

INSTRUCTOR'S MANUAL

FOR

Cutlip & Center's

EFFECTIVE PUBLIC RELATIONS

11th edition

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PREFACE

This manual provides suggestions for using *Cutlip and Center's Effective Public Relations*, 11 ed., in your public relations course. The goal is to help you plan your course, prepare lectures, create class assignments, and develop tests to measure your students' mastery of course content. The content presented here is intended to help instructors, not to serve as a student supplement to the text. For the latter, please refer your students to the text's Companion Website at www.pearsonhighered.com/broom.

In the spirit of collegiality, we request—in the strongest terms—that you not share the content in this instructor's manual directly with your students. **Please do not post the manual content on your course's electronic classroom or on any Internet websites.** Doing so means that your students may share that information with students whose instructors use this manual strictly for exams. In short, disclosure of the manual's content undermines its purpose and nullifies its use by other instructors, and constitutes a violation of professional ethics.

Each chapter section that follows includes: (1) learning outcomes—objectives that specify the knowledge and skill outcomes your students should be able to achieve after they study each chapter to help you plan lectures; (2) a summary of major concepts and elements most salient to the objectives to help you prepare lectures; (3) multiple-choice questions, applied scenario questions, and essay questions to help you create exams to measure students' achievement of the objectives; and (4) out-of-class assignments to help you engage students in exploration and discussion. You will find more here than you can use in a single semester, meaning that you will have new exam questions and exercises for later semesters.

We recommend that you collect exams after students have had a chance to review their answers. Many websites now collect exam questions for open access by students around the world. Therefore safeguarding the exam questions in this instructor's manual is paramount to their continued usefulness for your own and others' exams in future semesters.

Begin the first lecture for each chapter by reviewing the learning outcomes (also in the text) so students will know what is expected of them. In fact, you may want to tell your students that the exams are designed primarily to test mastery of the outcomes stated in the objectives, although they are responsible for all content in the text chapters.

The service-learning project for the strategic planning process chapters in Part III engages students in developing a public relations plan for a community client. This team project requires extraordinary effort from both you and your students, but it is the most effective method we have found for teaching the management process. This project gives students firsthand experience in dealing with the realities and complexities of public relations management, and it provides valuable assistance to a deserving community organization.

This instructor's manual begins with a suggested syllabus for a 15-week course. You surely will need to modify the syllabus to fit your own schedule and content preferences. In addition, you will need to regularly provide updated supplemental readings for each chapter.

We welcome your feedback on this manual and invite your suggestions. Best wishes to you and your students for a successful course.

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Model Course Syllabus

NOTE: YOU MAY WANT TO ADD ARTICLES FROM CURRENT PROFESSIONAL AND SCHOLARLY JOURNALS TO COMPLEMENT TEXT READING ASSIGNMENTS AND TO TAILOR THE COURSE TO YOUR OWN CURRICULUM AND SETTING.

PRINCIPLES OF PUBLIC RELATIONS

Instructor:	Classroom:
Office:	Class Meeting Time:
Office Hours:	E-mail address:
Office Phone:	Department Phone:

COURSE DESCRIPTION: In *Principles of Public Relations* you will learn about the theory and practice of public relations, how public relations operates in organizations, its impact on publics and its functions in society. You will study the professional development of the field; concepts, issues, and principles in the practice; and models and theories guiding the practice. You will apply course materials to public relations program planning and management by working in a group on a strategic planning project.

For those planning public relations careers, this course provides a foundation for the public relations major. The course also meets the needs of those planning other professional and managerial careers that require an understanding of public relations concepts and management practices.

TEXT: Glen M. Broom and Bey-Ling Sha, *Cutlip and Center's Effective Public Relations*, 11th ed. (Upper Saddle River, NJ: Prentice-Hall, Inc., 2013)

<u>REQUIREMENTS AND GRADES:</u>	<u>Percent</u>
First exam	30
Second exam	30
Program Proposal	15
Final exam	25

TOPICS AND READINGS: Following are assigned readings from the text.

Week 1: Introduction to Contemporary Public Relations

Text: Chapter 1 and one other chapter chosen from Chapters 15–21 according to your interests.

