

Chapter 1 Test Bank

1.1 Multiple Choice Questions

1. Public relations _____.
A) is a form of propaganda
B) is also known as "free advertising"
C) involves two-way communication
D) All of the above.
E) None of the above.
Answer: C
Page Ref: 11

2. Which of the following is/are essential to any comprehensive definition of public relations?
A) Public relations is a management function.
B) Public relations is a planned activity.
C) Public relations is socially responsible.
D) B and C
E) All of the above.
Answer: E
Page Ref: 5-7

3. Which of the following describes the Contingency Theory of Accommodation?
A) The practice of public relations exists somewhere between accommodation and advocacy.
B) Individual practitioner roles vary from being technical to managerial.
C) Accommodation is the ideal role of the practitioner.
D) The focus is on the social legitimacy of organizations.
E) Public relations practices should reflect prevailing public opinion.
Answer: A
Page Ref: 10

4. Which of the following describes the Reflective Paradigm?
A) The practice of public relations exists somewhere between accommodation and advocacy.
B) Individual practitioner roles vary from being technical to managerial.
C) Accommodation is the ideal role of the practitioner.
D) The focus is on the social legitimacy of organizations.
E) Public relations practices should reflect prevailing public opinion.
Answer: D
Page Ref: 10

5. The process of researching, creating, and refining a product or service and distributing that product or service to targeted customers is called _____.

- A) marketing
- B) advertising
- C) public relations
- D) All of the above.
- E) None of the above.

Answer: A

Page Ref: 11

6. Public relations differs from marketing because _____.

- A) only marketing is concerned about a company's bottom line
- B) marketing efforts focus primarily on consumers
- C) public relations efforts focus on a broad range of publics
- D) B and C
- E) All of the above.

Answer: D

Page Ref: 11

7. A profession is distinguished from a trade by _____.

- A) ongoing research in support of the profession
- B) the establishment of ethical standards
- C) a form of licensing or government control
- D) A and B
- E) All of the above.

Answer: E

Page Ref: 12

8. Organizations such as PRSA and IABC have sought to promote professionalism in public relations by _____.

- A) supporting government licensing of public relations
- B) establishing voluntary accreditation programs
- C) demanding an increase in practitioner minimum salaries
- D) requiring minimum competency tests for new practitioners
- E) filing lawsuits against unethical practitioners

Answer: B

Page Ref: 12

9. The process of building corporate and product identities is known as _____.

- A) relationship management
- B) marketing
- C) branding
- D) identification
- E) public relations

Answer: C

Page Ref: 4

10. Decision-making based on the experience of trial and error is known as a _____ approach.

- A) theoretical
- B) heuristic
- C) experiential
- D) cognitive
- E) foolhardy

Answer: B

Page Ref: 8

11. The execution phase of the public relations process is known as _____.

- A) communication
- B) propaganda
- C) evaluation
- D) research
- E) planning

Answer: A

Page Ref: 13

12. Decision-making based on research is known as a _____ approach.

- A) theoretical
- B) heuristic
- C) experiential
- D) cognitive
- E) foolhardy

Answer: A

Page Ref: 8

13. _____ is one of the four steps in the public relations process.

- A) Publicity
- B) Planning
- C) Promotion
- D) Programming
- E) Propaganda

Answer: B

Page Ref: 13

14. Among the flaws in the traditional four-step model of public relations is/are that it _____.

- A) implies a process where one step automatically follows another
- B) oversimplifies a very dynamic process
- C) doesn't take into account the importance of values
- D) All of the above.
- E) None of the above.

Answer: D

Page Ref: 14

15. The values-driven management of relationships between an organization and the publics that can affect its success is known as _____.

- A) values-added public relations
- B) values-driven public relations
- C) the dynamic approach to public relations
- D) reputation management
- E) relationship building

Answer: B

Page Ref: 17

16. In values-driven public relations, the practitioner should consider _____.

- A) his or her personal values
- B) the client organization's values
- C) the values of the targeted publics
- D) All of the above.
- E) None of the above.

Answer: D

Page Ref: 18, 21

17. Public relations practitioners are influenced by _____.

- A) their personal values
- B) the values of their employees
- C) the values of society
- D) A and B
- E) All of the above.

Answer: E

Page Ref: 18, 21

18. The first question an organization should ask itself when developing a values statement is _____.

- A) How much money do we want to make?
- B) Why should we care about our customers?
- C) What is in it for us?
- D) How can we win the respect of others?
- E) Why are we in business?

