



THOMAS ADEWUMI UNIVERSITY, OKO KWARA STATE

Faculty	Management and Social Sciences	
Department	Mass Communication	
Course Title	International Public Relations	
Year of Study	3	
Course Code	MCM 310	
Credit Hours	2	
Contact Hours	30	
Mode of Delivery	Classroom Lectures	
Mode of Assessment		Weight
Continuous Assessment		30%
Final Examination		70%
Total		100%
Course Lecturer	Folorunsho, O.M.	
Course Description	The course is designed to train students to become knowledgeable about issues and concepts in public relations at the local, national and global levels. It will also equip the students with the ability to apply international public relations strategies to handle the Nigeria's image problem.	

Course Objectives	<p>This course would teach the students the following:</p> <ol style="list-style-type: none"> 1. Educate them on how to make use of International Public Relations programmes, tactics and strategies to achieve specified objectives for corporate organisations, multinationals, national governments, international organisations and institutions. 2. Widen their horizons on the relevance of public relations for solving the peculiar problems of multinational corporations, international business, governments and personalities. 3. Educate them on the trends in International Public Relations (IPR)
Learning Outcomes	<p>On successful completion of the course, students will be able to:</p> <ul style="list-style-type: none"> ➤ Understand and discuss the rationale behind the study of International Public Relations. ➤ Know the similarities and differences between Domestic Public Relations and International Public Relations. ➤ Identify and describe International Public Relations’ strategies and programmes. ➤ Develop the skills needed to apply International Public Relations strategies and programmes to image challenges confronting corporate organisations, national governments and international institutions. ➤ Identify and discuss the various opportunities and challenges confronting International Public Relations. ➤ Identify and discuss emerging issues in the globalisation of public relations as they affect the current global matrix. ➤ Apply course materials and class discussions to own research by completing a seminar paper capable of conference and journal publication.
Teaching and Learning	<p>The class will meet for two hours every week for a combination of both the lecture hours and tutorials.</p>

Detailed Course Content	This course is an in-depth study of what it takes to develop the skills needed to apply International Public Relations strategies and programmes to image challenges confronting corporate organisations, national governments and international institutions. The course also presents the relevance and objectives of IPRs, similarities and differences between IPRs and DPRs, as well as theoretical issues in IPRs. Development of skills needed in applying IPRs to the image problem/issues in Nigeria and how to use IPRs techniques and strategies in handling organisations, corporations and multinationals.	
	Course Content Sequencing	
Weeks	Detailed Course Outline	Allocated Time
Week 1	Introduction <ul style="list-style-type: none"> ▪ Definitions of Public Relations and International Public Relations ▪ Similarities and Differences between Domestic Public Relations (DPR) and International Public Relations (IPR) ▪ International Public Relations Publics ▪ Overview of Public Relations 	
Week 2	The Basics of International Public Relations <ul style="list-style-type: none"> ▪ Roles and Objectives of International Public Relations ▪ International Public Relations Strategies and Tactics ▪ Overview of International Relations ▪ Theoretical Issues for International Public Relations 	
Week 3,4	Corporate Advertising and Multinational Public Relations <ul style="list-style-type: none"> ▪ Introduction to Corporate Advertising ▪ Types of Corporate Advertising and how they 	

	<p>are used by Multinational Corporations for International Public Relations</p> <ul style="list-style-type: none"> ▪ Advantages and Disadvantages of Corporate Advertising ▪ Measuring the Effectiveness of Corporate Advertising 	
Week 5	<p>Globalisation of Public Relations</p> <ul style="list-style-type: none"> ▪ Effective Public Relations in Multinational Organisations ▪ Opportunities of International Public Relations for the 21st century ▪ Challenges of International Public Relations for the 21st century ▪ Paths to the Theory and Practice of International Public Relations ▪ International Public Relations and Pedagogy <p>Continuous Assessment I</p>	
Week 6	<p>Comparative Analysis of International Public Relations</p> <ul style="list-style-type: none"> ▪ The Development of Public Relations in Nigeria ▪ The Development of Public Relations in the United States ▪ European Public Relations ▪ Middle East Public Relations 	
Week 7, 8	<p>Ethical Issues in International Public Relations</p> <ul style="list-style-type: none"> ▪ Ethics in Public Relations ▪ International Public Relations Codes of Ethics ▪ Transnational Corporate Ethical Responsibilities ▪ Relativism versus Universalism 	

Weeks 9, 10, 11	<p>International Public Relations and Nigeria's Image in Foreign Countries: A Case Study</p> <p>What led to Nigeria's Image problems</p> <p>How did this Image become an International Issue?</p> <p>Efforts of Previous Governments and Eminent Citizens in Enhancing Nigeria's Global Image</p> <p>Application of International Public Relations (IPR)</p> <p>Strategies in Dealing with Nigeria's Image Problems</p>	
Week 12	Revision	
Week 13, 14	Examinations	
<p>Recommended Reading Material</p> <p>Culbertson, H.M., & Chen, N. (1996). <i>International public relations: A comparative analysis</i>. New Jersey: Lawrence Erlbaum Associates.</p> <p>Ezeukwu, G. (1999). <i>Understanding international relations</i>. Enugu: Gold Publishers.</p> <p>Health, R. (2001). <i>Handbook of public relations</i>. Houston: Sage Publications, Inc.</p>		

NOTE: 75% attendance to class is a MUST to qualify to sit for examination in International Public Relations

LESSON 1

OVERVIEW OF PUBLIC RELATIONS

Public Relations Defined

The most comprehensive definition of Public Relations is that offered by the *Public Relations News* which is a weekly newsletter of the industry. The PR News says PR is:

The management function, which evaluates public attitudes, identifies the policies and procedures of an organization with the public interest, and executes a program of action (and communicates) to earn public understanding and acceptance.

From this definition, Public Relations require a series of stages, including:

1. The determination and evaluation of public attitudes
2. The identification of policies and procedures of an organization with a public interest.
3. The development and execution of a communications program designed to bring about public understanding and acceptance.

The processes identified above do not all occur at once. An effective Public Relations program continues over months or even years. It requires sustained and consistent efforts over a long period of time for it to truly succeed.

This definition also reveals that Public Relations involves much more than activities designed to sell a product or service. It also involves some promotional programs that concentrate on corporate image building, making and maintenance. For instance, press releases may be used to announce corporate policies and changes in the organization or special events may be used to create goodwill in the community, and advertising may be used to state the firm's position on a controversial issue or debate etc. This necessitates the application of Public Relations, advertising and promotions in international related issues like national image and reputation.

What is International Public Relations (IPR)?

While definitions of Public Relations may vary greatly according to the orientation of who is defining it, most authors and scholars on the subject matter seems to agree on the definition of International Public Relations.

According to Prof. Ikechukwu Nwosu, International Public Relations (IPR):

IPS is the deliberately planned systematic and researched based activities of an individual or marketing organization or nation which are aimed at maintaining sound productive and international relations with international publics, such as customers, agents, governments, business organizations and others.

According to Ekeanyanwu (2005) International Public Relations is the effective, proactive and productive Public Relations in multinational organizations and nations, which are deliberately aimed at sustaining the confidence of their international publics in an attempt to enhance international relations and corporate reputation.

The above definitions suggest that International Public Relations is aimed at winning friends, getting support or sympathy of international relations through evaluation of their opinion concerning one's actions. It also aims at achieving common interest; corporate, government and other publics approval and understanding. However, IPR could also be referred to as Comparative Public Relations; and it involves a search for both similarities and differences between the practice in one or more countries and in the other platforms. The primary purpose of IPR is to identify more or less universal problems that apply widely (Culbertson, 1996). In simple terms, International Public Relations could also be defined as the practice of Public Relations in an international or cross-cultural context. According to Culbertson (1996), IPR involves Public Relations practices in at least four different realms:

1. International organisations (e.g. UN, World Bank, IMF)

2. Intergovernmental relations (diplomatic recognition, alliance formation/disintegration, and sanctions/embargoes).
3. Transnational economic transaction (investment trading, financing of multinational corporations).
4. Interactions among citizens of different national (through sports, tourism, arts, films, entertainment etc).

Similarities between Domestic Public Relations (DPR) and International Public Relations (IPR)

The similarities between Domestic Public Relations (DPR) and International Public Relations (IPR) include:

1. Some forms of media relations occur everywhere in the same manner and have target publics: Media relation is one primary function of Public Relations and it is not just practiced in most firms and nations; the strategic focus, the modus operandi, the objectives and sometimes, the basic output are similar whether at the domestic level or the international level.
2. In the area of ethics, the standards are now universal in application: Behavioural codes, such as the Universal Declaration of Human Rights and the International Public Relations Association's Code of Athens, are gaining acceptance globally. We now have a situation where morality questions in the profession is not just subject to geographic locations but to universal laws of right and wrong conduct in a civilized world.
3. In the use of Public Relations in organizations, all entities, whether domestic or multinational, strive to preserve their reputation from internal or external threats: This has remained one of the primary objectives of Public Relations at whatever level it is practiced. For organizations at the domestic fronts, Public Relations is strategically

focused at preserving the reputation of the organization. This is the same thing at the international or multinational level.

4. All organization (domestic or international), also try to identify and build relationships with vital publics: One other critical function of Public Relations is to help its organization identify and build the organization's corporate relationship so as to maintain an all round atmosphere of cordiality and mutual respect. This is not an easy task but remains the role of Public Relations at both the local and global levels.
5. All organizations, whether domestic or international, also anticipate problems and seek to dominate them or at least reduce the adverse effects: All firms that make use of Public Relations as a management function expect it to be the early warning signal which helps them to properly evaluate and reevaluate proposed policies and actions so as to receive the greatest support from its diverse publics.
6. Differences between Domestic Public Relations (DPR) and International Public Relations (IPR): It is easy to list similarities between countries and just as easy to dismiss the differences. But organizations get into trouble by not recognizing that the international arena is exponentially more complex than domestic fronts. As noted by Wakefield (2001), this complexity lies both in organizations themselves and in the added cross cultural factors of each country, most of which are human elements that can fall into the realm of Public Relations.

Differences between Domestic Public Relations (DPR) and International Public Relations (IPR)

1. Multinationals, which practice International Public Relations, face multiple regulatory arenas governing products, language, employees, taxation and so forth. This then, affects employee relations, promotional materials, translations, claims and other Public Relations activities.

2. Multinationals and the like have multicultural employee forces with diverse perspectives on work hours, use of time and space, managerial space, managerial styles and other work-related attributes. This makes international communication much more difficult.
3. Externally, there are dispersed publics that often mistrust multinationals and that now can affect great global pressure through the mass media or the internet.
4. There are also cross-border problems, such as pollutions and labour, whose resolutions require intercultural communication. All of these factors above are faced by managers who might have years of experience in the domestic setting but are entirely out of their comfort zones in the international environment.
5. Distinctions and differences are also seen in PR practices between countries. For example, some countries have national communication systems, whereas others are highly local or regional. Also, media campaigns can be nightmarish in India, which has more than a dozen official languages. Again, practising PR in Brazil requires a license, but to obtain publicity, one needs a journalist's license.

International Public Relations Publics

As defined in the introduction above, in order to be classified as “Public” of Procter and Gamble, for instance, you must have a committed relationship with Procter and Gamble. In other words, your actions or inactions must affect Procter and Gamble while Procter and Gamble's actions or inactions must also affect you in a particular way. Firms and organizations which practise International Public Relations obviously have wide range of other institutions as publics. The list in this instance could be exhaustive depending on the magnitude of assignment the firm performs. The list of publics for a particular organization also changes with a change in operations and relationships.

However, the list below is a fair representation of the International Public Relations publics of many firms that operate at the multinational/transnational levels:

1. National Governments: These are the national governments of nations where the particular Multinational firm has operational base or branch. The national government becomes a public of such Multinational Corporation (MNC) because of the regulatory capacity of the government wherever such a firm operates.

2. Multinational Corporations and Firms: A multinational firm in a particular situation or context could become a public of another multinational firm if their lines of businesses cross. In this instance, the MNC could be a supplier or exporting partner etc.

3. Stockholders and Investors in Global Ventures: Stockholders and shareholders are basically the owners/investors in businesses. At the global level, they finance such MNCs and therefore constitute a primary public of any MNC where they have put their money in.

4. Legislative Houses of Independent States: Legislative Houses in any independent State where MNCs practice are the law making arm of the governance structure in such States. Since MNCs are subject to the laws of the nation where they operate, Legislative organs become their primary publics that they usually lobby to have favourable legislation and policies.

5. The Judiciary of Independent States/Nations: The Judiciary is law adjudication and interpretation arm in the governance structure of most independent nations. They interpret the law and are therefore regarded as the custodian of the rules, regulations and most importantly, the Constitution of their independent States. MNCs sometimes have needs to approach them for litigation, arbitration and interpretation of operational laws etc. These functions make it imperative to include the Judiciary as a vital public of International Public Relations.

