

ГОСУДАРСТВЕННОЕ ОБРАЗОВАТЕЛЬНОЕ УЧРЕЖДЕНИЕ  
ВЫСШЕГО ПРОФЕССИОНАЛЬНОГО ОБРАЗОВАНИЯ  
КЫРГЫЗСКО-РОССИЙСКИЙ СЛАВЯНСКИЙ УНИВЕРСИТЕТ

Кафедра иностранных языков

УДК 811.111(076)  
А 64

Рецензент:

*Л. Я. Комиссарова* – канд. филол. наук,  
доц. кафедры теории и практики английского языка и МК

Составители:

*Е. В. Докучаева, Л. М. Лукина, Э. Д. Акматова, С. П. Салиева*

Рекомендовано к изданию  
кафедрой иностранных языков КРСУ

## АНГЛИЙСКИЙ ЯЗЫК

Методическая разработка  
для чтения специальных текстов для студентов  
бакалавриата 1–2 курсов специальности  
«Реклама и связи с общественностью»

*Посвящается 25-летию КРСУ*

А 64 АНГЛИЙСКИЙ ЯЗЫК: методическая разработка для чтения специальных текстов для студентов бакалавриата 1–2 курсов специальности «Реклама и связи с общественностью» / сост. Е. В. Докучаева, Л. М. Лукина, Э. Д. Акматова, С. П. Салиева. Бишкек: КРСУ, 2018. 72 с.

Данная методическая разработка создана для студентов отделения рекламы и связей с общественностью и включает в себя аутентичные тексты по современным актуальным проблемам PR, практические задания, направленные на расширение словарного запаса и развитие у студентов навыков работы со специализированными текстами, включая навыки просмотрового и поискового чтения, навыки монологической речи и навыки ведения дискуссии. Данная методическая разработка прошла апробацию на практических занятиях по английскому языку.

## PART 1.WHAT ARE 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 involve 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 good will 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 have 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<sup>1</sup> scoured

---

Terry Phillips, Marie McLisky. English for Public Relations in Higher Education Studies. 2011, Garnet publishing Ltd, UK.

<sup>1</sup> 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.

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.

The Public Relations Society of America offers this definition: Public relations help an organization and its publics to adapt mutually to each other. Public relations are an organization's effort to win the co-operation of groups of people. Public relations help 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.

Philip Kitchen<sup>2</sup> 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<sup>3</sup> 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.

In tracing the similarities between diplomacy and public relations, L'Etang<sup>4</sup> 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 are about

---

<sup>1</sup>Philip Kitchen is the founding Professor of Strategic Marketing at BusinessSchool, 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.

<sup>3</sup>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.

<sup>4</sup>Jacque 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.

reputation - the result of what you do, what you say and what others say about you.

### 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 are 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 are 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. Jenkins (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.**

**PART 2. RELATED SCIENCES (ADVERTISING, MARKETING AND JOURNALISM)**

**I. Practice reading the following words and expressions:**

*advertising* /'ædvətəɪzɪŋ/      *consumer* /kən'sju:mə r / /- 'su:mə/  
*marketing* /'ma:kɪtɪŋ/ /'ma:rkɪtɪŋ/      *campaign* /kæm 'peɪn/ n  
*discipline* /'dɪsəplɪn/      *revenue* /'revənju: / /-ənu:  
*technique* /tek 'ni:k/      *mutually* /'mju: 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 are 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?<sup>5</sup>

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 help 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

---

Encyclopedia of public relations / edited by Robert L. Heath. – Thousand Oaks; London; New Delhi: Sage publications, 2005. – 1067 pp

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, serve 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:**

<p>Advertising Marketing Public Relations Journalism PR practitioner Journalist</p>	<ul style="list-style-type: none"> <li>• a person who writes news stories or articles for a newspaper or magazine or broadcasts them on radio or television</li> <li>• the activity of keeping good relationships between an organization and the people outside it</li> <li>• the business of trying to persuade people to buy products or services</li> <li>• the work of collecting, writing and publishing news stories and articles in newspapers and magazines or broadcasting them on the radio and television</li> <li>• a job that involves encouraging people to buy a product or service</li> <li>• solves problems in a realistic way which suits the present conditions rather than obeying fixed theories, ideas or rules</li> </ul>
---	--

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

PR distinct from journalism

**Similarities**

- writing common to both
- gathering information
- working to deadline
- journalists in PR

**Differences**

- scope: PR is broader
- objective: PR is persuasive
- audiences: PR segments
- 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 other 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 topics the same or do they differ?
3. Underline key sentences, words and important facts as you read 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 to 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.

