

**TEST BANK**



**EFFECTIVE  
PUBLIC RELATIONS**  
NINTH EDITION



*Scott M. Cutlip · Allen H. Center · Glen M. Broom*

# Model Course Syllabus

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

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## PRINCIPLES OF PUBLIC RELATIONS

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

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

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

**TEXT:** Scott M. Cutlip, Allen H. Center, and Glen M. Broom, Effective Public Relations, 9th ed. (Upper Saddle River, NJ: Prentice–Hall, Inc., 2006)

### **REQUIREMENTS AND GRADES:**

	<u>Percent</u>
First exam	30
Second exam	30
Program Proposal	15
Final exam	25

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

### **Week 1: Introduction to Contemporary Public Relations**

Text: Chapter 1 and one other chapter chosen from Chapters 15–17 according to your interests.

### **Week 2: Practitioners of Public Relations**

Text: Chapter 2.

### **Week 3: Organizational Context**

Text: Chapter 3.

#### **Week 4: Evolution of Public Relations**

Text: Chapter 4.

#### **FIRST EXAM**

#### **Week 5: Ethics, Professionalism and Legal Considerations**

Text: Chapters 5 and 6.

#### **Week 6: Theoretical Underpinnings—Adjustment and Adaptation**

Text: Chapter 7.

#### **Week 7: Communication and Public Opinion**

Text: Chapter 8.

#### **Week 8: Internal Relations and Employee Communication**

Text: Chapter 9.

#### **Week 9: External Media and Media Relations**

Text: Chapter 10.

#### **SECOND EXAM**

#### **BEGIN PROGRAM PLANNING PROJECT**

#### **Week 10: Process Step 1—Defining Public Relations Problems**

Text: Chapter 11.

#### **Week 11: Process Step 2—Planning and Programming**

Text: Chapter 12.

#### **Week 12: Process Step 3—Taking Action and Communicating**

Text: Chapters 13.

#### **Week 13: Process Step 4: Evaluating the Program**

Text: Chapter 14.

#### **Week 14: Process Step 4 (continued)**

#### **FINAL PROGRAM PROPOSALS DUE**

#### **Week 15: Professionalism**

Text: Review Chapter 5 and read the two other chapters from Chapters 15–17 that you did not read during the first week of the semester.

#### **FINAL EXAM**

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# Chapter 1

## Introduction to Contemporary Public Relations

### Study Guide Objectives

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

1. Write a definition of public relations that emphasizes building and maintaining relationships between organizations and their publics.
2. Distinguish between the public relations and marketing functions of organizations, identifying the exchange between provider and customer as the distinguishing characteristic of marketing relationships.
3. Define and differentiate among related concepts, including internal relations, publicity, advertising, press agency, public affairs, issues management, lobbying, investor relations, and development.
4. Outline how public relations helps improve organizations and society.

### Major Concepts and Elements

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

Marketing is the management function that identifies human needs and wants, offers products and services to satisfy those demands, and causes transactions that deliver products and services in exchange for something of value to the provider (p. 7).

Internal relations is the specialized part of public relations that builds and maintains mutually beneficial relationships between managers and the employees on whom an organization's success depends (p. 9).

Publicity is information from an outside source that is used by the media because the information has news value. It is an uncontrolled method of placing messages in the media because the source does not pay the media for placement (p. 10).

Advertising is information placed in the media by an identified sponsor that pays for the time or space. It is a controlled method of placing messages in the media (p. 12).

Press agency is creating newsworthy stories and events to attract media attention and to gain public notice (p. 14).

Public affairs is a specialized part of public relations that builds and maintains governmental and local community relations in order to influence public policy (p. 16).

Lobbying is a specialized part of public relations that builds and maintains relations with government primarily for the purpose of influencing legislation and regulation (p. 16).

Issues management is the proactive process of anticipating, identifying, evaluating, and responding to public policy issues that affect organizations' relationships with their publics (p. 19).

Investor relations is a specialized part of corporate public relations that builds and maintains mutually beneficial relationships with shareholders and other in the financial community to maximize market value (p. 20).