Week 2: Practitioners of Public Relations

Text: Chapter 2.

Week 3: Organizational Context

Text: Chapter 3.

Week 4: Evolution of Public Relations

Text: Chapter 4.

FIRST EXAM

Week 5: Professionalism, Ethics, and Legal Considerations

Text: Chapters 5 and 6.

Week 6: Theoretical Underpinnings—Adjustment and Adaptation

Text: Chapter 7.

Week 7: Communication Theories and Public Opinion

Text: Chapter 8.

Week 8: Internal Relations and Employee Communication

Text: Chapter 9.

Week 9: External Media and Media Relations

Text: Chapter 10.

SECOND EXAM

BEGIN PROGRAM PLANNING PROJECT

Week 10: Process Step 1—Defining Public Relations Problems

Text: Chapter 11.

Week 11: Process Step 2—Planning and Programming

Text: Chapter 12.

Week 12: Process Step 3—Taking Action and Communicating

Text: Chapters 13.

Week 13: Process Step 4: Evaluating the Program

Text: Chapter 14.

Week 14: Process Step 4 (continued)

FINAL PROGRAM PROPOSALS DUE

Week 15: Professionalism

Text: Review Chapter 5 and read two other chapters from Chapters 15–21 that you did not read during the first week of the semester.

FINAL EXAM

Chapter 1

Introduction to Contemporary Public Relations

Learning Outcomes

After studying Chapter 1, your students should be able to:

1. Define public relations as the management function that emphasizes builds and maintains **relationships** between organizations and their publics
2. Distinguish between public relations and marketing, identifying the **exchange** between provider and customer as the distinguishing characteristic of marketing relationships.
3. Define and differentiate among related concepts—publicity, advertising, press agency, employee relations, community relations, public affairs, issues management, crisis communication, lobbying, investor relations, and development.
4. Outline how public relations helps improve organizations and society.

Major Concepts and Elements

Public relations is the management function that establishes and maintains mutually beneficial relationships between an organization and the publics on whom its success or failure depends (pp. 2 and 5).

Marketing is the management function that identifies human needs and wants, offers products and services to satisfy those demands, and causes transactions that deliver products and services in exchange for something of value to the provider (p. 5).

Employee Communication/Internal relations is the specialized part of public relations that builds and maintains mutually beneficial relationships between managers and the employees on whom an organization's success depends (p. 6).

Publicity is information provided by an outside source that is used by the media because the information has news value. It is an **uncontrolled** method of placing messages in the media because the source does not pay the media for placement (p. 7).

Advertising is information placed in the media by an identified sponsor that pays for the time or space. It is a **controlled** method of placing messages in the media (p. 8).

Press agency is creating newsworthy stories and events to attract media attention and to gain public notice (p. 10).

Public affairs is the specialized part of public relations that builds and maintains organizational relationships with governmental agencies and community stakeholder groups in order to influence public policy (p. 11).

Lobbying is the specialized part of public relations that builds and maintains relations with government, primarily to influence legislation and regulation (p. 13).

Issues management is the process of anticipating, identifying, evaluating, and responding to issues and trends that affect an organization's relationships with its publics (p. 15).

Crisis management is the public relations specialty that helps organizations strategically respond to negative situations and to dialog with stakeholders affected by perceived and actual consequences of crises. (p. 16).

Investor relations is the specialized part of corporate public relations that builds and maintains mutually beneficial relationships with shareholders and others in the financial community to maximize market value (p. 16).

Development is the specialized part of public relations in nonprofit organizations that builds and maintains relationships with donors, volunteers, and members to secure financial and volunteer support (p. 23).

All effective organizations strive to establish and maintain relationships with those identified as important to organizational survival and growth. (p. 18).

The social function of public relations is to facilitate adjustment and maintenance in the social systems that provide us with our physical and social needs (p. 21).