**PART 3. THE HISTORY OF PR**

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

1. In your opinion when did the practice of public relations originate?
2. Can you name the first PR professionals?

## II. Practice reading the following proper names:

Julius Caesar	Thomas Paine
Johann Gutenberg	Abigail Adams
Georgiana Cavendish	Ivy Lee
Devonshire	Edward Bernays
Minutemen	Carl Byoir
Samuel Adams	Sigmund Freud

## III. Read the text and check your answers on task I:

Public relations began when people started communicating and needed to motivate others. Early pre-historic drawings, and later, hieroglyphics and ancient manuscripts were all used to persuade.<sup>6</sup>

The military reports and commentaries<sup>7</sup> prepared by Julius Caesar can be viewed as triumph in personal and political public relations. During medieval times, both the Church and the guilds practiced rudimentary forms of public relations.

In the 15th Century, Johann Gutenberg invented the printing press, making it possible to mass-produce written works. By the 17th Century, newspapers began to appear and ordinary people gained greater access to information and ideas. In response, governments and their leaders became more concerned with public opinion.

A number of American precursors to public relations are found in the form of publicists who specialized in promoting circuses, theatrical performances, and other public spectacles. In the United States, where public relations have its origins, many early public relations practices were developed in support of railroads. In fact, many scholars believe that the first appearance of the term "public relations" was in the 1897 Year Book of Railway Literature.

The development of public relations is mostly confined to the early half of the twentieth century; however there is evidence of the practices scattered through history. One notable practitioner was Georgiana Cavendish, Duchess of Devonshire whose efforts on behalf of Charles James Fox in the 18th century included press relations, lobbying and, with her friends, celebrity campaigning.

It was not until the American Revolution that more recognizable public relations activities became evident. The early patriots were aware that public opinion would play an important role in the war with England and planned their activities accordingly. For example, they staged events, such as The Boston

Tea Party, to gain public attention. They also used symbols, such as the Liberty Tree and the Minutemen that were easily recognized and helped portray their cause in a positive light. Skillful writers such as Samuel Adams, Thomas Paine, Abigail Adams and Benjamin Franklin used political propaganda to swing public opinion to their side.

### *The first "names" and PR cases*

The First World War helped stimulate the development of public relations as a profession. Many of the first PR professionals, including Ivy Lee, Edward Bernays, John W. Hill, and Carl Byoir, got their start with the Committee on Public Information (also known as the Creel Committee), which organized publicity on behalf of U.S. objectives during World War I.

Most historians agree that the first real public relations pioneer was a man named Ivy Lee. In 1903, Lee and George Parker opened a publicity office. A few years later, Lee became the press representative for the anthracite coal operators and the Pennsylvania Railroad. When confronted with a strike in the coal industry, Lee issued a "Declaration of Principles". This statement endorsed the concepts of openness and honesty in dealing with the public; it also marked the shift from nineteenth-century press agency to twentieth-century public relations. Lee went on to have a successful career counseling people such as John D. Rockefeller, Jr. Among other achievements, Lee is credited with humanizing business and demonstrating that public relations is most effective when it affects employees, customers, and members of the community. He also developed a modern news release (also called a "press release").

Following World War I, two more public relations pioneers, Carl Byoir and Edward L. Bernays, appeared on the scene. Bernays was the profession's first theorist. Bernays, a nephew and student of Sigmund Freud, drew many of his ideas from Sigmund Freud's theories about the irrational, unconscious motives that shape human behaviour. He saw public relations as an "applied social science" that uses insights from psychology, sociology, and other disciplines to scientifically manage and manipulate the thinking and behavior of an irrational and "herdlike" public. Bernays is credited with writing the first book on public relations, *Crystallizing Public Opinion*, published in 1923. Byoir organized a public relations firm that is still one of the world's largest.

### *Standards*

In 1950 PRSA enacts the first "Professional Standards for the Practice of Public Relations," a forerunner to the current Code of Ethics, last revised in 2000 to include six core values and six code provisions. The six core values are "Advocacy, Honesty, Expertise, Independence, Loyalty, and Fairness." The six code provisions consulted with are "Free Flow of Information, Competition,

О. К. Ильина, А. А. Тычинский, Т. В. Яковенко. Английский для PR-профессионалов. 2011, «МГИМО-Университет»



Disclosure of Information, Safeguarding Confidences, Conflicts of Interest, and Enhancing the Profession."

