

**Institute of Distance and Open Learning
Gauhati University**

**Master of
Communication & Journalism**

**Paper IV
Public Relations**

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Unit-1
Public Relations & Practitioners

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1.1 Introduction :

Public Relations (PR), an important aspect of mass communication closely related to Advertising, also has its own sphere of activities which is quite vast. Both Advertising and PR supplement each other's function and are emerging as a booming professional field nowadays, offering huge scope for employment and boosting business. More so, in the ever-growing competitive business environment, throughout the world.

1.2 Objectives :

We devote this paper entirely to PR and its various aspects. After reading all the four units we expect you to develop a comprehensive idea about the functioning of the world of PR. After reading this unit you will be able to-

- define Public Relations
- discuss the Growth and Development of Public Relations
- explain Publicity and Propaganda
- enumerate Qualities of a good PR Person
- discuss PR Setup in an Organization

1.3 Concept of Public Relations :

The publisher of a pioneer newsletter on this topic "Public Relations News" Denny Griswold defines the term as - 'Public Relations is the management function which evaluates public attitudes, identifies the policies and procedures of an organization with the public interest, executes a programme of action to earn public understanding and acceptance.'

The British Institute of PR gave a special attention to evolving a comprehensive definition of the term Public Relations. According to that Institute, Public Relations is a 'Deliberate, planned and sustained effort to establish and maintain mutual understanding between an organization and its' public.'

Deliberate because PR practitioners try to make it clear that the success of their job depends on the premise that their job depends on that, nothing should happen by an accident.

Planned because PR professionals are always in control of what is being done, nothing is left to chance, so he must work on a planned-basis and try to stick to it to the maximum extent possible. The thought is sufficiently vital for it to demand the double emphasis of 'deliberate' and 'planned'.

It is sustained because a PR practitioner is always trying to implement a thought or an idea that will remain with the person at home who has been targeted. Human memories are short. There are many things for people to

try and get absorbed. Sporadic attacks on their consciousness would mean that they will tend to forget easily.

Understanding is important because of the difficulty in bridging the awful gap in any process of communication between what the sender means and what the receiver thinks. This means they are not necessarily the same.

Organization is important because no man can work in a vacuum. Everybody works for somebody. A PR practitioner works for an organization - a government, business, charity or any other.

Public because the organization for which the professional works, wants to be understood and appreciated by the people around it, who affect what it does or are affected by what it does.

According to Dr Rex F Harlow, "PR is the distinctive management function, which helps to establish and maintain lines of communication, understanding, acceptance and cooperation between an organization and its publics."

Sam Black in the book 'Practical Public Relations' says that the fundamental purpose of the profession is to establish a two way flow of mutual understanding based on truth, knowledge and full information.

PR establishes and maintains mutually-beneficial relationship between a firm and the public upon whom its success or fiasco squarely depends. In today's business and non-business operations, PR has assumed significant roles because the public have become stronger after the end of the seventies of the last century. These public seek communications from firms, departments of the state and NGOs about their objective, status of operations and motives.

According to Webster's Third International Dictionary PR is "the art or science of developing reciprocal

understanding and goodwill." The dictionary also describes that it is the promotion of rapport and goodwill between a firm or institution and other persons, special public or the community at large, through the distribution of interpretative material / development of neighbourly interchange and the assessment of publics. It is the degree of understanding and goodwill achieved between an individual, organization or an institution and the public.

In their book 'Effective Public Relations' two famous American PR professionals Scot M. Cutlip and Allen H. Center stated 'Public Relations is the planned effort to influence opinion through good character and responsible performance, based upon mutually satisfactory two way communication'.

Encarta Encyclopedia defines PR as a management function that creates, develops and carries out policies and programmes to influence public opinion or public reaction about an idea, a product, or an organization. Its field has become an important part of the economic, social and political pattern of life in many nations. That field includes advertising, publicity, promotional activities and press contact. PR also coexists in business with marketing and merchandising to create the climate in which all selling functions occur.

PR activities in the modern world help individuals and organizations to build prestige, promote products and to win elections or legislative battles. In short, it is meant to achieve their aims in the public sphere. PR workers may be staff employees working within a corporate or institutional framework, or they may operate in specialist public relations firms.

In industry, PR professionals keep the management informed of changes in the opinions of various groups whose support is needed - employees, stockholders, customers, suppliers, dealers, the community at large and the government. These professionals advise management on

the impact of any action — or lack of action — on the behaviour of the target audiences. Once an organizational decision has been made, the PR professionals have the task of communicating this information to the public using methods that foster understanding and support. For example, a hospital merger, closing down of an industrial plant, or the introduction of a new product - all require proper PR planning and skill to allay people's fears or apprehensions, enhance their understanding of what is proposed and maximize support for the action.

PR activities are a major part of the political process in many nations. Politicians seeking office, government agencies seeking acceptance and cooperation, officials seeking support for their policies and foreign governments seeking aid and allies abroad all make extensive use of services provided by the specialists of the profession.

It also plays an important role in the entertainment industry. Theatre, films, sports, restaurants and individuals all use PR services to enhance their image and thereby increase their business. Other PR clients are educational, social service, charitable institutions, trade unions, religious groups and professional societies, etc.

1.4 Growth and Development of Public Relations :

Precursors in the PR profession can be found in publicists who are specialized in promoting circuses, theatrical performances and other public events. Later, most PR practitioners were and are still recruited from the ranks of journalism. Journalists concerned with ethics raise questions against their former colleagues who move into the PR profession for using their inside understanding of news media to help clients receive favourable media coverage. Highly paid PR positions remain a popular career change choice for many journalists. PR historians say the first PR firm, the Publicity Bureau, was established in 1900 by former newspapermen, with Harvard University

as its first client.

PR continued its developing stride even during medieval times, using the "new media" of that day, such as the Bayeaux Tapestry - a woven wall-hanging that extolled the Norman Conquest of England in 1066. It was not until the Renaissance and Reformation that the foundation of the modern world arose — and with it the underpinnings of the kind of PR that has become vital to the management of public and private institutions. Great documents of liberty crystallized the power of public opinion. For example, *Magna Carta* — the thirteenth century English charter of rights and liberties — inspired the U.S. Constitution.

It is quite interesting to note that the word "propaganda" originated in the Catholic Church. In the seventeenth century, it set up its *Congregatio de Propaganda Fide*, the "congregation for propagating the faith." In doing so, it explicitly acknowledged the need for a third party to facilitate communication between government and the people. With the spread of new knowledge in new forms — such as translations in the fifteenth century of the *Bible* from Latin into everyday language, mass-printed books, and newspapers — there was an explosion of public communications. When the French Revolution happened, the stage was set. In their *Declaration of the Rights of Man and Citizens* (1789), the leaders of the Revolution proclaimed the right of citizens to express and communicate thought freely. In 1792 the National Assembly of France created the first propaganda ministry. It was part of the Ministry of Interior and was called the Bureau d'Esprit or "Bureau of the Spirit." It subsidized editors and sent agents to various parts of the country to win public support for the French Revolution.

The American Way :

The modern Public Relations was started in the United States in a professional manner. England's rebellious

American colonies produced a host of PR experts who used oratory, newspapers, meetings, committees, pamphlets and correspondence to win people to their cause. Included among them were Paul Revere, Benjamin Franklin, John Peter Zenger, Samuel Adams, Alexander Hamilton, James Madison and John Jay. Adams has been called the great press agent of the American Revolution for fashioning the machinery of political change. Hamilton, Madison and Jay are credited with winning ratification of the Constitution by publishing letters they had written to the press in 1787-1788. These letters became known as the Federalist Papers. The other great documents produced by the founders of the United States — the *Declaration of Independence*, the *Constitution* and the *Bill of Rights* — may all be seen as masterworks of public relations. These documents, essential to the notion of tying one's destiny to the public interest, also helped establish the United States as the breeding ground for pursuing PR as a profession that represented diverse interests of democracy and free enterprise. Many American legends are the result of PR campaigns. For example, the story of a landowner interested in promoting settlements in Kentucky created Daniel Boone and his press agent, Matthew St. Clair, to woo votes away from President Andrew Jackson, largely created Davy Crockett's exploits. The master of all nineteenth century press agents was Phineas T. Barnum. Showman par excellence, Barnum created a wave of publicity stunts and coverage that made his circus, "The Greatest Show on Earth," an irresistible draw in every city and town it visited after its inception in 1871. Press agency was so successful that it became an essential undertaking for companies that depended on the public's attention. Indeed, the success of Barnum and his colleagues in manipulating the press was so great that, to this day, the media continues to harbour skepticism toward anything that suggests commercial promotion.

It was in the last two decades of the nineteenth century and the early years of the twentieth century that

professional PR bloomed. This was the era of America's wild and woolly development as the centre of capitalist enterprise, when industry - the railroads, and utilities exploded across the nation. The hard-bitten attitudes of businessmen toward the public were epitomized in 1892 by the cold-blooded methods of Henry Clay Frick in his attempt to crush a labour union in the Carnegie-Frick Steel Companies plant in Homestead, Pennsylvania. The employees' strike was ultimately broken and the union destroyed by the use of the Pennsylvania State militia. Brute force won the battle for immediate control, but public opinion, framed in the struggle of the workers, won the war. Much of PR history is woven into this unending struggle between employers and employees, though today, fortunately, the war is waged by discussion and negotiation, not private police or armed guards.

Corporations quickly learned the value of combating hostility and courting public favour through professional PR. They also learned the value of publicity in attracting customers and investors. Business enterprises across America established press bureaus to manage the dissemination of news favourable to themselves and unfavourable to their competitors. The "battle of the currents" between Westinghouse (advocate of alternating current or AC power transmission) and Thomas A. Edison's General Electric (advocate of direct current or DC transmission) is one of the earliest examples of how public relations was first conducted in the United States by powerful business/economic interests. Using former newspapermen as their publicists, the companies fought each other, tooth and nail, for media attention, political influence and marketing advantage. Trade associations also caught the PR fever in the late 1800s.

The Association of American Railroads claims it was the first organization to use the term *public relations* in its 1897 *Year Book of Railway Literature*.

In the 1900s, the profession evolved from individual press

agents and publicists to counseling firms that offered their services as experts in the field. George V. S. Michaelis, Herbert Small, Thomas O. Marvin founded USA's first publicity firm - The Publicity Bureau, in Boston in 1900. In 1906 the bureau came into prominence when it was hired by the nation's railroads to oppose adverse regulatory legislation being considered in the Congress. The firm failed in its efforts, but soon after, the majority of railroads established their own public relations departments.

The use of PR seems to be older than that of its origin as a term. American President Thomas Jefferson first coined the term public relation in his address to the Congress in 1807. The intention of the President was to explore meaningful words for expressing his ideas. But the use of PR dates back even to the time of Ashoka, the Maurya Emperor who made arrangements for inscribing his edicts on different parts of his empire. The edicts were meant to inform the people about different aspects of his policy. He urged the people to perform certain tasks, which were mainly designed to establish general welfare on religious lines. Another aspect of the inscriptions was to seek goodwill from the people in order to strengthen the order of the establishment. The language of the scripts was different for various regions. Arabic script was used in Iran whereas in India the script was Brahmi. The objective of using different scripts in providing the same information was to widen the scope of understanding in the context of specific needs of people living in different parts of the large empire. Emperor Ashoka realized that better understanding of the script would pave the ground for winning people's confidence, which might be described as an exercise in PR activities.

When Queen Elizabeth assumed power in 1558, the internal situation of the country was in disarray and the possibility of rebellion had endangered the stability of the reign. But Elizabeth was not only able to manage the affairs by bringing stability and order in the society, but also raised the nation to an acclaimed height. One of the

secrets of her miraculous success was unquestioningly the good PR she employed by appointing able administrators who rendered a good deal of dedicated service to the nation.

PR is considered an important tool in moulding public opinion which constitutes the basic spirit of democracy. Although the term public opinion was not used until the eighteenth century, the force of people's opinion was recognized in ancient times. The Greek writers elaborated on public will which the Romans shaped up in the expression of *Vox Populli*. The need of influencing voice of the people on a pre-determined line paved the ground for the emergence of this important profession. Information is the core of communication which is partly designed to influence action and the opinion of the public. When information is disseminated with a definite purpose, it is communication. In PR, information is considered to be the staple food being dished out to the target audience with a definite purpose. Hence PR may be described as a communication that is designed to influence the behaviour of the people.

