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2009년 8월

석사학위논문

A STUDY ON HISTORICAL DEVELOPMENT OF PR THEORY:

CRITICAL REVIEW ON EXCELLENCE PR THEORY

PR 이론의 역사적 진화 과정에 관한 연구:

우수 PR 이론의 비판적 고찰

조선대학교 대학원

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ABSTRACT

A STUDY ON HISTORICAL DEVELOPMENT OF PR THEORY: CRITICAL REVIEW ON EXCELLENCE PR THEORY

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After the PR 4 models were developed by James Grunig, a professor of university of Maryland, there had been more controversy about Public Relations (PR) theory. The Grunig's 4 PR Models stimulated an unprecedented discussion about the necessity of the PR theory. Funded by the Research Foundation of the International Association of Business Communicators (IABC), the Excellence Project which was directed by Professor Grunig developed a new theory called the excellence PR theory. The excellence theory attempted to answer the questions raised by the public relations.

Nonetheless, the Cameron and other PR scholars argued that the two-way symmetrical model is not only pure accommodation, but lacks of reality. Especially, the Cameron's contingency theory suggests that many factors affect whether more accommodation or more advocacy will be effective in achieving departmental and organizational objectives in the short and long term and Cameron and his colleagues offered the 86 contingent variables divided into two dimensions of external and internal variables.

According to the historical research of PR theory, the study found that the Excellency PR theory is just pure "organizational-oriented", while the Cameron's contingency theory combines with the advertising, marketing, brand communication, mass communication. The more empirical study for the PR theory development is required for the future.

Key Words: two-way symmetrical theory, excellence PR theory, historical development of PR theory, characteristics, alternative PR theory, contingency theory

초 록

PR이론의 역사적 진화과정에 관한 연구: 우수 PR 이론의 비판적 고찰

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미국 메릴랜드 대학교의 제임스 그루닉 교수가 PR 4 모형을 발표한 이후 PR이론 발전에 대한 많은 논의가 있었다. 그동안 그루닉 교수의 PR 4 모형은 PR이론이 전무한 이론의 전단계로서 PR이론의 필요성에 대한 많은 이론적 논의를 촉발했다. PR의 체계적 이론화를 위해 그루닉 교수는 국제 기업커뮤니케이션 학회(IABC)의 지원을 받아 PR 우수이론(Excellence PR theory)을 개발했는데, PR 4 모형에 대한 이론적 비판을 잠재우고 조직의 효율성에 기여할 수 있는 우수한 PR전략을 제시하고자 하였다.

그럼에도 불구하고 카메론 등 많은 PR학자들은 우수이론에서의 쌍방향 균형 모형은 절대적 수용(pure accommodation)을 여전히 규범적인 PR 모형으로 간주하고 있는데 이는 현실성을 결여하고 있다고 비판을 하고 있다. 특히, 카메론 등은 우수PR이론의 대안 모형으로서 상황이론(Contingency)을 통해 PR 실무자들은 규범 모형이 아닌 상황에 따라 의사결정을 해야 한다고 주장한다. 상황이론에 의하면 조직이 옹호(Advocacy)와 협력(Cooperation)간 연속선상에서 의사결정을 하는데 영향을 주는 변수를 크게 내부변수(internal factors)와 외부변수(external factors)로 분류하여 조직과 PR커뮤니케이션의 특성, 최고경영자 스타일, 내외부적 위협 요인, 내외부 주요 공중, 관계성 등에 대한 실증 분석을 면밀하게 할 것을 제안하고 있다.

PR이론의 역사적 고찰 결과, 그루닉의 우수 PR이론은 단순히 조직의 입장만을 대변하는 기능주의적인 시각을 벗어나지 못하고 있다. 이에 카메론 등의 상황이론을 포함하여 광고, 마케팅, 브랜드커뮤니케이션, 매스커뮤니케이션 등 커뮤니케이션 이론들과의 연계 통합을 통해 대안적인 PR이론들에 대한 개발과 실증분석이 많이 이루어져야 할 것으로 보인다.

핵심 단어: 쌍방향 균형 모형, 우수 PR 이론, PR 이론의 역사적 진화과정, 특진, 대안 PR 이론, 상황이론

Chapter 1

Introduction

At different times and circumstances, certain types of expertise have been more important than others for the survival and success of organizations, for example; manufacturing during the Industrial Revolution, finance when a takeover is threatened, marketing for new companies, or human resources during downsizing. Today, more organizations seem to depend on public relations.

When public relations is practiced as a management function, corporations, government agencies, associations, and nonprofit organizations identify the stakeholders they affect and those who affect them. Once stakeholders are identified, public relations managers develop ongoing programs of communication with them. Public relations then are a vital part of strategic management. Its role is to use communication to build relations with the strategic public that shape and constrain the mission of the organization. (J. Grunig, 1992.)

Public relations are communication management. It is the “management of communication between an organization and its public” (Grunig, 1992). As a result of good public relations, both management and the public should behave in ways that minimize conflict or manage conflict effectively. To facilitate a good behavioral relationship, public relations must affect organizational policy, strategy, and decisions as well as the behavior of the public.

Unfortunately, both management educators and professional managers equate communication with techniques such as the writing of reports or letters, interpersonal communication, or publicity and media relations. They divorce public relations from policy and create new titles for the function, such as public affairs, issues management,

corporate communication, or external relations. Organizations developed public relations programs for strategic purpose—but over time inertia caused them to stop planning strategically. The significance of public relations has been ignored by the organizations. The public relations department has been taken as the accessory department of the other departments, such as marketing, human resource and so on. (Grunig, 1992)

Grunig and Hunt (1984) have identified four typical models of public relations practice—press agency, public information, two-way asymmetrical, and two-way symmetrical. Research shows that public relations departments contribute most to organizational effectiveness when they practice on the professional continuum and emphasize the symmetrical model more than the asymmetrical. However, some conditions that foster professional public relations may not exist in and around most organizations in other cultures. In addition, in some places, practitioners may practice public relations according to a completely different model.

Based on this situation, the excellence theory emerged. In 1984, the International Association of Business Communicators (IABC) research foundation issued a request for proposals for research on “how, why and to what extent communication contributes to the achievement of organizational objectives?” (Grunig, J. E., & Grunig, L. A, 2008) The excellence study offered the possibility of constructing a theory of how public relations contribute to organizational effectiveness. At the same time, L Gruig and her collaborators on the project pointed out that the project also would make it possible to integrate a number of middle-range concepts that explained how the public relations function should be organized to increase its value to the organization. J.Grunig brought his concepts of organizational theory and decision-making, models of public relations, evaluation of public relations, and research on employee communication to the project. (Grunig, J. E., & Grunig, L.

A, 2008) They argued that public relations cannot be excellent if it is subjugated to the marketing function or the other function in the organization. The public relations function of excellent organizations exists separately from the other functions in organization, and the excellent public relations departments are not subsumed into the other functions.

In the field of public relations, a considerable number of practitioners and scholars have doubt about the different roles and work value of each other. PR scholars think their criticism and analysis can improve the industry while the PR practitioners think these sets of research are not applied to public relations practices.

In order to serve the organizational interest and public interest well, PR practitioners' understanding of excellence theory is extremely important. Excellence theory in public relations is believed as a general theory of public relations. It cannot contribute to the organization unless the PR practitioners use it in practice. Although Grunig and his study team use a lot of scientific data to make the organizations more effective, the complexity of improving process cannot be accepted by the PR practitioners so easily. A critical review on the historical development of the theory is especially necessary in order to understand excellence PR theory well. And the literature review also is important for the further study of public relations theory in the future.

Excellence theory in public relations is believed as a general theory of public relations—a theory that integrates wide range of ideas about and practices of communication management in organizations. Although the excellence theory in public relations started in the 1980s, it still didn't generate much formal research papers except J. E. Grunig's and those of his excellence study team.

This thesis is organized around these major issues: the historical development of excellence PR theory, the four models in excellent

communication management, the characteristic of excellence PR theory, the limitation of and the alternative theory to the excellence theory, and the new direction of excellence theory in the future. The ultimate intent is a better understanding of the significance of excellence theory in public relations. The following questions are addressed in this thesis: How was the excellence PR theory developed? What are the nature and the operational principles of Grunig's excellence PR theory? What are the unique characteristics of Grunig's excellence PR theory? What are the limitations of excellence PR theory? What is the alternative theory, the new direction and future implications of the excellence theory?

