КАЗАНСКИЙ ФЕДЕРАЛЬНЫЙ УНИВЕРСИТЕТ

ИНСТИТУТ ЯЗЫКА

Кафедра английского языка

PR is Everywhere: Just Look and See

Казань – 2014

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PR везде: посмотри и убедись

Учебное пособие для студентов отделения
Связи с общественностью

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This course book is aimed at Public relations students who know English on Intermediate/ Upper-Intermediate level (B1, B2). It contains authentic texts on actual problems of present day PR, practical tasks which will help to enlarge students' vocabulary, improve their ESP skills, including skills of scan, skim and active reading, monologue speech and discussion skills.

PREFACE

This course book is aimed at PR students who know English on Intermediate/ Upper-Intermediate level (B1, B2). It contains authentic ESP materials and texts. Public relations is paramount in today's society. This book covers such essential for future PR experts themes as PR basics and activities, history and development of this applied science, PR history in Russia, public relations models, PR in politics, etiquette, and writing press-releases.

The book consists of two parts, 4 appendices and a glossary. The first part consists of 11 units, which contain texts for required reading, tasks to practice new vocabulary, some grammar constructions, derivation models, exercises that will help to improve skills of working with definitions, monologue and dialogue speech, and also translation skills. Within the framework of these themes texts from the second part are to help students to enhance their skills of comprehension and scan reading as well as skills of writing summary, reviews. At the end of each unit you will find oral or written creative assignment to actualize students' skills. These tasks at given in the form of presentations, reports, role plays, etc.

The second part contains supplementary texts for independent reading. The Appendices include reference information on main types of PR activity, PR models, Sample of press-releases. The whole studying material was tested in students groups.

CONTENT

Preface/ Introduction

1. Before you read the text, think over and express your opinion on the following topic: "From what you already know and without studying further, how would you define public relations? What aspects of public relations interest you as a possible career?"
2. Skim the text and comment on the quotation. Do you agree with Daniel J. Boorstin's words?

"Some are born great, some achieve greatness, and some hire public relations officers."

Daniel J. Boorstin[1]

Public relations plays a part in a wide variety of ways throughout all our lives. It is always there. We use it all the time, often without realizing, in many different ways, depending on our particular needs at the time. If used properly it can inform, educate, reassure, evoke sympathy, arouse interest in or an acceptance of situations.

Similarly, in the world of business, public relations affects all types of organizations, large or small, whether commercial or non-commercial, charitable or in the public sector. It is about communication, in the broadest sense, between an organization and all those with whom it has any form of contact. It cannot be avoided, or ignored. However, the term *public relations* is often either misunderstood or deliberately misinterpreted, so that it is used in a pejorative way, associating it with propaganda, economy of the truth or evasion.

Different people therefore have different perceptions of public relations. Those who work in the industry are often viewed with suspicion by those who work in the media, who misunderstand its roles. There are some individuals, often highly placed in industry, who expect public relations to be used as a tool for whitewashing reputations, or for covering up acts of ineptitude or dishonesty. What then, are the roles of public relations?

Public relations has a key role to play in helping to inform both its own public and other, far wider ones, by providing information in a factual, easily understood format, so that ignorance of an organization, a product or a place can be overcome through knowledge and understanding.

Public relations also has a role to play in generating public interest in a particular situation, or set of circumstances, that may be having a major affect on an organization or group of people.

[1] Daniel Joseph Boorstin (1914 –2004) was an American historian, professor, attorney, and writer. He was appointed twelfth Librarian of the United States Congress from 1975 until 1987.

People may be hostile to a situation because they simply do not understand what is happening, or why. Once they do understand, they will often much more readily accept it. Public relations has a clear role to play in explaining the particular situation or circumstances clearly, so that the ignorance, and even hostility, surrounding it can be turned into understanding and acceptance.

The role here for public relations is to promote understanding and knowledge of the facts about a set of circumstances or a situation in such a way as to gain sympathy for it. Clearly presented, unbiased information can often be the way to do this. Poor images come from ignorance, prejudice, hostility and apathy. Public relations can convert these into knowledge and understanding, acceptance and interest.

Part I

Unit 1. What is Public Relations?

I. Pre-reading task:

1. Write down some words and phrases associated with public relations.
2. In groups of three or four give your own definition of public relations. Compare and contrast your ideas.

II. Read the text:

Public relations involves the cultivation of favorable relations for organizations and products with its key publics through the use of a variety of communications channels and tools. Traditionally, this meant public relations professionals would work with members of the news media to build a favorable image by publicizing the organization or product through stories in print and broadcast media. But today the role of public relations is much broader and includes:

1. building awareness and a favorable image for a company or client within stories and articles found in relevant media outlets;
2. closely monitoring numerous media channels for public comment about a company and its products;
3. managing crises that threaten company or product image;
4. building goodwill among an organization’s target market through community, philanthropic and special programs and events.

The World Book Encyclopedia defines public relations, or PR, as "an activity aimed at increasing communication and understanding between an organization or individual and one or more groups called publics." The ultimate goal of any public relations effort is for a corporation, institution, organization or individual to win favor with the general public. In order to do this, the public's interests and concerns must be addressed. Good communication is the foundation of any successful public relations campaign.

Persuasion and information distribution have been around, in one form or another, since the beginning of time. However, public relations as an industry or practice has only been around since the early 1900s. With the dawn of the Industrial Revolution, young corporations discovered that their growth depended on gaining the goodwill of the masses. Rex Harlow[1] scoured through 472 definitions of public relations to come up with the following paragraph:

Public relations is a distinctive management function which helps establish and maintain mutual lines of communication, understanding, acceptance and co-operation between an organisation and its publics; involves the management of problems or issues; helps management to keep informed on and responsive to public opinion; defines and emphasises the responsibility of management to serve the public interest; helps management keep abreast of and effectively utilise change, serving as an early warning system to help anticipate trends; and uses research and ethical communication techniques as its principal tools.

(Harlow, quoted in Wilcox et al. 2003: 7)

The Public Relations Society of America offers this definition: ‘Public relations helps an organization and its publics to adapt mutually to each other. Public relations is an organization’s effort to win the co-operation of groups of people. Public relations helps organizations effectively interact and communicate with their key publics’.

In the USA the social science elements dominate the understanding of PR, as is reflected in their education and texts about the subject. In the UK, there has been a tension between those who see public relations as a management function and those who view it primarily in relation to the media. Originally most PR degrees were taught in business schools. However, recent research for the Institute of Public Relations (IPR) (2003) suggests an increase in degrees based in schools of media and journalism.

The IPR is the UK’s leading professional body for public relations practitioners and was established in 1948. The definition framed by the IPR in 1987 is still useful:

Public Relations is the planned and sustained effort to establish and maintain good will and understanding between an organisation and its publics.

Many think that PR is just about promoting an organisation, whereas most PR work involves ensuring publics have an accurate view of the organisation, even if they don’t like what it does. The definition also raises that strange word ‘publics’. It is important, however, to stress that public relations is not about dealing with ‘the public’ as people often think. One of the key concepts of PR is the idea that these groups – or publics – have different information needs and exert different demands on organisations. Understanding these differences is a vital skill of PR.

[1] Rex Francis Harlow (1892-1993) – writer, editor, publisher, and public relations pioneer. In 1939 he founded and became the president of the American Council on Public Relations, which was later merged with the National Association of Public Relations Counsel to form the Public Relations Society of America. In 1948 he founded and headed the Public Relations Institute of the West.

Philip Kitchen[1] (1997: 27) summarises the definitions as suggesting that public relations:

1. is a management function;
2. covers a broad range of activities and purposes in practice;
3. is regarded as two-way or interactive;
4. suggests that publics facing companies are not singular (i.e. consumers) but plural;
5. suggests that relationships are long term rather than short term.

Nessman[2] adds the following to the mix: creating and reinforcing trust; arousing attention; creating and preserving communication and relationships; articulating, representing and adjusting interests; influencing public opinion; resolving conflicts; and creating consensus (quoted in Wilcox et al. 2003: 4).

In tracing the similarities between diplomacy and public relations, L'Etang[3] (1996b: 15) points out that both involve three kinds of function:

1. Representational (rhetoric, oratory, advocacy). This would cover the language and images used to represent the organisation in communication with publics, including written, spoken and visual communication.

2. Dialogic (negotiation, peacemaking). The public relations practitioner is often seen as a bridge builder, the voice of different internal and external publics within the organisation, and the voice of the organisation to those different publics. They have to see other people's point of view.

3. Advisory (counselling). This role covers both pro-active PR, such as campaign planning, and re-active PR, such as dealing with a crisis.

These functions are underpinned, in both public relations and diplomacy, according to L'Etang, by intelligence gathering. Public relations practitioners need to be acutely aware of political, social, economic and technological developments within their organisation, area of operations, and local, national and, increasingly, global communities.

According to IPR Public Relations practice is the discipline concerned with the reputation of organisations (or products, services or individuals) with the aim of earning understanding and support. Public relations is about reputation – the result of what you do, what you say and what others say about you.

[1] Philip Kitchen is the founding Professor of Strategic Marketing at Business School, University of Hull where he was also founder and director of the research centre for marketing and communications (2001-2006) and later founder and director of the current research centre for marketing, communications, and international strategy.
[2] Karl Nessman, Ph.D., is an assistant professor in public relations at the Institute for Media and Communication Science of the University of Klagenfurt, Austria, and Leader of the stream on public relations.
[3] Jacquie L'Etang is the author of *Public Relations: theory, practice and critique* (Sage, 2008), *Public Relations in Britain: a history of professional practice (LEA, 2004), etc.*

III. Give Russian equivalents of the following words and word combinations:

Key publics, favourable image, build awareness for smth, relevant media outlets, target market, ultimate goal, establish and maintain mutual lines of communication, keep informed on and responsive to public opinion, ensure smb, accurate view, exert different demands, short term, reinforce, beneficial, negotiation.

IV. Explain the meaning of the following words and phrases and illustrate their meaning in the sentences of your own:

Publicize, broadcast media, aimed at, win favor with, emphasize, keep abreast of, anticipate trends, tension, framed by, haphazard, adjust interests, arouse attention, resolve conflicts.

V. Study the difference between the words *involve, include, exclude, comprise, consist, contain, incorporate***, then use these words to fill in the gaps in the sentences below:**

Involve – to include someone or something in something, or to make them take part in or feel part of it. The second accident involved two cars and a lorry.

Include – to contain something as a part of something else, or to make something part of something else. The bill includes tax and service.

Exclude – to keep out or omit something or someone. We can't exclude the possibility that he is dead.

Contain – to have something inside or include something as a part. How much liquid do you think this bottle contains?

Comprise – (formal) to have as parts or members, or to be those parts or members. Italian students comprise 60% of the class.

Consist of – to be made of or formed from something. The team consists of four Europeans and two Americans.

Incorporate – to include something as part of something larger. Suggestions from the survey have been incorporated into/in the final design.

1. How much milk does this jug …?
2. The list … the names of many famous writers.
3. They … her from the meeting.
4. His job … a lot of travelling.
5. The land he conquered … several provinces.
6. New York City … of five boroughs.
7. She … his suggestions into her proposal.

VI. Read and decide which of the statements are true and which are false. Change the sentences so they are true:

1. The growth of public relations began with the dawn of World War II.
2. Information is the foundation of any successful public relations campaign.
3. In the USA public relations is viewed in relation to social science.
4. According to IPR public relations is about establishing and maintaining good will and understanding between an organization and its consumers.
5. Both PR and diplomacy involve representational, dialogic and advisory functions.

VII. Answer the following questions:

1. Why do you think public relations is so difficult to define?
2. Which of the existing definitions seems most useful to you? Why?
3. Find similarities and differences in PR definitions given in the text above.
4. How do you understand the function of PR in the society?
5. What mistaken ideas exist concerning PR and publics?
6. What are the differences in the understanding of public relations in different countries?
7. Is the role of public opinion important in modern society?
8. Can an organization communicate with its publics properly without public relations people? Prove your answer with examples.
9. Why do you think public relations is undervalued in some organisations?
10. What do you think is the most powerful contribution public relations can bring to an organisation?

VIII. Translate the following sentences into Russian:

Эдвард Льюис Бернес и Айви Ли, авторы базовой теории PR, в начале 90-х определяли PR как управление, нацеленное на координирование отношений с аудиторией, выбор политики компании и ее конкретных действий, а также выявления интереса компании и достижения публичного признания и доверия.

Основными функциями PR, согласно PRSA, являются изучение аудитории, планирование, налаживание диалога и оценка.

PR должен обеспечивать эффективный диалог между организацией и ее целевой аудиторией, формируя и поддерживая позитивный образ, репутацию организации, ее услуг и ключевых сотрудников.

Цель любого PR-мероприятия – создание благоприятного имиджа фирмы-коммуникатора в глазах потребителей. Существует множество средств PR, основными являются паблисити и организация мероприятий событийного характера.

Понятие «связи с общественностью» тесно связано с такими терминами, как «реклама», «агитация», «маркетинг». С понятиями «манипуляция» и «пропаганда» PR связан лишь, поскольку по определению является инструментом осознанного диалога двух равных субъектов.

IX. Based on the information provided answer the questions:

1. How does this illustrate the complex boundaries between public relations vs propaganda/communication vs. information / power vs. influence?
2. Why do you think some people accuse PR of being the same as propaganda? What arguments would you present against this point of view?

PR vs Propaganda

It is essential to distinguish corporate public relations from propaganda, because public perception often confuses the two concepts. Elliott (1975) defines propaganda as:

statements of policy or facts, usually of a political nature, the real purpose of which is different from their apparent purpose. In this sense propaganda existed before the twentieth century, but its importance has increased in an age when communication is easier and when it is more useful to influence ordinary people. The term is used to describe a statement which is believed to be insincere or untrue, and designed to impress the public rather than to reach the truth or to bring about a genuine understanding between opposing governments or parties. People do not usually admit that they are issuing propaganda, and the word is much misused. Propaganda by one’s own government or political party is described as a policy statement or as a part of its news service; genuine approaches and statements of policy by another government or party are frequently dismissed as mere propaganda.

This is as true today as when it was written.

In order to succeed, public relations must be transparent, free from bias and demonstrate a two-way dynamic process where the aim is mutual understanding of the facts even if there is no subsequent agreement on policy or ideology. Organizations often need to respond to unfavourable criticism. Jefkins (1993) argued for an anatomy of public relations based on the transfer process, which shows an organization converting four negative states into positive ones, whereby hostility is converted into sympathy; prejudice to acceptance; apathy to interest; and ignorance to knowledge.

X. Prepare a report about the role of public relations in the modern world.

Unit 2. Related sciences (advertising, marketing and journalism)

I. Practice reading the following words and expressions:

Advertising /ˈædvətaɪzɪŋ/	*Consumer /kənˈsjuːmə r / /-ˈsuːmɚ/*
Marketing /ˈmɑː.kɪtɪŋ/ /ˈmɑːrkɪt̬ɪŋ/	*Campaign /kæmˈpeɪn/ n*
Discipline /ˈdɪsəplɪn/	*Revenue /ˈrevənjuː/ /-ənuː*
Technique /tekˈniːk/	*Mutually /ˈmjuː.tʃuəli/*

Sometimes, of course, it's easier to explain what PR doesn't do. The following fields look at areas often confused with PR. PR draws on expertise and experience from many fields; it overlaps with other disciplines.

As marketing and public relations expanded their spheres of activities and as they became more aggressive in communicating with more and more and ever-larger publics, they often ended up talking to the same publics, and they sometimes used the same techniques to do it.

This is the field most commonly confused with PR – not unreasonably since marketing refers to PR in its texts and practice as part of the marketing mix. To marketing practitioners and academics, public relations is one of the four Ps – product, place, price and promotion – which make up a successful marketing campaign. The use of public relations to promote goods and services is sometimes called marketing public relations (MPR). There is some dispute about how useful this term is, but it could reduce the confusion caused by using the same term – public relations – to describe promoting products and planning strategic communications.

So what's the difference? The Institute of Marketing defines marketing as: 'The management process responsible for identifying, anticipating and satisfying consumer requirements profitably'.

The two central words here are 'consumer' and 'profit'. Marketing campaigns are often preceded and followed by research to measure the degree to which an attitude or behaviour has changed after the marketing activity. Have more people heard of the product now? Have they bought (or used) it, or are they more likely to?

However, public relations campaigns are often harder to quantify. Many organizations do not have goods or services to sell. But they do all have messages to communicate and – importantly – to receive. They need to maintain relationships with all those who may work for them, give time or money, raise complaints, or vote for or against them. These relationships are too complex to be covered by marketing. Which is why commercial companies, who do have things to sell, also have public relations departments.

To highlight the differences between their professions, marketers and public relations practitioners would have probably come up with something like the following table.

Marketing	Public relations
Marketing promotes the transfer of goods and services from the producer and provider to the consumer.	Public relations helps an organization and its publics adapt mutually to each other.
Marketing's immediate goal is sales.	Public relations' immediate goal is mutual understanding or positioning of the organization with its publics.
Marketing's implicit goal is profit.	Public relations' implicit goal is positive perceptions and predispositions.
Marketing's measure of success is the number of sales and/or the revenue it generates.	Public relations' measure of success is expressed public opinion or other evidence of public support.

Then came a realization that public relations can benefit from advertising.

Advertising which had previously been used almost exclusively by marketers trying to sell specific products began to show promise for broader, less sales-oriented messages. Some of the first were so-called image ads that tried to polish or "sell" the reputation of ad's sponsor.

The distinction between advertising and PR is more easily made: advertising involves paying a medium (TV, radio, newspaper or magazine, for example) for airtime or column inches in which to put across a promotional message. The content of an ad is always controlled by the advertiser, unlike the content of editorial pages or programmes, which are controlled by journalists. Public relations practitioners try to persuade journalists to cover their products and services on the grounds of newsworthiness.

Mass communication media have come to play a dominant role in the life of everyone, including the public relations practitioner. Most large organizations employ agencies to monitor the media and to communicate with journalists, proprietors and other significant people in institutions who could be instrumental in the maintenance of an organization’s corporate aims and objectives.

The underlying differences between public relations and journalism are far more basic and far more critical.

Journalism serves the general public, and journalists are expected to act in the public's best interests even if such actions have detrimental effects on their employers.

Public relations, in contrast, serves the specific organization or client who is paying the practitioner to build and manage relationships that help that organization/client achieve its goals.

Principled public relations practitioners and organizations such as PRSA* and IABC** which they have established are quick to append the caveat that even though public relations is meant to serve the needs of its clients/patrons, practitioners are simultaneously expected to refrain from any action that would have a detrimental effect on the general public.

* *PRSA - the Public Relations Society of America*

***IABC - the International Association of Business Communicators*

II. Give Russian equivalents for the following words and word combinations from the text:

Related sciences, fields, overlaps, expanded, ever-larger publics, promotion, reduce the confusion, anticipating, precede, to maintain relationships, raise complaints, to vote for or against, to be covered, highlight the differences, implicit goal, newsworthiness, proprietors, detrimental, to append the caveat, to refrain.

III. Give English definition to the following words and make up sentences of your own:

Profit, consumer, complaint, PR practitioner, revenue, campaign, newsworthiness, promotion, image.

IV. Look up the following words in a dictionary and write a brief explanation of the difference between the words:

Advertising, advertisement, advert, commercial, advertorial

V. Comment on the following statements:

Objectivity in public relations and journalism: essential for the credibility of both professions, and for different reasons

If we take *journalism* -as David Demers writes in his very recent and most interesting History and Future of Mass Media (Hampton Press)-

‘journalists should keep their personal opinions and the opinions of their newspapers out of their news stories; All sides to a story should be covered and reported; All sides to a story should be given an equal amount of coverage’.

But, if we consider *public relations,* we could say that:

‘a public relator should elaborate the opinions of her/his client/employer; Present them to attract the attention of carefully and increasingly personalized stakeholders; To the point that these may perceive that, yes, all sides to the story have been covered and given an equal amount of relevance); With the result that those opinions convince and succeed in engaging stakeholders in an effective relationship’.