Mahapurush Sankar dev, Madhav dev, Kabir and Chaitanyadev, the great religious saints tried to diffuse knowledge through the traditional media of communication in order to bring revolutionary changes in human consciousness. In the twentieth century Mao-Tse-Tung and Mahatma Gandhi gave birth to the concept of mass-line communication which demanded a good deal of PR exercise in understanding the true ethos of the people and transforming peoples' action into mass movements. PR as an organized profession emerged in the United States. According to Scott Phillip, the birth of PR was closely associated with the beginning of American industrialization. In 1915 the legendary exponent Ivy Lee engineered a public campaign on behalf of Pennsylvania Railroad Company. As the days rolled by, the profession became an integral part of business and commercial activity. Even modern politics cannot go a single step

without its help. The success of every policy, be it social, economic or governmental is highly conditioned with the cooperation of people. And for winning the confidence of the people the only effective means is public relations.

During the First World War, the then US President, Woodrow Wilson created a committee on Public Information headed by George Creel. It had many young faces who acted as propagandists and who would later set up PR firms. The objective of the committee was to unite the public opinion behind the war. Efforts were mounted through a nationwide propaganda campaign. During those times PR was the form of publicity and its objective was to influence the masses. During the era, PR was synonymous with the term 'influencing'. There was a lull between WW-I & WW-II. The PR exercises, which started during the WW I had stopped when the war came to an end. During the WW II, the need of PR was felt again and this time the emphasis was on two way communication and relationships.

PR Pioneers :

Ivy Ledbetter Lee :

Lee was perhaps the most famous of the early PR practitioners and with good reason. He helped develop many of the techniques and principles that practitioners follow today. He believed in open communications with the media and was candid and frank in his approach to the press. He understood that good corporate performance was the basis of good publicity. Many believe that his major contribution was to humanize wealthy businessmen and to cast big business in a more positive light.

A former Wall Street reporter, Lee became a PR counselor with George Parker in 1904, although he didn't use the term *public relations* until more than a decade later. He believed that business had to tell its story honestly, accurately and openly in order to win public understanding and support. Two of his most famous clients were the

Pennsylvania Railroad and the Rockefeller family. On their behalf, he developed a publicity policy of "the public be informed" in contrast to the infamous statement of financier William Vanderbilt, "the public be damned." When he sent news releases and other statements to the press, Lee included a copy of his Declaration of Principles, which read in part, "This is not a secret press bureau. All our work is done in the open. We aim to supply news. This is not an advertising agency; if you think any of our matter properly ought to go to your business office, do not use it. Our matter is accurate. Further details on any subject treated will be supplied promptly and any editor will be assisted most cheerfully in verifying directly any statement of fact. In brief, our plan is, frankly and openly, on behalf of the business concerns and public institutions, to supply to the press and public of the United States prompt and accurate information concerning subjects which are of value and interest to the public to know about."

Some of Lee's most important work was for the Rockefeller family, which he began to assist in 1914. In that year John D. Rockefeller, Jr., asked for his advice in handling the so-called Ludlow Massacre that began in 1913 in South Colorado when some 9,000 people went on strike. In April 1914, an accidental shot led to a battle in which several of the miners, two women, and 11 children were killed. With the Rockefeller name being pilloried across the land, Lee told John D., Jr., to practice a policy of openness. He had Rockefeller visit mining camps after the strike was over, to see for himself, the conditions under which miners worked. He also advised John D., Sr., who was being attacked by muckrakers as an arrogant capitalist, to let the public know about his charitable contributions, which he had kept secret. In the end, Lee died in disgrace for putting his considerable skills to work in getting the Soviet Union recognized in the United States in the 1930s and for assisting the Interessen Gemeinschaft Farben Industrie, a Dye Trust that was eventually taken over by the Nazis. The Germans didn't take his advice, which was

to be open and honest, but the damage was done. Lee was covered in the press as "Hitler Press Agent."

Edward L. Bernays :

Edward L. Bernays and his associate and wife, Doris Fleischman, were among those who competed with Lee for prominence. Bernays is credited with coining the term public relations counsel in his first book on the subject, *Crystallizing Public Opinion*, originally published in 1923. In 1928, he published *Propaganda*, and in 1952, *Public Relations*.

Bernays viewed PR as an art applied to a science — the art of communications applied to social science. He and his colleagues went well beyond publicity in their roles as consultants to business, government, and not-for-profit enterprises.

In 1917, during World War I, the Committee on Public Information, also known as the Creel Committee after the name of its chairman - former newspaper reporter George Creel - was organized to help sell war bonds and generally to promote the war effort. Bernays was among those who lent his talents to the war's publicity front. World War II had the Office of War Information, which organized one of the largest public relations campaigns in history to muster support for America's entry into the war. Between world conflicts, the Roosevelt administration relied heavily on public relations techniques to promote its New Deal legislation. Bernays actually became a full-fledged public relations counselor in 1919 when he established his own counseling firm with his wife. Over the years, they represented hundreds of clients in all major fields of business. They also worked for not-for-profit organizations such as the National Association for the Advancement of Coloured People (NAACP).

One of Bernays' most famous and quintessential campaigns was the 1929 Torches of Freedom March in which he had ten carefully-chosen women walk down Fifth Avenue (it

is consistently ranked as one of the most expensive streets in the world) smoking cigarettes. The women were advancing feminism while setting the stage for a surge in smoking by women. What the public and the press didn't know was that Bernays was a consultant to the American Tobacco Company at the time, raising an ethical issue that still confronts the public relations profession today. Bernays also helped establish beer as "the beverage of moderation" and created innumerable front groups, such as the Trucking Information Bureau and Better Living Through Increased Highway Transportation, to pursue private interests with the support and assistance of the general public. Recently, two books have been published that view Bernays as the father or master of "spin," the art of intentionally manipulating public opinion in support of one's products, services, ideas, or issues without regard for truth or reality. These books are *PR!: A Social History of Spin*, by Stuart Ewen (1996), and *The Father of Spin: Edward L. Bernays and the Birth of Public Relations*, by Larry Tye (1998). Ewen says spin "obliterates the distinction between persuasion and deception." Despite this criticism, Bernays remains the pre-eminent figure in the PR field for his tireless efforts - in articles, speeches, lectures and professional consulting, in addition to his books - to educate generations of practitioners and the institutions they serve in the value of public relations as a tool of management and human relations.

Present trends in Public Relations :

Modern PR practice uses a variety of techniques including opinion polls and focus groups to evaluate public opinion, combined with a variety of high tech means for distributing information on behalf of their clients, including satellite feeds, the Internet, broadcast faxes, and database-driven phone banks to recruit supporters for a client's cause.

"Examples of the knowledge that may be required in the professional practice of PR include communication arts, psychology, social psychology, sociology, political science,

economics and the principles of management and ethics. Technical knowledge and skills are required for opinion research, public issues analysis, media relations, direct mail, institutional advertising, publications, film / video productions, special events, speeches and presentations."

Although PR professionals are stereotypically seen as corporate servants, the reality is that almost any organization that has a stake in how it is portrayed in the media employs at least one PR manager. Large organizations may even have dedicated communications departments. Government agencies, trade associations and other non-profit organizations commonly carry out PR activities.

This profession should be seen as a management function in any organization. An effective communication or PR plan for an organization is developed to communicate to an audience (whether internal or external publics) in such a way the message coincides with organizational goals and seeks to benefit mutual interests whenever possible.

Business and commerce in the present day world is highly professional in its approach to meet the challenges of competition. It is almost customary for the corporate sector to adopt the appropriate PR strategy for formulating and implementing policy, which holds the key to success. Top management has to rely on PR advice and services for understanding the pulse of the market in which the image of the company will be built upon. Every company needs PR services for cosmetic changes, which is aimed at increasing the acceptance of the company in the market. The successful operation of cosmetics surgery demands thorough understanding of the traits of the market and other conditions of the environment in which business operates. As modern business environment grows in complexities, the market forces are being continuously redefined with the ceaseless changes, attitudes and preferences of the people. Professional compulsions are greater in achieving excellence in performance. Companies

and business organizations are to adjust to the market environment in order to devise suitable policies. PR practitioners come forward with their advice/suggestion for tackling and judicious handling of these issues under specific circumstances. The nature of public is so varied in character and diverse in groupings that public relations exercises have also been very much complicated. It has been quite impossible for the companies to tide over the crisis with their own PR personnel. The increasing demand of professional skill to manage the complicated specific situation has widened the scope of public relations consultancy for providing unbiased and professional advice. Consultancy requires high degree of specialization. The importance of consultancy is not merely confined to the arena of business and corporate sectors, even the political parties are highly dependent on it for their image building. The world is changing rapidly. Human values, preferences, attitudes and beliefs are greatly influenced with changing environment. The last part of the twentieth century witnessed the beginning of the era of post-industrialization. One of the salient traits of industrial production was producing and manufacturing as much goods as possible. In the post-industrial society the emphasis was shifted to information-based controlled production, distribution of goods and services. Post-industrial socio-economic environment was remarkably different from that of the industrial age. This change has brought enormous implications for economic and social community structure, human psychology and cultures. The entire perspective is fast undergoing change as these factors are moving fast, stimulating each other. Public relations being a part of socio-economic activity have also changed its face under the spell of all pervading transformations. The PR approach to numerous issues started changing with globalization. Countries are borrowing ideas and methods from each other with increasing speed. The tremendous pace of communication has changed the human perception towards reality. Dogma is of little value in analyzing a situation. Individual

judgment is a strong factor and this judgment is greatly influenced with the constant flow of information and ideas coming from the mass media. Individual decision-making has gained much more importance in influencing the market condition. The PR practitioner is supposed to act differently in the changed circumstances and has to give due attention to the changing pattern of human behaviour. If he fails to react to the necessities of information society he will not be able to play a significant role in the society. The future of PR lies in the efficiency of systematic handling of analytical information related to specialized service sector and other allied areas. As PR deals basically with information, it is expected that it will be able to confront the challenges of information society. In fact in the absence of dogma there is every possibility that leadership may be in the hands of the people who are skilled in PR.

1.5 Publicity and Propaganda :

An important influence on public opinion is propaganda. William Schramm in his book *Process and effect of Mass Communication* says that it is a deliberately-evolved and guided campaign to influence people to accept a given view, sentiment or value. In the propaganda process, opposing views are dumped in a dustbin. It is thrust upon the masses to create positive attitudes towards it without caring for its rational or moral insinuations. Generally, it can be said that propaganda is honest and forthright communication. The main objective of propaganda is to persuade or to influence the common mass with the thoughts and actions of dedicated religious, charitable, political and social service institutions. So propaganda is legitimate persuasive discussions which tries to alter or modify the views of people by influencing their emotional attitudes and feelings. Its objective is to implant an attitude in the minds of people that is deemed natural and logical. Propaganda leads to collective actions. It is different from advertising in the sense that advertising tries to influence the actions and thought process of

individuals. Propaganda influences the thought process of groups. Further propaganda tries to create a conviction and gets an action performed according to this conviction. Those who share a conviction get emotionally linked to one another. So, they support one another on the issue and the causative factors are primarily emotional. Hence, Schramm opines that propaganda operates to put an end to discussion and reflection. During the elections, the political parties resort to propaganda campaigns to malign the images of their rivals.

Frederick E. Lumby wrote 'Propaganda, of every kind, awakens passion by confusing the issues. It makes the insignificant seem weighty, the important seem trifling and it also keeps the channels of communication full of emitting stuff keeping people battling in a fog'.

Jacques Ellul said that contemporary man has a need for propaganda that almost instigates it. He suggests further that propaganda can fulfill its functions only with the propaganda's unconscious complicity'. Today propaganda is a major instrument of international conflict. It is employed in television and radio broadcasts, newspapers, magazines and motion pictures to influence public opinion throughout the world. Growing literacy has made it possible for unscrupulous governments and social propagandists to influence the opinions of people of underdeveloped countries through periodicals and pamphlets in many languages. Public relations is sometimes referred to as propaganda. Most of the PR programmes are honest and straightforward efforts to influence public opinion. But nowadays it is understood that PR is not simply propaganda. It is important to reiterate here that PR is not a subversive activity that suppresses relevant facts, publishes false and misleading information, distorts the truth and attempts to manipulate public opinion. Critics of the profession often refer to it as propaganda with the implication that it is an evil force that seeks to submit public opinion.

