

Contents

Contributors	xi
Preface	xiii
1 Communication, Public Relations, and Effective Organizations: An Overview of the Book <i>James E. Grunig</i>	1

PART I THE BASIC THEORY

• 2 The Effect of Worldviews on Public Relations Theory and Practice <i>James E. Grunig and Jon White</i>	31
• 3 What Is an Effective Organization? <i>Larissa A. Grunig, James E. Grunig, and William P. Ehling</i>	65
4 Public Relations and Management Decision Making <i>Jon White and David M. Dozier</i>	91
5 How Communication Managers Can Apply the Theories of Excellence and Effectiveness <i>Fred C. Repper</i>	109

PART II THE PROGRAM LEVEL: EFFECTIVE PLANNING OF COMMUNICATION PROGRAMS

- 6 Strategic Management, Publics, and Issues
James E. Grunig and Fred C. Repper 117
- ✗ 7 Evaluation of Public Relations Programs: What
the Literature Tells Us About Their Effects
David M. Dozier and William P. Ehling 159
- 8 Research Firms and Public Relations Practices
David M. Dozier and Fred C. Repper 185

PART III THE DEPARTMENTAL LEVEL: CHARACTERISTICS OF EXCELLENT PUBLIC RELATIONS DEPARTMENTS

- 9 What is Excellence in Management?
James E. Grunig 219
- 10 Public Relations Management and Operations
Research
William P. Ehling and David M. Dozier 251
- ✗ 11 Models of Public Relations and Communication
James E. Grunig and Larissa A. Grunig 285
- 12 The Organizational Roles of Communications
and Public Relations Practitioners
David M. Dozier 327
- 13 Public Relations and Marketing Practices
*William P. Ehling, Jon White,
and James E. Grunig* 357
- 14 The Organization of the Public Relations Function
David M. Dozier and Larissa A. Grunig 395
- 15 Women in Public Relations: Problems
and Opportunities
*Linda Childers Hon, Larissa A. Grunig,
and David M. Dozier* 419

16	Public Relations Education and Professionalism <i>William P. Ehling</i>	439
 PART IV THE ORGANIZATIONAL LEVEL: THE CONDITIONS THAT MAKE EXCELLENCE IN PUBLIC RELATIONS POSSIBLE		
17	How Public Relations/Communication Departments Should Adapt to the Structure and Environment of an Organization . . . And What They Actually Do <i>Larissa A. Grunig</i>	467
18	Power in the Public Relations Department <i>Larissa A. Grunig</i>	483
19	Activism: How It Limits the Effectiveness of Organizations and How Excellent Public Relations Departments Respond <i>Larissa A. Grunig</i>	503
20	Symmetrical Systems of Internal Communication <i>James E. Grunig</i>	531
21	Corporate Culture and Public Relations <i>K. Sriramesh, James E. Grunig, and Jody Buffington</i>	577
22	Societal Culture and Public Relations <i>K. Sriramesh and Jon White</i>	597
 PART V THE ECONOMIC LEVEL: WHAT PUBLIC RELATIONS AND COMMUNICATION CONTRIBUTE TO THE BOTTOM LINE		
○ 23	Estimating the Value of Public Relations and Communication to an Organization <i>William P. Ehling</i>	617
	Author Index	639
	Subject Index	653