGS
10 Multimedia Message Development 163

Real World 163

10.1 The Challenge of New Media 164

10.2 The IDEA Process 164

QuickBreak 10.1 165

10.3 Idea Generation—The “I” of IDEA 165

10.3.1 Critical Thinking 165

QuickBreak 10.2 167

10.3.2 Creative Thinking 167

10.4 Arrangement—The “A” of IDEA 168

10.4.1 Persuasive Organizational Schemes 169

10.4.2 Informative Organizational Schemes 169

NEUTRAL MESSAGES • GOOD-NEWS MESSAGES

QuickBreak 10.3 170

10.5 Expression—The “E” of IDEA 171

10.5.1 The Writing Process 171

Social Media Apps 172

10.5.2 Tips for Writing Better Sentences 173

10.5.3 The Two-Step Tighten-Up 173

10.5.4 Figures of Speech 174

10.5.5 Writing for the Ear 174

10.5.6 Tips for Inclusive Expression 175

10.6 Delivery—The “D” of IDEA 176

QuickBreak 10.4 176

10.7 The Volunteer Clearinghouse News Releases 177

10.7.1 Idea Generation 177

10.7.2 Arrangement 177

10.7.3 Expression 178

10.7.4 Delivery 179

Summary: Multimedia Message Development 179

Memo from the Field 180

Case Study: FedEx Gets It Wrong and Right 181

Case Study: Chrysler’s Antisocial Tweet 182

11 Cyber-Relations in the Digital Age 183

Real World 183

11.1 Tell Your Story 184

11.1.1 It’s All about You 185

Social Media Apps 185

11.1.2 Risks and Rewards 186

11.1.3 Media, Messages, and Values 187

11.2 The Digital Revolution 187

11.2.1 Convergence and Hypermedia 188

QuickBreak 11.1 188

11.2.2 Wireless Digital Communication 189

11.2.3 Social Ramifications 189

A NEW TOWN COMMONS • REDEFINED COMMUNITIES • SOCIAL ISOLATION • MEMBERS OF MEDIA COMPANIES • NET NEUTRALITY • PRESERVATION OF PERSONAL PRIVACY • JOB SECURITY • PROTECTION OF INTELLECTUAL PROPERTY

11.3 The Birth of Cyber-Relations 191

VIRAL AND WORD-OF-MOUTH MARKETING

QuickBreak 11.2 192

11.3.1 Virtual Public Relations 192

Values Statement 11.1 193

11.4 Life in a Digital World 193

11.4.1 Individuals as Gatekeepers 193

QuickBreak 11.3 194

11.4.2 Individuals as Publishers 194

The Citizen Journalist 195

THE EFFECTS OF SELF-PUBLICATION

QuickBreak 11.4 196

11.4.3 Other Internet Issues 197

THE ONLINE GENERATION GAP • THE GLOBAL DIGITAL DIVIDE • INTERNET RESEARCH PROBLEMS • UNWELCOME VISITORS • PASSIVE COMMUNICATION • CAREER IMPLICATIONS