Tenets of propaganda - in order to implant a desired view

or attitude, the attention of people must be gained. The object in which people's interest is to be aroused must be given in an appealing framework; the images to be used to influence the people should be simple and straightforward. The slogans, images and audio messages ought to be repeated. It is required on the part of the propagandist to assert and re-accept so that the messages are solidly implanted in the minds of receivers. Wilbur Schramm outlined some methods of propaganda, like —

- (1) Define the facts: misrepresenting facts and supplying wrong sets of information to the public can do propaganda.
- (2) Use in-group out-group attitudes - two opponent groups create the feeling of dissent and even venom. The groups also teach their own members to despise other groups. This is called in-group out-group attitude. The propagandist creates positive feelings in the minds of the groups.
- (3) Use emotional attitudes — the propagandist can identify the emotional attitudes and prejudices that are already present in people. He creates an association between these attitudes and prejudices and his basic thought that he wants to perpetuate through his propaganda. If he is able to associate his views with some favourable attitudes or prejudices of people, if opposing views are associated with unfavourable attitudes, they are likely to be eschewed. Hence, the propagandist tries his best to create favourable recourses for his thoughts and smartly uses the pre-existing opinions and attitudes of people.

Kumar opined that the grapevine is a process of communication in the organizational content. However, propaganda is an activity that affects people in a large city, geographic area, state and nation or even the world. Grapevine may or may not be harmful, but propaganda is almost always designed to hurt the interests, image or career of a person or a group.

Encarta Encyclopedia describes propaganda as the tool of dissemination of ideas and information for the purpose of inducing or intensifying specific attitudes and actions. Because propaganda is frequently accompanied by distortions of fact and by appeals to passion and prejudice, it is often thought to be invariably false or misleading. This view, however, is relative. Although some propagandists may intentionally distort facts, others may present it as faithfully as objective observers. A lawyer's brief is as much propaganda as a billboard advertisement. Education, whatever its objective, could be regarded ultimately as a form of propaganda. The essential distinction lies in the intentions of the propagandist to persuade an audience to adopt the attitude or action he or she espouses.

It may be disseminated by or for individuals, businesses, ethnic associations, religious organizations, political organizations and governments at every level. Thousands of special-interest groups disseminate propaganda. Among such groups are patriotic and temperance societies, fire-prevention and traffic-safety committees, leagues promoting environmental conservation or the prevention of cruelty to animals, trade unions and chambers of commerce. No matter what its objectives are, propaganda attempts to persuade through rational or emotional appeal, or through the organization of personal opinion. Efficient use of the communication media is central to these efforts. The extent to which propaganda succeeds is directly related to the degree of access those at whom the propaganda is aimed have to alternative interpretation.

It can be employed in a variety of contexts - religious propaganda is widespread and has been throughout history, as when notable propagandist St Paul established the first Christian churches in Asia Minor, Greece and Italy. The novel has also been a useful vehicle for propaganda and famous pieces of literary propaganda include *Gulliver's Travels* (1752) by the Anglo-Irish satirist and political pamphleteer, Jonathan Swift, in which he

launches a savage attack on the vanity and hypocrisy of contemporary politics, and Uncle Tom's Cabin (1852) by Harriet Beecher Stowe, which depicts black slavery in the American South and contributed to the growth of the abolitionist movement. A common form of political propaganda is the so-called "white" propaganda, which is designed to create a favourable view of a particular organization, group or government, such as those disseminated to the German nation during the 1930s by the Nazis that stressed German "supremacy" and prosperity.

Similarly, the unfortunately-named "black" political propaganda aims to cause unrest with regard to the actions or intentions of another entity. One example of this kind of propaganda is the one disseminated during the Cold War (1946-1990) when Voice of America, Radio Free Europe and Radio Moscow were all stressing the strengths of their own societies and undermining those of their enemies. The technological advances of the mass media - especially those of the electronic media - are expanding the outlets available to propagandists and are likely to have a significant impact on propaganda efforts in the future.

Publicity :

The firms and NGO's of the new era use publicity to promote their ideas, concepts or products. News takes birth from PR and surface in the media; through various media vehicles, these news travel through the masses. Hence publicity has become an essential function of PR by which professionals of the trade provide the contents of news to the media. The decision makers in the media organizations may or may not use these sets of information. However PR executives keep on feeding the information free of cost to the media. The latter may not change the contents of information received but they can distort such contents according to their needs. The readers, viewers or listeners consider that the media are the real information sources. In fact, the sources of information are the clever PR teams

that supply information to the media. Cutlip defined publicity as "— information from an outside source that is used by the media because the information has news value. It is an uncontrolled method of placing messages in the media because the source does not pay the media for placement" Good PR starts with good performance as viewed by the public. The function of publicity is to reflect the performance and get public acknowledgement and appreciation for it. Publicity that does not reflect good performance is likely merely to destroy credibility. It is a communication tool, which is concerned with dissemination of information about an organization to attract attention or to gain recognition, to build image and to go ahead with the approval of the target public.

Securing publicity is perhaps the most well-known aspect of PR work and so clearly it is the function most associated with public relations. In most people's minds, publicity is public relations. Publicity through news releases and other methods is designed to broaden knowledge and to generate a positive recognition about an organization, its personnel and its activities. Publicity is most often gained by directly interacting with the media, either in reacting to enquiries or in initiating the communication.

According to *Handbook of Journalism and Mass Communication*, there are seven types of publicity:

News :

The most common type of publicity in news. It may be of regional or national interest. There are two types of news publicity-spontaneous news and planned news. The spontaneous news publicity originates from an unplanned event, such as a strike, major accident, fire, explosion, flood or drought etc. News media are notified and they may send reporters, photographers and camera crew to the news source,

On the other hand planned news publicity originates in the day-to-day developments and occurrences within the

organization, which may be of news value and public interest. News releases are prepared and distributed by public relations staff at the headquarters. Subjects of news releases would include for example, plant expansion, changes in personnel, production figures, special events, major appointments, plant openings anniversaries and speeches by expert critics and interviews by executives' etc.

Business feature articles :

Business feature articles also known as case histories and trade press stories are an important type of publicity published by business, trade and technical media, prepared by industrial firms to support their marketing objectives: A business feature defines problems common to an industry and analyzes solutions to these problems by a particular concern that uses, the product of the company preparing the publicity. A business feature may be developed from speeches discussing product applications. Independent or freelance, writers and photographers, whose work is coordinated by a member of the PR staff, prepare many business features.

Service Feature Article :

SFAs are written to provide newspaper and magazine readers with information, advices and suggestions on home, fashion, health, food, beauty and care etc.

Financial publicity :

Financial news release features, dividend declaration measures, annual and quarterly reports, annual meetings, new products and other financial news are the examples of many news releases and feature articles which appear on the financial pages of daily newspapers and financial magazines are kind of financial publicity.

Product publicity :

Product publicity gives consumers information about

complex technical equipment, drugs and scientific product to enable the consumers to choose intelligently from the wide variety of products on the market.

Pictorial Publicity :

It is a growing demand for being newsworthy in conventional or original still photographs by news papers and magazines. Many companies maintain staff cameramen for continuous photographing of special events, new facilities, interviews and local news features ?

Emergency Publicity :

To ensure proper handling of media relations during an emergency, the PR department should prepare, in advance, a carefully- considered emergency publicity programme. Foremen and supervisors should be instructed, before an accident occurs, how to deal with the media in times of emergency.

Publicity Media :

Newspaper is the major medium of publicity. They are read by a number of people who influence public opinion. Newspapers appeal to the special target audiences (as women child, younger etc.) providing opportunities for product publicity on these subjects.

Magazines are also an important medium for product news, feature stories and pictorial publicity. It affords space to give a complete story and are particularly suitable for service or educational publicity articles. The attractive appearance, good paper and five-color combination of magazines make them ideal for picture publicity.

Radio and television publicity has developed rapidly in the country. Radio covers 99 % of the geographical area while TV's coverage 80 %. TV is becoming the most effective medium for publicity because of its audio-visual characteristics.

Good relationships with editors, editorial writers, publishers, columnists and news broadcasters are vitally important to secure publicity, personal contacts, press conferences, mainly of newsreaders, media previews, media management launchers and media kits are the weapons of publicity officers is the activity of communication.

Assessment of Publicity :

The usual method of evaluating the effectiveness of publicity campaign of a company is to measure the number of column inches of company news published by newspapers and trade technical and business magazines. The number of column inches of published publicity, however is not conclusive evidence of effectiveness of press publicity. Mere appearance of a news or a feature in a periodical is not an assurance that the story was seen or read in whole or in neither is there evidence as such the number of readers of a particular news story. A more conclusive measurement of the effectiveness of publicity is essential.

1.6 Qualities of a good PR Person :

PR is an essential tool of modern management. The effectiveness and success at the PR programmes of an organization largely depend on the caliber of the personnel entrusted with the job. The PRO may aptly be compared to a driver. A good driver is one who has mastered the skills of driving, but he may not be an expert on the complex mechanism of the working of the parts of his vehicle. Similarly a good Public Relations Officer (PRO) may not necessarily understand the ultimate workings and mechanics of all the mass media. But like the good driver, he should know how to handle his vehicle as a whole to derive the maximum benefit from it.

The PRO as a good communicator :

The PRO is primarily a communicator. He has to

communicate the ideas and policies of the organization to the public through various media such as the press, TV, radio, film, oral communication exhibition etc. The PRO therefore must have a thorough knowledge and experience in mass media operation so that he can handle them effectively. Inevitably, the PRO has to utilize any media of communication. Question arises as to whether the officer should be an expert in all the media or whether it would be enough if he has sufficient mastery about at least one or two of the media and has adequate knowledge of others. The skill of persuasive writing is the most important prerequisite for the successful PR programme. He or she may be extremely experienced in writing for the newspapers, magazines and other print media, but not so well versed in designing exhibition, producing films or presenting a radio programme. It would indeed be too much to expect the PRO to have a complete mastery over all the media but with his flair for writing, insight into human behaviour and motivation, his organizational skill and his broad knowledge of all communication channels, it should be possible for him or her to organize and manage other media too. The PRO should be able to identify and evaluate the pros and cons of all tools in his PR faculty in the context of a given situation and should know how to make use of them for effective results. Rather than the position of a total and intimate creative virtuosity in all media, what is important is that the PRO must have the ability to plan and execute the combined use of all those PR tools best suited for his purpose.

As mentioned earlier, the PRO acts not only as the source of information at his organization, but also as the interpreter of its official policy to the public. To carry out these onerous responsibilities effectively, he should always be associated with the top management and decision-making and also ensure that the top management always considers the public's interests. The PRO is, so to speak, the public's 'eyes' and 'ears'. So long as public acceptance of management policies is essential for the successful

functioning of an organization, the importance or effective by presenting public opinion and reactions at the management can never be gainsaid.

It is, therefore, desirable that the PRO should be under the immediate and direct control of the CEO and not under any intermediary officer of the organization. This gives the PRO ample scope to be in intimate liaison with the top management and to deal with matters at the highest level, besides enabling him to be in close touch with the heads of other departments. Since the departmental heads are the ones in actual contact with the public, this is the most effective way to make the Public Relations Policy a reality.

The PRO by virtue of his proven good work must strive to gain the confidence of the management. At the same time, the management, on its part, must take the PRO into confidence. Such an atmosphere of mutual trust and confidence is necessary if the PRO is to carry out his functions successfully and safeguard the interests of the management effectively.

Liaison with Mass Media :

The PRO has to establish and maintain close liaison with the various mass media on the one hand and the organization, which he represents, on the other. In fact, he is the immediate link between the organization and the media. It is the PRO who receives queries and reactions from the media and it is he who communicates to them the first information of public interest. In dealing with the media and their personnel, the PRO often has to face irritating and controversial questions. For example, a journalist who is eager to write a story might put some controversial and often unpalatable queries. It may happen that the PRO due to reasons beyond his control, may not be able to answer some of them immediately or in his judgement divulging a particular information may not be in the public interest. Such situations have to be tackled

carefully and with tact and the PRO should not lose his cool over such controversial or delicate issues. The capacity to maintain a pleasant and equable disposition and never to lose temper is the greatest asset for a PRO. What is equally important, he should diligently resist red-tapism and shall never be evasive.

Right Image Builder of the Organization :

One of the prime functions of the PRO is the building of the right image for his organization, based on its good performance. The image of an organization depends on the functioning of its various departments and on the kind of relations they keep with the public at large. In order to succeed as an image-builder, the PRO should first try to enhance his own image and also that of his profession, within and outside the organization and not allow it to be tarnished by projecting a false image of himself or his organization.

The idea of building up the image of the PRO himself is that he should bring credit to his profession.