6. Community Members/Host Communities: Every MNC or firm must have an operational overseas base. This base is someone else's community. In other words, there is no MNC or transnational corporations (TNCs) without a host community. It is very important for MNCs or TNCs to cooperate with their host communities so as to have peaceful and mutually beneficial stay at such communities.

7. Suppliers to Global Businesses: Every MNC must have suppliers in its chain of business. These suppliers may be the middle men between the firms and the raw material needed for their

business survival. To ignore them therefore may be suicidal in any business calculations. They remain a vital public of MNCs.

8. Distributors for Global Firms: Most MNC firms prefer not to deal with consumers directly for the sake of convenience at most instances. They make use of major distributors who serve as representatives in their areas of operations. It is important therefore to include this group into the public's network of MNC.

9. Customers and Consumers of MNCs: Customers and consumers are the ultimate publics of any MNC because they are the ones whose patronage keeps the company running. Without them, there will be no MNC. They are diverse in nature with different demands on the company. Their satisfaction should be the ultimate goal of any MNC apart from making profits. For me, they are the most important public of any MNC.

10. The Local and International Media Organizations and Professionals: Every MNC must have solid media relations to survive the intrigues in international business. You cannot have or talk about media relations in the absence of a regular engagement of both local and international media organizations and professionals who are interested in the business you do. The media sometimes exist as the "devil's advocate", fourth estate of the realm, the peoples' watchdog etc. To ignore them or pretend they do not exist is wrong business policy for any business that wants to survive stiff competition at the international level. Media organizations and the professionals that work them are therefore, obvious publics of MNCs.

11. Civic and other Business Organizations: There are different civic groups in a given society that exist to protect the interest of the other members of a given public in their dealings with other publics. They are called civic organizations. They are also a recognized stakeholders and thus publics of MNCs.

12. Financial Groups and Institutions Engaged in International Financing: Financial groups engaged in international financing like the International Monetary Fund (IMF), the World Bank, African Development Bank (ADB) etc usually support, consult or churn out policies that may affect the operational procedures of many MNCs. Their inevitable and vital role in international financing makes them a vital public of International Public Relations.

13. Labour Unions/Employees: Labour Unions are key publics to any MNC because they represent the employees of the company. Most of the time, employee grievances are channeled

through the Labour Unions so as to protect individual employee from Management victimization and enjoy the benefits of collective bargaining.

14. International Labour Organizations: International Labour Organizations exist as regulatory, policy making and international advisory or consultancy bodies for MNCs. They are therefore important in the operational circle of many MNCs.

Overview of Public Relations Functions

The functions associated with Public Relations work are numerous. From the perspectives of Seitel (2007), these functions include:

- 1. Writing:** It is the duty of the Public Relations unit to prepare and write speeches for the top management of the organization. It is also the duty of Public Relations to write news or press releases for the organization.
- 2. Media Relations:** This is a primary role of Public Relations in any organization. It is the duty of Public Relations to deal with the press or media on behalf of the organization on corporate matters.
- 3. Planning:** The Public Relations department organizes for special events, media events and any other approved management functions.
- 4. Counseling:** The Public Relations department also counsels management in all its dealings and interactions with others.
- 5. Researching:** The Public Relations department is expected to research into the opinions, attitudes and behaviours that influence values and beliefs.
- 6. Publicity:** The Public Relations department must generate positive publicity and attention for its organization.
- 7. Marketing Communications:** Marketing communication is a key function of Public Relations. Under this arrangement, Public Relations performs other marketing related

functions such as: creating brochures, producing sales literature, arranging meeting displays and organizing sales promotions.

- 8. Community Relations:** The Public Relations department identifies and supports the host community's internal and external struggles. This helps it maintain a cordial relationship with the host community.
- 9. Consumer Relations:** The Public Relations department interfaces with consumers through written and verbal communication.
- 10. Employee Relations:** The Public Relations department engages the employees of the organization in positive relations.
- 11. Government Relations:** The Public Relations department deals with all arms of the governance structure of a State on behalf of the organization.
- 12. Investor Relations:** The Public Relations department also communicates with the organization's shareholders and stockholders; help package communications materials meant for them etc to ensure that the desired effects are achieved.
- 13. Public Affairs and Issues Management:** Another major function of the Public Relations unit is to deal with public policy and its impact on the organization.

LESSON 2

INTERNATIONAL PUBLIC RELATIONS

The Basics of International Public Relations

The world is growing smaller in many ways. The Global Village is even now truer than before due largely to the advancement and greater sophistication in the application of ICTs. Beyond ICTs or New Communication Technologies, weapons of mass destruction, joint-venture firms, multinational/transnational corporations, supersonic transports, nationalist sentiments, religious zealotry and other issues make it possible that events anywhere in the world affect people almost everywhere else (Culbertson, 1996).

In essence, there is now an urgent need for more tolerance, cooperation and mutual understanding among people of different cultures and different ways of seeing reality (Culbertson, 1996). This is where International Public Relations finds meaning and here lies its major role as a discipline.

Second, if we also consider the aspect of International Public Relations that is referred to as Comparative Public Relations (which involves a search for both similarities and differences between the practice of Public Relations in one or more countries and in other platforms); then we are able to identify that the primary purpose or role of IPR is to identify more or less universal problems that challenge many or all nations, and to search for generic principles that apply widely (Culbertson, 1996).

Third, International Public Relations focuses (as one of its major roles) on the practice of Public Relations in an international or cross cultural context (Culbertson, 1996). As an integral part of international or cross-cultural communication, IPR involves PR practice in at least 4 different realms:

1. International Organization e.g. UN, World Bank, IMF

2. Intergovernmental Relations e.g. diplomatic recognition, alliance formation/disintegration, and sanctions/embargoes.

3. Transnational Economic Transaction e.g. investment trading, financing of MNC

4. Interactions among citizens of different national e.g. through sports, tourism, arts, films, entertainment etc.

Objectives of International Public Relations (IPRs)

The objectives of International Public Relations involve effective communication and persuasion towards winning support for our actions and policies in the global comity of nations.

One other major objective of International Public Relations is the winning and sustaining of loyalty, good citizenship and respect for governments and leadership of independent nations.

International Public Relations helps to build patriotism amongst citizens in the country and in those in Diaspora.

International Public Relations also aims at combating and upsetting false propaganda against one's government and state.

International Public Relations ensures a steady two-way flow of communication between one nation and the other.

Another unique objective of International Public Relations is that of achieving and sustaining media understanding and cooperation amongst players and stakeholders in the global arena.

International Public Relations also aims to identify more or less universal problems that challenge many or all nations, and to search for generic principles that apply widely.

International Public Relations helps to build new relationships that address upcoming and emergent situations as well as help to maintain greater cooperation, tolerance, and mutual understanding among people with different basic beliefs, values and ways of thinking.

International Public Relations aids us in making or winning friends for our nation as well as maintaining and sustaining such friendships and relationships.

Winning positive legislation, attitudes, and images for your country, institutions or organizations is another strategic objective of International Public Relations.

International Public Relations also helps in attracting new businesses, institutions and organizations for your nation.

International Public Relations helps in balancing the global and the local in multinational business relations.

International Public Relations Strategies and Tactics

Using Nigeria's image problems and challenges as a typical and practical case, the following IPR strategies or tactics could be applied to the situation to have a more appealing image in the international circle:

1. Establishment of Cultural Centers: Cultural centers should be set up abroad and maintained by the country's International Public Relations experts or specialists. Within these centers, different types of cultural activities should be displayed. Culture is seen by Ekeanyanwu, (2008) as the philosophical touchstone of every development. It is the aggregate and state of the experience, thought, science, efforts and technical equipment of people with which they define their relationships and negotiate their transactions with the rest of the human community. Hoebel on his part defines culture as the integrated sum total of learned behavioral traits which are manifested and shared by the members of a society. Moreover, the Cultural Policy for Nigeria, published by the Federal Ministry of Culture, defined culture as:

The totality of the way of life of a people in their attempts to meet the challenge of living in their environment, which give order and meaning to the social, political, economic, aesthetic, and

religious norms and modes of the organization thus distinguishing a people from their neighbors.

In summary, cultural centers should be set up abroad to specifically showcase the rich cultural values of our great nation so that foreigners or nationals of such countries could appreciate and understand us better.

2. Organizing International Trade Fairs: International trade fairs like Lagos and Kaduna International Trade Fairs organized yearly is one unique IPR strategy to project Nigeria's image in the eyes of foreigners in the quality and technological development of the country. This has the potential/or may lead to bilateral talks between Nigeria and other countries.

International Trade Fairs offer opportunity of interaction with foreign participants to sort out the way of enhancing the technological and societal development of both nations in the bilateral talks and fairs.

3. Organizing Seminars Locally and Internationally: Seminar is another potential tool of IPR because it offers the participants the opportunity to rub minds together and share ideas and knowledge. This kind of forum will acquaint foreign participants with the finer qualities of the country and personal interaction with the people and with their warm hospitality. This will make them to understand Nigeria and the various efforts to grapple with problem of national development.

4. Periodic Organization of Press Conference: Press conferences as IPR tools give a government functionary the unique opportunity to meet the public, especially the international public and media in person in order to correct misconceptions and policies and programmes of the nation. They also offer opportunity of feedback from the public to the government. For international press conferences, the public and the international media get a first hand

opportunity to see Nigerian realities. At press conferences held in public relations spirit, wonders always happen. A fool could even give a wise man counsel. This presupposes that every conference is result-oriented and essentially Omni-directional, if not multi-purposeful.

5. Use of Conference Centers: Conference centers could be used as talking shops where ideas are freely exchanged or marketed for public welfare. They transform lives and reshape the collective destiny through the creation of better perspective for peace, equity and cultural understanding. By and large, mutual understanding and cooperation will be established.

6. Effective Community Relations Application: Using this strategy as IPR tool, Nigerians abroad should be encouraged to participate in community development and seek acceptance on such occasions from those who never accommodate them. Nigerians should identify themselves with hopes and aspirations of their immediate locality abroad. This will help to correct misconception, answer criticism and repel attacks by foreigners who are misinformed about Nigeria and her people. It helps convince foreigners or nationals of a particular foreign country where Nigerians reside, that Nigerians are capable of maintaining laws and order in any society they find themselves.

7. Effective Media Relations: The media are central points on which community interpersonal and inter-organisational relations hang. Because of the vital role of the media in modern society, it is impossible to successfully perform PR duties without the media. In this respect, PR professionals and practitioners must, as a matter of priority and strategy, maintain a cordial relationship with them and use their services to facilitate the flow of information to the greater generality of the people. Open door policies should be established where press men and women at all our foreign embassies and high commissions could come in and ask questions to clarify issues concerning our nation's activities and her nationals. Moreover, Nigerian embassies and

high commissions should give all the necessary assistance to any medium that is out to correct any distorted or misconceived information about Nigeria and her people.

8. Sponsorship of Sports Activities: This also helps to enhance Nigeria's image abroad. Because sports activities are now political weapons in the international arena, their use as an IPR tool is now common amongst nations. After the Nigerian Dream Team won the football events of the Atlanta 1996 Olympic Games, Nigeria's image shot up positively in the global media. It will amount to sheer ignorance after that superlative victory at the Games for any European or American to ask a Nigerian where the hell Nigeria is.

9. Sponsorship of Literary Works: The Nigerian government's sponsorship of literary works of well known/internationally acclaimed personalities like Professors Chinua Achebe and Wole Soyinka will go a long way in polishing our tarnished image abroad. Professor Skid Gates, at Wole Soyinka's birthday celebration in 1993 said that Nigeria should be proud of producing such a prolific and patriotic writer whose works will endure for a long time to come. According to the scholar, Harvard University in US has opened Wole Soyinka Archives at Houghton Bare Book and Manuscript Library. This will tell foreigners that there are still some Nigerians who are honest and dedicated to their professional calling in life. Everybody in Nigeria is not a 419niner or fraudster or trickster!

10. Film and Documentary Film Production: The government should encourage films that are centered on our culture and some of them should also be taken abroad to be aired in some selected media abroad to give Nigeria a true and realistic image representation overseas. Documentary films that package Nigeria's image positively should also be sponsored by the government and distributed abroad. For instance, a documentary on the Nigerian Drug Law Enforcement Agency (NDLEA) showed on NTA in July, 1993, which centered on the activities

of Agency against drug traffickers should be reintroduced to let the entire world know the country's stand on such negative issues.

11. Advertising in International Media: Advertising in the international media especially on topical and contemporary issues and policies about the behavior of its citizens in Diaspora and at home will go a long way in exposing Nigeria's stand on such issues. This will erode misconception about the nation. It can also be done through a public information series, which should appear in volumes under paid columns in newspapers and magazines to offer the reader as much information as possible about the realities in Nigeria.