11.5 Why New Isn’t Always Better 198

Summary: Cyber-Relations in the Digital Age 199

Memo from the Field 199

Case Study: It Can Happen to Anybody 200

Case Study: Big Blue’s Big Birthday 201

12 Crisis Communications 203

Real World 203

12.1 The Storm before the Storm 204

12.1.1 Not Just Bad Luck 204

12.1.2 Crises Can Happen to Anyone 205

12.2 The Anatomy of a Crisis 206

QuickBreak 12.1 206

12.2.1 What Is a Crisis? 207

12.2.2 Crisis Dynamics 207

A Tale of Two Shuttle Disasters 208

WARNING STAGE • POINT OF NO RETURN • CLEANUP PHASE • THINGS RETURN TO NORMAL

12.2.3 Crises Can Bring Opportunity 209

QuickBreak 12.2 210
12.3 Crisis Communications Planning
12.3.1 Risk Assessment
12.3.2 Developing the Plan
12.3.3 Crisis Definitions
QuickBreak 12.3
12.3.4 Crisis Managers
12.3.5 Stakeholder Communication Strategies
12.3.6 The Emergency Operations Center
12.3.7 The Media Information Center
12.3.8 The Role of the Internet
12.3.9 Employee Training
Social Media Apps
12.4 Crisis Planning Ethics
Values Statement 12.1
Summary: Crisis Communications
Memo from the Field
Case Study: Say It Ain’t So
Case Study: Gunman on Campus
13 Public Relations and Marketing
13.1 Public Relations and Marketing
13.1.1 The Decline of Mass Marketing
13.1.2 The Growth of Consumer-Focused Marketing
13.1.3 Public Relations, Advertising, and Marketing
QuickBreak 13.1
13.2 The Impact of Consumer-Focused Marketing on Public Relations
13.2.1 The Impact of Public Relations on Consumer-Focused Marketing
13.2.2 Comparing Public Relations and Consumer-Focused Marketing
13.3 A Closer Look at Marketing
13.3.1 Marketing Public Relations
13.4 A Closer Look at Integrated Marketing Communications (IMC)
13.4.1 Focusing on Individual Consumers
13.4.2 Sending One Clear Message
QuickBreak 13.2
13.5 How Integrated Marketing Communications (IMC) Works
13.5.1 Creating an Integrated Marketing Communications (IMC) Campaign
Social Media Apps
13.5.2 Applying Integrated Marketing Communications
QuickBreak 13.3
13.6 Challenges to Consumer-Focused Marketing
14 Cross-Cultural Communication
Real World
14.1 Realities and Definitions of Culture
14.1.1 International Public Relations
14.2 Cultural Attributes
14.2.1 Time
14.2.2 Formality
14.2.3 Individualism
14.2.4 Rank and Hierarchy
14.2.5 Religion
14.2.6 Taste and Diet
QuickBreak 14.1
14.2.7 Colors, Numbers, and Symbols
14.2.8 Assimilation and Acculturation
14.3 Definitions and Dangers of Cross-Cultural Communication
14.3.1 Encoding and Decoding
14.3.2 Gestures and Clothing
14.3.3 Stereotyping
QuickBreak 14.2
14.4 Achieving Successful Cross-Cultural Public Relations
14.4.1 Awareness
QuickBreak 14.2
14.4.2 Commitment
14.4.3 Research
QuickBreak 14.3
14.4.4 Local Partnership
14.4.5 Diversity
14.4.6 Testing
Social Media Apps
14.4.7 Evaluation
14.4.8 Advocacy
14.4.9 Continuing Education
Summary: Cross-Cultural Communication
Memo from the Field
Case Study: The 99
Case Study: Walmart Works to “Export Our Culture”
15 Public Relations and the Law
Real World
15.1 A Matter of Trust
15.1.1 Public Relations, the Law, and You
15.2 Public Relations and the First Amendment
15.2.1 Political versus Commercial Speech
QuickBreak 15.1
15.2.2 Know Your Own Business
Preface

Since the publication of the fifth edition of this book, the world has been a tumultuous place. There have been armed conflicts around the globe, including Iraq, Afghanistan, and Syria. When human beings haven’t been trying to kill one another, many have struggled against the forces of nature. Catastrophic earthquakes rocked more than one developing nation. The greatest refugee crisis since the end of World War II has engulfed Europe. Many countries, including the United States, have struggled with weighty issues such as immigration, nuclear proliferation, health care, sexism, racism, violence, and the delicate balance between national security and personal freedoms. Even the sports and entertainment pages of our newspapers continue to read like a police blotter.

It’s in this environment that young women and men prepare for what the U.S. government says is one of the fastest-growing careers: public relations. And it is why the authors of this book remain committed to what we call values-driven public relations.

The late and highly respected public relations historian Scott Cutlip wrote about the practitioner’s potential for helping what he called “our segmented, scattered society” to replace “misinformation with information, discord with concord.” Although the profession has fallen short of that goal, we join Professor Cutlip in that hope. It all comes down to who you are, what you believe, and how you want to be seen by others. It all comes down to whether your actions will match your words.

It all comes down to values.

It has been more than 100 years since the first public relations agency opened in the United States. During the 20th century, the practice of public relations grew from a vague notion to a powerful force in democratic societies. Today, although the profession has made impressive gains in respect and access to power, public relations has a public relations problem. Although its roots date back to the beginning of recorded history, the fact remains that public relations—both as a profession and as a discipline—remains largely misunderstood.

Public relations is an honorable profession with a glorious past and a brilliant future. Like any other human pursuit, it also has its share of flaws. However, at a time when much of the world is embracing democratic institutions for the first time, public relations is an important catalyst for bringing change and promoting consensus. Through the practice of public relations, organizations and individuals communicate their ideas and advance their goals in the marketplace of ideas.

Public Relations: A Values-Driven Approach introduces this dynamic profession to the practitioners of the 21st century. Through a realistic blend of theory and practical examples, this book seeks to remove the veil of mystery that has shrouded the profession from its very beginnings. Using the conversational style of writing favored by today’s college students, this book takes the reader on a journey of discovery, often through the eyes of leading practitioners and scholars.

Values-Driven Public Relations

As the title suggests, however, these pages contain more than just a recitation of facts and concepts. This book champions what we call values-driven public relations: an approach that challenges practitioners to align their efforts with the values of their organization, their profession, their targeted publics, and society itself.

