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иноязычной профессиональной коммуникации

## **PUBLIC RELATIONS ISSUES**

### **Part II**

Учебно-методическое пособие



Ижевск  
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Учебно-методическое пособие предназначено для студентов направления подготовки бакалавриата «Реклама и связи с общественностью» для изучения дисциплины «Иностранный язык в профессиональной и деловой коммуникации», основная цель которой – продолжить обучать студентов читать литературу по специальности и вести беседы на профессиональные темы. Предлагаемая в пособии система упражнений ориентирована на формирование навыков и умений перевода текстов профессионального характера с английского языка на русский, а также с русского языка на английский, освоение специальной лексики и обогащение активного профессионального словарного запаса обучающихся.

Пособие также может быть использовано на курсах профессиональной подготовки, повышения квалификации (при условии наличия базовых знаний) и для самостоятельной работы.

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разрешение экрана 1024×768 или выше; программа для просмотра pdf.

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## ОГЛАВЛЕНИЕ

ПРЕДИСЛОВИЕ .....	3
UNIT I. CRISIS MANAGEMENT .....	5
Part 1. Issues Management. Implementing Issues Management ....	5
Part 2. Crisis Management .....	13
Part 3. Communicating in a Crisis .....	25
UNIT II. PUBLIC RELATIONS IN GOVERNMENT .....	40
Part 1. Public Relations in Government in hindsight .....	40
Part 2. Lobbying the Government .....	47
Part 3. Grass-roots Lobbying .....	57
ЛИТЕРАТУРА .....	68

## ПРЕДИСЛОВИЕ

Учебно-методическое пособие «Public Relations Issues: Part II» предназначено для студентов бакалавриата, получающих образование по направлению подготовки «Реклама и связи с общественностью».

Актуальность данного пособия обусловлена тем, что в нём представлены тексты профессионального характера, что способствует формированию коммуникативной, когнитивной и лингвистической компетенций студентов. Важной характеристикой пособия является аутентичность предлагаемого материала, профессиональная направленность которого удовлетворяет требованию реализации междисциплинарного подхода в образовательном процессе: содержание представленного в данном пособии материала перекликается с содержанием курсов специальных дисциплин по направлению подготовки «Реклама и связи с общественностью».

Пособие является четко структурированным и построено по тематическому принципу. В каждой теме представлены тексты для отработки навыков письменного и устного перевода с английского языка на русский и вопросы к ним, за которыми следуют упражнения на закрепление изученных лексико-грамматических аспектов.

Тексты, включенные в данное пособие, продолжают знакомить обучающихся с такой сферой профессиональной деятельности, как связи с общественностью, или паблик рилейшнз (ПР), и дают представление о таких ее важных разделах, как кризисный менеджмент и связи с общественностью в госструктурах. Предлагаемая система упраж-

нений направлена на освоение специальной лексики, освоение и повторение определенных грамматических структур, стилистическое использование терминологии, развитие навыков профессионального письма и навыков перевода в профессиональной сфере, а также коммуникативных навыков.

В целом, каждый тематический раздел пособия представляет собой логически построенную систему, направленную на развитие ключевых компетенций обучающихся: общеязыковой, коммуникативной, когнитивной, специальной и социальной.

Таким образом, данное пособие ориентированно не только на решение учебных задач, которые, в рамках курса «Иностранный язык в профессиональной и деловой коммуникации», заключаются, в первую очередь, в обогащении словарного запаса обучающихся профессиональной лексикой и современной терминологией в области ПР, формировании навыков перевода текстов по специальности и достижении определенного уровня владения устной речью, позволяющего вести беседы на профессиональные темы. Благодаря широкому спектру представленных заданий и приобретению навыков работы с профессионально-направленной иноязычной информацией, студенты овладевают способами активной познавательной деятельности, которые в совокупности с развитыми ключевыми компетенциями определяют универсальность и социально-профессиональную мобильность будущих специалистов и позволяют им успешно адаптироваться в разных социальных и профессиональных сообществах.

## **UNIT I.**

### **CRISIS MANAGEMENT**

#### **Part 1**

**I. Lead-in.** What do you think issues management deals with? What is the difference between crisis and issues management? Why are issues/crisis managers the most respected and highest paid people in PR profession?

**II. Read the text and answer the questions.**

#### **Issues Management**

The most respected and highest paid people in public relations have achieved this status through their efforts in attempting to “manage” crises.

In a world of instantaneous communications, tabloid news journalism, and exploding communications challenges, the number and depth of crises affecting business, government, labor, nonprofits and even private individuals have expanded exponentially.

No wonder when public relations professionals are asked what subject they want covered in mid-career seminars, “crisis communications” invariably heads the list. Helping to manage crisis is the ultimate assignment for a public relations professional. Smart managements value public relations advice in developing an organization’s response not only to crises but to public issues in general. Hundreds of American companies have created executive posts for “issues managers”, whose task is to help the organization to define and deal with the political, economic, and social issues that affect them.

The list of such issues – and the crises they often evoke – is unending.

The term issues management was coined in 1976 by public relations counselor W. Howard Chase, who defined it this way:

*Issues management is the capacity to understand, mobilize, coordinate, and direct all strategic and policy planning functions, and all public affairs/public relations skills, toward achievement of one objective: meaningful participation in creation of public policy that affects personal and institutional destiny.*

Issues management is a five-step process that

- (1) identifies issues which the organization must be concerned with,
- (2) analyzes and delimits each issue with respect to its impact on constituent publics,
- (3) displays the various strategic options available to the organization,
- (4) implements an action program to communicate the organization's views and to influence perception on the issue, and
- (5) evaluates its program in terms of reaching organizational goals.

Many suggest that the term *issues management* is another way of saying that the most important public relations skill is "counseling management." Others suggest that issues management is another way of saying "reputation management" – orchestrating the process whose goal is to help preserve markets, reduce risk, create opportunities, and manage image as an organizational asset for the benefit of both an organization and its primary shareholders. In specific terms, issues management encompasses the following elements:

- Anticipate emerging issues. Normally, the issues management process anticipates issues 18 months to 3 years away. Therefore, it is neither crisis planning nor post-crisis planning, but rather pre-crisis planning. In other words, issues management deals with an issue that will hit the organization a year later, thus distinguishing the practice from the normal crisis planning aspects of public relations.

- Identify issues selectively. An organization can influence only a few issues at a time. Therefore, a good issues management process will select several – perhaps 5 to 10 – specific priority issues with which to deal. In this way, issues management can focus on the most important issues affecting the organization.
- Deal with opportunities and vulnerabilities. Most issues, anticipated well in advance, offer both opportunities and vulnerabilities for organizations. For example, in assessing promised federal budget cuts, an insurance company might anticipate that less money will mean fewer people driving and therefore fewer accident claims. This would mark an opportunity. On the other hand, those cuts might mean that more people are unable to pay their premiums. This, clearly, is a vulnerability that a sharp company should anticipate well in advance.
- Plan from the outside in. The external environment – not internal strategies – dictates the selection of priority issues. This differs from the normal strategic planning approach, which, to a large degree, is driven by internal strengths and objectives. Issues management is very much driven by external factors.
- Profit-line orientation. Although many people tend to look at issues management as anticipating crises, its real purpose should be to defend the organization in light of external factors as well as to enhance the firm's business by seizing imminent opportunities.
- Action timetable. The issues management process must propose policy, programs, and an implementation timetable to deal with issues. Action is the key to an effective issues management process.
- Dealing from the top. Just as a public relations department is powerless without the confidence and respect of top management, the issues management process must operate with the support of the chief executive. The chief executive's personal sanction is critical to the acceptance and conduct of issues management within a firm.



## Implementing Issues Management

“In a typical organization, the tactical implementation of issues management tends to consist of four specific job tasks:

1. Identifying issues and trends. Issue identification can be accomplished through traditional research techniques as well as through more informal methods. Organizations are most concerned about issues that affect their own residential area.

One way to keep informed about what is being said about a company, industry, or issue is to subscribe to issues-oriented publications.

2. Evaluating issue impact and setting priorities. Evaluation and analysis may be handled by issues committees within an organization. Committees can set priorities for issues management action. At the Upjohn Company, for example, a senior policy committee – composed of managers in each of the firm’s major divisions, as well as public affairs and legal staff members – meets quarterly to set issues priorities.

3. Establishing a company position. Establishing a position can be a formal process. After the Upjohn senior policy committee has met and decided on issues, Upjohn’s public affairs staff prepares policy statements on each topic.

4. Designing company action and response to achieve results. The best-organized companies for issues management orchestrate integrated responses to achieve results. Typically, organizations may coordinate their Washington offices, state lobbying operations, management speeches, advertising messages, and employee communications to their point of view.

Questions:

1. What is meant by the term *issues management*?
2. What are the five steps of the issues management process?
3. What is issues management often called?
4. What are the elements of issues management process?
5. How many issues can issues managers deal with at a time?

6. What are opportunities and vulnerabilities that most issues offer?
7. What is the real purpose of issues management?
8. What are 4 specific job tasks of the implementation of issues management?

### **III. Vocabulary. Guessing meaning from the context. Find words and expressions in the text that mean:**

1. to fix the limits or boundaries of something;
2. property owned by a person, company etc. that has value and can be used or sold to pay debts;
3. an owner of shares in a business company;
4. to expect something;
5. to direct attention, efforts etc. to a particular problem or situation, to concentrate on something;
6. to be a sign of something;
7. likely to happen very soon.

### **IV. Vocabulary.**

a) Give English equivalents for:

Управление возможностями (антикризисное стратегическое планирование); управлять кризисами; мгновенный, немедленный; глубина кризиса; возглавлять список; выполнять, осуществлять; возможности и угрозы; внешняя среда; подход к стратегическому планированию.

b) Give Russian equivalents for:

Tabloid news journalism; mid-career seminars; issues managers; to be coined; to preserve markets; to encompass; crisis planning; post-crisis planning; pre-crisis planning; federal budget cuts; sharp company; to a large degree; internal strengths and objectives; in light of; action timetable; to subscribe to issues-oriented publications.

## V. Grammar. Revision of tenses.

Put each verb in brackets into an appropriate tense.

Farmers, as we all \_\_\_\_\_ (*know*), \_\_\_\_\_ (*have*) a hard time of it in Britain lately, and \_\_\_\_\_ (*turn*) to new ways of earning income from their land. This \_\_\_\_\_ (*involve*) not only planting new kinds of crops, but some strange ways of making money, the most unusual of which has got to be sheep racing. Yes, you \_\_\_\_\_ (*hear*) me correctly! A farmer in the West of England now \_\_\_\_\_ (*hold*) sheep races on a regular basis, and during the past year over 100 000 people \_\_\_\_\_ (*turn up*) to watch the proceedings. 'I \_\_\_\_\_ (*pass*) the farm on my way to the sea for a holiday,' one punter told me, 'and I \_\_\_\_\_ (*think*) I'd have a look. I \_\_\_\_\_ (*not believe*) it was serious, to tell you the truth.' According to a regular visitor, betting on sheep is more interesting than betting on horses. 'At proper horse races everyone \_\_\_\_\_ (*already study*) the form of the horses in advance, and there are clear favourites. But nobody \_\_\_\_\_ (*hear*) anything about these sheep! Most people \_\_\_\_\_ (*find*) it difficult to tell one from another in any case.' I \_\_\_\_\_ (*stay*) to watch the races, and I must admit that I \_\_\_\_\_ (*find*) it quite exciting. In a typical race, half a dozen sheep \_\_\_\_\_ (*race*) downhill over a course of about half a mile. Food \_\_\_\_\_ (*wait*) for them at the other end of the track, I ought to add! The sheep \_\_\_\_\_ (*run*) surprisingly fast, although presumably they \_\_\_\_\_ (*not eat*) for a while just to give them some motivation. At any rate, the crowd around me \_\_\_\_\_ (*obviously enjoy*) their day out at the races, judging by their happy faces and the sense of excitement.