Multiple Choice Questions

1. *Effective Public Relations* (text) introduces the management function dealing with:
 - A. Putting a positive “spin” on bad news
 - B. Altering perceptions and manufacturing consent
 - C. Relationships between organizations and stakeholders
 - D. Professional subterfuge and deception
 - E. Relationships within families, work teams, and groups **C (p. 2)**

2. The contemporary concept of public relations is based on which of the following key words?
 - A. Inducing, engineering and creating
 - B. Asymmetric, one-way and propaganda
 - C. International, global and diverse
 - D. Reciprocal, mutual and between
 - E. Alter, reshape and manufacture **D (p. 4)**

3. Public relations typically does not have responsibility for which one of the following?
 - A. Monitoring awareness inside and outside the organization
 - B. Counseling management on policy
 - C. Analyzing the impact of policies on publics
 - D. Improving product design and packaging
 - E. Producing measurable changes in behavior **D (p. 5)**

4. The management function most often confused with public relations is:
- | | |
|----------------|----------------|
| A. Advertising | D. Marketing |
| B. Lobbying | E. Development |
| C. Personnel | |
- D (pp. 5–6)**
5. Which of the following identifies needs and wants, provides products to meet them and deals with customers?
- | | |
|----------------|----------------|
| A. Advertising | D. Personnel |
| B. Lobbying | E. Development |
| C. Marketing | |
- C (p. 5)**
6. Which specialized part of the practice deals with an organization’s “number one public” and its “most important asset”?
- | | |
|-----------------------|------------------------|
| A. Product publicity | D. Product advertising |
| B. Sales promotion | E. Issues management |
| C. Internal relations | |
- C (p. 6)**
7. When a practitioner attempts to make a new product newsworthy in order to get media and public attention, it is called:
- | | |
|-----------------------|---|
| A. Product publicity | D. Product advertising |
| B. Consumer relations | E. Institutional advertising or
advertorials |
| C. Issues management | |
- A (pp. 7–8)**
8. Information from external sources used by news media based on its news value is:
- | | |
|---------------------|------------------------|
| A. Public relations | D. Product advertising |
| B. Propaganda | E. Publicity |
| C. Public affairs | |
- E (p. 7)**
9. According to the text, what is the major difference between publicity and advertising?
- | |
|--|
| A. Publicity identifies the source, thus the term “good publicity” |
| B. The practitioner controls advertising placement but not publicity placement |
| C. Publicity targets multiple publics while advertising targets only consumers |
| D. Advertising supports marketing while publicity supports public relations |
| E. The effects of advertising are easier to determine |
- B (pp. 7–10)**
10. The method that provides the practitioner with the greatest control of content and placement in media is:
- | | |
|----------------------|----------------|
| A. Marketing | D. Advertising |
| B. Lobbying | E. Development |
| C. Issues management | |
- D (p. 10)**
11. When is it appropriate for practitioners to use an advertorial?
- | |
|---|
| A. When they are not satisfied with what is being said in the media |
| B. When they feel that their publics do not understand an issue |
| C. When they want to add their voices to a cause |

- D. When they want control over message content, placement and timing
 E. All of the above **E (pp. 8–9)**
12. When one author wrote, “Very simply, my job was to get the client’s name in the paper,” he was describing the role of:
 A. Journalism D. Press agency
 B. Public relations E. Media relations
 C. Public affairs **D (p. 10)**
13. Which of the following is practiced more to attract public attention than to build understanding?
 A. Public relations D. Propaganda
 B. Publicity E. Press agency
 C. Public affairs **E (p. 10)**
14. The armed forces and many government agencies typically use which one of the following to designate the public relations function?
 A. Issues management D. Press agency
 B. Public affairs E. Social marketing
 C. Propaganda **B (p. 11)**
15. Which of the following casts corporate practitioners in the role of serving as liaisons between their corporations and governmental units?
 A. Public affairs D. Issues management
 B. Lobbying E. Development
 C. Marketing **A (p. 12)**
16. The specialized part of corporate public relations designed to build and maintain community and governmental relations is:
 A. Public relations D. Public affairs
 B. Publicity E. Propaganda
 C. Press agency **D (p. 11)**
17. Which of the following is devoted to directly influencing government legislation and regulations?
 A. Advertising D. Lobbying
 B. Marketing E. Development
 C. Personnel **D (p. 13)**
18. Rather than the image of a cigar-chomping, well-connected insider handing out stacks of cash in the halls of government, which of the following is a more accurate description of what lobbyist do?
 A. Researching legislators’ positions on issues
 B. Creating information to educate and persuade related to these issues
 C. Studying government, legislative process, public policy and public opinion
 D. Mobilizing like-minded folks “back home,” referred to as “grassroots lobbying”
 E. All of the above **E (pp. 13–14)**

