Practice of Public Relations 14th edition Seitel Solutions Manual

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Chapter 2: The History and Growth of Public Relations

Teaching Perspective

Chapter 2 summarizes the history of public relations – from the Sophists in Greece to the early American experience to modern-day leaders. The study of public relations history is important in explaining to students how and why this relatively new field came into being. In addition, the chapter discusses the pioneers in the field and what they contributed.

It's important to indicate to students that while public relations antecedents stretch back over time – as long as individuals tried to persuade others to adopt their cause – the practice itself is very much a recent phenomenon. Ivy Lee assisting John D. Rockefeller, Jr. at the turn of the last century arguably "founded" the modern practice of public relations. The first public relations course was taught at New York University in 1923.

The point is that modern public relations practice is not yet even 100 years old. Its history is still being written. Its leaders, therefore, are those teaching – and learning – in the practice as we speak. So the responsibility to help build this field lies with each of its practitioners and students.

The Case Study at the end of Chapter 2 chronicles the dubious presidential election of Donald Trump. The subject of the *From the Top* interview is Edward Bernays, a 20th-century public relations luminary who pioneered the application of the social sciences to public relations.

Among topics discussed in Chapter 2 are:

Ancient beginnings
Early American experience
Later American experience
Ivy Lee: The real father of modern public relations
The growth of modern public relations
Public relations comes of age
Public relations education

A Question of Ethics: Burson Fumbles Facebook Flap

In this mini-case, the venerable Burson-Marsteller was caught trying to make Google, their client's competitor, look bad by approaching media members and bloggers with a "whisper" campaign about one of its products.

In failing to reveal that they were representing Facebook, the two Burson employees committed a cardinal public relations sin, according to the PRSA Code of Professional Ethics.

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One blogger was so enraged with the staffer's actions that he posted Burson's entire pitch online. The story took off and grabbed media headlines across the world. Given the nature of media and the fact that it is uncontrolled information, Burson should have seen this coming a mile away.

Burson's clumsy attempt to disparage a competitor led to considerable embarrassment at both Google and Facebook. To put it mildly, Burson-Marsteller was chastened.

PRSA was quick to denounce the "fake news" efforts: "This reflects poorly upon the global public relations profession. Burson took the road of misleading and not disclosing who they were representing."

Possible Answers

1. The Burson team would have been wise to consult Chapter 1 of this text, which advises us that true public relations is based on sound character and proper performance. Spin is the enemy and must always be avoided. Instead, the employees should have built a straightforward campaign based on Facebook's positive attributes.

2. Ideally, yes. Although some cynics claim that "the best public relations is invisible," leading practitioners (including the historical luminaries discussed in this chapter) have always held that honest and openness is the only credible approach.

Discussion Starters

2.1. The factors influencing the spread of public relations in society were: 1) the growth of big institutions, 2) increasing incidence of change, conflict, and confrontation in society, 3) heightened awareness of communications, and 4) increased importance of public opinion.

2.2. P.T. Barnum was a shameless self-promoter who deceived as much as he informed.

2.3. Samuel Adams organized Committees of Correspondence as a kind of revolutionary Associated Press.

2.4. Muckrakers reported the abuses of robber barons, thus leading to the creation of public relations professionals to explain the other side.

2.5. Both Lee and Bernays were among the first to realize that everyone deserved his or her day in the court of public opinion.

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2.6. Both were effective forces in mobilizing public opinion in support of the United States and its objectives. They set the foundations for today's United States Information Agency.

2.7. Arthur Page was a pacesetter as one of the first corporate public relations professionals, whose aim was to promote AT&T as an ethical and credible company.

2.8. Today, most public relations education programs are situated within colleges, schools, and departments of journalism and/or communication. However, given the growing influence of public relations within all organizations and across society, public relations education should also be incorporated into business programs at colleges and universities.

2.9. The importance of communications in every sector of society has propelled public relations practice to center stage. The field's major associations boast growing membership. Together, the agencies that dominate the public relations practice earn revenues in the billions of dollars. And public relations professionals are important figures in every sector of society.

2.10. The encroachment of the field by practitioners of other disciplines is a concern. So is the small number of minority practitioners and the number of women in management positions. The Internet, social media, and how these should best be "harnessed" are other issues of importance. Issues related to respect continue to dog public relations professionals, who must constantly strive to convince their employers of the merit and importance of what they do.

Case Study: The Election that Shook the World….and Tested Public Relations

Donald Trump's dark-horse presidential victory was a dubious triumph for the practice of public relations. For decades, Trump had meticulously constructed a public persona built primarily on public relations publicity, special events, media appearances, and round-the-clock image maximization.