VI. Match each word on the left with the relative explanation on the right:

Advertising Marketing Public Relations Journalism PR practitioner Journalist	• a person who writes news stories or articles for a newspaper or magazine or broadcasts them on radio or television • the activity of keeping good relationships between an organization and the people outside it • the business of trying to persuade people to buy products or services • the work of collecting, writing and publishing news stories and articles in newspapers and magazines or broadcasting them on the radio and television • a job that involves encouraging people to buy a product or service • solves problems in a realistic way which suits the present conditions rather than obeying fixed theories, ideas or rules

VII. Agree with or contradict the following statements. Supply some additional information, expressing your own opinion:

PR distinct from journalism

Similarities	Differences
• Writing common to both	• Scope: PR is broader
• Gathering information	• Objective: PR is persuasive
• Working to deadline	• Audiences: PR segments
• Journalists in PR	• Channels: PR uses multiple channels

PR distinct from advertising

- Both rely on media
- Advertising is controlled by communicator
- Organization controls content, placement
- Pay for advertising
- Advertising narrow in scope and purpose
- Short-term sales objective for advertising
- Need to evaluate impact in terms of sales
- Advertising is one-way communication

PR distinct from marketing

- Marketing is consumer/customer-limited
- Marketing aimed at selling products and services
- Both persuasive, but PR fosters dialogue
- PR can support marketing

VIII. Read through the text and answer the questions:

1. What is commonly confused with PR sphere?
2. Determine the meaning and purpose of MPR
3. Give the implicit goals of Marketing and PR
4. What is the view of journalist on PR?
5. How do public relations and marketing overlap in the area of consumer public relations?
6. Is it relevant to define public relations and marketing as separate disciplines in this area?

7. Differentiate between main principles of advertising, PR and mass communication.
8. Do you think it will be harder to tell the difference between PR, marketing and advertising in the future?
9. What do 4Ps contain?
10. What are others spheres of human life which can overlap PR? Reason your ideas.

IX. Read the information below and write a précis of first three texts.

The phrases below can help you when writing a précis:

to begin with; to mention; to put it briefly; to tell the truth; to illustrate; to take an example; to put it in another way; it is clear that; it is surely known that; it may be assumed; as a matter of fact; as regards; by means of ; as compared with; indeed; although; on account of; the object of this paragraph is; to provide; according to; on contrary; undoubtedly; the information given in the first (second, third) part deals with; the author analyses; a brief review is given; there is an apparent tendency for the author; to generalize; to sum up; as a result; in conclusion; the text concludes with.

1. Begin by reading through the text in order to discover the main line of thought and paragraph plan.
2. Read through the text again, and, as you read, note the topic dealt with in each paragraph. Are the topic the same or do they differ?
3. Underline key sentences, words and important facts as you red the text. Look for any repetitions, which are to be avoided in your underlining.
4. Study each paragraph paying attention to the structure of the paragraph; do they begin with generalization or specification?
5. Now make a list of all the points you are going top use. Write them down, using your own words as much as possible. These notes must contain all the essential facts. Use one tense form: past or present. Connect the parts of your précis together with transitional words and cut out unnecessary words to clarify the relationship for a reader who hasn’t seen the original.

Unit 3. PR in politics

I. Pre-reading task. Answer the following questions:

1. What is the image of Russia in the world? How has it changed for the last decade?
2. What do you know about public relations firm Ketchum?

II. Read the article from New York Times using dictionary if necessary:

<u>P.R. Firm for Putin's Russia Now Walking a Fine Line</u>

In 2006, executives from the public relations firm Ketchum flew to Moscow to secure an account that has since been worth tens of millions of dollars.

President Vladimir V. Putin of Russia had hired Ketchum to provide advice on public relations before the nation hosted the Group of 8 meeting in St. Petersburg. At the time, Mr. Putin "cared a great deal about what other leaders, especially presidents, thought about him," said Michael A. McFaul, a former United States ambassador to Russia who now teaches at Stanford.

Times have changed. The escalating conflict between Russia and Ukraine has turned relations with the United States as frosty as they have been in years. Last week, President Obama said that as a result of the economic sanctions imposed on Russia, the country "is already more isolated than at any time since the Cold War." And the United States ambassador to the United Nations called Russia's actions in Ukraine a "threat to all of our peace and security."

"There has been a sharp turn in how much they care anymore," Mr. McFaul said. "They decided, O.K., we've had enough of these guys, let's not worry so much about our reputation."

Ketchum, a division of the advertising and marketing giant Omnicom, now finds itself walking an increasingly fine line. It once had three dozen employees in at least six countries working with the Russia account. Now it has cut back to about 10, said Kathy Jeavons, a Ketchum partner in Washington who heads the Russia account, citing the difficulties of the "global environment." And its deal to represent Russia's giant government-controlled energy company Gazprom recently ended because, she said, Gazprom had decided to focus on Europe.

The Ketchum staff members who continue to work with Russia in Moscow, Washington, New York, London and Brussels must avoid being seen as defending acts contrary to American interests but continue to provide some luster for a lucrative, and even prestigious, client.

Ms. Jeavons spoke publicly for the first time generally about the account, but declined to comment on specifics. Asked whether she or her staff members had qualms about representing Russia, or whether the account might be terminated, she said, “We constantly look at and evaluate our interaction with them, as we do with any client.” Ketchum’s primary aim, she said, is to promote investment in Russia. Dialogue between the United States and Russia, she said, is “a reality of the connectivity of the global economy and financial markets.”

Ketchum is far from alone in representing foreign governments and their leaders. In 2011, the Washington public relations firm Brown Lloyd James helped arrange a profile in Vogue of Asma al-Assad, the wife of Syria’s president, Bashar al-Assad. The story, headlined “A Rose in the Desert,” was later removed from Vogue’s website and the magazine’s editor, Anna Wintour, issued a statement deploring the actions of the Assad government.

Another firm, Sanitas International, represents both Abdullah Abdullah and Ashraf Ghani, foes in an election in Afghanistan, according to State Department filings. China has 11 different public relations representatives.

Public relations experts said there was a long history of American firms working for controversial foreign governments. Guy J. Golan, a professor of public relations and public diplomacy at Syracuse, compared Ketchum’s business relationship with Russia to that of public relations firms who worked for tobacco companies as the dangers of smoking were revealed.

“There are some who would argue that Russia is just as legitimate a client as Philip Morris cigarettes,” Mr. Golan said.

From Russia’s standpoint, the Ketchum relationship makes perfect sense, Mr. McFaul said. He pointed to the Winter Olympics in Sochi this year, which cost tens of billions of dollars and were in part a public relations exercise. The Games were seen, Mr. McFaul said, as a way “to introduce the new Russia to the world.” And Ketchum’s fees are tiny in comparison with a production like Sochi, so it is logical to retain the company to continue to help with its image and business interests.

Angus Roxburgh, a former Ketchum consultant and journalist for the BBC and The Economist, recounted his experiences working with the company in his 2011 book, “The Strongman: Vladimir Putin and the Struggle for Russia.”

Ketchum worked with members of the Russian leader’s inner circle, Mr. Roxburgh wrote. The Russian officials, he said, were initially convinced they could pay for better coverage, or intimidate journalists into it. They were eventually persuaded to take reporters to dinner instead. But after the murder of the journalist Anna Politkovskaya, a critic of the Kremlin who was assassinated in her Moscow apartment block under mysterious circumstances, they stopped engaging with the news media, because they did not want to face questions about her death.

“As the Politkovskaya murder was followed by the Litvinenko murder,” Mr. Roxburgh wrote, referring to another mysterious death of a Kremlin critic in London, “and then by the Russian invasion of Georgia, I began to wonder whether the very reason the Kremlin had decided to take on a Western P.R. agency was because they knew in advance that their image was about to nose-dive.”

The company still works with Mr. Putin’s closest advisers, according to current and former employees of Ketchum. Some of its work is relatively mundane, like fielding press inquiries for Russian officials and liaising with pro-Russia groups. In the State Department filings that detail Ketchum’s work, prominent names like Arnold Schwarzenegger and Henry Kissinger appear alongside policy analysts, politicians and United States government officials. In the filings, the company said it worked with Time magazine to have Mr. Putin named the magazine’s Person of the Year in 2007.

Ketchum also monitors press clippings, and provides a daily analysis of perspectives on Russia from Washington, Brussels and New York. It tracks sentiment on Capitol Hill, particularly the congressional committees that might affect Russia. It writes strategic plans on specific issues.

Mr. Roxburgh, who did not respond to multiple requests for an interview, said to The Daily Beast this year that Ketchum’s aim, to make Russia more attractive to investors, “means helping them disguise all the issues that make it unattractive: human rights, invasions of neighboring countries, etc.”

During Russia’s war with Georgia in 2008, there was a movement in Ketchum’s New York office to drop Russia as a client, according to a former Ketchum employee who requested anonymity because he was not authorized to discuss the firm. Those who expressed concern were placated by the Washington office, the employee said.

Ms. Jeavons declined to address internal discussions at Ketchum. And while she defended her firm’s work with Russia, she acknowledged that it was a complicated relationship.

“Where we can help facilitate communication, at the end of the day that can only help,” she said. “I mean this is why I’m in this business. It’s not always perfect, not always black and white, but I think it helps.”

A version of this article appeared in print on September 1, 2014, on page B1 of the New York Times with the headline: P.R. Firm for Putin's Russia Now Walking a Fine Line.

III. Work in pairs. Divide the article into logical parts. Give a subheading to each part. Compare your notes with other students in the group, do you agree with their choice?

IV. Answer the following questions:

1. Having read the article how can you explain the meaning of its heading?
2. Why Ketchum firm was hired?
3. What are the relations between Russia and Ukraine compared with?
4. How many workers in Ketchum worked with Russia account?
5. Has their number changed recently?
6. What was Ketchum's primary aim?
7. What other firms representing foreign governments are mentioned in the article?
8. What was Ketchum's business relationship with Russia compared with? Why was such a comparison made?
9. How did Winter Olympics in Sochi contribute to Russia's image?
10. How was it assumed that Ms. Jeavons considered Ketchum's work with Russia complicated? Do you think she could acknowledge it publicly? Why (not)?

V. Give Russian equivalents for the following words and word combinations from the text:

To nose-dive, to disguise, invasion, to facilitate, lucrative, to deplore, luster, to placate, mundane, to decline, qualm, to terminate, to liaise, initially, press clippings, to evaluate.

VI. Find words in the text with the same meaning:

Very little, to hold/ keep, particularly, to persuade, enormous, to abandon, openly, to end, to conceal, finally, to refuse, continuously, present, to judge the worth/ quality, first, point of view, to tell/ narrate, to kill, to frighten/ threaten, ex-, famous, to react/ answer, at first.

VII. Make word combinations using words from the list below:

Provide, interaction, express, relationship, sanctions, sharp, circumstances, frosty, advice, conflicts, prominent, turn, foe, relations, evaluate, escalated, impose, ambassador, mysterious, issue, complicated, concern, specific, names.

VIII. While learning new words it is important to pay attention to what prepositions they are followed by/ preceded with. Match words from the text with prepositions *(for, under, to (4), on (3), with)* they are used with.

Comment, according, point, circumstances, engage, refer, perspective, plan, respond, request.

Make your own sentences using words and word combinations from exercises 5-8.

IX. Study the information below about the ways of responding to a negative news story.

Think hard before you do that. Freezing out a reporter is a dramatic step that often backfires. After all, you probably think a company is guilty when a newscaster says, "We attempted to contact representatives of Huge Corporation, but they didn't return our calls."

Before you blacklist a reporter, consider these remedies:

1. Take it to a neutral party.

It's an age-old truth: The closer you are to a news story, the more likely you will find it flawed. Ask neutral parties to read, listen to or watch the story and give you feedback. You may be surprised to find that the message you hoped would get through did.

2. Talk to the reporter.

Reporters need sources, and good reporters are willing to hear their sources' objections. (They may not agree with you, but they usually listen.)

Remain polite regardless of the reporter's response. Reporters will react better to a discussion about factual errors than a differing opinion, but you're welcome to make your case if you believe his view lacks perspective. If the reporter got a key fact wrong, you're entitled to request a correction.

3. Write a response.

You may have forums to respond, such as a letter to the editor, op-ed or a website's comments section. Don't repeat the original errors in your response, since doing so gives those errors more airtime. Just articulate your view.

4. Speak to the editor.

If you can't get anywhere with the reporter, raise your objections with the reporter's boss. Who knows, you may be the fourth person to complain about the reporter this week.

There is a downside, though: No one likes to be complained about, and the reporter may take it out on you with even less favorable coverage.

5. Respond with statements.

If it's clear the news organization is irrevocably biased against your company, you have two choices:

1. Cut off all access.

2. Respond to subsequent inquiries with precision.

I usually recommend the latter, which means sending a short, written statement in response to queries. That brief statement prevents the reporter saying you refused to comment, and gives you more control over the quote.

6. Cut off all access.

The only time I recommend cutting off access is when you won't gain anything from speaking to the reporter. Those cases may exist, but they're rare. Good media management means finding a way to work with journalists—not avoiding them.

7. Use social media.

Cutting off a news outlet's access to your organization doesn't mean you stop communicating. Use your company website, blog and corporate social media to continue communicating with your key audiences.

This is an excerpt from Brad Phillips' book "*The Media Training Bible: 101 Things You Absolutely, Positively Need to Know Before Your Next Interview*."

X. Provide examples from politics, business, fashion, music industry to every way of responding to negative news story (listed above). Is there such a situation where you would have used another way to resolve the conflict?

Unit 4. PR models

I. Pre-reading task. Answer the following questions:

1. What PR models do you know?
2. What are the principles of differentiating PR models?

II. Read the text:

As public relations developed over the past 100-plus years, it has evolved to meet the changing needs of clients and to reflect changes in society. J. E. Grunig and T. Hunt[1] have articulated four models that represent the practice of contemporary American public relations, and which also depict its evolution.

Press Agentry Model

The earliest PR model to appear was press agentry or publicity. It emerged in the late 19th century and was characterized as one-way, source-to-receiver communication. Its purpose was largely propagandistic and the truth was sometimes expendable. Press agents did little research aside from monitoring the media in which they sought to place favorable articles about their clients. The prototype practitioner of this model was the American impresario P. T. Barnum. He promoted circuses and other entertainment venues such as the singer Jenny Lind. Publicity continues to be a component of contemporary American PR and is used in sports, entertainment and product publicity, although today's practitioners are less likely to take liberties with the truth.

Public Information Model

By the early 1920s the press agentry model lost credibility with journalists, largely because they had been deceived by press agents too many times. Ivy Lee, a former journalist turned PR practitioner, recognized this problem and sought to address it by sending his Declaration of Principles to journalists. He stated that they could expect no less than factual and accurate information from his PR agency. The purpose of this model is dissemination of information, and it is predicated on the idea that if the public has sufficient information and that information is truthful, then the public will believe and behave in ways that are helpful to the client. PR practitioners operating in this model conduct some research, but it is generally limited to readability analyses and readership studies. Today, the public information model can be found in government agencies, NGOs (non-governmental organizations) and in some businesses.

[1] James E. Grunig and Todd T Hunt are authors of *Managing Public Relations*

Two-Way Asymmetric Model

One of the limitations of the public information model is that sometimes the public failed to believe or behave in the desired fashion. The model failed to take the attitudes and motivations of the public into account.

By the late 1920s and early 1930s a new model began to emerge. It took advantage of advances in psychology and public opinion polling to understand the attitudes of the public. E. L. Bernays was the leading PR practitioner to apply this model.

The two-way asymmetric model relies on two-way communication: from source to receiver and back to source The model means that the client is seeking to change the beliefs or behavior of the target public, but is not willing to change its own beliefs or behaviors. Unlike its predecessor models, the two-way asymmetric model of PR relies heavily on research about the target publics. Such research is frequently conducted through attitude surveys and focus groups. This model is practiced extensively today by many businesses and public relations agencies.

Two-Way Symmetric Model

In the 1970s the world was awash in a variety of social and political movements. The earlier models proved ineffective. Out of these failures, the two-way symmetric model of public relations arose.

This model argued that the over-riding purpose of public relations was not persuasion, as suggested by earlier models. Instead, it posited the notion of creating mutual understanding and accommodation between organizations and their publics as the goal of public relations. The communication in this model is two-way, and the effects are balanced. This model places greater emphasis on the use of dialogue and negotiation between organizations and their publics. It also requires far more research to understand the issues that are creating contention and the publics that are affected by these issues. This model was initially practiced by businesses that were heavily regulated by the government, e.g., utilities, energy companies, etc., because they needed the approval of various publics to carry out their business activities. Today, many PR practitioners consider this model to be "emergent" and yet fully developed. There are, however, PR agencies that specialize in its practice, and clients who clearly can benefit from the practice of two-way symmetric public relations.

Nowadays we can find other views on public relations and some practitioners are adept at moving from one model to another, others limit their practice to a specific model.

III. Give Russian equivalents to the following words and word combinations and use them in sentences of your own:

To take liberties with the truth, product publicity, entertainment venue, lose credibility with smb, sufficient information, to conduct research, readability analyses, readership studies, government agencies, non-governmental organizations (NGOs), to take the attitudes into account, public opinion polling, leading PR practitioner, attitude surveys, focus groups, over-riding purpose, predecessor, emergent.

IV. Give synonyms to the following words:

To evolve, contemporary, to depict, to emerge, apply, extensively, issue, initially, to benefit from, adept at smth, contention, expendable, deceive, dissemination, accurate, factual, articulate, advance.

V. Answer the following questions:

1. How did the first PR model appear? How did it work?
2. What are its disadvantages? Is it used nowadays?
3. Can you explain the difference between public information model and press agentry model?
4. Who was the first to apply one-way asymmetric model?
5. What is the main idea of this model?
6. What does two-way symmetric model emphasize? What spheres was it initially used in?
7. What is the main difference between one-way and two-way communication? Can you find examples of both?
8. What other theories related to PR models do you know?
9. Do you think persuasion is always wrong? How much of PR work is normally persuasive communication?
10. How would you fit the following examples of public relations into Grunig's and Hunt's four models:
    - Campaign to reduce teenage pregnancy.
    - Launch of a new car.
    - Leaflet giving details of new bank charges.
    - Invitation to discuss plans for new supermarket.
11. Grunig and Hunt say that two-way symmetric communication is the ideal model. Do you agree that it is possible for everyone to benefit from symmetrical approach to public relations?

VI. Translate the following text from Russian paying attention to PR terminology:

В 1984 г. Джеймс Грунинг (Университет Мэриленд) и Тодд Хант (Государственный университет Нью-Джерси) разработали и обосновали 4 модели связей с общественностью:

1.Агентство по связям с прессой / Паблисити. Главная цель – пропаганда достижений фирмы однонаправленным потоком информации: коммуникатор (адресант) – коммуникант (адресат). Модель распространена впервые А.Т.Барнумом в середине XIX в. В данной модели процесс коммуникации рассматривается как однонаправленный процесс, основная цель которого не слушание, а говорение. Главное – донести информацию до аудитории, а не обратная связь. Данная модель встречается в спорте, театре, при продвижении продукта на рынок. Недостатком является возможность искажения информации, полуправда и неправда.

2.Общественно значимая информация. Это также однонаправленный процесс, но здесь предполагается, что СМИ будут получать и распространять только правдивую информацию, что способствовало бы формированию положительного паблисити. Процесс передачи информации осуществляется не обязательно с целью убедить кого-то. Степень воздействия на аудиторию измеряется количеством вовлеченной в систему коммуникации аудитории. Данная модель широко используется в сфере бизнеса и правительственными некоммерческими организациями.

3.Двусторонняя асимметрия. В данном случае специалисты по связям с общественностью запрашивают информацию от целевых групп и применяют ее для формирования эффективной информационной стратегии. Модель сформировалась в середине XX в. и основывается на идее двустороннего коммуникационного процесса с использованием методов научного убеждения. Главная задача – обеспечение обратной связи. Усилия в основном направлены на планирование и выбор целевой аудитории. На практике осуществляется в сфере связей с общественностью и широко используется конкурирующими фирмами в борьбе за потребителя.