19. Introduced in the mid-1970s, _____ is the term used to describe the practice of identifying emerging trends, setting priorities, and implementing strategies to respond to environmental changes.
- | | | | |
|----|----------------|----|-------------------|
| A. | Public affairs | D. | Issues management |
| B. | Public opinion | E. | Lobbying |
| C. | Publicity | | |
- D (p. 15)**
20. Which specialized part of public relations identifies emerging trends and anticipates their potential impact on an organization?
- | | | | |
|----|----------------|----|-------------------|
| A. | Public affairs | D. | Issues management |
| B. | Public opinion | E. | Lobbying |
| C. | Publicity | | |
- D (p. 15)**
21. Issues management is NOT part of strategic planning and management when it
- | | |
|----|---|
| A. | Builds coalitions with other parties interested in an issue |
| B. | Adjusts the organization to improve relationships with stakeholders |
| C. | Uses only persuasive communication to influence public policy |
| D. | Accelerates issues of opportunity |
| E. | Eliminates or redirects potential threats |
- C (p. 15)**
22. The specialized part of public relations that counsels management on how to respond negative situations is which of the following?
- | | | | |
|----|--------------------|----|-------------------|
| A. | Marketing | D. | Public affairs |
| B. | Issues management | E. | Crisis management |
| C. | Investor relations | | |
- D (p. 16)**
23. The specialized part of corporate public relations that interacts with shareholders and the financial community is which of the following?
- | | | | |
|----|-------------------|----|--------------------|
| A. | Accounting | D. | Public affairs |
| B. | Issues management | E. | Investor relations |
| C. | Advertising | | |
- E (pp. 16–17)**
24. Practitioners in nonprofit organizations attempting to increase contributions and volunteers work in the specialized part of public relations known as:
- | | | | |
|----|-----------------------|----|--------------------|
| A. | Investor relations | D. | Development |
| B. | Marketing support | E. | Internal relations |
| C. | Constituent relations | | |
- D (pp. 17–18)**
25. The Tylenol crisis demonstrated that public relations is:
- | | |
|----|--|
| A. | Closely linked to sound business practices and corporate social responsibility |
| B. | A good way to “get media coverage” even during a crisis |
| C. | An effective strategy for diverting attention from a negative situation |
| D. | The correct approach for marketing products when public trust is threatened |
| E. | All of the above |
- A (p. 20)**

Case Study Scenario Questions

The executive director of a large charitable organization decides to add a staff member to manage public relations. The executive director sees public relations as writing publicity releases and feature stories that “tell our story.” She plans to hire a recently laid off local newspaper journalist with no public relations background. When she learns that you are taking this course, however, she asks for your opinion of her plan.

1. Which of the following advice would you give her concerning hiring a journalist for the position?
 - A. This is a good idea because journalists were the first public relations practitioners.
 - B. This is a good idea because public relations is mostly publicity, and journalists know best what journalists want.
 - C. It would be better to hire someone with a degree in public relations because they can do publicity and have a variety of other technical skills.
 - D. It would be better to hire someone with a degree in public relations because they will be educated to assist the organization in adapting to its publics.
 - E. It would be better to hire someone with an master’s degree in business administration because public relations is a management function.

Answer guide: Option D is the best answer because, as text pages 4–5 point out, public relations involves more than just publicity and other technical skills (C). It requires information that those with masters in business administration don’t have (E) as indicated by the many parts and specialties covered on pages 6–19. While it’s true that the first public relations practitioners were former journalists (A), public relations has evolved to include so much more than “telling our story” that option B is an inadequate rationale.