On the other hand, Trump's climb to power ran afoul of many principles in the effective and ethical use of public relations. While effective public relations begins with real achievement, truthfully communicated, Donald Trump's publicity quest has never been particularly concerned with either *"achievement"* or *"truth."* Telling the truth, of course, is essential to the proper practice of public relations. So the criticism that Trump frequently lies was bothersome to many public relations professionals.

Public relations counselors also preach the importance of *"doing your homework."* Trump has rarely given the impression that he cares much about preparation. While the other candidates showed up prepared for set stump speeches and meetings with constituents, Trump rallies were more free-wheeling affairs. But in his unorthodoxy, Trump has still embraced one important public relations principle: *Keep your primary message clear.*

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From one dizzying day to the next—both positively and negatively—President Donald Trump continued to stretch the bounds of traditional public relations strategies and tactics and confound the world.

Possible Answers:

2.11. As an ethical public relations advisor to candidate Trump, one might advise him to follow the time-tested principles of ethical conduct, positive performance, relationship building, and then communicating the substance of that performance to key publics. But of course, that advice would run counter to Trump's persona and underlying motivations. Providing public relations counsel to such a person would probably prove to be a futile task.

2.12. As an ethical public relations advisor to candidate Trump in competing with Hillary Clinton, one should advise him to take the high road in debates and on key issues, to back off on the personal insults, and to do his homework before speaking engagements. However, we are living in strange political times. This public relations counsel might well have caused Trump to lose support among his base and lose the presidential campaign.

2.13. As we will learn in the Government Relations chapter of this text, the presidential press secretary is charged with serving in a boundary role between the president and the American people. It is a high public trust. Therefore, as Sean Spicer, it would be highly unethical to knowingly inflate the size of the Inauguration Day crowd. One should explain this to the president, and if he could not understand this reality, resign the position.

2.14. This is a difficult question to answer, because Donald Trump has alienated such a large segment of American society through his words and actions. Indeed, his daily existence in the Oval Office seems to be antithetical to the ethical practice of public relations. Good advice would be to start telling the truth and to act in accord with the public interest. Also, plan out public relations initiatives in advance instead of resorting to the improvised chaos for which he is so well known.

Chapter 2 Review Quiz (* Indicates Correct Answer)

1. Among the fundamental trends related to the evolution of public relations is the following:

   A. The growth of "big institutions." *
   B. The increasing incidence of agreement in society.
   C. An increasing naiveté of people about what is going on around them.
   D. All of the above.

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2. The precursor of today's lobbyists were the:

   A. Romans.
   B. Committees of Correspondence.
   C. Sophists. *
   D. British loyalists.

3. The first Presidential press secretary was:

   A. Sam Adams.
   B. Edward Bernays.
   C. Ivy Lee.
   D. Amos Kendall. *

4. The reputed originator of the line, "The public be damned!" was:

   A. J.P. Morgan.
   B. Henry Clay Frick.
   C. William Vanderbilt. *
   D. John D. Rockefeller.

5. The "muckrakers" were:

   A. Reporters and editors. *
   B. Robber barons.
   C. Early public relations practitioners.
   D. None of the above.

6. Public relations pioneer Ivy Lee was criticized for his involvement with:

   A. The Creel Committee.
   B. The German Dye Trust. *
   C. Seton Filmways.
   D. The American Tobacco Company.

7. In the 21st century, manipulation of the world's ____ has become a disturbing objective of terrorists.

   A. Trains
   B. Ships
   C. Media *
   D. Political system

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8. P.T. Barnum is beloved by public relations professionals.

   A. True.
   B. False. *

9. The Great Depression gave no impetus to the development of corporate public relations.

   A. True.
   B. False. *

10. The basic principle of successful corporate public relations is to make sure management thoughtfully analyzes its overall relation to its publics.

    A. True. *
    B. False.

11. McClure's magazine had an anti-industry bias.

    A. True. *
    B. False.

12. To advocate ratification of the Constitution, political leaders like Alexander Hamilton and James Madison banded together, under the pseudonym Scandalous.

    A. True.
    B. False. *

13. What were the four fundamental trends that helped shape public relations?

    The growth of "big institutions."
    The increasing incidence of conflict and confrontation in society.
    The heightened awareness of people everywhere because of more sophisticated communications technology.
    The outbreak of democracy in the world.