4.Двусторонняя симметрия. Наиболее популярная модель коммуникации конца XX в. Цель – достижение обоюдного взаимопонимания. Данная модель направлена на изучение восприятия аудиторией действий той или иной организации в целях определения степени воздействия и последствий коммуникационного акта. Исследование степени воздействия и уровня обратной связи с аудиторией позволяет определить, насколько эффективна деятельность специалистов в области связей с общественностью. По мнению авторов, данная модель наиболее эффективна.

Text B. PR tools

I. Answer the following questions:

1. How competent do you feel in dealing with the internet? With social media?
2. How does the growth of blogs and web 2.0 sites affect Grunig’s and Hunt’s communication models?

II. Read the text using dictionary if necessary:

The traditional key tools available for PR include: media relations, media tours, newsletters, special events, speaking engagements, sponsorships, employee relations, community relations and philanthropy. Let’s have a look at the most widespread ones.

Speeches. When done well, few things can convey your message like a well-delivered speech. This is easier said than done, since a great deal of work goes into the process. The speech must be concise, entertaining and well articulated. Politicians and corporate heads are constantly called upon to speak publicly. Because of this, they often hire speech writers, people who know how to craft a message effectively to pull emotional strings. Small business owners may be asked to speak at a college or high school function, before a group or club, or at any number of events. But don't just sit around and wait to be invited. Take the proactive route and volunteer to speak!

Public Appearances. Placing a representative from your company at various events can yield numerous benefits to your business. It is a way of taking part in the community, showing your interest and opening up the lines of communication. There are many places and events at which to make appearances: charity galas and fundraisers, community symposia, chamber of commerce conventions and mixers, and many others - the calendar is full of them. It's just a matter of having someone present to show that your company is concerned with what is going on in the region.

Press Conferences. Holding a press conference is usually only necessary to make a major announcement. A representative or two from your company speaks, making the announcement and elucidating upon it, and the conference is open to question and discussion with the members of the media. The speaker should be thoroughly prepared for all possible questions. In general, the speaker should be someone who is well spoken, charming and able to address negative matters in a positive fashion. As a general rule, never hold a press conference if a press release or a few telephone calls will serve your purpose.

Presentations. A presentation is akin to a press conference. Depending on your line of business, you may be asked to speak in front of a group of your peers, clients, or to a club. The goal is to be general, informative, anecdotal, and use as many attention-catching devices as possible. Maybe you have a company video or film you can screen, or possibly some of the company's ads. The presentation is basically a broader form of the press conference, which is usually focused on one event or announcement. Think of the presentation as a quick summary of everything you do and offer, and a listing of your accomplishments.

Until recently most public relations activity involved person-to-person contact between PR professionals and members of the media, such as journalists and television news reporters. However, several trends are developing that alter the tasks performed by PR people. In most cases these changes are the result of new Internet technologies that are quickly gaining widespread acceptance among Internet users and are becoming new media outlets in their own right.

- Blogs
- Discussion Forums
- RSS Feeds
- Podcasting
- Search Engine Optimization

III. Discuss the following questions as a group:

1. Are IT or PR skills more important in dealing with publics via the internet?
2. Are the media a powerful influence on society or just another source of information? Is the influence direct or indirect?
3. What other Internet technologies can be used in work of public relations practitioners?

IV. Choose one of the following tasks and do it at home. Report about the results of your work in the class:

1. Examine a website that you like. At which publics is it aimed? What are the objectives of the site? What elements make it a successful site?
2. Examine a website that you dislike. What elements need to change to make this a successful site?

3. Review copies of local newspapers. How many mentions are made of blogs, or stories that have been raised in the blogosphere?
4. Compare an entry from an encyclopedia with that from Wikipedia. Which do you feel is more accurate?
5. Conduct a survey amongst your groupmates. How many access news via the internet, and how many via printed newspapers, radio or television?
6. Type the name of local firm or organization into search system. What is the first site that is listed? Is it favourable or unfavourable? Try the same exercises with the main social media sites.

V. Read the following text and give its summary in English:

Хватит скучных пресс-конференций!

Если ваша компания стремится попасть на полосы деловых изданий, то настала пора встречаться. Встретиться сразу со многими журналистами позволяет такой стандартный PR-инструмент, как пресс-конференция (было бы лучше назвать медиаконференцией, ведь приходят не только корреспонденты газет и журналов, но и ТВ, и радио).

Стандартная пресс-конференция длится около двух часов. Как правило, она состоит из регистрации журналистов и тут же – приветственного кофе-чая (15-20 минут), выступлений спикеров (рекомендую не более трех) и их ответов на вопросы СМИ (1 час), а затем небольшого фуршета и общения во время него топ-менеджеров с представителями медиа (30-40 минут). Приглашение на пресс-конференцию принято отправлять не менее чем за неделю до часа Х, а аккредитацию журналистов закрывать хотя бы за несколько часов до начала проекта.

Минус стандартных пресс-конференций один, но главный – они наскучили СМИ. Каждую неделю приходить в один и тот же зал, получать изготовленные в одной типографии в качестве сувенирки блокноты и календари компаний…

Даже если ваша компания небольшая, можно привлечь к ней внимание СМИ, если провести зажигательный пресс-проект, а не обыкновенную пресс-конференцию. С чем можно играть?

Приглашение СМИ. Вместо обычного письма по «мылу» можно отправить бумажное приглашение заранее. К примеру, летом 2008 г. сеть магазинов для ремонта «Старик Хоттабыч» приглашала журналистов на мастер-класс и отправляла им … свиток, он был напечатан на бумаге «под обои».

Можно отредактировать заунывный текст и добавить ярких красок, вот небольшой отрывок из приглашения на пресс-конференцию Autodesk:

«Александр, добрый день! Вы давно ели вкусную и здоровую пищу, Неужели все-таки давно?! Тогда нам есть что Вам предложить. Компания Autodesk приглашает Вас 24 марта (вторник) в 11.00 на пресс-зарядку и полноценный сбалансированный завтрак из отличных САПР-продуктов и фруктов в своем новом офисе». Еще оттуда же: «Отжиманий от пола не обещаем, но призы-сувениры будут. Спасибо!»

Место. Поменяйте ваш офис на более привлекательное место встречи. К примеру, в июле IT-компания «НЕОЛАНТ» пригласила ведущие СМИ отрасли в ресторан «В темноте?». Это – российский участник международной сети баров-ресторанов Dans le noir?, в нем гости едят в кромешной темноте, а обслуживают их незрячие люди. Все источники света гости оставляют в специальных ячейках-сейфах, в зал заходят, следуя за своим проводником – незрячим официантом. Обед «вслепую» привлек на пресс-мероприятие 27 журналистов из таких СМИ, как Forbes, PC Week, Oil&Gas Eurasia,»Нефть России», и др.

Спикеры. Пригласите в президиум не только топ-менеджеров, но и рядовых сотрудников, которые могут рассказать живо, по делу и со вкусом.

Другой канал. В какой-то мере к нестандартным можно отнести и интернет-конференции. Они имеют смысл, если вам надо собрать в одном месте нужных спикеров (к примеру, организовать включение из-за рубежа) или когда аккредитовано много журналистов, в том числе из разных городов и стран. такие пресс-конференции по своему ребрендингу проводил «Билайн».

Интересная неформальная часть. Прошлым летом, чтоб отпраздновать 50-летие, ТМ «Чупа Чупс» пригласила журналистов ведущих детских СМИ («Коассный», «Понимашка», «Веселые картинки», «Простоквашино», «АиФ – Детская энциклопедия» и другие) в Измайловский парк на пресс-брифинг. После него медиа пошли кататься на колесе обозрения и увидели … самый большой «живой» «чупа чупс» в мире: в этот же день ТМ организовала праздник для детей из столичных детских приютов. 100 воспитанников встали, образовав форму конфеты. Диаметр гигантского «чупса» составил 3,5 м.

SHARP Electronics в самый разгар жаркого, знойного лета дала возможность журналистам окунуться в освежающую зимнюю прохладу. Ледяной бар, выступление фигуристов на льду и возможность покататься на коньках – все это было предложено журналистам на пресс-проекте.

Подарки. Так как на пресс-проектах журналистам принято дарить подарки, то надо постараться, чтобы их сразу же не выкинули. Вот несколько идей: флеш-карта (хит прошлого года), цветок в горшке, спортивный мяч, зарядка для мобильного телефона, полотенце, но здесь все будет зависеть от формата вашего пресс-проекта. К примеру, WWF (Всемирный фонд дикой природы) дарил на одном из своих проектов сумочки, на которые были нанесены логотипы всех участников, с садовым инвентарем.

Главное, о чем стоить помнить, – даже необычные пресс-мероприятия проводятся с целью продвижения ключевых сообщений компании в СМИ, а никак иначе. За праздничной мишурой важно не забыть сказать главное, а то и писать будет не о чем.

(Инна Алексеева, руководитель PR Partner, «Деловой квартал» № 18 (36) 14.09.2009.)

Unit 5. Publics, markets, and audiences

I. Pre-reading task. Answer the following questions:

1. Do you know what “publics, markets, and audiences” is?
2. Why do you think it’s important for a PR practitioner to distinguish these groups of people?

II. Read the text and check if you were right:

Effective public relations begins with knowing who you deal with. The public relations practitioner, therefore, begins by identifying the organization's publics, groups of people connected with the organization. This requires a general understanding of what a "public" is as well as knowledge about the various types of publics relevant to most organizations. To identify an organization's publics, you must be able to distinguish publics from other groups that are of interest to the organization. In particular, publics are often confused with audiences and markets. The truth, however, is that these groups are distinct in significant ways.

Publics. To a public relations practitioner, there is no such thing as the "general public." It's impossible because the very concept of public is specific and limited. They are bunches rather than loose twigs, mosaics rather than isolated chips. Each public is homogeneous in the sense of its members sharing a common bond of interest or concern related to an organization, although one that may not always be apparent to them. Beyond this shared relationship with the organization, the members of a public may have little in common and often have no demographic similarities. Publics are, for example, patients of a doctor with

AIDS, volunteers at a soup kitchen, homeowners whose side streets are congested by college students, and repeat patrons of a vegetarian restaurant. The public may be supportive of the organization (frequent customers) or nonsupportive (striking employees or picketing ex-customers).

Markets. An organization's markets (also called market segments) are a specific type of public. They are groups of people whose defining characteristic is that they are potential buyers, customers, patrons, patients, clients or otherwise spenders who are sought out by a business. Members of markets do not necessarily have anything in common except the ability and potential to spend money on the organization's products.

To distinguish publics and markets, think of them in terms of your personal relationships. Publics are like your family. You don't get to choose your relatives, nor they you. You exist in a relationship often not of your own making, which includes your friendly Cousin Chris, overbearing Uncle Fred and eccentric Aunt Bertie. Markets are more like friends. You can add or delete them at will, usually based on your interest in having them around and their ability to please you. Sometimes, but not necessarily, publics and markets coincide, just as family members may also be friends.

Audiences. An audience consists of the people counted among the readers, listeners or viewers of a particular medium. Beyond their reliance on that medium, members of an audience do not necessarily have anything in common. Audiences generally are passive; they do not seek the organization's message. Instead, they put themselves in a situation in which the organization can present its message to them despite their potential lack of interest.

To define publics and audiences, public relations practitioners look for overlapping circles of opportunity. Publics are the people with whom they wish to communicate; audiences are the people they can communicate with through a particular medium. Public relations practitioners develop effective program tactics around the coincidence of publics and audiences.

Types of Publics

To identify publics completely, you should go about it systematically. A useful approach comes from systems theory, the study of patterns of associations, or linkages, that define the relationships between groups of people. Look for the organization's linkages among the groups most likely to affect the organization in some way. This process, called a public relations audit, covers four basic types of publics: customers, producers, enablers, and limiters.

Customers. An important grouping of publics is found in an organization's customer base—the people who use the organization's product or service. Consider the following organizations and their consumer publics: Hospitals have patients, merchants have shoppers, schools have students, TV stations have viewers as their "customers." Try to identify publics as narrowly as possible. Hospital customers, for example, can include first-time patients, pediatric patients, underinsured patients, repeat patients, and so on.

Producers. Another important group of publics consists of producers, the people who provide the organization's service or product. They include employees and volunteers as well as suppliers of goods, services, and financial resources. Examples of producer publics include doctors and nurses working at the hospital, clerks and managers of the merchants, teachers and taxpayers who support the schools, and reporters and production crew at TV stations. The producers of this book include its authors, editors and compositors.

Enablers. Other publics in some way enable your organization to operate and communicate. These enablers may be professional colleagues, formal or informal regulators such as government agencies or trade associations, and the communication media. Following are examples of enabler publics: state health agencies and medical associations that set standards for hospitals, the Chamber of Commerce and business media that affect the environment for merchants, teacher groups and the state education department that affect schools, groups such as the National Association of Broadcasters that try to create a healthy professional environment for TV stations, and the publishers, bookstores and reviewers that enable this book.

Limiters. Some publics are the opposite of enablers. These limiters are publics that threaten or restrict the organization's performance. They may include formal or informal competitors and other groups that seek to impede the organization in a variety of ways, such as pressure groups, unions, public watchdog organizations, and governmental entities.

For example, pharmaceutical companies may threaten hospitals with rising drug costs, changing residential patterns can hurt neighborhood stores, budget cuts could impede the educational program of a school, a threatened union walkout could hurt the TV stations, and strong competition from another book could adversely affect the continued existence of this text.

III. Answer the following questions:

1. How do you understand “effective public relations”?
2. Why are the terms publics, markets and audiences often confused?
3. What is publics, markets and audiences?

4. How can you distinguish publics from markets and publics from audiences?
5. What are the types of publics?
6. What is the difference between the types of publics?
7. Give examples of supportive and non-supportive publics.
8. What's a public relation audit?

IV. Give Russian equivalents for the following words and word combinations from the text:

A public relations practitioner, to distinguish smt/smb from smt/smb, to be of interest, to be confused with, homogeneous, a bond of smt, apparent to, have in common, be supportive of, based on, at will, to coincide, to define, to communicate through a particular medium, an approach, a pattern, a linkage, to cover four basic types of publics, to enable, to threaten smb with smt/doing smt, to restrict, an organization's performance, to impede, a competitor, pressure groups, unions, public watchdog organizations, governmental entities, budget cuts.

V. Give English definition or synonyms to the following words and expressions:

A public, an audience, a market segment, to define, an approach, a linkage, to enable, to impede, a competitor, pressure groups, unions, public watchdog organizations, governmental entities, budget cuts, an organization's performance, a consumer.

VI. Give all the derivatives to the following verbs:

to distinguish
to support
to coincide
to define

VII. Study different meanings of *in terms of* and translate the sentences into Russian:

Наиболее часто употребляемые способы перевода словосочетания *in terms of*:

1) с учетом; 2) на основе.

The optimum was measured *in terms of* an error criterion. - Оптимум измерялся на основе критерия ошибок.

Decision problems can be classified *in terms of* the number of participants involved. - Проблемы принятия решения можно классифицировать с учетом числа заинтересованых участников.

1. In terms of the players the game can be 2-person or N-person.
2. The classification has been made in terms of the complexity of the available strategies.
3. To distinguish publics and markets, think of them in terms of your personal relationships.
4. The book has been well reviewed, but in terms of actual sales it hasn't been very successful.
5. In business terms the project is not really viable, but it would add to the prestige of the company.
6. We're thinking in terms of moving to the South, as there are so few jobs in the north.
7. The recent increase in inflation means that our income has been reduced in real terms.
8. It sounds like a good suggestion, but I wonder what it will mean in practical terms.

Grammar Infinitive translation

- Инфинитив, стоящий в начале предложения, может играть роль двух членов предложения: подлежащего и обстоятельства.

В роли подлежащего инфинитив может переводиться или неопределенной формой глагола, или существительным. В роли обстоятельства инфинитив следует переводить неопределенной формой глагола с союзами *для того чтоб*ы или *чтобы.* Таким образом, прежде чем переводить, следует выяснить, есть ли перед сказуемым кроме инфинитива другое слово, которое может быть подлежащим. Если такое слово есть (или группа слов), тогда данный инфинитив является обстоятельством цели. СР.:

To read much is to know much. – *Читать много* – значит знать много.

To read much one must have much time. – *Чтобы читать много*, нужно много времени.

- Инфинитив, стоящий после слов *likely, unlikely, sure, certain* переводится следующим образом. Сначала переводится подлежащее, затем инфинитив переводится сказуемым, а указанные слова – вводными словами.

The results *are likely to be* effective. - Эти результаты, *вероятно, будут эффективны*.

To be likely – вероятно, может быть

To be not likely – маловероятно, не может быть

To be unlikely – вряд ли, едва ли
To be sure – конечно, несомненно
To be certain – наверняка, обязательно

VIII. Look at the examples of using infinitive in the text and give correct translation into Russian:

1. *To identify* an organization's publics, you must be able to distinguish publics from other groups.
2. *To distinguish* publics and markets, think of them in terms of your personal relationships.
3. *To define* publics and audiences, public relations practitioners look for overlapping circles of opportunity.
4. *To identify* publics completely, you should go about it systematically.
5. Look for the organization's linkages among the groups *is most likely to affect* the organization in some way.

IX. Translate the following sentences into English, using the words and structures from the text:

1. Должна существовать взаимозависимость между предоставлением экономической поддержки и демократическими реформами в этой стране. (linkage)
2. Этот обычай грозит стать всеобщим. (threaten)
3. К счастью, его интерес полностью совпадает с его обязанностями. (coincide)
4. Эта история будет нам интересна. (be of interest)
5. На мой взгляд, ваш журнал - одна из лучших возможностей опубликовать такую статью. (medium)
6. Эта книга по истории охватывает годы президентства Эйзенхауэра. (cover)
7. У каждой картины есть свой зритель, у каждой книги - свой читатель. (public)

Unit 6. PR in Russia

I. Pre-reading task. Comment on the quotations:

1. There is no public relations or integrated marketing communication in Russia.
2. Media relations are the core instrument for political and business communication.

The development of public relations in Russia differs significantly from the development of this profession in the United States. This difference is created not only by the youth of the fields in Russia, but also by the lack of Russian scholarly works about the theory of public relations. Public relations theory is heavily drawn from journalism, whose impact on Russian public relations hast to be addressed.

Traditionally, it was journalism and business scholars who began to define and discuss the conceptual frameworks and worldviews of public relations. Since then business scholars have concentrated on the management and marketing functions of public relations (which one can call business-type public relations), whereas journalism scholars have focused on the management-communication function (which one can call journalism type public relations).

The complexity of the industry is a mirror of the complexity of Russia itself: a country of over 140 million people, 11 time zones, hundreds of cultures, nationalities, and many religions. It is a place where East meets West, and where Christianity co-existed with Islam for centuries. We also need to remember that the process of building a market economy has been painful.

The Russian Public Relations Association (RPRA), established in July 1991, is the first Russian professional and non-commercial organization that unites Russian and foreign public relations specialists. RPRA has established close cooperation with international public relations organizations and so recognizes and follows the codes of ethics and working practices established by the Confédération Européenne de Relations Publiques (CERP), the International Public Relations Association (IPRA) and the Chartered Institute of Public Relations (CIPR). When the term ‘public relations’ or ‘PR’ appeared in Russia’s vocabulary it became a popular expression, but there was little understanding of the term and the role public relations plays in a modern business environment. Most of the population’s knowledge of public relations is limited to recognition of its role within political conflicts over the last years. Russia is spread over a wide territory and relies heavily on the media for information. Media relations is therefore the core instrument for political and business communication. Communist reformer Mikhail Gorbachev introduced his ‘glasnost’, or openness, policy in the mid-1980s, believing that a free press would expose social and political evils and generate public support for change. Journalists enthusiastically turned the late-Soviet media into a wild free-for-all that was intensely interesting, if not always professional.