2. Which advice would you give her regarding the role of publicity in a public relations program?
 - A. With two–way communication, publicity is outdated and is no longer needed.
 - B. Publicity is dangerous because the practitioner cannot control it.
 - C. Because publicity is to be the major strategy of the program, the executive director really should hire the former newspaper journalist.
 - D. Publicity is the primary tactic used in public relations, typically negating the need for other approaches to solving public relations problems.
 - E. In addition to publicity, the practitioner should also have communication and technical skills, as well as management skills such as planning, monitoring, analyzing, counseling, etc.

Answer guide: Option E is the best answer because it is the only one that attempts to inform the executive director of the full range of public relations activities noted on pages 4 and 5. Option D simply perpetuates the myth that publicity alone can solve most public relations problems. Likewise, reinforcing the executive director’s perception of public relations as publicity (C) would be a disservice to her, to whoever takes the public relations position, and to the field of public relations. While it is true that the practitioner

cannot control publicity (B), as noted on page 7, lack of control hardly makes publicity “dangerous.” Some practitioners will agree with option A, but it ignores the reality that publicity still plays an important role in many public relations programs (pages 7–8).

Essay Exam Questions

1. Define “public relations” and “marketing,” then explain why these two management functions often are confused. In your answer, point out the major difference that distinguishes the two functions.

Answer guide: Refer to text definitions on page 5. Answers should identify confusing use of titles, lack of clear understanding of the differences between the two functions on the part of both managers and practitioners, and the fact that the same person may do both functions in small organizations (page 5). The major distinction between the two functions is the nature of the relationships involved. Marketing focuses on exchange relationships with customers, in which two parties exchange something of value. In the case of public relations, a variety of relationships are established and maintained with a wide range of organizational publics. (See pages 4–6.)

2. Contrast publicity with advertising. In your answer, address issues related to message control, expense, and relationship to marketing.

Answer guide: Practitioners **have little or no control** over what happens to their publicity (pp. 7–8). It may be trashed, altered or used as is, but it is relatively inexpensive because they don’t have to pay the media to use the information. Practitioners **can control** their messages in advertising (pp. 8–10). Media will use advertising as submitted because practitioners pay for the time or space. Thus, it can be more expensive. Most advertising messages are designed to sell goods and services to customers targeted by marketing, but some—**advertorials**—are designed to reach other publics with public relations messages. Other non-marketing advertising include its use by human resources to announce job openings, legal departments to conform to legal requirements or to recalls of defective products (p. 8).

Chapter 2

Practitioners of Public Relations

Learning Outcomes

After studying Chapter 2, your students should be able to:

1. Describe practitioners’ characteristics and work assignments.
2. Define the four major roles played by practitioners, discuss the major differences among the roles, and distinguish among them in practice.
3. Understand personal and professional challenges facing practitioners.
4. Outline the major requirements for success in public relations, identifying writing as the primary requirement for entry to the field and success in the practice.

Major Concepts and Elements

The U.S. Bureau of Labor Statistics estimated public relations employment to be 331,900 in 2010, with more than 341,000 practitioners expected by 2018. The growth of public relations is not restricted to the United States; it's a worldwide phenomenon.

Whereas New York City has been the headquarters for the major public relations firms, the largest Public Relations Society of America chapter is in Washington, D.C., and the second largest chapter is in Atlanta, Georgia. The third largest chapter is in New York City.

The single largest employer of public relations practitioners is the federal government, although they typically work under other titles, including "public affairs" and "public information."

An estimated 27.8 percent of practitioners work in corporations, followed by nonprofits and associations (21.6 percent) and public relations firms and agencies (17.0 percent).

Data from the U.S. Census Bureau for 2010 show that women comprise 59.2 percent of practitioners. Women comprise 70.7 percent of the members of the Public Relations Society of America. Membership of the Public Relations Student Society of America was 84 percent female in 2011.

Racial and ethnic minorities are severely underrepresented in public relations practice, compared to their numbers in the U.S. population.

Writing and editing top the list of what public relations practitioners do at work. Other tasks include media relations and social media, research, management of clients and staff, strategic planning, counseling, special events, speaking, production, training, and personal contacts.

Practitioners assume organizational roles, with one becoming their dominant, defining role. Four role models describe the patterns of behavior adopted by practitioners to carry out their assignments:

The **communication technician** typically implements program tactics determined by others and does not play an active role in strategic planning.