## VI. Speaking. Team work.

Imagine that you are a team of issues managers at the Institute of Social Communications. You should anticipate emerging issues, make a list of them and rank them. Then you should discuss possible opportunities and vulnerabilities that the issues may offer the Institute.

## **VII. Translate into English using the vocabulary from the text:**

1. Каждая организация должна уметь предвидеть кризисную ситуацию.
2. Кризис нередко имеет и обратную сторону – это новые возможности для организации.
3. Нам нужно разработать план действий.
4. Акционеры хотят знать, что происходит.
5. Мы должны принять во внимание все возможности и угрозы.
6. Нам необходимо учитывать влияние и внешней, и внутренней среды организации.
7. Этот новый профессиональный жаргон появился совсем недавно.
8. Управление возможностями – это предкризисное планирование.
9. В штате нашей организации нет специалистов по управлению возможностями.
10. В свете последних событий нам необходимо предпринять ряд действий.
11. Проблема с источниками финансирования возглавляет список наших проблем.
12. Сейчас нам необходимо сконцентрироваться на этой угрозе, которая может привести к кризису.
13. Наш подход к стратегическому планированию несколько отличается от привычного.
14. Нам необходимо предпринять немедленные шаги.
15. Мы ничего не знаем о масштабах кризиса.

## **VIII. Speaking. Team work.**

Choose one issue and make up a plan of actions that may be launched to prevent a possible crisis.

- Venice is said to sink one day. Local residents try to get rid of their flats and houses and leave the city for a safer place. Real Estate agencies are in panic. They don't know how to sell flats and houses in the city. Their profits are falling down rapidly.
- The personnel of the firm is not satisfied with work conditions. They think that top management is not responsive to their needs. Some employees have already left and others feel that they are not respected and paid enough.

### **IX. Writing. Translate the text from Russian into English using the vocabulary from Part 1:**

Менеджмент актуальных проблем определяется как «способность понимать, мобилизовать, координировать и направлять все стратегическое и политическое планирование функционирования компании». При возникновении «актуальной проблемы» рекомендуется действовать по следующей общей схеме:

- ✓ идентифицировать возникшие проблемы;
- ✓ проанализировать и классифицировать их по сравнительной значимости;
- ✓ определить возможные стратегические направления деятельности;
- ✓ реализовать заранее подготовленную программу по транслированию точки зрения компании на происходящее;
- ✓ оценить полученные результаты.

Конечно, эта схема является абсолютно бесполезной при отсутствии одного единственного элемента – заранее подготовленной программы. Большинство специалистов по связям с общественностью считают эффективное предкризисное планирование не просто важным, а основным фактором успешного преодоления кризиса. А чтобы предкризисное планирование действительно имело смысл, топ менеджеры как минимум раз в квартал должны встречаться для обсуждения следующих тем:

- приоритетных направлений развития компании;
- новых возможностей и рисков;
- динамики внешних факторов.

В кризисной ситуации все ресурсы компании должны быть мобилизованы. Антикризисная команда должна включать руководителей основных департаментов компании, представителей пресс-службы, ПР-специалистов и юристов. Что характерно, советы юристов и специалистов по связям с общественностью в период кризиса зачастую противоположны. Юристы обычно советуют:

- ✓ ничего не говорить;
- ✓ если и говорить, то очень мало и спокойно;
- ✓ ссылаться на коммерческую и личную тайну;
- ✓ отрицать свою вину;
- ✓ перекладывать ответственность на других или разделять ее с кем-то.

А специалисты по ПР настаивают на предоставлении максимально достоверной, честной и полной информации и на признании собственной ответственности. К чьему совету прислушаться – дело каждой конкретной компании.

## **X. Writing. Summary.**

Look back at the text and list the key points. Then write the summary of the text according to these key points in no more than 250 words.

## **Part 2**

**I. Lead-in.** What do you think crisis management is? What crises can an organization face? What watchwords can be appropriate for any crisis plan?

**II. Read the text and answer the questions.**

## Crisis Management

### Growth of risk communication

The 1990s saw the emergence of “risk communication” as an outgrowth of issues management. Risk communication is basically the process of taking scientific data related to health and environmental hazards and presenting them to a lay audience in a manner that is both understandable and meaningful.

Models of risk communication have been developed based on the position that “perception is reality” – a concept that has been part of public relations for years. Indeed, the disciplines of risk communication and public relations have much in common. Risk communication deals with a high level of emotion. Fear, confusion, frustration and anger are common feelings in dealing with environmental issues. For example, when the tobacco industry was charged with withholding scientific data linking cigarette smoking to cancer, the public was outraged, and by 1997, the industry was paying severely for its deception.

Occasionally – even often – intense emotion flows from a lack of knowledge and understanding about the science that underlies societal risk. Therefore, frequent and forceful communication is necessary to inform, educate, and even dampen emotion. The first rule in responding to a perceived public risk is to take the matter seriously. After this, according to risk management expert William Adams, seven steps are helpful in planning a risk communication program:

1. Recognize risk communication as a part of a larger risk management program and understand that the whole program is based on politics, power and controversial issues.

2. Encourage management to join the “communications loop” and help train them to deal effectively with the news media.

3. Develop credible outside experts to act as news sources for journalists.

4. Become an in-house expert in your own area of risk to enhance your credibility with journalists.

5. Approach the news media with solid facts and figures before they approach you. Verify the veracity of your data.

6. Research perceptions of your organization by the media and other publics to gauge credibility and help determine if your messages will be believable.

7. Understand your target audiences and how the news media can help you communicate effectively.

Like any other area of public relations, risk communication depends basically on an organization's actions. In the long run, deeds, not words, are what count in communicating risk.

### Managing in a crisis

The most significant test for any organization comes when it is hit by a major accident or disaster. How it handles itself in the midst of a crisis may influence how it is perceived for years to come. Poor handling of events with the magnitude of Pepsi-Cola's syringe scare, Dow Corning's silicone breast implant controversy, NASA's shuttle disaster, Tylenol's capsule poisoning or ValuJet's Everglades airline crash not only can cripple an organization's reputation but also can cause it enormous monetary loss. It is essential, therefore, that such emergencies be managed intelligently and forthrightly with the news media, employees and the community at large.

As any organization unfortunate enough to experience a crisis recognizes, when the crisis strikes, seven instant warning signs invariably appear:

1. Surprise. When a crisis breaks out, it's usually unexpected. Often, it's a natural disaster – a tornado or hurricane. Sometimes, it's a human-made disaster – robbery, embezzlement or large loss. Frequently, the first a public relations professional learns of such an event is when the media call and demand to know what immediate action will be taken.

2. Insufficient information. Many things happen at once. Rumors fly. Wire services want to know why the company's stock is falling. It's difficult to get a grip on everything that's happening.



3. Escalating events. The crisis expands. The Stock Exchange wants to know what's going on. Will the organization issue a statement? Are the rumors true? While rumors run rampant, truthful information is difficult to obtain. You want to respond in an orderly manner, but events are unfolding too quickly. This is what Johnson & Johnson experienced as the reports of deaths from Tylenol kept rising.

4. Loss of control. The unfortunate natural outgrowth of escalating events is that too many things are happening simultaneously. Erroneous stories hit the wires, then the newsstands and then the airwaves. As in the case of the Coors mouse in the can, rampant rumors can't easily be controlled.

5. Increased outside scrutiny. The media, stockbrokers, talk-show hosts and the public in general feed on rumors. "Helpful" politicians and observers of all stripes comment on what's going on. The media want responses. Investors demand answers. Customers must know what's going on.

6. Siege mentality. The organization, understandably, feels surrounded. Lawyers counsel, "Anything we say will be held against us." The easiest thing to do is to say nothing. But does that make sense?

7. Panic. With the walls caving in and with leaks too numerous to plug, a sense of panic pervades. In such an environment, it is difficult to convince management to take immediate action and to communicate what's going on.

### Planning in a crisis

One irrefutable key in crisis management is being prepared. If there is one certainty in dealing with crisis, it is that all manner of accidents or disruptions make for spectacular headlines and sensational reporting. Reporters, as noted, march to a different drummer. They consider themselves the "guardians of the public trust" and therefore may be quick to point fingers and ascribe blame in a crisis.

Thus, heightened preparedness is always in order.

In terms of dealing with the media, four planning issues are paramount.

First, for each potentially impacted audience, define the risk.

“The poison in the pill will make you sick.” “The plant shutdown will out of work.” “The recall will cost the stockholders \$100 million.” The risk must be understood – or at least contemplated – before framing crisis communications.

Second, for each risk defined describe the actions that mitigate the risk.

“Don’t take the pill.” “We are recalling the product.” “We are studying the possibility of closing the plant.” If you do a credible job in defining the risk, the public will more closely believe in your solutions.

Third, identify the cause of the risk.

If the public believes you know what went wrong, they are more likely to accept that you will quickly remedy the problem. That’s why people get back on airplanes after crashes. Moreover, if the organization helps identify the cause of the problem, the coverage of the crisis is likely to be more balanced.

Fourth, demonstrate responsible management action.

Essential to the planning phase is to appear to be in control of the situation. Certainly early on in a crisis, control is lost. But the best firms are those who seize command early and don’t acquiesce it to outside, so-called experts. Letting people know that the organization has a plan and is implementing it – helps convince them that you are in control.

Simple but appropriate watchwords for any crisis plan are the following:

- Be prepared.
- Be available.
- Be credible.

All of this implies that you must be willing to communicate in a crisis.

Questions:

1. What is “*risk communication*”?
2. What seven steps does William Adams’ risk communication program consist of?
3. How can poor handling of a crisis influence an organization?
4. What are seven warning signs which appear when a crisis comes?
5. What two kinds of disasters are mentioned in the text?
6. Why can an organization lose control under crisis?
7. What four steps should an organization take when it faces a crisis and has to deal with the media?
8. What are three key phrases in dealing with crisis?

**III. Vocabulary. Guessing meaning from the context. Look back at the text and find words that mean:**

1. not having expert knowledge of a subject;
2. the ability to see, hear or understand things;
3. to make a judgement about something;
4. to damage or harm somebody/something seriously;
5. not correct, wrong;
6. to spread to and be perceived in every part of something;
7. something that can not be proved false;
8. more important than anything else;
9. the process of closing a factory etc. either temporarily or permanently;
10. to accept something without protest;
11. a word or phrase that expresses the beliefs or aims of a party or group.