During the long Soviet era, there was no public relations or integrated marketing communication in Russia, so companies did not have to compete for the attention and preference of a stakeholder group or customer. Since all means of communication were state-owned, any word in any publication was read and interpreted as a direct statement from the Kremlin and any product or brand information was considered to be 100 per cent truthful. When the market began to develop and public relations companies started to compete, the first and easiest solution was therefore to buy media and simply extend advertising to non-advertising pages. Some publications somehow mark their advertorial space. Sometimes the page is marked with ‘placed as advertising’ or the whole page is of a different colour, or the font is different. However, many publications try to make this distinction minimal and most of the readers do not realize which material is paid for and which is not.

When the financial crisis of 1998 hit Russia and many foreign investments fled the country, local manufacturing had seen the first growth in years. Today, the drivers of growth in the PR industry are the IT, consumer, healthcare and finance industries.

The rapidly evolving nature of the Russian consumer market provides great opportunities for innovative, Western-standard PR campaigns to make a real difference.

During the last years growing understanding of how diverse audiences such as companies and organizations, government and interest groups, customers and investors, all require different approaches and different forms of dialogue, was being achieved. The role of effective and efficient internal communication was increasingly appreciated, and economic leaders started to care about their public image through sponsorship and charity work by promoting their companies as responsible corporate citizens. Learning from international best practice, Russian oil, gas, pulp-and-paper and steel companies are investing in environmental programmes and communicating these changes to industry and the general public. Corporate social responsibility campaigning and growing trust in public relations agencies for the supply of such professional programmes have increased the range of services offered by the Russian public relations industry, including financial, investor and analyst relations.

II. Give English definition or synonyms to the following words and expressions:

Modern business environment, a stakeholder group, a non-commercial organization, the codes of ethics, to expose , a free press, a PR campaign, to care about their public image, extend advertising to non-advertising pages.

III. Give Russian equivalents for the following words and word combinations from the text. Make up the sentences of your own using all the words given:

To differ significantly from, scholarly works, an impact on conceptual frameworks and worldviews of public relations, pulp-and-paper companies, to focus on working practices, modern business environment, a core instrument, to rely heavily on the media for information, the lack of, whereas, for change, to compete for the attention and preference, to provide great opportunities, the range of services, therefore, a stakeholder group, state-owned, advertising to non-advertising pages, free-for-all, non-commercial organization.

IV. Answer the following questions:

1. Is there any difference in PR development in Russia and other countries?
2. What do RPRA, CERP, IPRA, CIPR stand for?
3. What are the main stages of PR development in Russia? Characterize them.
4. Is the RPRA likely to become increasingly dependent on rational or generative thinking of itself and of its’ stakeholders?
5. Is the RPRA monistic, dualistic or pluralistic in its approach to governance?

V. Skim the text about types of PR firms and provide each type with examples of Russian firms:

Traditional PR Firm

Provides full-service public relations services, taking the time to get to know you and your product and provide multiple options for your campaign. They will work to perfect your release until you are completely happy and have media contacts they can call to get your message to your audience. They operate on a monthly retainer fee and require a 6- month or 1-year contract during which time they become experts in your product.

Ideal for: Large companies with 1+ releases per month.

Online Release Sites

Provides minimal services at minimal cost. Most sites have a large database of emails that they distribute your release to and most have an option to write a standard, fill-in-the-blanks release for you. The value in these sites in the sheer number of media contacts in their database. Usually appropriate for very consumer-focused news looking for a very wide online audience. Make sure they reach the appropriate contacts for your news.

Ideal for: Companies with in-house PR staff to manage editor pitches and follow-up

Project-Based PR Firms

Provides full-service public relations services, but for short-term projects usually one or two releases at a time. They take the time to get to know you and your product and work with you to come up with multiple options for your campaign. They will work to perfect your release until you are completely happy and have media contacts they can call to get your message to your audience.

Ideal for: Small- to medium-sized companies with 1-2 releases per quarter or less.

VI. Study different meanings of *since* and translate the sentences into Russian:

Наиболее часто употребляемые способы перевода словосочетания since:

Предлог: 1) с, начиная с; 2) после; после того, как... ;

Союз: 1) с тех пор; 2) так как.

Наречие: 1) с тех пор; 2) тому назад; 3) впоследствии, позднее, позже, потом.

1. She has held two jobs since she graduated.
2. Since he is still absent, we should call the police.
3. They seem to have changed since then.
4. She has stayed there ever since.
5. He has been healthy ever since.
6. He went out a little while since.
7. He has since become rich.
8. This idea was dimly felt at the time and has been more distinctly recognized since.

VII. Look through the information about Passive translation below:

…. the readers do not realize which material is paid for and which is not. - …. Читатели не осознают, за какой материал платят, а за какой нет.

При переводе пассивных конструкций на русский язык используются неопределенно-личные предложения или конструкция в активном залоге с соответствующим изменением порядка слов.

Translate the following sentences into Russian:

1. The time of the meeting was agreed upon.
2. The plan was objected to.
3. New and revolutionary ideas are sometimes laughed at.
4. Church is often pointed as a keystone in the development of public relations.
5. Public opinion is a force that has been reckoned with in all civilizations.
6. Works written by specialists to be read by other specialists are generally referred to as professional books.
7. This problem was touched on in the previous chapter.
8. The event was remembered and commented on.
9. The recent changes in public opinion was sensed and acted upon by politicians.
10. The police said that my message had been resisted and would be acted upon.

VIII. Translate the following sentences into English, using the words and structures from the text:

Пиар в России — явление достаточно новое и многим не до конца понятное. Функции пиара у нас сливаются с функциями маркетинга и рекламы, тесно переплетаясь в своем взаимодействии. Однако, пиар — явление совершенно самостоятельное.

Остро стоит вопрос о том, стоит ли создавать свой пиар-отдел или проще и дешевле воспользоваться услугами агентства. И даже те компании, которые имеют в своем составе подобный отдел, нередко прибегают к помощи извне.

У PR- агентства и PR-службы крупной компании разные задачи... Иногда компания просто не держит в штате всю линейку специалистов, необходимых для реализации PR- задач. У них могут быть несколько специалистов пресс-службе, но нет дизайнеров, райтеров, креаторов. Они и не нужны в штате, ведь могут потребоваться раз-два в году. Проще обратиться в агентство, купить у них необходимую услугу. Невозможно в рамках одной PR-службы соединить весь спектр услуг, который предлагает и которым располагает PR-агентство. К тому же у PR-службы много собственной работы по внутренним коммуникациям.

Unit 7. Ethics in PR

I. Pre-reading task:

Ethics, codes of Ethics, a set of rules, regulations, behavior, conduct, morality.

What is your understanding of these words and expressions?

II. Skim the text and check your ideas:

Every professional body, organization, profession or trade body has its ethical standards, or codes of conduct, by which it expects its members to abide. Ethics are defined as being those moral principles or set of moral values held by an individual or group. Ethical conduct is defined in the Oxford English Dictionary as being those standards that in accordance with principles of conduct are considered correct, especially those of a given profession or group.

The Public Relations department is frequently the ethical heart of an organization. Internal and external PR communications control of the flow of good and bad news to the staff and community. The PR team copes with company crises. PR pros sit at the elbows of top officers drafting a company's mission statements, its strategies, and its vision.

PR people are often put on the spot — if not to determine the morality of a course, at least to help envision the fallout. Fortunately there are valuable touchstone tools for finding the way.

Ethics theories range from Utilitarianism ("The greatest good for the greatest number") to Deontology ("Do what is right, though the world should perish").

Or, more to the point, you can examine codes of standards through public relations guilds such as the IABC. One of the first initiatives of the Public Relations Society of American (PRSA), founded in 1948, was to establish an ethical code of practice for its members. The desired outcome of this code was to establish clear standards for practitioners, clarify these standards to management, and to distinguish public relations professionals from those who engage in deceptive and unethical promotion.

The Public Relations Society of America, the International Association of Business Communicators, and the International Public Relations Association have all developed elaborate associational codes for the public relations profession. Public relations codes are grounded in larger communication values such as free speech and free access to information, honesty and truthfulness, and fairness. It has been suggested that public relations codes of ethics were particularly important given the somewhat sordid early history of public relations including manipulative and deceptive practices. Ethical codes have helped public relations practitioners clarify professional expectations, maintain higher standards of professional conduct, and, in general, elevate the reputation of the profession.

Recently, the National Communication Association (NCA) adopted what it described as a professional credo for ethical communication. The credo includes 10 general principles regarding what is judged as the ethical practice of communication. The NCA credo draws on broad sets of ethical traditions in communication including honesty, truthfulness, free speech, condemnation of hate speech, the ethic of care, privacy, respect, social justice, protest, responsibility and responsiveness, among others.

The three best known codes for public relations are PRSA's Member Code of Ethics, the International Public Relations Association's (IPRA) International Code of Ethics, informally known as the Code of Athens, and the International Association of Business Communicator's (IABC) Code of Ethics for Professional Communicators.

PRSA offers the most detailed and complex code of the three organizations. The PRSA Member Code of Ethics 2000 is composed of six core values, and six code provisions. The values include advocacy for clients and an open marketplace of ideas, honesty, expertise, independence in the form of objective council and personal accountability, loyalty to both clients and the public interest, and fairness. The six code provisions are comprised of free flow of information, competition among professionals in a manner that serves the public interest, disclosure of information in a manner that builds trust with the public, safeguarding confidences to protect privacy rights, avoiding conflicts of interest, and enhancing the profession through building trust in all levels of interaction.

IPRA's International Code of Ethics (Code of Athens) was originally adopted in 1965 at a meeting in Athens and later revised in 1968. The organization claims that this code has been "promoted widely and presented formally to numerous Heads of State" (IPRA). The International Code of Ethics is particularly sensitive to supporting an international view of human rights.

The IABC Code of Ethics for Professional Communicators has 13 articles and a provision for enforcement (IABC). Like the IPRA, the IABC code makes specific mention in one of its articles of the need for sensitivity to cultural values and beliefs in hopes of encouraging mutual understanding. Two articles outline the importance for the protection and use of confidential information. Other articles stipulate loyalty to the laws governing the public relations profession, honesty, precluding plagiarism, avoiding behavior considered unethical by the communicator, upholding the credibility and dignity of the profession, accuracy, and free speech. Unlike PRSA or IPRA, the IABC code includes two articles dedicated to refusing undisclosed gifts and avoiding any pledge to guarantee results beyond the certain capacity of the practitioner.

Ideally, codes of practice provide practitioners with an objective means for proactively assessing their behavior as they engage in their profession.

III. Give Russian equivalents for the following words and word combinations from the text. Make up sentences of your own using these words:

Standards, codes of conduct, to abide, in accordance with, copes with, PR pros, put on the spot, envision, touchstone tools, guilds, outcome, sordid early history, enhancing, outline the importance, precluding plagiarism, condemnation.

IV. Give English definition to the following terms:

PR codes of conduct, utilitarianism, deontology

V. Answer the following questions:

1. What are the widespread definitions of Ethics and Ethic code?
2. What is the use of code of conduct in human life?
3. Name the most prominent codes of ethics in PR?
4. What are the basic provisions declared by the mentioned codes?
5. What are the key strengths and limitations for business ethics and public relations practice of the utilitarian, deontological and human rights ethical doctrines?
6. News reporters and public relations practitioners subscribe to codes of ethics. Why? Why at times do some appear to violate the standards of those codes?
7. When public relations practitioners employ different ethical doctrines to justify corporate social responsibility programmes to their different audiences is it fair to accuse them of cynicism?

VI. Skim the text and comment on the text supplying your answer with examples of black PR in Russia:

The origins of Russian PR can be traced to the first public relations campaign in the country: the launch of McDonald's in Moscow in the late 1980s. This was a PR stunt that turned into propaganda, as Soviet journalists had no choice but to praise the only fast food chain in town. Propaganda was the main working tool of communication and although public relations is now regarded as an accepted communications vehicle, propaganda is far from dead.

This precedent of a propaganda/PR mix proved to have a long-lasting effect on the Russian public relations industry. It evolved into the so-called "black PR", used mostly by political parties during election campaigns, when PR tools were combined with such methods as the pouring of informational garbage on political rivals. In this market, hundreds of millions of unaccounted dollars landed in the pockets of corrupt journalists and "PR technologists".

The building of a Black PR campaign, also known as a dirty tricks or a smear campaign is a long and a complex operation. Traditionally it starts with an extensive information gathering and follows the other needs of a precise competitive research. The gathered information is being used after that as a part of a greater strategical planning, aiming to destroy the relationship between the company and its stakeholders.

VII. Translate the following sentences into English:

1.Деятельность консультанта или агентства, предоставляющих услуги в области связей с общественностью, должна исходить из общественного блага и не может наносить ущерб законным интересам, чести, достоинству личности.

2.Практическая деятельность консультанта или агентства по связям с общественностью должна строиться на неукоснительном соблюдении принципов точности, правдивости и добросовестности передаваемой информации.

3.Консультант или агентство обязаны соблюдать полную конфиденциальность, строго придерживаться принципа секретности информации, полученной от настоящих, бывших или потенциальных клиентов или нанимателей, кроме тех случаев, когда клиент предоставил такую информацию для публичного использования или дал ясное разрешение на ее разглашение. Ограничения конфиденциальности допустимы только в случаях прямо предусмотренных действующим законодательством.

4.Консультант или агентство по связям с общественностью обязаны открыто заявить о своих обстоятельствах в случае, если их личные интересы или обязательства могут вступить в противоречие с интересами их клиента. Они не должны ориентировать своего клиента на деловые связи с фирмами или организациями, в которых они сами имеют финансовые,

5.В своих взаимоотношениях с представителями других профессий и в других областях общественных отношений консультант или агентство должны знать и уважать правила и практику, принятые в этих профессиях, и соблюдать их в той степени, в которой они совместимы с этикой его собственной профессии и настоящим Кодексом.

6.В своей деятельности практический работник PR обязан уважать принципы, заложенные во Всеобщей декларации прав человека, и в особенности свободу слова и свободу печати, которые способствуют осуществлению права личности на получение информации. Таким же образом он обязан действовать в соответствии с интересами общества и не причинять ущерба достоинству и чести личности.

7.В своей деятельности практический работник PR должен выказывать честность, интеллект и лояльность. В частности, он обязан не использовать информацию или комментарии, если считает, что они являются ложными или вводящими в заблуждение.

8.Практический работник PR не будет представлять интересов конфликтующих сторон без согласия на то заинтересованных клиентов или нанимателей.

9.Запрещаются любые попытки обмануть общественное мнение или его представителей. Новостная информация должна поставляться без оплаты и какого-либо скрытого вознаграждения за ее использование или публикацию.

10. Работник PR должен воздерживаться от нечестной конкуренции с коллегами. Его действия или слова не должны наносить ущерба репутации или деятельности коллеги — работника PR при условии выполнения им своих обязанностей.

VIII. Write a précis of the text.

IX.Chose a company and examine the documentation which outlines and explains its corporate social responsibility programme(s). The company website may contain different kinds of texts – not necessarily all aimed at the same audience or public – for example, press releases, corporate social responsibility reports, corporate annual reports webpages specifically devoted to corporate social responsibility involvement. Analyse these texts to see if there is any difference in the way they explain and justify corporate responsibility programmes. Does the ethical language change depending on the text and can you identify its possible audience(s)?

Unit 8. Case study

I. Pre-reading task. Before reading answer the following questions:

1. What is case study?
2. What examples of PR handling crisis do you know?

II. Read the text:

The case study is a descriptive, qualitative research method that analyzes in great detail a person, an organization, or an event. Case studies are found in most applied areas, such as business, law, and marketing, and offer insight into practices and tactics. The case study's major advantage is the detail and analysis it provides of a specific person, organization, or event. Its major disadvantage is that it cannot be generalized to situations other than the one that was studied. A major problem in using case studies is the "it worked here, it will work for me" mode—that is, trying to take specific tactics or messages from one case and apply them to another. Even in situations where cases are within an industry, trying to compare case 1 to case 2 is like trying to compare apples to oranges.

Case studies provide public relations practitioners with examples of good and bad public relations tactics. In some instances a case study provides insight into how a public relations firm operated. Others might provide insight into how public relations was not employed and the impact of that failure. Each provides the practitioner with examples of successful and unsuccessful strategy and tactics.

It used to be the case that specialist crisis public relations consultants were employed and deployed by corporates and government agencies to manage any disastrous PR (more accurately, damning media coverage) that accompanied client malpractice or scandal. The following list outlines the principal categories that the PR disaster can spring from: Acts of God. Even when natural disasters - such as a Tsunami - cause unforeseeable real life crises (and even if no-one was directly responsible for the incident) pockets of the media frequently describe how it's a PR disaster of some sort; for tourism or even for the governments of the countries involved.

Business Operations. This is where corporate activity adversely impacts on stakeholder groups, such as when Coca Cola and Pepsi had to defend themselves in India against allegations that their soft drinks contained excess levels of toxins. From a PR disaster viewpoint, both companies managed to fan the flames or discontent, rather than calm matters down.

Corporate Moves. Around the time of acquisitions, mergers or takeovers, there's plenty of room for dissatisfaction and even scandal, such as when a

London PR man found himself rumbled, tried and prosecuted after indulging in a bit of insider trading. This happened after a client had confidentially told him of its plan to take over a competitor organization.

Legalities. When contentious issues are debated in court, then reported in the media - such as in the notorious McDonald's 'McLibel' case - the potential for PR disasters is massive. Media watchers labeled this case 'the world's biggest corporate PR disaster'.

Rumours. Gossip can be highly damaging for brand reputation, as Procter & Gamble found when malicious rumours of Satanism - in part propagated by a P&G competitor - dogged the company for decades, forcing a worldwide logo redesign and extensive counter PR efforts.

Staff. When New York's Twin Towers collapsed on 9/11, staff at one of the city's Starbucks charged rescue workers for bottled water they needed to treat victims of the attack. When word got out 'virally' about this incident, the PR fallout was highly damaging.

Scandal. Financial or sexual shenanigans generally capture the media's attention, such as when basketball star Kobe Bryant faced allegations of sexual assault. 'PR disaster' the media screamed, as Bryant's lucrative sponsorship deals and image as an all-round good guy were jeopardised.

Dealing with PR disaster always the situation should be managed ethically, with good grace, humility or humour - at least that's a good foundation on which to rebuild any damage done by a PR disaster.

PR nightmare for McNeil Labs and Johnson & Johnson over Tylenol case in 1982.

In 1982, Johnson and Johnson discovered that some bottles of its Extra-Strength Tylenol capsules had been laced with cyanide. By the end of the crisis, seven people had died.How Johnson and Johnson dealt with this situation set a new precedent for crisis management. The company was lauded for its quick response and sincere concern for its consumers.

Faced with tough decisions that would severely impact the future of his company, CEO James Burke immediately turned to the company's mission statement. Written by Robert Johnson in 1943, the document defines the focus of the company as its customers.

Based on this credo, Tylenol used the media to promptly begin alerting people of the potential dangers of the product. It dispatched scientists to determine the source of the tampering. Johnson and Johnson then made a decision that would set a new standard for crises involving product tampering.

The company ordered a massive recall of more than 31 million bottles at a cost of more than $100 million. It also stopped all production of capsules and replaced them with more tamper-resistant caplets.

This level of response had never been attempted before, and resulted in much criticism from investors. However, Johnson and Johnson stood firm behind its decision - and for good reason. The company was able to "use the crisis to demonstrate to its customers its commitment to customer safety and to the quality of the Tylenol product."

Despite the initial losses, Johnson and Johnson regained and exceeded its previous market share within months of the incident.

Exxon Valdez runs aground in Prince William Sound, Alaska, causing the largest oil spill in US history in 1989.

In 1989, the Exxon Corporation caused one of the worst environmental disasters ever. The Exxon Valdez oil tanker ran aground, spilling 250,000 barrels, an amount equal to more than 10 million gallons, of oil into Alaska's Prince William Sound.

Efforts to contain the spill were slow and Exxon's response was even slower. The incident would go down in crisis management history as a textbook case of how not to respond during a crisis. "By the time the media was finished, the Exxon name was synonymous with environmental catastrophe."

It took company officials nearly 10 hours after the accident to deploy booms to contain the spill. In addition, Exxon was criticized for refusing to acknowledge the extent of the problem, which was due, in part, to the advice of company lawyers.