Chapter 2

Research Questions & Research Method

2.1 Research Questions

Five research questions were answered through the literature review on public relations and excellence theory. The 5 research questions were focused on the history development of excellence PR theory, the nature and the operational principles of Grunig's excellence PR theory, the unique characteristics of this theory, the alternative PR theory and the new direction and future implications of the excellent public relations theory. This study seeks to elucidate the validity and the importance of excellent public relations theory.

Before the 1970s, public relations scholars seldom did research to explain the behaviors of public relations practitioners. Until that time, scholars typically accepted the behavior of practitioners as given and looked for ways to describe, evaluate, and improve whatever practitioner did in the name of public relations.

In 1984, Grunig and Hunt (1984) used the four models to describe the historical development of public relations as a set of ideal types that described typical ways in which contemporary public relations is practiced. These four models are called press a gentry, public information, two-way asymmetrical and two-way symmetrical. These four models and especially the two-way symmetrical model have been the most controversial and the most debated component of the public relations theory since they were developed. The discussion and debate about the models of public relations have contributed to the further development of the excellence PR theory.

Based on this, the excellence theory emerged. Excellence theory

argued that the two-way symmetrical model would be a characteristic of excellent public relations programs. Excellence theory is the most ethical approach to public relations and this ethical public relations is the most effective model in meeting organizational goals.

Recently, J. Grunig (Grunig, J. E., & Grunig, L. A, 2008) speculated that a contingency theory would explain when and why organizations practice these models—that is, each of the different models of public relations could be effective, depending on the structure of the organization and the nature of its environment. Cameron and his associates (L. A. Grunig, et al, 2002) developed the contingency approach and both research and conceptual development of the theory suggested that organizations could practice each of the models under certain contingent conditions and contribute to organizational effectiveness.

Although it is obvious that the excellence study team prefers the two-way symmetrical model in communication management, there are still some organizations facing problems for which the other models provide the best solutions. The contingency theory which takes the 86 variables into consideration can solve this problem better than the excellence theory.

Five research questions developed in the thesis. These questions were focused on the historical development of excellence theory, the models in excellence public relations theory, the characteristics and the limitation of this theory and the new direction and future implications of the effect of the excellent public relations theory. This study seeks to elucidate the validity and the importance of excellent public relations theory.

RQ1: How was the excellent public relations theory developed?

Excellence PR theory is believed to be a theory which can make the organization more effective. But it cannot be applied to the reality unless the PR practitioners can make full use of this theory in

communication management. There are many reasons that prevent the PR practitioners from applying this theory. One of the most important reasons is that they know little about the historical development of excellence PR theory. In order to strengthen a better understanding of this theory, research on its historical development is necessary. Thus, first question is about the development of public relations and tries to find out the theoretical background of excellence theory and how it was created and developed.

RQ2: What are the nature and the operational principles of Grunig's excellence public relations models?

A research effort to the historical development of PR theory is not complete without Grunig's four PR models.

Grunig & Hunt identify the four models in public relations in 1984, although these four models were believed to be of help to the understanding of the history of formal public relations and how the public relations are practiced. Especially, the two-way symmetrical model which the excellent study team thinks the most suitable model for an excellent public relations department to practice, still gets a lot of criticism from the PR scholars. RQ2 attempts to analyze and summarize these models and to understand how they work in public relations.

RQ3: What are the unique characteristics of Grunig's excellence theory in public relations?

Every theory has its own characteristics. Excellence theory based on the Grunig's four models constructs the basic knowledge system of public relations. It relates the crucial element of the theory to the characteristics of the overall public relations department and to the characteristics of communication programs. In order to understand the strong points of this theory, this research question sought to identify the characteristics of the excellence PR theory.

RQ4: What are the limitations of Excellence PR Theory?

The excellence PR theory has some limitations because of the history and reality reasons. The PR practitioners cannot apply this theory successfully to communication management unless they have a clear understanding of its limitations.

RQ5: What is the alternative PR theory, new direction and future implications of the excellent public relations theory?

The research on Excellence theory is a milestone in the history of public relations research, but it doesn't mean that it answered every important research questions in public relations. The research of the alternative theory can help the PR practitioners revise and expand conventional thinking about the excellence theory, and the research of the new direction can help to perfect this theory in the future study. So, RQ 5 is trying to find out the alternative PR theory and identify some new directions and future implications for the excellence PR theory.

2.2 Research Method

In order to find out the answers to these research questions, a literature review was employed in this study. A book review was basically based on two of excellence theory study series of books, one is Excellence in Public relations and Communication Management (Lawrence Eribaum Associates, 1992) and the other one is Excellent Public relations and Effective Organizations: A Study of Communication Management in Three Countries (Lawrence Eribaum Associates, 2002).

This study also reviewed important research articles about the excellence theory and public relations published from 1989 to 2008 (inclusive) in professional journals, like *Public relations Review* and the *Journal of Public relations Research*, as well as articles indexed as "Public relations" in *Journalism & Mass Communication Quarterly*, among which the related articles were chosen.

CHAPTER 3

Literature Review

3.1 The Excellent PR Theory's Development History

3.1.1 The Development of Public Relations Models

Since the period from 1950–2000 marked distinct changes in the practice and philosophy of public relations. To place these changes in context, it's probably prudent to review some of what has been presented so far.

First, the 1800s were marked by the press a gentry's model, which was best represented by the hype and exaggerations of P.T. Branum and various land developers. By the early 20th century, however, public relations began to reinvent itself along journalistic lines, mainly because former newspaper reporters such as Ivy Lee started to do public relations work and counseling. (Wilcox, D. L. et al, 2007)

Cynthia Clark of Boston University picked up the evolution in a succinct review that appeared in the Public Relations Review. Clark (2000) points out that before the 1920s, public relations was simply an extension of the journalistic function and was focused on “the dissemination of information or one-way communication models in which the quality of information was important but audience feedback had yet to be fully considered.” James Grunig, in his interpretation of the evolutionary models of public relations, called this the public information model of public relations.

In the 1920s, thanks to breakthroughs in social science research, the focus of public relations shifted to the psychological and sociological effects of persuasive communication on target audiences. Both Rex

Harlow and Edward Bernays, among others, believed that any campaign should be based on feedback and an analysis of an audience's dispositions and value system so messages could be structured of maximum effect. Grunig labeled this, 'the two-way asymmetric model' because it involved scientific persuasion based on the research of the target audience.

The 1960s saw Vietnam War protests, the Civil Rights movements, the environmental movement, interest in women's rights, and a host of other issues. Anti business sentiment was high. And corporations adjusted their policies to generate public goodwill and understanding. Thus, the idea of issues management was added to the job description of the public relations manager. This was the first expression of the idea that public relations should be more than persuading people that corporate policy was correct. During this period, the idea emerged that perhaps it would be beneficial to have a dialogue with various publics and adapt corporate policy to their particular concerns. Grunig labeled this approach two-way symmetrical communication because there's balance between the organization and its various publics, the organization and the public can influence each other.

The 1970s was an era of reform in the stock market and investor relations. The Texas Gulf Sulfur case changed investor relations forever by establishing the idea that a company must immediately disclose any information that may affect the value of its stock. The field of investor relations boomed.

By the 1980s, the concept that public relations were a management function was in full bloom. The term strategic became a buzzword, and the concept of Management by Objective (MBO) was heavily endorsed by public relations practitioners as they sought to prove to higher management that public relations did indeed contribute to the bottom line.

Reputation, or perception, management was the buzzword of the

1990s. Burson-Marsteller, one of the largest public relations firms, decided that its business was not public relations but, rather, “perception management.”. Other firms declared that their business was “reputation management.” However, there was some debate as to whether reputations can be managed, because reputation is the cumulative effect of numerous actions and activities.

By 2000, a number of scholars and practitioners began to conceptualize the practice of public relations as “relationship management.” The basic idea was that public relations practitioners are in the business of building and fostering relationships with an organization’s various publics. The idea has also caught on in marketing: relationship marketing is an effort to form a solid, ongoing relationship with the purchaser of a product or service. (Wilcox, D. L. et al, 2007)

Although there has been a somewhat linear progression in public relations practice and philosophy as the field has expanded, today’s practice represents a mixture of public relations models. We have marketing communications, which almost exclusively uses the concept of scientific persuasion and two-way asymmetric communication. However, when it comes to issues management and relationship building, the two-way symmetric and dialogue models seem to be the most appropriate.