12. Crisis Communication Management: In spite of well organized PR programmes as stated above, the ability to manage crisis must be ensured when there is an attack by foreign media and government on some Nigerian behaviors or misconstrued government policies or action which may be blown out of proportion. In some cases, such crises will end up as a blessing because they will give us the opportunity to fight back and in the process do what we might have overlooked, through explanations. On some occasions, there will be need to quietly educate the people concerned or the governments concerned instead of generating these crises through open confrontations. The ability to manage crisis of international dimension goes a long way to tell about our national image. This is the reason it is adopted here as an IPR tool.

13. Effective Use of Corporate Advertising: Corporate Advertising (CA) is an extension of the PR function, which does not aim at promoting any one specific product or service. It is a form of advertising designed to promote the overall image of the firm or organizational reputation. The IPR practitioner could comfortably use Corporate Advertising types to achieve desired IPR results and goal.

14. Rebranding: Rebranding talks about changing the particular image of something that is no longer acceptable or representative of what one expects. To rebrand is therefore to repackaging the image of a thing, this time, Nigeria, to what can sell. Rebranding is a total repackaging to eliminate elements that are no longer suitable or representative and in this vein introduce elements that will project a new image of the thing or nation in question.

15. Mass Reorientation: Mass orientation is about a sustained public relations' program of action to change the prevailing mindset of the populace of a particular society, nation or corporate organization. Most people, for example, think that nothing good can come out of Nigerians because of the negative things they have been associated with in the time past. Mass reorientation will help change such notions by working on the individuals and groups within the nation to see that their present stand on some issues is not in the best interest of the country. Mass reorientation is all about changing people's attitudes, values, mindset, and traditional ways of thinking that are no longer acceptable in the modern world. Mass reorientation will also help those who are on a particular route of self or communal destruction out of ignorance to turn back from such vices. This is a powerful IPR strategy to combat negative perception and images.

Overview of International Relations

International Relations as relations among nations refers to complex processes through which nations develop, maintain, improve or at times destroy its relationships among the members of the global community (Ezeukwu, 1999:30). The relations among nations or states may be friendly, hostile, warlike, undefined or anything between the dichotomies of friendliness and hostility. From the perspective of relations among countries, International Relations can be viewed as the sum total of activities between two or more nations. It involves private and public activities among individuals and governments of different countries. In an attempt to delimit the scope of International Relations activities, Ofoegbu (1980) cited in Ezeukwu (1999) identifies

Public, Private, Economic, and Cultural activities as the four broad areas of international relations among nations. We may add Communications as the fifth activity.

Theoretical Issues of International Public Relations

The concept of International Public Relations has continued to attract the attention of Public Relations practitioners and scholars all over the world (Wakefield, 1996). Bolan (1992) has also noted that the growth of IPR is both phenomenal and haphazard. Joseph (1990) is, however, of the view that more and more countries are adopting American or European PR principles and building a profession along their own cultural lines. He also noted that other nations relegate PR to mere technical tasks, and some other business leaders in countries like Japan still think the practice is all hype. There is also no consensus on what the field entails. Common and available literature in this field has been anecdotal or descriptive. These issues make it imperative to discuss the theoretical foundations for IPR so as to properly focus on the practice because anything that cannot be explained by theory does not really exist.

Theory Building Needed For the Field

The practice of International Public Relations needs a foundation of principles and assumptions that come from scholarly research and theory building. This will help address nomadic issues or what effectiveness ought to look like (Wakefield, 1996). According to Grunig (1992), theory building occurs piece by piece and is shaped, revised and improved for solving problems and directing human behavior and actions. It helps to explain reality and situates discourse within contexts and related reality. So, both practitioners and scholars are admonished to build theoretical foundation that will help them explain objective reality better.

According to Wakefield (1996), theory building needed for the practice and application of International Public Relations could be done in three ways:

1. Assemble theories from related disciplines that have thrived internationally and test them in Public Relations situations.
2. Find ways to test theories on Public Relations in international settings.
3. Build theories from the descriptions about PR in various countries, using “thick description” (Geertz, 1973) to investigate the real meaning behind the activity (a common practice in anthropology).

Implications of Theory for International Public Relations Research

1. **Global Society Theories** show that as cultures interact, turbulence increases because international media coverage helps perpetuate negative stereotypes. IPR practitioners must therefore become experts in conflict resolution because conflict is inevitable (Wakefield, 1996).
2. **Cultural Theories** show the need for Public Relations programs that are sensitive to discuss cultures. The management domain illustrates the value of open systems that adapts to rapid changes and balance central vision with local implementation. Both cultural and comparative studies suggest that organization must add broader perspectives to their traditional cultural views (Wakefield, 1996).
3. **Good communicators fill the needs already addressed above** and they also help to anticipate the challenges ahead and aid organizations think and act in terms that balance their own goals with the desires of a variety of international publics (Wakefield, 1996).
4. **Another implication is that the research necessary for the future are usually addressed.** However, research should identify more implications and more variables of effectiveness. There is a gap between current practice and theories that describe and explain effective practice in cross-border PR programs. When the gap is filled, the theories can be used to determine the effectiveness of international practices (Wakefield, 1996).

5. **Domestic Research in PR is Reaching a State of Maturity.** It also contains a growing volume of critical scholarship that proposes a paradigm for PR away from short-term manipulation toward the more long-term, human relations perspective discussed above (Wakefield, 1996).

6. This has led to the emergence of a comprehensive project called the “IABC Excellence Study” (Wakefield, 1996).

7. Laying of a foundation for the establishment of the same type of theory building to guide IPR practice (Wakefield, 1996).

LESSON 3 & 4

CORPORATE ADVERTISING AND MULTINATIONAL PUBLIC RELATIONS

Corporate Advertising Defined

Corporate Advertising (CA) is an extension of the Public Relations function which does not aim at promoting any one specific product or service. It is a form of advertising designed to promote the overall image of a corporate organization or organizational reputation. In essence, Corporate Advertising is image and reputational advertising. It is advertising that focuses on projecting a good image for the firm. It is not focused on advertising any particular product or service. The rationale is that if the organization has good reputation and image before its various publics, patronizing the organization's products and services becomes a guaranteed matter.

Why Corporate Advertising is Controversial

A number of reasons have been given on why Corporate Advertising may be regarded as controversial in nature and conceptual application:

1. Consumers are not interested in this form of advertising because they do not understand the reasons behind such advertisements and most of the ones they have come across are not very good from a communications standpoint or point of view. (Belch and Belch, 2001).
2. It is also a costly form of self-indulgence as most firms who engage in it have been accused of only trying to satisfy the egos of the top management of such organization. This argument stems from the fact that corporate ads are not easy to write, so top management often dictate the content of the ads; therefore the copy usually reflects their ideas and images of the organization (Belch and Belch, 2001).
3. Another vital element of/or reason for the controversial nature of Corporate Advertising is the belief by critics that firms engage in Corporate Advertising only when they are in

trouble and so they are merely advertising to attempt to remedy the problem and restore confidence in their dwindling reputation or wounded image.

4. There is a major concern that Corporate Advertising is an unnecessary waste of money because the advertisements do not directly appeal to anyone in particular, are not easily understood, and do not promote anything specific. This argument is based on the fact that Corporate Advertising is often intangible (Belch and Belch, 2001).

Despite these criticisms and others you may find out in the course of your studies, that Corporate Advertising has increased in use especially amongst MNCs that now use it as a propaganda tool or image laundering device.

Objectives of Corporate Advertising

Corporate Advertising has two basic goals in mind:

1. Creating a positive image for the firm: Corporate Advertising basically aims at creating a positive image for the organization using it. By identifying with certain viewpoints in the society or by supporting a course of action or the other, organizations that use Corporate Advertising make it clear that they are with a particular public on such an issue in question.

2. Communicating the organization's views on social, business and environmental issues: Corporate Advertising is one subtle way by which a corporate organization could convince its numerous publics that it is in a particular social, business or environmental concern. For instance, Coca Cola's advertisement in the Gay Magazine is enough to tell gays that the company does not discriminate against them. This could be reassuring to the gay community to continue to patronize the products of the company. However, companies that use such advertising should also be mindful of a backlash. Some other publics may also be against the firm's stance and take it out on them. For instance, the Coca Cola's advert on the Gay Magazine could also result in enemies from a segment of the public that does not support gay rights. So,

one has to be sure what the stakes are before venturing into such open declarations of stand on social, cultural or environmental issues.

3. Boosting employee morale and smoothing labour relations: Corporate Advertising also helps to boost employee morale in an organization. When employees have high morale, work flows well and there are better labour relations that translate to peaceful coexistence.

4. Helping newly deregulated industries ease consumer uncertainty and answer investor questions: A firm could use Corporate Advertising to ease out shareholder or stakeholder uncertainties.

5. Helping diversified companies establish an identity for the parent firm rather than relying solely on brand names: Newly diversified companies could use Corporate Advertising to establish an independent identity and create its own brand potentials.

Types of Corporate Advertising and how they are used by Multinationals for IPR

a. Image Advertising

This is a form of Corporate Advertising devoted to promoting the organization's overall image.

Image advertising, according to Belch and Belch (2001), aims at the following:

- i. Creating goodwill both internally and externally for the organization in question.
- ii. Creating an advantageous position for the company
- iii. Creating human and financial resources for the organization
- iv. Creating general goodwill and public acceptance for the organization.

Methods of Image Advertising that are mostly used by Multinationals for their IPR needs

1. **General Image or Positioning Adverts:** These are adverts often designed to create an image of the firm in the public mind or to attempt to change an existing image.

2. **Sponsorship:** Organizations, which seek positive image for their organizations often, engage in sponsorship of some worthy courses. Some of the programs usually sponsored are educational

programs, sports programs; enlightenment programs etc. Organizations, which engage in sponsorship programs, are seen as good corporate citizens.

3. Recruiting: Corporate image advertising could also be designed to attract new employees to a MNC.

4. Generating Financial Support: Image advertising could also be targeted at generating more investments for the Multinational organization. By creating a more positive image, the organization makes itself attractive to potential investors and stock buyers.

5. Event Sponsorships: Corporate sponsorship of charities and causes is now a popular method of public relations. This has necessitated its use by most firms who hope to achieve traditional public relations' objectives. In this area, sports events have continued to take the greatest percentage of budgets for event sponsorships. Many Multinational Corporations, firms and Public Relations departments subscribe to event sponsorship because it gets their organizations, product names, brands, services etc before the consumers. By selecting the right events to sponsor and at the right time, organizations can get visibility among their target market (Belch and Belch, 2001).

6. Advocacy Advertising: This form of advertising addresses issues like environment, business and other sociopolitical issues. Advocacy Advertising is concerned with propagating ideas and elucidating controversial social issues of public importance in a way that supports the interest of the sponsor. Advocacy Advertising portrays the image of an organization indirectly by adopting a position on a particular issue rather than promoting the organization itself (Belch and Belch, 2001).

3.1.4 Cause Related Advertising:

This is an increasing and very popular method of building a positive image for an organization. Through this method, organizations link with charities or nonprofit organizations as contributing sponsors. The organization benefits from favorable publicity, while the charity receives the much-needed funds to execute its mandate (Belch and Belch, 2001). It is however, important to note at this juncture that cause-related advertising is not 100 percent guarantee for success, and it takes time and concerted effort. Organizations have gotten into trouble by misleading consumers about their relationships and others wasted money by hooking up with a cause that offered little synergism or gateway to their customers or potential customers (Belch and Belch, 2001).

Multinational Corporations which use these methods are therefore admonished to have the majority of their publics in mind before making a decision on what cause, charity, event etc to sponsor or support. A wrong analysis of the situation could backfire. It is negative irony for a company to advertise itself out of business or competition.

Advantages of Corporate Advertising

1. Corporate Advertising is an excellent vehicle for positioning the Multinational Corporation in the market place as well as in the minds of the various publics and consumers.
2. Corporate Advertising takes advantage of the benefits derived from Public Relations while still using traditional advertising platforms. When a firm engages in Public Relations efforts, there is no guarantee it will receive press coverage and publicity. Corporate Advertising helps get the message out, and although consumers may not perceive it as positively as information from an objective source, the fact remains that it can communicate what has been done.
3. It reaches a select target market. It is not like traditional advertising module that sometimes finds it difficult to segment the market before unleashing advertising on both potential and non-existent market forces.

4. Corporate Advertising is also relatively cheaper than traditional public relations functions which are meant to achieve same or similar objectives.

Disadvantages of Corporate Advertising

1. Questionable and Uncertainty about the Effectiveness of Corporate Advertising: The impact of Corporate Advertising remains uncertain and sometimes questionable. This is so because there is no strong evidence to support the belief that Corporate Advertising works.