Values-driven public relations is a logical response to a dynamic and diverse society in which complex issues and competing values bring different groups of people into conflict. This approach links communication with an organization’s values, mission, and goals. Today, public and private organizations are increasingly held accountable for their actions by a variety of stakeholders. No longer is an organization’s behavior measured solely by traditional indicators of success, such as profits, stock dividends, and jobs created. Additional measures of social worth now include an organization’s relationships with its employees, its communities, its customers, and its physical environment. Stakeholders expect decisions to be made within an ethical framework.

Public Relations: A Values-Driven Approach prepares future practitioners and the organizations they represent for a world of increased responsibility, scrutiny, and accountability.

Public Relations in the Social Context

Another notable feature of this book is its discussion of relevant issues within a broader social context. Public relations did not develop, nor is it practiced, in a vacuum. Throughout history, the practice of public relations has been shaped by great social forces. Its emergence in the United States was linked to the Industrial Revolution and the related Populist Era reforms. The 20th century’s military and social conflicts served as catalysts for the profession’s growth. Public relations was also transformed by the economic globalization and technological advances of the
Preface

1980s and 1990s. Public Relations: A Values-Driven Approach provides this broad social context so that future practitioners can have a clearer understanding of the so-called real world they are about to enter. The book includes full chapters on history, ethics, law, cross-cultural communication, and the role of the profession in the Digital Age. Throughout the book, students are directed to online sources of further information.

Features

A major goal of this book is to strengthen students’ problem-solving skills. Every chapter opens with a hypothetical but realistic Real World scenario. Each scenario places students in the shoes of a practitioner and challenges them to create an ethical, values-driven, effective solution. Each chapter also includes relevant case studies that expose students to successful as well as unsuccessful public relations approaches. Following each case study are questions designed to engage students in a meaningful analysis of the issues raised. The book further promotes problem-solving skills by introducing a variety of processes that guide students through the stages of research, planning, communication, evaluation, and ethical decision making.

Public Relations: A Values-Driven Approach also contains pedagogical elements that engage students in the subject matter. Each chapter begins with a list of learning objectives that set the stage for the topics that lie ahead. Social Media Apps document how blogs and other new media are changing the profession. Lively and relevant QuickBreaks bring depth and texture to each chapter. In keeping with the values focus of this text, Values Statements from a broad range of organizations are scattered throughout the book. Shared Writing and Journal questions are interspersed throughout each chapter to prompt thoughtful responses to the concepts discussed. Key terms are highlighted throughout each chapter, and a full glossary is provided at the end of the book. Another feature is Memo from the Field, messages to students from some of today’s leading public relations professionals. These professionals represent a broad range of public and private interests and reflect the diversity of the society upon which they wield so much influence.

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New to the Edition

We, as authors, share a belief in the value of providing you with the most up-to-date statistics, the latest research, and the most current examples of public relations practice. The sixth edition of Public Relations: A Values-Driven Approach reflects our belief that if you are to be prepared for a future in public relations, you need the most current coverage of these exciting and important changes. We remain committed to the text’s focus on the role of values in our personal and professional lives. Additionally, every effort has been made to present relevant information in the conversational style of writing that you, our readers, prefer. We value you and your investment in your education.

In our best effort to reflect the public relations profession as it is today, we have made substantial revisions in this new sixth edition. Some changes in this new edition include:

- NEW and entertaining examples of when public relations efforts went both wrong and right to keep you engaged and thinking about the skills you’re learning in a real-world context.
- The introduction of new information on social diffusion theory, cognitive dissonance, change theory, and social influence theory in an effort to enhance your understanding of the strong theoretical underpinnings throughout the text.
- Analyses of new-media tactics, including the expanding role of social media, viral marketing, and mobile marketing, to keep you up-to-date with continually changing media platforms and dynamics.
- A vigorously updated feature program that includes 16 NEW Case Studies, 9 NEW QuickBreaks, 4 NEW Memos from the Field, and 11 NEW Social Media Apps.
- The latest reports on the status and future of the profession, including new data on salary, diversity, job duties, job satisfaction, use of social media, and ethics challenges provide you with an accurate and current perspective of the industry.
Discussions of the public relations implications of recent events, including the Occupy Wall Street protests, the scandal at Penn State University, the Arab Spring, the Boston Marathon bombing, changes in societal demographics, and the growth of social media so that you can apply what you’re learning in the text to real-life current events.

Chapter-by-Chapter Revisions

Substantial changes have been made in every chapter of the sixth edition of Public Relations: A Values-Driven Approach. New current events include the Occupy Wall Street protests, the scandal at Penn State University, the Arab Spring, the opportunities and challenges of new media, and the Boston Marathon bombing. In addition to a sentence-by-sentence and image-by-image review, the chapters contain the following revisions and additions:

Chapter 1: A new QuickBreak on how to define public relations; a new Social Media Apps on a social media summit hosted by Edelman; new examples of public relations effort gone wrong and right; a new Memo from the Field; and a new case study (“Sad Days in Happy Valley”).

