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**EXPLORING THE RELATIONSHIP BETWEEN PUBLIC RELATIONS AND
MARKETING AND THEIR ROLES IN ORGANIZATIONS**

BY

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DECLARATION

I hereby declare that this long essay is my own work towards the award Masters of Art in Public Relations and that, it contains no materials previously published by another person nor material which has been accepted for the award of another degree of the institution, except where due acknowledgment has been made in the text. I also declare that, I take responsibility for any omissions and commissions associated with this work.

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SUPERVISOR’S DECLARATION

I hereby declare that the preparation and presentation of this work was supervised in accordance with the guidelines for supervision as laid down by the Ghana Institute of Journalism.

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DATE: 10/2/2020

DEDICATION

I dedicate this work to my family for the love and support.

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I thank the Almighty God for his Grace, Mercies, and, Favor for making this project a success. I sincerely appreciate my supervisor, Dr. Isaac Tandoh for his immense support, expertise, knowledge, and constructive feedback offered throughout this thesis preparation. To all my friends and course mates, I say thank you for the good time we shared during our studies. Finally, I express my sincere appreciation to my family for support throughout my stay in school.

ABSTRACT

Public relations is used for establishing and maintaining relationships between an organization and its public. Marketing uses various means to communicate and sell an organization's products and services to its public. The role of public relations in management and its value to an organization has been debated for a long time by scholars. The debate has centered on the question of whether the role of public relations is to support marketing or whether it serves a broader social and political function. The debate has continued, however, and has become intense in recent years as both scholars and practitioners have debated the relationship of public relations to the concepts of marketing communication and integrated communication. The paper explored the relationship between public relations and marketing as there have been several arguments on how one is more important in organizational operations than the other by using empirical research literature. This paper argues that organizations are best served by the inherent diversity of perspectives provided by the separate functions of public relations and marketing functions. This study concludes that public relations and marketing are two distinct disciplines and neither of the two is a subset of the other, but that notwithstanding, they use similar communication tools in the execution of their functions and depend on each other most often to achieve the best results so there is the need for the two disciplines to should work together to ensure the effectiveness of both areas.

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CHAPTER ONE

OVERVIEW OF THE STUDY

1.0 INTRODUCTION

This section introduces the entire overview of the study which includes the background of the study, objective of the study, research questions, and significance of the study.

1.1 BACKGROUND

Public relations is a management function that identifies, establishes, and maintains mutually beneficial relationships between an organization and the various publics on whom its success or failure depends (Cutlip & Center, 1952). The British Institute of Public relations also says public relations is influencing behavior to achieve objectives through the effective management of relationships and communications. Public relations have been defined and described by various scholars to mean so many things but they all do not lose sight of the fact that it has to do with communication, relationship, organization, and the publics.

Marketing, on the other hand, is defined by the UK Chartered Institute of Marketing (CIM) (n.d) as a management process responsible for identifying, anticipating, and satisfying customer requirements profitably. Philip Kotler (1978) also defines marketing as the science and art of exploring, creating, and delivering value to satisfy the needs of a target market at a profit. Marketing identifies unfulfilled needs and desires. According to Hart (1990) marketing has to do with the process of balancing the organization's needs for profit against the benefits required by consumers, to maximize long-term earnings per share. In simple terms, marketing is the management function that manages the relationships between an organization and its markets, between its products and services, and its customers to satisfy all requirements profitably.

According to Grunig and Grunig (1998), the role of public relations in management and its value to an organization has been debated for at least 100 years. The debate has centered on the question of whether the role of public relations is to support marketing or whether it serves a broader social and political function. Tedlow (1979) studied the history of corporate public relations from 1900 to 1950 and concluded that the public relations function survived during that half-century because it fulfilled the broader function which is to increase sales and provide protection from unpopularity which could lead to detrimental governmental or regulatory agency activity. According to Tedlow, Public relations is not as a sales device, however, but as a method for protection against the political consequences of a hostile public opinion that corporate public relations have been most influential. It had been restricted to sales promotion, public relations might have been absorbed by advertising departments and could have been dismissed as a footnote to business history. Instead, it grew into a tool for dealing with many publics, including residents of plant communities, employees, suppliers and dealers, and politicians as well as customers (Tedlow, 1979).

The debate has continued, however, and has become intense in recent years as both scholars and practitioners have debated the relationship of public relations to the concepts of integrated marketing communication (IMC) and integrated communication (IC). White and Mazur (1995) captured this debate when they described three possible 'futures' for public relations: In the first scenario, it becomes largely a technical practice, using communication techniques to support marketing activities and is involved in work on product and corporate branding, corporate reputation, market penetration, and development. In the second, public relations will increasingly

become a social practice, helping organizations fit into their social environments, and working on relationships between groups to help bring about social and economic development and to help in completing social tasks. These futures are not mutually exclusive. Public relation is a strategic and enabling practice. To progress, it will need to mark out its agenda and to invest in a program of research and development (White & Mazur, 1995).

According to Grunig and Grunig (1998), both Tedlow's (1979) two historical paths for public relations and White and Mazur's (1995) three future scenarios center on the relationship between public relations and marketing: is one a subset of the other, does one serve the other or do the two provide different but equally important contributions to an effective organization? This study will address the theoretical and empirical literature about this relationship.

1.2 PROBLEM STATEMENT

The relationship between public relations and marketing has been confusing and a bit difficult to ascertain. Grunig and Grunig (1998) argue that Kotler and Mindak (1978) were among the first to address the relationship between public relations and marketing. According to Grunig and Grunig (1998), public relations scholars and professionals have expressed fear of arrangements in which marketing dominates public relations or when the two are combined into a single unit – arrangements that Lauzen (1991, 1992) called 'marketing imperialism' and 'encroachment' on public relations territory. Marketing professionals presumably also feel the same about public relations departments taking over the marketing function.