3.1.2 The Theoretical Development of Excellence Theory.

The “excellence theory “is the name that the excellence study team gave to an integrated collection of middle -range theories that were sponsored by the IABC Research Foundation. These integrated theories, developed in the 1980s, help us to explain the value of public relations to an organization and to identify the characteristics of

a public relations function that increases its value. (J. E. Grunig & L. A. Grunig, 2008)

To make clear the development of Grunig's excellence theory, we should go back to some related research before it.

The first was J. Grunig's theory explaining the nature of publics and how they develop. He has called this theory the situational theory of publics. This theory explains that people are most likely to seek information that is relevant to decision-making situations in their lives. eventually, the situational theory developed into a tool to segment stake holders into publics, to isolate the strategic publics with whom it is most important for organizations to develop relationships in order to be effective, and to plan different strategies for communicating with publics whose communication behaviors range from active to passive (Grunig, 1997). Later, J. Grunig found out that the organizations that he studied were more likely to give information than to seek information, they also were unlikely to listen to or engage in dialogue with their publics. Grunig believed that characteristics of organizations would explain why so many of them practice public relations in this ineffective way and why others practice it in a more excellent management. First, he identified independent variables from organizational theory that seemed likely to explain why public relations were practiced differently by different organizations and eventually he identified the well-known four models of public relations. But for the most part, the four models failed to identify organizational variables that explained why organizations practiced public relations as they did. (J. E. Grunig & L. A. Grunig, 2008)

The next stage of Grunig's research, therefore, was an intensive program of studies on the two-way symmetrical model of public relations. The symmetrical model stated that individuals, organizations, and publics should use communication to adjust their ideas and behavior to those of others rather than to try to control how others

think and behave.

In the late 1970s, Grunig was asked to work on a project to develop measures for and means of evaluating the effectiveness of public relations programs, such as media relations, community relations, employee relations, educational relations, and marketing communication. This research on the evaluation of public relations at the program level provides another critical element of the theory of public relations and strategic management. Public relations could not have a role in strategic management unless its practitioners had a way to measure its effectiveness.

Schneider (aka L.Grunig, 1985) attempted to unify many of these concepts—such as roles, organizational structure, environment, and models—into a general theory of public relations. In her doctoral dissertation, she focused on how the structure and the environment of organizations, in particular, shape public relations behavior. Her research, which found no single best way to practice public relations, did establish that two-way ,balanced communication allows for systematic scanning of the environment that leads, in turn, to a sound basic for decision making.

Based on this, Grunig had developed several crucial middle- range theories that have become part of the strategic management approach to public relations, the role of public relations in organizational decision-making, the symmetrical model of public relations, and concepts to define objectives of public relations programs and measure their accomplishment. His excellence study, which began in 1985, provided the means for unifying these concepts and adding other theoretical building blocks to the strategic management theory of public relations.

At the same time, L. Grunig and her collaborators on the project pointed out that the project also would make it possible to integrate a number of middle-range concepts that explained how the public

relations function should be organized to increase its value to the organization. J. Grunig developed the concepts of publics, organizational theory and decision-making, models of public relations, evaluation of public relations and research on employee communication to the project. Dozier (1984) contributed his and Broom's roles theory. Ehling (1984) imbued his knowledge of operations research and his views on the controversy over public relations and integrated marketing communication. L. Grunig brought her knowledge of gender, diversity, power, and activism. White contributed his ideas about public relations and strategic management. The package above became what we know as the excellence theory. (J. E. Grunig & L. A. Grunig, 2008)

3.2 The Nature and the Operational Principles of Grunig's PR Theory

J. E. Grunig and Hunt (1984) developed four models of public relations based on the historical development of public relations. These four models which have been used widely in public relations theory, help to explain how public relations has evolved over the years. These four models are representations of the values goals, and behaviors held or used by organizations when they practice public relations—simplified in the same way that a perfect vacuum or perfect competition is simplified representations in physics and economics.

3.2.1 The Four Models in Public Relations

Press agency model

J.Grunig and Hunt (1984) first identified the four models in the history of public relations. Although J.Grunig and Hunt acknowledged that there had been "public-relations-like" activities throughout

history, they claimed that the press agents of the mid-19th century were the first full-time specialists to practice public relations. These press agents practiced the press agency model of public relations.

The earliest PR model to appear was press agency of publicity. It emerged in the late 19th century and was characterized as one-way, source-to-recipient communication, primarily through the mass media, to distribute information that may be exaggerated, distorted, or even incomplete to “hype” a cause, product, or service. Its purpose was largely propagandistic and the truth was sometimes expendable. 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. (Grunig, 1992)

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. Lee’s declaration, which stemmed from his journalistic orientation, said, in part: “This is not a secret press bureau. All our work is done in the open. We aim to supply news... In brief, our plan is frankly and openly, in behalf of business concerns and public institutions, to supply to the press and the public of the United States prompt and accurate information concerning subjects which is of value and interest to the public...” These principles stated that they could expect no less than factual and accurate information from his PR agency. This practice gave rise to the public information model. This model developed as a reaction to attacks on large corporations and government agencies by muck

raking journalists. Leaders of these organizations realized they needed more than the propaganda of press agents to counter the attacks on them in the media. Instead, they hired their own journalists as public relations practitioners to write press “handouts” explaining their actions. It continues to characterize communication as one-way, source-to-receiver, but now adhering to the truth is important. 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. Today, the public information model can be found in government agencies, NGOs and in some businesses. (Luecke, J. R, 2004)

Two-way asymmetric model

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. Bernays had worked as a press agent, but began to encounter problems that could not simply be solved by providing more information to the public.

The two-way asymmetric model relies on two-way communication, from source to receiver and back to source. Grunig and Hunt (1984) use the term “asymmetric” to describe the effects of the communication. For two-way asymmetric, scientific persuasion is the purpose, and communication is two-way, with imbalanced effects. The model has a feedback loop, by this they mean 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 relations 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. (Luecke, J. R, 2004)

Two-way symmetric model

In the 1970s America was awash in a variety of social and political movements, all were arguing for changes to the way the country conducted itself nationally and internationally.

The earlier models proved ineffective as organizations source to receiver these movements and the changes they sought. 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. That is both the organization and its publics need to find ways of changing to accommodate one another, 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. Formative research is used mainly to learn how the public perceives the organization and to determine what consequences organizational actions/policy might have on the public. This model was initially practiced by businesses that were heavily regulated by the government, because they needed the approval of various publics to carry out their business activities. Today many PR practitioners consider this model to be “emergent” and yet fully developed. There are, however, PR agencies that specialize in its practice, and clients who clearly can benefit from the practice of two-way symmetric public relations. (Luecke, J. R, 2004). The following table briefly summarizes the aspects of each of the models.

TABLE 3-1 Characteristics of Four Models of Public Relations

Model				
Characteristic	Press agency /publicity	Public information	Two-Way Asymmetric	Two-Way Symmetric
Purpose	Propaganda	Dissemination of information	Scientific persuasion	Mutual understanding
Nature of communication	One-way; complete truth not essential	One-way; Truth important	Two-way; imbalanced effects	Two-way; balanced effects
Communication model	Source→Rec.	Source→Rec.	Source→Rec. ←	Group→Group ←
Feedback				
Nature of research	Little;"counting house"	Little; readability. Readership	Formative; evaluative of attitudes	Formative; evaluative of understanding
Leading figure	historical P.T. Barnum	Ivy Lee	Edward L. Bernays	Bernays, educators, professional leaders
Where practiced today	Sports, theatre, product promotion	Government, nonprofit association, business	Competitive business; agencies	Regulated business; agencies
Estimated Percentage of organizations practicing today	15%	50%	20%	15%

(Grunig & Hunt, 1984)

3.2.2 The Criticism of the 4 Models

Although the four models have been used widely in public relations theory, it still gets some criticism from some scholars. Press agents did little research aside from monitoring the media in which they sought to place favorable articles about their clients. Public information, the PR practitioners operating in this model conduct some research, but it is generally limited to readability analyses and readership studies. Another limitation of the public information model is that sometimes the public failed to believe or behave in the desired fashion, even after they had been given all of the accurate and truthful information they might need about particular topic. The model failed to take the attitudes and motivations of the public into account.