Personal Publicity :

PROs often face the ticklish problem of giving personal publicity or projecting the personal image of individuals, rather than projecting the corporate image of the organization, which they represent. In this context, the comments of the Press Commission of India (1954) on "publicity for Individuals" seem to be relevant.

The Commandment for a Good PRO :

1. Acquire a flair for writing and public speaking, with an ability to communicate ideas effectively.
2. Inculcate a wide reading habit and curiosity for forceful words. (It is only through wide reading one can acquire knowledge on a variety of subjects and gain ability to handle problems with confidence).

3. Gain adequate knowledge of all mass media.
4. Develop good organizing ability and make friends at all levels.
5. Be cheerful and courteous.
6. Have an infinite capacity for taking pains and doing hard work. Develop ability to persuade people by cogent reasoning.
7. Instill in yourself a sense of curiosity about people, things and places, together with an ability to conceptualize a situation and understand public moods, a good imagination, a lively inquisitive mind and a sense of humour.
8. Be honest and sincere.
9. Counseling based on an understanding of human behaviour analyzing future trends and predicting their consequences.
10. Research into public opinion, attitudes, expectations and advising on necessary action.
11. Establishing and maintaining two-way communication based on truth and full information.
12. Preventing conflict and misunderstandings while promoting mutual respect and social responsibility.
13. Harmonizing private and public interest promoting goodwill with staff, suppliers and customers.
14. Improving industrial relations.
15. Attracting good personnel and reducing labour turn over.
16. Promotion of products or services.
17. Maximizing profitability projecting a corporate identity.
18. Encouraging an interest in international affairs
19. Promoting and understanding of democracy.

Qualification of a PRO :

Most of the organizations prefer graduates with a Diploma or higher education in Journalism or Public Relations. Firms belonging to various disciplines also prefer to have a candidate with graduate-level qualification in the respective field with the postgraduate degree or diploma.

Some organizations insist on certain special requirements :

- A) Should be intellectually sharp.
- B) Should be a man of many tastes.
- C) Should be a generalist in terms of capabilities and a specialist in so far as P.R. is concerned.
- D) Should essentially be a 'go-getter'
- E) Should have flair for writing.
- F) Should have pleasing personality, initiative and drive.
- G) Should be proficient in oral and written communication.
- H) Should be equally at ease whether writing or talking.
- I) Should be able to communicate effectively.

1.7 PR Setup in an Organization :

An organization's PR activities also need good management and the function is not the exclusive concern of a small staff of experts. Rather, it is the concern of everyone in the company, from the top brass to the lower cadre. One of the most powerful influences on a company's status and reputation is what its own employees think and say about it.

The primary need of the PR Department is for information on company actions - the raw materials of company publicity. To initiate a steady flow of information, covering

all major aspects of the company's operations, it is necessary to create an official channel of communication between the department and the senior men in charge of various activities. In order to ensure a constant flow of information from the divisions, a pattern of procedure should be formulated. No two companies are similar and therefore their PR procedures must vary in detail.

Function of the P R Department :

The basic PR functions of a social welfare organization are similar to those of any other organization. Typically, the administration functions are handled by a professional PR directors and staff who prepare materials and provide services for chapters and committees, supervise staff services and personnel, establish and control of PR budget, coordinate organization activities involving the public, plan PR programmes, establish policy and evaluate the effectiveness of their plans.

The list of functions performed by the corporate PR departments varies from company to company.

However, certain standard functions have emerged as common as listed below -

Public Relations Policy :

Recommend the corporate PR policies and contribute PR viewpoint in formulation of corporate decisions and provide necessary support not only to top management but also to other departments and divisions.

Corporate Publicity :

Develop Corporate PR and issue of announcements of company activities to external communications media; handling inquiries from the press; development and placement of promotional publicity about the corporation as a whole or any of its units.

Product Publicity :

Announcement of new products through editorial channels

of communication media; development and execution of promotional product publicity campaigns.

Government Relations :

Maintain liaison with appropriate government units at local, state and national level, report trends in government affecting the company; advise action as needed; help prepare for and direct corporate appearances before investing bodies or legislative hearing; direct programmes designed to promote the company's point of view in legislative or regulatory matters.

Community Relations :

Plan community contacts' performance and / or coordination of corporate 'good neighbour' activities, including compliance with environmental protection standards, fostering equal employment opportunity and co-operating in *urban improvement programmes; development of community understanding of company's problems and needs.*

Shareholder Relations :

Communications between company and shareholders, also between company and the investment community in general, development of acceptance of company among investors via broadening exposure of company's policies and financial results in the investment community; preparation of annual report, quarterly reports, dividend cheque insets, etc; planning and staging of annual meetings of shareholders and appearances before meetings of security analysis.

PR Promotion Programmes :

Institutional promotion 'programmes designed to build corporate acceptance among key publics, institutional advertising, public relations literature, special events etc.

Corporation Donations :

Develop policy for company contributions, process donation requests; administer the company's foundation; conduct of employee solicitous for approved drives.

Employee Publication

Prepare and publish employee magazines, newspapers, bulletins, management of communication etc.

Guest Relations :

Plant tours, new plant and /or building dedications, guest reception activities.

Miscellaneous :

Speakers bureau; education relations.

Responsibilities :

The PRO has to be appointed within the Chief Executive's Department. He or she is directly responsible to the CEO for advising and implementing the PR programme in all its varied aspects. On the other hand the CEO could be responsible for the following:

1. Controlling the PR Department through presentation and implementation of agreed upon PR policies and activities,
2. Conveying and interpreting to management, information on public attitudes and views about the company or the industry it serves;
3. Preparing all policy and financial statements and on company affairs to the press, TV and radio. Handling day-to-day inquiries from the press, and the initiation of press interest in the affairs, services and production of the company, regularly issuing news material on all company activities;
4. Advising on the preparation of prestige publications,

institutional advertising, films, exhibitions, shareholder relations, house style, community relations and other relevant activities;

5. Instructing the company's financial advertising agents on all matters relating to financial and annual reports, advertising and publicity;
6. Liaison with the company's department on all matters relating to dissemination of internal information and the company's employee publications.

Public Relations Committee :

The first step may be to set up a PR committee of policy-making executives, with the Chief Executive, if possible, acting as its chairman. This committee can provide the point of discussion and decide on all policies and programmes affecting the company's PR. It should meet at least once a month, more frequently when circumstances demand. It should deal with policy and not dabble in executive detail. The next step is to see that management is gradually made aware of the existence and requirements of the PR Department. An internal educational job has to be started and the PR Manager will have to talk to senior, middle and lower-level management about PR explain why he wants their cooperation and how they can help and what he may be able to offer them in turn.

Policy :

A company's PR policy is based on the fact that the company recognizes the value of public interest in its activities. Because of this, it aims to keep the public fully and accurately informed of the activities so far as this is consistent with reasonable commercial prudence.

Procedure :

So that the PR Department may initiate and carry out this policy, it is necessary for the executives of the

department to have free access to the heads of divisions and major departments for the purposes of securing information on every aspect of company operation and procedure. The official channel of communication will be with the director of each division and the head of each major department or their appointed deputies. It is the responsibility of the PR Department to secure the approval of the director or department head before any information is issued to the press or the public. The Department will approach the following senior executives, depending upon the subject matter required.

Company policy : Managing Director or Company Secretary

Sales and Marketing : Sales Director

Production : Production Director

Finance : Finance Director

A great deal of contact and exchange of information must go on at all times at executive level from one wing to other wing.

Since the PR Department has the responsibility of advising the company on what form the PR programme should take, it must evaluate the attitude of the public to the company's products, activities and known plans. The job of evaluation must be continuous and may take the form of long-term public opinion surveys conducted by a specialized agency.

Organization of International P R Department :

International Public Relations is concerned with the ownership and management of business in several countries. This is generally one stage in the process of multi-nationalization. The corporation usually develops along the following lines, first exporting its products to foreign countries; then establishing sales organizations abroad, next is to license use of its patents. Foreign manufacturing facilities are then established.

Direct involvement in foreign manufacturing facilities is

usually an alternative to exporting home-made products. Often because they yield higher profit margin and overcome foreign trade business. Products can be more easily adapted to local demands and affords competitive advantages.

An international organization forms a world corporation format, in which the basic business functions of finance, marketing, manufacturing, research and development are the main factors and domestic and foreign operations are merged. The other is an internal division format in which all foreign operations are separated from domestic.

Public Relations Department of a large organisation



This is just a suggestive and commonly-seen set up which might differ sharply with different organizations depending upon the specific nature of the product or service, culture, needs, etc.

Public Relations Policy :

A multi-national corporation can alleviate criticism and improve

its Public Relations policy by adopting the following practices.

1. Dissemination of the corporate objectives through advertisement.
2. Intensification of the interests of the company with

those of the host country in every possible way.

3. By conforming to local business practices locally and decentralizing authority to take quick and appropriate decisions to compete with the most host countries.

International trade is of increasing importance and multinational corporations growing in numbers, size and influence. As we live in a 'global village', the international exchange of information is a routine matter and PR assumes even wider importance. An exhibition overseas opening a branch in a foreign country, organizing marketing campaign, building a factory in another continent, these types of activities call for sufficient PR expertise.

Secondly, employees participate with the management which can help to maintain goodwill and mutual understanding with the organization. To succeed in another country, details of facts to social, economic, political and cultural life of the country are very much required. The international relationship, foreign policy, licensing policy, foreign trade policy and business policy, monetary and banking policy all these factors should be clearly understood and only then transaction of business arises. Without knowing the customs and traditions of the host country, slogans, trade marks, packing all have to be checked to make sure they do not arise hostility or misunderstood on religious or superstitious grounds. The language problems can be overcome by approaching a translator of the same country so that the message can be conveyed without distraction.

1.8 Summary :

Public Relations is the management function which evaluates public attitudes, identifies the policies and procedures of an organization with the public interest, executes a programme of action to earn public understanding and acceptance. It is an essential tool of modern management. The effectiveness and success at the PR programmes of an organization largely depend on

the caliber of the personnel entrusted with the job. The PRO may aptly be compared to a driver. A good driver has mastered the skills of driving, but he may not be an expert on the complex mechanism of the working parts of his vehicle. Similarly a good Public Relations Officer (PRO) may not necessarily understand the ultimate workings and mechanics of all the mass media. But like the good driver he should know how to handle his vehicle as a whole to derive the maximum benefit from it.

1.9 Check Your Progress :

1. What do you mean by Public Relations?
2. 'Public Relations is the management function' – explain.
3. What are the differences between propaganda and publicity?
4. Discuss the growth and development of PR.
5. What qualities are necessary to be a good PRO?
6. Write short notes –
 - a) Ivy Lee
 - b) PR Department
 - c) PRO

1.10 References and Suggested Readings :

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Unit-2

Publics and Tools of PR

Contents :

- 2.1 Introduction**
- 2.2 Objectives**
- 2.3 Increasing importance of PR**
- 2.4 Target Audience and Publics of PR**
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2.1 Introduction :

Continuing with our endeavour towards a comprehensive understanding of the PR world, we proceed to Unit II, which primarily deals with the aspect of PR tools through which professionals in the field can achieve their targets. A separate unit is dedicated to this aspect because a proper and optimum utilization of these tools is a precondition for success in the trade anywhere in the world.

2.2 Objectives :

After reading this unit you will be able to –

1. discuss the increasing importance of PR
2. explain the concept of Target Audience and Publics of PR
3. list out the Tools of PR

2.3 Increasing importance of PR :

The world is changing rapidly. Human values, preferences, attitudes and beliefs are greatly influenced with the changing environment. The last part of the twentieth century was the era of post-industrialization. One of the salient traits of industrial production was the emphasis on producing and manufacturing as much goods as possible. But in the post-industrial society the emphasis shifted to information-based controlled production, distribution of goods and services. The post-industrial socio-economic environment is remarkably different from that of the industrial age. This change has brought enormous implications for economic and social community structure, human psychology and cultures. Perspectives changed as these factors are moving fast, stimulating each other and public relations being a part of socio-economic activity, has also changed its face under the spell of all pervading transformations. The approach of public relations to numerous issues started changing with the impact of globalization. If public relations fail to react to the necessities of information society it will not be able to play a significant role in the society. The future of public relations lies in the efficiency of systematic handling of analytical information related to specialized service sector and other allied areas. As public relations basically deal with information, it is expected that it will be able to confront the challenges of information society.