Answer: E

Page Ref: 20

19. Some oppose government licensing of public relations because _____.

- A) it is too difficult for regulators to define
- B) it will restrict practitioner salaries
- C) it will restrict freedom of expression
- D) A and B
- E) A and C

Answer: E

Page Ref: 12

20. Public relations _____.
A) is a research-based social science
B) is a management function
C) is socially responsible
D) All of the above.
E) None of the above
Answer: D
Page Ref: 7
21. The use of public relations strategies and tactics to foster and enhance the shared interests and values of an organization and the public is important to its success is known as _____.
A) marketing
B) relationship management
C) advertising
D) human relations
E) integrated marketing communications
Answer: B
Page Ref: 7
22. Honeywell International's decision to create a child-abduction prevention program _____.
A) was out of a desire to focus on issues related to the company's heritage.
B) was linked to the company's child-abduction prevention products.
C) focused on teachers as an audience that could reach children.
D) A and B
E) A and C
Answer: E
Page Ref: 24-25
23. The *Got 2B Safe!* program _____.
A) coincided with the launch of a new line of child-abduction prevention products
B) was closely aligned with Honeywell International's mission statement
C) featured a famous Hollywood actor as its leading spokesperson
D) A and B
E) B and C
Answer: B
Page Ref: 24-25
24. "Meltdown Monday" refers to _____.
A) the failure of a nuclear power plant in Pennsylvania
B) the day the global warming treaty was rejected by the U.S. Senate
C) the day Wall Street reacted to the financial problems of AIG
D) when a well-known ice cream maker lost all electricity at its biggest storage facility
E) the government's response to Hurricane Katrina
Answer: C
Page Ref: 25-26

25. After receiving government bailout funds, AIG _____.
- A) demonstrated prudence in its management practices
 - B) angered taxpayers with what appear to be lavish expenditures
 - C) gave big bonuses to many of the same people who created the financial crisis
 - D) A and B.
 - E) B and C.

Answer: E

Page Ref: 25-26

1.2 Short Answer questions

1. What are the five elements that are essential to any definition of public relations?
Public relations is a management function, involves two-way communication, is a planned activity, is a research-based science, and is socially responsible.
Page Ref: 7
2. How do heuristic and theoretical problem solving differ?
Heuristic problem solving is based on the experience of trial and error testing. While it may be practical, it can be costly in terms of time, money and errors. It also does not necessarily lead to the best solution. Theoretical problem solving involves decisions based on models tested through research. Because of the nature of social science theory, there are fewer axioms (certainties) than found in the physical sciences.
Page Ref: 8
3. What are the four qualities that distinguish a profession from a trade?
The need for a certain level of education as a prerequisite to entering the profession, support of the profession by ongoing research, the establishment of ethical standards, and some form of licensing or government control.
Page Ref: 12
4. What is the reflective paradigm, and how does it differ from other models of public relations?
The reflective paradigm, which emerged from Europe around the turn of the century, takes a broader view of public relations' role than most theories. Its focus is on the social legitimacy of organizations, and it recognizes that organizations can accomplish only those goals society permits.
Page Ref: 10
5. What are the four steps in the traditional four-step model of public relations?
Research, planning, communication, and evaluation.
Page Ref: 14

1.3 True/False Questions

1. There is a common definition of public relations upon which most practitioners agree.
Answer: FALSE
Page Ref: 5

2. The authors of your textbook argue that public relations is part of the broad profession of marketing.
Answer: FALSE
Page Ref: 11
3. Public relations is licensed by state and federal governments.
Answer: FALSE
Page Ref: 12
4. Both PRSA and IABC have accreditation programs that serve as a voluntary form of public relations licensing.
Answer: TRUE
Page Ref: 12
5. The traditional four-step model of public relations focuses upon a strict adherence to values.
Answer: FALSE
Page Ref: 14