Leichty and Springston (1993) insisted that the reliability problems in the four models were not resolved even after Wetherell (1989) heightened Cronbach's alpha by measuring the models with fractionation scales. Fractionation scales originally produced a "social desirability bias" (Leichty & Springston, 1993, p. 330). Thus, even though J. E. Grunig and L. A. Grunig (1989) wanted to develop a descriptive (positive) theory of public relations, the four models became a normative theory. (Yung-wook, Kim, 1998)

Fractionation scales themselves have problems. When measured this way, the four models can be related more to normative perceptions. If participants think an item represents the ideal, they give comparatively high scores. The models also have had problems with criterion validity (J. E. Grunig & L. A. Grunig, 1989) One-way models and two-way models are very distinguishable with the criterion validity test. However, the two-way symmetrical and two-way asymmetrical models showed too much of a similar pattern with criterion variables to be considered distinct. Besides these problems

related to measurement, Leichty and Springston (1993) insisted there were "aggregation problems" (p. 332) and the models needed a developmental logic. They thought that public relations in one organization cannot be explained by a single model. Instead, they suggested that relational consideration with different publics (e.g., public information model for government relations and two-way symmetrical model for consumer groups in one organization) and developmental logic are really needed to explain public relations practice better. Although J. Grunig and Hunt's (1984) assertion that the history of public relations can be interpreted as four developmental stages described by the models has come under attack by some scholars.

Olasky (1987) argues that public relations did not originate with press agency. instead, he argues, organizations practiced what he called "private relations" before they practiced public relations. With private relations, organizations either did not feel obligated to communicate with public, or organizational executives communicated directly with publics without the intervention of manipulative public relations practitioners. (Grunig, 1992)

Although Olasky (1987) did not use the term symmetrical, his discussion suggests that private relations were symmetrical before press agents made public relations asymmetrical.

In addition, feminist scholars have criticized histories of public relations for ignoring the contributions of women practitioners. L. Grunig (1989) suggested that preliminary historical evidence suggests that women were practicing public relations early in the history of the United States and that they appear to have practiced the symmetrical model. (Grunig, 1992)

3.2.3 Two-way Symmetrical Model in Excellence Theory

Excellence theory has argued that the two-way symmetrical model will be a characteristic of excellent public relations programs– even though there are situations and environments for which organizations can make do with the other models of public relations. Research to date provides evidence that the two-way symmetrical model makes organizations more effective. Two types of research have been done: on the ethics of public relations and on the effectiveness of the models in achieving public relations objectives.

Essentially, excellence research shows that the two-way symmetrical model is the most ethical approach to public relations and those ethical public relations is the most effective model in meeting organizational goals.

3.2.3.1 Ethics of the Models

Discussions of the ethics of public relations frequently hinge on the relativism of an issue, an ideology, or a behavior. J. Grunig (1989) argued that the models other than the symmetrical one can be used to justify almost any case. The two-way symmetrical model avoids the problems of ethical relativism because it defines ethics as a process of public relations provides rather than an outcome. Symmetrical public relations provided a form for dialogue, discussion, and discourse on issues for which people with different values generally come to different conclusion. As long as the dialogue is structured according to ethical rules, the outcome should be ethical–although not usually one that fits the value system of any competing party perfectly.

Pearson (1989) developed a set of rules for ethical, symmetrical public relations and provided practical advice for evaluating a public relations program by the extent to which those rules have been followed. (Grunig, 1992)

3.2.3.2 Effectiveness of the Models

Although research supports the idea that the two-way symmetrical model makes public relations more ethical, senior managers of organizations who are oriented to the bottom line also want to know whether it pays for their organizations to be ethical. Research to date suggests that it does. (Grunig, 1992). Several studies have shown the ineffectiveness of the press agency, public information, and two-way asymmetrical models. (Grunig, 1992). Although L. Grunig (1986) found that none of the 31 organizations she studied had used the two-way symmetrical model to deal with activist groups, she also found that none of the other models reduced conflict with these group. Lauzen (1986) found that franchising organizations that used the two-way asymmetrical models reduced their conflict with franchise holders.

Childers (1989) and Kelly (1989) documented the failure of asymmetrical models to contribute to organizational goals or to the public interest. Studies of media relations also have demonstrated the superiority of the symmetrical model or the failure of other models. Turk (1986) concluded that public information officers using that model in state agencies had little effect in influencing the “agency picture portrayed by the news media” (pp.24-25). Habbersett (1983) found that science reporters strongly supported a set of symmetrical procedures for media relations. Pavilk (1989) used game theory to compact the benefits of asymmetrical and symmetrical public relations to organizations.

With growing evidence, we can see that the two-way symmetrical model is both more ethical and more effective than the others. (Grunig, 1992)

3.2.4 The Criticism of Two-way Symmetrical Model

In the excellence theory, J. Grunig argues that two-way symmetrical model will be a characteristic of excellent public relations programs. But there are a lot of critics about the two-way symmetrical model.

3.2.4.1 Is the Two-way Symmetrical Model Only a Normative Model?

The scholars have distinguished between a positive and a normative theory many times in describing the models of public relations. A positive model is a theory that describes and explains how public relations is practice, while a normative model explains how public relations should be practiced. A normative theory also can describe positive practice, which adds support to the idea that it can be practiced. A number of critics, however, have interpreted the use of the term "normative theory" to concluded that the symmetrical theory is normative only and not also a positive theory explaining how public relations actually is practiced.

For example, Leitch and Neilson (2001) stated "in their extensive study of public relations practice within organization, J. Grunig and L. Grunig (1989) were unable to find many instances of symmetrical public relations. Thus, despite their efforts to create a descriptive theory, J. Grunig and L. Grunig reluctantly acknowledged that the symmetrical model was primarily a normative theory".

They also said that the excellence was "unable to find many instances of symmetrical public relations." they and other writers before them-seem to believe that J. Grunig concluded the symmetrical theory is normative alone because research had never been able to show an expected theoretical and empirical link between several organizational and environmental variables and the practice of the four model. (L. A. Grunig, et al, 2002)

3.2.4.2 Is the Two-way Symmetrical Model the Normative Ideal for Public Relations Practice?

Many scholars have reacted negatively to the excellence theory's suggestion that the symmetrical model is normatively superior to the others because they believe that one or more of the other models represent acceptable public relations practice or because they believe that public relations always is asymmetrical .

Miler (1989), claimed that public relations and persuasion are “two Ps in a pod” (p.45) and that public relations is by nature asymmetrical. Van der Meiden (1993) who took a marketing perspective defended an asymmetrical approach to public relations by arguing that the symmetrical model means that organizations would have to abandon their self-interests, which he considered to be unrealistic. (L. A. Grunig, et al, 2002)

3.2.4.3 Is the Symmetrical Model Too Idealistic?

Although social science and rhetorical scholars of persuasion believe that public relations is a necessary part of a democratic society, critical scholar such as L'Eatang (1996), Gandy (1982) typically have viewed public relations as “necessarily partisan and intrinsically undemocratic” thus, to them, the symmetrical model represents a utopian attempt to make an inherently evil practice look good.

Pieczka (1996a) also objected to the use of the symmetrical model as a normative theory of how public relations should be practiced as well as a descriptive theory of how public relations are practiced. She said that using the symmetrical model as a normative ideal is a closed-mind attempt to impose a single point of view on others; “this is rather reminiscent of Victorian missionaries explaining savages”

habits of walking about naked or praying to rain by their lack of civilization, It is not a bad explanation: but it is a good one only from a particular point of view.”(p.154)

In addition, Pieczka (1996) like many critical scholars, expressed more interest in criticizing the symmetrical theory than in constructing a replacement”...the author here is more interested in critiquing frameworks than in building them”. (pp.126).

The view that the symmetrical model is utopian also can be found in critiques such as those of Kunczik (1994), Pieczka (1995), and L’Etang (1995), who argued that the symmetrical model is overly idealistic and is based on assumptions that seldom exist in reality. (L. A. Grunig, et al, 2002)

3.2.4.4 Is the Public Relations Help Only the Powerful?

Critical scholars who argue that organizations generally have greater power than their publics and have no reason to engage in symmetrical communication also argue that organizations can enhance their self – interest more easily by dominating their publics through asymmetrical communication (e.g., Dozier & Lauzen, 1998, 2000; Kersten, 1984). In L’Etang’s (1996) words, the symmetrical theory does not “explore the social or political contexts which allow certain interests an enhanced position in which they have more choice in the nature and type of communicative acts they carry out”(pp.122).