2.4 Target Audience and the Publics of PR :

Target audiences are distinct groups or segments of

customers. Most businesses cater to a variety of clients and customers. Some marketing strategies will be relevant to all those segments, but knowing each target audience well will help the company to deliver the marketing messages to get the positive response from the customers.

The target audience is a segment of the large audience identified for aiming or targeting the messages or programmes in mass communication. To fulfill the need of the target audience is one of the most important aspects of an organization.

A fundamental technique used in public relations is to identify the target audience and to tailor the message to appeal to the audience. It can be a general, nationwide or worldwide audience, but it is more often a segment of a population. PR firms cater to a very broad range of audiences on a daily basis. A PR cell needs to communicate with many different groups of people. It is necessary to choose the strategy and media to reach them effectively.

The Publics of Public Relations :

The word 'public' does not have any plural form. However, in case of PR, the 'publics' is used to indicate various categories of people, who are associated with an organization.

The concept of public relations basically consists of two terms: The public and the relations; the term 'relations' stands for mutual dealings or connections or communications among persons or groups. Now what is the meaning of public here? Webster's dictionary defines it as - 'People in general considered as a whole or a body of people sharing some common interest'. It means "a public may be defined as any group of people tied together, however loosely, by some common bond of interest or concern." In connection with our discipline, public is referred to employees, stock holders, customers, etc.

Already we have discussed, in the first unit, that public relations is a management function. From the

management's point of view, there are two types of public relations – internal public relations and external. The management of an organization or a firm has to enlist the support as well as the participation of its employees to achieve the goals and to win the confidence and trust of the other publics of the organization, who are directly or indirectly related with the organization.

So, in traditional public relations usage, the publics are divided into two categories – internal public and external public. Let us discuss both categories in detail.

Internal Publics :

The internal publics are directly related or associated with the organization. They are the most closely related to the organization and share its identity, such as the administration, management, marketing, etc.

External Publics :

The external publics are those who are associated with the organization, but not in a direct manner. As the name suggests, it is concerned with the people outside the organization. Already we have discussed the concept of the target audience. So the external publics, may include the target audience and others, those who are indirectly associated with organization and who matter much for the company good will. With the tremendous growth of business and commerce, the organization needs to maintain a very good public relations with the external public.

Publics from the Organizational Perspective :

The current dominance of the organizational perspective within PR theory undoubtedly stems from the highly-influential, although much critiqued, work of Grunig and Hunt (1984). Working from a systems perspective, they developed four models that, they claimed, reflected both the historical evolution of PR practice and the different

approaches still used by practitioners. The four models, in terms of their evolutionary progress, were labeled the press agent / publicity model, the public information model, the two-way asymmetric and symmetric models. They argued that the two-way symmetrical or dialogic model represented the most effective and ethical way of conducting PR work. Based in a version of systems theory, the model assumed that it was possible for an organization to meet its publics on equal terms and to rationally determine mutually-beneficial outcomes. The primary distinction that Grunig and Hunt drew between the two-way asymmetric and symmetric models hinged on the nature of their relations with the environment. Practitioners working within the asymmetrical model would attempt to control the environment so that it met their organizational needs.

Publics in Relation to System Organizations :

When publics relate to system organizations, they may offer defensive responses to system encroachment or what Habermas termed the "colonization of the life world." For example, a local citizens' group opposed to a new motorway acts to defend an existing habitats or life world.

Publics may, however, also adopt strategies and goals that are offensive in character. That is, in addition to opposing colonization by the system, they may pursue their own goals. Thus, the anti-motorway group might embark on a campaign to promote objectives such as clean air, safe places for children to play and public transport in response to system initiatives to facilitate the continuing dominance of the motorcar.

Second-wave feminisms have this dual character. At one level, they are a defensive response to the patriarchal form of capitalist modernization. That is, they seek to defend the interests of women within a system constructed around a set of male-centered norms: However, at least one feminist response goes beyond a defence of a

pre-existing life world pattern towards the system adoption of new institutions, norms and values that recognize gender equality and difference. This second type of feminism seeks not only to further the interests of women within the existing system but also to challenge and change the system itself.

Publics in Relation to Life world Organizations :

Understanding the nature of relations between publics and life world organizations requires, first, that the two can be distinguished. This delineation has not always been clear within social theory. Habermas (1987), for example, used the term "new social movements" to encompass the activity of publics around particular issues or issue complexes. This term is problematic, however, because it suggests a unity of purpose or action that might not exist (Melucci, 1988); for instance, life world organizations that have a variety and often conflicting agendas. The problem here is akin to that encountered earlier in the tendency of PR theory to conflate organizations and publics. Here, there is a tendency to conflate life world organizations and the publics out of which they emerge and with which they engage themselves. For our purposes, it is also important to recognize that the distinction between publics and life world organizations develops over time and is an ongoing process.

Social movements, seen here as publics, engage in defensive or offensive direct action in relation to the system. As they develop a sense of identity through shared sets of meanings, publics may invent their own organizational structures that give permanence to the goals of the movement and may cement in place formal membership and leadership structures. Thus, a life world organization emerges out of a public as part of the process of debate and action occurring within that public. A social movement becomes a social actor at the point where such an organization takes form. It is, however, possible that a

public will give form to more than one life world organization and these organizations might not necessarily share the same goals or values. The presence of a number of competing organizations within the environmental movement provides one example of this multiplicity of social actors within a single social movement. There is also a global dimension to social movements and their associated life world organizations. The possibility of global publics arises out of the growth of communication technologies including satellites and the internet and of international forums including the United Nations and the World Court. The necessity of creating such global publics and using global public spheres arises for two reasons. First, the issues that life world organizations combat often cross-national boundaries. Environmental, labour, and feminist concerns offer obvious examples. Second, the system organizations with which the life world organizations engage are increasingly becoming transnational in their operations. For both of these reasons, system organizations might increasingly find themselves faced with globally spread publics in the form of life world organizations.

Publics in relation to Mixed Organizations :

This category of organizations share characteristics with the previous two in terms of relations with publics. It generally comprises mature life world organizations whose operations have become intertwined with those of the system, particularly those of the state. In becoming intertwined, *they may* exchange their offensive and defensive roles for amelioration roles. That is, rather than oppose the system, they work with the system to reduce the negative effects of system operations on the life world. Charity and labour organizations might fit into this category, although mixed organizations retain their association with the causes of the life world, their operation might in fact assist system colonization.

2.5 Tools of PR :

PR is a link between the management and its various publics. Of all the forms of communication, interpersonal communication is probably the best one. It is also referred to as face-to-face communication or eyeball-to-eyeball communication.

Ideal though it may be, such communication is not possible under every circumstance. Organizations at times are very large, multi-locational, multi-directional conglomerates, employing millions of employees speaking different languages, having different specializations. Hence it is imperative to create the right channels, to reach out to the varied constituent public. It is the responsibility of the PR Department to understand the communication requirements of these publics, select channels and prepare relevant communication packages as well as evaluate their efficacy and impact from time to time.

Types of Publication :

Various types of publications are brought out from the PR point of view - books, booklets, pamphlets, brochures, broadsheets, folders, leaflets, pictorial albums, diaries, calendars and journals. These publications carry message, information, provide instruction, build goodwill and image to persuade people. In short, they are published to influence employees, customers, salesmen and the public in general. Let us discuss the details of these publications.

1. Books :

A book is a collection of printed sheets fastened together and bound together. It is comprehensive in nature and covers all aspects of the subject. The book is protected by a thick cover.

2. Booklets :

A booklet is a small book, having a few pages also with a thick cover.

3. Pamphlets :

A pamphlet is also a small book stitched but not bound. It is a publication with flush paper cover and often fastened with side or saddle stitches. Generally, topical subjects are covered in pamphlets for immediate distribution. A pamphlet differs from a book in respect of its size, stitching and popular content.

4. Folders :

Next to pamphlets, a folder is the most popular in PR tool. A folder is a single sheet of printed matter with one or more foldings, but not stitched. When opened, the printed matter is presented in a sequence. Folders are normally printed on heavier paper so that they may last long. There is no hard and fast rule with regard to its size. A 4" x 8" size folder is quite good. A width-to-length ratio of 1:1 may be more suitable without waste, if the paper size permits. The main consideration is that the publication size should suit the paper size, to avoid wastage in trimming. Pictures and illustrations are always used in folders to make them attractive. Most of the guide maps of important cities are published in the shape of folders for the benefit of tourists. The tourist map of India, published in the form of a folder by the Tourism Department, Government of India is a fine example.

5. Leaflets :

A leaflet is a single sheet of printed paper intended for distribution on a mass scale. The subject in a leaflet is covered in a concise manner and very simple language. It gives accurate or specific information on a particular topic.

6. Pictorial Albums :

An album is a book of blank sheets in which autographs, cuttings, photographs, etc. are inserted. On the same format, pictorial albums are published to present a story

in the shape of illustrations and pictures. A pictorial album may be defined as a publication of pictures, with minimum wordage. Each organization can bring out such publications to highlight its activities and achievements with the aid of pictures. Every picture goes with a good caption. "1971 War in Pictures" brought out by the Publications Division is a good specimen of a pictorial album.

7. Calendars and Diaries :

Both public and private sector organizations bring out their own calendars and diaries to build up good PR impression. Wall Calendars are accepted universally as effective builders of goodwill, provided they are attractive and of good quality. An outstanding advantage of calendars, when hung in home or office, is that they are constant, year-round reminders of messages shown. Calendars are, therefore, an excellent medium of year-round PR and are widely distributed free of cost.

8. Direct Mail :

As its name indicates, direct mail is a medium of communication, employed by the P.R.O. to bring his message directly to the notice of the individuals through mail or personal delivery. This is a personalized communication, addressed directly to the recipient by name as a measure of drawing his personnel attention towards the product.

9. Journal :

A journal is a publication brought out at regular intervals. It is an official publication of an organization highlighting its policies and programmes. The journal can be weekly, fortnightly, monthly, bi-monthly or at any such periodicity. It is, however, important that the periodicity, as stated, is maintained. All state governments bring out their own magazines.

2.5 Tools of PR

2.5.1 House Journal :

The journals brought out by various organizations serve as highly-effective PR vehicles. In the two-way communication process of employer and employee, house journals assume great importance. Most of the industrial concerns both in the public and private sectors bring out their own house journals to motivate workers for better output, by explaining the policies and programmes of the management. Such publications help to a great extent not only in creating team spirit, inculcating esprit-de-corps and mutual understanding but also provide opportunities for the employees to unfold their talents in creative writing and expression.

These journals are mainly of two categories - internal and external. There is also a third category, which combines the functions of the two.

i) Internal House Journals :

This type of house journal is primarily intended for the internal public - employees, shareholders, etc. It seeks to enlist the cooperation of its employees by educating them in various matters, such as honest workmanship, hard work, reduction of waste, regard for safety and so on. At the same time, the staff members will have an opportunity to use the journal as a forum of expression.

ii) External House Journals :

This type of journal is intended for the external public - salesmen, sales agents, financial community, the press, legislators, dealers, customers etc. It is essentially a marketing publication, which tells what the product is and what it does for the customers. The emphasis is on sales and business.

iii) The Trade Journal:

Trade journals disseminate information about the

trade, equipment or technical progress. Unlike house journals, they are not meant for image building of the organization but is a combination of the trade and house journals. They provide technical information about the trade and also news about the employees and the organization. In the two-way communication process of employer and employee, house journals assume great importance.

It can be said here that many of the labour problems in industries could be avoided by ensuring that there is no communication gap. Journals of this type should step in this direction to fill in such a gap. These journals also enable the management to establish rapport with the general public and others to whom an organization wants to reach.

Ways to Bring Out a House Journal :

All journals are required to be registered with the Press Registrar under the Press and Registration of Books Act. A clearance of the title of the journal by the Registration Department is necessary. After such clearance of the title, the printer and publisher of the journal file a declaration before a District Magistrate or Sub Divisional Magistrate within whose jurisdiction the journal is to be published. The declaration contains the particulars regarding the title of the journal, language and the periodicity of its publication. The aims and objectives of the publications of the house journal is to bring the employees closer together and to give them a sense of being a part of one large group or an endeavour

Employees in general and the present generation of workers in particular are interested in the various means of development and welfare measures for the organization for which they are working. Employees want to know how the company is faring, its achievements in various areas, its plans for expansion and development, the problem it is facing, prospects of its growth, etc. The facts or information that the house journal can include in these matters should

be the prime concern of the journal. The contents should include features not only about the management, but also about the employees including marriages, births, sports, cultural activities, informative materials, etc. It should provide education and entertainment to employees. As such, it should include cartoons, short stories, quiz, write ups in lighter vein as well as educative material written in popular style on family planning, safety, savings, publication, etc.