1.4 Essay Questions

1. What are the arguments for and against the licensing of public relations practitioners?
Arguments in favor of licensing: Licensing will weed out unqualified pretenders. Doing so will increase salaries. Arguments against licensing: The job is so varied in its settings and required skills that it is too difficult to define. Licensing also imposes unconstitutional restrictions upon freedom of expression.
Page Ref: 12
2. Why does public relations play an important role in democratic societies?
Democratic societies require the consent of the governed. Public relations helps ensure that everyone can enter the great marketplace of ideas. That, in turn, helps people with differing views reach a consensus. Those who cannot effectively communicate in democratic societies are left at a distinct and sometime dangerous disadvantage. Public relations helps individuals and organizations exercise their First Amendment rights.
Page Ref: 7
3. What benefits, if any, does Honeywell receive from the *Got 2B Safe!* program?
Businesses such as Honeywell depend on having good relationships with their stakeholders, including consumers and investors. How well an organization conforms with accepted social standards can and often does influence those relationships. Many consumers and investors are attracted to companies with a strong record of social responsibility. According to the Reflective Paradigm, good corporate citizenship helps organizations establish social legitimacy.
Page Ref: 24-25
4. Is there any merit to AIG's claim that some of the apparently lavish activities in which it had been engaged were "standard industry practice"?
It is difficult to cling to "usual business practices" when the act of receiving a massive federal government bailout suggests that those practices are flawed. A new business environment required new business sensibilities. In accepting the bailout, the company failed to realize that it was dealing with powerful new stakeholders, taxpayers, and politicians.
Page Ref: 25-26

5. Why are values important to an organization?

Values help establish the boundaries within which organizations are willing to operate. An adherence to values helps determine the goals organizations seek to reach and also the principles that will be observed in attaining those goals. At a time when organizations are being held accountable for more than just the bottom line of their profit and loss statements, the understanding of and adherence to values defines how they are viewed by people. Values provide guidance in making difficult decisions that management may have to defend in the future. For public relations practitioners, the adherence to values helps to eliminate the common misconception that they are more interested in the ends than the means. Ethical and values-driven organizations maintain a high level of credibility with important publics, even at times when their actions provoke criticism. Communicating values within an organization can also help strengthen an organization's bottom line. Workers are more likely to perform at a higher level of efficiency and effectiveness for employers in which they take pride.

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Chapter 2 Test Bank

2.1 Multiple Choice Questions

1. Of the five broad categories of public relations jobs, this category offers the greatest number and variety of jobs.
A) corporations
B) nonprofit organizations and trade associations
C) governments
D) public relations agencies
E) independent public relations consultancies
Answer: A
Page Ref: 35
2. When public relations practitioners seek to maintain or improve relations with local environmental interest groups, they are engaged in _____.
A) employee relations
B) media relations
C) community relations
D) investor relations
E) consumer relations
Answer: C
Page Ref: 36
3. When public relations practitioners communicate on behalf of churches, foundations, or hospitals, they are most likely employed in which category of public relations jobs?
A) corporations
B) nonprofit organizations and trade associations
C) governments
D) public relations agencies
E) independent public relations consultancies
Answer: B
Page Ref: 38
4. According to the authors of *Built to Last: Successful Habits of Visionary Companies*, one thing that enduring, successful companies have in common is _____.
A) an innovative employee orientation program
B) a set of clear, strongly held core values
C) a set of clearly articulated rules and regulations
D) business savvy
E) a generous 401-K benefits plan
Answer: B
Page Ref: 40

5. In which broad category of public relations jobs are practitioners least likely to have the term *public relations* included in their job titles?

- A) corporations
- B) nonprofit organizations and trade associations
- C) governments
- D) public relations agencies
- E) independent public relations consultancies

Answer: C

Page Ref: 38-39

6. In which broad category of public relations jobs does one multi-person organization assist with the public relations activities of other organizations?

- A) corporations
- B) nonprofit organizations and trade associations
- C) governments
- D) public relations agencies
- E) independent public relations consultancies

Answer: D

Page Ref: 41-42

7. In which broad category of public relations jobs do practitioners bear the greatest responsibility of their personal success or failure?

- A) corporations
- B) nonprofit organizations and trade associations
- C) governments
- D) public relations agencies
- E) independent public relations consultancies

Answer: E

Page Ref: 42

8. The United States Code has its greatest impact upon public relations practitioners in _____.

- A) corporations
- B) nonprofit organizations and trade associations
- C) governments
- D) public relations agencies
- E) independent public relations consultancies

Answer: C

Page Ref: 40

9. When trying to get that first job or internship, you should _____.

- A) ask about salary and benefits in your application letter
- B) send form letters to as many potential employers as possible
- C) thoroughly research a potential employer before applying
- D) try to say as little as possible about your experience
- E) ask where your desk will be located

Answer: C

Page Ref: 43

10. Postmodern critics of public relations say _____.

- A) the profession is no longer relevant
- B) not all public relations activity occurs within the workplace
- C) it is all about marketing
- D) All of the above
- E) None of the above

Answer: B

Page Ref: 42

11. According to Professor David Dozier, persons who make policy decision and take responsibility for the success or failure of public relations programs are known as public relations _____.