3.3 The Unique Characteristics of Excellence Theory

3.3.1 The Definition of Excellence

The studies and books on excellence have defined excellence and identified it in different ways.

Peters and Waterman (1982) used six financial criteria to identify excellent companies for analysis: compound asset growth, compound equity growth, average ratio of market value to book value, average return on total capital, average return on equity, and average return on sales. Hobbs(1987) identified his excellent companies by measuring return on sales and return on owner's investment. Carroll(1983), in a review of Peters and Waterman (1982) criticized the use of financial measures for identifying excellence in management. He pointed out that "such factors as proprietary technology, market dominance, control of critical raw materials and national culture and policy also affect financial performances, regardless of the excellence of management."(pp.79). Kanter (1983, 1989) and Pinchot (1985) defined excellence as innovativeness. Hickman and Silva (1984) suggested that each organization creates its unique criteria for excellence and then suggested how leadership can help the organization meet those criteria.

However, no one set of criteria can be used to identify every effective organization, because some organizations may have more difficult problems, more troublesome constituencies, or different goals. As a result, excellence in management may produce different results for each organization, which is not too far from Hickman and Silva's (1984) suggestion of setting one's own criteria for excellence. (Grunig, J. E., & Grunig, L. A, 2008)

3.3.2 The Characteristics of Excellence Theory

In 1985 the IABC Research Foundation awarded a grant to a six-member research team headed by James E. Grunig. The team began the project with an extensive literature review of theories from public relations, management, sociology, psychology, marketing, communication, anthropology, philosophy and feminist studies. The

theories were the foundation of a new theory of the characteristics that public relations departments must have to make organizations more effective and to explain how and why communication makes organizations more effective. The theory of excellence describes 14 characteristics of excellent communication departments and three effects of their communication programs. The team summarized the literature review and conceptualization of a theory of excellence in public relations and its relationship to organizational effectiveness. (L. A. Grunig, et al.2002)

The Excellence Study (J. E. Grunig, 1992) also has built the Excellence theory, a theory of the characteristics of excellence in communication management. The theory was constructed to address the normative question of how the public relations function must be organized and managed to make the greatest contribution to organizational effectiveness. J. E. Grunig and colleagues first identified 10 excellent principles on the organizational, departmental, and program levels that are indispensable for excellent public relations through a comprehensive literature review of theories from communication, public relations, management, organizational psychology and sociology, social and cognitive psychology, feminist studies, political science, decision making, and culture. Then they theorized that the Excellence principles form a single, second-order factor called “the Excellence factor.” The 10 principles are as follow:

- 1) involvement of public relations in strategic management;
- 2) empowerment of public relations in the dominant coalition;
- 3) integration of specialized public relations functions;
- 4) independence of the public relations function as a management one;
- 5) heading the public relations unit by a manager rather than a technician;
- 6) symmetrical model of public relations;
- 7) symmetrical internal communication;
- 8) departmental knowledge potential for the managerial role and symmetrical public relations;
- 9) diversity embodied in all

roles; 10) ethical public relations. (Grunig, 1992)

Of the 10 principles, the 2 principles of symmetrical communication and ethics are operationalized by the two dimensions of public relations behavior: purpose and ethics. The Excellence theory, through a series of empirical studies, has established a widely accepted conceptual framework for excellence in communication management in public relations research. In its inception period between 1990 and 1991, the theory was put to the largest, most intensive investigation ever conducted of public relations and communication management; over 5,000 respondents from 327 organizations in Canada, the United Kingdom, and the United States participated in a survey. As the theory predicted, the investigation confirmed the existence of the single Excellence factor. The Excellence theory reported on empirical evidence that the Excellence principles hold true, regardless of the type of organization—whether it is for profit, nonprofit, or governmental (Dozier, L.A.Grunig, & J.E. Grunig, 1995).

In the excellence study, the research team conceptualized how excellent public relations contributes to organizational effectiveness. According to the IABC research team, by strategically managing communication programs, public relations can help the organization meet its goals—such as an increase in understanding, change in attitude or behavior, or mutually beneficial relationships with its stakeholders. By managing potential conflicts proactively, public relations can help reduce the costs of litigation, pressure, and regulation. In addition, the team argued that excellent public relations could increase job satisfaction of employees through symmetrical internal communication (L. Grunig, 1998). The IABC research team found that chief executive officers (CEOs) in general value public relations highly, in particular when it is excellent, although the senior communicators underestimated the value assigned to the function by the CEOs. When public relations were highly valued, CEOs believed

that it should be practiced as proposed by the principles of excellence. The IABC research team constructed a single excellence factor from 20 variables, which showed that excellent public relations departments are characterized by participation in strategic management use of the two-way models, and leadership by managerial practitioners instead of technicians (L. Grunig, 1998).

The Excellence Study has developed a conceptual and measurement framework to characterize and measure public relations practices (J. E. Grunig, 1992; L. A. Grunig et al., 2002). The framework started from a four-model typology (J. E. Grunig & Hunt, 1984): press agency, public information, two-way asymmetrical and two-way symmetrical. The four-model typology was, however, reconstructed into a four dimensional framework in the late 1990s (J. E. Grunig, 1997) out of the recognition that in reality the four models coexist, overlapping with each other. J. E. Grunig proposed that public relations practices can be better characterized on dimensions of communication behavior and that a dimensional framework would further facilitate the study of comparative public relations practices.

The four dimensions are direction, purpose, channel, and ethics. The direction dimension represents the extent to which public relations is one-way or two-way. One-way means disseminating information, whereas two-way means an exchange of information through formative and evaluative research. The purpose dimension consists of symmetry and asymmetry. Symmetry refers to communication effects on both sides and thus, collaboration or cooperation, whereas asymmetry means one-sided effects and, thus, advocacy. The channel dimension captures the extent to which practitioners use an interpersonal channel or mediated channel of communication. The ethics dimension captures the degree to which public relations behavior is ethical. Ethical public relations is responsible for the consequences of public relations behavior on the publics

(teleology).The scope of responsibility reaches all the members of society beyond the immediate and directly related publics, such as customers and employees (social responsibility). Lastly, advocacy and asymmetrical communication can be ethical as long as the public is informed of whose interests the communication serves (disclosure). (Grunig, J. E., & Grunig, L. A, 2008)

3.3.3 The Characteristics of Excellent Public Relations Department

Participation in strategic management provides the integrating link that makes it possible for the public relations function to contribute to achieving the goals of an organization. Excellent public relations departments contribute to decisions made by the dominant coalition that runs an organization by providing information to those senior managers about strategic publics.

Organizations use strategic management to define their missions and make ‘relatively consequential decisions’ (Mintzberg, 1994), but they do so through an iterative process of interacting with their environments. Most theories of strategic management do not suggest a formal mechanism in the organization for interacting with the institutional, social and political component of the environment and do not acknowledge the presence of public relations. To a public relations scholar, however, public relations departments provide the obvious mechanism for organizations to interact with strategic constituencies that make up their social and political environments. (L. A. Grunig, et al, 2002)

Table 1 summarized 14 characteristics of excellent public relations programs and three effects of those programs

It is assumed that a subject is capable of directly perceiving and reporting the magnitude of a sense ration: i, e, the ratio between two, subjective magnitudes. This assumption is of course, subject to tests of internal consistency. Fractionation methods are found in two general forms. In one forms, the subject is presented with two stimuli and instructed to report the ratio between them with respect to the designated attribute.

**TABLE 3-2 The Characteristics of Excellent
Public Relations Department**

1. Program level.
 - 1) managed strategically
2. Departmental level
 - 2) A single or integrated public relations department.
 - 3) Separate function from marketing.
 - 4) Direct reporting relationship to senior management.
 - 5) Two-way symmetrical model.
 - 6) Senior public relations person in the managerial role.
 - 7) potential for excellent public relations, as indicated by:
 - (1) Knowledge of symmetrical model.
 - (2) Knowledge of managerial role.
 - (3) Academic training in public relations.
 - (4) Professionalism.
 - 8) Equal opportunity for men and women in public relations.
3. Organizational level.
 - 9) Worldview for public relations in the organization reflects the Two-way symmetrical model.
 - 10) Public relations directors has power in or with the dominate coalition.
 - 11) Participative rather than authoritarian organizational culture.
 - 12) Symmetrical system of internal communication.
 - 13) Organic rather than mechanical organizational structure.
 - 14) Turbulent, complex environment with pressure from activist group.
4. Effects of excellent public relations.
 - 15) Programs meet communication objectives.
 - 16) Reduced costs of regulations, pressure, and litigation.
 - 17) Job satisfaction is high among employees.