In a representative sample of 75 of the 300 largest US corporations, Hunter (1997) did a survey with qualitative interviews with public relations executives in six companies and found that these executives described their relationships with marketing as positive. Marketing and public relations departments cooperated as equal partners who respected the contributions of the other. Hunter's findings (1997) suggest that it is important for researchers not to examine whether public relations and marketing should be integrated or merged but rather, how they work together most truthfully in successful, well-managed organizations.

These two broad areas – Public Relations and Marketing are sometimes confused or understood differently. Some claim Public Relations is a subset of marketing or a tool used to achieve marketing objectives whereas others say Public relations has a distinct role which makes it even broader than marketing. The controversy has been debated for several years and that is what calls for this study. Also, little research has been done in this field among Ghanaian organizations. Thus, in response to the suggestion made by Hunter's (1997) findings as stated above, this paper seeks to explore the relationship between public relations and marketing and how they function in organizations

1.3 RESEARCH OBJECTIVES

The main objective of this study is to find out the relationship between Public relations and Marketing and how they function interdependently. This would be done using the following specific objectives:

1. To explore the relationship between public relations and marketing.
2. To explore whether public relations is a marketing tool and it is used

1.4 RESEARCH QUESTIONS

1. What is the relationship between public relations and marketing?
2. Is public relations a marketing tool and how is it used as a marketing tool?

1.5 SIGNIFICANCE OF STUDY

The result of the research work will educate the public on the scope of Public Relations and establish the relationship between Public Relations and Marketing. Also, the outcome of the research will enlighten readers about how public relations functions as a marketing tool and vice versa. The research will solicit the views of Public Relations practitioners which will make the finding authentic and credible. Moreover, their views will be in-depth and relate well with the issue due to their experience and expertise.

1.6 SUMMARY

Public relations and marketing have been briefly defined above to introduce the study. The next section of this paper will look at the theoretical framework that is, theories which supports the variables in the topic, and review related literature associated with the study.

CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

This chapter covers the literature review of the study, discusses the theories that serve as theoretical framework for the study, and reviews related studies.

2.1. PUBLIC RELATION

2.1.1. AN OVERVIEW OF THE DEVELOPMENT OF PUBLIC RELATIONS

According to Kotler and Mindak (1978:16), public relations has “its roots in ancient human activities”. Public relations can be traced from a primitive society where leaders controlled their people by force, intimidation, and persuasion to Babylon where historians had to paint favorable images of the kings. The public relations discipline evolved from “press agency” to creating mutual understanding between the organization and its different publics (from one-way to two-way communication). This had a bearing on the different roles public relations practitioners fulfill today (Mersham et al 1995). Modern-day public relations originated in the USA. Mersham et al (1995) refer to the following significant events that impacted on the development of the discipline:

- The use of the Boston Tea Party to gain support for breaking ties with Great Britain (1773)
- Samuel Adams’s use of the press to unite the colonists against the British.
- The use of public relations as a political tool by the abolitionist movement to obtain support for blacks in the North through the publication of *Uncle Tom’s Cabin*

- The great showman PT Barnum's use of public relations to generate publicity for attractions in newspapers (19th century).

The concept of public relations as one-way persuasive communication was still dominant when the USA entered World War I and created the Committee on Public Information, headed by George Creel. The role of this Committee was to unite public opinion during the war effort employing a national propaganda campaign. As late as 1955 the concept of public relations as persuasive publicity was reflected in Bernays' influential book *The engineering of public consent* (1955), a view of public relations which some managers still support today (Mersham et al 1995)

2.1.2 DEFINITIONS OF PUBLIC RELATIONS

Public relation is a growing industry and has been defined in many ways. However, there is no absolute universally accepted definition of the concept. Several definitions of public relations have been proposed over the years, some of which are recognized by authoritative bodies in public relations. These definitions are mostly conceptual and reflect the fundamental role of public relations as an "agent" for both the organization and the environment. An example is the definition of public relations developed in 1989 by a panel of experts in the USA (Lubbe, in Lubbe&Puth 1994) which states that:

Public relation is the management process whose goal is to attain and maintain accord and positive behaviors among social groupings on which an organization depends to achieve its mission. Its fundamental responsibility is to build and maintain a hospitable environment for an organization.

Cutlip, Center, and Broom (2000) discuss the problems relating to a single definition of public relations and in their work refer to the many existing definitions of public relations. They address

the concept of public relations in practice by referring to the definition of the public relations scholar and professional leader, Dr. Rex Harlow, stemming from his analysis of over 472 definitions of public relations. What distinguishes this definition from earlier ones is that it includes both the conceptual and operational aspects of public relations (Cutlip et al 2000:4):

Public relations is the distinctive management function which helps establish and maintain mutual lines of communication, understanding, acceptance and, cooperation between an organization and its publics; involves the management of problems or issues; helps management to keep informed on and responsive to public opinion; defines and emphasizes the responsibility of management to serve the public interest; helps management keep abreast of and effectively utilize change, serving as an early warning system to help anticipate trends; and uses research and sound and ethical communication as its principal tools.

According to Harris (1993), the length and complexity of the above definition are indicative of the difficulty of defining a “multifaceted field” such as public relations.

One early definition that gained wide acceptance was formulated by the newsletter *PR News* a leading newsletter directed at public relations practitioners in the USA which states that “Public relations is the management function which evaluates public attitudes, identifies the policies and procedures of an individual or an organization with the public interest, and plans and executes a program of action to earn public understanding and acceptance” (Lubbe, in Lubbe&Puth 1994).