14. Why is public relations more important for organizations today?

    The credibility of organizations today is challenged constantly, and their role in society changes instantly.
    Expectations of an organization's responsibilities have increased today.
    Emerging technologies of the computer age put added pressure on an organization to adapt continually to the standards of society.
    For all these reasons, good public relations is no longer an option, but a necessity.

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15. What did Ivy Lee contribute to public relations?

    Ivy Lee, the "father" of public relations, was one of the first to preach that the key to business acceptance and understanding was that the "public should be informed." Lee firmly believed that the only way business could answer its critics was to present its side honestly, accurately, and forcefully. This he did in representing the Rockefellers and other business leaders.

Chapter 2: Essay Examinations

1. Explain why public relations is a "20th century phenomenon."

   It was not until the early part of the century, when John D. Rockefeller hired Ivy Lee to "humanize" him, did public relations emerge as a bona fide profession.

   Today, the size of society, change and conflict that pervade our lives, pervasive communication from all varieties of media and, of course, the Internet have all contributed to the great value and importance of public relations.

2. What is the historical impact of social media on public relations, and how can public relations professionals succeed in this arena?

   The impact of the web and social media on public relations practice has been phenomenal. Journalists, like many other Americans, regard the internet as their primary choice of most organizational communications. In the 21st century, knowledge of and facility with the internet—from Facebook to Twitter, from Instagram to Pinterest, to mobile apps of every variety—has become a front-burner necessity for public relations practitioners.

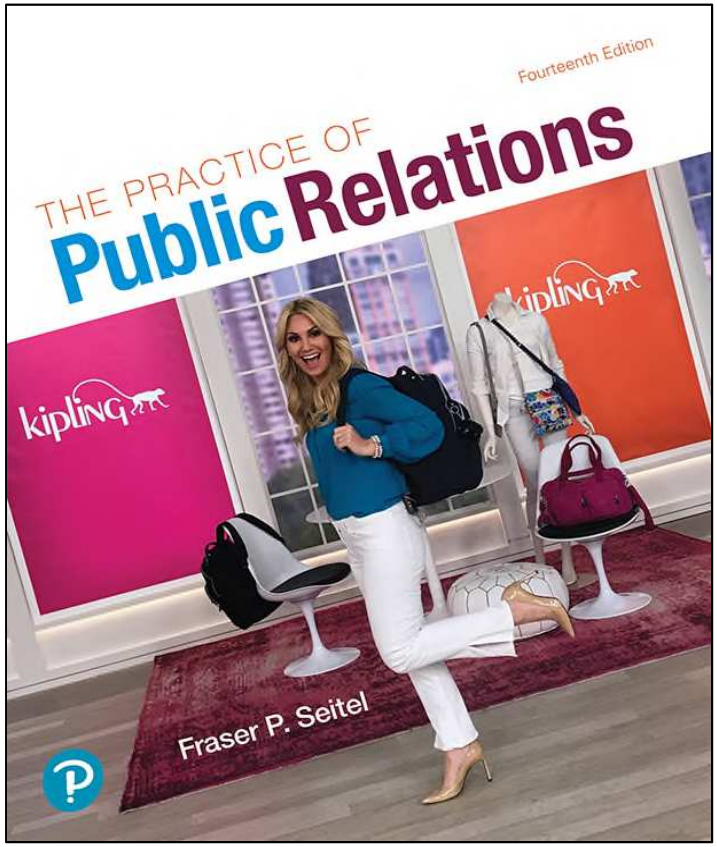
   The challenge to public relations professionals will be to harness the Web and social media so that messages not only are received but understood and acted upon by key publics.

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The Practice of Public Relations

Fourteenth Edition



Chapter 2

The History and Growth of Public Relations

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Learning Objectives

1. To track the development of the practice of public relations from ancient times to the present.
2. To underscore the contribution to the field of two pioneers, in particular, Ivy Lee and Edward Bernays, whose philosophies and policies set the tone for modern-day public relations.
3. To chart the growth of public relations and its emergence as a major societal force in the 21st century.
4. To examine the factors, such as social media, that have propelled the practice of public relations as a powerful and valuable force in this new century.

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History of Public Relations

- The 1956 film, *The Man in the Gray Flannel Suit*, suggested a freshly-pressed suit and bathing regularly were the main criteria for success in public relations.
- Today, public relations is responsible for billions of dollars in revenue.