(L. A. Grunig, et al, 2002)

3.4 The Limitation of Excellence PR Theory

The Excellence PR Theory was initially developed, and is continually being tested, in order to demonstrate what makes for public relations practices that are both efficient and ethical for all parties involved.

The two-way symmetrical model is on the central position of excellence PR theory, Grunig and his study team uses a numbers of quantitative and qualitative data to improve the two-way symmetrical model can make the organizations more effective, this makes many scholars have equated the entire excellence theory with the two-way symmetrical model. (L. A. Grunig, et al. 2002)

Excellence PR theory was derided as modernist, functionalist, and positivist by some scholars, because the theory that serves only the interest of management or organizations and not the interests of publics or society. (L. A. Grunig, et al. 2002).

3.5 The Alternative Theory, the New Directions and Future Implications of the Excellence PR Theory

3.5.1 The Alternative Theory to Excellence PR Theory

Beginning in the 1950s, however, organizational researchers began to discover that traditional researchers began to discover that traditional managements began to discover that traditional management principles worked only some of the time. Whether they work or not depended on the nature of the firm, the nature of its technology, and the nature of its environment. That research led to what organizational theorists now call a contingency view of management. In this view, on one approach is appropriate all of the time and for all conditions, what is

the best approach depends upon the nature of the organization and the nature of the environment in which it must survive. (Grunig & Hunt, 1984)

The two-way symmetrical model sometimes will be less effective than at other times. The major question, then, is whether an asymmetrical approach will be more successful when a symmetrical approach is not completely effective. That question has been the major focus of a program of research by Cameron and his associates.

The contingency theory suggests that many factors affect whether more accommodation or more advocacy will be effective in achieving departmental and organizational objectives in the short and long term. Cameron and his colleagues have developed a schema for associating the 86 contingent variables with public relations practice like other cited earlier, these different variables derived from “extensive literature review, personal experience in public relations practice, discussions with professionals, and deductions about situations faced by professionals in conflict situations” which could affect any given public at any time (Cameron et al., 2001). Cameron and his colleagues took issue with J. Grunig’s conclusion that the symmetrical model is the most effective normative model in most situations. In the first article in the series, Cancel et al (1997) equated the symmetrical model with accommodation and the asymmetrical model with advocacy. In its place, they developed a contingency theory defining 86 conditions that might explain why public relations professionals decide whether to accommodate publics or to engage in advocacy only for their organization. (L. A. Grunig, et al, 2002)

In later publications, Cameron’s research team softened its criticism of the symmetrical model. [Yarbrough et al \(1998\)](#) conducted case studies that demonstrate how accommodation is qualified when working with multiple publics. Through an extensive literature review, they offered a matrix of 86 contingent variables divided into 11

categories on two dimensions of external and internal variables. The external variables consist of threats, industry environment, political/social/cultural environment, external publics and issue under question categories, while the internal variables include organization's characteristics, PR department characteristics, management characteristics, internal threats, individual characteristics and relationship characteristics. Public relations could not be symmetrical without accommodation, but the essence of the symmetrical model is that both the organization and a public must be willing to accommodate the interests of the other.

Cameron and his colleagues have stated in each of their articles that they believe public relations professionals are least likely to practice symmetrical public relations when an organization considers the stance of a public to be morally repugnant.

Potential Variables for Contingency Model of Organizational Accommodation of Individual External Publics. What mix of advocacy and accommodation is potentially contingent upon a variety of internal and external variables are summarized below.

TABLE 3-3 External Variables in Contingency Theory

Threats
A. Litigation
B. Government regulation
C. Potentially damaging publicity
D. Scarring of company's reputation in business community and in the general public
E. Legitimizing activists' claims
Industry environment
A. Changing (dynamic) or static
B. of competitors/level of competition
C. Richness or leanness of resources in the environment
General political/social environment/external culture
(level of constraint/uncertainty)
A. Degree of political support of business
B. Degree of social support of business
The External Public (Group, individual, etc.)
A. Size and/or number of members
B. Degree of source credibility/powerful members or connections
C. Past successes or failures of groups to evoke change
D. Amount of advocacy practiced by organization
E. Level of commitment/involvement of members
F. Whether the group has public relations counselors or not
G. Public's perception of group: reasonable or radical
H. Level of media coverage the public has received in past
I. Whether representatives of the public know or like representatives of the organization
J. Whether representatives of the organization know or like representatives from the public
K. Public's willingness to dilute its cause/request/claim
L. Moves and countermoves
M. Relative power of organization
N. Relative power of public
Issue Under Question
A. Size
B. Stakes
C. Complexity

(Cameron, G.T. et al, 2001).

TABLE 3-4 Internal Variable in Contingency Theory

Corporation Characteristics

- A. Open or closed culture
- B. Dispersed widely geographically or centralized
- C. Level of technology the corporation uses to produce its product or service/complexity of products and/or services
- D. Homogeneity or heterogeneity of employees
- E. Age of the corporation/value placed on tradition
- F. Speed of growth in the knowledge level the corporation uses
- G. Economic stability of the organization
- H. Existence or nonexistence of issues management personnel or program
- I. Corporation's past experiences with conflicting outside organizations: positive or negative
- J. Distribution of decision-making power
- K. Formalization: Number of rules or codes defining and limiting the job descriptions of employees
- L. Stratification/hierarchy of positions
- M. Existence or influence of corporation legal department
- N. Business exposure (product mix and customer mix)
- O. Corporate culture

Public Relations Department Characteristics

- A. Total number of practitioners and number with college degrees
- B. Type of past training of employees: public relations practitioners or ex-journalists, marketing practitioners, and so forth.
- C. Location of public relations department in corporate hierarchy: independent or under marketing; umbrella/experiencing encroachment of marketing/persuasive mentality
- D. Representation in the dominant coalition
- E. Experience level of public relations practitioners in dealing with conflict
- F. General communication competency of department
- G. Autonomy of department
- H. Physical placement of department in corporate building (near CEO and other top decision makers or not)
- I. Staff trained in research methods

- J. Amount of funding available for dealing with external publics
- K. Amount of time allowed to use dealing with external publics
- L. Gender: percentage of upper-level staff female
- M. Potential of department to practice various models of public relations
- Characteristics of dominant coalition (top management)
- A. Political values: conservative or liberal/open or closed to change
- B. Management style: domineering or laid back
- C. General altruism level
- D. Support and understanding of public relations
- E. Frequency of external contact with publics
- F. Their perception of the organization's external environment
- G. Their calculation of potential rewards or losses of using different strategies with external publics
- H. Degree of line-manager involvement in external affairs
- Team Threats (how much is at stake in the situation)
- A. Economic loss (potential loss vs. potential gain from implementing various strategies)
- B. Marring of employees' or stockholders' perception of the company
- C. Marring of the personal reputations of the company decision makers (image in employees' perception and general public's perception)
- Individual Characteristics (Public Relations Practitioner, Dominant Coalition, and Line-Managers)
- A. Training in public relations, marketing, journalism, engineering, and so on
- B. Personal ethics
- C. Tolerance or ability to deal with uncertainty
- D. Comfort level with conflict or dissonance
- E. Comfort level with change
- E. Ability to recognize potential and existing problems
- G. Extent to which their perception of reality is open to innovation
- H. Extent to which they can grasp others' worldviews
- I. Personality: dogmatic or authoritarian
- J. Communication competency
- K. Cognitive complexity: ability to handle complex problems

- L. Predisposition toward negotiation
 - M. Predisposition toward altruism
 - N. How they receive, process, and use information and influence
 - O. Whether they know or are familiar with external public or their representative
 - P. Whether they like external public or their representative
 - Q. Gender: female versus male
- Relationship Characteristics
- A. Level of trust between organization and external public
 - B. Dependency of parties involved
 - C. Ideological barriers between organization and public

(Cameron, G.T. et al, 2001).