One of the first textbooks in the field, *Effective Public Relations* by Cutlip and Center (1952) and Cutlip et al (2000:6) defines public relations as a management function that identifies, establishes, and maintains mutually beneficial relationships between an organization and the various publics on whom its success or failure depends.

According to Pearson Education (2012), a good definition for today's modern practice is offered by Professors Lawrence W. Long and Vincent Hazelton, who describe public relations as “a communication function of management through which organizations adapt to, alter, or maintain their environment to achieve organizational goals.” Their approach promotes the idea that public relations should also foster open, two-way communication and mutual understanding, with the idea that an organization - not just the target audience - changes its attitudes and behaviors in the process. They add those important elements that are used in most Public Relations definitions are as follows:

- **Deliberate** - Public relations activity is intentional. It is designed to influence, gain understanding, provide information, and obtain feedback from those affected by the activity.
- **Planned** - Public relations activity is organized. Solutions to problems are discovered and logistics are thought out, with the activity taking place over some time. It is systematic, requiring research and analysis.
- **Performance** - Effective public relation is based on actual policies and performance. No amount of public relations will generate goodwill and support if the organization has poor policies and is unresponsive to public concerns.
- **Public interest** - Public relations activity should be mutually beneficial to the organization and the public; it is the alignment of the organization's self-interest with the public's concerns and interests.
- **Two-way communication** - Public relation is not just disseminating information but also the art of listening and engaging in a conversation with various publics.

- **Management function** - Public relation is most effective when it is a strategic and integral part of decision making by top management. Public relations involve counseling, problem-solving, and the management of competition and conflict.

Public relations has been defined and described by various scholars to mean so many things but they all do not lose sight of the fact that it has to do with ‘communication’, ‘relationship’, ‘organization’ and ‘publics’. Public relation thus seeks to use all means necessary to ensure an organization or individual is seen in a good light by its audience or publics. This is deliberately and consciously done by brainstorming, planning, analyzing, and implementing to achieve the desired results.

2.2 MARKETING

2.2.1 AN OVERVIEW OF THE DEVELOPMENT OF MARKETING

Over the centuries, modern marketing evolved through seven stages. The first stage of the evolution of the marketing discipline occurred in the 18th and early 19th centuries in the form of an ancient selling function. Street vendors sold goods calling out in public to attract attention. However, in the late 19th century, manufacturers started to realize that repeated advertising could enhance their sales activities. The swift growth of national markets in the 20th century increased the need for marketing information on which marketing management could base their planning. Sellers realized that they could reduce their risk by spending money to establish what customers wanted and how customers perceived the organization and its product(s) and/or service(s). The fact that the sales, advertising, and marketing research functions operated independently of one another, led to the development of the fourth stage in which they were combined into a marketing department. The fifth stage, the market-oriented company, occurred

when the various departments of the organization all began to adopt and practice a customer philosophy (Kotler & Mindak 1978).

Management's realization of the importance of actively marketing the organization's products and/or services to create a competitive advantage, culminated in the sixth stage. This stage is indicative of the new attitude managers have towards the marketing function. Marketers also realize how vital it is to accommodate the needs and wants of the organization's customers and that credibility and trust hold the key to improved productivity and long-term relationships (Strydom 1999). The seventh stage includes concepts such as online marketing (or e-marketing, e-tailing, and mass customization) during which marketers realized that the Internet can be used as a valuable tool to create long-term relationships with customers because a marketing strategy for a single customer is developed (Cant et al 2004). Besides, over the years marketing evolved through several perspectives, namely the production-oriented, sales-oriented, marketing-oriented, societal marketing, course-related marketing (CRM), and relationship marketing perspectives.

2.2.2 DEFINITIONS OF MARKETING

There are various definitions and perceptions of marketing, which have gradually extended the four Ps of the marketing mix to include the needs and wants of an organization's customers. McDaniel (1979:3) refers to the broad definition of marketing formulated by Philip Kotler, who claims that the essence of marketing is the transaction. Kotler defines marketing as "an exchange of values between two parties" and argues that it is specifically concerned with how transactions are created, stimulated, facilitated, and valued (McDaniel 1979).

Another definition is that of Stanton, Etzel, Walker, Abratt, Pitt, and Staude (1992), defines marketing as “a total system of business activities designed to plan, price, promote and distribute want-satisfying goods, services and ideas to target markets to achieve organizational objectives”. Cant et al (2004) define marketing as a combination of management tasks and decisions aimed at meeting opportunities and threats in a dynamic environment in such a way that its market offerings lead to the satisfaction of consumers’ needs and wants in such a way that the objectives of the business, the consumer and society are achieved.

The UK Chartered Institute of Marketing (CIM) defines marketing as a management process responsible for identifying, anticipating, and satisfying customer requirements profitably. According to the American Marketing Association (AMA), marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large. Another definition given by American Marketing Association (AMA) explains marketing as the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services to create, exchange, and satisfy individual and organizational objectives. (Cant, Strydom&Jooste 2004:4)

A critical look at the definitions highlight that the customer or market is at the heart of marketing and businesses ignore this at their peril. In essence, the marketing function is the study of market forces and factors and the development of a company’s position to optimize its benefits from them It is all about getting the right product and service to the customer at the right price in the right place, at the right time.

Successful marketing depends on addressing several key issues. These include: what a company is going to produce; how much a company is going to charge; how it is going to deliver its products or services to the customer; and how it is going to tell its customers about the products and services. (www.cim.co.uk/marketingsources). Traditionally, these considerations were known as the 4Ps that is Product, Price, Place, and Promotion. As marketing became a more sophisticated discipline, a fifth 'P' was added which is People. And recently, two further 'P's were added mainly for the service industry namely Process and Physical Evidence. These considerations are known as 7Ps of marketing, sometimes referred to as the marketing mix. In sum, marketing is the management function that manages the relationships between an organization and its markets, between its products and services, and its customers to satisfy all requirements profitably.