**IV. Give Russian equivalents for the words and expressions:**

precursors, to gain access to, to become more concerned with, to be confined to, on behalf of, accordingly, to portray something in a positive light, core values, to swing public opinion, anthracite coal operators, a strike, to endorse concepts, unconscious motives, forerunner, code provisions.

**V. Give English definitions to the notions appeared in the text:**

publicity office, printing press, a notable practitioner, lobbying, a press release, an applied social science.

**VI. Complete the sentences using the words from the box:**

*a strike, appear, persuade, aware, scattered, support, career, planned, access, issued, role*

Early pre-historic drawings, and later, hieroglyphics and ancient manuscripts were all used to \_\_\_\_\_.

By the 17th Century, newspapers began to \_\_\_\_\_ and ordinary people gained greater \_\_\_\_\_ to information and ideas.

In the United States many early public relations practices were developed in \_\_\_\_\_ of railroads.

However there is evidence of the practices \_\_\_\_\_ through history.

The early patriots were \_\_\_\_\_ that public opinion would play an important \_\_\_\_\_ in the war with England and \_\_\_\_\_ their activities accordingly.

When confronted with a \_\_\_\_\_ in the coal industry, Lee \_\_\_\_\_ a "Declaration of Principles".

Lee went on to have a successful \_\_\_\_\_ counseling people such as John D. Rockefeller, Jr.

**VII. Answer the questions:**

1. What evidences of PR practices before XX century are mentioned in the text?
2. When did the term "public relations" first appear?
3. What events helped stimulate the growth of PR as a profession?
4. What was Ivy Lee's contribution to the development of PR?
5. Why Bernays is called "the profession's first theorist"?
6. What articles did the first professional standards include?

**VIII. Skim the text and write a short summary:**

**Three phases of public relations development**

Today, public relations are usually seen as being in the third phase or era of its professional development. And, while many practitioners still act with the mindset and values of the two earlier eras, the most successful practitioners now seem to use the less-self-serving approaches that are characteristic of the third phase.

James Dowling, then-president of Burson-Marsteller, one of the largest world-wide PR firms, described the changes that have occurred in public relations in the following way during an interview by a The New York Times reporter in the mid-1980s.

*In the 1950s organizations asked their public relations consulting firms, "How should we say this?"*  
*In the socially turbulent 1960s and 1970s, faced with various confrontations, these same organizations asked their public relations people, "What should we say?"*  
*Today they ask, "What should we do?"*

Public relations have had a three-stage evolution.

The field's earliest manifestations have been called the publicity phase of public relations. During this stage of development practitioners were primarily concerned with creating awareness and building recognition for the individual or organization employing public relations. It was/is closely tied to advertising and promotion, and getting "the message" out to the widest possible audiences was/is paramount.

As practitioners evolved into the explanatory phase of public relations greater emphasis was placed on providing more complete information and having the organization clearly articulate the reasons for its actions and policies so its publics would understand, sympathize with, and patronize the organization. Simply getting the organization's message out wasn't enough. Receivers had to understand and accept the point of view of the sending organization.

Now, in the mutual satisfaction phase of public relations practitioners encourage organizations and their publics to adapt to one another by making complementary adjustments or compromises so that both benefit from their relationship. Practitioners are now as concerned with in-coming messages and information they can use to counsel management on current public opinion as they are with developing and delivering outgoing messages.

All three stages are practiced today. Although each of these phases is characterized by distinctly different strategies and techniques, the succeeding phases did not totally obliterate or replace the preceding ones.

- IX. Using extra sources (books, magazines, the Internet) find information about the first Russian PR practitioners to tell your fellow students in the group.**
- X. Why do you think the first PR professionals are considered to appear in the USA? Discuss the question as a group.**
- XI. Make a report on “The history of PR” or “The history of PR in Russia” based on vocabulary of the unit and your knowledge of the theme.**

#### PART 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<sup>8</sup> have articulated four models that represent the practice of contemporary American public relations, and which also depict its evolution.

###### *Press Agency Model*

The earliest PR model to appear was press agency 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 agency 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.