Figure 2-1 The Man in the Gray Flannel Suit (Photo: Photo 12/Alamy Stock Photo)

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“The Tylenol Murders”

- Johnson & Johnson (J & J) products were sabotaged; customers were murdered
- The respectful way J & J handled the crisis is a large reason the field enjoys prominence today
- J & J’s “Credo” of corporate values is a model for companies around the world

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Source of Modern Day Public Relations

- Modern public relations 100+ years old
- John D. Rockefeller Jr. – 1914 Ludlow massacre
- Ivy Ledbetter Lee, journalist, helped Rockefeller deal with the crisis



Figure 2-2 (Photo: Rockefeller Archive Center)

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Building a Strong Profession (1 of 3)

- Growth of big institutions
  - Massive political organizations
  - Worldwide media and social networks
  - Worldwide banking networks
- Heightened public awareness and media sophistication
  - “Global village”
  - Witness events in real time from anywhere

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Building a Strong Profession (2 of 3)

- Increasing incidence of societal change, conflict, and confrontation
  - Human and animal rights
  - Activists are more daring, visible, and effective
- Globalization and the growing power of global media, public opinion, and democratic capitalism
  - World smaller and more interrelated
  - Media span the globe
  - China's Sina Weibo (microblogging service) has 313 million monthly active users

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Building a Strong Profession (3 of 3)

Dominance of the Internet and growth of social media

- Nearly four billion people use the Internet
- Penetration in Asia is only 50%
- Instant consumers of communication
- Instant generators of communication on social media

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Learning Objective 1

To track the development of the practice of public relations from ancient times to the present.

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Ancient Beginnings

- Sophists
- Romans
- Creel Committee
- Catholic Church

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Public Relations Pope

- Pope Francis, who assumed the Papacy in March 2013, forged a positive public relations image around the world
- Pope Francis is consider the “People’s Pope”
- He has more than 40 million Twitter followers and five million Instagram followers

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Early American Experience

- American Revolution
- “Taxation without representation is tyranny”
- Committees of Correspondence
- Events (e.g., Boston Tea Party)
- Thomas Paine’s *Crisis* papers

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Later American Experience

- Federalists vs. anti-Federalists (newspaper articles, pamphlets)
- *The Federalist Papers*

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Into the 1800s

- Press agentry took hold in the 1800s
- Amos Kendall
- Phineas T. Barnum

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Emergence of the Robber Barons (1 of 2)

- Big business took over in the American Industrial Revolution
- Small mills and shops gave way to massive factories
- Country hamlets were replaced by sprawling cities
- Limited transportation and communication facilities became nationwide rail lines and communication wires
- Businessman was king

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Emergence of the Robber Barons (2 of 2)

- Railroad owners were led by William Vanderbilt
- Bankers were led by J.P. Morgan
- Oil magnates were led by John D. Rockefeller
- Steel impresarios were led by Henry Clay Frick
- The industrials who ruled the fortunes of others were thought to care little for the rest of society

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Enter the Muckrakers

- Muckrakers were journalists that criticized operations of America's business enterprises
- *The Jungle* by Upton Sinclair
- *History of the Standard Oil Company* by Ida Tarbell
- *McClure's* struck out systematically at one industry after another
- Public opinion swelled against business freedom

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P.T. Barnum Redux

- Page 31
- Public relations communication should reflect “performance” and “truth”
- Barnum’s publicity-seeking methods are still effective
- The Kardashians are publicity-generating masters of media



Figure 2-3 Here come the Kardashians

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Kardashian Quest for Publicity

- Discussion Question:
- How does their ability to get publicity relate to the idea that public relations communication should always reflect performance and truth?



Figure 2-3 Here come the Kardashians

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Breakdown of Communications

- Government got more involved
- Congress passed laws
- Trust-busting became the order of the day
- Labor unions organized
- Industrialists were ill-prepared to defend themselves against public condemnation

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How Should Businesses Influence Public Opinion?

- The best way to influence public opinion was through honesty and candor
- Telling the truth was the method used to get the public to consider the business point of view

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Learning Objective 2

To underscore the contribution to the field of two pioneers, in particular, Ivy Lee and Edward Bernays, whose philosophies and policies set the tone for modern-day public relations

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Ivy Lee: The Real Father of Modern Public Relations

- Public should be informed
- Critics should be answered honestly
- Company should strive for public confidence and goodwill
- Distinguished publicity and press agentry from public relations


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Figure 2-4 (Photo: Seely G. Mudd Manuscript Library)

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Lee's Advice to Rockefeller

"Tell the truth, because sooner or later the public will find it out anyway. And if the public doesn't like what you are doing, change your policies and bring them into line with what people want."

