Chapter 7

Public Relations and Communication Management

7.1 Introduction:

Communication is a universal phenomenon and all the creatures communicate for their better existence. The means of communication may be different. It is most important of all of our activities and defines our human behavior.

The term 'communication' has been derived from the Latin word “communicare”, which means to share or impart[1]. Communication provides a common ground of understanding. It is a process of exchanging information, ideas, thoughts, feelings and emotions through speech, signals, writing, or behavior; between two people or a group of people. [2].

The public relations is professional maintenance of a favourable public image by an organization or a person with the public. The public relations professionals perform these functions usually through publicity and other nonpaid forms of communication [1]. In the present time the success of an organization depends upon it effectiveness in communication with its public[4]. Organizations need to communicate with the public and create and maintain positive image. To communicate with its internal as well as external public, most of the organizations have public relations professionals. These professionals make organized efforts to establish rapport with public on behalf
of the organization and communicate information. This helps modify the public ideas and behaviour towards the organization and its programmes. A positive public image helps create a strong relationship with the stakeholders which in turn increase the business.

Public relations is a constant effort to create and maintain common understanding and to reduce tension between organization and its relevant public [5]. The activities of the public relations departments vary from organization to organization and include all, from solving public grievances, image building, managing conferences and publicity etc.

Communication is essential part of all public relations work. Public Relations is the practice of managing the dissemination of information with the public to encourage the public to keep a certain point of view about it. If it is performed appropriately, it can be most valued resources for building brand value, maintaining strength and establishing credibility. It is not easy to measure the value of public relations and effectiveness of communication but can be done. It can be judged from the positive media coverage about the activities, functions, programmes and policies of the organization.

The word public refers to any group of people sharing a common interest, problems, circumstances or goals. It includes shareholders, government, consumers, employees, general public and the media. Public Relations and Communication Management are interrelated and are the basic functions of management [1] and complement each other in an organization for maintaining rapport with the public. Public Relations cannot be practiced aptly without proper management of
communication. In public relations, communication is aimed at altering the mindset of public in the desired direction.

The public relations professionals ensure internal consistency in the organization by maintaining a clear communication network between the management and its public. Public image is important to all the organizations as well as to the famous people. The role of public relations professionals becomes important pertinent in crisis situation because correct and timely delivering of information help save the image. [6]. Public relations profession is driven by the amorphous quality of perception therefore it is not among the easiest jobs and organizations still view it through the prism of good press or bad press[2].

Public Relations professionals convince the media to publish favourable stories about their organization. This is achieved by developing good relationship with press people. The public relations causes to improve the image and reputation of the organization as well as in perception management.

7.2 Meanings and Definitions:

Communication, the process of exchanging information, ideas and understanding between two or more people, has been defined by various thinkers as follows:

In the words of T S Mathews- “Communication is something so simple and difficult that we can never put it in simple words”[1].

In the words of Wilbur Schramm -“Communication comes from the Latin Communis, common. When we communicate we are trying to share information, an idea or an attitude.” [7]
“In the most general sense, we have communication whenever one system, a source, influences another, the destination, by manipulation of alternative signals which can be transmitted over the channel connecting them” says Charles E Osgood [7].

Claude Shannon and Warren Weaver defined communication as follows:

“The word communication will be used here in a very broad sense to include all procedures by which one mind may affect another. This of course, involves not only written and oral speech, but also music, the pictorial arts the theatre, the ballet, and in effect all human behavior.” [7]

Louis A Allen defined communication as follows:

Communication is the sum of all the things one person does when he wants to create understanding in the mind of another. Communication is a bridge of meaning. It involves a systematic and continuing process of telling, listening and understanding. [7]

In the words of Charles Cooley – Communication – the mechanism through which human relations exist and develop and the symbols of the mind together with the means of conveying them through space and preserving them in time. [7]

In case communication is aimed at disseminating information to the masses scattered at distant places through the media; it is called mass communication.

Public Relations can be defined simply as the practice of managing communication between an organization and its publics. The term public relations has been defined or explained by various thinkers and professional bodies as follows:
Ivy Lee defined public relations as actual relationship of the company with public and the relationship involve more than talk.[2].

Edward L Bernays defines public relations as an attempt by information persuasion and adjustment to engineer public support for an activity, cause, movement or institution[2].