###### *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

---

Anne Gregory. *Public Relations in Practice*. – London: Kogan Page. – 2001. – 162 p.

<sup>8</sup>James E. Grunig and Todd T Hunt are authors of *Managing Public Relations*

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, overriding 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 agency 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 / Паблсити. 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 паблсити. 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 one.

*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
- DiscussionForums
- RSS Feeds
- Podcasting
- SearchEngineOptimization

### III. Discuss the following questions as a group:

1. Is 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 X, а аккредитацию журналистов закрывать хотя бы за несколько часов до начала проекта.

Минус стандартных пресс-конференций один, но главный – они наскучили СМИ. Каждую неделю приходит 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 заумный 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-завтрак 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 Danslenoir?, в нем гости едят в крошечной 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&GasEurasia, «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» «чупачупс» 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 стоит 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.

## PART 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 begin 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).<sup>9</sup>

*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

---

<sup>9</sup> Fall, Lisa. Reflections of perceptions: measuring the effects public relations education has on non-majors' attitudes toward the discipline / Lisa Fall, Jeremy Hughes // Public relations journal. – 2009. – Vol. 3. – № 2. Accessed at: <http://www.prsa.org/prjournal/spring09.html>.

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, and 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 composers.

*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 are 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 заинтересованных 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 чтобы* 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)



## PART 6. PR IN RUSSIA

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

1. There are no public relations or integrated marketing communication in Russia / Kyrgyzstan.
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 has 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).<sup>10</sup>

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 were 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

---

Салье Т. Е. Английский язык для специальности "Связи с общественностью": учеб. для студентов вузов, обучающихся по спец. "Связи с общественностью" / Т. Е. Салье, Ю. М. Валиева, И. Н. Воскресенская. – М.: Академия, 2007. – 510 с.

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+ release 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 is 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.

## PART 7. ETHICS IN PR

### I. Pre-readingtask:

*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.<sup>11</sup>

The Public Relations Society of America, the International Association of Business Communicators, and the International Public Relations

<sup>11</sup> Wright, Donald K. An updated look at the impact of social media on public relations practice / Donald K. Wright, Michelle D. Hinson // Public relations journal. – 2009. – Vol. 3.

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 are 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)?

## PART 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 were 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.<sup>12</sup>

*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.

---

Henslowe, Philip. Public relations: A practical guide to the basics / P. Henslowe. - London: Kogan Page Limited, 1999. - 148 pp.

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 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. Evidencesuggestedthatsomebody ...
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".
2. "A good reputation enhance profitability because it attracts customers to the company's products..."

**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 businesses’.

#### **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.

### **PART 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* attempt 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 agency, is somewhat related to media relations, but its focus is more on soliciting positive coverage for an organization or individual.
- *Internal relations* try 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.<sup>13</sup>  
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

---

<sup>13</sup> Theaker, Alison. *The public relations handbook*, 2nd edition / Alison Theaker. – London; New York: Routledge, 2004. – 366 pp.

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.

### **PART 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 this should be explained in nontechnical words.<sup>14</sup>

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

---

<sup>14</sup> Foster, John. *Effective writing skills for public relations* / J. Foster. – London; Philadelphia: Kogan Page Limited, 2008. – 270 pp.

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 18<sup>th</sup> 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 20<sup>th</sup> 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** importance 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 одобряют 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 **oncondition (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 things 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.

**PART 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.<sup>15</sup>

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 disconcerting 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 lacks 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.

---

Daniel J. Boorstin, *The Image; A Guide to Pseudo-events in America*, 1992

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 are 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."*

### 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 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.**

## PART 12. THE FUTURE OF PR

### I. Pre-reading task:

How do you understand the saying “*Think global, act local*”? Can you apply it to PR?

### II. Read the text to check your ideas:

#### Think global, act local

Some of the key issues affecting corporate strategy relate to globalization and the new technology, which have brought about the globalization of markets, the development of worldwide networks, a widening of membership for pressure groups and a broader analysis of competition. It therefore seems an almost pointless exercise to plan strategically in a chaotic environment in which the notion of managing risk appears by definition to be a misnomer. If the power of individual nation states to control national economies has become limited, the problems of a borderless world become more acute.