To make matters worse, company executives refused to comment on the accident for almost a week. The biggest criticism the company received was the fact that CEO Lawrence Rawl waited six days to make a statement to the media and that he did not visit the scene of the accident until nearly three weeks after the spill.

These actions left the public impression that the Exxon Corporation did not take this accident seriously. Initially, Exxon blamed state and federal officials for the delays in containing the spill. When asked how Exxon intended to pay the massive cleanup costs, one executive responded by saying it would raise gas prices to pay for the incident.

Ten days after the spill, Exxon spent $1.8 million to take out full-page ad in 166 papers. In the ad, the company apologized for the spill but still refused to accept responsibility. Many consumers saw this approach as insincere and inadequate.

Exxon paid the price for its actions in several different ways. The cleanup effort cost the company $2.5 billion alone, and Exxon was forced to pay out $1.1

billion in various settlements. A 1994 federal jury also fined Exxon an additional $5 billion for its "recklessness," which Exxon later appealed.

III. Give Russian equivalents to the following words and word combinations and use them in sentences of your own:

Offer insight into, shenanigans, humility, deploy, damning media coverage, malpractice, spring from, unforeseeable, adversely, stakeholder groups, defend against allegations, excess levels, acquisition, merger, rumbled, legalities, prosecute, indulge, contentious issues, fallout, acknowledge the extent of the problem.

IV. Guess what words from the text are meant by these definitions:

- the effect or impression of one thing on another
- space for movement, opportunity for;
- in secret, privately, personally, behind closed doors;
- known widely and usually unfavorably; infamous;
- to track or trail persistently;
- to fall down or inward suddenly;
- to state the precise meaning of (a word or sense of a word, for example); to describe the nature or basic qualities of; explain;
- a reply or an answer; a reaction, as that of an organism or a mechanism, to a specific stimulus;
- to give the main features or various aspects of; summarize;
- the act or an instance of assuming control or management of or responsibility for something, especially the seizure of power, as in a nation, political organization, or corporation;
- deliberately harmful information, often a mixture of truth and untruth, told by one person to another;
- an example that is cited to prove or invalidate a contention or illustrate a point.

V. Study the difference between the words *example, instance, case, illustration, sample, specimen*, **then use these words to fill in the gaps in the sentences below:**

These nouns refer to what is representative of or serves to explain a larger group or class.

An *example* is a typically representative part that demonstrates the character of the whole: "Of the despotism to which unrestrained military power leads we have plenty of examples from Alexander to Mao" (Samuel Eliot Morison).

An *instance* is an example that is cited to prove or to illustrate a point: an instance of flagrant corruption.

A *case* is an action, an occurrence, or a condition that relates specifically to something being discussed, decided, or treated: a typical case of child neglect.

An *illustration* clarifies or explains: provided an illustration of the word in context.

A *sample* is an actual part of something larger, presented as evidence of the quality or nature of the whole: gave us a sample of her temper.

Specimen often denotes an individual, representative member of a group or class: This poem is a fair specimen of her work.

1. Stapleton, and the ... has now been so entirely cleared up that I am not aware that there is anything which has remained a secret to us.
2. "My perfected friend," he said, "my parental instinct recognises in you a noble evidence and ... of the theory of development.
3. With those words, the young lady followed her sister's ... by seating herself on a hall chair and looking aimlessly out through the open house door.
4. We looked at ... of different types of rock under the microscope.
5. His ... is, that for the achieving of a desperate conspiracy, a man should not rest upon the fierceness of any man's nature
6. Here now was a ... of it, for he had just been thinking that Rose had better defer her run till the wind went down and the sun was warmer.

VI. Complete the sentences:

1. Johnson & Johnson was confronted with a crisis when …
2. Evidence suggested that somebody …
3. After the crisis Johnson & Johnson needed to …
4. A new pricing program gave …
5. Without the help of the media …
6. After the accident the Exxon corporation …
7. The biggest criticism the company received was …
8. To pay for the incident Exxon was intending to …
9. The Exxon corporation incident would go down in crisis management history …

VII. Answer the following questions:

1. What is case study? Explain its advantages and disadvantages.
2. What can be the reason of PR disaster?
3. When did Tylenol crisis happen? Why did the people die?
4. How was the nation warned about the danger?
5. What measures did the company take to protect its customers?
6. Why did the name of Exxon corporation become synonymous with environmental catastrophe?
7. What was the company's response to the crisis?
8. Comparing these two cases prove the importance of company's cooperation with the media.
9. Johnson & Johnson lost millions of dollars when they recalled all Tylenol capsules from the market. Do you think it was a really necessary step? Wasn't it more rational to recall Tylenol capsules only in Chicago area (where seven people died after taking Tylenol capsules)?
10. What decisions put Johnson & Johnson's public relations program into the right direction and Exxon Corporation's – into the wrong one?
11. Sometimes public relations practitioners are also called Risk Managers. What contribution do you think practitioners can make to risk management?
12. What training do you think practitioners need to be equipped to analyse information accurately?

VIII. Comment on the following:

1. 'If a company at the centre of a crisis is seen to be unresponsive, uncaring, ...[or]... reluctant, the damage indicted on its reputation will be lasting - and measurable against the financial bottom line' (Regester and Larkin, in Kitchen 1997: 215).
2. 'A good reputation enhance profitability because it attracts customers to the company's products...'Fombrun (1996: 81)

IX. Role-play:

Study the background information and work in pairs, one of you will be a representative of the company and the other one – PR practitioner explaining ways of enhancing company's image via media relations.

Background information. For some years, Marks & Spencer (M&S) was the benchmark for quality produce and clothing. Indeed, the company was so confident that for many years it did not spend anything on advertising, relying on the reputation which had been built up over many years. Problems at top management level and a severe drop in profits had far-reaching effects on all aspects of the company. Clothes were denounced as dowdy by the fashion press. Speculation about possible takeovers still had to be quelled. Financial and corporate help was hired from Brunswick, recognising that M&S had previously neglected this area. Whereas previously the product spoke for itself, M&S has had to fight for coverage more recently. On the fashion side, the introduction of the Autograph designer range went some way towards improving the fashion ranges.

The food area had its fair share of issues to deal with. There were one or two product recalls each year. Some milk chocolate bunnies were found to cause an allergic reaction, and it was found that they had been made on a production line next to one where nuts had been used and some dust may have blown over. Genetic modification (GM) of food also caused problems for Marks & Spencer. Initially, M&S welcomed the emerging science, and issued a statement that ‘good science, well applied, is an essential principle of our business’.

X. Prepare reports on the following topics:

1. The role of mass media in a crisis.
2. Tips for handling a crisis.
3. Russian companies handling PR disasters.

Unit 9. Public relations activities

I. Pre-reading task:

What do you know about public relations activities? Name some of them.

II. Read the text to check your answers:

Evidence of public relations abounds throughout the written history of civilization, suggesting that it is a natural and essential part of the fabric of society. Societies separated by miles and centuries display the elements of today's public relations practice: information, persuasion, reconciliation and cooperation. People sometimes fail to comprehend the breadth of public relations, seeing only some of its activities. Two aspects of public relations - publicity and promotion - often are mistaken for the whole. Here is a more comprehensive look at the range of public relations activities:

•*Media relations* attempts to develop a mutually beneficial relationship between an organization and the news media. This relationship involves pursuit of the news media as an outlet for organizational messages intended for various publics, as well as response to media inquiries about the organization and related issues.

•*Publicity,* or press agentry, is somewhat related to media relations, but its focus is more on soliciting positive coverage for an organization or individual.

•*Internal relations* tries to develop mutually beneficial relationships within the organization. It is sometimes identified with more specific subcategories, such as employee relations, volunteer relations, member relations, union relations and so on.

•*Special-events management* focuses on the development and implementation of activities in which the organization can take its message to its publics.

•*Financial relations* attempts to develop mutually beneficial relationships between the organization and the publics that provide its financial base. For businesses, this effort focuses on investors and financial analysts, and it frequently overlaps with financial media relations. For nonprofit organizations, the focus is on the relationship with donors, foundations and corporate or governmental benefactors, often involving the specialized activities of development and fund raising.

•*Consumer relations* tries to develop mutually beneficial relationships between an organization and its customers, clients, and patrons - the people who use the product or service provided by the organization.

•*Community relations* seeks to develop mutually beneficial relationships between an organization and its neighborhood or civic community.

•*Public affairs* focuses on the development of mutually beneficial relationships between an organization and governmental groups or those involved in public policy issues. Lobbying is a specialized part of public affairs. When the military or a government agency uses the term public affairs, however, it refers to the full range of public relations activities.

•*Issues management* is part of the research function of public relations that monitors the news media and the social-political climate. The purpose is to provide an early-warning system that identifies potentially troublesome issues in time for the organization to proactively deal with them.

•*Crisis communication* or emergency public relations involves an organization's readiness to communicate in situations involving physical disaster, accident or injury; financial problems; moral, social or legal offenses; ineffectiveness of a product or service; victimization or exploitation; and rumors about any of these.

As you can see, the discipline of public relations embraces a range of activities aimed at developing and enhancing mutually beneficial relationships with many groups of people who can affect or are affected by the organization and, therefore, are important to an organization's mission.

The main activities in public relations are organised either by the kind of audiences they engage with or by the content of the activity. It is important to note that these categories overlap. For example, a company intranet newsletter involves writing, new technology and internal communications.

Public relations workers are either employed by an organisation as part of its in-house PR department or by consultancies which are retained by a number of organisations and/or individuals to undertake public relations work. Some people also work on their own as freelance PR practitioners.

McElreath (1996) suggests that there are two roles commonly assumed by public relations practitioners: technician or problem solver. This would divide the publications manager supervising the printing of the annual report from the strategic adviser drafting a policy document on the future of the organisation. However, many of the kinds of activity outlined above involve both problem solving and technical skills. A well written press release should reflect understanding of current media practices and issues, and a public affairs adviser also needs a range of technical skills, including writing. As so often in the field of public relations, it is not easy to draw hard lines or lay down absolute rules.

The public relations practitioner serves a vital function within an organization. This person manages the tools of communication, identifies and analyzes problems, interprets the organization's publics to the organization and the organization to its publics, and counsels on social responsibility. The public relations practitioner also monitors the process of producing messages - from research through development to dissemination. Through it all, the public relations practitioner is a writer - one whose writing should be clear, concise, focused and, most of all, effective.

III. Give Russian equivalents for the words and expressions:

Mutually beneficial relationship, reconciliation, soliciting positive coverage, volunteer relations, an outlet for, to overlap, governmental benefactors, fund raising, the full range of public relations activities, an early-warning system, victimization, to enhance, the annual report, current media practices, dissemination.

IV. Explain the difference (if any) between the following words. Use the words in the sentences of your own:

Employee / employer
publicity / promotion

audience / public
newsletter / leaflet
aim / issue
a customer / a consumer
to inquire / to require

V. In the text find synonyms to the following words:

To look for, society, to carry out, to influence, to suggest, answer, short.

VI. Complete the table with the appropriate forms of the words given:

Verb	Noun
	Relationship
to implement	
to benefit	
	Coverage
	Offence

VII. Answer the questions:

1. What are the elements of today's public relations practice?
2. What is the range of public relations activities include?
3. What do media relations involve?
4. What relations are called: internal, financial, consumer, community?
5. Why is the main purpose of issues management?
6. What roles are commonly assumed by public relations practitioners?
7. What does the public relations practitioners' work include?

VIII. Read the text quickly, for each part choose a title A – F which best fits its meaning:

A. Business-to-business application
B. Business-to-business public relations
C. Getting the language right
D. Cinderella?
E. Consistent tailoring
F. Examples of BTB importance

(1) No public has grown in importance as much as the retail trade', said David Bernstein, and then discussed the inadequacy of putting an 'exhortatory ad in the Grocer telling the retailer to stock up now' (Bernstein 1989: 102).

Manufacturers have to talk to the retailers and tailor their offer to get them to stock their goods. They also have to be careful that in dealing with their distributors, they do not contradict messages that they are giving to their other stakeholders.

(2) In non-grocery products it is just as important to ensure consistency, while tailoring that message to the particular concerns of the stakeholder. Businesses that other businesses may want to communicate with are not homogeneous either. They may be suppliers of raw materials, and so have to understand the company's systems, needs and market opportunities. Deadlines must be met, and invoices submitted for payment to fit in with any cheque-run timetable to avoid financial disputes. They may distribute a company's products – few manufacturers sell direct to the consumer, but operate through retailers and agents. The rise of internet shopping has affected this area, with direct sales of airline tickets and books to the fore. Thus retailers in certain areas need support from manufacturers to encourage consumers into their outlets. For some manufacturing companies, other businesses are their customers, because of the products that they produce, such as heavy machinery.

(3) One historical example of how business-to-business PR is important in getting products to market is that of Birds Eye. When the company introduced frozen foods, few retailers actually possessed the freezer cabinets which would enable them to stock and sell the products. Direct advertising and PR activity to consumers would have been wasted if there was little possibility of them being able to buy the products. Consequently, Birds Eye had to conduct a PR programme with retailers, showing them the benefits of buying the cabinets and stocking products, before consumer activity began.

Management Today classes PR consultancies as operating in the business-to-business area, and indeed Countrywide Porter Novelli won the Business-to-Business category in its 1999 Unisys Service Excellence Awards. The company's winning qualities were described as 'strong leadership, clear vision and unifying values', and the consultancy's approach to accountability and servicing its clients' accounts was praised. Managing director Paul Miller was quoted as saying, 'Proving that PR pays measurable dividends is a vital ingredient of customer satisfaction.'

(4) Paul Vousden, managing director, the Compass Consultancy, and ex-director of VLP, which specialises in business-to-business (BTB) PR, feels that it is often regarded as the Cinderella of the PR world. In a letter published in PR Week (14 May 1999) he wrote:

Our clients and their industries may not be as sexy and headline hitting as those within the consumer sector [but] they are still immensely important . . . the

BTB marketing industry is worth £8.1 billion and PR is an important part of this sector.

(5) BTB is not significantly different in the techniques used, but mainly in their application. The publics targeted are likely to be much smaller. In some instances, each separate individual approached within that public can be targeted separately. If a company is selling large items of printing equipment, the audience will be known. PR here creates the atmosphere in which items can be sold. The reasons for the buying decisions are also professional, rather than personal. Buyers are looking for equipment to help them do their job, or to ease the process for others. PR must reach all members of the company who contribute to a buying decision, sometimes referred to as a Buying Decision Unit (BDU). ‘A lot of people fall into writing for the professional in all that they do’, says Vousden. ‘People are still consumers, and many of them are not very technically minded, apart from their own field.’

(6) Victoria Tomlinson, managing director of Harrogate-based Northern Lights, believes that few companies really understand about getting their product across to buyers through the media.

I spent a day with a regional newspaper’s business desk and could not believe the large numbers of press releases that failed to make any point. They were written in heavy technical jargon, had no story and did not highlight the ‘so what’ aspect to readers. An example was the launch of a new valve with a long description about its technical features but absolutely no mention as to why it was better than a competitor’s or how it would change a manufacturer’s product. The most complicated process can be written in plain English and understood by a non-technical person.

IX. Write out the key words from each part.

X. Write down a summary of the text.

XI. Make a report on one of the following topics:

1. The range of the most essential public relations activities.
2. Public relations practitioners: their roles and functions.
3. Business-to-business public relations.

Unit 10. Writing in PR

I. Pre-reading task. Answer the following question:

What do you think the difference between writing in PR and in journalism, if any?

Among the many tasks performed by public relations practitioners, writing most certainly tops the list. Practitioners develop various written pieces—media releases, newsletters, brochures, pamphlets, manuals, promotional materials, business correspondence, and proposals—to communicate information to people inside and outside of the organization. Public relations writing should educate, persuade, or motivate.

To accomplish these goals, communication in readable, non-technical language is a must in public relations writing. Writers must be functional and write with a purpose, while maintaining a creative flair. Because of the wide variety of writing formats, versatility is an essential skill for public relations writers.

In many offices where people are engaged in writing there is a large sign bearing the letters KISS. Underneath, in smaller type, is the definition of this acronym: “Keep It Simple, Stupid”.

This is good advice for any writer. It becomes especially important when you must translate technical information into something lay people will understand. Here, the sign should change from KISS to MISS and the words beneath should read “Make It Simple, Stupid”, because your task is not to keep things simple. Instead, there is complicated material to be made simple.

Above all, the copy must be understandable. It should be pretested on several readers who are representative of the audience for which the publication is intended. Public relations practitioners who don’t write in a way that their audience can understand are wasting their time. If readers find a piece too complicated, they will stop reading and will not receive the intended message. To increase the chances that the piece will be understood, write simply; use proper grammar, punctuation, and spelling; and adopt an appropriate style. It may be necessary in some cases to use technical language, but his should be explained in nontechnical words.

Simplifying a complex idea is hard work. First, you must research the information until you really understand it. It is impossible to explain anything you do not understand. To gain understanding, you must read the material and question the people who created it.

In explaining a complicated subject, it is important not to overload the reader. He or she should not be given any more than is needed. The language of explanation must be plain. Jargon has no place here. If possible there should be no technical terms, but sometimes they must be used because there is nothing else to serve the purpose. If it is necessary to use technical terms, they should be described in layman's language.

In describing something new and different, use familiar words and go step by step from a base of common understanding. A foolproof test of any writing that is meant to simplify a complex subject is to pretest it. If several people who know nothing about the subject do understand the explanation, it is probably adequate, provided that the experts approve.

If the laity don't understand something, it must be rewritten until they do. And if the experts disapprove, it is probably because the simplification is inaccurate. Here again, a rewrite is called for.

Public relations writers must know which format is the most appropriate for a project and the best way to construct a message so that the audience will understand it. The most common writing formats in public relations are those used in publicity, marketing, advocacy, organizational communication, and business correspondence. Each has a certain style and purpose. To determine the best format to use, three things should be considered before beginning a writing project

- What is the purpose of the piece?
- Who is the audience?
- What is the message?

The Purpose

Before they start writing, public relations practitioners must decide whether the purpose of the piece is to educate, persuade, or motivate. What is the desired result of the piece? To create awareness, gain support for an issue, or prompt behavior? Writing that seeks to educate usually consists of straightforward information, whereas writing that aims to persuade or motivate takes on a more emotional tone. For example, the purpose of an article that lets employees know about a new benefit would be educational; however, a piece that tries to convince legislators why they should support a bill would require persuasive tactics.

The Audience

The purpose of the piece will determine who should receive it, which in turn will determine how it should be written. In most cases, a reporter doesn't want to receive a brochure and a customer doesn't want to receive a media release. Media formats (e.g., media releases, media advisories, pitch letters) should be used in writing for the media. Use creative brochures when marketing to customers, internal newsletters for informing employees, and businesslike memos when communicating with management.

The Message

More than anything else, the message will determine the most appropriate writing format to use. Does the message need to be straightforward or is there creative license? Customers will want to read information that reinforces their decision to patronize an organization. This requires the use of persuasive tactics. Such tactics, however, would not be appropriate for a media release, which should contain factual, objective information. Is the message brief or lengthy? How much space will be needed to adequately deliver the message? How will it reach the target public? Detailed information aimed at persuading a specific audience is better suited for a brochure or position paper than a one-page flyer. A flyer, on the other hand, might be more appropriate for announcing the date and time of a special event.

II. Answer the following questions:

1.What is the purpose of writing in public relations?
2.What kind of materials do PR practitioners prepare?
3.Why is it so important to simplify complicated materials?
4.How do you make sure that your copy is understandable?

III. Study the material about the suffixes and do the exercise below:

Прилагательные с суффиксами –able (readable, understandable) и –ible, как правило, указывают на возможность действия, выраженного однокоренным глаголом:

Read	-readable	-(легко)читаемый
Understand	-understandable	-понятный
Accept	-acceptable	-приемлемый
Convert	-convertible	-обратимый

What do these words mean? Use **it can …** or **it can't …**
If something is

1 washable, *it can be washed.*
2 unbreakable, it …
3 edible, it …
4 unusable, …
5 invisible, …
6 portable, … .

IV. Find synonyms of the following words and phrases in the text:

To acquire, to write again, essential, to study.