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Efforts to Humanize the Rockefellers

- Lee featured the Rockefellers in real-life situations
  - Playing golf
  - Attending church
  - Celebrating birthdays

Aimed to present Rockefellers in terms that every individual could understand and appreciate

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“Poison Ivy”

- In the late 1920’s, Ivey Lee advised the parent company of the German Dye Trust
- The parent company was an agent for the policies of Adolf Hitler
- Lee was branded a traitor and dubbed “Poison Ivy” by members of Congress

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Learning Objective 2: Discussion Question

Why is Ivy Lee considered the father of public relations?

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Learning Objective 3

To chart the growth of public relations and its emergence as a major societal force in the 21st century.

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The Growth of Modern Public Relations

- Government
  - Creel Committee
  - Office of War Information (OWI)
  - World War II public relations officers
  - President Harry Truman
  - President Richard Nixon
  - “Great communicator” Ronald Reagan
  - President Bill Clinton
  - President Barack Obama
  - President Donald Trump

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Counseling

- The Publicity Bureau was founded in Boston in 1900
- William Wolff Smith started the first Washington DC agency in 1902
- Edward L. Bernays was the author of *Crystallizing Public Opinion*
  - He taught the first course in public relations in 1923
  - He recruited the first distinguished female practitioner, Doris E. Fleischman
- Bernays transformed practice from journalistic-based to one underpinned by social psychology

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The Growth of Counseling

- Edward L. Bernays
  - From “publicity direction” to “counsel on public relations”
  - Pioneering counseling efforts resulted in a number of public relations firms
- Hill & Knowlton
- Burson-Marsteller



Figure 2-6 (Photo: Courtesy of the Museum of Public Relations, www.prmuseum.com)

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Burson Fumbles Facebook Flap

- Facebook stories about Google (Page 37)
- How should Bursoplantedn have handled its Facebook assignment?
- Should a public relations client always be notified?



Figure 2-7

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Corporations (1 of 2)

Arthur W. Page's five principles for successful corporate public relations:

1. Make sure management thoughtfully analyzes relation to public
2. Create system to inform employees about firm policies and practices
3. Create system giving contact employees knowledge to be polite and reasonable to public
4. Create system drawing employee and public questions and criticism back through organization to management
5. Ensure frankness in telling the public about the company's actions

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Corporations (2 of 2)

- Paul Garrett
  - While at GM, Garret tried to convince the public that the powerful auto company deserved trust
  - “to make a billion-dollar company seem small”
- GM executives often treated him with wariness

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Learning Objective 3: Discussion Question

What was the significance of Arthur Page to the development of corporate public relations?

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Learning Objective 4

To examine the factors, such as social media, that have propelled the practice of public relations as a powerful and valuable force in this new century

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Growth of Large Institutions

- Public relations more important when business confidence suffered
- Post-Depression public trust in big business
- Proper action results in the best public relations

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Heightened Public/Media Awareness

- In the 1970s and 1980s, companies were obligated to consider social issues
- New policy of corporate social responsibility (CSR) continued into the 1990s
- Publics have become more fragmented, specialized, and sophisticated

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Societal Change, Conflict, and Confrontation (1 of 2)

- In the 1960s, people were disenchanted with big institutions
- The Vietnam War fractured society
- Consumer movements and activist groups mobilized
- Minorities began to protest for rights
- People challenged the legitimacy of large institutions

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Societal Change, Conflict, and Confrontation (2 of 2)

- By the 21st century, nongovernmental organizations (NGOs) took the place of consumer movements
- Renewed disenchantment with those in charge of government and business
- President Trump's "resistance" movement

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Spread of Democracy and Capitalism

- Democracy and capitalism have “broken out everywhere”
- Continuing repression, terrorism, and war in the Middle East, created setbacks
- The world is near-completely wired, so the power of communication and public relations to build democracy is profound

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Growth of Social Media

- In the 21st century, two-way communication grew with online access
- The Web and social media have had a phenomenal impact on public relations practice

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Public Relations Education

- Over 200 programs offer concentrated study in public relations
- Public relations should be incorporated into business schools
- Journalists should also be educated about public relations

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Learning Objective 4: Discussion Question

Where should the practice of public relations be situated in a university?

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Case Study: The Election that Shook the World… and Tested Public Relations (1 of 2)

- Page 43

If you were candidate Trump's public relations advisor, how would have advised him to modify his approach?

What public relations strategy would you have suggested Trump follow in competing with Hillary Clinton?



Figure 2.7

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Case Study: The Election that Shook the World… and Tested Public Relations (2 of 2)

Had you been Sean Spicer, what would you have done after the President asked you to talk about the size of the Inauguration Day crowd?

With his Presidency now well along, what public relations advice would you give President Trump for the future?



Figure 2.7

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