Format :

There are two kinds of formats which are in use - the tabloid and the magazine. The magazine format generally has a page size of about 8 x 11 inches or about 6 x 9 with two or three, columns to the page, printed on coated stock, with fine half tones. The tabloid newspaper or picture magazine format ordinarily would be about 12 x 15 inches in page size, and normally would be printed on newsprint stock with coarse screen half tones. The main characteristic of this type of publication is that, on the whole, it utilizes feature treatment of its material. Large-sized illustrations are used in it. Some organizations prefer the tabloid as it cuts out the need for stitching and binding the cover, which adds to the expense and requires separate attention. Every organization will have to evolve its own format depending on what are its main objectives in publishing the journal, the kind of audience it wishes to address itself to and the frequency it is considered desirable to publish the paper.

Periodicity :

Monthly frequency is always considered as ideal, which would ensure that news is promptly circulated and employees are posted with most up-to-date developments.

Collecting News and information :

Gathering of news about the organization is the primary responsibility of the PR man. The news may be collected

either through the departmental heads or the branches or from the correspondent specially appointed for this purpose. It is essential, however, to see that the departmental and branch heads extend their support to the reporter by offering facilities for covering a meeting, the opportunity to attend conferences which need to be covered, etc.

The next logical step in the production of house journals is editing of the news received. The first thing is to scrutinize the material and decide which item is to be selected and which must not be. Priorities will have to be fixed so that in case there is not enough space to accommodate all the material, the more important items are used. When editing the material, care will also have to be exercised so that there is a balanced coverage of different units of the organization and if it has branches in different regions of the country, all of them are adequately represented.

Printing Processes :

The letterpress is the most outdated printing process. Nowadays offset presses are very much popular for printing purposes. This is a speedy and economical process, particularly for newspapers while the letter press does most of the books, magazines and commercial printing. For the printing of house journals, there are generally two types of paper-coated or art paper and uncoated paper.

Proof Reading :

It greatly facilitates the publicity work if the PRO has some knowledge of the art of proof-reading. The author's corrections should be kept to the minimum, as the corrections cost money and cause delay. A few words added or deleted may mean the replacing of a large ruler of words by the compositors or even resetting the entire paragraph. It may also affect a ruler of pages. All these can be avoided if the officer carefully checks the typescript before sending it for typesetting. As far as possible, all

additions, deletions and corrections should be carried out in the type script. This will save considerable time and money.

Distribution :

The task of the person in charge of production of the house journal should not be considered to have ended with the printing of the journal. It is his responsibility to ensure that the journal reaches the hands of the readers in the shortest possible time. A good practice is to provide the printing press itself with the distribution list and to ensure that packets from the press are delivered straight to the different departments, as soon as the printing is complete. A constant check should be maintained so that delays and bottlenecks do not hold up the distribution at any point.

Feedback :

As a house journal has to be the medium of expression for the employees, the management can get some sort of feedback about employee attitudes and reactions to the management decisions and policies. Employees should be encouraged to write letters to the Editor for publication and thereby the organization can ensure the opinion of its employees.

The external house journal is almost the same as the commercial periodicals in the publishing field and is in fact an example of a controlled-circulation magazine, published to promote PR not simply to attract advertising support.

2.5.2 Bulletin Boards :

A bulletin board is a place where people can leave public messages, for example, to advertise things to buy or sell, announce events or provide information. Bulletin boards are also known as pin board or notice board in British English. A bulletin board, in an organizational context,

can be described as a stage for a continuous flow of news and messages concerning employees. They can be seen at shop floors of organizations in various formats and sizes. Sometimes they are vertical and sometimes horizontal or square. In some organizations they are drab-looking plain boards, while in others they are fancy. Papers are stuck on to the board with pins.

2.5.3 Rejoinders :

PR persons may sometimes be forced to be the front men in some public disputes. The very simple reason is that by issuing rejoinders, reports or denials, the public relations person unwittingly gives public relations mileage. Actually, sometimes some newspapers may publish some news, which may be against an organization. This news may harm the image building process of the organization or it may reduce the public's confidence in the reputation of the organization. In that case the PR department of the organization should think about it and should issue a clarification to the concerned newspaper/s. This is popularly known as a rejoinder.

2.5.4 Press Briefing :

The intention of press briefing is to enhance and reinforce the conventional written publicity material. It is an opportunity to highlight certain events and also to clarify the complicated issues to the press representatives through questions and answers. Sometimes better results are achieved with face-to-face discussion with the correspondents rather than giving information to them through written publicity material. To get the best results out of oral briefings, it is necessary that these should be organized in a methodical manner. Every care should be taken as to when and how to do press briefings. The oral briefings are of mainly two types -

1) Queries from Press Representatives :

A press correspondent can put a query on any aspect of the working of a government department or other

organization. Such queries are treated as confidential and the replies are to be given only to the press representative concerned on an exclusive basis. The confidentiality of the correspondent should be respected. The decision to treat the query exclusive or otherwise rests with the information man. The query should be noted down and the official concerned should be approached for the relevant and correct answer. The press correspondent's query must be answered without much delay and with as much details as possible.

The answering of queries from press representatives helps in preventing correspondents relying on unofficial and unreliable sources or on gossip. Also, in the garb of query the PR personnel can plant a story on exclusive basis in a paper. However, stories of general public interest should not be given to only one correspondent.

2) Special Press Briefings :

Press briefings are arranged for correspondents taking interest in a particular field. The idea is to explain the background of a happening, not necessarily for purpose of its being used as a news story. In press briefings, all accredited correspondents are not invited and they are special in nature on a particular subject.

Besides the ministers and secretaries, these briefings are also organized for senior officials for giving detailed information and elucidation on complicated matters. The officials should not be too much reticent and guarded in replying to inconvenient questions as that will defeat the very purpose of such briefings. Separate press briefings are sometimes conducted for foreign correspondents on important aspects of national development since those correspondents are not interested in the minute details or subjects which are of interest to Indian correspondents.

It is important to note that there is a system of 'accreditation' of journalists / correspondents or

reporters with media organizations. Accreditation means a special recognition of scribes or reporters by an authorized government media organization based upon a certain years of experience and the reputation of the media organisation. This accreditation allows a journalist to have access to high-level government press briefings or conferences or entry into special functions and the Parliament and the State Legislative Assemblies for news coverage.

At the Union Government level the PIB and at state-level the Information & Public Relations Departments are normally authorized for accreditation of journalists from time to time.

2.5.5 Backgrounder :

Basically, a backgrounder provides the background information about the organization and its achievements, success stories, various activities, etc., with a brief history. The backgrounder is defined in the dictionaries as a summary of pertinent information and facts about the subject or about the organization at hand, which is provided to the media especially when dealing with a complex issue. The term is also described as a press conference or interview in which a government official explains to the reporters about the background of an action or policy.

2.5.6 Open House :

Open house is an important tool to build rapport with the community or neighborhood where an organization is located. It is also a traditional way of building pride and morale among the employees and their families. Basically it is a communications policy intended to ensure that employees have full information about their organization.

2.5.7 Video Magazine :

In general, a magazine is a periodical publication, consisting of sheets of paper folded in half and stapled at

fold. When events or programmes are recorded in video format, arranged in a sequence and finally produced in a regular interval by an organization for its publics, then it is known as video magazine. We can divide the production stages of a video magazine into three as pre-production, production and post-production stages.

Some public relations firms send out video news releases (VNRs) which are pre-taped video programs. Video News Releases can be in the form of full blown productions. They can also be in the TV news format, or even produced for the web.

2.6 Summary :

The concept of public relations basically consists of two terms. The public and the relations. The term 'relations' stands for mutual dealings or connections or communications among persons or groups. Now what is the meaning of public here? Webster's dictionary defines it as - 'People in general considered as a whole or a body of people sharing some common interest'. It means "a public may be defined as any group of people tied together, however loosely, by some common bond of interest or concern." In connection with our discipline, public is referred to employees, stock holders, customers etc.

The target audience is a segment of the large audience identified for aiming or targeting the messages or programmes in mass communication. To fulfill the need of the target audience is one of the most important aspects of an organization. PR is a link between the management and its various publics. Of all the forms of communication, interpersonal communication is probably the best one. It is also referred to as face-to-face communication or eyeball-to-eyeball communication.

2.7 Check Your Progress :

1. Write an essay on the importance of Public Relations, in a democracy.

2. What are the differences between internal and external publics?
3. Discuss the tools of PR.
4. Write the following short notes-
 - a) House journal
 - b) Bulletin Board
 - c) Target Audience
 - d) Rejoinder
 - e) Backgrounder

2.8 References and Suggested Readings :

- Datta, K B; 2005, *Fundamentals of Public Relations*, Akansha Publishing House, New Delhi.
- Dutta, A & Ray, A, 2008, *Janasamparka* (in Assamese), Bina Library, Guwahati.
- Self Learning Materials of BMC programme of KKHSOU & PGDJMC programme of IGNOU, New Delhi.

Unit-3

PR in Different Circumstances

Contents :

- 3.1 Introduction**
- 3.2 Objectives**
- 3.3 PR in Central and State Government**
- 3.4 Public Sector Undertakings**
- 3.5 PR and Crisis Management**
- 3.6 Press Conference**
- 3.7 Public Relations Society of India**
- 3.8 Summary**
- 3.9 Check Your Progress**
- 3.10 References and Suggested Readings**

3.1 Introduction :

Public Relations is not only important for a business house or a manufacturing company or a service provider, but also important for the govt. and semi govt. organizations. In a democracy, the central or the state govt. must fulfill the peoples' aspirations and for that they have to disseminate the information regarding the programmes and policies taken for the welfare of the people. A govt. may do a good job, but if they fail to disseminate the information properly, they may not win the next election. So, PR is important for all. Let us discuss the PR

mechanism of the central, state governments and the PSUs in this unit.

3.2 Objectives :

After reading this unit you will be able to -

- 1) Discuss the PR in Central and State Government
- 2) Define Public Sector Undertakings
- 3) Explain the role of PR in Crisis Management
- 4) Enumerate how to organize a Press Conference
- 5) Discuss the role of Public Relations Society of India

3.3 PR in Central and State Government :

As we have discussed in the earlier units, now a days, public relations is one of the important management functions in all organizations, from government to the private sectors. So Govt. of India has also a separate ministry to disseminate various information regarding the policies and programmes of the govt. The Ministry of Information & Broadcasting, through the various communication media, which includes radio, television, films, the press, publications, advertising and traditional form of communication, plays a significant role in helping the people to have access a free flow of information. It also performs the responsibility of dissemination of knowledge and entertainment to all sections of the society with a careful balance between public interest and commercial needs.