**IV. Vocabulary.**

a) Give English equivalents for:

Иметь много общего; быть оскорбленным; обман; дело, поступок; большие денежные потери; в целом, целиком; акции компании; слухи быстро распространяются; события

быстро разворачиваются; ведущие ток-шоу; кормиться слухами; что бы мы не сказали, обернется против нас; повышенная готовность; контролировать ситуацию.

b) Give Russian equivalents for:

Environmental hazards; frustration; tobacco industry; to be charged (with); to underlie; communication loop; solid facts and figures; poor handling; Pepsi-Cola's syringe scare; Dow Corning's silicone breast implant controversy; NASA's shuttle disaster; Tylenol's capsule poisoning; ValuJet's Everglades air-line crash; human-made disaster; to get a grip on something; politicians of all stripes; to recall the product; to remedy.

#### **V. Fill in the gaps with the correct preposition if necessary.**

1. We depend entirely \_\_\_\_\_ donations from the public.
2. The heart attack could be related \_\_\_\_\_ his car crash last year.
3. Don't let the public influence \_\_\_\_\_ your decision.
4. Prejudice feeds \_\_\_\_\_ mistrust and ignorance.
5. People were always commenting \_\_\_\_\_ his private life.
6. Their methods have much \_\_\_\_\_ common.
7. Several scuffles broke \_\_\_\_\_ in the crowd.
8. The company should act quickly to remedy \_\_\_\_\_ these grievances.
9. They believe that this illness is linked \_\_\_\_\_ the use of chemical pesticides.
10. The chancellor doesn't seem to get a very firm grip \_\_\_\_\_ the economy.

#### **VI. Grammar. Nouns: countable and uncountable.**

- We can count countable nouns. A countable noun has both singular and plural forms. *Eg. apple/apples, child/children*
- We can not count uncountable nouns. An uncountable noun has no plural form and we do not use it with a/an. *E.g. We need new furniture. Poverty can lead to unhappiness and despair.*

Study these examples:

~~Money **are** very important.~~ Money **is** very important.  
~~She gave me **a** good advice.~~ She gave me good advice.  
~~The news **are** very hopeful.~~ The news **is** very hopeful.

Below is a list of some common nouns which are always uncountable:

access	help	research
advice	information	rubbish
baggage	knowledge	transport
energy	luggage	travel
evidence	money	weather
furniture	nature	
happiness	news	

- It is possible, however, to count some uncountable nouns if the substance is placed in a countable container. Here are examples: *a glass of milk/wine, a piece of advice/furniture/news, a drop of water, a bit of cheese, a slice of bread etc.*
- Some nouns can be both countable and uncountable. Here are examples:

*I'd love **a coffee** now. (a cup of coffee)*

*Is there any **coffee** left?*

*It's **a new experience** for me.*

*Have you had any **experience**?*

*There's **a hair** in my soup!  
I heard **a noise** outside the window.*

*She has very long **hair**.  
Stop making so **much noise**!*

*Get me **a paper**. (a paper = a newspaper)*

*I need some **paper** to write on.*

***Three teas**, please! (three cups)*

*I prefer **tea** to coffee.*

There were **dozens of cheeses**.  
(sorts of cheese)

There's some **cheese** left.

This is one of the **foods** I  
mustn't eat. (a particular type  
of food)

We don't have any **food**.

- Some nouns that are usually used uncountably can be used countably, but only in the singular. E.g. She has an extensive knowledge of property prices in this area. Some more examples: *education, importance, resistance, traffic etc.*
- Some nouns have different meanings when they are used countably or uncountably. E.g. Where is your glass, Barbara? (a glass - стакан) Where are your glasses, Barbara? (glasses – очки) Other examples: *accommodation, competition, iron, lace, room, time, work etc.*

### Practice.

1. Choose the correct form.

- a) She's making about \$50,000 a year, which *is/are* pretty good *money/moneys*.
- b) How *many/much* *money/moneys* do you have?
- c) There *isn't/aren't* *many/much* *work/works* at this time of the year.
- d) Try not to make *a/the/-* *noise/noises* when you go upstairs.
- e) I have got *a/the/-* good *new/news* for you.
- f) *This/these* *new/news* *is/are* really frightening.
- g) The waiting room was full of people and their *luggage/luggages*.
- h) We have spent *many/much* *time/times* here.
- i) She's been there six *time/times*.
- j) Your *hair/hairs* *look/looks* great – how do you get *it/them* to look like that?
- k) Waiter! There's *a/the/-* hair in my soup!
- l) She gave me *a/the/-* good advice but I didn't listen.

- m) I like your *furniture/furnitures* – where did you get *it/them*?
- n) My mother doesn't like *fruit/fruits*.
- o) There *is/are fruit/fruits* on the plate – help yourselves.
- p) Gourmets are people who eat good *food/foods* and drink good *wine/wines*.
- q) My doctor talked me out of eating *this/these food/foods*.
- r) I'd like to drink *a/the/-* wine now – I've had a tiring day.
- s) Go to the newsagent's and buy me *a/the/-* paper – I've got nothing to read!
- t) Do you have *a/the/-* paper to write your number on?

2. Translate the sentences.

- a) Что ты так шумишь?! Я пытаюсь сосредоточиться!
- b) Доктор посоветовал мне есть больше овощей и фруктов.
- c) Ты слышала новость?
- d) Погода просто чудесная – мы можем пойти погулять.
- e) Деньги не имеют значения только тогда, когда их много.
- f) Мы возьмем два кофе и бутерброды с ветчиной.
- g) Ты никогда не следуешь моим советам, и каждый раз попадаешь в неприятные истории!
- h) У меня нет доступа в Интернет.
- i) Его работы сейчас очень популярны.
- j) Сейчас у меня много работы. Я позвоню тебе позднее.

## VII. Translate into English using the vocabulary from the text:

1. События развиваются слишком быстро, чтобы мы могли владеть ситуацией.
2. Мы должны предоставить прессе надежные факты и цифры – нельзя допускать, чтобы СМИ питались слухами.
3. Наша компания понесет большие убытки, но мы вынуждены отозвать продукт.
4. Слухи быстро распространяются, мы не можем контролировать ситуацию.
5. Политики всех мастей комментируют последствия кризиса с телеэкрана.

6. У ведущих этих двух ток-шоу много общего.
7. Они будут судить о вас по вашим делам, а не по словам.
8. Что бы мы не сказали, обернётся против нас.
9. Этот принцип лежит в основе нашего подхода к стратегическому планированию.
10. Этот вопрос на данный момент является самым важным.
11. Этот обман может разрушить репутацию организации и обернуться крупными убытками.
12. Наши специалисты разработали план, как справиться с этой проблемой.
13. В условиях приближающегося кризиса организация должна находиться в состоянии повышенной готовности.
14. СМИ распространяют ложные сведения, и мы не можем уступить им в этой информационной войне.
15. Акционеры хотят знать, почему акции компании упали.

### **VIII. Paraphrase the underlined words and phrases using the vocabulary from the text.**

1. To the inexperienced people, these technical terms are incomprehensible.
2. Otherwise we'll lose a lot of money.
3. This issue is of the greatest importance.
4. We can't agree with it so easily.
5. Our issues managers don't know how to solve the problem.
6. A sense of panic is penetrating because we've lost control under situation.
7. It was a wicked act and he was punished for it.
8. It's indisputable that poor handling of a crisis can result in terrible consequences.

### **IX. Speaking.**

Develop the following ideas.

- The number of human-made crises has increased.
- Crisis – evil or good for an organization.



## **X. Act as an interpreter.**

An interview with a Head of Humanitarian Technological Corporation “GOST”.

– So, what is a crisis?

– Опасность плюс новые возможности. Кризисное управление – это управление возникновением кризиса, искусство создания кризиса.

– Can any company develop without facing a crisis?

– Процесс развития любой организации – это смена циклов, и кризис всего лишь один из них. Можно сказать, что кризис это неременное условие развития любой организации. И, кроме того, это проверка на прочность. Сильная организация преодолевает кризис и становится еще сильнее, слабая погибает.

– Can we use the terms “internal” and “external” reasons of a crisis?

– Я не согласен с таким разделением. Приведите мне пример чисто внешней или внутренней причины.

– Well, the earthquake, for example...

– А зачем вы построили дом в месте, где случаются землетрясения? Или, зачем вы построили такой дом, который не может выдержать землетрясения? Внешние и внутренние причины всегда связаны, их нельзя разделять.

– OK. And do you agree that the crises themselves can be divided into some groups? For example we can say about technological crisis, reputation crisis, management crisis.....

– Я вообще не сторонник типологий. Любая типология пытается выделить одну сторону целого. Зачем? Любой кризис – это нечто целое, состоящее из множества отдельных сторон. Приведу широко известный пример. Крупная строительная компания построила здание для одной корпорации с определенным количеством лифтов. И вдруг выяснилось, что лифты не справляются с потоками людей. Что делать? Строить наружный лифт, который испортит

внешний вид здания? Пригласили консультанта, который дал гениальный совет: уберите из лифтов зеркала. Дело в том, что женщины, заходящие в лифт, немедленно начинали подкрашивать губы, а когда лифт останавливался на нужном этаже, они сначала убирали помаду в сумочку, и только потом выходили. Каждый раз это занимало несколько секунд, но в итоге времени терялось много. Вот какой это кризис? Он рассматривался как технологический, но решение было найдено в другой сфере.

– But it’s an example from the American practice. Is there any difference between crises that Russian and American companies face? Can we talk about some peculiar features of a Russian crisis?

– Россия сегодня во многом страна слабая, непригодная. Очень редко российские компании воспринимают кризис как новые возможности. В нас очень сильна ориентация на комфорт и кризис воспринимается как нарушение привычного комфорта. Вот когда нам удастся изменить само отношение к кризису, мы будем более успешно справляться с ним как в рамках одной отдельно взятой компании, так и в рамках целой страны.

## **XI. Writing. Summary.**

Look back at the text and list the key points. Then write the summary of the text according to these key points in no more than 200 words.

## **Part 3**

**I. Lead-in.** What main principles should a program of communicating in a crisis include? What should an organization do in the situation of a crisis and what shouldn’t it do?

**II. Read the text and answer the questions.**

## Communicating in a Crisis

The key communications principle in dealing with a crisis is not to clam up when disaster strikes. Lawyers invariably advise clients to (1) say nothing, (2) say as little as possible and release it as quietly as possible, (3) say as little as possible, citing privacy laws, company policy or sensitivity, (4) deny guilt and/or act indignant that such charges could possibly have been made, or (5) shift, or, if necessary, share the blame with others. Public relations advice, by contrast, takes a different tack. The most effective crisis communicators are those who provide prompt, frank and full information to the media in the eye of the storm. Invariably, the first inclination of executives is to say, “Let’s wait until all the facts are in.” But as President Carter's press secretary, Jody Powell, used to say, “Bad news is a lot like fish. It doesn’t get better with age.” In saying nothing, an organization is perceived as already having made a decision. That angers the media and compounds the problem. On the other hand, inexperienced spokespersons, speculating nervously or using emotionally charged language, are even worse. Most public relations professionals consider the cardinal rule for communications during a crisis to be **TELL IT ALL AND TELL IT FAST!**

As a general rule, when information gets out quickly, rumors are stopped and nerves are calmed. There is nothing complicated about the goals of crisis management. They are (1) terminate the crisis quickly; (2) limit the damage; and (3) restore credibility.

When crisis hits, the organization must assess its communications – particularly in evaluating media requests – by answering the following questions:

1. What do we gain by participating? If you have absolutely nothing to gain from an interview, then don’t give one. Period.