Development is a specialized part of public relations in nonprofit organizations that builds and maintains relationships with donors and members for the purposes of securing financial and volunteer support (p. 22).

All effective organizations establish and maintain relationships identified as important to survival and growth (p. 22).

The social function (mission) of public relations is to facilitate adjustment and maintenance in the social systems that provide us with our physical and social needs (p. 25).

### **Multiple Choice Questions**

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

**D (p. 2)**
  
2. When Harwood L. Childs wrote that the basic function of public relations “is to reconcile or adjust in the public interest...,” to what was he referring?
  - A. Uniting public opinion
  - B. Two-way communication
  - C. Helping organizations change
  - D. Inducing public support
  - E. Propaganda and persuasion

**C (p. 4)**
  
3. Public relations typically does not have responsibility for which one of the following?
  - A. Monitoring awareness inside and outside the organization
  - B. Counseling management on policy
  - C. Improving product design and packaging
  - D. Analyzing the impact of policies on publics
  - E. Producing measurable changes in behavior

**C (pp. 5 and 7)**
  
4. Which of the following identifies, establishes and maintains mutually beneficial relationships with stakeholders?
  - A. Public relations
  - B. Publicity
  - C. Public affairs
  - D. Press agency
  - E. Propaganda

**A (pp. 5–6)**

5. The management function most often confused with public relations is:
- A. Advertising
  - B. Lobbying
  - C. Personnel
  - D. Marketing
  - E. Development
- D (p. 7)**
6. Which of the following identifies needs and wants, provides products to meet them and deals with customers?
- A. Advertising
  - B. Lobbying
  - C. Personnel
  - D. Marketing
  - E. Development
- D (pp. 7–9)**
7. When a practitioner attempts to make a product newsworthy in order to get media and public attention, it is called:
- A. Product publicity
  - B. Consumer relations
  - C. Issues management
  - D. Product advertising
  - E. Institutional advertising or advertorials
- A (p. 8)**
8. Which specialized part of the practice deals with an organization’s “number one public” and its “most important asset”?
- A. Product publicity
  - B. Sales promotion
  - C. Internal relations
  - D. Product advertising
  - E. Issues management
- C (p. 9)**
9. Information from external sources used by news media based on its news value is:
- A. Public relations
  - B. Publicity
  - C. Public affairs
  - D. Press agency
  - E. Propaganda
- B (p. 10)**
10. According to the text authors, what is the major difference between publicity and advertising?
- A. Publicity identifies the source, thus the term “good publicity”
  - B. The practitioner controls advertising but not publicity
  - C. Publicity targets multiple publics while advertising targets only consumers
  - D. Advertising supports marketing while publicity supports public relations
  - E. The effects of advertising are easier to determine
- B (p. 10)**
11. The method that provides the practitioner with the greatest control of content and placement in media is:
- A. Advertising
  - B. Lobbying
  - C. Issues management
  - D. Marketing
  - E. Development
- A (p. 12)**

12. When is it appropriate for practitioners to use an advertorial?
- A. When they are not satisfied with what is being said in the media
  - B. When they feel that their publics do not understand an issue
  - C. When they want to add their voices to a cause
  - D. When they want control over message content, placement and timing
  - E. All of the above
- E (pp. 12–13)**
13. When one author wrote, “Very simply, my job was to get the client’s name in the paper,” he was describing the role of:
- A. Journalism
  - B. Public relations
  - C. Public affairs
  - D. Media relations
  - E. Press agency
- E (p. 14)**
14. Which of the following is practiced more to attract public attention than to build understanding?
- A. Public relations
  - B. Publicity
  - C. Public affairs
  - D. Press agency
  - E. Propaganda
- D (p. 14)**
15. The armed forces and many government agencies typically use which one of the following to designate the public relations function?
- A. Public affairs
  - B. Issues management
  - C. Propaganda
  - D. Press agency
  - E. Social marketing
- A (p. 15)**
16. Which of the following casts corporate practitioners in the role of serving as liaisons between their corporations and governmental units?
- A. Lobbying
  - B. Public affairs
  - C. Marketing
  - D. Issues management
  - E. Development
- B (p. 16)**
17. The specialized part of corporate public relations designed to build and maintain community and governmental relations is:
- A. Public relations
  - B. Publicity
  - C. Public affairs
  - D. Press agency
  - E. Propaganda
- C (p. 16)**
18. Which of the following is devoted to directly influencing government legislation and regulations?
- A. Advertising
  - B. Lobbying
  - C. Personnel
  - D. Marketing
  - E. Development
- B (pp. 16–18)**