As most public relations practitioners know, campaigns have to be planned at the global level, but acted out at the local level. The importance of region states or areas is defined by some degree of economic logic which may lie within a nation state or cross-nation state boundaries. So, just as the relevance of the nation state is being called into question, it is apparent that the modern multinational is continuing to lose what was left of its national character. Reich (1990) gives the example of Whirlpool which now employs 43,500 people around the world, most of them non-American, in 45 countries. He points out that Texas Instruments does most of its research and

development, design and manufacturing in East Asia. Reich showed that a company’s most important competitive asset is the skills and cumulative learning of its workforce if it is equipped to compete in the global economy.

Jolly (1996) wrote that, as evidence of a global public relations strategy, a company must be able to demonstrate selective contestability and global resources.<sup>16</sup>

Selective contestability is where the corporation can contest any market it chooses to compete in, but can be selective about where it wishes to compete. It is prepared to contest any market should the opportunity arise and is constantly on the global lookout for such.

The corporation may have to bring its entire worldwide resources to bear on any competitive situation it finds itself in anywhere in the world. Customers know that they are dealing with a global player even if it is employing a local competitive formula. Thus global strategies are not standard product market strategies which assume that the world is a homogenous border-free marketplace. Nor are they just about global presence. If what the corporation does in one country has no relation to what it does in other countries that is no different from dealing with various domestic competitors. Finally, globalization is not just about large companies now that the internet makes it possible for small companies to trade worldwide.

#### Key issues

Public relations must tackle the question of its own reputation to improve its position in the organisational hierarchy, and there must be a shift in management teaching so that senior managers have a better understanding of what public relations is and what it can do. The structure of consultancies may change, with a move towards larger, international companies and small, niche specialists. The fact that WPP, Omnicom and Interpublic are global conglomerates with interests across the whole field of communications may lead to a greying of the distinctions between the various disciplines. Practitioners must take up the challenge and opportunities offered by developments in new technology, both in the tactical area of media relations and direct communication with stakeholders through websites and in the strategic area of true company counsel. Awareness of the changing nature of business for clients and employers must lead to a global outlook. Shifts in the economy that caused PR consultancies with a reliance on a narrow range of clients to be threatened with closure or takeover showed that senior PR managers need to strengthen their financial and general management skills.

---

<sup>16</sup> The global public relations handbook: theory, research and practice / edited by Krishnamurthy Srimanesh, Dejan Vercic. – New York: Lawrence Erlbaum Associates, 2003. – 564 pp.

Public relations practitioners need to support the trends in the increasing investment in corporate social responsibility programmes and ensure that they reflect a genuine response to stakeholder expectations rather than cosmetic surgery.

The activities of professional bodies in strengthening their codes of practice and contributing to government debates on standards will hopefully lead to a better general understanding of the nature of public relations. While it is unlikely that legislation will be imposed on entry to the profession, employers and clients will start to look for practitioners who are members of the professional bodies and who conform to their codes. The phrase ‘it’s only a PR exercise’ may even disappear from common usage as there will be a recognition of the difference between PR and lying. With the maturity of the industry it is to be hoped that there will be an adoption of more progressive human resources practices. An industry survey by PR Week in 2000 showed that more practitioners were complaining of stress and overwork. With more emphasis on the importance of work–life balance for both men and women, PR may move away from the long-hours culture. Against this, the explosion in global communications which has increased expectations of speedy responses will have to be skilfully managed. The final chapter addresses issues related to globalisation which public relations must come to terms with, and, indeed, is ideally placed to address.

### III. Give Russian equivalents for the words and expressions:

to bring about the globalization of markets, a misnomer, an acute problem, the maturity of the industry, competitive asset, selective contestability, niche specialists, stakeholders, to conform to the codes, to be threatened with closure or takeover, a homogenous marketplace, to tackle the question, cumulative learning, to take up the challenge.

### IV. Complete the table with the appropriate forms of the words given. Use the words in the sentences of your own:

Verb	Noun	Noun (a person)	Adjective
contest			
	competition		
		manager	
		-----	Strong
disappear		-----	

### V. From the text choose 5 words related to PR and define them so that your partner can guess. Then change roles.

### VI. Answer the questions:

1. Why do the problems of a borderless world become more acute?
2. What does the example of Whirlpool given in the text prove?
3. What is selective contestability?
4. What makes it possible for small companies to trade worldwide?
5. How could the reputation of PR be improved?
6. What do senior PR managers need to do to avoid closure or takeover?
7. What will lead to a better general understanding of the nature of public relations?
8. How do you understand the phrase “it’s only a PR exercise”?
9. What are the author’s hopes for the future of PR? What is your opinion?