In August 1978, the World Assembly of Public Relations Associations defined the field as "the art and social science of analyzing trends, predicting their consequences, counseling organizational leaders, and implementing planned programs of action, which will serve both the organization and the public interest."[8]

The Public Relations Society of America (PRSA)[9] defined public relations in 1982 as:

"Public relations helps an organization and its publics adapt mutually to each other."

In 2011 and 2012, the PRSA developed a crowd-sourced definition:

"Public Relations is a strategic communication process that builds mutually beneficial relationships between organizations and their publics. [9]"

The Institute of Public Relations, UK defines "Public Relations is the deliberate, planned and sustained effort to establish and maintain mutual understanding between an organization and its publics."[10]

According to Fortune magazine public relations can be defined as good performance, publically appreciated because adequately communicated. [8]

Carl Byoir one of the most successful US publicists defines public relations as whatever the individual practitioner think it is. [8]
7.3 History of Public Relations:

Though the term Public Relations was developed in the beginning of 19th century but it is as old as human civilization and was in practice for influence and persuasion. There are numerous examples of its diverse forms, content and use.

In Iraq an ancient clay tablet was found which is considered approximately 4000 years old and depicts the techniques of sowing and harvesting crops [8]. The Arab king Sultan Haroon-Al-Rashid used to roam around every night in camouflage to know the opinion of public about his administration. In ancient time many countries used public relations as a tool for the growth and development of religion, culture and expanding kingdoms. There are numerous examples when the rulers lost power on alienating from the mass.

The first use of phrase “Public Relations” was made by US President Thomas Jefferson in 1807. While drafting his Seventh Address to the Congress, he scratched out the words ‘state of thought’ in one place and wrote ‘public relations’ instead[10]. But its importance was known as early as in the ancient times even before President Jefferson first time used this phrase.

Queen Elizabeth I was just 25 years when she came to throne in 1558 and had no previous experience of administration. She remained on throne for 45 years and raised it from a third rate power to first rate one. She was the most popular monarch that had ever sat on the throne. She could do so by establishing a proper channel of communication between her and her subjects besides appointing suitable people to carry out the affairs of the nation [8].
The explorers like Magellan, Columbus and Raleigh are considered the public relations practitioners. Their requests to rulers for providing financial help for journey are similar to the present day practices. [5]

Public Relations in the real meaning started in 20th century and the contribution of Ivy Lee and Edward Bernays was imperative. Ivy Lee is best known for his theory "The Public be informed", i.e. to inform the people at firsthand about the truth. He started modern press releases as one way propaganda for his client. Edward Bernays advanced Lee’s press release as a Public Release tool and developed the theories of public relations. Bernays has written several books on PR, of which are best known “Crystallizing Public Opinion”, “Propaganda” and “The Engineering of Consent”. [11]

In USA before Lee, Barnum, a professional, developed the theory that "The public be fooled". One more thinker Vanderbilt stressed that "The public be damned"[11]. Both of these theories could not succeed. After the second world war a number of large and widely circulated newspapers came into existence which led to development of public relations.

7.4 Public Relations in India:

Public Relations has been in practice and existence in India from the time immemorial in different forms to communicate and win over the people. There have been countless examples where the Indian kings monitored public opinion and perceptions. The great religious teachers like Gautam Budha, Mahavir, Guru Nanak, Shankarcharya, Swami Vivekanand and Swami Dayanand were great
communicators. The rock inscriptions of King Ashoka were in local dialects so that the general public may easily understand. His daughter Sanghmitra who went to Sri Lanka for spreading Buddhism is considered first public relations executive in history [8]. Professional poets were employed to sing the glory of the kings.

Indian population remained under slavery of Mughals followed by Englishmen for centuries. The general public spearheaded for independence and the rulers tried to continue in power. The rulers highlighted their good work and sought the support of the people. The general public revolted and wanted freedom and persuaded masses to join their struggle.

Mahatma Gandhi was the great Public Relations personality who instilled faith among the masses to join hands for achieving political independence [8].

An orderly and organized practice of public relations in India started with the Indian Railways. The Great Indian Peninsular (GIP) Railways launched a campaign in England to attract tourist in India. Its publicity bureau undertook extensive advertising in newspapers and magazines; and introduced various attractions to encourage the domestic tourists.

First organized public relations initiative by Government of India was setup during the First World War when it established Central Publicity Board (now renamed as Public Information Bureau) that functioned as a link between the government and the press [11]. One of its motives was to find out the areas or actions of the government which were criticized. In the present day terminologies it is called “feedback”.