2. What are the risks? The answer is based on your level of comfort with the medium, who the interviewer is, the amount of preparation time available to you, legal liability and how much the organization loses if the story is told without the interview.

3. Can we get our message across? Will this particular medium allow us to deliver our message clearly to the public?

4. Is this audience worth it? Often, a particular television program or newspaper may not be germane to the specific audience the organization needs to reach.

5. How will management react? An important variable in assessing whether to appear is the potential reaction of top management. In the final analysis, you have to explain your recommendation or action to them.

6. Does your legal liability outweigh the public interest? This is seldom the case, although company lawyers often disagree.

7. Is there a better way? This is a key question. If an uncontrolled media interview can be avoided, do so. However, reaching pertinent publics through the media is often the best way to communicate in a crisis.

A shorthand approach to communicating in crisis would include the following 10 general principles:

1. Speak first and often.
2. Don't speculate.
3. Go off the record at your own peril.
4. Stay with the facts.
5. Be open, concerned, not defensive.
6. Make your point and repeat it.
7. Don't war with the media.
8. Establish yourself as the most authoritative source.
9. Stay calm, be truthful and cooperative.
10. Never lie.

In the final analysis, communicating in a crisis depends on a rigorous analysis of the risks versus the benefits of going public. Communicating effectively also depends on the judgment and experience of the public relations professional. Every call is a close one, and there is no guarantee that the organization will benefit, no matter what course is chosen. One thing is clear: Helping to navigate the organization through the shoals of a crisis is the ultimate test of a public relations professional.

Questions:

1. What is the main principle in dealing with a crisis?
2. What do lawyers usually advise their clients to do in the situation of a crisis?
3. Why is it wrong to clam up? What can silence result in?
4. What is a watchword of many PR-professionals in dealing with a crisis?
5. What are goals of crisis management?
6. What questions should an organization answer when it faces a crisis and has to deal with the media?
7. What are general principles in communicating in a crisis?

**III. Vocabulary. Guessing meaning from the context. Look back at the text and find words that mean:**

1. to attack quickly and suddenly;
2. to make a difficult situation even worse by adding more problems;
3. that shows the end of a sentence;
4. behaving in a way that shows you think someone is criticizing you even if they are not;
5. careful, thorough, and exact;
6. to bring advantages to someone or improve their lives in some way.

**IV. Vocabulary.**

a) Give English equivalents for:

Замолчать; разделить вину с другими; придерживаться другого курса (линии поведения); завершать; восстановить доверие; уместный, подходящий; перевешивать; придерживаться фактов; воевать.

b) Give Russian equivalents for:

Privacy laws; to shift; prompt information; emotionally charged language; tell it and tell it fast; to limit the damage; medium; potential reaction; shorthand approach; go off the record at your own peril; the most authoritative source; going public.

**V. Grammar. Nouns: collective nouns, uncountable nouns ending in –s.**

- Some nouns are always plural and take a plural verb. We normally use *the* with them. *E.g. The media feed on rumors.*  
Some more examples: *police, people, staff and cattle.*
- Sometimes the noun has *only* a plural form. Usually these nouns are clothes, tools and equipment which are designed with two parts joined together. We use them as plurals with -s and a plural verb. *E.g. His clothes are dirty. The scissors are in the drawer.*  
Some more examples: *belongings, congratulations, goods, stairs, outskirts, trousers, binoculars, glasses etc.*
- Collective nouns refer to a group of people or things, e.g. army, committee, team. We can think of them as either a single unit or as members of a group.

Collective noun + singular verb

E.g. *The team is the best in the country.* (The team is meant to be a single undivided body).

Collective noun + plural verb

E.g. *The team are confident of victory.* (The team is meant to be a collection of individuals).

Some more examples: *army, community, crew, family, gang, herd, government, class, committee, public, group etc.*

- *Majority* can be singular or plural. If it is alone it is usually singular; if it is followed by a plural noun, it is usually plural. Study the examples:

The majority believes that we are in no danger.

The majority of the students believe him to be innocent.

- Collective nouns indicating time, money and measurements used as a whole are singular. Study the examples:

Twenty-five dollars is too much to pay for that shirt.

Fifty minutes isn't enough time to finish this test.

- Some nouns end in -s but are uncountable and take a singular verb.

E.g. News is coming in of a major explosion at the World Trade Centre.

Some more examples: *means* ('method' or 'money'), *some disciplines: economics, phonetics, physics; some sports: gymnastics, athletics; some diseases: measles, mumps.*

- Some uncountable nouns ending in -s also can have a plural meaning. Here are examples:

Politics is a dirty thing.

His politics are right wing.

Statistics is my favourite subject.

Statistics are able to prove anything we want.

### Practice.

1. Complete the sentences with the right form – *is* or *are*.

- The police \_\_\_\_\_ interrogating the suspect now.
- Economics \_\_\_\_\_ a very popular university course.
- His politics \_\_\_\_\_ bordering on the fascist.
- Six kilometers \_\_\_\_\_ a long distance for me.
- People \_\_\_\_\_ running in all directions.
- News from Spain \_\_\_\_\_ hopeful.
- The media \_\_\_\_\_ on our side.
- My family \_\_\_\_\_ very hospitable.
- The public \_\_\_\_\_ against this law.
- Your clothes \_\_\_\_\_ being washed now.

2. Complete the following sentences with the appropriate verb, article or pronoun.

- a) Physics \_\_\_\_\_ an interesting subject but I'm not good at \_\_\_\_\_ .
- b) The goods \_\_\_\_\_ being packed now and will \_\_\_\_\_ be delivered first thing tomorrow morning.
- c) \_\_\_\_\_ police \_\_\_\_\_ working together this committee.
- d) The Government \_\_\_\_\_ planning new taxes.
- e) \_\_\_\_\_ mass media \_\_\_\_\_ enormous power.
- f) Our army \_\_\_\_\_ ready to attack.
- g) I need to cut it. Don't you know where the scissors \_\_\_\_\_?
- h) The crowd \_\_\_\_\_ wild with excitement and \_\_\_\_\_ crying with joy.
- i) Diabetes \_\_\_\_\_ a very unpleasant disease.
- j) The majority of us \_\_\_\_\_ staying here and \_\_\_\_\_ planning to meet them.

## **VI. Paraphrase the underlined words and phrases using the vocabulary from the text.**

- 1. In the situation of crisis they've decided to keep silence.
- 2. Five years they have fought against the people from the neighbouring islands.
- 3. President Nixon seems to have been rehabilitated in the US.
- 4. They're likely to become our clients.
- 5. We put a full stop in the end of the sentence.
- 6. I can see the advantages of this for you, but what is my interest?
- 7. The Middle Ages may be said to finish with the invention of printing.
- 8. Having published this interview you made the situation much worse.

## **VII. Writing. Translate the text from Russian into English using the vocabulary from Part 3:**

Нередко приходится сталкиваться с мнением, что многие кризисы происходят независимо от нашей воли, мы не можем



предугадать их и уберечься от них. Тем не менее, можно заранее продумать действия специалистов по связям с общественностью в кризисной ситуации.

Существует несколько золотых правил поведения в кризисной ситуации.

1. Выработайте ясную и четкую позицию. Она, безусловно, должна быть гибкой, позволяющей реагировать на изменяющуюся ситуацию.
2. Привлекайте руководство компании к антикризисным мероприятиям. Руководители высшего звена должны не просто принимать участие в разработке антикризисных шагов, но и появляться на местах кризисных событий.
3. Помните, что сотрудники компании являются одной из важнейших аудиторий. Любого сотрудника, узнавшего о кризисе, волнует, что теперь будет с ним лично. Руководство должно продемонстрировать сотрудникам понимание их озабоченности и мобилизовать персонал на совместное преодоление трудностей.
4. Привлекайте ресурсы третьей стороны. Весьма эффективным в кризисной ситуации является привлечение экспертов.
5. Централизуйте коммуникации. Очень важно назначить одного человека, выступающего с заявлениями от лица компании. Наиболее эффективным является создание антикризисного штаба, куда бы стекалась вся информация и где бы готовились информационные материалы.
6. Сотрудничайте со СМИ. Очень важно в период кризиса найти общий язык с журналистами, правильно выбрать СМИ, которые наиболее эффективно смогут донести информацию до ваших аудиторий. И помните о том, что журналисты не являются вашими врагами.
7. Адекватно оценивайте кризис на всем его протяжении. Менеджерам часто свойственно недооценивать масштабы кризиса в его начале и переоценивать на последующих этапах. Задача специалиста по связям с общественностью –

помочь руководству компании адекватно оценить обстановку.

8. Начните работу над послекризисным позиционированием компании. Очень важна связь между антикризисными мерами и тем, как будет развиваться компания после кризиса. На это необходимо обратить внимание и публично объявить, скажем, о мерах по предотвращению кризисных ситуаций в будущем, о каких-либо шагах по реорганизации и т.д.
9. Постоянно ведите мониторинг ситуации и отслеживайте те процессы, которые происходят внутри компании и за ее пределами. Это одно из ключевых правил. Всегда нужно держать руку на пульсе, чтобы знать, что думают о компании ее сотрудники, партнеры, поставщики, инвесторы, общественность. А в кризисный период это особенно важно.

## **VIII. Reading for information. Study the case and answer the questions.**

### **Pepsi Punctures the Great Syringe Soda Scare**

Pepsi-Cola's worst nightmare began inauspiciously enough on June 10, 1993, when an elderly Fircrest, Washington, couple claimed that they had discovered a syringe floating inside a can of Diet Pepsi.

For the next two weeks, the 50,000 people of Pepsi-Cola –from CEO and corporate communications staff to independent bottlers – worked round the clock to mount a massive public relations offensive that effectively thwarted a potential business disaster for its 95-year-old trademark and a potential devastating blow to one of the world's foremost consumer reputations.

The Pepsi case is a tribute to sound communications thinking and rapid, decisive public relations action in the face of imminent corporate catastrophe.

The day after the Fircrest complaint, a nearby Tacoma woman reported finding another hypodermic needle in a can of Diet Pepsi. The story of the two tampered cans – initially labeled “some sort of sabotage” by the local Pepsi bottler – ran on the *Associated Press* wire nationwide and sent shock waves throughout the country.

Pepsi, while immediately forming a crisis management team, headed by its president and CEO, Craig Weatherup, nonetheless chose to “hold its powder” publicly while first assessing all pertinent facts about the two incidents and devoting attention to the Seattle plant. Pepsi’s perceived reluctance to confront the problem in a dramatic way – while it worked “behind the scenes” – drew initial fire from so-called crisis experts. One management communications professor warned, “They are underestimating the potential for rumors to feed off one another.” Another crisis management counselor said, “This will be a terrible mistake if it turns out they should have acted in light of later events.”

On June 13, the commissioner of the Food and Drug Administration (FDA), David A. Kessler, warned consumers in Washington, Oregon, Alaska, Hawaii, and Guam “to inspect closely cans of Diet Pepsi for signs of tampering and to pour the contents into a glass or cup before drinking.”

In the face of criticism and with copycat tamperings accelerating, Pepsi held its ground. Although critics urged the company to recall its products, the company continued to insist that its cans were virtually tamperproof. “We are 99% sure that you cannot open one and reseal it without its being obvious,” the company assured its customers.