2.3 EMPIRICAL REVIEW OF EXISTING LITERATURE

The debate on the relationship between marketing and public relations started in the late 1970s (Kotler & Mindak, 1978) when Public Relations departments and agencies became serious partners or rivals of marketing professionals. Since then, both the academic debate and the relationship of both public relations and marketing in business practice, have undergone different phases and the focus of the debate has changed several times. And currently, one can identify three main lines of such research:

1. The organizational approach: This research focuses mainly looks at the relationship of marketing and Public Relations departments within organizations and different models on how to best structure and organize both functions (Kotler & Mindak, 1978; Spicer, 1991;

Broom, Lauzen, & Tucker, 1991; Varey, 1998, Ehling, White, Grunig, 1992; Grunig&Grunig, 1998; Cornelissen & Lock, 2000a).

2. The Integrated Marketing Communication (IMC) approach: This approach is mainly to integrate, coordinate, and organize all communication instruments, channels, and messages of organizations. By aligning symbols, messages, procedures, and behaviors, organizations appear consistent and coherent across different audiences and media. Researchers who are representatives of the IMC approach are Schultz and Kitchen (Schultz, Tannenbaum, &Lauterborn, 1993, 1996; Schultz, Kerr, Kim, & Patti, 2007; Kitchen, Kim, & Schultz, 2008; Kitchen & Schultz 2009).
3. Interdisciplinary and critical approaches: These are proposed by a small but influential circle of European scholars (Cheney & Christensen, 2000, Christensen, Cornelissen, &Morsing, 2007; Christensen, Morsing, & Cheney, 2008; Christensen, Firat, & Cornelissen, 2009; Christensen & Cornelissen, 2011) who are inspired by organizational communication, cultural studies, and the arts. These scholars argue that several interpretations of organizations exist and cannot be ignored. And to communicate them creates the space for different identities and different audiences to coexist within the confines of the organizational unit and provides creative freedom, the potential for innovations, and strengthens employees' loyalty and identification.

This section explores research work conducted by researchers in related fields looking at the arguments made concerning the relationship between Public Relations and Marketing.

2.3.1 RELATIONSHIP BETWEEN PUBLIC RELATIONS AND MARKETING

Zerfass&Duhning (2012) explain that the relationship between marketing and Public Relations departments in organizations has been a controversial subject between marketing and Public Relations scholars for a long time. The discussion started with the first attempt by Kotler and Mindak (1978) to depict several possible models of the marketing-PR-relationship (1978). While marketing scholars usually favored the convergence of both function, going along with an incorporation of the Public Relations function, Public Relations scholars have always been very eager in their search for a clear justification for the establishment and departmentalization of the public relations function and for separating public relations management from marketing management (Ehling et al., 1992).

Public Relations scholars conceptualized Public Relations as a distinct, separate management function in its own right, which can only function properly and excellent when being organized separately from the marketing function (Ehling et al., 1992; Grunig&Grunig, 1998, Broom et al., 1991). Any attempts, especially by marketing scholars, to integrate the Public Relations function within an overall communication function were interpreted and attacked as a hostile takeover and labeled with catchwords such as imperialism and encroachment (Lauzen, 1991; Spicer, 1991).

Ehling et al.'s contribution to the Excellence Study is representative of the mainline of argumentation. Their main argument is that the public relations and marketing function as structured within an organization have different missions to fulfill and, therefore, appeal to different paradigms or models of the organization's social environment and of the complex communications systems that are constructed and utilized in that environment (Ehling et al., 1992).

The literature on the organizational relationship of marketing and Public Relations has not changed much during the nineties. Arguments got repeated and stayed unsolved. However, the trend of marketing and Public Relations' increasing convergence in theory and practice continued but went almost unnoticed (Hutton, 1996, 2010). While scholars still tried to distinguish marketing and Public Relations on behalf of their mission and desired outcomes, this task appears to be impossible today. With the reappearance of critical and macro marketing approaches within the mainstream of marketing thought (Saren, Maclaran, Goulding, Elliot, Shankar, & Caterall, 2007, Shapiro, Tadjewski, & Shultz, 2009; Wilkie & Moore, 2006), the relationship between an organization and its environment as well as the responsibility of organizations on behalf of their environment returned to the focus of marketing scholarship. These developments can be situated within a fundamental reorientation of the economics as a whole, which increasingly rely on their grounding within the social sciences (Backhouse & Biddle, 2000; Backhouse & Fontaine, 2010; Redman, 1993).

According to Ströh (2007), there are major differences between marketing and public relations that arise mainly from the view that marketing and public relations are interfering in each other's domain. He argues that the differences between marketing and public relations as academic fields of study lie primarily in the types of stakeholders served by the two fields. Marketing management focuses on relationships with customers, clients, and channels (those groups which assist the organization in reaching its ultimate customers) that are sources of competitive advantage (Sudharshan, 1995). Public relations, on the other hand, cast a wider net on stakeholders; that is, to those who have no direct relation to the bottom line exchange

relationship with those who are neither customers nor clients. These ‘communal relationships’ are based on the principle that parties provide benefits to each other because they care for others’ interests without expecting something in return (Grunig et al. (2002).