Chapter 2: New data on job duties, competencies, salaries, and satisfaction; a new QuickBreak on the job duties of public relations interns and an updated QuickBreak on getting a first job or internship; a new Social Media Apps on social media on the job; new data on why companies hire public relations agencies; a new case study (“Virgin Territory”) and an updated case study (“A List to Avoid”).

Chapter 3: Expanded coverage on the use of public relations tactics in postwar social activism and a new case study (“Rewriting History”).

Chapter 4: New data on employee publics, news media publics, government publics, investor publics, consumer/customer publics, multicultural community publics, constituent publics, and business publics; a new Social Media Apps on social media and new employee recruitment; and an updated case study (“Whirlpool Swings for the Wall”).

Chapter 5: Social diffusion theory; cognitive dissonance; a new Social Media Apps on the role of social media in the Arab Spring; and a new QuickBreak on change theory.

Chapter 6: An updated Social Media Apps on ethics challenges in social media; updated reports, including the Edelman Trust Barometer 2015; corporate social responsibility; and a new case study (“Patagonia on the Mountaintop”).

Chapter 7: An updated QuickBreak on issues management and a new QuickBreak on analytics; new data on the importance of public relations evaluation; an updated Social Media Apps on monitoring social media; ethnography; and two new case studies (“From Hashtag to Bashtag” and “Talk to Ted and Tina”).

Chapter 8: An updated QuickBreak on organizational planning; a new Social Media Apps on the annual European Communication Monitor report; new data about objectives; updated examples of public relations plans; and a new case study (“Watson and IBM in Jeopardy!”).

Chapter 9: A new QuickBreak on the widening scope of public relations; search engine optimization; Super PACs; issues-oriented advertising; a new Memo from the Field; and a new case study (“The Martian Chronicles”).

Chapter 10: An updated QuickBreak on the strategic message planner; a new Social Media Apps about Wikipedia; and two new case studies (“FedEx Gets It Wrong and Right” and “Chrysler’s Antisocial Tweet”).

Chapter 11: A new discussion on storytelling, snackable information, and how to deliver it; the role of social media after the Boston Marathon bombing; social media in healthcare communication; an updated QuickBreak on Internet access and usage; new coverage of media company mergers and net neutrality; the latest statistics on Internet and social media use; a new example of viral marketing; a new QuickBreak on responsible social media use; a new Memo from the Field; and a new case study (“Big Blue’s Big Birthday”).

Chapter 12: New examples of recent crises; a new Social Media Apps on the “pink slime” crisis; and a new case study (“Say It Ain’t So”).

Chapter 13: New discussion and example on the intersection of marketing and public relations; new coverage of the differences between marketing and public relations; a new QuickBreak on marketing 3.0 and an updated QuickBreak on mobile marketing; a new Social Media Apps on social media turf battles between public relations and marketing; a new Memo from the Field; and a new case study (“The Marketing of a Plane Crash”).

Chapter 14: New examples of culture clashes; social influence theory; an updated QuickBreak on diversity in public relations; a new Social Media Apps on social media usage among U.S. and European organizations; and a new case study (“The 99”).

Chapter 15: A new discussion on the importance of trust; an updated QuickBreak on election finance law and a new QuickBreak on SOPA, PIPA, and CISPA; a new Social Media Apps on social media and disclosure; new coverage of the FCC’s enforcement of rules on the use of video news releases; and a new case study (“The Thanks We Get?”).

Chapter 16: A new discussion on the future of public relations; two updated QuickBreaks on public relations in China, India, and Japan, and sexual harassment, and a new QuickBreak on Hispanic and Latino clout; a new section Social Media Apps on monitoring social media; ethnography; and two new case studies (“From Hashtag to Bashtag” and “Talk to Ted and Tina”).
on asymmetric conflict; updated coverage on the feminization of the workplace, salaries, and gender equity; updated coverage on the future growth of public relations, the struggle for credibility, and the nontraditional workplace; a new Social Media Apps on the social media mosaic; and a new case study (“Purple Purse Power”).

Available Instructor Resources
The following resources are available for instructors. These can be downloaded at http://www.pearsonhighered.com/irc. Login required.

- PowerPoint—provides a core template of the content covered throughout the text. Can easily be added to customize for your classroom.
- Instructor’s Manual—includes sample syllabi, chapter outlines, discussions of chapter-opening scenarios, and suggested answers to writing assessments.
- Test Bank—includes additional questions beyond the REVEL in multiple-choice and open-ended—short and essay response—formats.

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