Because there was “no health risk to either of the two consumers who filed the complaints or to the general public,” Pepsi urged its bottlers and general managers not to remove the product from shelves.

On June 14, Pepsi issued an internal “consumer advisory” to its bottlers and general managers, reporting the results of its initial research on the reported claims:

- The syringes that were found are those commonly used by diabetics for insulin. We do not have syringes of this type in any of our production facilities.
- All cans used for Pepsi-Cola products are new packages. They are not reused or refilled at any time. There are two visual inspections during production: the first before cans are filled, the second while cans are on the filling line. The cans are then sealed.

Pepsi's strong inference was that first, the speed and security of its bottling production process made it extremely unlikely that any foreign object could appear in an unopened Pepsi container and second, what was being inserted wasn't being put into cans at the factory.

By June 14, the nation was awash in copycat Pepsi-Cola tamperings. Pepsi was barraged with reports of syringes in its cans from Louisiana to New York, from Missouri to Wyoming, from Pennsylvania to Southern California. Adding to Pepsi's nightmare was a media feeding frenzy the likes of which the company had never before encountered.

- “A ‘Scared’ Firm Fights to Save Its Good Name” – *New York Post*
- “FDA Warns Diet Pepsi Drinkers” – *Associated Press*
- “Diet Pepsi Drinkers Warned of Debris” – *USA Today*
- “No Program for a Recall of Diet Pepsi” – *The New York Times*

Pepsi tampering stories dominated the national media, leading the evening news and network morning programs for three days. Local crews throughout the nation positioned themselves at local Pepsi bottling plants. Pepsi-Cola's president and six-person public relations staff put in 20-hour days in the company's Somers, New York, headquarters, each fielding 80 to 100 inquiries daily. The company was besieged by syringe-tampering mania.

Late on the evening of June 15, Pepsi received its first break.

A man in central Pennsylvania was arrested on the charge that he had fraudulently reported finding a syringe in a can of Pepsi.

With the first arrest made, Pepsi seized the offensive.

### Media Relations

Pepsi's media strategy centered on one medium – television. Downplaying traditional print media – “the press conference is a dinosaur” – Pepsi-Cola's communications executives launched daily satellite feeds to the nation's electronic media to get out Pepsi's side of the tampering allegations.

- An initial video news release (VNR) picturing the high-speed can-filling lines, with voice-over narration by a plant manager, conveyed the message of a manufacturing process built on speed, safety and integrity, in which tampering with products would be highly unlikely. The goal was to show that the canning process was safe. The initial VNR was seen by 187 million viewers (more than watched the 1993 Super Bowl) on 399 stations in 178 markets across the United States.
- A second VNR, picturing Pepsi President Weatherup and additional production footage, reported the first arrest for a false claim of tampering. It made four critical points: (1) complaints of syringes reported to be found in Diet Pepsi cans in other cities are unrelated; (2) tampering appears to be happening after cans are opened; (3) the soft drink can is one of the safest packages for consumer food products; and (4) a recall is not warranted. This Pepsi-produced VNR was seen by 70 million viewers on 238 stations in 136 markets.
- A third VNR, narrated by President Weatherup, presented a segment from a convenience store surveillance video in which a woman was caught inserting a syringe into an open Diet Pepsi can. Weatherup thanked consumers for their support, reported additional arrests and reaffirmed Pepsi's decision not to recall its product. This surveillance video was broadcast to 95 million

viewers on 325 stations in 159 markets and, in effect, “broke the back” of the Pepsi syringe scare.

- In addition to the VNRs, Pepsi’s media offensive included appearances by the company’s president and a product safety expert on as many talk shows as could be fit into their schedules – each of the major network evening newscasts, ABC’s *Nightline*, CNN’s *Larry King Live*, and so on.

Pepsi’s video media blitz was unparalleled in corporate public relations history.

### Government Relations

Meanwhile, Pepsi cooperated fully with Commissioner Kessler and the FDA. While other consumer firms have adopted an adversarial position toward the watchdog agency, Pepsi embraced the FDA’s investigation.

It was the FDA’s Office of Criminal Investigation (OCI), in fact, that reported the breakthrough in the arrest of the man in central Pennsylvania. In addition to the FDA’s “consumer alert” in the Pacific Northwest, Commissioner Kessler issued a statement on the tampering and the possibility of copycats. Later, Kessler appeared with Weatherup on *Nightline* and took the unprecedented step of declaring that “calm is in order ... a recall is not necessary.”

On June 17, Commissioner Kessler held a press conference in Washington, DC, unequivocally characterizing the controversy as a hoax – the product of “misguided individual acts, magnified and multiplied by the attendant glare of the media, and a predictable outbreak of copycat behavior.”

On June 21, Pepsi President Weatherup wrote to President Clinton, thanking him for the “excellent work” of Kessler and the FDA “in pursuing the recent product tampering hoax.”

### Employee Relations

In the area of employee relations – with its staff and bottlers – Pepsi adopted a policy of full and immediate disclosure as soon as it had discerned the pertinent facts.

Consumer advisories were dispatched at least once a day, usually twice or three times on each day of the crisis, letting bottlers and general managers in Pepsi's 400 field locations know what was going on, what had been reported, what the government was doing, and how the company was responding.

Managers were advised on how to "communicate with employees and customers" in the form of "Product Tampering Guidelines," as well as in procedures for reporting alleged tamperings.

President Weatherup also personally wrote to bottlers and general managers periodically during the crisis to keep them advised of breaking developments. When the surveillance video was found, Weatherup sent all Pepsi bottlers, by overnight mail, a videotape of Commissioner Kessler's news conference, along with the surveillance footage.

"Please share it with your customers," the Pepsi president suggested. By June 18, just one week – and what seemed like one millennium – after its product and reputation had been challenged, Pepsi declared victory in national ads:

*Pepsi is pleased to announce... nothing.*

What had begun as the worst kind of national nightmare, with critics and copycats threatening the company at every juncture, ended in a flurry of pervasive public praise. "Media-smart Pepsi" is how *Advertising Age* characterized the company's strategy. The *Milwaukee Sentinel*, in a rare journalistic admission of candor, labeled the media's leap to sensationalism on the Pepsi story "a mistake, a big mistake." *Business Week* credited the company for making "the right moves, Baby." The company was universally heralded for holding the line on a product recall and putting on the line its reputation and credibility.

Perhaps sweetest of all for Pepsi-Cola, after the FDA/OCI's arrest of 55 suspected hoaxers, was the bottom-line aftermath: not only had Pepsi weathered the media storm and emerged with its

credibility intact, but the impact on Pepsi's sales was negligible. President Weatherup reported that sales had fallen just 3 percent at the height of the crisis, approximately \$30 million. By July and August, Pepsi sales were up 7 percent, the best summer in five years.

All in all, as one industry periodical put it, "Pepsi's response constituted nothing less than 'a textbook case' of how to come through a PR crisis."

Questions:

1. Do you think Pepsi erred by not immediately volunteering to recall its product?
2. How would you assess Pepsi's overall public relations strategy?
3. How would you assess Pepsi's government relations strategy?
4. What were the pros and cons of ignoring print media and focusing instead on electronic media? Could this strategy backfire on Pepsi?
5. What were the pros and cons of using Pepsi's president as chief spokesperson?
6. What public relations lessons can be drawn from Pepsi's experience for handling future product tampering cases?

**IX. Speaking. Choose one of the crisis situations and work out a plan of communication.**

- Some people have been reported to die of severe food poisoning after eating some *Milk-for-U* products.
- A group of Russian tourists came back from Egypt telling horrific stories about the level of service. They are suing the travel agency *A Traveller's Paradise* for poor organization of a trip.
- The performance at the local theatre was overbooked two times. People with doubled tickets wrote a complaint and sent it to the government and all local media.



## **UNIT II.**

### **PUBLIC RELATIONS IN GOVERNMENT**

#### **Part 1**

**I. Lead-in.** Why is it vital for any government to have PR-practitioners? What are PR-practitioners in Government responsible for? Are there any differences between PR-specialists job tasks in Government and other spheres?

**II. Read the text and answer the questions.**

#### **Public Relations in Government in hindsight**

The growth of public relations work both with the government and in the government has exploded in recent years. Although it is difficult to categorize exactly how many public relations professionals are employed at the federal level, it's safe to assume that thousands of public relations-related jobs exist in the federal government and countless others in government at state and local levels. Thus, the field of government relations is a fertile one for public relations graduates.

Since 1970-s of the last century some 20 new federal regulatory agencies have sprung up, ranging from the Environmental Protection Agency to the Consumer Product Safety Commission. Moreover, according to the Government Accounting Office (GAO), some 116 government agencies and programs now regulate business.

Little wonder that today, American business spends more time calling on, talking with and lobbying government representatives on such generic issues as trade, interest rates, taxes, budget deficits and all the other issues that concern individual industries and companies. Also, little wonder why political interest groups of every stripe from Wall Street bankers to Asian influence seekers to

friends of the earth –contribute more to political coffers than ever before. Thus, today’s organizations continue to emphasize and expand their own government relations functions.

Beyond this, the nation’s defense establishment offers some 3,000 public relations jobs in military and civilian positions. Indeed, with military service now purely voluntary, the nation’s defense machine must rely on its public information, education and recruiting efforts to maintain a sufficient military force. Thus, public relations opportunities in this realm of government work should continue to expand. Ironically, the public relations function has traditionally been something of a stepchild in the government. In 1913, Congress enacted the Gillett amendment, which almost barred the practice of public relations in government. The amendment stemmed from efforts by President Theodore Roosevelt to win public support for his programs through the use of a network of publicity experts. Congress, worried about the potential of this unlimited presidential persuasive power, passed an amendment stating: “Appropriated funds may not be used to pay a publicity expert unless specifically appropriated for that purpose.”

Even today, no government worker may be employed in the practice of public relations. However, the government is flooded with public affairs experts, information officers, press secretaries and communications specialists.

Most practitioners in government communicate the activities of the various agencies, commissions and bureaus to the public. As consumer activist Ralph Nader has said, “In this nation, where the ultimate power is said to rest with the people, it is clear that a free and prompt flow of information from government to the people is essential.”

It wasn’t always as essential to form informational links between government officials and the public. In 1888, when there were 39 states in the Union and 330 members in the House of Representatives, the entire official Washington press corps consisted of 127 reporters. Today there are more than 4,000 full-time journalists covering the capital.

Questions:

1. Where can public relations graduates find employment? Why?
2. Why is American business so interested in lobbying government officials?
3. Why has the PR function been a stepchild?
4. What did the Gillett amendment (1913) result in?
5. What should PR practitioners in government do?

**III. Vocabulary. Guessing meaning from the context. Look back at the text and find words that mean:**

1. to increase greatly in numbers or amount;
2. too many to be counted;
3. having the purpose of controlling an activity or process, especially by rules;
4. not specific;
5. the money that an organization, government, etc, has available to spend;
6. written change or improvement to a law or document, or the process of doing this;
7. to officially prevent someone from entering a place or from doing something;
8. the possibility that something will develop in a certain way or have a particular effect;
9. to develop as a result of something else.