2. Constitutionality and/or Ethics: Some critics have argued that since the big firms are the ones that have the kind of resources required to engage in Corporate Advertising, they can easily use such resources aided by Corporate Advertising to control public opinion unfairly and to their advantage.

3. Expensive Backlash: When Corporate Advertising backfires, it could be very costly and expensive to deal with. This is apart from the fact that the tool is costly in itself. A backlash could arise when the firm inadvertently through Corporate Advertising puts its support on a project, program, or issue the majority of its publics or core markets do not support.

4. Attempts by Multinational Corporations to use Corporate Advertising to replace Corporate Social Responsibility have often been criticized by industry experts who strongly feel this is a wrong move. According to them, Corporate Advertising benefits a few of the publics while Corporate Social Responsibility is for the majority of the community hosting that organization. Therefore, Corporate Advertising should not replace Corporate Social Responsibility.

Measuring the Effectiveness of Corporate Advertising

Attitude Surveys: This is one sure way to determine or gain insights into both the publics' and investors' reaction to adverts. This is usually carried out by advertising agencies on behalf of their clients to determine the effectiveness of a running campaign or one that just entered the market.

Studies Relating Corporate Advertising and Stock Prices: This method seeks to relate various elements of Corporate Advertising to stock prices (prices that investors offer for a firm's stock). These studies, however, have yielded conflicting conclusions, indicating that while the models for such measures seem logical, methodological problems may account for at least some of the discrepancies (Belch and Belch, 2001).

Focus Group Research: This method has been used to find out what investors want to see in adverts and how they react after the adverts are developed. This is a practical approach that ensures investors participate in the evaluation of Corporate Advertising.

LESSON 5

GLOBALISATION OF PUBLIC RELATIONS

The Evolution of Public Relations in Multinationals

According to Harris & Moran (1991:21) cited in Wakefield (2001), “In the past, Public Relations officers and their organizations that operated in foreign environment relied solely on their own intuition. But intuition devoid of any reliable road maps can result in grave mistakes that jeopardize millions of dollars in company revenues.” To avoid these grave mistakes, International Public Relations people must be guided by sound knowledge about cross-cultural practice. They must know how to maintain consistent communication and protect their organization’s reputations around the world. At the same time, multinationals need to understand the nuances of PR between countries, or even in different regions within countries, and how misunderstandings of these nuances can bring problems on a global scale (Wakefield, 2001).

Most multinational organizations, according to Wakefield (2001), have gone through evolutionary stages as they have expanded overseas. As they add new international units, they often try to keep everything coordinated from Head Quarters. But they found this practice increasingly difficult to do as their geographic reach brought in more and more languages and cultures.

Effective Public Relations in the Multinationals

When talking about International Public Relations, there is no one best prescription. All multinational organizations work in the same global scene, but each has its unique traits and challenges. Despite these unique traits and challenges, the following suggestions from the perspective of Wakefield (2001) could be argued as the ingredients of effective PR in multinational organizations.

1. **Balancing the Global and the Local:** According to Wakefield (2001), the majority of organizations still struggle with “either/or” mentalities about international management. They

give their host offices significant autonomy to handle the local mores, or they peddle their one size-fits-all products and management concepts. With either mode of thinking, PR could suffer. In the first case, senior local managers assume complete authority over all host country activities including PR, even though they most likely know nothing about PR. In the other case, strong central policies tend to destroy local flexibility and can be so marketing driven that PR is reduced to mere promotional support (Wakefield, 2001).

To be effective, Wakefield (2001) observes, “PR must retain a broad base in the multi-national, identifying and communicating with all critical publics and not just consumers. It also must balance these global functions with local strategies that address local demands. But why should these decisions being left to international marketing or local senior executives who do not understand PR? The people who can make the best decisions on the correlation of global and local PR are those who are genuinely qualified to practice it at both levels” (Wakefield, 2001).

2. Public Relations in One Unit: In a ground breaking study (Grunig, 1992) cited in Wakefield (2001), **Integration** was identified as critical to effective PR. Instead of splitting into various units of the organization, PR is more valuable when it is in a single coordinated department. Then, the functions can strategically build communication and preserve the reputation of the entire organization rather than satisfying the diverse, and often contradictory, whims of managers in separate divisions. Effective PR, as doubt, combines the best domestic and international programs in one unified worldwide function (Wakefield, 2001).

3. Horizontal and Team-Oriented Structure: Wakefield (2001) also notes that successful PR in the multinational firms is not “topdown”. For years, the axiom has been “Think Global, Act Local”. This recognizes global imperatives and local sensitivities but also implies headquarters strategy and host country implementation- as if the local unit cannot do anything until it receives marching orders. But what if local factors require distinct strategies? These should be encouraged as long as they do not conflict with the overall mission of the organization. And what if problems cross borders? Headquarters had better act, not just think (Wakefield, 2001).

Wakefield (2001) further says that “The phrase also suggests that only head office people are able to think- that no matter how bright the local officer might be, they cannot benefit the overall planning and problem-solving processes. Such a situation creates an unfortunate waste of talent.”

Morley (1998) cited in Wakefield (2001) proposed the alternative stance of “Think Local, Act Global”. As such, organizations can avoid perceptions of “imperialism” and address the reality that, in the end, “all public relations is local”. When local units can think and not just act, they become free to effectively satisfy “local history, customs, rituals, taboos and prejudices” (Morley, 1998:33).

4. **Team Leader, Not Manager:** No one in this system has a monopoly on knowledge, and no authoritative manager is dictating procedures. Rather, there is a team leader who can communicate global perspectives and is capable of building essential camaraderie among team members. Maddox (1993) cited in Wakefield (2001) calls such a person a cultural integrator. Kanter (1995) cited in Wakefield (2001) says integrators “have the vision, skills and resources to form networks that extend beyond the home base”. They “can also see beyond obvious differences among countries and cultures..., resolve conflicts among local ways, and... bring the best from one place to another”. Kanter certainly did not have PR in mind, but this statement could apply well to a qualified team leader in a global PR program.

5. **Considerations of Agencies:** According to Wakefield (2001), “most multinational firms consider whether to use PR firms, and if they do what types best fit their needs. The major issue here is whether to hire external resources on a global, regional, or local basis. If the need is worldwide, then it is typical to select a global firm that owns offices in dozens of countries or a global agency network that connects independent agencies around the world.” Wakefield (2001) further advises that whatever choice is made, the multinational always should control its global PR programs internally with someone who has daily access to top management and can stay abreast of constant changes within the organization that require PR decisions or counsel. This senior PR person should work closely with the PR agency but should not abdicate control to that outside resource.

Opportunities of International Public Relations for the 21st Century

There are many opportunities following the adoption of International Public Relations in Multinational Organizations as well as other smaller industries that get involved in international trade or business. However, based on Maureen Taylor (2001), three of such opportunities are identified while Ekeanyanwu (2008) adds a fourth one. These opportunities are discussed below:

1. Because of research skills in Public Relations, PR serves as the eyes, ears and voice of the organizations (Taylor, 2001). With Public Relations, organizations are able to follow up on societal perceptions as it concerns the organization. This also helps such organization to remain competitive as it regularly monitors public opinion on the activities and policies of the organization.

2. Astute Public Relations practitioners are valuable resources for their organizations because of their ability to save such organizations in times of transitions and uncertainties (Taylor, 2001). Public relations experts are better leaders during transitions and uncertainties and do help their organizations to maintain sanity and operational capacity during this period.

3. According to Maureen Taylor (2001), Public Relations also has opportunity to positively affect the developing nations of the world through participation in development communication, nation building and avoiding war between states and amongst different actors on the global political scene.

4. International Public Relations according to Ekeanyanwu (2008) could also be applied by nations and their nationals even in the Diaspora, which are on the brink of image collapse to remedy such a situation. This is suggested because case studies in this area suggest that International Public Relations strategies have been applied with success in some countries battling negative global image challenges.

Challenges of International Public Relations for the 21st Century

There are many challenges facing the application of International Public Relations in Multinational Corporations as well as other smaller industries that get involve in international business and relations. However, based on Maureen Taylor (2001), four of such challenges are discussed while Ekeanyanwu (2008) adds a fifth one. These challenges are discussed below:

1. **Societal culture** might be one of the most difficult challenges. Sriramesh and White (1992) cited in Taylor (2001) suggest that International Public Relations will have to reflect the cultural and societal norms of the host nation. This will create unique Public Relations situations in every society with marked distinctions in different contexts.
2. **Language** will also present another unique problem for International Public Relations practitioners across different countries. Corporate slogans, marketing and advertising themes, and the translation of original materials will all need to be checked and rechecked for international audiences and markets (Taylor, 2001).
3. Taylor (2001) also identified **the media** as one of the core factors that will present its unique challenges to Public Relations practitioners because in many parts of the world, governments continue to dominate media ownership and content. Thus, organizations might have to pay to have stories published, and this will change the dynamics of media and public relations.
4. **Issues of ethics** will continue to challenge Public Relations practitioners in the international arena. Cultural variation, different norms of conduct, and different levels of socio-political development will all demand different approaches to the practice (Taylor, 2001).
5. Ekeanyanwu (2008) identifies **issues of pedagogies and curricula development** as critical factors challenging the practice of International Public Relations in most societies. Teaching International Public Relations has continued to show remarkable differences in various contexts and countries, same for curricula development. Most nations' PR grew from the US but European PR has continued to evolve beyond what was passed on from the US. PR in the Middle East remains a challenge to US practitioners and there is a thin line between lobbying, subtle bribery/manipulation and PR in Nigeria.

These marked differences are applicable in other societies not mentioned here. They therefore remain huge challenges for the 21st century when one begins to conceptualize a globally accepted curricula and teaching models.

Path to Theory and Practice of International Public Relations

The four paths to the theory and practice of International Public Relation are:

1. Public Relations as a Symmetrical Communication Activity: The first line of International Public Relations research extends the idea of Public Relations as a symmetrical communication activity as proposed by J. Grunig. This path reminds us that the frameworks that guide evaluations of U.S. International Public Relations practices might not hold up in other nations.

2. Contextualization and Description of the Practice of PR in Different Nations of the World: This path shows that some unique social, political, and economic factors will shape the practices of successful International Public Relations in the 21st century. The issue now is what are these unique social, political, and economic factors that will shape the practice of International Public Relations in the 21st century?

3. Ethical And Educational Foundations of the Practice: The path focuses on the ethics of the practice as well as on educational foundations. The path shows that more education is needed to prepare all practitioners for ethical communication and practice.

4. Groundwork for Developing new Theories of Public Relations: The final approach lays the groundwork for developing new theories of Public Relations that can transcend national boundaries. This presupposition path reminds us that every assumption that we make about PR needs to be critically examined when we communicate with international publics.

International Public Relations and Pedagogy

The pedagogical demands of teaching Public Relations internationally according to Newsom et al (2001) require that PR practitioners and educators consider the following criteria for the profession:

1. An international body of knowledge
2. Standards for entry into the field
3. Shared ethical values of practitioners
4. Professional competencies that can be taught at different levels
5. A foundation of knowledge that gives practitioners a reason to turn to universities for continuing education in the same tradition of other professions like medicine and law. Our arguments in this topic is to encourage the global adoption in teaching of a topical body of knowledge, a topical syllabus, a recognition of cultural-government-media differences, and a research agenda by academics and practitioners that examines research needs created by global environment and a testing of traditional and new research methods to cope with different infrastructures. We shall therefore briefly examine some of these issues in detail:

1. Topical Body of Knowledge

Ordinarily, having a topical body of knowledge for the profession could have been a problem but thanks to the internet. The internationalized body of knowledge needs no editor or gatekeeper. Teachers and students of Public Relations simply need good computer search engines and skills maneuver around the subject matter. However, the commitment of PR practitioners and educators are needed here to make things work. They need to be dedicated in sharing information and experiences online on regular basis (Newsom et al, 2001). This online sharing of topical information and experiences is very vital because previous efforts by International Public Relations Association and the Public Relations Society of America to establish a

printed/published body of knowledge or codified body of knowledge for global use have been very unsuccessful.

2. Topical Syllabus

Like the topical body of knowledge, the development of a useful and topical worldwide syllabus, according to Newsom et al (2001), must result in an outline that lends itself to adaptation to and explication of specific circumstances without diluting the following specific areas that must be covered:

1. Definitions of Public Relations and explanation of its use.
2. Public Relations' management role and its strategic communication function.
3. The environment of PR practice in terms of socio-economic, political and cultural characteristics.
4. The expectations of PR efforts and the measurement of outcomes.
5. Consideration of cultural differences in the different countries.

According to Hall (1995), cited in Newsom et al (2001), cultural differences have to be addressed on two different levels. The first is organizational and the second is national and individual. At the organizational level, it should be noted that certain organizations share an identifiable culture while others don't. On the other hand, people in one particular society or nation individually and collectively share a culture different from that of people in another nation or society. Both differences are critical to understanding the environment in which Public Relations is practiced (Newsom et al, 2001).