The **expert prescriber** acts as the authority on all public relations matters while the client or employer assumes a passive role. The expert prescriber defines problems, selects solutions, implements programs, and assesses impact with little input from the client.

The **communication facilitator** maintains two-way communication and facilitates discussion. Working under the assumption that the more information both sides of the relationship have about each other, communication facilitators work to remove barriers and keep communication channels open until decisions are made.

The **problem-solving facilitator** collaborates with other managers to define and solve problems. Practitioners working in this role work with others in the organization to apply to public relations the same step-by-step management process that is used in other parts of the organization.

Practitioners operating in the communication technician role, tend not to play the other three roles. On the other hand, those who play any one of the other three roles also tend

to operate in the other two. Research findings confirm two dominant roles occur in practice—public relations technicians and public relations managers. Practitioners who do research and gather information are the ones most likely to operate in the manager role.

Challenges faced by practitioners include the glass ceiling and the gendered pay gap, the organizational need for diversity and cultural competence, lack of recognized professional status, and making ethical choices.

Multiple Choice Questions

1. According to the text, which one of the following is the single largest employer of public relations practitioners?
A. Federal government
B. Exxon Corporation
C. General Motors Corporation
D. Burson-Marsteller
E. American Medical Association
A (p. 26)
2. Approximately 28 percent of all practitioners work in:
A. Government
B. Corporations
C. Public relations firms
D. Health care and hospitals
E. Educational institutions
B (p. 26)
3. U.S. Census Bureau statistics indicate that approximately _____ of public relations practitioners are women.
A. 8 percent
B. 38 percent
C. 59 percent
D. 71 percent
E. 90 percent
C (p. 26)
4. Which of the following majors shows up as the one most frequently held by public relations practitioners?
A. Marketing
B. Communication
C. Public Relations
D. Journalism
E. Business Administration
C (p. 27)
5. According to salary surveys, what kind of employer pays practitioners the highest wages?
A. Corporations
B. Public relations firms
C. Advertising agencies
D. Educational institutions
E. Nonprofit organizations
A (p. 28)
6. According to salary surveys, what specialty pays practitioners the highest wages?
A. Special events
B. Social media management
C. Financial/investor relations
D. Employee relations/communication
E. Publicity/media relations
C (p. 28)

7. What qualification do top public relations executives tend to bring to their positions?
 A. Loyalty to a single employer D. Diversity of work experience
 B. Personal wealth and connections E. Connections with journalists
 C. Master's degree **D (pp. 28-29)**
8. What task dominates as the common denominator for all public relations practitioners?
 A. Writing and editing D. Planning special events
 B. Promotion and sales E. Research and evaluation
 C. Media contact and placement **A (pp. 29 and 42)**
9. Being "good with people" is often the first thing many associate with public relations, but how important is it on the list of eleven common tasks in public relations practice?
 A. Most important (1 of 11) D. Least important (11 of 11)
 B. In the top third (4 of 11) E. Not important at all
 C. About in the middle (6 of 11) **D (p. 30)**
10. Practitioners in which role primarily produce communications and edit copy?
 A. Expert prescriber C. Communication facilitator
 B. Communication technician D. Problem-solving process facilitator
B (pp. 31 and 34)
11. If the client or employer defines the problem and selects the solution, then the practitioner implements the program, which one of the following best describes the practitioner's role?
 A. Expert prescriber C. Communication technician
 B. Communication facilitator D. Problem-solving process facilitator
C (pp. 31 and 34)
12. Even though they are not present when management makes a decision, which practitioner role often is given the job of explaining it to employees and the press?
 A. Expert prescriber C. Communication facilitator **B (p. 31)**
 B. Communication technician D. Problem-solving process facilitator
13. Top management tends to leave public relations in the hands of the _____ and assumes a relatively passive role, often so they can "get back to business."
 A. Expert prescriber C. Communication technician **A (p. 34)**
 B. Communication facilitator D. Problem-solving process facilitator
14. Which role tends to limit other key managers' participation in public relations programs and to lead to increased dependency on the practitioner?
 A. Expert prescriber C. Communication facilitator **A (p. 34)**
 B. Communication technician D. Problem-solving process facilitator