After independence, the Government of India took a revolutionary step and formed a full-fledged ministry for Information and Broadcasting. At that time very few
multinational companies had their professionals and its need and importance was realized to communicate and maintain relations with the public. The need for public relations increased gradually and both the government and nongovernment sectors appreciated its role.

Now, all the state governments and union territories, public sector enterprises, non-government organizations, corporate houses and private firms have departments for public relations and information dissemination. The organizations who do not have in house public relations setups, take the services of the professional public relations firms to reach out to the public.

7.5 Objectives of P Rand Communication Management:

Effective communication is a building block of successful organizations and plays an important role in the success of its public relations initiatives. The first objective of public relations is to develop channels of communication with public to improve mutual understanding. Every organization whether public or corporate and the notable individuals desirous of creating their good image uses and reaching the target public use public relations as well as other methods to establish communication with the public [12]. The main objectives for which organizations and individuals generally needs public relations are as under:

a) Building Awareness
b) Creating Interest
c) Providing Information
d) Stimulating Demand
e) Reinforcing the Brand
f) Managing Reputation
g) Managing Crisis

7.6 Element of Communication:

In communication a message is sent through some media so that the receiver can understand it. It is not necessary that both sender and receiver are present at the same place [11]. The basic communication model consists of following five elements of communication:

a) Sender,
b) Receiver,
c) Message,
d) Channel
e) Feedback.

7.7 Classification of Communication:

Communication is vital to our existence and essential for the functioning of organizations. Practically all actions taken in an organization are preceded by communication. The communication is considered to be successful if the receiver understand what the sender is intending to convey. The process of communication can be classified into various types based on its various features [11].

In broad way the organizational communication, interlinking it with the public relations aspect, can be classified in to the following:
Based on the territory of the audiences:

a) Internal Communication

b) External Communication

Based on the number of audiences:

a) Interpersonal Communication

b) Mass Communication

7.7.1 Internal Communication:

The communication with the internal public of the organizations can be termed as internal communication. Internal public include employees, board of directors etc. the effective internal communication promotes a spirit of understanding, mutual trust, confidence, coordination, cooperation and proper execution.

7.7.2 External Communication:

External communication means the communication with the public outside the organization. This may include general public, customers, government agencies, other organizations, media and other stakeholders.

7.7.3 Interpersonal Communication:

Interpersonal communication means exchange of information between two persons or a small group.
7.7.4 Mass Communication:

Mass communication means the communication with the large public through the means of mass media. It is not necessary that the sender and receivers are at the same place. Mass media is generally relates to newspapers, magazines and books as well as radio, television and films, as these medium reach to a large populations.

7.8 Functions of Mass Communication:

a) Information dissemination
b) Education
c) Entertainment
d) Persuasion and Public Relation

7.9 Significance of Mass Media in Public Relations:

Public Relations is all about influencing the perception of the people in favour of the organization or the individual. Though other forms of reaching to the public are paid form of communication, however, public relations generate credibility through third party endorsements such as media. Of late this field of communication has evolved into a consulting practice and has spawned many public relations consulting firms across the country. Public Relations professionals vividly use the mass media to reach to the masses and create a positive image of the organization they are working for.
Mass media influence the daily life of general public more than any other cultural institution and are the main sources of information, education and entertainment. Mass media influence the purchase decision, voting behavior, academic achievement and other activities of masses. Because of this large-scale impact of mass media, politicians, businessmen and government agencies depend on media to influence people. Business organizations all over the world spend huge money to market their products with the help of mass media advertisements. Even the governments also use mass media to inform public about the policies and schemes. Similarly, people also need mass media to express their needs, complaints and wishes to the authorities. In short, role of mass media in our society is omnipresent.

There is a well-organized system behind each mass medium. In this sense; the production of a mass medium is the result of well-organized system.

Public relations is fusion of external and internal communications. The public relations professionals require communication and use mass media, [6] as an essential part of practice, for the following:

a) Corporate Image Building
b) Perception Management
c) Media Relations
d) Environment Analysis
e) Crisis Management
f) Event Management
g) Internal Communication
7.10 Types of Mass Media:

Mass media can be categorized according to physical form, technology involved, nature of the communication process etc. There can be following major categories of Mass Media:

a) Print Mass Media

Johannes Gutenberg’s invention of the moveable metallic type in the fifteenth century paved the way for proliferation of the print media. The printing press using moveable types introduced the method for mass production of texts.