On the issue of pedagogy, a consideration as well as an appreciation of diverse cultural values of people is very critical. The nuances of a culture are an important part of building relationships. Public Relations practitioners must understand and appreciate cultural differences and be

responsive to them. Teaching students how to discover and appreciate these differences and to use that information in practicing Public Relations is critical (Newsom et al).

3. Government Organization and the Economics/Politics of Public Relations Practice

Understanding a country's government or leadership structure is the key to grasping both its economic and political structures. Public Relations practitioners need to know who has the power to do what under which circumstances. Knowing how and where laws are made and being enforced is essential if an organization expects to function within a country's borders (Newsom et al, 2001). Laws also affect the economics of a nation. Who owns what and how that ownership is acquired and maintained are essential bits of knowledge which a Public Relations practitioner need to function maximally in a nation. So, Public Relations education must also focus on this area internationally (Newsom et al, 2001).

4. Research Challenges for International Public Relations Education

According to Newsom, et al. (2001) preparing Public Relations' practitioners for the research needs that they will encounter in an international environment means making them aware of the accessibility and reliability of secondary information and help. It is also important that political implications of such information to the practice of Public Relations internationally be made known to the PR practitioners. Furthermore, the primary research skills that most US-educated students possess might or might not work elsewhere because of these countries' limitations in infrastructure and differences of culture. Yet the demand for research in international settings is increasing (Synott & McKie, 1997, cited in Newsom et al, 2001).

5. Continuing Education for Public Relations Practitioners

Most successful professions like Accountancy, Law, medicine etc usually have their professionals return back to the universities to update their knowledge of the profession. How many PR practitioners return to universities for such updating? Recent surveys especially in the

US suggest that PR practitioners are using archaic practices because they have not pursued continuing education (Newsom et al, 2001). It is therefore recommended that PR practitioners take advantage of continuing university education to update their knowledge of the profession as well as attend seminars, symposia, workshops etc. This also implies that Universities should begin to mount practice oriented postgraduate programmes in Public Relations and allied disciplines so as to give the PR practitioners the reason to return back to the classroom to update their skills and knowledge base.

LESSON 6

COMPARATIVE ANALYSIS OF INTERNATIONAL PUBLIC RELATIONS

History of Public Relations in Nigerian Public Sector

Nwosu (1990), one of the gifted scholars of the discipline, credited the British with introducing Public Relations in Nigeria in the 1940s. According to him, organized Public Relations in Nigeria began within Government agencies on January 1, 1944, when the British colonial administrators set up the first Public Relations office in Lagos. By 1948, as reported by Alozie (2004, p. 244):

The Colonial Administration established Public Relations outlets in the regional capitals of Ibadan, Enugu, and Kaduna. At independence, the government established a full-fledged Federal Ministry of Information and an in-house Public Relations Department at each ministry. At present Nigeria has thirty-six states. Each has its own ministry of information, headquartered in the state capital. Every federal and state ministry, as well as most government department and parastatals, maintains an in-house Public Relations component. The state governments have information officers posted outside their capitals. The officers of the federal and state ministries of information and departments are responsible for informing the public of government activities and policies. They also analyze feedback in order to refine their messages to further promote government policies and to attract favourable responses from the public.

Ajai (2005) also notes that “During the War II in 1942, the Colonial Office established the first Information Centre in Lagos and other cities to handle information between troops at the war fronts and their families back home. Mr. Harold Cooper ... worked tirelessly to set up these Information Centres. It was from this humble beginning the Information Department grew as a government ministry.” In summary, scholars and historians all agree that the Public Relations

industry in Nigeria started in government business and affairs before spreading to the private sector where it blossomed.

Growth of Public Relations in the Public Sector

Nwosu (1990) credits the growth of Public Relations in Nigeria among nongovernmental and commercial organizations. He observes that their willingness to use Public Relations tactics and strategies extensively in addressing corporate issues and image/reputation matters helped to establish Public Relations practice in Nigeria. Pratt (1985) cited in Alozie (2004) notes that various “Nigerian administrations tend to delegate and view Public Relations activities as social responsibilities of the nation’s leading corporation- activities they are encouraged to conduct as their contribution to promoting nation building and development. Consequently, these nongovernment organizations tend to sponsor and apply sophisticated Public Relations strategies and campaigns, whereas various administrations depend on publicity-related tactics and programs as their primary Public Relations strategies.”

Ajai (2005) chronicles the growth of Public Relations in the private sector in Nigeria around the end of the Second World War in 1945 when the London Chamber re-established business relations with West African nations, Nigeria and Ghana to be specific. The entrance of UAC International, S.C.O.A. and C.F.A.O. also had dramatic effects on the development of Public Relations in the private in Nigeria. The companies were rivals and competitors and so used Public Relations strategies to outwit one another for a greater market share of the Nigerian business environment. The growth of the banking sector also had its impact. The rise of the banking sector was so phenomenal that the competition became very stiff. One way each bank tried to outwit the other to gain a greater percentage of the market share was to employ Public Relations specialists and strategies in its operations. Public Relations became the golden profession helping other professions to achieve their marketing goals and objectives.

Growth of Public Relations in the United States

According to Seitel (2007), the US Public Relations experience dates back to the founding of the American union. Public Relations at this level was basically used to influence public opinion, manage communications, and persuade individuals to follow a course of action and support the American Revolution. The efforts leading to the creation of the American Constitution also owed part of its success story to the history of Public Relations in America. The founding fathers of the American Constitution used the powers inherent in public relations to win support or persuade others to see reasons with their own point of view. The practice of the discipline continued to percolate in the 19th Century although with evidences of negativism as demonstrated in the “Press agency”, and “let the public be damned” philosophies that came up during this period.

We shall consider the development of Public Relations in the United States using the Four-stage Model of PR development as captured by J. Grunig and Hunt (1984) thus:

First Stage: The Manipulation Stage

This is the stage of initial development of Public Relations whereby former journalists acted as press agents with an emphasis on one-way communication and too often an emphasis on unethical media manipulation, propaganda and persuasion. It is usually regarded that this stage was the antecedent to the modern Public Relations that took hold in the 1880s. Notorious in the use of this First Stage were names like Amos Kendall and Phineas T. Barnum.

Second Stage: The Upsurge and “Take Off” Stage

This stage was less manipulative but hyperbole and exaggerated claims were part of the tools used by PR practitioners as the practice of Public Relations spread in the US. These problems created the unrealistic expectations by investors leading to the stock market crash in 1929 (Cutlip, 1994).

Third Stage: The Rethinking Stage

At this stage, members of the dominant coalition about the roles and functions of PR started having a rethink of some of their earlier positions on issues related to Public Relations. This stage also saw the rise of professionalism in the practice of PR. Also, at this stage more managers began placing more emphasis on research and two way symmetric communications. In-house specialists also began to displace outside consultants in dealing with Public Relations matters.

Latest Stage: The Stage of Sustained Growth and Increasing Emphasis on Two-Way Communication

In the United States, this stage has brought about Integrated communication which is more than IMC because of the emphasis that the former (IC) places on internal organizational communication (Caywood, 1997). Because two way communication activities are associated with the growth of free markets and democracy, PR has continued to grow in the US.

European Public Relations: An Evolving Paradigm

According to Hazleton and Kruckeberg (1996) cited in Culbertson and Chen (1996), Public Relations in the European Union is an evolving paradigm that lacks a definite shape and structure. What we find in place is Public Relations heavily tainted by Britain's philosophy of the practice. We shall take an overview of this by considering the following points below that define the evolving nature of the European Public relations:

1. The most sophisticated Public Relations in the European Union is practiced by the British probably because of its close association with the United States. Literature supports the assertion that there are clear similarities between Public Relations in the UK and the US and what is largely found in operation in the European Union is the UK's idea of Public Relations.

Second the linguistic and cultural ties between the United States and the United Kingdom have also contributed immensely in the diffusion of US Public Relations practice to the UK and consequently the EU.

All the above implies that the content of European Public Relations is largely United States based. In other words, European Public Relations is “imported” from the United States through Britain.

2. The continuing dynamics and formalization of the European Union will strongly influence, if not dictate, how Pan-European Public Relations will evolve because of movements and other socio-cultural issues that cut across Europe’s boundaries. So, industry watchers are waiting to see how this plays out.

3. Third, as European member nations continue to evolve, there will be increase in the complexity and turbulence of the environment of Public Relations practice. This turbulence and complexity is reflected in an increasing demand for Public Relations in Europe and a corresponding growth in the number of Public Relations practitioners there.

4. The EU will place greater economic strain on the existing European Public Relations firms, especially mid-sized ones that do not have resources to invest in the new Pan-European marketplace.

5. The emergent joint venture arrangements in the EU will create a need for PR in the areas of institutional identity, employee relations and community relations.

6. Increase in goods and services, and the organizations that produce them will also result in communication goals related to marketing and community acceptance which will invariably increase demand for Public Relations because of the expected competition that comes from increased market.

7. The EU's new "Euro-brands" will require that PR contracts be awarded centrally because European companies will want global PR strategies that can provide sub-strategies tailored to national markets (Stoltz, 1991).
8. Increased business competition will also demand a new wave of financial Public Relations specialists and strategies for both established and emerging organizations.
9. The facilitation of technology transfer throughout Europe is another factor impacting the development of Public Relations in the EU member nations.
10. The EU will ultimately define and unify European Public Relations into a "Pan-European" practice – at least at the strategic macro level. This may result into something substantially different from what is currently in UK and the US.
11. No one should assume that other EU member nations will copy and practice British and US dominated kind of PR as it is now. There are enough room for them to play around brands, trends and thus evolve a unique structure to reflect their situation and environment.
12. European Public Relations may not develop fully until a common European culture concurrently develops. This may look impossible considering the cracks that are already manifesting in the political and economic structures of the EU.
13. Many Public Relations scholars and practitioners conclude that Public Relations practice is socially, as well as culturally and geopolitically specific. Thus, Public Relations practice and theory can be pan-European or (pan-global) only in so far as a concomitant social, cultural and geopolitical commonality evolves throughout Europe (or worldwide).

Public Relations in the Middles East

The Middle East Public Relations currently focuses on engaging dialogue and bringing peace between Israel and Palestine. It also focuses on ethno-religious dialogues in the region. Public

Relations practitioners in the Middle East could implement their skills by assuming the role of educating and re-educating the United States public on the Middle East (Samra, 2001).

The need for peace in the Middle East obviously drives the Public Relations practices there. This has given rise to a lot of peace conferences, religious dialogue, ethnic round tables etc. These are put together by Public Relations practitioners to engage the public in finding lasting solutions to the Middle East problems or at least ameliorate the adverse effects on the economy and people in those regions.

However, some scholars have observed that planning and organizing for the peace conferences etc could present challenging scenarios for the western trained Public Relations specialist. It gives such specialists the opportunity to explore new trends and frontiers in dealing with similar issues. The United States plays a major role in the Middle East conflict as an interested mediator. Therefore, the resolution of the situation is to the US national interest. This is the major reason every US Government spends millions of dollars in the region to protect its immediate and future interests.

However, the average US citizen knows very little of anything else outside of the US. Geography and traveling are not peculiar hobbies for US citizens. Therefore, Public Relations practitioners should implement their skills beginning at the local level. To begin, as noted by Samra (2001:689), cited in Heath (Ed.) (2001), they could assume the role of educating and reeducating the American public about the real issues involved in the Middle East conflicts and the best practical way to tackle such issues. According to Samra (2001), the mutual benefits to this include:

- 1. A Deeper Appreciation of Middle Eastern History and its Contribution to Western Civilization**

Such massive reorientation of the US public by PR practitioners will obviously result in a deeper understanding and appreciation of the Middle Eastern history, culture and people. It will also help to understand and evaluate their aspirations better within the context of the region. The Middle East's contribution to modern civilization especially in the West will be further explored through such platforms.

2. A Better Understanding of the Behaviours of its People and Culture

Culture is the touchstone that defines a people and their aspirations. Until you understand a man, you cannot predict him. Until we have a proper understanding of the people of the Middle East and their values, every roadmap to the so-called peace will continue to hit the detour or the rocks.

3. Ongoing Religious and Political Dialogue

PR activities towards making ongoing religious and political dialogue more effective will go a long way in redefining the Middle East peace process.

4. Leadership and Participation in the Peace Process

A proper education or reeducation of the American public on the Middle East conflicts will help offer participatory and enlightened leadership on the critical issues on the conflicts.

5. Financial Gains to Arabs and Israelis by Expanding Economic Ties

Financial gains could also be a result of these efforts if well managed. Thus, the successful completion of the peace process could add to the stability of the region in a multifaceted way (Samra, 2001). The peace conferences could therefore present a very exciting challenge to Public Relations practitioners as it may provide them the opportunity to exploit new frontiers, next levels and new techniques to address some of the perennial issues.