- A) professionals
- B) technicians
- C) specialists
- D) managers
- E) practitioners

Answer: D

Page Ref: 31

12. According to Professor David Dozier, persons whose primary role is to prepare communications that help execute public relations policies created by others are known as public relations _____.

- A) professionals
- B) technicians
- C) specialists
- D) managers
- E) practitioners

Answer: B

Page Ref: 31

13. According to a 2010 Institute for Public Relations Research survey, on what task will managers spend the most time by 2015?

- A) writing
- B) planning
- C) marketing communications
- D) maintaining an organization's reputation
- E) linking communication strategies to organization goals

Answer: E

Page Ref: 32

14. According to a University of Georgia survey of 2009 graduates, the average starting salary for public relations practitioners is _____.

- A) \$16,500
- B) \$20,000
- C) \$22,000
- D) \$25,000
- E) \$30,000

Answer: E

Page Ref: 44

15. According to a 2000 PRSA/IABC survey, which of these qualities were more important to practitioners than salary?

- A) creative opportunity
- B) access to technology
- C) professional development
- D) recognition by colleagues
- E) All of the above

Answer: E

Page Ref: 45

16. According to a recent survey of PRSA members, _____.

- A) 70 percent are female
- B) 34 percent are non-white
- C) 33 percent have masters degrees
- D) A and B
- E) A and C

Answer: E

Page Ref: 45

17. When applying for a job, applicants should _____.

- A) ask about salary
- B) use e-mail
- C) have a flawless résumé
- D) All of the above
- E) None of the above

Answer: C

Page Ref: 43

18. Many public relations practitioners record how they spend their working hours _____.

- A) as a means of billing clients
- B) for internal billing purposes
- C) to allow their supervisors to see how employees spend their time
- D) All of the above
- E) None of the above

Answer: D

Page Ref: 34

19. Which of the following statements is true?

- A) On average, women practitioners earn more than men practitioners.
- B) On average, public relations technicians earn more money than public relations managers.
- C) Corporate communicators earn the lowest salaries in public relations.
- D) All of the above.
- E) None of the above.

Answer: E

Page Ref: 44

20. Practitioners who act for the good of a relationship, rather than just one side of a relationship are fulfilling a(n) _____.

- A) independent endorsement
- B) press agent role
- C) consultant's role
- D) manager's role
- E) boundary spanning role

Answer: E

Page Ref: 36

21. According to a 2000 PRSA/IABC survey, the most important ingredient in job satisfaction was _____.

- A) making a good income
- B) earning the respect and recognition of others
- C) creative opportunity
- D) personal satisfaction from a job well done
- E) career advancement

Answer: C

Page Ref: 45

22. When faced with allegations that its response to Hurricane Katrina had been inadequate, officials with the American Red Cross _____.

- A) conducted an internal investigation
- B) denied the allegations and said "no comment"
- C) announced a series of reforms and met with their chief accuser
- D) A and B
- E) A and C

Answer: E

Page Ref: 48-49

23. Carrie Martin of the American Red Cross _____.

- A) was fired for lying to the media
- B) resigned in protest of the organization's behavior
- C) was honored as Public Relations Professional of the Year by *PRWeek*
- D) was accused of leading a cover-up
- E) said she was sorry that she ever took the job

Answer: C

Page Ref: 48-49

24. Fineman Associates Public Relations of San Francisco has become well known for _____.

- A) becoming the world's largest public relations agency
- B) compiling a list of the year's worst public relations disasters
- C) winning the most public relations awards in history
- D) paying the highest salaries among public relations agencies
- E) presenting the Fineman Cup for Public Relations Excellence

Answer: B

Page Ref: 50-51

25. When trying to get that first internship or job, you should _____.

- A) prepare for the job interview
- B) send a brief thank-you letter after each interview
- C) send an error-free application letter and resume
- D) all of the above
- E) none of the above

Answer: D

Page Ref: 43

2.2 Short Answer Questions

1. What are the five employment settings in which public relations exists?

Corporations, nonprofit organizations and trade associations, governments, public relations agencies, and independent public relations consultancies

Page Ref: 35

2. What are the differences between a public relations manager and a public relations technician?

Public relations managers solve problems, advise other managers, and take responsibility for the success or failure of public relations programs. They are often found in organizations in which there is a lot of change and that value employee input. Public relations technicians are not involved in decision-making. Their role is to prepare communications for public relations plans created by others. They are often found in organizations in which the environment is stable and predictable.