19. Which of the following present(s) a more accurate description of lobbying than do the images of cigar-chomping, well-connected insiders handing out stacks of cash in the halls of government?
- A. Researching legislators' positions on issues
  - B. Creating information to educate and persuade related to these issues
  - C. Studying government, legislative process, public policy and public opinion
  - D. Mobilizing like-minded folks "back home," referred to as "grassroots lobbying"
  - E. All of the above
- E (p. 18)**
20. \_\_\_\_\_ is the term introduced in the mid-1970s to describe the practice of identifying emerging trends, setting priorities, and implementing strategies to respond to environmental changes.
- A. Persuasion
  - B. Public opinion
  - C. Publicity
  - D. Issues management
  - E. Lobbying
- D (p. 19)**
21. Which part of public relations deals with emerging trends and their potential impact on an organization?
- A. Persuasion
  - B. Public opinion
  - C. Publicity
  - D. Issues management
  - E. Lobbying
- D (p. 19)**
22. When is issues management NOT part of strategic planning and management?
- A. When it builds coalitions with other parties interested in an issue
  - B. When it adjusts the organization to improve relationships with stakeholders
  - C. When it uses only persuasive communication to influence public policy
  - D. When it accelerates issues of opportunity
  - E. When it eliminates or redirects potential threats
- C (p. 20)**
23. The specialized part of corporate public relations that concentrates on relationships with shareholders and the financial community is which of the following?
- A. Lobbying
  - B. Issues management
  - C. Investor relations
  - D. Public affairs
  - E. Development
- C (p. 20)**
24. Practitioners working for nonprofit organizations to increase contributions and membership are the specialized part of public relations known as:
- A. Investor relations
  - B. Marketing support
  - C. Constituent relations
  - D. Development
  - E. External relations
- D (p. 22)**



25. In the final analysis, an organization's relationships with its publics is the responsibility of which one of the following?
- A. Human relations department
  - B. Public relations specialists
  - C. Marketing specialists
  - D. Communication specialists
  - E. Top management
- E (p. 25)**
26. The Tylenol crisis demonstrated that public relations is:
- A. Closely linked to sound business practices and corporate social responsibility
  - B. A good way to "get ink" even during a crisis
  - C. An effective strategy for diverting attention from a negative situation
  - D. The correct approach for marketing products when public trust is threatened
  - E. All of the above
- A (p. 24)**

### **Case Study Scenario Questions**

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

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

Answer guide: Option D is the best answer because, as text pages 4–7 point out, public relations involves more than just publicity and other technical skills (C). It requires information that those with masters in business administration don't have (E) as indicated by the many parts of the function covered on pages 9–22. While it's true that the first public relations practitioners were former journalists (A), public relations has evolved to include so much more than "telling our story" that Option B is an inadequate rationale.

2. Which advice would you give her regarding the role of publicity in a public relations program?
  - A. With two-way communication, publicity is outdated and is no longer needed.
  - B. Publicity is dangerous because the practitioner cannot control it.
  - C. Because publicity is to be the major strategy of the program, the executive director really should hire a press agent.
  - D. Publicity is the primary tactic used in public relations, typically negating the

need for other approaches to solving public relations problems.

- E. Publicity is only one tool in the practitioner’s bag that should include, other communication and technical skills, as well as management skills like planning, monitoring, analyzing, counseling, etc.