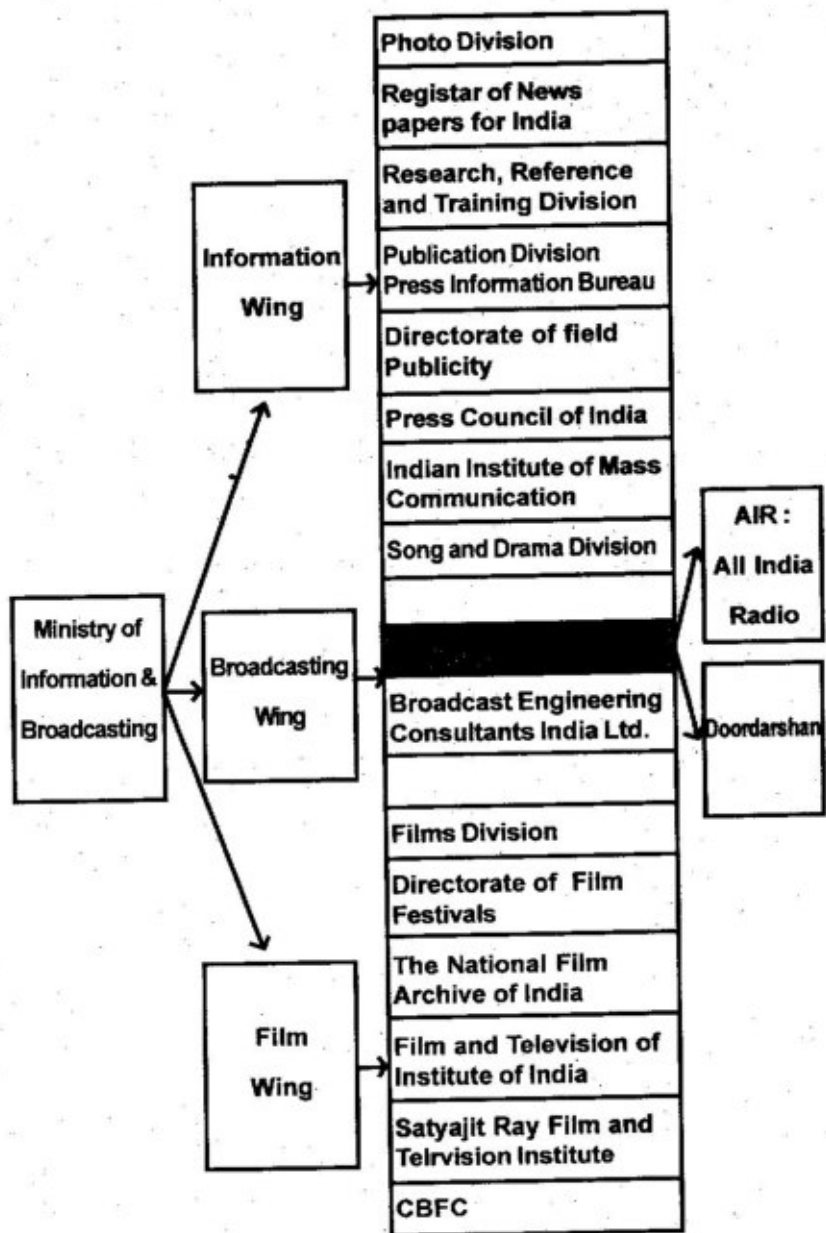
The mandates of the Ministry of Information & Broadcasting are:

- News Services through All India Radio (AIR) and

Doordarshan (DD) for the people

- Development of broadcasting and television.
- Import and export of films.
- Development and promotion of film industry.
- Organisation of film festivals and cultural exchanges for the purpose.
- Advertisement and visual publicity on behalf of the Government of India.
- Handling of press relations to present the policies of Government of India and to get feed back on the Govt. policies.
- Administration of the Press and Registration of Books Act, 1867 in respect of newspapers.
- Dissemination of information about India within and outside the country through publications on matters of national importance.
- Research, Reference and Training to assist the media units of the Ministry to meet their responsibilities.
- Use of interpersonal communication and traditional folk art forms for information/publicity campaigns on public interest issues.
- International co-operation in the field of information & mass media.

The Ministry has its different departments under three principal wings to establish and maintain a good relation with the citizens of the country. The organizational structure of the Ministry is as follow-



Like all other Indian states and central territories of India, the Government of Assam too disseminates various information related to the schemes, policies and programmes of the state govt. and maintains a rapport with the publics. The Public Relations Department of Assam was established in June 1940 at Shillong, the then

Capital of the State. Before independence, it was known as Publicity & Rural Development Department. The main objective behind setting up of the Department was to disseminate war propaganda in the wake of the Second World War and to bolster public morale in support of the Allied Powers. The head of the Publicity Department was also called Publicity Officer. He had two Assistant Publicity Officers; one for Assam Valley and the other for Surama Valley. The first Publicity Officer of the department was an officer from Assam Civil Service - Yahia Khan Choudhury.

The department also brought out a fortnightly Journal namely 'Bhavisyat Asom' (The future Assam) in Assamese and Bengali. The Journal was edited by Krishna Bhuyan (Assamese edition) and Ramesh Chandra Das (Bengali edition). The Directorate is honoured to have the distinguished services of eminent writers like Medini Mohan Choudhury, Jyoti Prasad Saikia, Dharendra Nath Chakravartty, Rama Bezbarua and prominent artists like Jugal Das, Nip Barua, Benu Mishra and Nipan Goswami in various capacities. In November 1997, the Government of Assam created a new Department namely "Information & Public Relations Department" by bifurcating the existing Home Department and the new I&PR Department was made the Administrative Department for Directorate of Information & Public Relations.

3.1 Public Sector Undertakings :

In case of the public sector in India, the PR man will not be able to conduct a purposeful campaign unless he is aware of the following:

1. The magnitude of operations of the organization as a whole;
2. The concept, culture and philosophy of the PSU in our economy and in the democratic framework, and,
3. The inherent difficulties of PR work in the PSUs in the context of the coexistent competition and hostility of the private sector.

The term PSUs include the following undertakings —

Those wholly owned and managed by government;

Those wholly owned by government but managed privately under the overall supervision of government; and

Those where majority of ownership and controlling interests is in the hands of the government.

Features of the PSUs :

It exists on a 'no profit' basis.

It belongs to the people and is financed by the involuntary savings of the people. Therefore, unlike the private sector, where the shareholders alone are financially interested in the undertaking, the public sector has to be responsive to the financial interests of the public at large.

The Public Sector has to be responsive to public opinion while the private sector needs to worry only of the shareholders.

These entities are concerned with basic industries such as steel and coal involving huge investments, long gestation periods, initial losses and lesser return to the capital.

It looks after the employees' welfare and offers maximum employment and generally works towards reducing regional and economic imbalances while reflecting the site of industries.

The Committee on Public Relations and Publicity in PSUs recommended the following as the minimum qualifications for P.R.Os in public sector enterprises -

- (a) A good university degree, preferably in humanities,
- (b) Personality to communicate effectively with a variety of people inside and outside the organizations at various levels,

- (c) Capacity for sustained hard work and ability to handle different human and organizational problems,
- (d) Writing and editing of news items, features and articles; experience of working in an advertising agency; ability to write scripts and commentaries for films and broadcasts; understanding of and ability to utilize various media of mass communication, press, printed material (house magazines, pamphlets, leaflets and other company publications), radio, films, audio-visual programmes, etc.
- (e) Institutional training in public relations would be a very desirable qualification,
- (f) Persons who head a P.R. set-up should have the quality of leadership and skill to handle creative writers, visualizers and artists to get the best out of them.

3.2 PR and Crisis Management :

A crisis PR situation puts a company in the unenviable position of being in a defensive posture. This posture can be maintained, however, without compromising the crisp, aggressive and professional attitude towards information dissemination that should typify practices all the time, whether crisis or calm. If handled properly, the only distinguishing feature of a crisis is that the media will come to us, which in times of calm is what we spend all our time getting them to do anyway.

The following plan to deal with a plane crash that involves fatalities must lead to the swift delivery of accurate information to the media and the general public. This plan includes:

1. Establishment of a standard operating procedure (SOP) to be implemented in times of crisis.

2. A general time-table for the implementation of the SOP.
3. Communication tools, including sample press releases.
4. Methods of evaluation.

In textbook terminology, steps one and two are our *planning steps*, step three is the *communication step*, and step four is the *evaluative step*. Generally, this plan outlines only what *must* be done rather than what *could* be done. For this reason, it allows for flexibility and the creative input of ideas that the individual situation will demand.

3.3 Press Conference :

Holding a press conference has become an accepted means of issuing information to the press. A press conference should never be called merely to hand out a development or information, which could be covered equally well by a press release. The main justification for holding it is that the subject is an important one and likely to elicit plenty of questions from the journalists present.

It should never be held as a routine affair but to make public all major policy decisions and important announcements. It can also be arranged for other officers on specific subjects if they are authorized to communicate with the press.

Normally all the accredited correspondents (including foreign correspondents) cameramen and representatives from radio and TV, etc. are the invitees to government press conferences. As for private organizations, all correspondents who normally cover that organization are invited to the press conference. Official invitees to the meet should be kept at a reasonable level rather than making it too crowded. However, all care should be taken to see that the invitees cover a wide cross section of the media agencies to give a wider coverage for the information. The information officer or the PRO should

brief the speaker in advance about the correspondents and the nature of questions likely to be asked.

Where business houses have a PRO, they should fully brief about the subject matter so that the executive can speak in an informal manner and with ease. Before the conference begins they should also give a proper but brief introduction of the speaker and the subject. Invitations to the press conference should be sent well in advance indicating the date, day, time, subject and venue. The name and designation of the person or persons scheduled to address the journalists at the meet should be mentioned.

It is advisable to hold the conference in the forenoon or early afternoon so as to catch the *dak editions* also of the newspapers. In case of important press conferences, it is necessary to record the proceedings in an audio or video format. Discussions on individual and personal cases should be avoided. Generally not more than half a dozen questions are to be allowed on any one aspect of the subject.

It is necessary to prepare a comprehensive note on the subject of the conference which should be distributed a little before the meet is scheduled to begin. This will help in many ways, particularly in checking facts and statistics.

Tea, coffee or light refreshment can be served at the meet. Its arrangements should be well thought out. Transport can be provided both ways if it is held at some distance or at an out of the way place. Give equal treatment to all newspaper representatives and under no circumstances should any press representative be excluded.

Following the above discussions it can be summarized in brief this way :

A press conference provides an opportunity to the organization to communicate directly with the representatives of the press. On rare occasions, PR

directors arrange press conferences. The purpose is to obtain publicity in connection with vitally-important news, such as the introduction of a new product, settlement of a labour dispute, change in management, plant expansion, corporate re-organization and accidents of disaster proportions. It should not be called unless the importance of the news clearly indicates doing so and then it should be timed appropriately so that the news will secure the widest coverage. The president and representatives of management should be present to make the announcements and answer reporters' questions.

Various factors regarding press conferences :

1. Usual and convenient time
2. The date should be fixed 7-10 days in advance unless it is an emergency.
3. Media relation is a very much important aspect here. That's why invitation letter should go to all the local media with phone calls as well as those representatives from national or international media entities.
4. Room and seating arrangements, sound system checking etc will be the concern of the PR job.
5. In the conference the PRO introduces the chairman and other guests seated on the dais.
6. Distribution of press release, brief speech of the considered guests and speakers, relevant facts and figures regarding the matter of press conference putting relevant photographs (if possible) in a very impressive envelope.
7. The PRO has to provide the answers to the queries from the press.
8. Arrangement of gifts, tea, coffee, snacks should be served timely.

9. There should be an arrangement for a personal conversation between the press persons and the personnel related to the company.

10. The day after the press conference the PRO should make phone calls to thank the media persons who already have carried the news and also phone them who didn't carry the news to give thanks for coming.

3.4 Public Relations Society of India :

Public Relations Society of India (PRSI), the national association of PR practitioners in India was established in 1958 to promote the recognition of the profession and to formulate and interpret for the public the objectives and potentialities of PR as an important and Integral function of management.

It was registered in 1966 under the Indian Societies Act with its headquarters in Mumbai. There are regional chapters at Delhi, Chennai, Mumbai, Kolkata, Ahmedabad, Bangalore, Hyderabad, Vishakhapatnam, Cochin, Guwahati and Kanpur.

The members of the Society are drawn from among the PR practitioners and include persons from the government, PSUs, private sector, trade and industry, service and welfare organizations, universities and academic groups.

There are four kinds of members; individual, associate, corporate and student. The Society is recognized as the national PR organisation by the International Public Relations Association.

It conducts training courses, seminars, workshops and research projects.

Every two years, since 1968, PRSI has been holding national conferences to highlight a topical or professional theme. Several conferences have been held in various cities and towns with themes like role of PR in management, PR and the changing social environment,

towards a more responsible citizenship, towards greater professionalism, PR in the eighties, new dimensions in PR and the inter dependent world.

The main aim of PRSI is to strengthen professionalism in PR practice and education as well as establish ethical standards. In alignment with the changing operating environment of businesses and responding to the evolving challenges and changing skills set requirements in communication. The PR profession has been tailoring its programmes and activities. PRSI workshops, seminars and lectures feature experts and often first movers in their respective fields.

The objectives of PRSI are :

- 1) To provide a forum for PR professionals to meet, interact and enhance their professional skills.
- 2) To keep abreast of the changing socio-economic, political, cultural and media scene and the changing role of PR.
- 3) To keep abreast of emerging concepts and tools of PR.
- 4) To enable PR professionals to exchange case studies and share experiences.
- 5) To help promote ethical standards in the profession.
- 6) To promote PR education.
- 7) To recognize and award excellence in the field.

Codes of Ethics :

An International Code of Ethics for Public Relations was adopted by PRSI at the first All India Public Relations Conference, New Delhi on April 21, 1968.