### VII. Read the text without a dictionary and answer the questions:

1. Why does Morley propose an emphasis on thinking local?
2. What are the benefits of acting local?
3. Why did Japan refuse offers of help after the 1994 Kyoto earthquake?
4. ‘The essence of PR is cultural context.’ Can you comment on this quotation?
5. What are Bank’s six primary dimensions of diversity? What are secondary ones?

### Public relations and globalization

Morley suggests that ‘there is not likely to be a phrase you will hear in your career in public relations as often as “think global, act local”’. He claims that British public relations practitioners were at the forefront of internationalist awareness, especially those who worked in the European headquarters of major American companies, educating their foreign ‘parents’ in customs, sociology, politics and media of the local market. The rise of the multinational corporation was seen as commercial colonisation and a threat to local communities in Europe. The benefits of ‘acting local’ were that global companies became members of the community rather than being seen as foreign invaders. Morley proposes an emphasis on thinking local, to ‘reach a level of understanding of the mindset of each group of people with whom you must communicate . . . to make your dialogue much more successful’. This is much more than translating, customising and localising news releases. He uses the example of the Japanese ignorance of volunteerism and private donations, as social

responsibility in Japan manifests itself in ways such as lifetime provision of employment. This led to the refusal of offers of help after the 1994 Kyoto earthquake, as they had no system for accepting contributions to the costs of medical care, which made them appear arrogant and insensitive. Alternatively, Western companies in China must pay attention to the concept of fengshui when building or refurbishing new premises. Sometimes, public relations' boundary spanning role must take on the task of explaining these differences to clients.

Clarke (2000) recommended local solutions with local understanding as a best practice model, although never at the expense of a global perspective. Core strategy should always come from the lead office, with local offices adapting it to local conditions. For example, it is rude to send an email release to a Japanese journalist unless there is a close working relationship. 'Information technology enables us to manage and damage reputations at the touch of a button,' she said. 'Public relations is intended to resolve conflicts and misunderstandings.' Lerbinger (2001) adds, 'The essence of PR is cultural context.' Communications exist in the context of intentions and interpretations of participants, so that effective communication can only happen when a relationship is established. He quotes Bank's six primary dimensions of diversity: age; ethnicity; gender; physical abilities; race; and sexual orientation. Secondary dimensions are education; occupation; income; marital status; and military and work experience Wakefield found that 'larger European multinationals have more sophisticated global PR programs than those based in the US'. In terms of structure, he confirmed that the majority have a central PR strategy and relegate tactical delivery to local units. Most had full-time PR officers in less than 50 per cent of international units. Conflict between central and local units could be a barrier to global success. Therefore solid internal communication was increasingly important. He reiterated that 'The most effective approach balances central and local needs.'

**VIII. Write a summary of the text. Express your own opinion.**

**IX. How could the use of new technology improve the effectiveness and credibility of public relations? Discuss the question as a group.**

**X. Prepare a report on one of the following topics:**

- “Think global, act local”.
- The future of PR.
- Public relations and globalization.

**ЛИТЕРАТУРА**

1. Назайкин А. Н. Англо-русский словарь по рекламе и PR / Москва, Астрель 2013 г.
2. Салье Т. Е. “Английский язык для специальности “Связи с общественностью” М.,Академия, 2013
3. Global Public Relations: spanning borders, spanning cultures/ edited by Alan R. Freitag, Ashli Quesinberry Stokes- New York, 2009
4. Oliver Sandra Public Relations Strategy. Kogan Page Ltd, 2008
5. Whitetaker, Wayne R. Media Writing: print, broadcast and public relations- Manwah, New Jersey, 2004
6. www.instituteforpr.com
7. www.prsa.org

**CONTENT**

Part 1. What are Public Relations?.....	3
Part 2. Related sciences (advertising, marketing and journalism) .....	9
Part 3. The history of PR.....	14
Part 4. PR models.....	19
Part 5. Publics, markets, and audiences .....	27
Part 6. PR in Russia .....	33
Part 7. Ethics in PR.....	38
Part 8. Case study.....	43
Part 9. Public relations activities.....	49
Part 10. Writing in PR.....	55
Part 11. Role of image in PR .....	61
Part 12. The Future of PR .....	67
ЛИТЕРАТУРА .....	72