LESSON 7 & 8

ETHICAL ISSUES IN INTERNATIONAL PUBLIC RELATIONS

Ethics in Public Relations

The Public Relations Department or Unit in any corporate organization, firm or institution of any type should be the seat of corporate ethics and the highest professional behaviour in all corporate matters. From the perspective of Seitel (2007:121), at least four ethical theories are relevant to the practice of Public Relations. These four theories are briefly explained below:

1. The Attorney/Adversary Model: This model was developed by Jay Barney and Ralph Black and compares the legal profession to that of PR in that (1) both are advocates in an adversarial climate and (2) both assume counterbalancing messages will be provided by adversaries. Barney and Black suggest that in this model, Public Relations practitioners have no obligation to consider the public interest or any other outside view beyond that of their client (Seitel, 2007:121).

2. The Two-Way Communication Model: This model was developed by Jim Grunig. The model is based on collaboration, working jointly with different people, and allowing for both listening and give-and-take. In this model, Grunig suggests that the Public Relations professional should balance his/her role as a client advocate with one as a social conscience for the larger public (Seitel, 2007:121).

3. The Enlightened Self-interest Model: This was developed by Sherry Baker and is based on the controversial principle that businesses do well by doing good. This is controversial because that is not always the case about successful businesses. In this model, however, Baker suggests that companies could gain competitive advantage and more recognition/respect in the market if they act ethically (Seitel, 2007:121).

4. The Responsible Advocacy Model: This model was developed by Kathy Fitzpatrick and Candace Gauthier. The model is based on the ideals of professionalism and responsibility. It argues that the Public Relations practitioner's first loyalty is to his/her client, but must also have a responsibility to voice the opinions of organizational stakeholders. In this model, the founders suggest that the PR practitioner's greatest need for ethical guidance is in the reconciliation of being both a professional advocate and a social conscience of the people (Seitel, 2007:121), which Uthman Dan Fodio ultimately called "an open wound that only truth can heal".

Need for Ethical Controls in the Public Relations Industry

The need for ethical controls in the Public Relations industry cannot be overemphasized. Any industry without such controls never grows because practitioners can take laws into their hand. Worst, such an industry will be abused because of its state of anarchy. Bearing this in mind, ethical and legal controls in the Public Relations exist for the following reasons:

1. For proper regulation of the activities of the professionals and practitioners in the industry.
2. To ensure best and exemplary practice in the industry.
3. To protect the publics of an organization that the PR Department represents.
4. To ensure and maintain standards and acceptability.
5. To avoid unnecessary and destructive litigations.
6. To ensure correct conduct and behaviour amongst the practitioners in the industry.
7. To maintain a high level of professionalism in the industry.

Schools of Thoughts in Public Relations Ethics

1. Co-orientation: The Co-orientation Theory is based on the argument that journalists and Public Relations practitioners perform similar roles and therefore should follow similar professional norms. This model uses teleological reasoning. According to Broom (1977), Public Relations practitioners should strive to achieve a convergence of perspectives between an organization and its key publics. Most of the literature in this area has therefore emphasized the media relations functions and thus defined journalists as key public. How journalists classify PR practitioners differs based on whether the image was formed from the general perception (social norm level) or through personal experience (functional level). Conversely, PR practitioners typically have a better image of the journalism profession than of individual reporters. PR practitioners and Journalists define lying similarly and agree that declining comment or being evasive does not equate with telling a lie (Ryan and Martinson, 1991).

2. Advocacy: Advocacy ethics stems from the Social Responsibility Theory of the press and from persuasion rooted in Greek philosophy as a legitimate means of conveying a position or argument. The approach, according to Nelson (1994), is primarily teleological, valuing organizational goals, but basic rules-based guidelines may be applied. PR practitioners serve as organizational advocates, whether presenting the benefits of products, service or designing persuasive healthcare messages etc. Persuasion becomes unethical, however, when deliberate falsehood, distortion, or deception is used to mask intentions such as in the case of blatantly irresponsible communication campaigns (Curtin and Boynton, 2001).

3. Professionalism: Professionalism typically employs Rule Deontology to determine the scope of acceptable principles through codes, accreditation, and licensing. Professional associations and a growing number of companies have codified ethics to define daily decision making standards and reflect practitioner responsibility to the public (Curtin and Boynton, 2001). Codes may also reinforce ethical expectations to PR novices and deter government intervention, thereby enhancing professionalism. Codes of PR practice will usually address issues of public interest, accepting gifts, honesty, integrity, accuracy, truth, disclosure, conflict of interest, confidence and privacy, professional reputation, corporate image, and enforcement terms and rights. The same goes for accreditation which is a way of ascertaining that standards and prescribed practices are duly followed and still ongoing in the industry per time. Accreditation has a way of validating professional processes in the industry and call organizations to order or to fall in line or be isolated from the industry. It is a peer mechanism or review model that ensures professionalism (Curtin and Boynton, 2001).

Reliance on professional ethics codes leads to criticism that they are vague, unenforceable, or applied inconsistently. For example, the PRSA code clearly proscribes lying, but it does not give

clear guidance on when withholding information is justified, an ethical dilemma experienced by most PR practitioners (Wakefield, 2001). As globalization has evolved, many professionals have suggested the development of universal or international codes based on the belief that certain moral elements are basic to all humanity despite the cultural differences. Many cultures, however, do not embrace written codes of ethics, making such a universal code unlikely to gain wide acceptance and necessarily so broad as to lack pragmatic application. Codes of ethics, then, might be better at providing an image of professionalism than at actually guiding action (Curtin and Boynton, 2001).

4. Game Theory: This theory proposes that social interaction can be analyzed using mathematics to determine beneficial actions. Applied to PR, the Game Theory expands Ehling's (1984, 1985) Decision Theory model in which individuals identify possible actions and weigh their outcomes to resolve conflicts by placing individual decision strategies in the context of other players (Murphy, 1989). The resulting theoretical ethics (a type of cost benefit analysis) weighs the consequences of possible actions by all actors by assigning numerical values to each. Much as individuals often use simple cost-benefit analysis to make decisions about everyday things such as consumer purchases, proponents of Game Theory stress the ability of this more complex form of cost-benefit analysis to allow PR practitioners to make systematic rational decisions not just based on the organization for which they work but also taking into account their publics, particularly in instances where clear-cut choices might not be obvious (Murphy, 1989). By weighing the "what ifs" for all players, the Game Theory enables PR practitioners to better understand coalition formation and behaviour and to proceed with more confidence in strategic planning (Curtin and Boynton, 2001).

Critics of the Game Theory point to the problems inherent in any purely theological approach. Determining all possible consequences and player beforehand can be difficult (if not impossible). Also, assigning numeric values to all possible actions and outcomes can be arbitrary at best, and achieving the best outcome might require inherently unethical action such as lying. If not carefully applied, the Game Theory degenerates into gamesmanship in which personal assertiveness is high, cooperation is low, and other players are disempowered (Folger et al, 1993).

5. Corporate Responsibility: A corporation recognizes that doing good results in doing well, and being seen as a responsible corporate citizen, benefits the bottom line. This has become necessary because consumer advocacy and awareness have forced business to be more accountable to the society (Wright, 1976). Thus, corporate philanthropy represents good action because of the resulting goodwill that it buys for the company or organization. Ethical action is determined using cost-benefit analysis to further the company's goals in the belief that what benefits the organization will have wider consequences and eventually will benefit society as well. This approach described above is the first approach under Corporate Responsibility called Enlightened Self-Interest, which is a restricted form of teleology consistent with Kohlberg's Stage 3 reasoning (Curtin and Boynton, 2001).

Recently, this approach to Corporate Responsibility has fallen in favour of an approach based on Social Contract Theory and the notion that social responsibility goes beyond good business practice; it encompasses the rights of publics and corporations' duties to those publics. As such, this formulation combines aspects of Co-orientation, Advocacy, Professionalism and Game Theory, culminating in a form of act deontology in which principles are delineated to guide

actions and communications with public. Public themselves are viewed as stakeholders and are treated as ends in themselves and not as means to an end (Curtin and Boynton, 2001).

In practice, however, this approach is often not easy to achieve, in large part because PR practitioners are frequently left out of organizational ethical decision making, leaving them powerless to enact corporate philosophies (Curtin and Boynton, 2001).

6. Structural/Functional Approach: This approach to PR is based on systems theory, which stresses the role of organizational environment and purpose, to delineate differing ethical standards according to job function. This is further based on Dozier's (1983) identification of two main PR roles: (1) Communication Technician (2) Communication Manager. This division results in an ethical decision-making hierarchy in which technicians, functioning as advocate for their organization; first employ rule deontological principles such as codes of ethics. However, if codes are unavailable or incomplete, then practitioners turn to theological principles. But because managers function as advisers, they follow the opposite route, as befitting a more autonomous and objective status. Both approaches fall within Kohlberg's (1981, 1984) Conventional Level reasoning.

The strength of this approach is its ability to provide a unified ethical system for differing PR functions. Although the order of application varies, the same principles are used by advocates and advisers, resulting in similar outcomes (Curtin and Boynton, 2001).

7. Accommodation/Discursive Approach: Whereas the Structural/Functionalist Approach emphasizes the strategic goal achievement aspects of systems Theory, the Accommodation/Discursive Approach emphasizes the relational aspects. Sullivan (1965) outlined three types of PR values:

(I) Technical – which he varied as morally neutral

(II) Partisan – comprising commitment, loyalty, and trust in the organization, and

(III) Mutual – comprising institutional obligations to the public based on principles of mutuality and rationality. Sullivan placed the locus of ethical issues at the intersection of partisan and mutual values, highlighting the tension that often exists in practice between organizational and broader societal interests. He also stressed the need for PR practitioners to facilitate communication between the two (Curtin and Boynton, 2001).

In addition, the approach employs the discourse ethics of Habermas (1979, 1996) to resituate ethics in the process of communication rather than in communication outcomes. Building on Kohlberg's typology of moral reasoning, Habermas specified discourse rules ensuring that discussion participants are best able to advance their interests and weigh them critically against those of the larger community. This philosophy is embodied in Item 7 of the IPRA Code of Ethics, which states that members "shall undertake to establish the moral, psychological, and intellectual conditions for dialogue in its true sense" (Curtin and Boynton, 2001).

Under this approach, Advocacy is inherently unethical because it is based on content, not process, and on monologue, not dialogue. The approach makes moot the question of whether clients are so unethical that a practitioner cannot represent them in good faith because unethical clients often refuse to submit to such a process (Curtin and Boynton, 2001).

Critics note that the process requires rational application to procedural rules, yet not all organizations are interested in rational decision making, leaving open the question of whether using persuasion to convince them to enter into negotiation would not be more ethical than simply leaving them outside the bounds of practice (Curtin and Boynton, 2001).

8. Contingency Theory: This is a relatively new development in PR theory because many internal and external factors could constrain relations with publics, contingency theory suggest

that organizations weigh these factors to determine which style of PR practice is most appropriate under the circumstances (Curtin and Boynton, 2001). Accommodation, then, is not always possible or even desirable. Instead, a large number of factors must be carefully weighed and systematically applied in any given situation.

A decision-making framework consonant with a contingency approach expands on the Potter Box, in which agents prioritize values and publics by defining the situation, identifying values, selecting principles, and choosing loyalties (Mc Elread, 1996). This approach, rather than forcing a choice, combines deontological and teleological principles in a similar four-step framework:

1. Confront ethical dilemma
2. Determine individual motivation to act
3. Consider rules, principles, and duties as well as predictions concerning causes and consequences of actions
4. Reach decision and take appropriate action.

The result suggests a true situation ethics in which moral decision are based on detailed knowledge of each relevant situation and both principled action and a weighing of consequences (Vasquez, 1996).

International Public Relations Code of Athens

The Code of Athens is presented here in full:

The Code of Athens:

CONSIDERING that all Member countries of the United Nations Organization have agreed to abide by its Charter which reaffirms “its faith in fundamental human rights, in the dignity and worth of the human person” and that having regard to the nature of the profession, Public Relations practitioners in these countries should undertake to ascertain and observe the principles set out in this Charter:

CONSIDERING that, apart from “rights”, human beings have not only physical or material need but also intellectual, moral and social needs, and that their rights are of real benefit to them only insofar as these needs are essentially met;

CONSIDERING that, in the course of their professional duties and depending on how these duties are performed, Public Relations practitioners can substantially help to meet these intellectual, moral and social needs;

And lastly, CONSIDERING that the use of the techniques enabling them to come simultaneously into contact with millions of people gives Public Relations practitioners a power that has to be restrained by the observance of a strict moral code.