V. Give English definition or synonyms to the following words and expressions.

To persuade, readable, engaged, an acronym, lay people, a representative, to gain, jargon, a layman, a foolproof test, a laity, to disapprove, familiar, a type, to type, a copy, to copy, adequate.

VI. Translate the following sentences into Russian, paying attention to the words in bold type. First, look these words up in the dictionary, keeping in mind their various meanings; remember also that they may belong to different parts of speech.

A. 1. John and Caroline are **engaged** to be married. 2. France and Britain **engaged** in a succession of wars in Europe and the Caribbean at several intervals in the 18th century. 3. The government is **engaged** in building infrastructure. 4. Susan tried to **engage** her friend in a conversation. 5. The opera **engaged** the singer for four months. 6. When an organization doesn't keep its promises, the public might suspect that it is only **engaging** in rhetoric. 7. The emerging middle classes in medieval England were **engaged** in manufacture, trade and overseas commerce. 8. The Pentagon has said US troops sent to Georgia would not be **engaged** in direct fighting.

B. 1. There are several different **types** of accounts. 2. The respondents were asked to **type** their answer on a computer. 3. In a complex document, it is sensible to use bigger **type** for main headings and slightly smaller type for sub-headings and text. 4. It's advisable to use twelve-point **type** for business letters, especially for readers over forty.

C. 1. I'll send you a **copy** of the letter. 2. I'll **copy** this report on the photocopier. 3. There are some rather definite rules about how the reporter should prepare **copy**. 4. The reporters must hand in their **copy** by 4 pm. 5. Most public libraries have a **copy** of this book. 6. The reporter studied some back **copies** of the magazine in search of the necessary information. 7. A PR person must know the exact **copy** deadlines for all local media.

D. 1. This case **gained** wide publicity. 2. The idea of equality **gained** prominence only in the 20th century. 3. Many youngsters take up insecure low-paid jobs in the service sector as a means of **gaining** work experience. 4. We all hoped to **gain** from the company's recent success. 5. The speaker began to **gain** confidence. 6. My watch **gains** about 10 minutes every day. 7. These ideas and values are **gaining** important in American politics. 8. You learned as an infant what kind of behavior **gained** attention.

E. 1. I liked my first job. The work was interesting and the pay was **adequate.** 2. This problem has never been **adequately** addressed. 3. George's income is **inadequate** to meet his basic needs.

VII. Study the information about the conjunction *provided (that*) and do the exercise below:

If several people… understand the explanation, it is probably adequate, provided that the experts approve. – Если несколько человек… понимают объяснение, оно, вероятно, достаточно ясно, *при условии что* его одобрят специалисты.

Союз **provided (that)** служит для присоединения условного придаточного предложения. Переводится союзом *если,* когда является синонимом союза **if**, и союзами *при условии если, при условии что*, когда эквивалентен союзу **on condition (that)** (т.е. означает «только при этом условии»).

Translate the following sentences into Russian:

1. The inflation rate can be brought down, provided the government introduces radical reforms.
2. Children were allowed to come to these parties, provided they kept quiet.
3. Cindy was ready to visit us, provided that she might bring her daughter.
4. The press release will be published tomorrow, provided the PR person meets the newspaper deadline.
5. These data can be stored on a computer, provided the retrieval system is carefully considered.

VIII. Translate the following sentences into Russian paying attention to passive voice:

…there is complicated material **to be made** simple. – Есть сложный материал, *который надо упростить*.

В роли определения инфинитив обычно стоит после определяемого слова и обязательно переводится придаточным предложением, вводимым словом «который». При этом надо помнить, что инфинитив в форме Indefinite можно переводить сказуемым в будущем времени и даже со словами надо/необходимо/следует/должен, независимо от времени сказуемого.

1. If the manager avoids journalists, people begin to think he has something to hide.
2. My wife is going to Saudi Arabia with me and we have some business to work out before we leave.
3. I can’t stay any longer. I’ve got a train to catch.
4. Ash had not slept. He had too many thins to think of and a vital decision to make.
5. Remember, you still have a great deal to learn.
6. I can’t go to the theater with you. I have letters to write.
7. The first thing to be done is to get money.
8. It's a chance not to be missed.
9. You have nothing to reproach yourself with.
10. There are no objections to make.
11. This is a serious question to be put at the meeting.
12. She is not the girl to be produced impression on so easily.
13. He does nothing to make the situation better.

IX. Translate the following sentences into English, using the words and structures from the text and exercises above:

1. Невозможно объяснить то, чего вы не понимаете.
2. Респондентов попросили напечатать свои ответы на компьютере.
3. Я купила два экземпляра этой книги.
4. Джон пришел на автобусную остановку и переписал расписание.
5. Вы должны переписать эту инструкцию (manual): ее трудно понять.
6. Мой друг устроился на эту работу, чтобы набраться опыта.
7. Идеи равенства приобрели популярность только в XX веке.
8. Пиарщик должен знать срок подачи материала в местных газетах.
9. Эта брошюра должна быть понятна неспециалистам.
10. Правительство занимается созданием инфраструктуры.
11. Вам предстоит многому научиться.
12. Я не могу пойти с вами в театр. У меня много работы.
13. Мне нечего скрывать.
14. Им не о чем разговаривать.
15. Статья была напечатана мелким шрифтом.

16. Пресс-релиз не должен содержать технических терминов.\
17. Профессиональный жаргон здесь неуместен.
18. Книга будет напечатана (выйдет) в марте.
19. Моя сестра научилась печатать в школе.

X. Comment on the following statement:

The day you write to please everyone you no longer are in journalism. You are in show business.

Unit 11. Role of image in PR

I. Pre-reading task:

1. What is meant by *image* ?
2. Why is a good reputation important?

II. Read the text:

An important part of public relations work is the image. What is meant by image? It can be defined as being: the impression gained according to the level of knowledge and understanding of facts (about people, products or situations). Wrong or incomplete information will give a wrong image. For example, people often refer to India, meaning the whole sub-continent, whereas in fact India is only part of it, together with Pakistan and Bangladesh, both independent states in their own right.

There are several different sorts of image, all of which have roles for public relations:

the *mirror image* – what we think we look like often an illusion due to wishful thinking.

the *current image* – what people outside think of an organization, or a person. Often this image is due to misunderstanding, lack of knowledge and understanding, or even to hostility.

the *wish image* – the image that the organization wishes to achieve. This type of image mostly applies to something new.

the *corporate image* – the image of an organization. This is very important in public relations terms, and is made up of many facts, such as its history, reputation, stability, financial success etc. The corporate image is how an organization presents itself to the outside world.

the *multiple image* – sometimes organizations have different divisions, with each having its own, quite separate corporate identity, or image. This can be confusing to the public, but can be overcome by using symbols, badges or other means to provide an identifiable group image.

Today we use the term "image" to convey what a person or an organization appears to be, which is sometimes very different from who/what they actually are in private.

Some personal or corporate images seem to be "more real," or to be a more honest reflection of the subject's "actual personality." This may be because such people/organizations feel comfortable being themselves in public, or it may be because they became public unexpectedly or by accident and had no time to prepare a different sort of image. Other images are obviously public personalities that are very consciously and carefully projected.

The simple fact that someone's image and public appearance can be consciously constructed, projected, and manipulated is very discomforting and troubling for some people. They consider it improper and unethical behavior, and have used it as the basis for many of the most damning and recurring criticisms of public relations. Among other things, they assert that public relations is all window-dressing, that it lack meaningful substance, that it deals only with images and not with reality, that it relies on deception and misrepresentation.

Such critics claim public relations' images create facades for people and organizations and argue images are never real. They're artificial, not natural, and because they're artificial, they're false by definition. So, these critics conclude, images and the public relations practitioners who use them are inherently deceptive and misleading rather than helpful and informative.

We have to admit that the critics are right about some images, some practitioners, and some public relations activities. A few instances of misbehavior do not mean that all images, all image-making, or all public relations activities are inappropriate.

The mere fact that images can be constructed and can be manipulated doesn't necessarily make them bad. The greatest reason for being concerned about images shouldn't be their artificiality or the fact that they've been constructed. It should be how much correlation exists between the constructed image and the underlying reality that it's presumed to represent.

Originally, the degree of correspondence between an image and its underlying reality was the primary factor in distinguishing a good image from a bad image. Plato, for instance, compared an image to a shadow cast on the wall, and Walter Lippman in Public Opinion said images were "pictures in our heads." Both believed that the more closely and more accurately an image portrayed external reality, the better and more meaningful it was.

An image which did not match reality, whether by design or by accident, was a bad image.

The further it was from reality, the worse it was.

Today, when we refer to someone having a good or bad image, we're hardly ever implying anything about how well their image reflects their real personality or their actual behavior. Instead, we're talking about how positively or how negatively the public responds to their image.

A person who is liked or approved of by the public is said to have a good image.

Someone who is disliked or disapproved of is said to have a bad image.

The terms "good image" and "bad image" as used today rarely reveal anything about the relative amounts of fact or fiction in an image. They don't even represent an ethical or moral value judgment. They simply reflect how positively or how negatively people who are exposed to the image respond to the person or organization represented by the image.

Insofar as public relations is able to help people or organizations project "good images," it can help them receive favorable public responses whether they deserve them or not.

III. Give English definitions to the following terms. Name the examples:

the mirror image, the current image, the wish image, the corporate image, the multiple image

IV. Look up the following words in a dictionary and write a brief explanation of the differences between the words:

brand description	corporate image
branding	corporate image advertising
image maker	corporate identity program
brand	reputation
identity	public face
corporate identity	'imageology'

V. Agree with or contradict the following statements. Supply some additional information, expressing your own opinion:

"An image is synthetic. It is planned: created especially to serve a purpose, to make a certain kind of impression." (A person's image is) "a visible public personality as distinguished from an inward private character.

"By our very use of the term we imply that something can be done to it; the image can always be more or less successfully synthesized, doctored, repaired, refurbished, and improved, quite apart from [though not entirely independent of] the spontaneous original of which the image is the public portrait."

-- Daniel J. Boorstin, The Image; A Guide to Pseudo-events in America

VI. Skim the text B and write a short summary:

Public relations practitioners are often confused and bemused by the links between corporate image, corporate identity and reputation, but it is clear that the accumulation of empirical research on corporate image formation has led to the corporate identity literature of today. The following definitions are adapted from current English usage in Collins English Dictionary.

Image –A mental picture or idea produced from imagination or personality and presented by the public to/of a person, group or organization by others.

Identity – A state of having unique identifying or individual characteristics by which a person or thing recognizes or defines him/ her/itself.

Reputation – Notoriety or fame, especially for some specified positive or negative characteristic. Repute is the public estimation of a person or thing to be as specified, usually passive.

Image has had a bad press in public relations terms, yet image consultants continue to be in great demand. There are a number of reasons for this. The technological era has made people everywhere aware of, if not educated about, the roles of government and big business in society. Organizations today have become sensitive to the fact that corporate image operates in different dimensions for different audiences. Thus the nature of corporate image itself, however unpalatable, remains a growth area of public relations productivity which, in combination with a growing body of knowledge about stakeholder expectation and cultural diversity, remains a popular focus of interest. Even companies that prefer to adopt a low profile are assessing their corporate image and its significance when studying their stakeholders' perceptions of their company policies, procedures and behaviour. Belief systems play a part in people's attitudes. Unfavourable beliefs can lead to a drop in sales or a lowering of share price, which can be corrected by public relations involvement. Many writers and practitioners argue that beliefs make up product and brand images and that people act on those images. The checks and balances in any strategic campaign allow for modification of organizational behaviour or public perception to adjust knowledge, feelings or belief accordingly.

Corporate image in the professional public relations sense goes back to the 1950s and the introduction of new commercial television stations. Marketing firms jumped on the bandwagon of creating brand image without any systematic theoretical foundation, so that people like Newman (1956) reported that 'the business firm may have no body to be kicked but it does have a character'. Boulding (1956) said, 'the relationship between corporate image and the behaviour of the consumers, saying that what the individual, especially a celebrity on television, believed to be true, was true for him'. When advertisers picked up the notion of image as a tool for branding products as well as corporate identity, writers of the day like Mayer (1961) saw the brand as a visible status symbol. Thirty years later Gorb (1992) was to argue that the business of corporate image design had become trivialized by too close association with external visual symbolism like logos. He recognized that the dynamics of image lie within the firm itself and have as much to do with manners and interrelationships as with markets. Bernstein's (1991) view is that the image can be built into a product, whereas it can at best only be adjusted for a company, whereas Macrae (1991) believes that a corporate brand can be translated into a mission of pride for staff in the pursuit of excellence, advancing company reputation among stakeholders. From this a branded corporate image can grow into reality. With the derogatory representation of image as being artificial, the work of O'Sullivan et al (1994) was seminal in that it approached the subject of image in terms of its original meaning as being a visual representation of reality, which is important in understanding the world around us, whether employee or shareholder of a company. By arguing that corporate image encompasses the company's products, services, management style, corporate communication and actions around the world, he could be describing any organization in crisis where the positive sum of these perceptual components must be re-evaluated to give the company back the market advantages it once enjoyed or to increase market share and investor popularity

If there is a clear correlation between business and policy and corporate image in terms of corporate strategy, perhaps the first question the strategist must ask is, 'What business are we now in?' before asking the question, 'What is our identity to ourselves and others?' If an organization is unclear about its identity, then it will not be able to assess its image as perceived by the different stakeholders, nor how these perceptions should be prioritized in terms of strategic planning, policy and practice. For any business strategy to be effective, it must be comprehended accurately by the target publics, or at least in the way that the corporate vision and mission determine.

VII. Read through the both texts again and answer the questions:

1. Can a carefully managed corporate identity affect a strategically important corporate image?
2. What ethical issues should be considered when formulating and managing corporate identity?
3. How can stakeholders be involved?
4. Critique the assumption that corporate identity can be 'wholly managed'
5. What is the effect of a marketing centred perspective of corporate identity management as opposed to a public relations centred approach?
6. To what extent is issues management part of CI management?
7. Specify how an existing corporate identity can be audited
8. How could this view influence approaches to CI management?

9. How would you justify the resources necessary for the introduction of a CI management programme to a sceptical CEO?
10. To what extent is consistency important to managing corporate identity and how does it differ from homogeneity?

VIII. Render the text into English:

Имиджмейкер путем создания определенного имиджа влияет на ценностные установки и поведение аудитории, так как имидж отражает те ключевые моменты, на которые реагирует массовое сознание. Имидж – целенаправленно формируемый образ, выделяющий определенные ценностные характеристики, призванный оказать эмоционально-психологическое воздействие на аудиторию в целях популяризации, рекламы и т.д. Имидж, таким образом, - это совокупность свойств, приписываемых рекламой (пропагандой, традицией, модой, общением) объекту. Обычно объекту приписываются такие социально-психологические символические свойства, которые свидетельствуют о его привлекательности и престижности. В коммуникации имидж выполняет определенные функции: 1) идентификации (узнавания); в процессе идентификации объект становится узнаваемым, его действия легко прогнозируются; 2) идеализации – попытка выдать желаемое за действительное; 3) противопоставления – на контрасте выявляются достоинства и недостатки объекта.

Процесс формирования имиджа включает в себя следующие этапы: индивидуализации – выделение данного объекта среди других; акцентуации – подчеркивание выделенных характеристик; продвижения – создание условий, в которых эти характеристики могут наилучшим образом проявиться.

Процесс создания корпоративного имиджа имеет более сложную структуру: социологический опрос - определение характеристик идеального (каким мы хотели бы его видеть?) и реального (какой он есть на самом деле?) объекта; ранжирование (размещение полученных характеристик по приоритетности); выражение (определение способов выражения требуемых характеристик); планирование (определение того, как и по каким каналам дойдет до целевой аудитории ключевое сообщение); реализация (проведение информационной кампании); эффективность (проверка того, с какой эффективностью была проведена информационная кампания). От правильно сформированного имиджа зависит конкурентоспособность фирмы.

IX. **Research the examples, where image and corporate identity had the public influence. Report the results in a group.**

X. **Summarize all the information about image and make a précis.**

GLOSSARY

Sources for the definitions: International Public relations glossary, January 2013 (http://www.worldcomgroup.com/ebooks/glossary2013/12-OMAM-1115%20Worldcom_GlossaryA.pdf); Big dictionary of business and management, 2014 (http://www.businessdictionary.com); Longman dictionary of contemporary English, 2003

- Advertising - a job that involves encouraging people to buy a product or service .
- Audience - 1) a group of spectators or listeners, esp. at a public event such as a concert or play.
- B2B - Marketing on behalf of a business, directed towards other businesses.
- B2C - Marketing on behalf of a business, directed towards consumers.
- Black PR - or negative PR is a process of destroying someone's reputation and corporate identity. In other words, instead of concentrating your efforts in the maintenance and the creation of a positive reputation/ image of your clients, you are trying to discredit someone' else (usually your business rivals).
- Branding - The process of creating and defining a brand; working to identify the right evolution for a brand.
- Buzz Marketing - Marketing activities designed to encourage spontaneous discussion between people about a specific product, service, company or brand.
- Case study - A brief written analysis of a situation, followed by a description of the tactics and strategies used by the public relations professional to achieve a goal or objective for a client.
- Commercial- an advertisement on television, radio, etc.
- Community Manager - The primary role of an online community manager is to facilitate, engage and develop relationships across an entire digital footprint; precise description may vary from organization to organization.
- Consumer/ customer - a person who acquires goods and services for his or her own personal needs.
- Corporate Identity - A strategically planned image of the company based on corporate philosophy, vision and long-term goals.
- Corporate image - the image that a company projects of itself. To gain a benevolent image for the way a company treats its employees or the environment, for example, can be as important to its sales as its individual brand images. In recent years there has been an increase in advertising to create an acceptable corporate image.
- Deontology - the branch of ethics dealing with duty, moral obligation, and moral commitment.

- Disguise – 1) to modify the appearance or manner in order to conceal the identity of (oneself, someone, or something) 2) to misrepresent in order to obscure the actual nature or meaning.
- Ethics – 1) the philosophical study of the moral value of human conduct and of the rules and principles that ought to govern it; moral philosophy See also meta-ethics 2) a social, religious, or civil code of behaviour considered correct, esp. that of a particular group, profession, or individual.
- Evaluate - to judge or assess the worth of; appraise.
- Forerunner - a person or thing that precedes another; precursor.
- Image - the personality presented to the public by a person, organization, etc
- Journalism - the profession or practice of reporting about, photographing, or editing news stories for one of the mass media.
- KISS - keep it simple, stupid.
- Legacy – a lasting impression left on an audience.
- Liaise - to communicate and maintain contact (with).
- Market - the trading or selling opportunities provided by a particular group of people.
- Marketing - the provision of goods or services to meet customer or consumer needs.
- Mirror image - what we think we look like often an illusion due to wishful thinking.
- Negotiation - a discussion set up or intended to produce a settlement or agreement.
- Newsletter - a printed periodical bulletin circulated to members of a group.
- NGO - Non-Governmental Organization.
- Online PR (E-PR) - Involves communications using the Internet to digitally communicate with stakeholders. This could include tactics from using the company website effectively, to a word-of-mouth campaign using email (known as viral marketing).
- Opinion poll - Marketing research technique applied to canvassing publicopinion on specific political, social, or other issues. Frequently used in forecasting election results, opinion pollsters take survey of the views of randomly chosen samples of the population and draw statistical results.
- PR campaign - a series of coordinated activities, such as public speaking and demonstrating, designed to achieve a social, political, or commercial goal.
- Ethical code (code of ethics) - guide of principles designed to help professionals conduct business honestly and with integrity. A code of ethics document may outline the mission and values of the business or organization, how professionals are supposed to approach problems, the ethical principles based on the organization's core values and the standards to which the professional will be held.