3.5.2 The New Directions and Future Implications of the Excellence PR theory

3.5.2.1 An Overview of Excellent Public Relations Practice

Organizations solve problems for society, but they also create problems for society. As a result, organizations are not autonomous units free to make money or to accomplish other goals they set for themselves. They have relations with individuals and groups that help set the goals they choose, define what the organizations is and does, and affect the success of its strategic decisions and behaviors.

The excellence study has shown that public relations are a unique management function that helps an organization interacts with the social and political components of its environment. These components make up the institutional environment of an organization, which consists of publics that affect the ability of the organization to accomplish its goals and that expect organizations to help them accomplish their own goals.

The value of public relations, therefore, can be determined by measuring the quality of the relationships it establishes with the strategic components of its institutional environment. However, not, all public relations units are created equal. Excellent public relations units—those with a specific set of characteristics—are more likely to contribute to organizational and societal effectiveness than are less excellent units.(L. A. Grunig, et al, 2002)

Excellent public relations departments serve a managerial role as well as a technical role in their organizations. The managerial role of excellent public relations departments goes beyond the administration of public relations programs, however. Excellent public relations departments then strategically plan, administer, and evaluate public

relations programs to communicate with their publics so that the organization can build and maintain good, long-term relationships with them.

Excellent public relations departments interact with publics in a way that is both two-way and symmetrical. They disclose relevant information to publics, but, most important, they also listen to public both informally and formally through qualitative and quantitative research. Excellent public relations departments communicate symmetrically with public in an attempt to balance their organization's self-interests with the interests of publics. They understand that public relations are dialogue and that its purpose is to manage conflict and build, maintain, and enhance relationships. Through two-way and symmetrical communication, excellent public relations departments become ethics counselors to management and internal advocates of social responsibility. (L. A. Grunig, et al, 2002)

3.5.2.2 Public Relations and Change

In the very first book on public relations, Edward L. Bernays described this new profession as an applied social science with a capacity to bring order out of the chaos of accelerating social changes people have a problem dealing with. Unfortunately, anthropologists have shown us that the source of resistance to bad, frivolous, and dangerous change is the same as the resistance to good, necessary, and positive change. Sociological and psychological theorists have found that groups particularly hate change that is forced on them. Thus the challenge lies in using communication to develop an understanding of, and by, all parties involved in the impending change. (L. A. Grunig, et al, 2002)

In the excellence project, excellence study team found that five main types of change significantly affect both organizational culture and the

practice of public relations. They are as follows:

1) Personnel. There is a remarkable amount of turn over in the typical organization. The back grounds in sociology may have predisposed us on the excellence research team to devalue the importance of any individual in today's complex corporation or government agency. However, the acknowledge that individuals-through their world views and theirs skill-actually do transform organizational processes.

2) Crises represent the most dramatic of the changes we observed. participant in most organizations talked about increases appreciation for the in function on the part of others in the organization, greater access to the dominant coalition as a result, more openness in communication, a new willingness to cooperate with pressure groups, and greater support for or at least understanding of the organization from its community, its clients or customers, the media and even government regulators.

3) Diversity is a third major type of change-in the form of both multiculturalism and feminization of the field of public relations.

4) Quality programs such as TQM (Total Quality Management) represent the fourth type of change. Some doubted about the real effects of such programs; but because of their emphasis on teamwork, many quality initiatives did seem to empower employees. Another aspect of most quality initiative is benchmarking, or doing research continuously to measure products or services against best practice. To engage in this kind of communication research requires measurement instruments that help determine the value communication adds to achieving the organization's goals .but excellence study found that this know how both in management and in research is sorely lacking almost across the board.

5) The fifth and final type of change reshaping the way communication is done in contemporary organizations comes about

through interventions by professional associations such as the IABC or PRSA. The seminars and workshops they sponsor make a real difference in increasing the knowledge base of public relations practitioners.

Nevertheless, change and especially improvement, in the communication function comes only gradually or incrementally. Change in culture is at least equally slow. The effective, two-way communication actually could transform organizations. At the same time, public relations research has only begun to expand the theories of strategic management, symmetrical communication in a way that will help organizations deal with change. (L. A. Grunig, et al, 2002)

3.5.2.3 Globalization of Public Relations

Although the excellence study was conducted in only three English-speaking countries, it has generated a great deal of interest among public relations scholars and practitioners worldwide. The excellence study team has lectured about the study in more than 35 countries, ranging from Chile and Brazil in South America; china, Taiwan, and Korea in Asia; Australia and New Zealand in the South Pacific, South Africa in Africa, the United Arab Emirates and Egypt in the Middle East, and many of the European countries. With so much global interest in the study, however, researchers must pause to ask if the principles of public relations are the same around the world. (L. A. Grunig, et al, 2002)

Most organizations are affected by publics throughout the world or by competition or collaboration with organizations in other countries. As a result, all public relations is global or international. Thus it becomes imperative for public relations professionals to have a broad perspective that will allow them to work in many countries-or to work collaboratively with public relations professionals, employees, or

customers from many countries.

In public relations as well as in related fields such as management and marketing, scholars and practitioners have asked whether the principles and practices of their profession are the same regardless of the country in which they are practiced or whether the profession must be enacted differently in each country. On the one hand, public relations would not be global professionals in international associations such as the IABC or the international public relations association (IPRA) would have little in common and little to share. On the other hand, there is great danger of ethnocentrism if scholars and practitioners from one country, region, or cultural grouping decide that their way of practicing public relations is most appropriate for all other parts of the world. Ethnocentrism is particularly dangerous for public relations because that profession often has been said to have developed in the United States and to be a U.S. profession and because north Americans are notoriously ethnocentric. (L. A. Grunig, et al, 2002)

The great interest in the excellence study worldwide suggests that the theoretical principles have identified there are not limited to the United States and that they are applicable to public relations practice outside the three Anglo countries where the study was conducted. Although the United States, Canada and the United Kingdom are similar in many ways, they also exhibit cultural, political, and social difference. Thus, no difference in excellent public relations among the three countries provides some evidence that the principles are not limited strictly to the United States.

The excellence team believes that the first important research problem that should be addressed after the excellence study is the need for a global theory of public relations. There is a substantial literature already on international public relations, but it consists mostly of descriptive research on and case studies of public relations

proactive in many countries of the world(e.g. in Culbertson & chen,1996). Many of these studies suggest that public relations is practiced in substantially different way in different countries-often reflecting cultural difference. At the same time, research has shown that the same four models of public relations we have used to describe U.S. practice (press agentry, public information, two-way asymmetrical, and two-way symmetrical) also describe practice in other countries (J. Grunig, L. Grunig, Sriramesh, Huang, & Lyra, 1995) Research shows that the relative proportion of public relations practice that falls into these four models differs among countries, however, the one true universal of public relations practice around the world seems to be the press agentry/publicity model-the most antiquated and ineffective approach to the profession. (L. A. Grunig, et al, 2002)

The literature describing public relations practice in several countries suggests that public relations suffers from limited and confused concepts-limited to media relations and confused with advertising and marketing-often brought about by a lack of qualified professionals. The United States was no exception. The press agentry model characterized much of the early practice of public relations in the United States, as the excellence study has shown; it continues to be practiced in all three countries which have studied. Thus U.S. ethnocentrism may indeed have negatively influenced the practice of public relations worldwide by disseminating this outdated and superficial model of media relations, publicity, and “image marking” to practitioners in other countries. (L. A. Grunig, et al, 2002)

3.5.2.4 The Ethics in Public Relations

The excellence theory adds the notion of ethics to the generic principles of public relations.

Public relations scholars and practitioners have written a great deal about ethic, and most public relations societies have codes of ethics. However, most of what have been written has concerned the personal ethics of practitioners and the relationships among practitioners and their clients. Such ethical problems have included the giving and taking of gifts, dealing with the media, competing for new business, service to clients, fee structures, lying, accuracy, concealment, accountability for results, confidentiality, whistle blowing, gender and diversity, and multicultural issues. In addition, much has been written about the ethics of public relations as a profession, including the role of advocacy and the balancing of loyalty to a client. Even more important than these personal questions, is the role of public relations in the ethical decision making of organizations.