**IV. Vocabulary.**

a) Give English equivalents for:

С уверенностью можно предположить; огромное количество; охватывающий (колеблющийся); делать упор на (делать акцент на чем-либо); кроме, сверх; абсолютно добровольный; область, сфера; принять поправку к конституции; получить общественную поддержку; получить работу; быть переполненным чем-либо; потребитель; предназначенный для чего-либо.

b) Give Russian equivalents for:

Public relations-related jobs; little wonder; lobbying government representatives; political interest groups of every stripe; influence seekers; civilian; sufficient military force; communicate the activities; form informational links; covering the capital; to be flooded with; unlimited presidential persuasive power.

**V. Vocabulary. Find the synonyms to the following word combinations in the test.**

To come into being quickly; to stress; to grow larger; to trust; field of activity; to pass a law; to block ; fast; the whole.

**VI. Grammar. Revision of the Passive Voice.**

Practice.

1. Turn the following active constructions into passive omitting all mention of the agent of the action.

*Example:* Somebody introduced me to Dr. Felix last year. – *I was introduced to Dr. Felix last year.*

- a) People are destroying large areas of forests every day.
- b) Somebody has bought the land next to our house.
- c) Somebody had already reported the accident before I phoned.
- d) I hope they will have completed all the marking by tomorrow.
- e) People were using the tennis court, so we couldn't play.
- f) Somebody will tell you when you should go in to see the doctor.
- g) No doubt somebody will blame me for the problem.
- h) People expect better results soon.
- i) They have found an unexploded bomb in Herbert Square, and they are evacuating the area.
- j) What do you call it?

2. Here is the beginning of a report of an experiment. Rewrite it, putting verbs in the passive where appropriate and making any other necessary changes.

*I conducted the test in the school library to minimize noise.*

*I took the children out of their normal lessons and I tested them in groups of four. I carried out all the tests in January 2024. The test consisted of two components. First, I showed the children a design (I presented these in Chapter 3) and I asked them to describe what they saw. I tape recorded all their answers. I then gave them a set of anagrams (words with jumbled letters) which I instructed them to solve in as short a time as possible. I remained in the room while the children did this...*

3. Translate into Russian, paying attention to passive constructions.

- a) It was suggested by the commission that the project should be worked out in the context of the new circumstances.
- b) Making decisions is always preceded by a thorough analysis of the market situation.
- c) They will be shown the draft plan right upon their arrival.
- d) Some new approaches to attracting foreign investments are dealt with in this paper.
- e) The economic growth is influenced by a number of factors.
- f) Practically all the enterprises in Russia and the CIS countries were affected by the financial crisis of 1998.
- g) Urgent steps are taken to overcome the consequences of the disaster.
- h) It was found out that the papers for the conference were printed double space instead of 1.5.
- i) No government worker may be employed in the practice of public relations.
- j) The government is flooded with public affairs experts and communications specialists.

4. Translate into English, paying attention to the usage of passive constructions.

- a) Сообщалось, что прецедент получил поддержку общественности.
- b) Все образовательные программы должны контролироваться государством.
- c) Общие вопросы, касающиеся дефицита в бюджете, широко обсуждаются в последнее время.
- d) Пресс-секретари, специалисты по связям с общественностью, а также эксперты в разных областях наводнили государственные учреждения.
- e) Считается, что политические группы разного толка примут участие в обсуждении этого закона.
- f) Известно, что скандал разразился на федеральном уровне.
- g) Считается, что поле деятельности ПР-специалистов на этом уровне расширяется.
- h) Было решено открыть новое агентство в следующем году.
- i) Его профессиональные качества были хорошо известны среди его коллег.
- j) Было объявлено, что президент отменил встречу на высшем уровне.

## **VII. Translate into English using the vocabulary from the text.**

1. С уверенностью можно предположить, что они сделают все возможное, чтобы заблокировать наши действия.
2. Кроме этого, на вашем месте, я бы постарался получить общественную поддержку.
3. Поправка к конституции, принятая много лет назад, ограничила президентскую власть.
4. Нет ничего удивительного в том, что уже много лет они успешно расширяют сферу своей деятельности.
5. Если бы вы своевременно рассказали общественности о деятельности нашей организации, мы бы получили финансовую поддержку.
6. Я подчеркивал и подчеркиваю, что информационная связь между правительством и обществом имеет огромное значение.

7. Так как наша организация является полностью добровольной, мы можем полагаться только на спонсорскую помощь и благотворительность.
8. Конгресс, обеспокоенный проблемой злоупотребления властью, принял очередной закон.
9. Они способствовали разработке этих общих положений. Без их участия мы бы столкнулись с большими трудностями.
10. На вчерашнем заседании парламента было принято несколько поправок к закону, которые без сомнения получат широкую общественную поддержку.

### **VIII. Writing. Translate the text from Russian into English using the vocabulary from Part 1:**

Органы государственной власти все в большей степени испытывают необходимость целенаправленной работы с общественностью. С другой стороны, бизнес и некоммерческие структуры активизируют свою работу с государственными организациями.

В России сегодня практически каждый федеральный орган управления имеет свою службу связей с общественностью или пресс-службу.

Однако многие локальные госучреждения не торопятся создавать подразделения по связям с общественностью, и причины тому следующие:

- недоверие к службам по связям с общественностью как к неконкретной сфере, требующей дополнительных финансовых затрат;
- многие руководители органов власти считают, что осуществление связей с общественностью – это их собственная прерогатива, успешно ими решаемая и не требующая использования профессиональных и компетентных специалистов;
- боязнь привлечения внимания общественности к спорным вопросам и недооценка необходимости учиться жить и ра-

ботать в новом социокультурном режиме рыночных отношений, при котором значительно расширяются сферы влияния общественного мнения и деятельности коммерческих и общественных структур.

Отношения бизнеса, гражданских и других неправительственных организаций с госструктурами в цивилизованном обществе могут рассматриваться как важный элемент демократии, поскольку служат механизмом реализации интересов отдельных групп общества на государственном уровне. Примером таких отношений может служить организация Industry and Parliament Trust (ИПТ) в Великобритании. Назначение ИПТ – усиление взаимопонимания между промышленными корпорациями и политическими структурами. Промышленники должны быть знакомы с функционированием демократических институтов, с государственными проблемами и понимать, до какой степени политики могут или не могут влиять на изменения.

### **IX. Speaking. Express your thoughts on the following topics, supporting your ideas with real examples:**

1. Growing influence of Public Relations in Government.
2. Functions of the Government practitioner.

## **Part 2**

**I. Lead-in.** What is “lobbying”? Do lobbyists do a useful job? Justify your point of view. Can you remember any example of lobbying?

**II. Read the text and answer the questions.**

### **Lobbying the Government**

The business community, foundations and philanthropic and quasi-public organizations have a common problem: dealing with



government, particularly the mammoth federal bureaucracy. Because government has become so pervasive in organizational and individual life, the number of corporations and trade associations with government relations units has grown steadily in recent years.

Government relations people are primarily concerned with weighing the impact of impending legislation on the company, industry group or client organization. Generally, a head office government relations staff complements staff members who represent the organization in Washington, DC, and state capitals. These representatives have several objectives:

1. To improve communications with government personnel and agencies.
2. To monitor legislators and regulatory agencies in areas affecting constituent operations.
3. To encourage constituent participation at all levels of government.
4. To influence legislation affecting the economy of the constituent's area, as well as its operations.
5. To advance awareness and understanding among lawmakers of the activities and operations of constituent organizations.

Carrying out these objectives requires knowing your way around the federal government and acquiring connections. A full-time Washington representative is often employed for these tasks.

To the uninitiated, Washington (or almost any state capital) can seem an incomprehensible maze. Consequently, organizations with an interest in government relations usually employ a professional representative, who may or may not be a registered lobbyist, whose responsibility, among other things, is to influence legislation. Lobbyists are required to comply with the federal Lobbying Act of 1946, which imposed certain reporting requirements on individuals or organizations that spend a significant amount of time or money attempting to influence members of Congress on legislation.

In 1996, the Lobbying Disclosure Act took effect, reforming the earlier law. The new act broadened the activities that constitute “lobbying” and mandate government registration of lobbyists. Under the new law, a “lobbyist” is an individual who is paid by a third party to make more than one “lobbying contact,” defined as an Oral or written communication to a vast range of specific individuals in the executive and legislative branches of the federal government. In addition, lobbyists are prohibited from paying for meals for members of Congress or their aides. The law also broadened the definition of “lobbying activities,” to include research and other background work prepared for a lobbying purpose.

In fact, one need not register as a lobbyist in order to speak to a senator, congressional representative or staff member about legislation. But a good lobbyist can earn the respect and trust of a legislator. Because of the need to analyze legislative proposals and to deal with members of Congress, many lobbyists are lawyers with a strong Washington background. Lobbying ranks are loaded with former administration officials and congressional members, who often turn immediately to lobbying when they move out of office.

Although lobbyists, at times, have been labeled everything from influence peddlers to fixers, such epithets are generally inaccurate and unfair. Today’s lobbyist is more likely to be well informed in his or her field, furnishing Congress with facts and information. Indeed, the lobbyist’s function is rooted in the First Amendment right of all citizens to petition government.

### What Do Lobbyists Do?

The specific activities performed by individual lobbyists vary with the nature of the industry or group represented. Most take part in these activities:

1. *Fact finding.* The government is an incredible storehouse of facts, statistics, economic data, opinions and decisions that generally are available for the asking.

2. *Interpretation of government actions.* A key function of the lobbyist is to interpret for management the significance of government events and the potential implications pending legislation. Often a lobbyist predicts what can be expected to happen legislatively and recommends actions to deal with the expected outcome.

3. *Interpretation of company actions.* Through almost daily contact with congressional members and staff assistants, a lobbyist conveys, how a specific group feels about legislation. The lobbyist must be completely versed in the business of the client and the attitude of the organization toward governmental actions.

4. *Advocacy of a position.* Beyond the presentation of facts, a lobbyist advocates positions on behalf of clients, both pro and con. Often, hitting a congressional representative early with a stand on pending legislation can mean getting a fair hearing for the client's position. Indeed, few congressional representatives have the time to study – or even read – every piece of legislation on which they are asked to vote. Therefore, they depend on lobbyists for information, especially on how the proposed legislation may affect their constituents.

5. *Publicity springboard.* More news comes out of Washington than any other city in the world. It is the base for thousands of press, TV, radio and magazine correspondents. This multiplicity of media makes it the ideal springboard for launching organizational publicity. The same holds true, to a lesser degree, in state capitals.

6. *Support of company sales.* The government is one of the nation's largest purchasers of products. Lobbyists often serve as conduits through which sales are made. A lobbyist who is friendly with government personnel can serve as a valuable link for leads to company business.

Questions:

1. What is the main concern of Government relations people?
2. What is vital for the representative to carry out his objectives?
3. Who can be called a "lobbyist"? What is his responsibility?

4. Who can become a lobbyist? How?
5. What are the main functions of the lobbyists?
6. Why do congressmen depend on lobbyists?

### **III. Vocabulary. Guessing meaning from the context. Look back at the text and find words that mean:**

1. extremely large;
2. existing or spreading everywhere;
3. event or situation, especially an unpleasant one, that is going to happen very soon;
4. knowledge or understanding of a particular subject or situation;
5. people who do not have special knowledge or experience of something;
6. to do what you have to do or are asked to do;
7. someone who is good at arranging events, situations, etc for other people so that they have the results they want, especially by using dishonest or illegal methods;
8. to supply or provide something;
9. the final result of a meeting, discussion, war, etc, especially when no one knows what it will be until it actually happens;
10. to know a lot about a subject or to be skilled in doing something;
11. something that helps you to start doing something, especially by giving you ideas about how to do it.