Before the invention of the printing press, books were expensive materials affordable only for the aristocrats and royal families. Printing reduced the cost of books and made them available to the common men also.

Rapid duplication of multiple copies of handy texts led to the innovation of modern newspapers. Print Media include following:

i. Newspapers

ii. Magazines

iii. Books

iv. Other textual documents

b) Electronic Media:

The history of electronic mass media starts with the invention of radio by Marconi. The first radio station was set up in Pittsburg, New York and Chicago in the 1920s. After that England, European, Asian and African countries also established radio
stations for broadcasting news and entertainment content in the early years of 20th century. The next step in electronic communication media history was the invention of cinema. Following cinema; television broadcasting was initiated in the US on experimental basis during 1920s. But, the dramatic impact of television as a mass medium began in 1950s. Similar to these, recording industry was also boomed in the western countries.

The electronic media mainly include the following:

i. Radio

ii. Television

iii. Movies

iv. Audio and Video records

c) New Media

Online and digital means of producing, transmitting and receiving messages are called new media. The term encompasses computer mediated communication technology. It denotes the use of desktop and portable computers as well as wireless and handheld apparatus. In the present time every organization use new media in some manner. These forms include:

i. CD-ROMs

ii. DVDs

iii. Internet facilities like World Wide Web, bulleting boarding, email etc.
d) Traditional Media

This form of media is a part of our rich heritage and culture and is deeply associated with our traditions, agriculture and religions. These festivals are celebrated with spontaneous songs and dances. There has also been tradition of holding fairs and community gatherings on these festivals. The artists using the traditional media inform, educate and entertain people. Through these traditional forms various historical or mythological stories are retold. With the coming of faster forms of media; the use of traditional media has come down.

e) Outdoor Media

Outdoor media focuses to communicate the message to the targeted public when they are “on move”; in public places, in transit, in waiting or in specific commercial locations. The outdoor media is also called out of home media. Presently, both government and nongovernmental agencies are extensively using this media to reach the public.

With the advent of new technology the outdoor medium has also been digitalized. The Digital out of home or outdoor network is not limited to cafes, bars, restaurants, health clubs, petrol pumps etc. only but its network includes independently addressable screens, kiosks, jukeboxes etc.

The non-digital outdoor media includes Billboards, Bus and Train panels, lamppost panels, street advertising etc.
7.11 Elements of Public Relations:

Public Relations has following four elements:

a) Human Relations
b) Empathy
c) Dialogue
d) Persuasion

7.12 Public Relations Strategies:

If Public relations is used strategically it provides the greatest value to an organization. In an effective organization, all the major functions are linked together by a common set of strategies that tie in to an overall vision of the future and an underlying set of values. It is essential to develop a strategy to properly implement the public relation objectives and improve the image of the organization and help them form a meaningful relationship with the public. The process of strategy starts with planning duly determination of the main focus areas and predetermination of roles. The objectives must be decided and action plan needs to be chalked out accordingly.

7.13 Public Relations Tools:

Public Relations practitioners use a variety of methods to build and maintain relationship with the target audience[11]. Some of the most common ones are as given hereunder:
a) Attendance and Participation in Public Events:
Attending public events; the Public Relations practitioners take get opportunity to
directly reach to the public and communicate with them directly or indirectly. Active
participation in conferences, fairs, exhibitions, festivals, seminars etc help the public
relations professionals to showcase the positive image of their organization and
communicate the desired messages to the target groups. Apart from participation in
these events, the public relations professionals also sponsor these events to
enhance the visibility of the organization and reach the public strategically.

b) Press releases:
It is one of the oldest and most effective PR tools. The publication of news stories
has bigger impact than advertisements. Since the initial days of organized public
relations initiatives, the public relations practitioners have been using press releases
to get coverage in print, electronic and other media. There is a public perception that
people consider information of news items or articles more trustworthy and
meaningful than paid publicity such advertisements.

c) Newsletters:
This is a general method to establish and continue a strong relationship with the
public by sending them information which is of their interest and use about the
organization. Newsletters are published with intention to market their products and
services besides sharing news and general information.

d) Social Media and Blogging:
PR professionals use social media to reach the online public. It helps them built
relationship and continue two way communication. The use of social media is
increasing day by day and now all the political parties, social organizations and prominent people are using this media to connect with the public.