Page Ref: 31

3. Which tasks do public relations managers say consume most of their time?

Media relations tasks. According to the Institute for Public Relations, by 2015, the top task will be linking organizational communication strategies to organizational goals.

Page Ref: 31-32

4. Why do postmodern theorists say the study of public relations should not be limited to those who pursue public relations as a career?

They say that public relations is not limited to the workplace. They cite volunteers and activists as examples of non-salaried public relations.

Page Ref: 42

5. How does the United States Code affect government public relations practitioners?

It prohibits the use of public funds by federal government agencies to pay for a publicity expert unless specifically appropriated for that purpose. Its major impact has been that government practitioners do not have the term public relations in their job titles. Instead, they are identified by a variety of titles.

Page Ref: 38-41

2.3 True/False Questions

1. The largest number of public relations jobs is found in public relations agencies.

Answer: FALSE

Page Ref: 35

2. On average, the highest-paying jobs in public relations are in corporation relations.

Answer: TRUE

Page Ref: 44

3. On average, the lowest-paying jobs in public relations are in government relations.

Answer: FALSE

Page Ref: 44

4. A public relations practitioner can be both a technician and a manager.

Answer: TRUE

Page Ref: 31

5. Practitioners fulfill a boundary-spanning role when they refuse to listen or consider the interests of outside publics.

Answer: FALSE

Page Ref: 36

2.4 Essay Questions

1. It has been stated that in most corporations, public relations jobs focus upon specific publics. Who are these publics, and why are they important to the success of corporations?

The publics important to most corporations are employees, the media, government regulators and officials, the communities in which corporations operate, their consumers, their shareholders and potential investors, vendors, professional/trade associations, unions, and retired employees. Each of these publics can directly (such as in the case of employees) or indirectly (such as in the case of the media) influence the ability to achieve corporate goals.

Page Ref: 36-38

2. What are the major benefits and risks in working as an independent public relations consultant?

The major benefit is, of course, the independence that comes with being on your own. An independent consultant has considerable freedom in choosing how, when, and with whom to do business. An independent consultant can be as much of a generalist or specialist as he or she desires. The major risk is that an independent practitioner is entirely responsible for the success or failure of the consultancy. The practitioner is entirely responsible for every aspect of the operation, including financial accounting and new client development. While an independent's overhead may be considerably less than that of a typical agency, there is nothing to fall back upon in a consultancy when costs outstrip income. For these reasons, independent consultancies are better suited for risktakers willing to accept failure as a possible price of success.

Page Ref: 42

3. What are some of the "dos and don'ts" of communicating with a potential job or internship employer?

DO: Thoroughly research a potential employer before applying, send an error-free application letter and a flawless resume, and prepare for a job interview by reviewing your research and preparing knowledgeable questions. DON'T: Send a form letter, ask about salary and benefits, and forget to send a brief thank-you letter after each interview.

Page Ref: 43

4. What lessons can be learned from the response of the American Red Cross to criticism received for

its response to Hurricane Katrina?

The key lesson was to take actions consistent with the organization's stated values. The Red Cross

had been accused of mismanagement, waste, and fraud. The Red Cross listened to its critics, conducted internal research, acted on its findings, and communicated with key publics. It did all of

this transparently, consistent with the organization's values. The result was a stronger organization

and respect from its most vocal critic. Another lesson of this case - one from which all practitioners

(especially Carrie Martin) can learn - you can't rest on your laurels. You can be an award-winner on

one day and under fire the next.

Page Ref: 48-49

5. Fineman Associates of San Francisco issues a list of the year's top public relations disasters. What

are some of those cited in the book, and what do they have in common?

The makers of the video game *Grand Theft Auto* had their product pulled from store shelves because

of hidden sexual content. A Latham, New York, radio station ended up in court after an "Ugliest

Bride" contest backfired. Through his erratic behavior, rap artist Kanye West received a storm of

criticism from fellow performers. Goldman Sachs was publicly ridiculed when its CEO claimed the

financially troubled company was "doing God's work." When United Airlines refused compensation

for a damaged guitar, a musician extracted a special kind of revenge with a YouTube video. When

an amateur runner surprised everyone by winning the San Francisco Women's Marathon, sponsor

Nike failed to recognize her as the winner. A common link in all of these is a failure of values.

Page Ref: 50-51