### **IV. Vocabulary.**

a) Give English equivalents for:

Укомплектовать штат сотрудников; повышать осведомленность; для непосвященных; непостижимая путаница; повлиять на кого-либо по какому-либо вопросу; согласно закону; помощник; получить уважение и доверие; «торговцы влиянием» (политики, обеспечивающие за деньги принятие выгодных для своего клиента решений); снабжать фактами; ожидаемый результат; быть сведущим в чем-либо; за и против; многообразие СМИ.

b) Give Russian equivalents for:

Quasi-public organization; to weigh the impact of legislation; to monitor smb/smith; to acquire connections; to comply with the law; a third party; executive and legislative branches; background work; to move out of the office; the function is rooted in; storehouse of facts; to advocate position on behalf of clients; springboard for launching smth.

### **V. Vocabulary. The verb *take*.**

- We can use *take* with many nouns to form fixed expressions. In these cases, this verb has little meaning of its own and the meaning is that of the noun that follows. Here are some examples: *take care of smb; take control of smth; take a decision; take part in; take effect; take time etc; take smb's word for it; I take your point; take a hike (tell someone to go away); take sides.*

### Practice.

1. Translate the following sentences.

- a) She took control of the situation.
- b) When did you take the decision to resign?
- c) Who takes care of their small children when they are at work?
- d) I haven't taken part in a press conference yet.
- e) The law took effect last month.
- f) Don't rush – take your time.
- g) Don't take my word for it if you don't want – go back and see for yourself!
- h) Mr. Chairman, I take your point, but I also support Mr. Baxter's view.
- i) Look, Buddy, I'm tired of your mouth. Why don't you take a hike?!
- j) You always take sides with Maggie without even listening to me!

- Take can also be found in phrasal verbs:

<i>take after smb</i>	resemble smb
<i>take smth back</i>	return smth
<i>take back smth</i>	say you regret saying smth
<i>take smb in</i>	deceive smb
<i>take off</i>	leave the ground
<i>take smb on</i>	employ smb
<i>take smb out</i>	invite smb to a place
<i>take over smth</i>	take control of smth
<i>take to smb/smth</i>	begin to like smb/smth
<i>take smth up</i>	start an activity; discuss smth
<i>take up smth</i>	start a job; accept a job; take a period of time

### Practice.

1. Translate the following sentences.
  - a) Jenny really *takes after* her mother.
  - b) If the shirt doesn't fit, *take it back*.
  - c) I'm sorry I was wrong. I *take back* what I said.
  - d) Don't be *taken in* by products claiming to help you lose weight in a week.
  - e) As the plane was *taking off*, I remembered I hadn't turned the iron off.
  - f) We're *taking on* 50 new employees this year.
  - g) He was looking forward to *taking* his daughter *out* to a nice restaurant.
  - h) Who's going to *take over* the shop when Mr. Jones retires?
  - i) I *took to* Paul as soon as I met him.
  - j) Glen has *taken up* painting.
  - k) She *took up* her first teaching post in 2001.
  - l) Are you going to *take up* the offer of a job with them?
  - m) Writing her homework *took up* most of the weekend.

2. Paraphrase the following sentences. Pay attention to the meanings of the verb *take*.

- a) The teacher took great pride in his pupil's progress.
- b) Will you take me home?
- c) My brother took his degree at Moscow University.
- d) My sister takes a lot after our mother.
- e) We all took to the new boy at once.
- f) The plane will take off in two or three minutes.
- g) He was taken in by her fair face and sweet voice.
- h) Chinese food to take away.
- i) What do you take me for?

## **VI. Grammar. Revision of Participles.**

### Practice.

1. Translate sentences into Russian, paying attention to participles.
- a) Topics being argued between administration officials can broaden the possibilities of "lobbying activities".
  - b) Understanding restored, we worked further together.
  - c) As I was busy finishing the article, I got the new employee sent instead of me.
  - d) The project was found left behind the computer.
  - e) There was an implication of the background work being done.
  - f) Having labelled them as peddlers, you acquired potential enemies.
  - g) A customer served complained of prices growing steadily.
  - h) Seeing his name registered, a former administration official made a phone call.
  - i) Asked if the unification of the currencies is going to take place this year, the Central bank governor did not give a straightforward reply.
  - j) There being too many applicants, the interviews were split into two days.

2. Translate sentences into English, paying attention to participles.
- a) Организации тратят огромное количество времени и денег, пытаясь повлиять на конгрессменов.
  - b) Проанализировав законодательные предложения, мы можем предвидеть значительные проблемы.
  - c) Определенные виды деятельности, выполняемые нашими представителями, имеют своей целью достижение ожидаемого результата.
  - d) Не имея времени ни изучить, ни даже просмотреть полученные данные, он вызвал помощника.
  - e) Действуя согласно существующему закону, мы не можем принять вас на работу.
  - f) Лоббисты – это группа лиц, обрабатывающая членов парламента или конгресса в пользу какого-либо законопроекта.
  - g) Парламент состоит из представителей групп, отстаивающих различные интересы.
  - h) Работая над этим проектом, мы обнаружили много интересного.
  - i) Закончив подготовку, он сделал короткий перерыв.
  - j) Затронутые в докладе вопросы имеют большое значение.

## **VII. Translate into English using the vocabulary from the text:**

- 1. Для непосвященных новая система кажется невразумительной путаницей.
- 2. Необходимо взвесить все за и против, прежде чем укомплектовать штат сотрудников.
- 3. Согласно новому закону, нам запрещается оказывать подобные услуги.
- 4. Мы постараемся повлиять на деятельность этой промышленной группы при условии, что вы предоставите нам необходимую информацию.
- 5. Боюсь, что после того, как на вас навесили этот ярлык, будет сложно заслужить доверие снова.
- 6. Без приобретения связей, невозможно влиять на решения, принимаемые сенаторами.



7. Ваша основная функция – объяснять руководству скрытое (возможное) значение принимаемых законов.
8. Удивительно, насколько он опытен в ведении дел с гигантской федеральной бюрократической машиной.
9. Единственное, что от вас требовалось, это действовать согласно федеральному закону.
10. Это идеальный плацдарм для организации рекламной кампании.

### **VIII. Writing. Translate the text from Russian into English using the vocabulary from Part 2:**

Суть работы лоббистов – информировать и убеждать. Контакты важны для лоббистов, но и для конкретных законодателей важна информация, которой те располагают.

Конкретная деятельность, выполняемая отдельными лоббистами, зависит от представляемой отрасли или группы. Большинство лоббистов участвуют в следующей работе:

1. Поиск фактов. Американский госаппарат располагает огромным количеством фактов, статистики, экономической информации, экспертных оценок и решений, которые обычно можно запрашивать.
2. Интерпретация действий госаппарата. Интерпретация для менеджмента происходящего в госаппарате и потенциальной значимости грядущего законотворчества – одна из ключевых задач лоббиста. Лоббист предсказывает законодательные события и рекомендует соответствующие действия менеджменту.
3. Интерпретация действий компании. Через почти ежедневные контакты с членами конгресса и штатом их помощников лоббист сообщает им, как относятся к законопроекту конкретные группы. Лоббисты должны быть полностью осведомлены о бизнесе клиента и об отношении организации к действиям государства.

4. Защита позиции. Наряду с представлением фактов, лоббист защищает позицию клиента. Само обращение к представителю конгресса с позицией по законодательству может предоставить возможность быть выслушанным. В действительности очень малая часть представителей конгресса имеет время изучить или даже прочесть каждую статью законопроекта, за который ему предстоит голосовать. Таким образом, они зависят от информации лоббистов, особенно в отношении влияния законопроекта на свои целевые аудитории.

5. Формирование паблисити. Из Вашингтона выходит больше новостей, чем из любого другого города мира. Он – штаб-квартира для тысяч корреспондентов печатных и электронных СМИ, телевидения и радио. Поэтому столица США и в, меньшей мере, столицы штатов – трамплин для паблисити.

6. Поддержка корпоративных продаж. Американское правительство – крупнейший национальный закупщик товаров. Лоббисты нередко служат проводниками в осуществлении продаж. Доброжелательные отношения некоторых лоббистов с государственными служащими могут представлять огромную ценность для ориентации и расширения бизнеса компании.

## **IX. Speaking. Express your thoughts on the following topics:**

1. Government relations as a separate activity.
2. Functions of lobbyists in the Government.

## **Part 3**

**I. Lead-in.** Are you aware of the ways lobbying can be used? Can you tell about them?

**II. Read the text and answer the questions.**

## **Grass-roots Lobbying**

Particularly effective in recent years has been the use of indirect, or grass-roots lobbying (as opposed to conventional lobbying by paid agents). The main thrust of such lobbying is to mobilize local constituents of congressional members, together with the general public, to write, telephone, fax or buttonhole members of Congress on legislation.

In the early 1980s of the last century, a resurgence of citizens' activism, not seen since the 1960s, began to appear. Coalitions formed on both national and local levels on issues from arms to economics. Locally, tenants' organizations, neighborhood associations and various other groups won significant concessions from government and corporate bodies.

The success of such grass-roots campaigns was not lost on big business. Business learned that grass-roots lobbying in the 1990s – applying pressure in the 50 states and the 435 congressional districts, from corporate headquarters to plant communities – lies at the heart of moving the powers in Washington. In one of the most successful campaigns in history, a massive grass-roots coalition beat back President Clinton's energy tax in 1993. Constituents from all over the country – representing farmers, coal miners, aluminum manufacturers, the natural gas industry, home owners concerned about heating oil costs, and so on – wrote their congressional representatives and state legislators to pressure the White House. When the dust settled, the White House gave up on enacting a tax on the heat content of fuels. A similar grass-roots offensive torpedoed the Clinton health care initiative, to forward the cause of managed care.

Whatever the objectives, grass-roots lobbying and lobbying in general are very much in vogue. Rare is the group not represented in Washington. The popcorn industry has its Popcorn Institute. The International Llama Association has its own lobbyists. Hunters have Safari Club International. Those against hunting have the Fund for Animals. Those opposed to increased packaging

requirements have United We Resist Additional Packaging (UNWRAP). And all believe their lobbying efforts are most worthwhile.

Questions:

1. What is meant by “grass-roots lobbying”?
2. What methods does it use?
3. What is the difference between grass-roots lobbying and conventional lobbying?

### **III. Vocabulary.**

a) Give English equivalents for:

Непрямое (широкомасштабное) лоббирование; суть (цель) чего-либо; не остаться незамеченным; провалить, подорвать; быть в моде; быть стоящим, дающим результат.

b) Give Russian equivalents for:

Conventional lobbying; to mobilize local constituents of congressional members; to buttonhole smb; resurgence of citizens' activism; to win significant concessions from government; beat back a tax.

### **IV. Grammar. Revision of the Infinitive.**

#### Practice.

1. Translate the following sentences into Russian.

- a) The economic laws are known to be universal.
- b) The employees expected the management of the company to reconsider the terms of the contract.
- c) For the economic growth to continue a whole set of macro-economic measures needs to be taken.
- d) The financial crisis appeared to have affected different regions of the world.