**e) Media Kits:**

Media kits or press kits are distributed among the media professionals during press conferences and other events organized by the organization. Promotional material about the person or the organization is placed in the media kit. Generally a media kit consists of Backgrounder, fact sheets, photographs, CDs, DVDs, advertising material, past press coverage and the detailed information about the event along with the contact details of the spokesperson etc.

### 7.14 Other Approaches Associated with Public Relations:

The nature of public relations is reasonably broad and a wide range of activities can be included in it which seems to create confusion of public relations. Though these activities have some element of public relations but these are not surely public relations. It is an admitted fact that the public relations professionals also use a little bit of these activities but these activities or practices cannot be termed as public relations.

**i. Propaganda:**

Propaganda is a type of communication used to influence the attitude of public towards some cause or position. In propaganda only one side of argument is presented. Throughout the history statesmen have used propaganda. In propaganda information disseminated may be to some extent wrong or correct and it is spread
using different type of media so as to build desired opinion among the public. As opposed to impartially providing information, propaganda, in its most basic sense, presents information primarily to influence an audience.

In Propaganda facts are presented selectively with motive to generate response based on emotions rather than rational [8]. In its original sense propaganda was neutral but over the period it has acquired a strongly negative connotation.

ii. Campaigns:
Campaign is single purpose publicity programme undertaken on an elaborate scale employing coordinated media efforts to reach the target public with focus on specific objectives [10]. The objectives of a campaign may include the promotion of candidate in election, the promotion of cause, product, ideology or issue. In parlance of Public Relations, campaign is a continuous and extensive effort to create and maintain conducive mental environment to accept the objective. Broadly, the campaigns can be in four categories namely industrial, commercial, institutional and governmental.

iii. Lobbying:
Lobbying is practiced by different kind of people and organized groups, including individuals in the private sector, corporations, fellow legislators or government officials, or advocacy groups to influence the decisions made by the officials in the government, legislative bodies or regulatory agencies. Professional lobbyists try to influence legislation on behalf of a group or individual who hires them. Methods of lobbying vary and can range from sending letters, making presentations, providing
briefing material to members and organizing rallies. Lobbying has both of its negative and positive impacts. On one side the socio-economic powerful people get things done in their favour by twisting or corrupting the law. On the other people lobby so safeguard the interests of deprived and marginal people.

iv. Spin:

It is a form of propaganda to influence public opinion in favor or against a certain organization or public figure [10]. Unlike public relations, in spin mostly involve hypocritical, misleading or highly manipulative tactics are used. In the present era, spin is referred to giving manipulative interpretation of facts to change the public opinion. Many organizations practices spin to build appearance contrary to the facts. Spin is considered an offensive term.

v. Negative PR:

Negative public relations is a practice of damaging the reputation or corporate identity of the target. The objective of negative public relations is to discredit the target. The target may be business or political rival. The secrets mainly the dubious and unclean activities of the target along with misleading facts are revealed to the public [8]. Though there may be some benefit like reining the policy makers and dissuading them from doing wrong, but still it is not considered a morally good tool.
vi. Front Groups:

In democracy many groups are created by several people to influence the policy decisions in their favour. These lobby groups hide their real identity and sources of their funding and works in disguise. These front groups are created by all type of people or organizations including big corporate, political parties and so on. In appearance it seems that they are advocating the common causes or the general public interests but in reality they fulfill the purpose of their sponsors [14].

vii. Publicity:

Publicity is an intentional effort to manage the public perception about prominent personalities, goods and services and all kind of organizations by attracting media attention and gaining visibility with the public. It is a simple act of making a suggestion to a journalist that results in a story about the organization or its activities [11]. It is a process of analyzing, planning, organizing, producing and distributing the material so that it reaches its targets.

Both print and electronic media depend upon publicists to provide story thoughts and the media carry them free of cost. Publicity is the technique of ‘telling the story’ of an organization, cause or person [5].

It is the umbrella term which in its meaning covers all the techniques employed to get a story to the public.
viii. Diplomacy:

Diplomacy is the practice of having negotiations between the representatives of the states or groups. Prior to finalization of international treaties; the diplomats negotiate on behalf of their respective country to safeguard the interests of their people. Normally diplomacy is practiced in treaties related to trade, environment, culture, human rights or peacemaking issues.