The excellence theory suggests that public relations can be the ethical conscience of an organization—the management function primarily responsible for introducing moral value and social responsibility into organizational decision. The excellence theory believes that a public or a public on an organization, in addition, organization has a social responsibility when they have consequence on publics or on society as a whole. And it also believes that the most important question for public relations ethics is the problem of divided loyalties that is inherent in public relations: how can one balance the interests of the organization with the interests of its publics, as well as the interests of society, of the public relations profession, and of the individual professional? Excellence theory believes ethical principles that help balance divided loyalties and engage in symmetrical communication provide a better answer. Although excellence theories discuss the ethical problem, it also believes additional research is necessary. (L. A. Grunig, et al, 2002)

3.5.2.5 Recent Research of the Strategic Role of Public

Relations

Although research based knowledge on public and the evaluation of public relations has been available for years, other concepts and tools related to the strategic management role of public relations have been developed only recently.

Research to develop these new concepts and tools were explained:

1) Environmental scanning. Research to identify publics and issues and to evaluate information sources that can be used to bring information into the organization (e. g, change, 2000; J. Grunig & L. Grunig, 2000)

2) Public: Research to develop the situational theory of publics and to explain the social nature of publics. (e.g, Aldoor, 2001; Aldoor & Sha, 2007)

3) Scenario building. Research to develop this technique for explaining the consequences of the behavior of publics to management and the issues created by the behavior of publics. (e. g, Sung, 2004, 2007)

4) Relationship cultivation strategies. Research to expand the concepts of symmetrical and asymmetrical communication to include a number of strategies to manage conflict and cultivate relationships that are most effective in producing high-quality relationships with stake holders publics. (e. g, Rhee, 2004, 2007).

5) Interactions of relationships and reputation. Public relations practitioners and management scholars have paid a great deal of attention to an organization's reputation in recent years, in the belief that reputation is an intangible asset that adds both monetary and non-monetary value to an organization. The research of J. Grunig and his colleagues has shown, however, that public relations has a greater long-term effect on relationships than on reputation and that reputations are largely a by-product of management behaviors and the

quality of organization-public relationships. Thus attending to relationships will ultimately improve an organization's reputation. Reputation, however, cannot be managed directly; it is managed through the cultivation of relationship.

6) Development of an ethical framework for public relations practitioners to use as they participate in strategic management. (e.g, J. Grunig & L. Grunig, 1996).

7) Empowerment of the public relations function. Research to clarify the nature of the dominant coalition in an organization and how public relations' practitioners become part of or gain access to empowered coalitions. (e.g, Berger, 2005, 2007).

8) Specialized areas of public relations. Research to extend the generic principles of excellence to specialized areas of public relations, such as fund raising, investor relations (Shickinger, 1998), community relations (Rhee, 2004, 2007), and government relations (Chen, 2005)

9) Global public relations and global strategy. Research to develop the global theory of generic principles that can be applied in many cultures and political-economic settings and specific applications to adapt them to different contexts. Recent research has applied this theory to a multinational military organization, public diplomacy programmers of governments in other countries and globalized and localized strategies of multinational organizations.

3.5.2.6 The Future of Excellence Theory

The excellence theory has provided concepts to teach to future public relations practitioners, tools that professionals can use in practice, principles and rules that will make public relations more acceptable to society and understood by both organizations and publics, and a conceptual framework that continues to generate

research. (Grunig, J. E., & Grunig, L. A, 2008)

Throughout the world, however, public relations too often is understood as a symbolic, interpretive, function rather than as a strategic management function—an understanding of the profession that we believe reduces its effectiveness, both for organizations and publics, and limits its acceptance by society. In sociological terms, public relations has become institutionalized, i.e., commonly understood and practiced, as an interpretive function.

Excellence public relations theory is to learn how to convert public relations from a buffering role into the bridging role that modern organizations need to be effective and those societies around the world need to become more harmonious. At the same time, institutionalizing public relations as a strategic management function can swift its practice as much as its institutionalization as an interpretive function has frozen and limited the practice. The future research should be developed to help public relations evolve (L. Grunig, 2007) as a strategic management function and continually reinstitutionalize it to adjust to changes in organization, communication technologies. Thus, the future of the excellence theory should be evolutionary change. (Grunig, J. E., & Grunig, L. A, 2008)

CHAPTER 4

Conclusion

Excellence theory in public relations is believed as a general theory of public relations. This general theory developed in the 1980s helps us to explain the value of public relations to an organization, and to identify the characteristics of a public relations function that increase its value. The ultimate intent of this paper is to foster a better understanding of the significance of excellence theory in public relations. In doing so, a literature review was used to answer the 5 research questions in this thesis.

Firstly, J. Grunig's public relations theory, explained the situational theory of the public. Later, J. Grunig found out that the situational theory was not enough to explain the public theory. So, in his later study, he identified the well-known four models of public relations which are the Press agency model, the Public information model, the Two-way asymmetric model and the Two-way symmetric model. But for the most part, the four models failed to explain why organizations practiced public relations as they did. In the second stage of Grunig's research, he developed several crucial middle-range theories that have become part of the strategic management approach to public relations. His excellence study, which began in 1985, provided the means for unifying these concepts and adding other theoretical building blocks to the strategic management theory of public relations.

Second, the four models of public relations, Press Agency, Public Information, Two-way asymmetric, Two-way Symmetric which were developed by J. E. Grunig and Hunt (1984) help to explain how public

relations has evolved over the years. Excellence theory has argued that the two-way symmetrical model will be a characteristic of excellent public relations programs; it also shows that the two-way symmetrical model is the most ethical approach to public relations and that ethical public relations is the most effective model in meeting organizational goals. Cameron's Contingency theory also drew the conclusion that the symmetrical model is the most effective normative model in most situations.

Third, the excellence theory suggested that the characteristics of public relations departments must make organizations more effective and explain how and why communication makes organizations more effective. The excellence theory identified 10 excellent principles on the organizational, departmental, and program levels. The excellence factors include:

- 1) involvement of public relations in strategic management;
- 2) empowerment of public relations in the dominant coalition;
- 3) integration of specialized public relations functions;
- 4) independence of the public relations function as a management one;
- 5) heading the public relations unit by a manager rather than a technician;
- 6) symmetrical model of public relations;
- 7) symmetrical internal communication;
- 8) departmental knowledge potential for the managerial role and symmetrical public relations;
- 9) diversity embodied in all roles;
- 10) ethical public relations.

Fourth, because the excellence PR theory leans towards the two-way symmetrical model too much, many scholars have equated the entire excellence theory with the two-way symmetrical model and have argued that excellence PR theory is too "organization-oriented." It ignores the other factors during the communication management.

Fifth, excellence PR theory is a benchmarking study that identifies and describes critical success factors and best practices in public relations. The excellence theory has provided a comprehensive picture

of how communication profession should be practiced. The alternative PR theory—the contingency theory was developed by the Cameron as a future model of the excellence PR theory in some level, and excellence study team found that five main types of change significantly affect both organizational culture and the practice of public relations in the future. There is also a need to pay attention to the globalization and public relations ethics.

Implications

In the early days of public relations, there were no major theoretical principles underpinning various facets of PR. Emergence of excellence theory identified plans, tactics, strategies and programs that built a clearer perspective of Public Relations theory.

Grunig's research added many new theories that have helped to improve the field of public relations in many ways. The five research questions discussed in this paper highlight the most important parts of Grunig's studies and how they have effectively bonded the development of excellence theory in PR.

Tracing the historical background of this theory and analyzing various stages has brought out the clear picture of the past challenges and identified the crucial milestones. Applicability of this theory in the organizations and public service should be in line with the ascribed procedures.

The essence of excellence theory is the two-way symmetrical theory which is discussed through a critical review of Grunig's four models. This approach aims at a more reliable and persuasive angle to the development of public relations.

Lastly, research about the alternative to excellence theory, that is, contingency theory helps to better understand how the public

relations field manages conflict and reaches out of the public in the external and internal communication environment.

Limitations

There are several aspects in this study that may need further examination. First, this study is only a pure literature review. It lacks experimental data as a support. Further study is warranted to investigate the relative aspects with survey or other method. Second, the excellence study has three books series, *Excellence in Public Relations and Communication Management*; *Manger'guide to Excellence in Public Relations and Communication Management*; and *the Excellent Public Relations and Effective Organizations*. This study is based on only two of them and only focuses on the theoretical part, while ignoring the practice part of PR practitioners, which might limit the reliability of the study. Future research should be developed to help public relations evolve a strategic management function and continually reinstitutionalize it to adjust to changes in organization and communication technologies.

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