15. Which role leads to the greatest dissatisfaction with practitioners and produces turnover in the ranks of public relations?
 A. Expert prescriber
 B. Communication facilitator
 C. Communication technician
 D. Problem-solving process facilitator
A (p. 34)
16. Which type of practitioner acts as a liaison and provides guidance (often mediating) but does not make decisions about communication content?
 A. Expert prescriber
 B. Communication technician
 C. Communication facilitator
 D. Problem-solving process facilitator
C (p. 34)
17. Practitioners operating in the _____ role assume that effective two-way communication improves the quality of decisions for both their organization and the publics it serves.
 A. Expert prescriber
 B. Communication facilitator
 C. Communication technician
 D. Problem-solving process facilitator
B (p. 34)
18. Which role has the practitioner collaborating with other managers in applying management processes?
 A. Expert prescriber
 B. Communication technician
 C. Communication facilitator
 D. Problem-solving process facilitator
D (pp. 34-35)
19. Which practitioner is most likely to be invited to management team meetings and to participate with line managers in strategic planning?
 A. Expert prescriber
 B. Communication technician
 C. Communication facilitator
 D. Problem-solving process facilitator
D (pp. 34-35)
20. In surveys of practitioners, those who score high on one role stand alone, while others tend to score high on all three of the other roles. Which role stands alone?
 A. Expert prescriber
 B. Communication technician
 C. Communication facilitator
 D. Problem-solving process facilitator
B (p. 35)
21. Which type of practitioner tends to work for organizations with relatively stable and low-threat environments?
 A. Expert prescriber
 B. Communication technician
 C. Communication facilitator
 D. Problem-solving process facilitator
B (p. 36)
22. Which practitioner role tends to work for organizations with relatively unstable settings, but in which changes pose little danger?
 A. Expert prescriber
 B. Communication technician
 C. Communication facilitator
 D. Problem-solving process facilitator
C (p. 36)

23. Which type of practitioner tends to work for organizations with relatively stable, but threatening environments?
- A. Expert prescriber
B. Communication technician
C. Communication facilitator
D. Problem-solving process facilitator
D (p. 36)
24. Which type of practitioner tends to work for organizations with rapidly changing and threatening environments?
- A. Expert prescriber
B. Communication technician
C. Communication facilitator
D. Problem-solving process facilitator
A (p. 36)
25. What one activity, more than any other, assures advancement into management?
- A. Writing and editing
B. Promotion and sales
C. Media contacts
D. Special events planning
E. Research
E (p. 36)
26. Findings from many salary surveys consistently show a pay gap between men and women in public relations. Which of the following does not explain the gendered pay gap?
- A. Years of professional experience
B. Education level
C. Role enactment
D. Career interruption for child-bearing
E. Job tenure
D (pp. 37-38)
27. Sometimes, minority practitioners are restricted to working with minority clients or dealing with minority publics, even when they might wish to work on “mainstream” public relations programs or accounts. What is this challenge called?
- A. Discrimination
B. Cultural interpretation
C. Pigeon-holing
D. Cultural competence
E. Lack of professionalism
C (p. 39)
28. What one trait tops almost every list as a concern among those hiring new graduates for public relations positions?
- A. Management skills
B. Objective thinking
C. Responses to tension
D. Writing skills
E. Research skills
D (p. 42)

Case Study Scenario Questions

You have just graduated with a degree in public relations. You started seeking employment early, using contacts and sending resumes to organizations that interest you. As a result, you have several leads. You want to work for an organization that will allow you fast advancement and that will provide you with the greatest possible earnings in the shortest amount of time.

- Which of these positions will most likely offer the career potential that you seek?
 - A writing internship at a large public relations firm in New York
 - A public relations publicity position with a new, small, high-tech company in Georgia that designs telecommunications systems

- C. A public information officer position at your local junior college
- D. A marketing communication position with a Kansas City hospital

Answer guide: Option A is the best answer for several reasons. First, the opportunity to demonstrate and improve your writing skills in a large firm will be rewarded in subsequent positions. Salaries are relatively low in entry-level positions, but rapid advancement to higher pay is common. Option B is in a scientific/technical company in which scientists are richly rewarded, but support staff relatively low paid. The not-for-profit positions (C and possibly D) typically pay less than Options A and B. (See pages 28-29.)