- e) The new method is believed to have given good results.
- f) This approach may easily be shown to be far more effective.
- g) Their attitude to the process of reforms has never been thought to change so radically.
- h) The only way for companies to avoid double taxation was to lower their profits.
- i) They established what is believed to be a solid system of relationships with some government agencies.
- j) There seems to be a misunderstanding as to the approaches used.

2. Translate the following sentences into English.

- a) Оказалось, что новая европейская валюта удовлетворяет все страны, входящие в Европейский Союз.
- b) По-видимому, существуют по крайней мере два сценария действий правительства.
- c) Они разработали схему, которая, как представляется, является вполне надежной.
- d) Известно, что они работают над этой проблемой уже год.
- e) Мы ожидаем, что правительство окажет помощь малоимущим слоям населения.
- f) Известно, что они одержали победу.
- g) Целый ряд факторов заставил нас согласиться с их условиями.
- h) Вопрос, который будет рассматриваться следующим, касается лоббирования наших интересов.
- i) Политика, которой необходимо придерживаться, должна быть социально ориентированной.

**V. Writing. Translate the text from Russian into English using the vocabulary from Part 3:**

Лоббирование может осуществляться несколькими путями: закрыто перед комитетами законодателей или публично на открытом обсуждении. Представители общественности также могут открыто встречаться с лоббистами. В практике

лоббирования широко используется путь широкомасштабной защиты интересов, так называемое не прямое лоббирование (grass-roots lobbying).

Ярким примером может служить следующая кампания. Банки и ассоциации аккумулирования денежных средств и займов убедили общественность направить в адрес сенаторов и конгрессменов мощный поток писем, который имел своей целью заставить последних отменить закон об удержании этими учреждениями налога на уплату процентов по вкладам в пользу федерального правительства. В итоге налог был отменен.

Другим примером непрямого лоббирования в американской практике по связям с общественностью являются действия ответственного за отношения с Конгрессом федерации американских обществ экспериментальной биологии господина Гара Кагановича, который организовал 13 тысяч массированных сообщений по сети Интернет в Сенат, добиваясь отмены предполагаемого сокращения бюджетного финансирования медицинских исследований.

Основу действенности практики непрямого лоббирования составляет широкомасштабная массированная и концентрированная серия быстрых и точных атак – десятки тысяч людей, фирм, компаний, профессиональных союзов в течение нескольких дней, часов одновременно засыпают парламентариев письмами, факсами, сообщениями через Интернет, телефонными звонками на одну и ту же тему, добиваясь решения одной проблемы.

Профессиональное лоббирование – высокодоходная деятельность в сфере бизнеса, осуществляемая специалистами служб по связям с общественностью. В Вашингтоне действуют свыше 7 тысяч зарегистрированных в Конгрессе лоббистов и почти 800 юридических, консалтинговых фирм, ПР-фирм и компаний, официально зарегистрированных в Министерстве юстиции. Практика лоббирования в высшей степени подтвердила целесообразность законодательной

легализации ее участников. К сожалению, наше российское лоббирование сопровождается бесконечными сговорами, традиционной «подковерной игрой», найденными «чемоданами» фактов коррумпированности целого ряда власть имущих. Сам факт официального признания лоббирования ставит властные структуры под контроль общества, чем и ограничивает чиновничий произвол.

Так как процесс лоббирования в Соединенных Штатах Америки легален и подлежит контролю, закон защищает его интересы. Поэтому помимо официально зарегистрированных лоббистских организаций, деятельность любых других структур, лиц, защищающих частные интересы, запрещена. Например, чиновники в соответствии с законодательством могут принимать подарки общей стоимостью, не превышающей \$50, депутаты – \$100 соответственно. Нарушение данного закона приводит к лишению свободы сроком до 20 лет.

В настоящее время в Российском парламенте обсуждается возможность подготовки проекта федерального закона о лоббировании.

## **VI. Reading for information. Study the case and answer the questions.**

### **Whitewater**

On April 22, 1994, more than two years after the name “Whitewater” first appeared in the public press, Hilary Clinton conducted a press conference to clear the air. Sitting in a simple chair in front of a White House portrait of Abraham Lincoln, the First Lady gave a masterful performance, answering an hour’s worth of reporters’ questions about the ill-fated land deal known as Whitewater.

As effective as the First Lady’s performance was, it also underscored the serious public relations crisis that the president and his associates had let Whitewater become. For a while Clintonian defenders, ranging from former U.S. Senator George

McGovern to former Watergate lawyer Samuel Dash to humorist Garrison Keillor, bristled at what they claimed were “trumped-up charges that Whitewater was Bill Clinton’s Watergate,” the crisis was as serious as any impacting the Clinton presidency.

As proof, shortly before the First Lady’s press conference, an emergency panel of public relations heavyweights –including Anne Wexler of the Wexler Group, Jody Powell of Powell/Tate and Paul Costello of Edelman, Inc. – hurriedly formed the Back to Business Committee to defend the Clintons from Whitewater attacks. “This was a political, not an ethical, situation,” Costello said. “We wanted to provide perspective.”

The background of the president’s Whitewater investment and subsequent connection to a failed savings and loan institution was an intricate and complicated story. The story broke originally on the front page of *The New York Times* in March 1992 and was promptly ignored by the world.

The story may well have remained ignored had not one unfortunate incident befallen the Clinton administration.

Vince Foster, trusted Clinton confidante and personal attorney on such matters as Whitewater, shot himself in the head and was found dead in a Washington park near the Potomac River.

Thus were the floodgates of Whitewater unleashed for a critical press and a curious public. Although all the facts surrounding Whitewater may never be known, what is known is that at several key junctures, the Clinton public relations machinery fell asleep at the switch. Consider the following:

As early as 1990, when then Governor Clinton faced stiff opposition in Arkansas, he released his tax returns for the previous 10 years. Curiously, he drew the line at 1980 even though he’d been governor in 1978-1979. Tax returns for 1978-1979 were conveniently not shared.

In 1992, during the presidential campaign, *The New York Times* asked how the Clintons could afford a \$60,000 down payment on a house in 1980 when they’d both been earning much smaller salaries.



The answer, according to Mrs. Clinton, was that the money came from “savings and a gift from our parents.” The Clinton campaign, meanwhile refused to release the 1978-1979 returns, causing media mavens to wonder what they were hiding.

Later on, in 1994, when Whitewater reemerged as a national issue after the Foster suicide, Clinton officials still refused to disclose pertinent data.

- White House Counsel Bernard Nussbaum removed Whitewater files from Foster’s office after his death; people wondered what was being withheld.
- The White House initially refused to reveal how much of her own money Mrs. Clinton had used to make a miraculous \$100,000 profit in the cattle futures market. People wondered what was being covered up.
- When Republicans called for a special investigator, the president first refused and then agreed to appoint a special counsel to investigate Whitewater. People wondered what he was shielding.

Meanwhile, Mrs. Clinton fared even worse.

Up to the time of Whitewater, the transformation of Hillary Clinton from obedient campaign spouse to White House policy dynamo was unprecedented in American political history.

In the first year of the Clinton presidency, no administration figure was more powerful and revered than the First Lady. Even Capitol Hill Republicans agreed that Hillary’s health care testimony was pointed, poignant and persuasive.

But when Whitewater struck, Hillary clammed up.

She ducked. She was unavailable. When she appeared in public at hospitals and schools, reporters were kept out of conversational range. When her good friends, Nussbaum and Justice Department attorney Webster Hubbell, were forced to depart Washington, she uttered no public word.

Opined *New York Times* columnist Frank Rich, “Since she has the political capital, the firsthand knowledge, the poise and brains to answer many of the growing list of Whitewater questions, why not do so?”

Why not, indeed?

And then there were the president’s spokespeople. Almost from the beginning, Whitewater was a study in spokesperson futility.

- George Stephanopoulos, the president’s senior advisor, returned to Washington fresh from a New Year’s 1994 ski holiday and declared on national television, “All of the pertinent papers in the Whitewater matter have been turned over to the Justice Department.”

Wrong. In fact, no papers had been delivered.

It was left to Dee Dee Myers, the valiant White House press secretary, to correct Stephanopoulos’ ill-timed remarks. The president’s adviser, Myers suggested, had in a phrase reminiscent of Nixonian Washington, “misspoken himself.”

- Later on, the president’s attorney, David Kendall, finally released the long-sought 1978-1979 tax returns in what he called “a spirit of full cooperation and openness.”

Well, sort of.

The returns reported Mrs. Clinton’s windfall cattle futures profits, all right but failed to include supporting records. The media screamed.

- Finally, in what may have been the most unfortunate example of “misspeaking oneself,” Paul Begala, a longtime Clinton spokesman, purred to a *Larry King* national television audience, “Both Clintons, they just missed the 1980s. These people are just not motivated by money.”

Shortly thereafter, Mrs. Clinton's \$100,000 cattle futures return on a \$1,000 "investment" was revealed.

Perhaps the most unfortunate victim of Whitewater was public relations veteran David Gergen. Until Whitewater occurred, David Gergen was the unquestioned savior of the presidential image. The former Nixon-Ford-Reagan loyalist was recruited by President Clinton to turn around a reeling reputation. Over the ensuing months, as the president's popularity ascended, Gergen became the most prominent administration strategist and most visible presidential booster.

Then came Whitewater.

And counselor Gergen disappeared from the radar screen. He remained inexplicably invisible for weeks until the day *The New York Times* roused him out for a front-page roasting.

"With Boss Besieged, Gergen Finds Himself," clucked the *Times* headline.

Several weeks later, it was reported that adviser Gergen was on his way out of the administration and back to college (to teach at Duke). Yet another impeccable reputation had been drenched by Whitewater.

Whitewater refused to go away in the second Clinton administration. With independent prosecutor Kenneth Starr firmly on the case, the president and his wife just couldn't seem to shake the lingering charges and counter charges. When the president's former Whitewater business partners, James and Susan McDougall were thrown in jail, suspicions lingered that the imprisoned pair would eventually "rat out" their former partners. Meanwhile, the press – particularly *The New York Times* – which broke the Whitewater story years earlier would not relent in its hounding of the first couple on Whitewater, continuing to report on the controversy well into 1997.

In the aftermath of the Whitewater saga, it was left to Leonard Garment, a close advisor to President Nixon during his Watergate trauma, to put the whole thing in perspective: "In Watergate, there were two guys trying to get the Pulitzer, and in Whitewater there

are roughly 50,000. Therefore, there has been intensification by a very large factor of the pressure for disclosure ... the creation of a mood of suspicion ... and a generalized sense of outrage in Congress and the press at any attempts to withhold information.”

In Whitewater, as in Watergate – and as in countless other crises afflicting countless other organizations – the best public relations remedy remained the oldest public relations bromide: “Whenever possible, tell the truth.”

Questions:

1. How would you characterize the Clintons’ approach to disclosure with respect to Whitewater?
2. What was wrong with Mrs. Clinton’s initial silence on Whitewater?
3. What lessons can be drawn from the missteps of the president’s spokespeople?
4. What would you have advised the president to do?

**VII. Speaking. Prepare for the discussion on the following topics:**

1. Grass-roots lobbying versus conventional lobbying.
2. Lobbying practice in Russia: legislative basis and present-day situation.

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