Considering that all member countries of the United Nations Organization have agreed to abide by its Charter which reaffirms "its faith in fundamental human rights, in the dignity and worth of the human person" and that

having regard to the very nature of their profession, PR practitioners in these countries should undertake to ascertain and observe the principles set out in this Chapter. Considering that, apart from "rights", human beings not only have physical or material needs but also intellectual, moral and social needs, and that their rights are of real benefits to them only in so far as needs are essentially met, considering that, in the course of their professional duties and depending on how these duties are performed, PR practitioners can substantially help to meet these intellectual, moral and social needs,

And lastly, considering that the use of techniques enabling them to come simultaneously into contact with millions of people gives Public Relations practitioners a power that has to be restrained by the observance of a strict moral code.

On all these grounds the PRSI hereby declares that it accepts, as its moral charter the principles of the following Code of Ethics, and that if, in the light of evidence submitted to the Society, should a member be found to have infringed this Code in the course of his professional duties, he will be deemed to be guilty of serious misconduct calling for an appropriate penalty.

Accordingly, each Member of this Society :

SHALL ENDEAVOUR :

1. To contribute to the achievement of moral and cultural conditions enabling human beings to reach their full stature and enjoy the indefeasible rights to which they are entitled under "Universal Declaration of Human Rights";
2. To establish communication patterns and channels which, by fostering the free flow of essential information, will make each member of the group feel that he is being kept informed and also give him an awareness of his own personal involvement

and responsibility and of his solidarity with other members;

3. To conduct himself always and in all circumstances in such a manner as to deserve and secure the confidence of those with whom he comes into contact;
4. To bear in mind that because of the relationship between his profession and the public, his conduct - even in private - will have an impact on the way in which the profession as a whole is appraised.

SHALL UNDERTAKE :

5. To observe, in the course of his professional duties, the moral principles and rules of the "Universal Declaration of Human Rights";
6. To pay due regard to, and uphold, human dignity, and to recognize the right of each individual to judge for himself;
7. To establish the moral, psychological and intellectual conditions for dialogues in its true sense and to recognize the right of the parties involved stating their case and expressing their views;
8. To act, in all circumstances in such a manner so as to take account of the respective interests of the parties involved: both the interests of the organization which he serves and the interests of the publics concerned;
9. To carry out his undertakings and commitments which shall always be so worded as to avoid any misunderstanding, and to show loyalty and integrity in all circumstances so as to keep the confidence of his clients or employees, past or present and of all the public who are affected by his actions.

SHALL REFRAIN FROM :

10. Subordinating the truth to other requirements;

11. Circulating information which is not based on established and ascertainable facts;
12. Taking part in any venture or undertaking which is unethical or dishonest or capable of impairing human dignity and integrity;

Using any "manipulative" methods or techniques designed to create subconscious motivations which the individual cannot control of his own free will and so cannot be held accountable for the action taken on them.

3.5 Summary :

Public relations is one of the important as a management functions in all organizations, from government to the private sectors. So Govt. of India has also a separate ministry to disseminate various information regarding the policies and programmes of the govt. The Ministry of Information & Broadcasting, through the various communication media, which includes radio, television, films, the press, publications, advertising and traditional form of communication plays a significant role in helping the people to have access a free flow of information. It also performs the responsibility of dissemination of knowledge and entertainment to all sections of the society with a careful balance between public interest and commercial needs.

Like all other Indian states and central territories of India, Assam Govt. also disseminates various information related to the schemes, policies and programmes of the state govt. and maintains a rapport with the publics. The Public Relations Department of Assam was established in June 1940 at Shillong, the then Capital of the State. Before independence, it was known as Publicity & Rural Development Department.

A crisis PR situation puts a company in the unfortunate position of being in a defensive posture. This posture can be maintained, however, without compromising the

crisp, aggressive and professional attitude towards information dissemination that should typify practices all the time, whether crisis or calm.

3.6 Check Your Progress :

1. Discuss the main functions of the Ministry of Information and Broadcasting.
2. Write a note on the DIPR of Assam.
3. Do you think there is a need to build a favourable image of the PSUs in India? Justify your answer.
4. What is crisis management? Explain the role of the PR in crisis management of an organization with suitable examples.
5. What ways are important to organize a press conference?

3.7 References and Suggested Readings :

- Balan, K R, 2003, *Applied Public Relation and Communication*
- Dutta, A & Ray, A, 2008, *Janasamparka* (in Assamese), Bina Library, Guwahati.
- Self Learning Materials of BMC programme of KKHSOU & PGDJMC programme of IGNOU, New Delhi.

Unit-4

Corporate Communication

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- 4.2 Objectives**
- 4.3 Corporate Communication**
- 4.4 Corporate Social Responsibility**
- 4.5 Summary**
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- 4.7 References and Suggested Readings**

4.1 Introduction :

Corporate Communication is the set of activities undertaken by an organization to communicate both internally with employees and externally with existing and prospective customers. The term implies an emphasis on promoting a sense of corporate identity and presenting a consistent and coherent corporate image in front of public. In this unit we will concentrate on corporate communication and one another important aspect, i.e. corporate social responsibility.

4.2 Objectives :

After reading this unit you will be able to -

- Discuss the corporate communication
- Explain the concept of corporate social responsibility.

4.3 Corporate Communication :

Public Relations is one of the oldest concepts in India, even as old as our epics. The lords - Anjneya and Krishna are outstanding examples of good communicators or in other words, they are considered as effective ambassadors of their masters or their clients. PR is, in a way, the management of good communication.

Unfortunately, the PR concept is more misunderstood in the corporate world than it is understood. There were days (as a matter of fact even now) when many organizations in the corporate sector, mainly the Public Sector Undertakings (PSUs), regarded the job of a "PR Official" as booking tickets and arranging transport. The concept of PR has undergone a tremendous transformation in the post-liberalisation era. It is no longer possible to substitute a travel organizer for a PR man. Like Anjaneya or Lord Krishna, he has to be the ambassador of his corporate body in the dissemination of communication, for proper management or reputation.

The role of PR practitioners is highly complicated. It is an accepted theory that "PR is not a substitute for Performance". Strong performance is good, but having others know that it is strong and by design is even better and that is mainly what the PR practitioner is aiming at. It is, in fact, going to be a constant challenge that a PR functionary will be facing in the days to come when an organization undergoes a transformation of ownership. When the organization is fully owned by the state, there is only one stake holder, namely the Government of India or any of the state governments of the country. In the "post disinvestment" era, there will be thousands of stakeholders eager to know and evaluate the performance of that organization and awaiting more and more transparent communication, which also decides the market value of the company's shares.

An important goal of the organizations in the 'post disinvestment' period should be to enhance "corporate

credibility". In other words, it refers to how favourably the stakeholders view the organization's overall corporate strategy and corporate planning processes. Does the corporate direction of the organization make sense? Is it reliable and believable? Is it responsive to emerging opportunities and sensitive to the internal strengths of the organization? Does the Organization have an effective planning process that assures a continuing stream of sound corporate decisions? The business enterprise that can answer these questions affirmatively and most importantly, communicate its answers effectively, can establish and reinforce its corporate credibility amongst its stakeholders.

It is also said that there is a direct relationship between corporate credibility and price / earning multiples. Besides, it enhances employee motivation, better relationship with customers, stakeholders and regulatory authorities.

When we talk of pricing of the share, generally the share pricing is decided on the "corporate credibility" whose main ingredients are - perceived corporate capabilities of the organization, past corporate financial performance, credibility of the top management team and that of the Chief Executive Officer (CEO) and the effectiveness of the corporate communication.

Corporate capability is determined by the soundness of the corporate strategy and effectiveness of the corporate planning process. Both should be based on the vision that is shared by the shareholders.

A superior corporate capability normally should be translated into superior corporate performance. In conventional theory, both corporate capability and corporate performance should enhance the corporate credibility. On certain occasions, loss of one item need not reduce the credibility. Certain Organizations with strong corporate capability, due to external factors, may show soft performance, in the short run. Still they may enjoy

good credibility with the financial community. What is most important at this stage is how effectively and in a transparent manner, the organization is discussing its problems and what it intends to do about them.

On the other hand, when the performance is impressive, it is important to explain to others that the performance is on account of corporate planning and not by accident. The strategic reason for the superior performance is also to be made known to the stakeholders to improve corporate credibility. PR professionals have to play a significant role in maintaining the credibility on both the occasions of 'soft performance' and 'superior performance'.

Corporate credibility is greatly enhanced by the 'Quality of the Top Management Team', headed by the CEO of the organization. If the CEO is highly visible, widely known and can communicate the corporate directions of the organization effectively, the credibility gets improved. A positive image of the CEO is the indicator of a 'well run' organization.

It is also seen that in certain cases, the stocks have not appreciated in pace with the corporate performance. It was found that the corporate strategies of the management were not effectively made known to stakeholders and the financial community.

The business enterprises or other organizations which are not transparent and do not adequately inform their stakeholders on the corporate planning, intentions and directions may suffer in the long run. Here lies the role of the Corporate Communicator in maintaining the sustained flow of information to those concerned. In other words, corporate credibility may confer competitive advantage to those organizations, who share their corporate strategies with their stakeholders and financial community effectively. Corporate credibility is one important element of "reputation". Conversely, those organizations which do not share their corporate directions will suffer from competitive disadvantage of their lack of credibility.

4.4 Corporate Social Responsibility :

Corporate social responsibility (CSR) is a concept whereby organizations consider the interests of society by taking responsibility for the impact of their activities on customers, suppliers, employees, shareholders, communities and other stakeholders, as well as the environment. It is also called corporate responsibility, corporate citizenship, responsible business and corporate social opportunity. It is the acknowledgement by companies or organizations that they should be accountable not only for their financial performance, but for the impact of their activities on society and/or the environment. Discussions surrounding the concept are still at an evolutionary stage, although the principles of CSR have long been part of business strategy. This obligation is seen to extend beyond the statutory obligation to comply with legislation and sees organizations voluntarily taking further steps to improve the quality of life for employees and their families as well as for the local community and society at large.

The World Business Council for Sustainable Development in its publication *"Making Good Business Sense"* by Lord Holme and Richard Watts, define the term as *"Corporate Social Responsibility is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large"*

According to a class of businessman, *"CSR is about business giving back to society"*. The same report gave some evidence of the different perceptions of what this should mean from a number of different societies across the world. Definitions as different as *"CSR is about capacity building for sustainable livelihoods. It respects cultural differences and finds the business opportunities in building the skills of employees, the community and the government"*.

Traditionally in the United States, CSR has been defined much more in terms of a philanthropic model. Companies

make profits, unhindered except by fulfilling their duty to pay taxes. Then they donate a certain share of the profits to charitable causes. It is seen as tainting the act for the company to receive any benefit from the giving.

The European model is much more focused on operating the core business in a socially responsible way, complemented by investment in communities for solid business case reasons. Social responsibility becomes an integral part of the wealth creation process - which if managed properly should enhance the competitiveness of business and maximize the value of wealth creation to society. When times get hard, there is the incentive to practice CSR more and better - if it is a philanthropic exercise which is peripheral to the main business, it will always be the first thing to go when push comes to shove.

An essential component of an organization's *corporate social responsibility* is to care for the community or the society. It endeavours to make a positive contribution to the underprivileged communities by supporting a wide range of socio-economic, educational and health initiatives. Basically CSR is about how companies or organizations manage the business processes to produce an overall positive impact on society.

4.5 Summary :

Corporate Communication is the activities undertaken by an organization to communicate both internally with employees and externally with existing and prospective customers. The term implies an emphasis on promoting a sense of corporate identity and presenting a consistent and coherent corporate image in front of public.

So we can see that PR throws in a vast field of study which is full of exciting challenges and deadlines as it basically deals with the whimsies and fancies of human beings. It is quite a tough job to understand the psychology of other people and evolve suitable strategies for influencing

them for improving the image of an organization to which one belongs. This is why it is an equally-challenging task of mass communication, more so in the intensely competitive entrepreneurial environment of the present era.

It is important to note that this profession has been offering an ever-increasing number of jobs as every business enterprise, voluntary organization etc. desperately requires its services for making themselves visible in such a crowded field.

4.6 Check Your Progress :

1. What do you mean by corporate communication? What is the difference between corporate communication and public relations?
2. Discuss the concept of corporate social responsibility.

4.7 References and Suggested Readings :

- Riel, CBM & Fomburn, C J, 2007, *Essentials of Corporate Communication*, Routledge, London.
- Balan, K R, 2003, *Applied Public Relation and Communication*
- Dutta, Ankuran & Ray, Anamika, 2008, *Janasamparka* (in Assamese), Bina Library, Guwahati.
- Self Learning Materials of DJMC programme of KKHSOU & PGDJMC programme of IGNOU, New Delhi.