- Presentation - the manner of presenting, esp the organization of visual details to create an overall impression.
- Press clippings - Press clipping services, like those included in our PR Clipping™ roundup below, are a way for businesses to keep track of media coverage and determine what's being said about them (and their competitors) and their products in a variety of mediums from newspapers to magazines to web pages and Usenet groups.
- Press conference - n interview for press and television reporters given by a politician, film star, etc.
- Press release - an official announcement or account of a news item circulated to the press
- Profit - income derived from property or an investment, as contrasted with capital
- Promotion - The advancement of a product, idea, or point of view through publicity and/or advertising.
- Propaganda - the organized dissemination of information, allegations, etc., to assist or damage the cause of a government, movement, etc.
- Proprietor - a person enjoying exclusive right of ownership to some property
- Publicity - public interest resulting from information supplied by such a technique or process.
- Publics — The PR writers must think in terms of “publics,” the groups to whom he or she may be directing a communication.
- Reputation - Notoriety or fame, especially for some specified positive or negative characteristic.
- Reputation Management - the process of building and protecting the reputation of a company or brand.
- Revenue - the income accruing from taxation to a government during a specified period of time, usually a year.
- Stakeholder group – A group or organization that has interest or concern in an organization.
- Stakeholder Mapping - Research into the public and private stakeholders directly involved with a client’s product, services or issues.
- Target market - the consumers a company wants to sell its products and services to, and to whom it directs its marketing efforts. Identifying the target market is an essential step in the development of a marketing plan.
- Unbiased - not affected by any extraneous factors, conflated variables, or selectivity which influence its distribution; random.
- Utilitarianism - the doctrine that the morally correct course of action consists in the greatest good for the greatest number, that is, in maximizing the total benefit resulting, without regard to the distribution of benefits and burdens.

Part II

News releases

Mind that the proper term is news release, not press release and certainly not handout. Strictly speaking, radio and television reporters are not the press; along with print and online journalists, they all are members of the news media.

In 1758, King's College (now Columbia University) wrote the world's first news release, announcing its graduation ceremonies. Despite today's fragmentation of the mass media and the emergence of new opportunities with organizational and interactive media, news releases remain an important tool for the public relations writer. An estimated 40 to 70 percent of material in the average daily newspaper has been linked to news releases, which provide journalists with both information and interview possibilities. A news release may announce an event or provide a follow-up report. It may present the organization's position on an issue or report significant progress within the organization.

Broadly speaking, there are two types of news releases those that announce something new and those that comment on something already in the news.

Releases That Announce. The most common news releases are those that provide advance information about a planned organizational activity. These releases may describe upcoming events or personnel activities such as promotions. They may focus on progress within an organization or new programs being developed. Releases announcing new products are more likely to be used by specialized trade publications than by the general media.

Releases That Respond. Response releases provide organizational comment on events, ideas or previous reports. They include new-information releases, which contain follow-up information on previously reported activities, and comment releases, which address messages to the organization's publics on matters of mutual interest. Response releases may tie into current events linked to the organization's mission. They also may provide follow-up publicity related to speeches given by organizational representatives.

The release should be clearly identifiable as a communication for publication or broadcast, and should carry a heading such as ‘News Release’, ‘Press Release’, ‘Press Notice’, ‘Press Information’, ‘Information from XYZ’ or just ‘News from XYZ’. If sent out by a consultancy, it must be made clear that it is issued on behalf of the client company or organization. An optional element in the news release heading is the news flag (which is simply the words News or News Release printed in large letters).

The title of the release should be in bold but not underlined. (Don’t write a too-clever-by-half or facetious heading – it won’t work!) It should say in as few words as possible what the release is about, and should not, if possible, run to more than one line. Use a present tense verb. If secondary subheadings or side-heads are needed, then these should be in upper and lower case, preferably in bold type.

The top of the release also includes the release date, indicating when the release may be used. This usually is designated For Immediate Release, indicating the media are free to use the information as soon as they receive it. An alternative kind of release date - seldom used anymore- is an embargo. This indicates a future release point, such as For Release on or after Friday, May 15, at 6 a.m.

Be brief and factual and keep sentences short. Two sentences per paragraph is about right, and often just one sentence will be enough to get a point over. The opening paragraph should contain the essence of the story and display the news. Here you must answer who?/when?/where? questions in the same way that a reporter is required to do. For example, if a company chairman has made a statement, give his name and position, the date (if you say ‘today’ put the date in brackets afterwards so there can be no mistake), where the statement was made, and, if at a hotel, name it. A trick here is to put the last two details in a second paragraph saying Mr So and So was speaking on (date) and (where) to save cluttering up the opening paragraph with detail that might easily obscure the point of the story. Never write ‘recently’ but always give the date. Following paragraphs should expand on the story. Try not to let the copy run over to a second page.

Write in a factual style without flowery adjectives and superlatives or emotive words when you are describing products and services (exciting development). To repeat the point, don’t put recently in a release if you can’t be precise: say last week/month with the date in brackets. Keep word choices simple. Write said rather than striving for subjective alternatives such as proclaimed, declared and observed. Be careful about using objective variations such as pointed out, added and replied. Avoid subjective superlatives such as greatest and best, and make sure that objective superlatives such as first, unique and only are actually true. Try also to avoid any needless or wasted word. Redundant words (in italics): appear to be, brand new, close proximity, crisis situation, frown on his face, few in number, include among them, merge/join together, more preferable/superior, if and when, invited guest, new tradition, penetrate into, on the question of, passing phase.

If you wish to make a comment about something, put it as a quote from someone in the organization. If there is a lot of technical data to be included put this as an attachment.

While it is true that most releases are emailed nowadays, there are still some that are sent the old way – by post. In that case, the copy should be typed double-spaced so as to give the subeditor plenty of space to make changes. Put at least a couple of lines between the heading and the first paragraph. Put extra space between paragraphs. Do not underline any of the copy. This is the universal mark used by printers for copy to be set in italics. Do not set any of the text in italics or bold in the forlorn hope that it will be seen as more important. If a title of a book, film or article is used within the text, put it in single quotes.

Type on one side of the paper (white, A4) and if there is a continuation sheet, type ‘More‘ at the foot of the page. Do not break a paragraph at the end of a page; if necessary take the whole paragraph over to the second page. Leave a decent margin on each side, about 30mm (11⁄4 inch). Do not try to achieve justified type where both sides are aligned. It is a waste of your time!

Use double quotes for direct quotations (the actual words spoken); this is standard newspaper style. At the close of the copy, type END or ENDS in capitals or a series of hatch marks, ######. Get the news angle, the point of the story, in the first couple of paragraphs. If you don’t it’s a no-hoper.

An optional footer element is a note to editors and news directors. This message, not meant for publication, may be a note about special access for photographers, the availability of an interview, or a trademark notice. If you have pictures, send them separately to the picture desk: copytakers will tend to ignore them as they will think it is nothing to do with them.

So what are the basic elements of a news story? First, it must be something new. Other factors can be grouped under three headings – importance, human interest and topicality. Importance can mean a well-known person connected with the story, perhaps a politician or public figure, especially if they have been in the news before. Human interest is exemplified by something that is interesting to the many rather than the few. Most people prefer reading about people to things: many column inches of publicity can easily be lost if releases ignore the human angle. Newspapers are increasingly filling their pages with background stories and feature articles on such subjects as lifestyles, health, entertainment, sport, home and garden. These subjects are all fertile ground for human interest stories.

A news release is not an advertisement, and it is never appropriate to lace a release with "puff" terms such as revolutionary and breakthrough. Avoid overly polite and formal phrases such as proud to announce. A new product or service can of course be a news story for release to the specialist press covering the industry sector you are covering, but if you put out an advertisement under the guise of a news story it is sure to put the editor off and ruin your reputation as a public relations professional into the bargain.

At a glance

- Make sure releases are properly targeted.
- Give full contact details, and show the date of issue.
- Be brief, factual; type double-spaced.
- Embargoed releases: ensure clear publication restrictions.
- Is it news? If not, you’ve wasted your time.
- Don’t try to turn a ‘puff’ into news.
- Write the way journalists do. Keep to the point.
- Follow newspaper style for snappy stories.
- Don’t forget to send releases to news agencies.
- Put your releases on your company's website; ensure easy access.
- It’s essential to keep mailing lists up to date.
- Most journalists throw wrongly targeted releases.

Writing for the web

The Web offers public relations writers with many opportunities, particularly in nurturing relationships directly with their publics rather than indirectly through the news media. Most organizations have their own Web sites. However, organizational public relations involves more than mere presence on the Web, and public relations practitioners will be particularly careful about the differences and peculiarities of writing for the Web.

Let’s start at the beginning. Your audience is your first priority as a writer. You must first define it and take that definition as a guide for content. Is your website written in a way they will understand and appreciate? Does it give the information they need? Is it relevant? You should ensure that everything you write follows the company’s house style, which it is in simple and plain language (no fancy Latin terms or foreign words).

Use the short word for the long, and go for the active tense rather than the passive. Keep to the rules of grammar, watch for spelling mistakes and don’t slip into sloppy texting language whatever you do. There’s no room for ‘weblish’ in business communications. Take a tip from the advertiser: persuade the viewer to do something, to take action of some kind, say go to a specific link, call a telephone number, send an email, perhaps contact the organisation by snail mail.

Write for your audience and give them what they want. Since most visitors scan the pages, use headings and bullet points to highlight the crucial points.

Above all, ensure that there is a link to the online press office if you have one, if not to a press release archive with names, contact numbers and email addresses. For some, that can be an irritation and some PR practitioners prefer to use a regular email address rather than have the viewer log on to a site where enquiries have to go through a dedicated web page

Here are some other guidelines for Web-based writing for public relations purposes:

Keep Information to a Single Screen. If possible, format the information so it can be seen in a single screen, with links and connections, rather than a lengthy piece that the reader must scroll through. An exception to this is a link to a complete text of a news release or report.

"Chunk" the Text. Studies show that Web-based writing is more understandable when the text is "chunked"; that is, when it is presented in short paragraphs. If longer passages are necessary, break them into several shorter sections that are easier on the eye.

Use Visual Elements. It is important to display type in a user-friendly way. Consider frequent use of bullets, indents, italics, boldface, underlines and colored text. Also, be generous in the use of headlines, subheads and titles.

Simple, *Legible Text.* Keep the type simple, preferably a serif font with both capital and lowercase letters. Use black or dark lettering on a white or light background. Avoid text that is moving, blinking or zooming.

Keep the Background Simple. Don't overload your Web pages with fancy graphics or designs. Remember that some people have difficulty distinguishing background from text.

Keep Photos and Artwork Simple. If you are using several photographs, consider linking them to the Web page rather than actually placing them on the page. That way, readers can click on them if they wish to view the photos.

Include Interactive Features. If possible, build into your Web site an internal search engine and links to e-mail contacts for your organization.

The speechwriting process

Tell 'em what you're gonna tell 'em; tell 'em; then tell 'em what you told 'em

Public relations practitioners often must prepare speeches, either to deliver personality or to serve as scripts for others. Usually, the most effective way to deliver a speech is to work from an outline and notes rather than from a completed script. Occasionally, however, you must develop a full-blown script, such as when preparing a speech for someone who has not learned how to speak from notes or who will be delivering the speech in a formal setting such as congressional testimony or a keynote address to stockholders. Either way, the following steps provide a useful route toward preparing effective speeches.

Learn About the Speaker. Before writing anything, take some time to get to know the person who will be delivering the speech. If that's you, this step is a breeze. But if you will be writing a speech or preparing speech notes for someone else, take the time to learn about the speaker. Let's say you are drafting a speech for your company president to deliver before an important legislative committee in the state capital. For your president to do a good job, she will need a solid speech carefully tailored to her particular speaking style. Can she tell a good joke? Use an inspiring quotation? Share a personal story? Arouse an audience to passion? If she can, then you might want to include a joke, quotation, story or exhortation in the speech. However, if she hasn't learned how to tell a personal story without sounding wooden, it is better to avoid one. If her style of delivery would flatten even the most zealous appeal, by all means give her something else to say. How can you find out about the speaker's delivery style? Listen to a speech given by your speaker. Meet with the speaker and record the conversation, so you can later review how the speaker uses language. Ask about her comfort and competence in various presentation styles.

Know What Needs to Be Said. A good speechwriter needs to know what should be said. What is the topic? Why is the speech being given? What are the objectives of the speaker and the organization? What are the potential benefits to the organization if the speech is successful? What are the potential disadvantages if the speech is not very effective?

Know the Audience. An effective speech also reflects a knowledge of the audience. Knowing your audience includes knowing its relationship with your organization and the importance of both the audience and the organization to each other. The previous section discusses various types of publics. As you are preparing a speech to be delivered to a particular audience, try to understand how this audience overlaps with the organization's publics. Knowing your audience also means knowing the context in which the audience finds itself, such as how the speech fits in with the audience's circumstances. For example, there is a significant difference between an audience assembled primarily to hear the speech and one gathered for a celebration, where the speech is peripheral to the festivities. Audience expectations are likely to differ according to the type of speech, such as whether it is a keynote with a rousing thought or an innovative concept, or a closing reflection with a thoughtful summary. Speechwriters should deal differently with an audience at the opening session of a professional conference than with the same audience on the morning of the final day.

Sketch out a Plan. Having done some research about the speaker, the organization, and the audience, sketch out a rough plan for the speech by using the planning-sheet techniques. Note the particular wants, interests and needs of the audience. Identify the general benefits or advantages that might be suggested. Give thought to appropriate tone for the presentation. Consider the educational level of the audience so you will be in a better position to write appropriately for your listeners. Consider how you will assess the effectiveness of the speech once it has been presented.

Research the Topic. Now that you have some kind of plan, dig into the topic of the speech. Review organizational documents, including previous speeches on this topic. If necessary, research the topic more formally, either by interviewing experts or obtaining information from libraries or online sources. Make sure you include up-to-date information.

Outline the Speech. The time you spend in outlining your speech will be well spent. By outlining, you are focusing on the logical presentation of your information. Do this before molding the information into careful phrasing.

Draft the Speech. With your planning and research complete, turn your attention to the content of the speech as you draft the notes or text. It might be helpful to provide yourself with the conventional outline for a speech: introduction, proposition, subordinate points and supporting information, and conclusion.

The introduction is like the lead of a feature story. It gains the audience's attention and interest, setting the tone for what is to come. It creates rapport between the speaker and the audience and often establishes the speaker's credibility on the issue. The proposition is the main idea you wish to leave with your audience.

Consider the three general types of propositions:

Factual propositions serve awareness objectives by asserting the existence of something and providing information about it (such as the background of your political candidate).

Value propositions address acceptance objectives by arguing the worthiness or virtue of something (the merits of your candidate).

Policy propositions assist action objectives by advocating a particular course of action (signing a petition in favor of your candidate).

Propositions must be supported by logical arguments. Subordinate points and supporting information make the case that has been stated by the proposition. In a very real way, the effectiveness of the speech depends on the quality of the argumentation. If you provide insufficient information, you make statements but do not prove them. If you offer illogical arguments, the audience can easily ignore your claims.

The conclusion leaves the audience with a carefully chosen thought. The writer may wish to summarize the information or dramatically reinforce the proposition. The conclusion may feature a challenge or a call to action, or it may leave the audience with an inspiring thought or perhaps a point for self-reflection.

Structurally, the conclusion often parallels the introduction. For example, both may present a rhetorical question. In the introduction, the question focuses the audience's attention on the issue and invites them into a mental dialogue with the speaker. The conclusion repeats the same rhetorical question in the hope that the audience will mull it over following the speech.

Test the Speech Out Loud. Read the text out loud or speak aloud from the notes you are preparing. Notice if you get tongue-tied or run out of breath. Observe whether the cadence is awkward or out of rhythm. If necessary, rewrite the text to eliminate those problems. Be present when the person who will deliver the speech practices. Be prepared to either coach the speaker toward a smoother presentation or revise the speech to accommodate the speaker's style.

At a glance

- Make headings short, punchy and pithy.
- Present tense and active verbs work best.
- Go for single-syllable words whenever possible.
- Introduce humour but don’t overdo it.
- Avoid slow, boring ‘label’ headings.
- Short standfirst ‘sell’ the story to the reader.
- The most powerful words are ‘free’ and ‘new’.
- Bold type in larger size provides contrast with text.
- Use upper and lower case, not capitals.
- Subheads of one or two words are effective.
- Maintain corporate identity in product branding.
- Website headlines must catch the eye.

Writing position statements

Consider these scenarios:

- A manufacturing company opposes a proposal to tighten federal import regulations.

- The directors of a maternity hospital pass a resolution favoring stricter provisions governing confidential adoption records.
- A church takes a public position favoring increased community assistance to refugees.
- A bus line explains its decision to cut bus routes from the inner city to suburban shopping centers and industrial parks.
- A political candidate expresses her views on capital gains taxation.
- A university asks banks to offer student loans at lower interest rates.

Every day, all kinds of organizations express their official viewpoints on matters of public or organizational interest. They may do so by making a public statement, inviting a reporter to interview the organization's spokesperson, issuing a news release, or writing a letter to the editor. Or they may go directly to their strategic publics by publicizing their viewpoint in a newsletter or presenting it in a direct mail piece to donors, legislators, community leaders, or any number of other groups important to the organization and its cause.

All of these are possible methods for disseminating the viewpoint, but first comes the position statement, a document outlining the position and arguments for it. Position statements vary greatly in the depth of their treatment of an issue. A *position paper* (sometimes called a *white paper*) may take several pages to express the collective opinion of a corporation or nonprofit organization. A position paragraph or *official statement*, in contrast, may be a concise message addressing a transitory or local issue. Regardless of length, *position statements* are important tools for public relations practitioners, who find that so much of their work involves clarifying and presenting the opinions of their organizations to various strategic publics.

Effective position statements are clear, logical and cohesive. Writers know that public communication is better at reinforcing attitudes than in changing them, and they often approach position statements as opportunities to maintain the support their organization already has on an issue. Additionally, public communication can help create new attitudes, so practitioners understand the importance of timely presentation of the organization's opinion. Effective writers also appreciate the value of presenting information from credible sources, giving both logical and emotional information and applying other lessons from studies of persuasive communication.

The following steps can help writers develop effective position statements:

1. **Do Some Planning**. Like other pieces of public relations writing, position statements require careful planning. Who are you writing for? What do you hope to accomplish? How will you evaluate the effectiveness of your writing?

2. **Identify the Issue**. Write a title and draft an opening paragraph that clearly state the issue being addressed by the position statement. Instead of sidestepping controversy, deal with it directly. If you are writing a position statement about the distribution of condoms as part of a safe-sex campaign, say so. Don't leave your readers guessing the topic.

3. **Give the Background**. Review what has already happened with the issue so your readers will have the same starting point. This background section may vary from a few sentences to several pages, depending on the complexity and visibility of the issue. Present this information clearly, simply and—above all—honestly. If you distort the background facts, you are building on a weak foundation that eventually will crumble.

4. **Note the Current Situation.** Having presented the background, now bring the reader up to date. Tell what is currently happening. Because many issues warranting position statements are evolving, this section may need continual updating.

5. **Explain Its Significance.** After detailing the issue, let the reader know exactly how it affects him or her personally and immediately. Refer to your planning sheet to ensure that you address the interests of each of your strategic publics. Honestly explain how the issue affects your strategic publics and any other key players. Your organization is one player. Another might be a beneficiary group on whose behalf you are writing. For example, a teachers' union might develop a position statement on behalf of students with learning disabilities. A human rights group may speak out in defense of political prisoners. A department store may address an issue on behalf of its shoppers who rely on public transportation.

6. **Express Your Opinion**. The next section is the heart of the position statement: Clearly and concisely state your organization's point of view on the issue. A good way to begin is with a simple declarative sentence: The Council on XYZ believes that.... Try to state your position in a single sentence.

7. **Support the Position**. Provide a logical argument in favor of your opinion. Report facts that bolster your stance.

8. **Refute the Opposition**. Remember that your readers do not exist in a vacuum. If there is another side of the argument, they are sure to hear it. An effective position statement, therefore, acknowledges and refutes opposing viewpoints but with moderation and respect. Don't push undecided readers into the opposing camp by being overzealous or arrogant in your treatment of the other side.

9. **Suggest Solutions.** If an organization wants to take a stance on a matter of public interest, it owes its readers some reasonable suggestions. End your position statement with recommendations flowing from your stated opinion. Tell

readers who agree with you how they might act on the issue: writing to legislators, supporting a proposal, joining a cause, and so on.