On all these grounds, all members of the International Public Relations Association agree to abide by this International Code of Ethics, and that if, in the light of evidence submitted to the Council, a member should be found to have infringed this Code in the course of his/her professional duties, he/she will be deemed to be guilty of serious misconduct calling for an appropriate penalty.

Accordingly, each member:

SHALL ENDEAVOUR

1. To contribute to the achievement of the moral and cultural conditions enabling human beings to reach their full stature and enjoy the inalienable rights to which they are entitled under the “Universal declaration of Human Rights”;
2. To establish communications patterns and channels which, by fostering the free flow of essential information, will make each member of the group feel that he/she is being kept informed, and also give him/her an awareness of his/her own personal involvement and responsibility, and of his/her solidarity with other members;

3. To conduct himself/herself always and in all circumstances in such a manner as to deserve the confidence of those with whom he/she comes into contact;

4. To bear in mind that, because of the relationship between him/her profession and the public, his/her conduct – even in private – will have an impact on the way in which the profession as a whole is appraised;

SHALL UNDERTAKE

5. To observe in his/her professional duties, the moral principles and rules of the “Universal Declaration of Human Rights”;

6. To pay due regard to, and uphold human dignity and to recognize the right of each individual to judge for himself/herself;

7. To establish the moral, psychological and intellectual conditions for dialogue in its true sense, and to recognize the rights of these parties involved to state their case and express their views;

8. To act, in all circumstances, in such a manner as to take account of the respective interests of the parties involved; both the interest of the organization which he/she serves and the interests of the publics concerned;

9. To carry out his/her undertakings and commitments which shall always be so worded as to avoid any misunderstanding, and to show loyalty and integrity in all circumstances so as to keep the confidence of his/her clients or employers, past or present, and all of the publics that are affected by his/her actions;

SHALL REFRAIN FROM

10. Subordinating the truth to other requirements;

11. Circulating information which is not based on established and ascertainable facts;

12. Taking part in any venture or undertaking which is unethical or dishonest or capable of impairing human dignity or integrity;

13. Using any “manipulative” methods or techniques designed to create subconscious motivations which the individual cannot control of his/her own free will and so cannot be held accountable for the actions taken on them.

Transnational Corporate Ethical Responsibilities

The subject matter of ethics has remained controversial and debatable. The reasons are obvious. Individual, cultural, and corporate differences will continue to interpret ethics differently depending on the context. Seitel (2007:111) captures this situation more vividly when he noted thus: “No issue is solely black or white but is rather a shade of gray – particularly in making Public Relations decisions. That is not to say that ethical distinctions don’t exist. They do. Philosophers throughout the ages have debated the essence of ethics”.

Seitel (2007:111) goes ahead to give a brief insight into some of these classical distinctions thus:

- *Utilitarianism* suggests considering the “greater good” rather than what may be best for the individual.
- To Aristotle, the *golden mean of moral virtue* could be found between two extreme points of view.
- Kant’s *Categorical Imperative* recommended acting “on that maxim which you will to become a universal law.”
- Mill’s *Principle of Utility* recommended “seeking the greatest happiness for the greatest number.”
- The traditional *Judeo-Christian ethic* prescribes “loving your neighbour as yourself.” Indeed, this golden rule makes good sense as well as in the practice of Public Relations.

Notwithstanding these distinctions in ethical issues, the imperative for Transnational Corporate Ethical Responsibilities cannot be overemphasized. According to Dean Kruckeberg (1996), the following arguments suffice:

1. There is need for ethics and mutually agreed responsibilities because of the ever increasing social, political, and economics impact of transnational corporations. Since they operate in different countries and context, a guiding ethics will be a welcome development to address individual differences found in the different operational branches and countries.

2. Elfstrom (1991) argues that corporations have the requisite qualities for moral agency but not as elegant as/and more complex as found in individual humans. It is expected that corporations are able to control their actions and make rational decisions when they adopt such ethical values and practices.

3. Questions of “at which level is moral accountability?” remain controversial with the plethora of opinions that are highly contradictory. Should Transnational Corporations become morally accountable at their home countries (Corporate Headquarters/Office) or held accountable using the host nation’s moral expectations and idiosyncrasies? Will it be acceptable then to prescribe different ethical values for different employees of a single company because they work in different countries and context? An attempt to answer these questions will obvious get one into trouble of misjudging the situation or being accused of insensitivity with regards to others cultural ethos and values. This controversy then leads to issues of relativism and universalism, the theme of the next Unit.

Relativism versus Universalism

While some Executives of Multinational or Transnational Corporations argue for universal ethical standards others argue that “When in Rome Behave like Romans”. This is really

debatable. Should ethical standards change for individuals because of environmental or situational forces? Should employees of the same MNC or TNC be treated differently by the same body because their actions were performed in different locations? Would a wrong behaviour or action suddenly turn “right” because of the “location” or “situation” or “circumstances” of the behaviour or action? Attempt to answer these questions would most likely prolong the debate or join us to the fray!

The following are earlier arguments on the debate:

1. Who is really right or wrong between Universalism and Relativism? Literature suggests there are grave dangers in zealous moral imperialism of a type that may underlay radical universalism. According to Donaldson (1989), as cited in Culbertson and Chen (1996), a large part of the confusion between universalism and relativism and a suspected primary reason for some people’s apparent attraction to a supposed relativism, is that Cultural Relativism and its subset, Ethical Relativism, are frequently confused with cultural tolerance. In truth, cultural relativism bears resemblance to cultural tolerance.

2. The next argument is that Vulgar Relativism is easily refutable. Even those who recognize true cultural relativism have difficulty defending their position. For example “right” can only apply to a given society because it is wrong to condemn others from different cultural context who do not share similar values with you.

However, according to Universalist arguments, this respect for other people’s culture leaves our own abused (Culbertson and Chen, 1996).

3. In another related platform, some vocal Universalists have maintained that Radical Relativism demeans human beings. Scholars like Donnelly (1989) and Christian (1989) are critical of Radical Relativism because it holds the concept that human beings have no moral significance.

This means that one is irrelevant to one's moral status. Christian (1989) also reported another dilemma the Relativists cannot escape called "Mannheim's Paradox" thus:

Truth, says the cultural relativist, is culture-bound but if it were, then he, within his own culture, ought not to see his own culture-bound truth as absolute. He cannot proclaim cultural relativism without rising above it, and he cannot rise above it without giving up.

LESSON 9, 10 & 11

INTERNATIONAL PUBLIC RELATIONS AND NIGERIA'S IMAGE IN FOREIGN COUNTRIES: A CASE STUDY

What Led to Nigeria's Image Problem

Adlai E. Stevenson, an American Democratic politician and one-time Governor of Illinois, notes thus: "We can chart our future clearly and wisely only when we know the path, which has led to the present." In the 70's, the oil boom in the country gave rise to high standards of living amongst Nigerians. This gave birth to rural-urban migration of mostly school leavers in search of white-collar jobs in the urban cities. As a result, agriculture, which was the mainstay of the nation's economy, was neglected. The white-collar jobs anticipated were not there in the urban cities. Frustration set in, the only way out to survive was crime such as robbery, theft, prostitution and other fraudulent practices. As the economic recession became difficult the Shagari Regime introduced Austerity Measures from 1979-1983. Part of this measure required the devaluation of the Nigerian currency - the Naira. This led to open market system for obtaining foreign currency, which became very high, especially the Dollar and the Pound Sterling. Getting these currencies became a very lucrative business and as a result, some criminally-minded Nigerians both at home and abroad became drug barons and pushers. The fraudulent practice popularly called 419 became the order of the day in order to amass foreign currency. To wash our dirty linen in the public, the mass media were publishing these activities without inhibition.

Atwood and Bullion (1983) write: "Mass media are the central instruments in determining maps of the world beyond our immediate sensory experience." The way the mass media emphasize an event influences the way the audience will perceive such event – whether important or unimportant. Okigbo (1990) supports this view when he notes that:

The way a country is reported in the media can influence the kind of image the audience or public will have about the particular country because the media sometimes set the agenda for the audience.

In summary, the following points led to Nigeria's negative global image situation.

1) Oil boom in the 1970s

This was the period Nigeria made so much money from oil that how to spend it became a national issue.

2) Rural-urban migration of school leavers in search of white collar jobs

Youths heard about so much money in the cities and they decided in large numbers to go look for this greener pasture. Unfortunately, the so-called white collar jobs were nowhere to be found.

3) Abandonment\ neglect of agriculture

When the youths left the villages for the cities, the agricultural sector was left in the lurch.

4) Frustration from unemployment which led to crime

The youths that migrated from the villages to cities suddenly came face to face with reality - no white collar jobs to match the number that required them. They needed to survive and crime became one easy alternative.

5) Economic recession in the 1980s

Suddenly, the oil boom led to inflation and the subsequent economic recession that stepped in was so catastrophic.

6) Devaluation of the Naira (making it a weak currency) and overvaluation of the dollar, pound sterling (seen as hard currencies)

Getting hard currencies became a very lucrative business.

7) Drug pushing, criminal activities and foreign prostitution to obtain hard currencies
became the order of the day.

Nigeria's Image Abroad

Due to the activities of a small percentage of the Nigerian population, some of them in high positions of authority and influence, we have incurred a bad name in the international community, especially North America and Western Europe. Many of the drug traffickers and their barons, using the most unlikely methods to carry out their illegitimate businesses and fraud, have been caught and jailed in those foreign lands where they operate. Others who are being hunted at home have sought asylum in Europe under false claims of being political refugees. These desperate Nigerians see their actions as the only way of earning a decent living.

But I ask, can a decent living come out from an indecent activity or business or pursuit? I doubt. Umezurike Oji, in the Guardian of March 31, 1993, succinctly captures Nigeria's image challenge thus:

Nigerians are now suspected in many western countries as potential drug traffickers and deceitful people. At international airports, Nigerians are readily picked out of queues for special searches while their luggages are inspected with the greatest suspicion. The experiences of Nigerians abroad is the opposite of hospitality and respect with which foreigners, especially from the west are treated by Nigerian officials and the general populace.

History has it that in 1993, a minister of justice of Nigeria was stripped naked in New York at the port of entry during a special search of Nigerians. Though then recent records show that there is a considerable and drastic reduction in the number of Nigerian drug traffickers and fraudsters through the vigilance of the law enforcement authorities and other security agencies; the harassment and intimidation of Nigerians still continue abroad.

The picture I am trying to paint here is that Nigeria's image abroad is so battered that Nigerians there and at home are now very bitter with themselves at the way and manner the country's name is being soiled daily by unscrupulous Nigerians just for the sake of dollars and pounds. Nigeria,

our pride and nation, has become a source of shame and laughing stock of the world. Those who travel frequently come back with news of hurt, humiliation at foreign embassies and at entry points in the foreign lands. This is an unhealthy development that points to all Nigerians as deceitful people both at home and abroad. It will take a very long time before we as a people and a nation can redeem our image and be trusted again by the international community. Ladies and gentleman, I am very positive and happy to say that all hope is not lost yet. With IPR and Advertising strategies, Nigerian's battered and bruised image will surely be redeemed. But, first, let's have an overview of some of the efforts of Nigeria's past and present governments' efforts and results towards this. In summary, Nigeria is usually regarded as follows:

1. A corrupt nation and people
2. A nation of drug traffickers, users and barons
3. A nation with so many cheap, local and international prostitutes.
4. A crisis and conflict ridden society and majority of its citizens refugees (they are always applying for residences with this claim).
5. A nation of fraudsters (419 news)

How did this Image become an International Issue?

- 1) Through the activities of our leaders who stash stolen funds away in foreign banks.
- 2) Through the activities of private citizens in Diaspora who engage in illegal businesses and crimes.
- 3) Through the actions of Nigerians who seek asylum in foreign lands.
- 4) Through the activities of Nigerians who dupe foreigners at slightest opportunity.
- 5) Through the Nigerian mass media.

Effects of Nigeria's Global Image

- 1) Foreign humiliation and shame at embassies, airports, foreign lands etc.

2) Wrong perception of Nigerians as mostly fraudsters, deceitful people, prostitutes, common\big time criminals and unpatriotic elements.

3) Wrong perception of Nigeria as a corrupt, poverty-stricken, conflict\crises ridden and materialistic conscious nation.

Efforts at Enhancing Nigeria's Image Problem

Nigerians have never been so concerned about their image abroad as in recent times. The efforts of past Nigerian governments and eminent Nigerians to maintain a clean image for the country has not had a positive effect on the international community because there has not been systematic and continuously persuasive techniques and knowledge to make others see Nigerians as people with respect for humanity and human dignity, for legitimate authority and the dignity of labour, respect for positive morals and as a people who shun social ills in any form (Nwosu, 1990).