Answer guide: Option E is the best answer because it is the only one that attempts to inform the executive director of the full range of public relations activities noted on pages 5 and 6. Option D simply perpetuates the myth that publicity alone can solve most problems with public relationships. Likewise, reinforcing the executive director’s perception of public relations as publicity (C) would be a disservice to her, to whoever takes the public relations position, and to the field of public relations. While it is true, as noted on page 10, that the practitioner cannot control publicity (B), this lack of control hardly makes publicity “dangerous.” Some practitioners will agree with Option A, but it ignores the reality that publicity still plays an important role in the responsibilities of most practitioners (pages 11–12).

### **Essay Exam Questions**

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

Answer guide: Refer to text definitions on pages 5 and 7. Answers should identify confusing use of titles, lack of clear understanding of the differences between the two functions on the part of both managers and practitioners, and public relations practitioners responding to demand for marketing communication—typically taking the form of product publicity. Because public relations staff often are the ones with experience in attracting media coverage and in media relations, they are called on to assist with the marketing effort. The major distinction between the two functions is the nature of the relationship involved. Marketing focuses on exchange relationships with customers, in which an exchange of things of value are exchanged. In the case of public relations, a multitude of relationships are established and maintained with a wide range of organizational publics. (See pages 4–9.)

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

Answer guide: Practitioners have no control over what happens to their publicity (p. 10). It may be trashed, altered or used as is, but it is relatively inexpensive because they don’t have to pay the media to use the information. Practitioners can control their messages in advertising (p. 12). Media will use advertising as submitted because practitioners pay for the time or space. Thus, it is more expensive. Most advertising messages are designed to sell goods and services to customers targeted by marketing, but some, advertorials are designed to reach other publics with public relations messages. Most publicity messages are designed to reach other than customer publics with public relations messages, but product publicity (p. 8) targets customers as part of the marketing strategy.

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## **Chapter 2**

### **Practitioners of Public Relations**

## **Study Guide Objectives**

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

1. Describe practitioners' characteristics and work assignments.
2. Define the four major roles played by practitioners, discuss the major differences among the roles, and distinguish among them in practice.
3. List the five criteria for evaluating the professional status of public relations and discuss the extent to which public relations measures up on each of the criteria.
4. Outline the major requirements for success in public relations, identifying writing as the primary requirement for entry in the field and success in the practice.

## **Major Concepts and Elements**

Public relations is an emerging profession, with professionalism an important goal for all who work in the field.

Writing and editing top the list of tasks in public relations work. Other tasks include media relations and placement, research, management and administration, counseling, special events, speaking, production, training, and contact.

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

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

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

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

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

The emerging profession of public relations must measure up on the same criteria basic to all professions: 1) Requires specialized education to acquire a body of knowledge and skills based on theory and developed through research. 2) Provides a unique and essential service recognized as such by the community. 3) Emphasizes public service and social responsibility over private interests. 4) Gives autonomy to and places responsibility on practitioners. 5) Enforces codes of ethics and standards of performance through self-governing associations of colleagues.

Successful public relations practitioners recognize that their organizations' stakeholders now include multicultural employees, patrons, donors, investors, clients, and customers. As a result, public relations staffs must also represent the diversity of the communities their organizations serve.

### **Multiple Choice Questions**

1. According to the text, which one of the following is the single largest employer of public relations practitioners?  
A. Intel Corporation  
B. Federal government  
C. General Motors Corporation  
D. Burson–Marsteller  
E. American Medical Association  
**B (p. 31)**
2. Approximately 40 percent of all practitioners work in:  
A. Government  
B. Business and commercial  
C. Public relations firms  
D. Health care and hospitals  
E. Educational institutions  
**B (p. 31)**
3. Membership profiles of professional public relations societies indicate that approximately \_\_\_\_\_ of public relations practitioners are female?  
A. 5 percent  
B. 25 percent  
C. 45 percent  
D. 65 percent  
E. 85 percent  
**D (p. 32)**
4. Most public relations practitioners hold which of the following diplomas or degrees?  
A. High School  
B. Bachelor's  
C. Master's  
D. Doctorate  
**B (p. 32)**
5. According to salary surveys, what sector pays practitioners the highest wages?  
A. Industrials / manufacturing  
B. Scientific / technical  
C. Advertising agencies  
D. Financial / insurance  
E. Health care  
**A (p. 33)**
6. According to salary surveys, what specialties pays practitioners the highest wages?  
A. Special events  
B. Web site management  
C. Financial/investor relations  
D. Employee relations/communication  
E. Publicity/media relations  
**C (p. 33)**