Ströh (2007) further states another major difference lies in the emphasis of each field of study. Marketing communication focuses primarily on the signs and symbols used to communicate identity, brand, and image. As authors such as Van Riel (1995) argue, if the right messages are communicated to the right audience, the identity of the organization will be transferred into their minds, leaving an image. This implies that one can thus manage image and reputation by managing communication. The field of public relations in turn emphasizes behavioral relationships where the decision-making processes of management will determine the reputation of the organization (Grunig et al., 2002). The behavior of an organization determines what people will remember and what degree of trust will be instilled in their minds. One should therefore manage organizational behaviors to develop trust in products, brands, and corporate identities.

Grunig et al., (2002) argues that, if relationships between the organization and their stakeholders are strong and committed over a long term, the marketing efforts will be provided with a solid foundation of trust in the organization and its brands. It is often necessary for the public relations function to build communal relationships before marketing can build exchange relationships; otherwise, it is sometimes the case that successful exchange relationships do develop into long-term communal relationships (Grunig et al., 2002). The marketing function is normally measured

in terms of sales or contribution to the bottom line, whereas the degree to which a public perceives that it has a communal relationship with an organization is perhaps the purest indicator of the success of the public relations management function (Grunig et al., 2002).

As the argument and confusion about the role of public relations and marketing increase, Cutlip et al (2000) argue that marketing and public relations are two different disciplines and that the transaction (exchange for something of value) distinguishes the marketing function from that of public relations. Kotler & Mindak (1978) adds that the comparisons of the relationship between the two disciplines are increased because marketing people are increasingly interested in incorporating publicity as a tool in the marketing mix (a function which has been controlled by public relations practitioners), while public relations practitioners have become concerned about their organization's marketing practices.

An interesting perspective is that of Wells et al (2003), who argue that public relations can add credibility to an organization's product messages and must work hand in hand with advertising as part of the organization's marketing plan. They also contend that integration supports marketing's product or service focus by increasing the brand and the organization's credibility with consumers

Another interesting qualitative study on the debate was conducted in 1996 by Kitchen and Pappasolomou (1997), of which the results indicate that this dispute has been merely academic. In the academic literature, reference has been made to the debate between marketing and public relations academics over the "respective positions and spheres of influence of the two

disciplines”. The research identifies an inclination among marketing and public relations practitioners to compete overpower, territory, and, in essence, budget control. Practitioners suggest that the debate between the two disciplines is a question of definition or merely academic - in other words, "a war of words (Kitchen & Papasolomou 1997).

To conclude, the debate about the stance of Public Relations and marketing and the respective boundaries of both marketing and public relations is perhaps best summarized in a paper presented as early as 1989 in San Diego by Philip Kotler entitled “Public Relations and Marketing: Dividing the Conceptual Domain and Operational Turf”. In his paper, Kotler contemplates final decisions about which tools, techniques, principles, and procedures belong to the public relations and which to the marketing discipline (Kitchen & Papasolomou 1997). Kotler argues that the two disciplines of marketing and public relations are mistakenly regarded as “adversarial”. He suggests that they are better viewed as “corporate allies” rather than as adversaries, a view also supported by other theorists (Kitchen 1999; Shimp, 1993).

2.4 THEORETICAL FRAMEWORK

A theory describes a conceptual representation which provides a system of ideas that explains the conditions that lead to certain outcomes or phenomenon. A theoretical framework is intended to provide a theoretical structure upon which the research is underpinned. This study uses the General System theory.

2.4.1. SYSTEMS THEORY

A system is a set of interdependent components forming an integrated whole. Every system is defined by its temporal boundaries, surrounded and influenced by its environment, described by its structure and purpose, and expressed in its functioning. The System theory was developed by Hegel in the 19th century to explain historical development as a dynamic process. Marx and Darwin used this theory in their work. System theory was used by L. von Bertalanffy, a biologist, as the basis for the field of study known as ‘general system theory’, a multidisciplinary field (1968). Some influences from the contingency approach can be found in system theory.

Ludwig Von Bertalanffy (1968) introduced general systems theory as a universal theory applicable to many fields of study which provides a way of examining interrelationship and deriving principles. General system theory describes how to break complex things into parts and then understand how the part works together in systems. General system theory can be referred to as systems theory, the theory of open system, system model, and family systems theory.

General system theory focuses on the system’s structure instead of on the system’s function. It proposes that complex systems share some basic organizing principles irrespective of their purposes and that these principles can be modeled accurately. This focuses on the relations between parts. Rather than reducing an entity such as the human body into its parts or elements (e.g. organs or cells), systems theory focuses on the arrangement of and relations between the parts and how they work together as a whole. The way the parts are organized and how they interact with each other determines the properties of that system. The behavior of the system is independent of the properties of the elements. This is often referred to as a holistic approach to understanding phenomena (Von Bertalanffy, 1968).

System theory is the trans-disciplinary study of the abstract organization of phenomena, independent of their substance, type, or spatial or temporal scale of existence. It investigates both the principles common to all complex entities and the (usually mathematical) models which can be used to describe them.

The fundamental systems-interactive paradigm of organizational analysis features the continual stages of input, throughput (processing), and output, which demonstrate the concept of openness/closeness. A closed system does not interact with its environment. It does not take in information and therefore is likely to degenerate, that is to vanish. An open system receives information, which it uses to interact dynamically with its environment. Openness increases its likelihood to survive and prosper. Several system characteristics are wholeness and interdependence (the whole is more than the sum of all parts), correlations, perceiving causes, a chain of influence, hierarchy, subsystems, self-regulation, and control, goal-oriented, interchange with the environment, inputs/outputs, the need for balance, change and adaptability: there are various ways to achieve goals. Different types of networks are line, commune, hierarchy, and dictator networks. Communication in this perspective can be seen as an integrated process – not as an isolated event. (University of Twente – System Theory)

The work of Von Bertalanffy (1973) recognized the need for any organization to interact with its external environment, unlike what was proposed by classical school theorists like Weber (1922), Taylor (1911), and Fayol (1916) who viewed the organization as a closed system. For Bertalanffy (1973), for the survival of an organization like the way living organism survives, should operate in an open system and not a closed system. This is what made his work to make system concepts

become recognized worldwide as an approach to be adopted by organizations for their efficiency and effectiveness in the dynamic and changing environments.