In social sense, diplomacy is the application of tact to find mutually acceptable way out to a common challenge without hurting the sentiment of the other. It is commonly bilateral in character and function through foreign offices, embassies and special missions etc. all over the world. [8]

ix. Advertising:

Public Relations and advertising often go hand in hand but both of these are different and have different goals and overall effect. Advertising is a paid form of communication and focuses on promotion of products, services or schemes. On the other hand public relations is specialized in communication with the public and media [8]. The public perception about the advertisements and articles is quite different and the public consider the article more trustworthy.

People understand the difference between advertisement and the news report. The impact and credibility of news item is many time higher than the advertisement. Though there are advantages and disadvantages of both public relations and
advertising; many a time they seems to be complimentary to each other. PR is a lot less expensive than advertising [2].

In most of the organizations the public relations department looks after both the public relations as well as advertising works.

7.15 Public Relations and Communication Management in Union Government:

Public Relations is a very important part of public policy or service. A government public relations department disseminate information to the public for education and awareness with a motive the welfare of public and promote the multifaceted progress of the country. [8]. The public relations strategies and objectives long term approach and do not change with the political change over. The Government of India has following wings to look after its public relations work:

a) Press Information Bureau:

The Press Information Bureau is the main arm of the government of India to act as an interface between the government and the media. It disseminates information related to the programmes, policies, schemes, and the initiatives taken by the government. Besides highlighting the achievements of the government; it provides feedback on the public reactions reflected in media [15].
b) Directorate of Advertising and Visual Publicity:
The Directorate of Advertising & Visual Publicity (DAVP) is entrusted with the responsibility to take care of the advertising and publicity needs of the central government and its associated offices. It was started during the world war-II [11]. DAVP has been creating awareness among the masses on various issues concerning the common people. Its efforts in spreading awareness on social and economic issues have been praiseworthy.

c) Directorate of Field Publicity:
The Directorate of Field Publicity came into existence in 1953 under the integrated publicity programme of government to have direct contact with the people. It has been spreading awareness about plans, programmes, schemes, policies and achievements of the government at the doorstep of the public and at their convenience [15].

In the initially years its services were in remote, tribal and backward areas where media reach is limited but now it has set up information delivery system in every district in the country.

This department connects the government with public and disseminates the benefits of the schemes formulated.

The activities are organized in collaboration with the Central and State Governments, public representatives, opinion leaders, local and non-governmental organizations etc.
d) Song and Drama Division:

Started in 1954 as a unit of All India Radio; Song and Drama Division has been tapping the resourceful live media for publicity [15]. The main function of the division is to create awareness and emotional receptivity among the general public regarding social, economic and democratic ideals which are conducive to the progress of the nation. It creates among the people in border areas a sense of defense preparedness and cultural integrity with the rest of the country and keeping up the morale of the army soldiers posted in isolated forward areas through live entertainment media which includes both urban theatre forms and folk forms covering all the regions of the country.

7.16 Public Relations in States and Union Territories:

All the states and union territories governments have their dedicated publicity, information and public relations departments. Directorate of Information and Public Relations acts as the official information channel and public relations arms for the Government by disseminating credible information on various programmes and policies of the government to the citizens through the media. These departments perform and get executed all the obligations of the public relations in the state or union territory.

These departments are dedicated to provide information so as to get favorable response from the public [8]. The activities of these departments include public relations, advertising, event management, publicity and publications etc.
7.17 Public Relations in PSUs and Other Organizations:

It is equally important for the governments and their entities to communicate their programmes, achievements and policies to spread awareness and win public support [2]. The contribution of public sector has been very significant in the development of the profession of public relations.

Public relations in its true sense started with PSUs like HMT, BHEL, Bhilai Steel Plant followed by NTPC, Indian Oil, VSNL, ONGC etc. to name a few. Bodies like Public Sector Public Relations Forum and SCOPE have played a notable role in professionalization of PR discipline [3].

The Public Relations Society of India was set up in 1958 to promote professional development of public relations. Now all the public sector undertakings and most of the other autonomous bodies have separate public relations department to deal with all the aspects of public relations.