7. Salaries are highest in what section of the country?
- |              |                              |
|--------------|------------------------------|
| A. Midwest   | D. Northeast–Middle Atlantic |
| B. South     | E. Northwest–Hawaii          |
| C. Southwest |                              |
- D (p. 34)**
8. According to many salary survey results, what has the greatest effect on salary?
- |                            |                           |
|----------------------------|---------------------------|
| A. Professional experience | D. Tenure in job          |
| B. Education               | E. All contribute equally |
| C. Gender                  |                           |
- C (p. 34)**
9. What task dominates as the common denominator for all public relations practitioners?
- |                        |             |
|------------------------|-------------|
| A. Writing             | D. Planning |
| B. Promotion and sales | E. Research |
| C. Media contacts      |             |
- A (pp. 34 and 35)**
10. Being “good with people” is often the first thing many associate with public relations, but how important is it on the list of ten common tasks in public relations practice?
- |                                  |                               |
|----------------------------------|-------------------------------|
| A. Most important (1 of 10)      | D. Least important (10 of 10) |
| B. In the top third (3 of 10)    | E. Not important at all       |
| C. About in the middle (6 of 10) |                               |
- D (p. 35)**
11. Practitioners in which role primarily produce communications and edit copy?
- |                             |  |
|-----------------------------|--|
| A. Expert prescriber        | C. Communication facilitator           |
| B. Communication technician | D. Problem–solving process facilitator |
- B (pp. 38 and 40)**
12. If the client or employer defines the problem and selects the solution, then the practitioner implements the program, which one of the following best describes the practitioner’s role?
- |                             |  |
|-----------------------------|--|
| A. Expert prescriber        | C. Communication facilitator           |
| B. Communication technician | D. Problem–solving process facilitator |
- B (p. 40)**
13. Even though they were not present when management made a decision, which practitioner role is given the responsibility of it to employees and the press?
- |                             |  |
|-----------------------------|--|
| A. Expert prescriber        | C. Communication facilitator           |
| B. Communication technician | D. Problem–solving process facilitator |
- B (p. 40)**

14. Top management tends to leave public relations in the hands of the \_\_\_\_\_ and assumes a relatively passive role, often so they can “get back to business.”
- A. Expert prescriber                      C. Communication facilitator  
B. Communication technician            D. Problem–solving process facilitator
- A (p. 40)**
15. Which role tends to limit participation by other key top managers in public relations programs and to lead to increased dependency on the practitioner?
- A. Expert prescriber                      C. Communication facilitator  
B. Communication technician            D. Problem–solving process facilitator
- A (p. 40)**
16. Which role leads to the greatest dissatisfaction with practitioners and produces turnover in the ranks of public relations?
- A. Expert prescriber                      C. Communication facilitator  
B. Communication technician            D. Problem–solving process facilitator
- A (p. 40)**
17. Which type of practitioner acts as a liaison and provides guidance (often mediating) but does not make decisions about communication content?
- A. Expert prescriber                      C. Communication facilitator  
B. Communication technician            D. Problem–solving process facilitator
- C (p. 41)**
18. Practitioners operating in the \_\_\_\_\_ role assume that effective two-way communication improves the quality of decisions for both their organization and the publics it serves.
- A. Expert prescriber                      C. Communication facilitator  
B. Communication technician            D. Problem–solving process facilitator
- C (p. 41)**
19. Which role has the practitioner collaborating with other managers in applying management processes?
- A. Expert prescriber                      C. Communication facilitator  
B. Communication technician            D. Problem–solving process facilitator
- D (p. 41)**
20. Which practitioner is most likely to be invited to management team meetings and to participate with line managers in strategic planning?
- A. Expert prescriber                      C. Communication facilitator  
B. Communication technician            D. Problem–solving process facilitator
- D (p. 41)**