2. Which of the following personal characteristics will have the greatest influence (positively or negatively) on your earning potential over the course of your career?
 - A. You are female
 - B. You are an African American
 - C. You have excellent writing skills
 - D. You have a 3.8 grade point average
 - E. You minored in business

Answer guide: Option A is the best answer. Pages 37-38 report several studies show that “women earn less than men even when they have equal education, professional experience, and tenure in their jobs” (p. 37). One scholar wrote of the “million-dollar penalty for being a woman” (p. 37). Page 38 reports that minority public relations practitioners (B) are increasingly in high demand as more and more organizations realize the need to communicate within a pluralistic society. Thus, the principle of supply and demand suggests that African Americans and other minorities will fare better than females as a category. Although pages 29 and 42 point out that writing ability (C) is important throughout one’s career, other skills—particularly research—are also important to advancement and the higher management salaries (pp. 28-29 and 36). Your grade point average (D) and a minor in business (E) should be real assets, but will not weigh as much as gender in determining earning potential over your entire career.

Essay Exam Questions

1. Describe the challenges faced by public relations practitioners.

Answer guide: Answers should be developed around the challenges discussed on pages 36-40.

1. Glass ceiling effect. Historically, women in public relations have found themselves relegated to the technician role, with difficulty advancing to managerial positions.
2. Gendered pay gap. Decades of research has documented that women in public relations earn less than do men. In part, the gendered pay gap is due to women having fewer years of professional experience and being less likely to enact the manager role, compared to men. But, the gendered pay gap remains even after these and other factors are accounted for.
3. Diversity and cultural competence. The importance of building and maintaining relationships with all racial and ethnic segments of the community has increased opportunities for individual practitioners as well as for minority-owned firms. On the other hand, these opportunities are sometimes

accompanied by challenges such as pigeon-holing, cultural interpretation, and discrimination.

4. Professionalism. Although many public relations practitioners qualify as “professionals” on the basis of their commitment to meeting professional and ethical standards, people in general usually do not see public relations as a “profession.”
 5. Ethical conduct. The existence of codes of ethics and standards does not mean that all practitioners are inherently ethical in their practice. Ethical behavior remains a choice, one that affects both practitioners individually and the public relations profession collectively.
2. Describe the education, skills, and other qualities necessary to succeed in public relations.

Answer guide: Answers should include at least a bachelor’s degree in public relations (p. 27) with classes in research and social science, and preferably courses or experience in a specialized field (p. 28). Newspaper journalism experience is not required but provides understanding of media gatekeepers (pp. 27-28). Skills include all those associated with the work assignments on page 29, with writing as the common denominator. Qualities include those listed by Rich Long: 1) Results—the ability to get results, 2) Conceptualizing—being a quick study, 3) Human Relations—being a team player, 4) Style—having a can-do attitude, and 5) Intangibles—having charisma (pp. 40 and 42).

Out-of-Class Assignment

First, ask students to collect at least ten display or classified public relations job advertisements from websites (such as PRSA’s online job listing), Sunday newspapers, *The Wall Street Journal*, professional journals and newsletters (including *O’Dwyer’s PR Services Report* and *PRWeek*). (Note: You may skip this part of the assignment by collecting and duplicating the ads yourself. This may prevent destruction of library and reading room copies of journals and newsletters.)

Second, ask students to do content analysis of the ads using the eleven work assignments on page 29 as categories for coding elements of the advertised positions. Students should develop new categories for assignments not included in the text list. Simple frequencies should suffice for rank ordering the work assignments being advertised.

Third, ask students to identify the concept of public relations suggested by each of the advertisements, using the definitions in Chapter 1. The concepts should include references to text definitions of “public relations,” “marketing,” “internal relations,” “publicity,” “press agency,” “public affairs,” “issues management,” “lobbying,” “investor relations,” and “development.”