7.18 Public Relations in Private Sector:

The importance of Public Relations is increasing with the passing day and the private sector has also recognized and accepted it. Basic purpose is to communicate the viewpoint of the organization to the public. Now all the private organizations irrespective of their size have professional public relations practitioner. Besides, the services of out sourced professional are also obtained [2]. Advertising is supplemented with an effective public relation exercise to achieve the target.
7.19 Public Relations Agencies in India:

The growth of public relations began in India in the early 1990s. Though several small agencies and individuals; were working even before that. The scope of public relations was limited to the media relations only. The people who began these services mainly came from the journalism background. Some international public relations agencies, mainly the subsidiaries of advertising agencies, set up base in India in mid 1980. The liberalization of Indian economy given boost to the opening of many agencies whose main business was public relations. The growth of public relations agencies, have achieved new dimensions and the corporate need them for image building as well as strategic public relations ever than before.

7.20 Ethics in Public Relations:

Public relations is one of the highly unregulated profession. Some of the professionals have willingly stick to the code of conduct to avoid ethical violations.

The Chartered Institute of Public Relations, the Public Relations Society of America and The Institute of Public Relations are a few organizations that publish an ethical code. Responsible Advocacy, truth and transparency are the key ethics of the profession of public relations [16].

The credibility of paid communicators in companies is very limited [17].

The code of ethics has contributed in the growth of professionalism in the field of public relations [18].
Public Relations Society of America [19] emphasis on core values for the public relations professionals which consist of

a) Advocacy
b) Honesty
c) Expertise
d) Independence
e) Loyalty
f) Fairness

PRSA stress upon translating core values in the ethical practice[20]. It stressed upon protection of confidential and private information to promote healthy and fair competition. These ethical practices should avoid conflict of interest and work to strengthen the public trust in the profession.

Public Relations Society of India has also adopted the International Code of Ethics for Public Relations on April 21st, 1968 which insist on reaffirming faith in fundamental human rights and in the dignity and worth of human person.

7.21 Challenges in Public Relations:

During the last two decades there has been significant growth in the field of public relations. However there are certain weak areas and needs to be given focus. The professional training is essential to improve the competence.

Besides, the case study base literature needs to be published by seasoned practitioners to apprise them of the real challenges. Many practicing professionals
face the shortage of skilled support system and adequate infrastructure. The use of information technology needs to be enlarged to explore the full potential. Furthermore, there is a tendency of distrust between clients and agencies. The clients feel that the agency can afford to charge less; similarly, talent expects much more from their employers than ever before.

Public relations has been considered an associated activity of advertising and it is seen that many a time it goes unappreciated and unrecognized. Many people do not accept the budget of public relations as investment rather it is considered as expenditure. This approach is a deterrent factor for the growth of the sector.

Public Relations improves revenue, profitability, customer base, shareholder perception, competitive edge, media exposure and awareness. It is a powerful business tool but many clients do not give so much of weight age to that [21].

The functioning of the public relations professionals is very difficult. Sometimes the management has irrational expectations from their public relations team to have complete control on what is being reported in the media which put them under immense pressure. If something good is reported in the media, the management takes its credit but when some negative story is published the onus is put on the public relations team that the media was not handled properly. A common handicap for public relations practitioners in India is that they are not being given the status that they deserve and public relations inputs are not being used in management decision making. The other biggest challenges of the PR industry include lure of better pay, leadership crisis, Lack of understanding of the profession, and perception issues. Public relations is gradually getting more acceptances from both the public and private sectors.
7.22 Conclusion:

Communication passes through every facet of human life and holds the foundation of every human society. It is the process of exchanging, transmitting, transferring, expressing or importing ideas, sentiments, attitudes, feelings, meanings, information or opinion between individuals, groups or organizations. Public Relations and Communication Management is not only the life blood an organization but also the heart of its internal and external communications. Effective communication is prerequisite and essential to all problem solving and is essential part of public relations. It is as old as the human civilization and has existed in one form or the other. The public relations in the present form is in practice for over a century. The media industry in India has grown significantly during the last 20 years and so has increased the role and responsibilities of the public relations professionals. With the growth in traditional media and advent of new media, the need of public relations personnel is growing at a very fast pace. Public relations involves creating mutual understanding between organizations and their publics. Hence, all the organizations and prominent individuals need public relations to reach to the target audiences. There is huge scope for public relations professionals. With the arrival of multinationals companies future of Public relations in India is very promising and it is expected that the sector will grow further. It involves a diversity of functions and is very complex and challenging. These functions are interlinked and are heading for towards the achievement of a singular goal of creation of mutual understanding between organizations and their publics. Public relations involves commitment to protect and enhance the reputation of the organization and maintain openness and integrity.
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