Today organizations are perceived as an open-ended process of coordinating purposeful individuals whose actions stem from applying their unique interpretations to the particular situations confronting them. For instance, in the current situation, an organization that will not be sensitive to its environment will hardly survive. Things like technology, social and economic phenomena are not static but are always changing; hence organizations are needed to adapt to survive. It is also through interaction with its external environment the organization gets its inputs in term of raw material, labor and processes them, and lastly emits as output to its environment for selling or capital investment. Take an example of a company, it gets its raw materials from the environment and also sells its products to the same environment, and through feedback, it adjusts itself to meet the requirement of its customers, and hence survival.

2.4.2 RELEVANCE OF SYSTEMS THEORY TO THE STUDY

The system theory concerning this study helps to deduce that Public Relations which functions as a system in an organization is interdependent on other structures or departments to be effective and in meeting the overall organizational goal. Therefore, the Public Relations department does not exist in isolation separate from the marketing department. Most organizations that have functioning Public Relations offices have the Public Relations role as a whole with sub-divisions like events, sponsorship, crisis management, media relations, and various others. All these sub-divisions work together in achieving the overall Public Relations goal which is developed concerning the organizational goals.

2.5 SUMMARY

This section looked at the system theory and a relevant literature review was analyzed to give a broad overview of the study and how the issue is perceived by other scholars. The next section will look at the methodology of the study.

CHAPTER THREE

METHODOLOGY

3.0 INTRODUCTION

This section discusses the methodological approach used for the study. It provides details on the research design, population, and sample size, sampling technique, and methods used to collect data. However, due to the recent outbreak of Coronavirus, the researcher couldn't go to the field to collect data. Hence, this chapter presents a methodology that explains the various processes the researcher used in collecting data.

3.1 RESEARCH DESIGN

The research design refers to the overall strategy that one chooses to integrate the different components of the study coherently and logically thereby effectively addressing the research problem. It constitutes the blueprint for the collection, measurement, and analysis of data (De Vaus, D.A., 2001). Bryman (2012) adds that a research design provides a framework for the collection of data.

The research design used in this study is qualitative. The qualitative approach is a research method that allows for an in-depth understanding of the issue hence qualitative design was employed for the exploration of areas where limited or no prior information exists (Du Plooy, 2002). A qualitative design is considered necessary for its ability to produce (descriptive and non-numerical) information appropriate in the description and analysis of people's individual and collective social actions, thoughts, and perceptions as emphasized by Miles and Huberman (1994).

This study explored the role of Public relation in marketing as well as the relationship between Public Relations and marketing hence, the qualitative research is suitable for the nature, scope, and objectives of the research work this study because Heath (2005) emphasize that a large part of public relations research is found on the realm of qualitative research. Thus, the qualitative approach, however, did not limit the extent to which Public Relations practitioners sampled in this research answered questions that gave a deeper understanding of the position of Public Relations concerning Marketing. This is because qualitative research design uses research tools that solicit information in a detailed manner.

3.2 POPULATION

Population refers to the category of individuals to be sampled and are relevant for a particular study. Mugenda et al (2003) explained that a population is a group of individuals or objects that have the same form of characteristics. Thus, the population usually refers to all possible elements that could be included in the research because they possess the common features the researcher needs for consideration.

However, the nature of the research being conducted requires respondents who have particular knowledge in the field of public relations and marketing. For this study, public relations practitioners in managerial positions in Ghana are the target population. This is because the phenomenon under study explored the role of publicrelations in marketing as well as the relationship between public relations and marketing. Therefore, individuals with enough experience in the field of public relations are selected.

3.3 SAMPLING AND SAMPLING TECHNIQUE

MoshinAlvi, (2016) defines sampling as the process where a relatively smaller number of people are selected from a population for investigation purposes. In this study, a sample size of 10 public relations practitioners was selected. The answers of the sampled public relations practitioners were used to represent the views of the entire population. This number will be selected because of the time and resources available.

Sampling techniques embrace different procedures for decreasing the quantity of information in the research through collecting information only from selected subgroups with relevant characteristics for the inquiry (Saunders et al., 2007).

In this study, a non-probability sampling technique was used. Non-probability sampling is when every unit of the population does not get an equal chance of participation in the investigation (Babbie, 2004). In a bid to pursue the objectives of the study, the type of non-probability sampling technique used is purposive sampling.

Purposive sampling starts with a purpose in mind and the sample is thus selected to include people of interest and exclude those who do not suit the purpose (MoshinAlvi, 2016). This is a

technique that includes respondents, subjects, or elements selected for specific characteristics or qualities, and which eliminates those who fail to meet these requirements (Wimmer & Dominick, 2010). That is to say, the respondents are chosen deliberately because of their knowledge of the phenomenon understudied. Purposive sampling was used in this study to select public relations practitioners because of their knowledge. The researcher is convinced that such a technique gives more and better information needed in this particular study.

3.4 DATA COLLECTION

Data collection is a systematic approach to gathering and measuring information from a variety of sources to get a complete and accurate picture of an area of interest (McLaughlin, E. 2016). Data collection allows a person or organization to answer relevant questions, evaluate outcomes, and make predictions about future probabilities and trends.