10. **Include Bibliography**. Sometimes a formal or academic position paper concludes with a bibliography listing the various books and articles cited in the body of the paper. This is an optional element but one that can lend credibility to the facts being presented.

Designing Position Statements for Impact. Even well-written position statements can fail to engage the reader if they look dull or bureaucratic. Public relations practitioners try to enhance the presentation of their writing to help the reader absorb the message. An effective approach is to use subheads to clearly identify the key elements of the position statement. It also is helpful to highlight key sections of your text with subheads, italic or boldface type, underlined type, indented paragraphs or other typographical means. Bullets and numbered sequences also can be effective. Computer software with flexible design capabilities greatly simplifies this part of the public relations specialist's job.

At a glance

- Don’t start a sentence with a figure if you can help it.
- Spell out numbers up to and including ten within a sentence.
- Avoid the % sign in text; spell out per cent as two words.
- When comparing years use either from/to or hyphenate; don’t mix.
- ‘Number’ takes the plural when referring to a group.
- For sets of initials spell out the full name at first reference or put it in brackets.
- No stops in abbreviated company names or titles.
- The definite article (the) is not needed for branded products.
- Consult style guides (dictionaries) for guidance on abbreviations.

Writing for newsletters

Some confusion exists about the definition of a newsletter. In format, a newsletter can be anything from 7 x 1 4 inches (a folded legal-sized sheet of paper) to the size of a tabloid-sized newspaper. Most newsletters are 8-1/2 x 11 inches. Some are printed on newsprint (the low-grade paper used in newspapers); others are printed on heavier stock paper.

Newsletters are time-honored publications, historically among the oldest tools of public communication. Herodotus of Thurii, the first Greek historian, published a trade newsletter 24 centuries ago; Julius Caesar published a daily handwritten newsletter in first-century Rome. The Tang dynasty in 11th-century China circulated a newsletter, as did rulers in many of the medieval European city-states. The recognized forerunner of American newspapers, Publick Occurrences Both Forreign and Domestick, was a newsletter published in 1690. Many colonial publications were social and political advocacy newsletters that took up the cause for independence from Britain.

What defines a newsletter is not its size or paper stock but rather its function. A newsletter is an in-house publication, produced on behalf of an organization for the purpose of presenting its message to a particular public. It may be directed primarily toward a particular group of readers—internally to members, employees or volunteers; externally to customers, constituents, or fans. It may address a special interest audience associated with a particular profession or industry such as stamp collectors, owners of 21-foot racing sailboats, financial investors or nuns. Or it may advocate for an environmental, political, social, religious or other particular issue. Whatever the type, the purpose of newsletters parallels the three levels of the persuasion process: to increase awareness, to generate interest and support, and to foster a particular type of action. Newsletters are too expensive to publish without a clear understanding of their mission and objectives. That mission, to be effective, should focus on the newsletter's benefit to readers, and its contents are best determined by the interests of readers.

For example, a company with 350 employees may realize that it is losing money because of employee injuries and slower work patterns related to the use of new equipment. The company may view its employee newsletter as a convenient and cost-effective tool for disseminating training instructions and safety procedures for its new equipment.

In general, employees are interested in seeing more than policies and regulation in their newsletters. Articles likely to capture readers' interest are those describing ways to do their jobs better, the company's plans, competitors and the company's response to them, technological development within the industry, job benefits and job security, and advancement information, as well as information about new policies and procedures. "Fluff" and personal notes about birthdays, vacations and the like are not appropriate for newsletters. An insightful newsletter editor will include a variety of articles to interest readers, creating a receptive audience for the functional information the company wishes to convey.

In the past, organizational newsletters were published top-down. They were one-way communication vehicles that began with information of interest to management. Today's effective organizational newsletters, however, are a more open communication medium in which the employee has a role greater than that of a passive receiver of information. Many newsletters include answers to questions posed by employees to managers; others have columns and articles written by readers. Letters to the editor are not uncommon in newsletters. Some organizations have editorial boards or reader panels to help identify topics and approaches for articles, and many use research to determine topics of interest to their readers.

Newsletter writing style

Newsletter writing is concise and crisp with a style that is informal but not chatty. Although there is no standard length for newsletter articles, they often are between 300 and 500 words; some items are only a paragraph or two. Organizational magazines generally feature longer articles. Some newsletters include journalistic-type reporting in the form of news articles, briefs and features about people and programs related to the organization. Others have adopted a style featuring bulleted items in terse businesslike language that capsulizes information, referring readers to other sources for additional information.

Because most newsletters are sponsored by the leadership of particular organizations, writers need to do everything possible to maintain credibility with their readers. One way is to edit out subservient references to organizational leadership, avoiding anything that appears trite, self-congratulatory or overtly promotional. Another way of maintaining credibility with readers is to select quotes with care, using quotes with impact and relevance rather than those that are merely platitudes and cliches.

Additionally, writers and editors of newsletters should follow a stylebook for consistency. The Associated Press Stylebook is a good beginning point, although newsletters often modify it for their particular readers. For example, newsletters may capitalize job titles and department names even though the standard stylebook calls for lowercase. They also may use courtesy titles and abbreviations common within their industry or profession. Likewise, newsletters often use jargon commonly understood by their readers but not by the general public

At a glance

- Be brief. Long, clumsy sentences only bore the reader.
- Cut out dross, verbiage, no matter what you write.
- Use short, simple words. Plain English communicates best.
- Don’t repeat yourself. That’s tautology.
- Choose active verbs, put the ‘doer’ first.
- Avoid Latin words and expressions.
- Kill redundant and wasted words.
- Write tight, prune ruthlessly.

- Software programs can do it for you.
- Revise as you go along. And again at the end.

Suggested style for correspondence

Most firms and organisations have style rules for letters, envelopes and other office stationery such as invoices, order forms, fax messages and internal memos. A properly addressed and signed-off letter is the first point. Here are some of the basics.

Style for emails

The key to successful emailing depends not on informality (u for you) as once the case, but on treating emails just like a posted letter. By this I do not mean that all the rules for addressing, date and file reference need to be ruthlessly followed, rather there is room for a little levity that would otherwise not be prudent or desirable. In some senses, the email is just as significant as the typed, signed and mailed letter to clients, customers and suppliers. It demands the same degree of care in presentation and writing style as following the rules of grammar and punctuation. An email is a legal document as witnessed in recent court cases. It therefore demands the same attention to detail in what and how the message is expressed.

Layout for letters

File reference and date should be ranged left and aligned with an element of the letterhead design. Do not put full stops, commas or other punctuation in addresses typed at the top of the letter. The following specimen layout style is commonplace:

Mr John Smith
123 Any Road
Anytown
Kent AN5 1ZZ

When addresses are set in a line, say in the body of a letter, then commas are used to separate the components as in Mr John Smith, 123 Any Road, Anytown, Kent AN5 1ZZ.

Courtesy titles

Titles at tops of letters and salutations are normally Mr/Mrs/ Miss/Ms. When answering the telephone do not just say ‘Hello’ or even the modern but overused and insincere response ‘This is Mandy, how can I help you?’ Give just your surname or add your first name if you want. Do not give yourself a courtesy title and say ‘This is Mr Smith speaking.’ Despite some past objections to the use of Ms, there is little sign of its decline. It has the advantage of a simplified style, but there is a trend nowadays for all courtesy titles to be replaced by first name and surname only.

Men are mostly given the title Mr in correspondence, but Esquire, Esq for short, is almost dead. Banks, insurance companies, accountants and other professional bodies retain it for fear of upsetting clients. Once Esquire denoted social standing, but by the middle of the 20th century it ceased to possess any sense of rank. Nowadays, it is hardly ever seen in the communications business.

The styles of Mr/Mrs/Miss/Ms are clean and uncluttered. But they are fast disappearing in everyday correspondence.

Honours and qualifications

Where style calls for the inclusion of designations such as civil honours and qualifications, these should follow the established abbreviations, ie, MBE, BA, BSc. No stops go between characters or after separate designations.

Dates and times

Separate the day of the week from the month, as recommended by Fowler's: 1 January 2008, not the American style January 1, 2008. The comma needed to avoid collision with the year looks messy. The th/st/rd/nd style for dates has mostly been dropped in business correspondence and printwork, along with deep paragraph indents and punctuation in addresses and salutations. Nevertheless, the style persists, principally in the professions and where there is no PR person to give the right advice. Avoid nd/st/rd/th after the day numeral. When referring to times of day, type these with no space between the figures and am/pm as in 9am, 9.30am. Do not put noughts after the figure: for instance 9.00am would look cluttered and pedantic. The signee's name should be ranged left with the person's title typed underneath when needed. Do not underline the name or title, or put either in capitals. Use a fountain pen to sign letters. If you do, it is a sign that you have taken the trouble to make your signature stylish and not just dashed off.

Letterheads

These should be printed in the same typeface, colour and style as all other in-house stationery. Postal address, telephone, facsimile and email and the website addresses should all be shown in a prominent position. Public relations department headings should carry, where appropriate, out-ofhours telephone and mobile numbers of senior executives, although many firms will prefer to show this information separately rather than have it printed with the heading.

At a glance

- The full stop is your best friend. Use it liberally.
- Don't put stops in sets of initials, they look old-fashioned.

- Only three stops to show something left out, one more as a terminator.
- If you have more than three commas in a sentence you usually have one too many.
- The colon introduces a quote. Don’t use a comma instead.
- Avoid semicolons in news stories.
- Exclamation marks are hardly ever needed.
- Don’t use a hyphen or even two together for a dash.
- Drop hyphens when possible. The closed-up form often looks and ‘feels’ better.
- Double quotes are for direct quotations, single for quoted passages inside.
- Journalists love quotes. Include at least one in main news stories.

Writing a CV (curriculum vitae)

Style for presentation of a curriculum vitae (CV) is important and could affect an applicant’s chances of securing employment. It should be clear and concise, consistent in style, accurate, without spelling errors or wrong punctuation, use plain English and should concentrate on skills and achievements. Ideally a CV should be typed on two sheets of plain white A4 paper, with plenty of space so that the words and headings are not jammed up tight. If it is posted, the CV must have a covering letter. Always address it to a named person, never Dear Sir(s) or Dear Madam. It only takes a minute to find a name through a trade directory or from the organisation’s website. Unless you are applying for a creative job, do not use coloured paper or any ink colour other than black. Pay special attention to the way it is laid out: use either the chronological style with latest job first and working backwards to junior positions, or the skills-based formula with your personal details highlighting the particular attributes needed for the job. Similar presentation styles can be used for emailed CVs, and make sure there are no spelling or grammatical errors.

Basic information needed.

The basic details an employer needs are your name, home address, telephone number and email address, followed by academic and professional qualifications and the names of at least two referees. If your name does not immediately signify your sex, you may like to say whether you are male or female.

If your outside interests show that you have leadership quality, include those as well. Don’t try to ‘gild the lily’, pretending that you are more important than you really are and including irrelevant information such as family history. If you talk about your ancestors, no matter how eminent they may have been, that is unlikely to influence the interviewers. All that will concern them is what you can do and how you will perform.

There are plenty of books on the subject and there are organisations to help. Trawl the internet for ideas.

What the employers look for.

CIPR Fellow Robert Harland, former vice-president and director, international public affairs, the Coca-Cola Company, says the first thing he looks for in a CV is how relevant the candidate’s current job is and length of service in previous ones. ‘If someone only holds a job for around 18 months each time, I tend to think there is something wrong.’ And he always looks to see if a candidate’s shoes are clean and polished.

Restaurateur Prue Leith says that while core competence is the first essential, she asks herself if she would like to have dinner with them. ‘Not Mr Angry, nor Miss Dragged-through-the-hedge backwards, but one who is engaging, courteous and well-presented.’ Their message is clear: manners, dress and voice count for much in the selection process. And find out as much as you can about the company before you go for interview. It works. I know.

At a glance

- Watch the spelling when adding ‘s’ for plurals.
- Plural noun/adjective compounds need special care.
- Misuse of Latin plurals easily occurs.
- Collective nouns take singular or plural verbs but singular is usually best.
- Some nouns only take the plural.
- The apostrophe goes after the ‘s’ for plural possessives, before the ‘s’ when singular.
- Don’t confuse the possessive its (no apostrophe) with it’s for it is.
- The apostrophe can signify omitted characters.
- Look out for inconsistencies: Sainsbury’s but Harrods.

Writing reports and minutes

A report can run from a short memo to any number of closely typed pages in a bound volume, perhaps an annual or interim report to shareholders. Minutes, too, vary in length and style, from a contact report to notes of a meeting.

Essentials of a report

A report must contain the important facts and, ideally, end with a conclusion and recommendations. Open with a title page, moving on to a list of contents, including illustrations or charts, acknowledgements and a short abstract. The body of the report should give the key points from research or investigations, quotations where appropriate and again be written in the third person. Conclude with appendices, if any.

Keep to significant points and comments; otherwise the reader will skip the detail and jump to the conclusions and recommendations. That is what journalists do: only if there is something that appears to be particularly interesting or might need additional information will they go back to the full text.

Start with a draft, then flesh it out with the detail, but only that which is strictly essential to the purpose and objective of the report. Make sure that there is a title and that the author(s) is/are shown on the cover and/or title page. Put the body of the text into numbered sections. Produce the report on a word processor or PC and use bold type for headings.

Restrict minutes to decisions

Minutes should be written and circulated within a week of the meeting, earlier if possible. They should be concise and restricted to decisions unless there is good reason to go into details. They should not be long dialogues of who said what. Use reported speech in the third person, and past and future past tenses. For example, in reporting a committee decision, you would write ‘It was agreed that the company would pay a dividend’ and not ‘It is agreed that the company will pay a dividend’.

Set down the items in the order of the agenda. Distinguish between superior and inferior headings by underlining or using capitals, or by using bold or larger type sizes. Restrict italics to points of emphasis, though it is better to do without them if you can. Include an ‘Action’ column as a reminder for those who have agreed to do something. Put the list of attendees, date of meeting and date of issue at the top and finish with date of next meeting. And get the chairman trained in returning your draft promptly. If you fail to achieve a quorum, just produce notes of the meeting, making it clear that it was not quorate. These notes can subsequently be put to the next meeting and taken as minutes.

At a glance

- Establish a corporate style for everything.
- Omit courtesy titles (Mr/Mrs/Miss/Ms) on the telephone: just give your name.
- ‘Esquire’ is hardly ever used these days; mostly by banks and financial services companies.
- Agree style for dates, times, and correspondence format to befollowed by all staff.

- Develop a clear, clean layout for reports and documents.
- Restrict minutes to decisions: long dialogues are not needed.
- Use printed cards for formal invitations.
- Acknowledge all correspondence; respond the same day if possible.
- Update your CV regularly; keep it to two pages of A4.
- Ensure telephone calls are answered in no more than five or six rings.
- Keep voicemail messages brief, warm and welcoming.

Top 10 Tips for writers

- Brevity. Restrict sentences to 25 to 30 words, three per paragraph maximum.
- Repetition. Never repeat a word in a single passage. Look for synonyms.
- Clichés. Kill stale, overused words and phrases. Consult a thesaurus.
- Jargon. Cut out mumbo-jumbo. Will the reader understand?
- Facts, Facts. Give facts, not waffle or comment, unless it’s a quote. Always check your facts for accuracy.
- Qualifiers. Write with verbs and nouns, not adjectives and adverbs.
- Accuracy. Ensure the accuracy of everything. Watch for non sequiturs.
- Punctuation. The full stop is your best friend. Use it liberally.
- Readability. Make sure your copy is easy to read; does it look boring?
- Consistency. Keep style consistent throughout.

Appendices

Appendix 1

A rough guide to the main activities in public relations		
Public relations activity	*Explanation*	*Examples*
Internal communications	Communicating with employees	In-house newsletter, suggestion boxes
Corporate PR	Communicating on behalf of whole organisation, not goods or services	Annual reports, conferences, ethical statements, visual identity, images,
Media relations	Communicating with journalists, specialists, editors from local, national, international and trade media, including newspapers, magazines, radio, TV and web-based communication	Press releases, photocalls, video news releases, off-the-record briefings, press events
Business to business	Communicating with other organisations, e.g. suppliers, retailers	Exhibitions, trade events, newsletters
Public affairs	Communicating with opinion formers, e.g. local/national politicians, monitoring political environment	Presentations, briefings, private meetings, public speeches
Community relations/ corporate social responsibility	Communicating with local community, elected representatives, headteachers, etc.	Exhibitions, presentations, letters, meetings, sports activities and other sponsorship
Investor relations	Communicating with financial organisations/individuals	Newsletters, briefings, events
Strategic communication	ID and analysis of situation, problem and solutions to further organisational goals	Researching, planning and executing a campaign to improve ethical reputation of organisation
Issues management	Monitoring political, social, economic and technological	Considering effect of US economy and presidential

	environment	campaign on UK organisation
Crisis management	Communicating clear messages in fast-changing situation or emergency	Dealing with media after major rail crash on behalf of police, hospital or local authority
Copywriting	Writing for different audiences to high standards of literacy	Press releases, newsletters, web pages, annual reports
Publications management	Overseeing print/media processes, often using new technology	Leaflets, internal magazines, websites
Events management, exhibitions	Organisation of complex events, exhibitions	Annual conference, press launch, trade shows

Appendix 2

Characteristics of four models of public relations
Source: Grunig and Hunt 1984.

Characteristic	*Model*			
	Press agentry/ publicity	*Public information*	*Two-way asymmetric*	*Two-way asymmetric*
Purpose	Propaganda	Dissemination of information	Scientific persuasion	Mutual understanding
Nature of communication	One-way: complete truth not essential	One-way; truth important	Two-way; imbalanced effects	Two-way; balanced effects
Communication model	Source —> Rec.	Source —> Rec.	Source —> Rec. <- Feedback	Group —> Group <-
Nature of research	Little; 'counting house'	Little; readability, readership	Formative; evaluative of attitudes	Formative; evaluative of understanding
Leading historical figures	P.T. Barnum	Ivy Lee	Edward L. Bernays	Bernays, educators, professional leaders
Where practised today	Sports, theatre. product promotion	Government, non-profit associations, business	Competitive business; agencies	Regulated business; agencies

Appendix 3

Example of Layout for Minutes

Action by

Present
The names, appointments and titles of those attending.
Apologies
Names etc of all those who have notified their absence.
1. Minutes of the last meeting.
These should be signed and dated as a true record by the Chair. All heading thereafter to be numbered sequentially.*
2. Matters arising
2.1. Unfinished business.
Any business recorded in the minutes that has not been dealt with, or is not on the agenda.
3. Agenda items
The main part of any minutes. The title of each item discussed should be the same as the relevant agenda item.
3.1. Main headings.
These should be in capital letters.
3.2. Sub-headings.
In lower case and emboldened.
3.3. Names.
The names of individuals who raise matters should be recorded.
3.4. Action to be taken.
Where any action is required the appropriate person's initials should be recorded in the right-hand column.
4. Any other business
Any item of business that the Chair or a member wishes to raise, but has not previously notified.
5. Date of next meeting
The date, time and venue for the next meeting.

*NB If a new committee has been set up and is meeting for the first time, all minutes should be numbered sequentially from 1; otherwise numbering is continued from the last minute. This can be very important for future reference.

Refer to any specific house style in use.

Appendix 4

British Printing Industries Federation
Press information
Telephone 0870 240 4085
www.britishprint.com

PRESS RELEASE

12 September 2007

PRINTLONDON TOPS 150

Demand from London's printers for business improvement programmes funded by PrintLondon has been 'exceptional' according to its Director Chris Patefield. 'The LDA has backed our industry with hard cash and London's printers are responding in kind, recognising the need to move quickly whilst the funding is still available. Over 150 projects are now registered with PrintLondon across a very wide range of business areas, but, as you would expect, environment, marketing and finance are proving very popular. With this level of demand the message to London companies is simple: register your interest now if you don't want to be left behind'.

PrintLondon has joined the exhibitors at Digital Print World, Earl's Court, from Tuesday 16th to Thursday 181" October on stand 205.

END

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