At the inception of the Obasanjo's administration in 1999, the President embarked on numerous foreign/oversee trips. When queried by human right groups, opposition parties and the general public, the administration claimed that such trips were necessary because of Nigeria's battered image. The president and his men argued relentlessly that the travels were necessary so that Nigeria's pariah status could be changed. There was no week the President and his men were not in one foreign nation or the other. This, however, attracted some positive image to the nation. Since the then Obasanjo administration took off, Nigeria hosted the US President, the British Prime Minister and a host of other notable politicians and world leaders who shunned Nigeria some few years back because of our undemocratic tendencies (Nwosu, 1990).

Many other conferences have also been held on the Nigerian soil. The country hosted the Commonwealth of Nations Summit, several AU Summits, and others. These signified the re-admission or re-acceptance of Nigeria in the international community. Nigeria being in the

forefront of the quest for a permanent seat (representing Africa) at the UN Security Council is clearly indicative of the country's present global acceptance, status and image (Nwosu, 1990).

In summary, the Nigerian Government and eminent individuals have done the following to help readmit Nigeria into the international community:

1. Embarking on numerous foreign trips by the then Nigerian President, Chief Olusegun Obasanjo, political leaders, and top government officials to integrate the nation back into the comity of nations; represent Nigeria in the international media; and have opportunity to address Nigerians in Diaspora.
2. Invitations to and successful hosting since 1999 of world leaders like two United States Presidents, a British PM, Her Majesty the Queen of England, the Royal Family from England, an Australian PM and a host of others. The effects of these visits are far reaching and positive.
3. Successful hosting of international events like the 1999 Under-20 FIFA World Cup, Commonwealth Heads of Government meeting (CHOGM), All-Africa Games etc.
4. Leadership of African Union and other affiliates since 1999.
5. Bid to become a Permanent member of the UN SECURITY COUNCIL.
6. Bid to host the 2014 Commonwealth Games (which eventually failed).
7. The fight on corruption.
8. Payment of Nigeria's Debts\Debt Relief.
9. Winning of the FIFA Under 16 World Cup
10. Undertaking of international advertising projects and other image laundering efforts using the international media as channels.
11. Launching of a Rebranding Nigeria project.

Why these Efforts have not Paid Off Completely?

Notwithstanding the efforts of the various Nigerian Governments since 1999, much still needs to be done to make Nigeria completely accepted in the international community without suspicion. According to Walter Lippmann, in his book "*Public Opinion*": The development of the publicity man is a clear sign that the facts of modern life do not spontaneously take shape in which they can be known; they must be given a shape by somebody.

Perhaps it was this reason and more others that prompted Professor Jerry Gana when he called for the urgent assistance of PR practitioners in redeeming Nigeria's badly battered image abroad. Whether the call was a mere political talk or backed up with necessary required efforts, it could be clearly seen when one considers the qualification of the president's men who are running his information and public affairs unit (Nwosu, 1990). The fire brigade approach to issues and non-investment in PR activities to make known to the world the effort of Nigerian government and some eminent Nigerians laudable efforts to eradicate all anti-social elements of some Nigerians abroad and at home should be discouraged (Nwosu, 1990).

A lot is going on but little is being said and even when the saying is done, they are done in most unprofessional manners. PR is not just about doing alone, it is also about talking. Professor Wole Soyinka, Professor Chinua Achebe, Chief Emeka Anyaoku and a host of others are eminent Nigerians whose impact in the international community has brought some positive image for the nation (Nwosu, 1990). But how much of their activities and personalities are craftily and professionally communicated to the larger world? The answer is obvious: very little indeed! Why? The immediate reason is that International Public Relations principles and professionals are seldom involved in government and public communications efforts.

This anomaly has to be redeemed because no matter the effort made to redeem the country's battered and bruised image, and the success achieved; if such efforts and successes are not

properly or professionally communicated to the public, they will amount to nothing and the wrong impressions will persist.

In summary, however, the following reasons are suggested as the main issues why the various efforts of different Governments prior to 1999 had failed to get the desired results:

1. We are still doing some of the things that led us to the present situation. Take a look at the charade called April 2007 General elections organized by the Obasanjo administration. This alone has the capacity to return us back to the dark days of Nigeria's diplomatic quagmire as a nation of corrupt leaders, election riggers etc.
2. The efforts have not been systematic, well structured and well executed. Therefore, it is not yet well with our image.
3. The efforts have not been continuously sustained. In other words, consistency and continuity are always lacking.
4. Some of the techniques are not persuasive enough.
5. International Public Relations strategists and experts have not been duly consulted in the formulation of the plans\programmes and so their skills, knowledge and experience have not been duly exploited.
6. The executors and implementers of these programs are not knowledgeable in IPR management. This means government hardly makes use of IPR strategists and professionals to achieve the positive image hope.
7. The use of the Fire Brigade approach. Waiting for an issue to get out of hand, and become a real challenge before it could be addressed or handled. Do you know why Nigeria may never win the FIFA senior World Cup? We have never had a minimum of a solid four-year action plan for our football and the World Cup comes up every four years!

How to apply IPR Strategies in Dealing with Nigeria's Image Problem

Nigeria's image problems and challenges could be enhanced through the following programs and ways:

1. Through the Establishment of Cultural Centres: Cultural centers should be set up abroad and maintained. Within these centers, different types of cultural activities should be displayed. Dr. G. G. Darah defines culture as, "the philosophical touchstone of every development. It is the aggregate and state of the experience, thought, science, efforts and technical equipment of people with which they define their relationships and negotiate their transactions with the rest of the human community."

Admanson Hoebel on his part defines culture as "the integrated sum total of learned behavioral traits which are manifested and shared by the members of a society."

Culture Policy for Nigeria, published by the Federal Ministry of Culture, defined culture as:

The totality of the way of life of a people in their attempts to meet the challenge of living in their environment, which give order and meaning to the social, political, economic aesthetics and religious norms and modes of the organization thus distinguishing a people from their neighbors.

Note: More definitions could be cited in Ekeanyanwu (2008) as listed on the resources section.

Culture from these definitions is not merely a return to the customs of the past. It embodies the attitudes of a people to the future of their traditional values faced with the demands of modern technology, which is an essential factor of development and progress. This will give foreigners an opportunity to get a better picture of our nation (Nwosu, 1999).

In summary, cultural centers should be set up abroad to specifically showcase the rich cultural values of our great nation so that foreigners or nationals of such countries could appreciate and understand us better (Nwosu, 1999).

2. Organizing International Trade Fairs: International trade fairs like Lagos and Kaduna international trade fairs organized yearly is another IPR strategy to project Nigeria's image in the eyes of foreigners in the quality and technological development of the country. This has the potential/or may lead to bilateral talks between Nigeria and other countries. International Trade Fairs offer opportunity of interaction with foreign participants to sort out the way of enhancing the technological and societal development of both nations in the bilateral talks and fairs.

3. Organizing Seminars Locally and Internationally: Seminar is another potential tool of IPR because it offers the participants the opportunity to rub minds together and share ideas and knowledge. During the Babangida administration, a very effective seminar was organized under the auspices of the Nigerian Institute for Cultural Orientation (NICO). The theme of the seminar was "Perspective in Nigeria's Cultural Diplomacy". This seminar drew participants from the academia, private/public sectors of the economy, Embassies/High Commissions in Nigeria and other international organizations (Nwosu, 1999).

The then minister of Information and Culture, Professor Jerry Gana, used the opportunity to appeal to diplomats in Nigeria to strive to acquire better knowledge and understanding of Nigeria's diverse cultures in view of their proximity to and daily interaction with the people. He said that a perfect society exists only in theory books and that every society has its own share of anti-social elements. That our society places a high premium on such values as honesty, fair play, justice, the love of good name and brotherliness. He urged the foreign participants at the seminar to convey to their peoples and governments the positive realities about Nigeria and her people (Nwosu, 1999).

These kinds of fora acquaint foreign participants with the finer qualities of the country and personal interaction with the people and with their warm hospitality. This will make them to understand Nigeria and the various efforts to grapple with problem of national development.

4. Periodic Organization of Press Conferences: Press conferences as IPR tools give a government functionary the unique opportunity to meet the public, especially the international public and media in person in order to correct misconceptions and policies and programmes of the nation. It also offers opportunity of feedback from the public to the government.

For international press conferences, the public and the international media get a first hand opportunity to see Nigerian realities. At press conferences held in public relations spirit, wonders always happen. A fool could even give a wise man counsel. This presupposes that every conference is result-oriented and essentially Omni-directional, if not multi-purposeful (Nwosu, 1999).

5. Use of Conference Centres: Conference centers could be used as talking shops where ideas are freely exchanged or marketed for public welfare. It transforms the lives, reshaping the collective destiny through the creation of better perspective for peace, equity and cultural understanding. By and large, mutual understanding and cooperation will be established.

6. Effective Community Relations Application: Using this strategy as IPR tool, Nigerians abroad should be encouraged to participate in community development and seek acceptance on such occasions from those who never accommodate them. Nigerians should identify themselves with hopes and aspirations of their immediate locality abroad. This will help to correct misconception and answer criticism and repel attacks by foreigners who are misinformed about Nigeria and her people. It helps convince foreigners or nationals of a particular foreign country where Nigerians reside, that Nigerians are capable of maintaining laws and order in any society

they find themselves. This is inferred from a basic PR rule that doing good is a basic requirement for a PR campaign to succeed (Nwosu, 1999).

7. Effective Media Relations: The media are central points on which a community's interpersonal and interorganizational relations hang. Because of the vital role of the media in modern society, it is impossible to successfully perform PR duties without the media. In this respect, PR professionals and practitioners must, as matter of priority and strategy, maintain a cordial relationship with them and use their services to facilitate the flow of information to the greater generality of the people. Open door policies should be established where press men and women at all our foreign embassies and high commissions could come in and ask questions to clarify issues concerning our nation's activities and her nationals. This IPR tool will ensure in the long run that information about Nigeria is not distorted in the global media.

Nigerian embassies and high commissions should give all the necessary assistance to any medium that is out to correct any distorted or misconceived information about Nigeria and her people (Nwosu, 1999).

8. Sponsorship of Sports Activities: This also helps to enhance Nigeria's image abroad. Because sports activities are now political weapons in the international arena, their use as an IPR tool is now common amongst nations. After the Nigerian Dream Team won the football events of the Atlanta 1996 Olympic Games, Nigeria's image shot up positively in the global media. It will amount to sheer ignorance after that superlative victory at the Games for any European or American to ask a Nigerian where the hell is Nigeria?

9. Sponsorship of Literary Works: The Nigerian government's sponsorship of literary works of well known/internationally acclaimed personalities like Professors Chinua Achebe, Wole Soyinka, Chimamanda Adichie and many renowned others will go a long way in polishing our

tarnished image abroad. Professor Skid Gates, at Wole Soyinka's birthday celebration in 1993 said that Nigeria should be proud of producing such a prolific and patriotic writer whose works will endure for a long time to come. According to the scholar, Harvard University in US has opened Wole Soyinka Archives at Houghton Bare Book and Manuscript Library. This will tell foreigners that there are still some Nigerians who are honest and dedicated to their professional calling in life. Everybody in Nigeria is not a 419niner or fraudster or trickster (Nwosu, 1999)!

10. Film and Documentary Film Production: The government should encourage films that are centered on our culture and some of them should also be taken abroad to be aired in some selected media abroad to give Nigeria a true and realistic image representation overseas. Documentary films that package Nigeria's image positively should also be sponsored by the government and distributed abroad. For instance, a documentary on the Nigerian Drug Law Enforcement Agency (NDLEA), was aired on NTA in July, 1993, and centered on the activities of the agency against drug traffickers. When such a documentary is aired abroad, it will enable those foreign nations know the Nigerian government's stand on drug trafficking and other related issues (Nwosu, 1999).

The EFCC is currently on a crusade against all forms of financial crimes in Nigeria. Is the international community adequately informed about the activities of this agency with regard to issues of financial corruption? Documentary productions could be one sure way to get the message out that Nigeria as a nation is fighting corruption head-on (Nwosu, 1999).

11. Advertisements in the International Media: Advertising in the international media especially on topical and contemporary issues and policies about the behavior of its citizens in Diaspora and at home will go a long way in exposing Nigeria's stand on such issues. This will erode misconception about the nation. It can also be done through a public information series,

which should appear in volumes under paid columns in newspapers and magazines to offer the reader as much information as possible about the reality concerning Nigeria (Nwosu, 1999).

12. Crisis Management: In spite of well-organized PR programmes as stated above, the ability to manage crisis must be ensured when there is an attack by foreign media and government on some Nigerian behaviors or misconstrued government policies or action which may be blown out of proportion. In some cases, such crisis will end up as a blessing because they will give us the opportunity to fight back and in the process do what, we might have overlooked, through explanations. On some occasions, there will be need to quietly educate the people concerned or the governments concerned instead of generating these crises through open confrontations. The ability to manage crisis of international dimension goes a long way to tell about our national image. This is the reason it is adopted here as an IPR tool (Nwosu, 1999).