For this study, the researcher employed the interview as a data collection method. Berger, A. A. (2000) defines an interview as a conversation between a researcher (someone who wishes to gain information about a subject) and an informant (someone who presumably has information of interest on the subject). Wimmer and Dominick (2010) note that an in-depth interview is an extensive one-on-one personal interaction that can produce much information. For Du Plooy (2002), researchers rely on in-depth interviewing as a field-research technique, which can also be described as “a conversation with a purpose”. The In-depth interview was adopted for this study because it allows for a lengthy observation of respondents’ nonverbal responses and also allowed the researcher to ask follow-up questions where necessary.

The main data collection tool used in this study to solicit responses from the respondents is the interview guide. According to Lindlof and Taylor (2002), the interview guide is constructed and used by the researcher to obtain open-ended responses. An interview guide was constructed to guide the interviews. Nonetheless, the research questions formed the basis of the questions in the interview guide.

In this study, the interview guide administered by the researcher at the office of public relations practitioners, and the interviews will be conducted personally by the researcher. All the interviews were conducted in English because the respondents understood English and agreed to use it. These interviews were recorded with a digital recorder and notes were taken down during the process. After data was obtained from the in-depth interviews, recordings were played back repeatedly and manually transcribed. After which the researcher did a close reading of the text paying attention to issues that reflect the research questions and objectives.

3.5 DATA ANALYSIS

Data analysis involves categorizing, examining, tabulating, and or otherwise recombining the collected data (Yin, 2004). Data collected and transcribed were analyzed using thematic analysis. The thematic analysis was done using aspects of the approach proposed by Braun and Clark (2006). According to Braun and Clark (2006), thematic analysis is mostly used for identifying, analyzing, and reporting patterns (themes) within data. This method was chosen because it provides the basis for an insightful analysis to answer the research questions.

According to Braun and Clark (2006), patterns are identified through data familiarization, data coding, and theme development and revision. First, the researcher did the familiarization of data

by listening and transcribing the interviews. Secondly, the researcher identified and developed themes from the responses given to the interview questions (which are based on the research questions). And then the researcher analyzed the themes to provide answers to the research questions. According to Mason (1994), this technique helps to ensure that the researcher gets a deep grasp of the qualitative data.

Finally, data were presented descriptively in the analysis. The descriptive data analysis helps describe the data without allowing the researcher to generalize the result from the sample to the target population.

3.6 ETHICAL ISSUES

Research ethics provide researchers with a code of moral guidelines on how to research a morally acceptable way (Struwing& Stead, 2001). According to Creswell (2005), in research, it is unethical to enter into an organization to collect data without permission from the gate-keepers of the organization hence an introductory letter was sent via mail to the respondent by the researcher seeking the approval of the authorities. The consent of respondents was sought for their participation in the interview. In doing this, the researcher explained the purpose of the study to the respondents to let them understand the requirements of the study so they could withdraw to participate if they did not want to. Also, before the interview, respondents were informed about the researcher's intension to record the interviews, and as a result, the recordings were done upon the consent of respondents. Finally, respondents were assured of their anonymity and confidentiality.

3.8 SUMMARY

This section discussed the methodological approach used for the study providing details on the research design, population, and sample size, sampling technique, and methods **been** used to collect data. The next section provides discussions on research findings from the study.

CHAPTER FOUR

DISCUSSIONS AND FINDINGS

4.0 INTRODUCTION

This chapter discusses the findings from previous literature that was used as a secondary data for this study. The main objective of this study is to find out the relationship between Public relations and Marketing and how they function interdependently. The findings of the research are discussed following the research objectives that guided the study:

1. To explore the relationship between public relations and marketing.
2. To explore whether public relations is a marketing tool and how it is used.

4.1 FINDINGS

4.1a The Relationship Between Public Relations and Marketing

Public relations is a management function that identifies, establishes, and maintains mutually beneficial relationships between an organization and the various publics on whom its success or failure depends (Cutlip& Center, 1952). Marketing is a management function that explores, creates, and delivers value to satisfy the needs of an organization's target market at a profit by identifying the unfulfilled needs of customers (Kotler, 1978)

The relationship between public relations and marketing has been debated for years thereby making it confusing and a bit difficult to establish. This is mainly because, public relations professionals have expressed fear of marketing dominating public relations when the two are combined into a single unit while marketing professionals presumably also feel the same about public relations departments taking over the marketing function (Grunig&Grunig, 1998).

According to Ströh (2007), the differences between marketing and public relations arise mainly from the view that marketing and public relations are interfering in each other's domain as it lies primarily in the types of stakeholders served by the two fields. Marketing management focuses on relationships with customers, clients, and channels that are sources of competitive advantage (Sudharshan, 1995). Public relations, on the other hand, cast a wider net on stakeholders; that is, to those who have no direct relation to the bottom line exchange relationship with those who are neither customers nor clients. (Grunig et al. (2002).

Findings from this study saw Public Relations scholars theorizing Public Relations as a distinct, separate management function in its own right, which can only function properly and excellent when being organized separately from the marketing function (Grunig&Grunig, 1998, Broom et al., 1991).

Ehling et al.'s (1992) notes that the public relations and marketing function as structured within an organization have different missions to fulfill and, therefore, appeal to different paradigms or models of the organization's social environment and of the complex communications systems that are constructed and utilized in that environment

However, there was an interesting perspective from the literature reviewed in this study is which saw Wells et al (2003), argue that public relations can add credibility to an organization's product messages and must work hand in hand with advertising as part of the organization's marketing plan. This means that the integration of the two disciplines supports marketing's product or service focus by increasing the brand and the organization's credibility with consumers.

Also, Hunter (1997) study found a positive relationship between public relations executives and marketing executives by revealing that marketing and public relations departments cooperate as

equal partners who respect the contributions of the other for the overall organizational growth. This was after a qualitative survey with public relations executives in six companies which were a representative sample of 75 of the 300 largest US corporations,

Finally, Grunig et al., (2002) note that, if the relationship(which is facilitated by Public relations) between an organization and its stakeholders is strong and committed, the marketing efforts will be provided with a solid foundation of trust in the organization and its brands. The marketing function is normally measured in terms of sales or contribution to the bottom line, whereas the degree to which a public perceives that it has a communal relationship with an organization is perhaps the purest indicator of the success of the public relations management function (Grunig et al., 2002).

This shows that the public relations function must build long-term relationships before marketing can build exchange relationships.

4.1b Exploring Whether Public Relations as a Marketing Tool and How It Is Used

The role of public relations in management and its value to an organization has been debated for years (Grunig& Grunig,1998). And, this debate has been centered on the question of whether the role of public relations is to support marketing or whether it serves a broader social and political function. Some practitioners argue that Public relations are a subset of marketing or a tool used to achieve marketing objectives whereas others note that Public relations have a distinct role which makes it even broader than marketing.

Kotler &Mindak (1978) adds that the comparisons of the relationship between the two discipline are increased because marketing people are increasingly interested in incorporating publicity as a

tool in the marketing mix (a function which has been controlled by public relations practitioners), while public relations practitioners have become concerned about their organization's marketing practices.

However, in exploring whether Public relations is a marketing tool or not, White and Mazur (1995) mention that Public relations have become largely a technical practice which uses communication techniques to support marketing activities and is involved in work on product and corporate branding, corporate reputation, market penetration, and development. Also, Public relations has become a social practice, helping organizations fit into their social environments, and working on relationships between groups to help bring about social and economic development and to help in completing social tasks (White & Mazur, 1995).

Also, findings from the literature review for this study shows that, in studying the history of corporate public relations from 1900 to 1950, Tedlow (1979) concludes that the public relations fulfill the broader function which is to increase sales and provide protection from unpopularity which could be detrimental to governmental or regulatory agency activity. Thus, aside from protecting against the consequences of a hostile public opinion about organizations, Public relations performs a marketing function of increasing sales.

4.2 CHAPTER SUMMARY

This chapter discussed the findings from the previous related studies on the relationship between public relations and marketing that was reviewed in this study. And this was done following the

objectives of this study. The next section provides a conclusion and recommendations on the study.

CHAPTER FIVE

SUMMARY AND CONCLUSION

5.0 INTRODUCTION

This chapter discusses the summary of findings of the study, its conclusions, and recommendations as well as the limitations.

5.1 SUMMARY

Public relations identifies, establishes, and maintains mutually beneficial relationships between an organization and the various publics on whom its success or failure depends. Marketing explores, creates, and delivers value to satisfy the needs of an organization's customers at a profit.

The study reveals that the relationship between public relations and marketing has been debated for years and this is because of the differences between marketing and public relations which stems from the view that marketing and public relations are interfering in each other's domain as it lies primarily in the types of stakeholders served by the two fields.

Also, findings from the literature review for this study show that; public relations fulfill the broader marketing function which is to increase sales and provide protection from unpopularity which could be detrimental to governmental or regulatory agency activity.

Again, the study shows that the public relations and marketing function within organizations have different missions to fulfill however, integration of the functions of the two disciplines supports marketing's product or service focus by increasing the brand and the organization's credibility with consumers. This means that public relations add credibility to an organization's product messages and work hand in hand with advertising as part of the organization's marketing plan. Thus, the public relations function must build long-term relationships before marketing can build exchange relationships.

5.2 CONCLUSION

The debate by scholars on the relationship of public relations to the concepts of marketing communication has become intense in recent years and thus, this study used empirical research findings to explore the relationship between Public relations and Marketing and how they function interdependently as there have been several arguments on how one is more important in organizational operations than the other. This study explained the various concepts in the research topic and how they are interlinked. This study shows that public relations and marketing are two distinct disciplines and neither of the two is a subset of the other, but that notwithstanding, they use similar communication tools in the execution of their functions and depend on each other most often to achieve the best results so there is the need for the two disciplines to work together to ensure the effectiveness of both areas.

Also, the study uses the system theory which helps to deduce that Public Relations which functions as a system in organizations, is interdependent on other structures or departments to be effective and in meeting the overall organizational goal. This supports the findings of this study that establishes that public relations is not entirely distinct from marketing because they are

similar when it comes to the use of some communication tools however, it is in the best interest of the organization if the two disciplines work together. The study suggests that it is important for managers to integrate the operations of public relations and marketing to ensure organizational success since Public Relations does not exist in isolation separate from marketing. Also, public relations should be seen viewed as corporate allies rather than as adversaries.

5.3 RECOMMENDATION

Based on the findings, the researcher recommends that further research should be done to investigate the relationship between public relations and marketing from more practitioners' perspectives from different industries to get a wider understanding of the two disciplines and to be able to generalize the findings. Also, an investigation should be made on the perception of marketing practitioners together with public relations practitioners to deduce a more objective stance on the topic. Much discussion and research are needed, however, to resolve the differences and integrate the most useful concepts from each perspective. Contributions to knowledge, management practice, or policy are also recommended for other researchers.

5.4 LIMITATION

This research encountered various limitations of which the most notable is the methodological approach chosen, the participants of the study, and the form of analysis utilized. The qualitative design of this project required subjective data to be collected and analyzed. However, the outbreak of novel coronavirus (COVID 19) in the middle of March 2020 and the imposition of restriction orders by the Ghanaian Authorities constrained engagement with the sample population and data collection. Hence, this study resorted to obtaining data from previously

published works which were analyzed following scholarly literature to satisfactorily answer the research questions and objectives.

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